

Institut Europeu de la Mediterrània

Instituto Europeo del Mediterráneo

Institut Européen de la Méditerranée

European Institute of the Mediterranean

المعهد الأوروبي للبحر الأبيض المتوسط



INSTITUT EUROPEU DE LA MEDITERRÀNIA (IEMed)

CONTRACTE DE SERVEIS

Procediment: Obert simplificat abreujat

Tramitació: Ordinària

**CONTRACTACIÓ DELS SERVEIS D'AUDITORIA DE DESPESES DEL PROJECTE
MEDiterranean Youth for Creative Impact – MedYCI, EN EL MARC DEL PROGRAMA
DE COOPERACIÓ Interreg NEXT MED 2021-2027**

Expedient núm. IEMED-2025-407

Plec informat per l'Assessoria Jurídica: EXT250212

Informe jurídic d'aprovació del Plec: 16 de juny de 2025

QUADRE DE CARACTERÍSTIQUES DEL CONTRACTE

A. Objecte del contracte

A.1 Descripció: Contractació de la prestació del servei d'auditoria de despeses del projecte *MEDiterranean Youth for Creative Impact - MedYCI*, en el marc del programa de cooperació Interreg NEXT MED 2021-2027, del que es beneficiari l'Institut Europeu de la Mediterrània (en endavant IEMed).

A.2 Codi CPV: La codificació de l'objecte del contracte és 79212100-3 (Serveis d'auditoria)

A.3 Justificació de la necessitat de contractar: L'IEMed participa en el projecte *MEDiterranean Youth for Creative Impact – MedYCI*, cofinançat per la Unió Europea en el marc del programa Interreg NEXT MED 2021-2027 (en endavant Interreg NEXT MED).

El projecte MedYCI té com a objectiu millorar la igualtat d'accés a serveis inclusius i de qualitat en l'àmbit de l'educació, la formació i l'aprenentatge continu mitjançant el desenvolupament d'infraestructures accessibles, fomentant la resiliència en l'educació i formació a distància i en línia.

En aquest marc, MedYCI pretén formar 200 joves d'entre 18 i 30 anys de diverses procedències a través d'un esquema conjunt de formació que inclourà continguts analítics, creatius i pràctics. Addicionalment s'establiran a cada país soci – Tunísia, Turquia, Espanya i Egipte – estudis de gravació de vídeo, coneguts com a MED-Y.C.I Studios, que actuaran com a centres d'innovació i desenvolupament d'habilitats i seran gestionats per aquests mateixos joves.

El programa Interreg NEXT MED requereix la designació d'un auditor per la verificació de la despesa i l'obtenció del reemborsament de les despeses subvencionables, que serà el responsable de dur a terme les verificacions establertes a l'article 74.1.a del Reglament (UE) n° 2021/1060 i 46 apartats 3 al 9 del Reglament (UE) n° 2021/1059.

Per tal de poder garantir que l'auditor seleccionat compleix amb el que estableix l'article 46.9 del Reglament (UE) 2021/1059 sobre disposicions específiques per a l'objectiu de cooperació territorial europea (Interreg) que rep suport del Fons Europeu de Desenvolupament Regional i dels instruments de finançament exterior, l'auditor seleccionat haurà d'estar inscrit com a soci exercint al Registre Oficial d'Auditors de Comptes (ROAC) de el Ministeri d'Afers Econòmics i Transformació Digital, i l'òrgan contractant haurà d'enviar la pertinent sol·licitud de validació al Ministeri d'Hisenda.

El contracte serà per tota la vida del projecte (contracte pluriennal).

Projecte	Inici	Final	Períodes a verificar	Import total pendent auditar
MedYCI	22.08.2025	22.02.2028	- Període 1: Mesos 0 a 8 - Període 2: Mesos 9 a 16 - Període 3: Mesos 17 a 24 - Període final: Mesos 25 a 30 TOTAL: 2,5 anualitats (30 mesos)	217.231,00 €

Previsiblement els imports a auditar seran els següents, tot i que podrien variar en funció de l'execució del projecte:

PERÍODES PENDENTS D'AUDITAR					
Període	Primer període	Segon període	Tercer període	Període final	Total
Import	57.928,27 €	57.928,27 €	57.928,27 €	43.446,20 €	217.231,00 €

D'acord amb el manual del programa, i en el seu cas, i les instruccions de la Direcció General de Fons Europeus del Ministeri d'Hisenda, l'auditor emetrà per a cada període els següents documents:

- Un informe de verificació de despeses, amb la relació de despeses verificades, així com les rebutjades i el motiu del seu rebuig, en el que quedi constància de la feina realitzada, la data i els resultats.
- Un llistat de comprovació dels requisits de l'article 74 del Reglament (UE) 2021/1060 (*Check list*)
- Un certificat de control.
- En el seu cas, informe sobre el frau potencial o confirmat.

El contingut de les tasques de verificació assegurarà la conformitat dels bens i serveis entregats amb el projecte aprovat; la veracitat de la despesa declarada en concepte d'operacions o parts d'operacions realitzades, i la conformitat de la despesa i de les operacions amb les normes de la Unió Europea i Nacionals. Els procediments de verificació es duran a terme a través de verificacions administratives i verificacions sobre el terreny.

A.4 Justificació de la impossibilitat de divisió en lots de l'objecte del contracte: L'objecte del contracte no admet fraccionament ja que les prestacions licitades formen totes elles una unitat funcional d'impossible separació i el contracte ha de cobrir tota la vida del projecte (contracte pluriennal).

B. Dades econòmiques

B.1. Determinació del preu

X

Tant alçat
Preus unitaris

El sistema de determinació del preu del contracte s'ha realitzat a un tant alçat, d'acord amb el que estableixen els articles 102 i 309 de la LCSP

B.2. Valor estimat del contracte i mètode aplicat per al seu càlcul: El valor estimat del contracte és de 10.773 euros (IVA exclòs)

B.3. Pressupost base de licitació:

Concepte	Import exclòs)	(IVA IVA	Import total (IVA inclòs)
Pressupost base de licitació	10.773,00 €	2.262,33 €	13.035,33 €

B.4. Import de licitació per anualitats: L'import aproximat d'aquest servei serà, com a màxim, de 10.773,00 euros, IVA exclòs, import total: 13.035,33 euros, IVA inclòs, distribuïts en tres anys de vigència:

	Import net	Import total
Any 2025	3.591,00 €	4.345,11 €
Any 2026	3.591,00 €	4.345,11 €
Any 2027	3.591,00 €	4.345,11 €
Total	10.773,00 €	13.035,33 €

C. Existència de crèdit

C.1. Partida pressupostària i centre gestor:

Any 2025	D/2270013
Any 2026	D/2270013
Any 2027	D/2270013

C.2. Expedient amb despesa d'abast pluriennal: Sí

D. Termini de durada del contracte

D.1 Termini total: La duració del contracte comprendrà tot el període d'implementació del projecte, amb una aprovació inicial de 30 mesos comptadors des de la data de formalització del contracte, més la duració de les possibles pròrrogues fins al tancament financer del mateix.

D.2 Terminis parcials:

L'auditor, tenint en compte els períodes establerts pel projecte, haurà d'assegurar que els treballs de verificació de les despeses es duren a terme en un termini màxim de 20 dies hàbils des de la presentació de l'informe financer del període per part de l'IEMed. En el cas de necessitat d'aclariments o documentació addicional, l'IEMed disposarà d'un termini no superior a 10 dies hàbils per a la seva justificació; transcorregut el mateix, s'adoptarà la versió definitiva de l'informe de verificació.

Les dates màximes per la presentació dels informes financers dels períodes per part de l'IEMed són les següents:

- Data màxima de lliurament del primer informe intermedi: Dins dels dos mesos següents a la finalització del primer període (mesos 0 a 8).
- Data màxima de lliurament del segon informe intermedi: Dins dels dos mesos següents a la finalització del segon període (mesos 9 a 16).
- Data màxima de lliurament del tercer informe intermedi: Dins dels dos mesos següents a la finalització del tercer període (mesos 17 a 24).
- Data màxima de lliurament de l'informe final: Dins dels tres mesos següents a la finalització del període final (mesos 25 a 30).

D.3 Possibilitat de pròrroga: Sí

E. Tramitació de l'expedient

E.1. Tramitació: Ordinària (article 116 i següents LCSP)

E.2. Procediment d'adjudicació: Procediment Obert Simplificat Abreujat (article 159.6 LCSP).

E.3. Anticipat de despesa: No

E.4. Presentació de proposicions: 1 únic sobre amb la documentació general i la documentació relativa als criteris d'adjudicació avaluable de forma automàtica.

E.5. Presentació de proposicions electrònica mitjançant Sobre Digital: Sí .

Accés des de <https://contractaciopublica.gencat.cat/>

Formats electrònics admesos: Pdf i Word

F. Requisits per contractar

F.1. Solvència econòmica i financera i tècnica o professional: D'acord amb l'article 159.6 de la LCSP, les empreses licitadores queden eximides d'acreditar la solvència econòmica i financera i tècnica o professional.

F.2. Obligació dels licitadors d'estar inscrits al ROLECE o al RELI: No

F.3. Contracte reservat a centres especials de treball o a empreses d'inserció laboral: No.

F.4. Habilitació empresarial o professional: Inscripció com a soci exercint en el Registre Oficial d'Auditors de Comptes (ROAC) del Ministeri d'Afers Econòmics i Transformació Digital.

F.5. Declaració sobre la no concurrència de condicions d'incompatibilitat: Els licitadors han d'aportar una declaració responsable en la qual manifestin que, en relació amb IEMed, no es troben incursos en cap de les condicions d'incompatibilitat relacionades a l'article 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes, segons el model inclòs a l'**Annex 1**.

G. Garantia definitiva

D'acord amb l'article 159.6 f) de la LCSP, no es requereix la constitució de garantia definitiva.

H. Revisió de preus

X	No
	Sí

I. Subcontractació

No es permet la subcontractació

J. Cessió del contracte:

	Sí
X	No

K. Lloc de lliurament de la prestació: La prestació del servei, objecte del present contracte, es desenvoluparà a les oficines de la persona adjudicatària, sense perjudici de mantenir les reunions o sessions de treball, planificació i seguiment que es considerin necessàries a la seu de l'IEMed, al C/ Girona, 20, CP 08010 Barcelona.

L. Responsable del contracte: Director general

M. Identificació dels òrgans que intervenen en el contracte

M.1. Òrgan de contractació: Director general de l'Institut Europeu de la Mediterrània, en virtut de l'article 61 de la LCSP en relació amb l'article 45.2 de la Llei 16/2008, de 23 de desembre, de mesures fiscals i financeres.

M.2. Responsable de la comptabilitat pública: Àrea de Gestió Econòmica

M.3. Destinatarí de la facturació: Àrea de Gestió Econòmica

N. Límits i paràmetres per a la determinació de proposicions amb valors anormals o desproporcionats

De conformitat amb allò establert a l'art. 85 del Reial Decret 1098/2001, de 12 d'octubre, pel que s'aprova el Reglament general de la Llei de Contractes de les Administracions Públiques.

O. Modificacions previstes del contracte

No es preveuen modificacions en aquest contracte

P. Pagament i presentació de factures

L'abonament dels imports dels serveis executats es realitzarà previ lliurament dels informes i prèvia emissió de factures per part de la persona adjudicatària. Concretament, la forma de facturació serà la següent:

- Factura per un import del 25 % del preu d'adjudicació, una vegada lliurat el primer informe intermedi (*Interim report*) de verificació de despeses del primer període d'implementació (mesos 0 a 8).
- Factura per un import del 25 % del preu d'adjudicació, una vegada lliurat el segon informe intermedi (*Interim report*) de verificació de despeses del segon període d'implementació (mesos 9 a 16).
- Factura per un import del 25 % del preu d'adjudicació, una vegada lliurat el tercer informe intermedi (*Interim report*) de verificació de despeses del tercer període d'implementació (mesos 17 a 24).
- Factura per un import del 25 % del preu d'adjudicació, una vegada lliurat l'informe final (*Final report*) de verificació de despeses del darrer període d'implementació (mesos 25 a 30).

Prèviament a l'emissió de les factures, la responsable del contracte haurà d'haver validat la prestació realitzada per l'auditoria adjudicatària mitjançant l'emissió d'un **certificat**.

D'acord amb l'establert a la Llei 29/2010, del 3 d'agost, de l'ús dels mitjans electrònics al sector públic de Catalunya i la Llei estatal 25/2013, de 27 de desembre, d'Impuls de la factura electrònica i creació del registre comptable de factures en el Sector Públic, des del 15 de gener de 2015, s'estableix l'obligació de presentació de factura electrònica a les Administracions Públiques.

Les factures han de reunir els requisits establerts en el Reglament pel qual es regulen les obligacions de facturació, aprovat pel Reial decret 1619/2012, de 30 de novembre, i es presentaran amb el preu amb l'IVA desglossat.

Les factures han d'adreçar-se a:

Institut Europeu de la Mediterrània (IEMed)

NIF: Q0801161A, C/ Girona, 20 CP 08010 Barcelona.

Les factures hauran d'especificar el número d'expedient que s'informarà en el contracte, el codi DIR3 A09018903, corresponent a la unitat tramitadora, a l'òrgan gestor i a l'oficina comptable. La factura ha de tenir data de registre posterior a la data de factura.

Les factures es poden lliurar al servei e.FACT del Consorci d'Administració Oberta de Catalunya (AOC), en la seva condició de Punt General d'Entrada de Factures Electròniques del sector públic de Catalunya <http://www.aoc.cat/Inici/SERVEIS/Relacions-amb-la-ciutadania/e.FACT-Empreses/Que-es>

La bústia de lliurament de factures per les entitats de la Generalitat i el seu sector públic és <https://efact.eacat.cat/bustia/?emisorId=7>

Tota la informació relativa a la factura electrònica en l'àmbit de la Generalitat de Catalunya i el seu sector públic es troba en l'espai web de comunicació amb proveïdors http://economia.gencat.cat/ca/70_ambits_actuacio/economia_del_sector_public/tresoreria_i_pagaments/

Les consultes relacionades es poden adreçar amb el lliurament i els requisits formals de la factura electrònica al servei e.FACT del Consorci AOC

<http://www.aoc.cat/Inici/SERVEIS/Relacions-amb-la-ciutadania/e.FACT-Empreses>

Així mateix, s'ha de continuar adreçant les vostres consultes relacionades amb el contingut comercial de la factura i els indicadors de servei o aprovisionament a les persones de contacte que us han sol·licitat el bé o servei.

Per a qualsevol aclariment els dubtes es poden consultar a través de l'oficina d'impuls a la factura electrònica a l'enllaç següent:

https://ovt.gencat.cat/gsitfc/AppJava/generic/conqxsGeneric.do?webFormId=6&set-locale=ca_ES

Q. Condicions especials d'execució

Q1. Condicions especials d'execució que no tenen caràcter d'obligació contractual essencial: Les establertes com a tals en la clàusula vint-i-sis d'aquest plec (clàusula ètica).

Q2. Condicions especials d'execució que tenen caràcter d'obligació contractual essencial: Les establertes com a tals en la clàusula vint-i-cinc apartats 12.2 i 12.3 i vint-i-set d'aquest plec, relatives, respectivament, a protecció de dades de caràcter personal i a condicions laborals

Q3. Altres obligacions essencials del contracte

- El compliment de les obligacions relatives a l'ús del català, anglès i/o francès, en els termes continguts a la clàusula vint-i-cinc apartat 4 d'aquest Plec de Clàusules Administratives Particulars.
- El compliment de les obligacions relatives a la confidencialitat, en els termes continguts a la clàusula vint-i-cinc apartat 9 d'aquest Plec de Clàusules Administratives Particulars.
- El compliment relatiu a les obligacions en matèria d'ubicació de servidors, en els termes continguts a la clàusula vint-i-cinc apartat 12.6 d'aquest Plec de Clàusules Administratives Particulars.
- El manteniment de l'equip de treball aprovat a l'inici de l'execució del contracte, en els termes continguts a la clàusula sisena del Plec de Prescripcions Tècniques.
- El compliment dels terminis de lliurament fixats a la clàusula setena del Plec de Prescripcions Tècniques.

R. Penalitats

R.1. Per incompliment de les obligacions contingudes a la clàusula ètica (clàusula vint-i-sis PCAP)

En cas d'incompliment dels apartats a), b), c), f) i g) de l'apartat 2 de la clàusula vint-i-sis s'estableix una penalitat mínima de 0,60 euros per cada 1.000 euros del preu del contracte, IVA exclòs, que es podrà incrementar de forma justificada i proporcional en funció de la gravetat dels fets. La gravetat dels fets vindrà determinada pel perjudici causat a l'interès públic, la reiteració dels fets o l'obtenció d'un benefici derivat de l'incompliment. En tot cas, la quantia de cada una de les penalitats no podrà excedir del 10% del preu del contracte, IVA exclòs, ni el seu total podrà superar en cap cas el 50% del preu del contracte.

R.2. Penalitats per incompliment de condicions especials d'execució (clàusula vint-i-set PCAP):

La falta de compliment d'una condició especial d'execució comportarà la imposició d'una penalitat per un import d'un 3% del preu del contracte.

R.3. Penalitats per demora en l'execució

Quan l'empresa contractista, per causes imputables a ella mateixa, hagués incorregut en demora respecte el compliment dels terminis parcials, IEMed podrà optar, ateses les circumstàncies del cas, per la resolució del contracte o per la imposició de les penalitats diàries en la proporció de 0,60 euros per cada 1.000 euros del preu del contracte, IVA exclòs. La constitució en mora de l'empresa contractista no precisarà intimació prèvia per part de IEMed.

S. Programa de treball: Sí

T. Recepcions parcials del contracte: Sí

U. Altra documentació a presentar:

- Acreditació de la inscripció en el Registre Oficial d'Auditors de Comptes (ROAC) de el Ministeri d'Afers Econòmics i Transformació Digital
- Declaració de no estar en curs en situació d'incompabilitat per prestar els serveis d'auditoria financera per a IEMed, d'acord amb el model contingut a l'**Annex 1**.

V. Tractament de dades de caràcter personal:

☒	Sí
☐	No

V.1 Finalitat per a la qual es cediran les dades personals:

IEMed cedirà, en el seu cas, dades personals (principalment dades del personal treballador i de proveïdors) als efectes que l'empresa contractista pugui donar compliment a les exigències implícites en la realització de l'auditoria financera.

V.2 Prescripcions

L'encarregat del tractament, que serà l'empresa contractista, ha d'oferir garanties suficients respecte de la implantació i el manteniment de les mesures tècniques i organitzatives apropiades, que garanteixi la protecció dels drets de les persones afectades i formalitzar l'acord d'encàrrec de tractament que està a l'**Annex 7**.

L'empresa contractista s'obliga a sotmetre's en tot cas a la normativa nacional i de la Unió Europea en matèria de protecció de dades i, concretament, s'obliga al compliment de tot allò que estableix la Llei Orgànica 3/2018, de 5 de desembre, de protecció de dades personals i garantia dels drets

digitals en relació amb les dades personals a les quals tingui accés amb ocasió del contracte; i el que estableix el Reglament (UE) 2016/679, del Parlament Europeu i del Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva 95/46/CE.

La documentació i la informació que es desprengui o a la qual es tingui accés amb ocasió de l'execució de les prestacions objecte d'aquest contracte i que correspon a l'administració contractant responsable del tractament de dades personals, té caràcter confidencial i no podrà ésser objecte de reproducció total o parcial per cap mitjà o suport. Per tant, no se'n podrà fer ni tractament ni edició informàtica, ni transmissió a terceres persones fora de l'estricta àmbit de l'execució directa del contracte.

W. Subrogació en contractes de treball: No escau.

X. Causes d'exclusió automàtica

- Presentar la proposició fora de termini i sense la forma adequada.
- No acreditar, quan s'escaigui, els requisits d'aptitud per contractar que es sol·licitin.
- No coincidir l'empremta electrònica enviada per l'empresa licitadora i la proposició rebuda per l'òrgan de contractació, en tant hi hagi hagut modificació de la proposició.
- Contenir virus, codis o programes nocius la proposició.
- Presentar documents malmesos, il·legibles o en blanc que siguin imprescindibles per conèixer o valorar la proposició.
- Haver variat l'empremta electrònica en cas de sol·licitar còpia de seguretat dels documents electrònics presentats en suport físic electrònic.
- No justificar en els terminis atorgats la proposició anormalment baixa
- Incorporar a la declaració responsable o qualsevol altre document dades i manifestacions inexactes, falses o ometre qualsevol d'aquestes.

Y. Altra informació:**a) Aquest procediment:**

- **Eximeix l'acreditació de la solvència econòmica i financera i tècnica o professional.**
- **Eximeix la constitució de la garantia definitiva.**

b) Consultes administratives i tècniques: aroy@iemed.org

Perfil de contractant: [Perfils de contractant](#) | [Plataforma electrònica de contractació pública \(gencat.cat\)](#)

ÍNDEX DE CLÀUSULES

I.DISPOSICIONS GENERALS

Primera. Objecte del contracte

Segona. Necessitats administratives que cal satisfer i idoneïtat del contracte

Tercera. Dades econòmiques del contracte

Quarta. Existència de crèdit

Cinquena. Termini de durada del contracte

II. CLÀUSULES ESPECIALS DE LICITACIÓ, ADJUDICACIÓ I FORMALITZACIÓ DEL CONTRACTE

Sisena. Tramitació de l'expedient i procediment d'adjudicació

Setena. Ús de mitjans electrònics en la tramitació de l'expedient

Vuitena. Requisits per contractar

Novena. Capacitat d'obrar

Desena. Presentació de proposicions

Onzena. Tramitació del procediment

Dotzena. Propostes anormalment baixes

Tretzena. Proposta d'adjudicació i presentació de documentació prèvia a l'adjudicació

Catorzena. Decisió de no adjudicar o subscriure el contracte i desistiment

Quinzena. Adjudicació del contracte

Setzena. Formalització i perfecció del contracte

III. DISPOSICIONS RELATIVES A L'EXECUCIÓ DEL CONTRACTE

Dissetena. Execució del contracte

Divuitena. Condicions especials d'execució

Dinovenena. Programa de treball

Vintena. Penalitats

Vint-i-unena. Persona responsable del contracte

Vint-i-dosena. Resolució d'incidències i de dubtes tècnics interpretatius

IV. DISPOSICIONS RELATIVES ALS DRETS I OBLIGACIONS DE LES PARTS

Vint-i-tresena. Abonaments a l'empresa contractista

Vint-i-quatre. Responsabilitat de l'empresa contractista

Vint-i-cinquena. Altres obligacions de l'empresa contractista

Vint-i-sisena. Clàusula ètica

Vint-i-setena. Clàusules socials i mediambientals

Vint-i-vuitena. Prerrogatives de l'òrgan de contractació

Vint-i-novena. Modificació del contracte

Trentena. Suspensió del contracte

V. DISPOSICIONS RELATIVES A LA SUCCESSION, CESSIÓ, SUBCONTRACTACIÓ I REVISIÓ DE PREUS

Trentena-i-unena. Successió en la persona de l'empresa contractista

Trenta- dosena. Cessió dels contractes

Trenta- tresena. Subcontractació

Trenta- quatrena. Revisió de preus

VI. DISPOSICIONS RELATIVES A L'EXTINCIÓ DEL CONTRACTE

Trenta- cinquena. Recepció i compliment del contracte

Trenta- sisena. Resolució del contracte: causes i efectes

Trenta- setena. Règim jurídic del contracte

Trenta- vuitena. Règim de recursos

Trenta- novena. Jurisdicció competent

Quaranta . Règim d'invalidesa

ANNEXOS

Annex 1. Model de declaració conforme no s'està incurs en cap de les causes d'incompatibilitat de l'art. 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes.

1.1. Model per a persona jurídica

1.2. Model per a persona física

Annex 2. Model de declaració responsable conforme es compleixen els requisits per contractar

2.1. Model per a persona jurídica

2.2. Model per a persona física

Annex 3. Model de proposició relativa als criteris d'adjudicació avaluables de forma automàtica.

Annex 4. Criteris d'adjudicació.

Annex 5. Custodis designats

Annex 6. Preparació i presentació de les proposicions en Sobre Digital

Annex 7. Acord d'encàrrec de tractament en la contractació de serveis amb accés a dades de caràcter personal

Annex 8. Declaració sobre la ubicació dels servidors

Annex 9. Documents per a la validació de l'auditor davant el Ministeri d'Hisenda

Annex 10. Documentació associada a la validació financera del programa

PLEC DE CLÀUSULES ADMINISTRATIVES PARTICULARS

I. DISPOSICIONS GENERALS

Primera. Objecte del contracte

1.1. Descripció: L'objecte del contracte és la realització dels serveis descrits a l'**apartat A.1 del quadre de característiques, en els termes i condicions establerts en el plec de prescripcions tècniques particulars (en endavant, PPT) i en aquest plec de clàusules administratives particulars (en endavant, PCAP)**. El PPT juntament amb aquest PCAP tenen caràcter contractual i regeixen la contractació i la realització d'aquest contracte de serveis.

1.2. Estructura del contracte: D'acord amb el seu objecte i característiques, el contracte no es divideix en lots. La impossibilitat de dividir l'objecte del contracte en lots es troba justificada en l'expedient i en l'**apartat A.4 del quadre de característiques** d'aquest plec.

1.3. L'expressió de la codificació corresponent a la nomenclatura del Vocabulari Comú de Contractes (CPV), d'acord amb el Reglament (CE) 213/2008 de la Comissió, de 28 de novembre de 2007, pel qual es modifica el Reglament 2195/2002 del Parlament Europeu i del Consell, pel qual s'aprova el Vocabulari Comú de Contractes públics, CPV, consta a l'**apartat A.2 del quadre de característiques**.

1.4. Tal com s'assenyala en l'**apartat F.3 del quadre de característiques** d'aquest Plec, la participació no queda reservada a les entitats allà indicades.

Segona. Necessitats administratives que cal satisfer i idoneïtat del contracte

Les necessitats administratives que cal satisfer mitjançant el contracte són les que consten a l'expedient administratiu, a l'**apartat A.3 del quadre de característiques** i al Plec de prescripcions tècniques.

Tercera. Dades econòmiques del contracte

3.1. El sistema de determinació del preu del contracte és el que s'indica a l'**apartat B.1 del quadre de característiques**, establert d'acord amb allò previst per l'article 309 de la LCSP.

3.2. El valor estimat del contracte (VEC) i el mètode aplicat per al seu càlcul són els que s'assenyalen a l'**apartat B.2 del quadre de característiques** i inclou, en el seu cas, els conceptes a què fa referència l'article 101 de la LCSP.

3.3. El pressupost base de licitació formulat per IEMed es determina a l'**apartat B.3 del quadre de característiques**. Aquest és el límit màxim de despesa, que l'òrgan de contractació pot comprometre en virtut d'aquest contracte i, per tant, constitueix el preu màxim que poden oferir les entitats que concorrin a la licitació del contracte.

3.4. El preu del contracte és l'import d'adjudicació i ha d'incloure com a partida independent, l'Impost sobre el Valor Afegit. En el preu s'inclouen els tributs, les taxes, els cànons de qualsevol tipus que

siguin d'aplicació, així com totes les despeses que s'originin com a conseqüència de les obligacions establertes en aquest plec que s'han de complir durant l'execució del contracte.

Quarta. Existència de crèdit

S'han complert tots els tràmits reglamentaris per assegurar l'existència de crèdit per al pagament dels serveis que són objecte del contracte. La partida pressupostària a la qual s'imputa aquest crèdit és la que s'esmenta a l'**apartat C.1 del quadre de característiques**.

Cinquena. Termini de durada del contracte

5.1. El termini de durada del contracte és el que s'estableix a l'**apartat D del quadre de característiques**. Aquest termini comença a comptar des del dia que s'estipuli en la resolució d'adjudicació.

5.2. El contracte es pot prorrogar, tal com s'ha previst a l'**apartat D.3 del quadre de característiques**, abans que finalitzi el termini fixat. La previsió i el nombre de pròrroques són les que es detallen a l'**apartat D.3 del quadre de característiques** esmentat. La pròrroga l'acordarà l'òrgan de contractació i serà obligatòria per a l'empresa contractista, sempre que hagi estat preavisada amb, almenys, dos mesos d'antelació a l'acabament del termini de durada del contracte. La pròrroga no es produirà, en cap cas, per acord tàcit de les parts.

II. CLÀUSULES ESPECIALS DE LICITACIÓ, ADJUDICACIÓ I FORMALITZACIÓ DEL CONTRACTE

Sisena. Tramitació de l'expedient i procediment d'adjudicació

6.1. La forma de tramitació de l'expedient és la que es disposa a l'**apartat E.1 del quadre de característiques** d'aquest Plec.

6.2. El procediment d'adjudicació es detalla a l'**apartat E.2 del quadre de característiques** d'aquest Plec, d'acord amb allò previst pels articles 131 i 159.6 de la LCSP.

6.3. El contracte, per raó de la seva quantia, no està subjecte a regulació harmonitzada.

Setena. Ús de mitjans electrònics en la tramitació de l'expedient

7.1. Comunicació i notificació per mitjans electrònics

7.1.1. D'acord amb la disposició addicional quinzena de la LCSP, la tramitació d'aquesta licitació comporta la pràctica de les notificacions i comunicacions que en derivin per mitjans exclusivament electrònics.

No obstant això, es podrà utilitzar la comunicació oral per a comunicacions diferents de les relatives als elements essencials, això és, els plecs i les proposicions, deixant-ne el contingut de la

comunicació oral documentat degudament, per exemple, mitjançant els arxius o resums escrits o sons dels principals elements de la comunicació.

7.1.2. Les comunicacions que es facin durant el procediment de contractació i durant la vigència del contracte s'efectuaran per mitjans electrònics a través de la Plataforma de Serveis de Contractació Pública de la Generalitat de Catalunya i les notificacions mitjançant l'e-Notum, d'acord amb la LCSP i la Llei 39/2015, d'1 d'octubre, del procediment administratiu comú de les administracions públiques. A aquests efectes, s'enviaran els avisos de la posada a disposició de les notificacions i les comunicacions a les adreces de correu electrònic i als telèfons mòbils que les empreses hagin facilitat a aquest efecte en la declaració responsable. Un cop rebuts el/s correu/s electrònic/s i, en el cas que s'hagin facilitat també telèfons mòbils, els SMS, indicant que la notificació corresponent s'ha posat a disposició a e-Notum, la/les persona/es designada/es haurà/n d'accedir-hi mitjançant l'enllaç que s'enviarà a aquest efecte. En l'espai virtual on hi ha dipositada la notificació, es permet accedir a dita notificació amb certificat digital o amb contrasenya d'un sol ús.

7.1.3 Els terminis a comptar des de la notificació es computaran des de la data d'enviament de l'avís de notificació, ja que la notificació es publicarà el mateix dia en el perfil de contractant de l'òrgan de contractació.

7.2. Informació al Perfil de contractant

La informació relativa al present contracte que, d'acord amb el disposat en aquest plec, hagi de ser publicada a través del perfil del contractant podrà ser consultada en l'adreça electrònica que consta a l'**apartat E.5 del quadre de característiques**.

Per tal de rebre tota la informació relativa a aquesta licitació, les empreses que ho vulguin i, en tot cas, les empreses licitadores s'han de subscriure com a interessades en aquesta licitació, a través del servei de subscripció a les novetats de l'espai virtual de licitació que a tal efecte es posa a disposició a l'adreça web del Perfil de contractant de l'òrgan de contractació, accessible a la Plataforma de Serveis de Contractació Pública de la Generalitat ([Perfils de contractant | Plataforma electrònica de contractació pública \(gencat.cat\)](#))

Aquesta subscripció permet rebre avís de manera immediata a les adreces electròniques de les persones subscrites de qualsevol novetat, publicació o incidència que afecti a aquesta licitació.

Així mateix, qualsevol comunicació que s'hagi de fer amb ocasió o com a conseqüència del procediment de licitació i d'adjudicació d'aquest contracte s'ha de realitzar mitjançant el tauler d'anuncis associat a l'espai virtual de licitació d'aquesta licitació de la Plataforma de Serveis de Contractació Pública. El tauler d'anuncis electrònic deixa constància fefaent de l'autenticitat, la integritat i la data i hora de publicació de la informació publicada.

7.3. Perfil del licitador

D'altra banda, les empreses licitadores també poden donar-se d'alta en el Perfil del licitador, prèvia autenticació requerida. El Perfil del licitador està constituït per un conjunt de serveis adreçats a les empreses licitadores amb l'objectiu de proveir un espai propi a cada empresa licitadora, amb un seguit d'eines que faciliten l'accés i la gestió d'expedients de contractació del seu interès. Per donar-se d'alta cal fer "clic" en l'apartat "Perfil de licitador" de la Plataforma de Serveis de Contractació Pública i disposar del certificat digital requerit.

7.4. Presentació de proposicions per mitjans electrònics

D'acord amb les disposicions addicionals quinzena i setzena de la LCSP, la presentació de proposicions per part de les empreses licitadors s'ha de fer per mitjans electrònics, tal com s'indica en l'**apartat E.5 del quadre de característiques**.

L'aplicació mitjançant la qual s'han de presentar les proposicions és l'eina de Sobre Digital. La presentació s'ha de fer en els termes que es detallen a la clàusula onzena en relació amb l'**Annex 6** d'aquest Plec.

7.5. Formalització del contracte

La formalització del contracte s'efectua mitjançant la signatura d'acceptació pel contractista de la resolució d'adjudicació. La signatura d'acceptació s'ha d'efectuar, preferiblement, mitjançant signatura electrònica. Amb aquest objectiu, els representants legals de les empreses adjudicatàries han de posseir un certificat de signatura electrònica de persona física amb dispositiu segur lliurat per qualsevol entitat de certificació classificada pel Consorci "Administració Oberta de Catalunya", o bé DNI electrònic.

7.6. Certificats digitals

D'acord amb la disposició addicional primera del Decret Llei 3/2016, de 31 de maig, de mesures urgents en matèria de contractació pública, serà suficient l'ús de la signatura electrònica avançada basada en un certificat qualificat o reconegut de signatura electrònica en els termes previstos en el Reglament (UE) 910/2014/UE, del Parlament Europeu i del Consell, de 23 de juliol de 2014, relatiu a la identificació electrònica i els serveis de confiança per a les transaccions electròniques en el mercat interior i pel qual es deroga la Directiva 1999/93/CE. Per tant, aquest és el nivell de seguretat mínim necessari del certificat de signatura electrònica admesa per a la signatura de la proposició.

Pel que fa als certificats estrangers comunitaris, s'acceptaran els certificats qualificats a qualsevol país de la Unió Europea d'acord amb l'article 25.3 del Reglament (UE) 910/2014/UE sobre identificació electrònica i serveis de confiança, esmentat, el qual disposa que "una signatura electrònica qualificada basada en un certificat qualificat emès a un Estat membre serà reconeguda com a signatura electrònica qualificada a la resta dels Estats membres".

Tal com estableix l'article 22 d'aquest mateix Reglament, la Comissió posa a disposició del públic, mitjançant un canal segur, la informació relativa a les llistes de confiança de cada Estat membre, on es publiquen els serveis de certificació qualificats a admetre.

Eina de consulta: <http://tlbrowser.tsl.website/tools/>

Vuitena. Requisits per contractar

8.1. Estan facultades per participar en aquest procediment de licitació i per acceptar la resolució d'adjudicació corresponent en cas de resultar-ne adjudicatàries les persones físiques o jurídiques, espanyoles o estrangeres, que, d'acord amb l'article 65 de la LCSP, reuneixin tots els requisits següents:

- Tinguin plena capacitat d'obrar.

- No estiguin incurses en cap de les circumstàncies de prohibició de contractar recollides a l'article 71 de la LCSP, la qual cosa es pot acreditar per qualsevol dels mitjans establerts a l'article 85 de la LCSP.

8.2 En cas de persones jurídiques, cal que la finalitat, objecte o àmbit d'activitat de les empreses licitadores tingui relació directa amb l'objecte del contracte, segons resulti dels seus estatuts o regles fundacionals, i, en el seu cas, s'acrediti degudament.

8.3. També poden participar en aquesta licitació les **unions d'empreses** que es constitueixin temporalment a aquest efecte (UTE), sense que sigui necessària formalitzar-les en escriptura pública fins que no se'ls hagi adjudicat el contracte. Aquestes empreses queden obligades solidàriament davant IEMed i han de nomenar una persona representant o apoderada única amb poders suficients per exercir els drets i complir les obligacions que es derivin del contracte fins a la seva extinció, sense perjudici que les empreses atorguin poders mancomunats per a cobraments i pagaments d'una quantia significativa. Als efectes de la licitació, les empreses licitadores que vulguin concórrer integrades en una unió temporal han d'indicar els noms i les circumstàncies dels que la constitueixen i la participació de cadascun, com també que assumeixen el compromís de constituir-se formalment en unió temporal si resulten empreses adjudicatàries del contracte. En aquest supòsit, cadascuna de les empreses integrants ha de tenir la seva personalitat i capacitat.

Les empreses que vulguin constituir unions temporals d'empreses per participar en licitacions públiques es poden trobar mitjançant la utilització de la funcionalitat punt de trobada de la Plataforma de Serveis de Contractació Pública de la Generalitat, que es troba dins l'apartat "Perfil del licitador".

8.4. Les circumstàncies relatives a la capacitat i absència de prohibicions de contractar han de concórrer en la data final de presentació de proposicions i subsistir en el moment de perfecció del contracte.

8.5. A efectes de la licitació, les empreses licitadores han de declarar el compliment dels requisits d'aptitud per a contractar en la declaració responsable corresponent, que s'ha d'ajustar al model de **l'Annex 2 d'aquest Plec**. Únicament l'empresa proposada com a adjudicatària haurà d'acreditar el compliment d'aquests requisits en el moment que sigui requerida per l'òrgan competent, en tot cas, abans d'adjudicar el contracte. No obstant això, l'òrgan de contractació podrà sol·licitar a les empreses licitadores que presentin la totalitat o una part dels documents acreditatius del compliment dels requisits, quan consideri que existeixen dubtes raonables sobre la vigència o fiabilitat de la declaració o quan resulti necessari per al bon desenvolupament del procediment, d'acord amb l'article 140.3 de la LCSP.

8.6. Les empreses que hagin participat en l'elaboració de les especificacions tècniques o dels documents preparatoris del contracte o hagin assessorat l'òrgan de contractació durant la preparació del procediment poden participar en la licitació sempre que es garanteixi que la seva participació no falseja la competència.

8.7. Les empreses licitadores han de respectar i adequar la seva activitat a la clàusula ètica que es recull a la clàusula vint-i-sisena d'aquest Plec.

Novena. Capacitat d'obrar

9.1 La capacitat d'obrar de les empreses espanyoles que siguin persones jurídiques s'acredita mitjançant l'escriptura o document de constitució, els estatuts o l'acta fundacional, en què constin

les normes per les quals es regula la seva activitat, degudament inscrits, si escau, en el registre públic que correspongui, segons el tipus de persona jurídica de què es tracti. També han de disposar del NIF de l'empresa.

9.2 La capacitat d'obrar de les persones físiques s'acredita amb el document nacional d'identitat o passaport.

9.3 La capacitat d'obrar de les empreses no espanyoles d'Estats membres de la Unió Europea o signataris de l'Acord sobre Espai Econòmic Europeu s'ha d'acreditar mitjançant la inscripció en els registres professionals o mercantils adients del seu Estat membre d'establiment o la presentació d'una declaració jurada o una de les certificacions que s'indiquen en l'annex XI de la Directiva 2014/24/UE del Parlament Europeu i del Consell, de 26 de febrer de 2014, sobre contractació pública i per la qual es deroga la Directiva 2004/18/CE. Quan la legislació de l'Estat en què estiguin establertes aquestes empreses exigeixi una autorització especial o la pertinença a una determinada organització per poder prestar-hi el servei de què es tracti, cal que compleixin aquest requisit per tenir la capacitat d'obrar.

9.4 La capacitat d'obrar de les empreses estrangeres d'Estats no membres de la Unió Europea ni signataris de l'Acord sobre Espai Econòmic Europeu s'acredita amb l'aportació d'un informe emès per la missió diplomàtica permanent o per l'oficina consular d'Espanya del lloc del domicili de l'empresa, en el qual consti, prèvia acreditació per l'empresa, que figuren inscrites en el registre local professional, comercial o anàleg o, en el seu defecte, que actuen habitualment en el tràfic local dins l'àmbit de les activitats que abasta l'objecte del contracte. També han d'aportar l'informe de reciprocitat al qual fa referència l'article 68 de la LCSP.

9.5 En cas que diverses empreses presentin oferta conjunta de licitació, cada una ha d'acreditar la seva capacitat d'obrar.

Desena. Presentació de proposicions

10.1. D'acord amb el que s'indica a l'**apartat E.4 del quadre de característiques**, les empreses licitadores han de presentar les seves proposicions en un sol sobre on s'inclourà tota la documentació.

10.2. El sobre s'han de presentar com a màxim fins la data límit assenyalada a l'anunci publicat al perfil del contractant de la plataforma de serveis de contractació pública (<http://contractaciopublica.gencat.cat>)

Les proposicions presentades fora de termini no han de ser admeses sota cap concepte.

10.3. Per a la presentació electrònica de proposicions mitjançant l'aplicació de "Sobre Digital", cal tenir en compte, per a la preparació i la presentació de les proposicions, les qüestions que s'estableixen en l'**Annex 6**. A més, les especificacions tècniques necessàries per a la presentació electrònica de proposicions es troben disponibles a l'apartat de "licitació electrònica" de la plataforma de serveis de contractació pública, a l'adreça web següent:

https://contractaciopublica.gencat.cat/ecofin_sobre/AppJava/views/ajuda/empreses/index.xhtml

10.4. D'acord amb l'article 23 del Reglament, les empreses estrangeres han de presentar la documentació traduïda de forma oficial al català i/o al castellà.

10.5. Les persones interessades en el procediment de licitació podran sol·licitar a l'òrgan de contractació informació addicional sobre els plecs i altra documentació complementària, el qual la facilitarà almenys sis (6) dies naturals abans que finalitzi el termini fixat per a la presentació de proposicions, sempre que l'hagin demanat almenys deu (10) dies naturals abans del transcurs del termini de presentació de les proposicions. També poden dirigir-se a l'òrgan de contractació per sol·licitar aclariments sobre els plecs o la resta de documentació a través de l'apartat de preguntes i respostes del tauler d'avísos de l'espai virtual de la licitació.

Aquestes preguntes i respostes seran públiques i accessibles a través del tauler esmentat, residenciat en el perfil del contractant de l'òrgan de contractació, en l'adreça que es detalla a **l'apartat E.5 del quadre de característiques** d'aquest Plec.

Les respostes a les sol·licituds d'aclariments han de ser formulades per l'òrgan de contractació i han de tenir caràcter vinculant.

10.6. Les proposicions són secretes i la seva presentació suposa l'acceptació incondicionada per part de l'empresa licitadora del contingut d'aquest Plec i del contingut del plec de prescripcions tècniques, així com l'autorització a l'òrgan de contractació per consultar les dades que constin el Registre Electrònic d'Empreses Licitadores de la Generalitat de Catalunya (RELI) o el Registre Oficial de Licitadors i Empreses Classificades del Sector Públic, o les llistes oficials d'operadors econòmics d'un Estat membre de la Unió Europea

10.7. La documentació, un cop lliurada, només es pot retirar per motius justificats.

10.9. Les empreses licitadores només poden presentar una única proposició. Tampoc poden subscriure cap proposta en unió temporal amb d'altres empreses (UTE) si ho han fet individualment o figurar en més d'una unió temporal. La contravenció d'aquest precepte ha de produir la inadmissió de totes les proposicions presentades.

10.9. Contingut del SOBRE ÚNIC

Cal aportar la documentació que es detalla següentment:

10.9.1. DOCUMENTACIÓ GENERAL

La documentació general s'ha de presentar en l'únic sobre a presentar. Les empreses licitadores han de presentar la documentació general següent:

- a) Declaració conforme no s'està incurs en cap de les causes d'incompatibilitat de l'art. 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes**, d'acord amb el model de l'**Annex 1** d'aquest plec.
- b) Declaració responsable conforme reuneix els requisits per contractar**, d'acord amb el model de l'**Annex 2** d'aquest plec, en què les empreses declaren:
 - Que l'empresa està constituïda vàlidament i que, de conformitat amb el seu objecte social, es pot presentar a la licitació;
 - Que la persona signatària de la declaració té la deguda representació per presentar la proposició i la declaració;

- **Que disposa de les autoritzacions necessàries per exercir l'activitat, especialment, que està inscrita al Registro Oficial de Auditores de Cuentas del Instituto de Contabilidad y Auditoría de Cuentas (ICAC).**
- Que no està incursa en prohibició de contractar.
- Que compleix els requisits exigits en aquest plec.

c) Compromís d'acord d'encàrrec de tractament en la contractació de serveis amb accés a dades de caràcter personal, d'acord amb el model de l'Annex 7 d'aquest plec.

Així mateix, s'ha d'incloure la designació del nom, cognoms i NIF de la persona o les persones autoritzades per accedir a les notificacions electròniques, com també les adreces de correu electrònic i, addicionalment, els números de telèfon mòbil on rebre els avisos de les notificacions. **Per tal de garantir la recepció de les notificacions electròniques es recomana designar més d'una persona autoritzada a rebre-les, així com diverses adreces de correu electrònic i telèfons mòbil on rebre els avisos de les posades a disposició.**

La declaració responsable s'ha de presentar, preferiblement, signada electrònicament per la persona o persones que tenen la deguda representació de l'empresa per presentar la proposició.

En el cas d'empreses que concorrin amb el compromís d'agrupar-se en una unió temporal si resulten adjudicatàries del contracte, cadascuna ha d'acreditar la seva personalitat, capacitat i solvència i presentar una declaració responsable cada una d'elles per separat.

D'acord amb l'article 71.1, lletra d) de la LCSP, la declaració del compliment de la quota de reserva de llocs de treball i l'obligació de disposar d'un pla d'igualtat s'ha de fer mitjançant una declaració.

Als efectes del que disposa l'article 64 de la LCSP, la declaració sobre si l'empresa licitadora té o no té alguna situació de possible conflicte d'interès, o relació equivalent al respecte amb les parts interessades en el procediment s'ha de fer mitjançant la presentació d'una declaració.

Les empreses licitadores que figurin en una base de dades nacional d'un Estat membre de la Unió Europea, com un expedient virtual de l'empresa, un sistema d'emmagatzematge electrònic de documents o un sistema de prequalificació, d'accés gratuït només han de facilitar en cada part de la declaració la informació no inscrita en aquestes llistes. Així, les empreses inscrites en el Registre Electrònic d'Empreses Licitadores (RELI) o en el Registre Oficial de Licitadors i Empreses Classificades del Sector Públic, només estan obligades a indicar en la declaració la informació que no figuri inscrita en aquests registres, o que no hi consti vigent o actualitzada. En tot cas, aquestes empreses han d'indicar en la declaració la informació necessària que permeti a l'òrgan de contractació, si escau, accedir als documents o certificats justificatius corresponents.

b) En cas que diverses empreses presentin proposició conjunta de licitació en unió temporal d'empreses (UTE), a més, declaració indicant el nom i les circumstàncies de les empreses licitadores que la subscriuguin, la participació de cadascuna d'elles i la persona o entitat que durant la vigència del contracte exercirà la plena representació de totes davant IEMed. També, cal que presentin el compromís de constituir-se formalment en unió temporal en cas de resultar adjudicatària del contracte, compromís que ha d'estar signat pel representant de cadascuna de les empreses que constitueixen la unió.

L'acreditació de la possessió i de la validesa de la documentació justificativa del compliment dels requisits exigits en aquest plec el compliment dels quals s'hagi indicat en la declaració responsable i, en el seu cas, en la resta de documentació general aportada, l'ha d'efectuar l'empresa licitadora en qui recaigui la proposta d'adjudicació per haver presentat la millor proposició en el moment que sigui requerida per l'òrgan competent i amb caràcter previ a l'adjudicació.

10.9.2. PROPOSTA RELATIVA ALS CRITERIS D'ADJUDICACIÓ AVALUABLES DE FORMA AUTOMÀTICA

La documentació relativa als criteris d'adjudicació avaluables de forma automàtica s'ha de presentar en l'únic sobre a presentar i en els format electrònics admesos indicats en l'**apartat E.5 del quadre de característiques**. La proposta s'ha d'ajustar al model que s'estableix en l' **Annex 3** d'aquest plec.

No s'acceptaran les propostes que tinguin omissions, errades o esmenes que no permetin conèixer clarament allò que l'òrgan de contractació consideri fonamental per a valorar les ofertes.

L'oferta econòmica no pot superar els imports expressats en l'**apartat B.3 del quadre de característiques** del contracte. No s'admetran variants ni alternatives.

10.10. A través de l'eina de Sobre Digital les empreses licitadores hauran de signar el document "resum" de les seves proposicions, amb signatura electrònica avançada basada en un certificat qualificat o reconegut, amb la signatura del qual s'entén signada la totalitat de la proposició, atès que aquest document conté les empremtes electròniques de tots els documents que la componen.

Les proposicions s'han de signar pels representants legals de les empreses licitadores i, en cas de tractar-se d'empreses que concorrin amb el compromís de constituir-se en UTE, si resulten adjudicatàries, s'han de signar pels representants de totes les empreses que la componen. La/les persona/es que signi/n la proposició ha/n de ser la persona o una de les persones signants de la declaració responsable conforme es reuneixen els requisits per a contractar.

Onzena. Tramitació del procediment

11.1. En aquest procediment no es constitueix mesa de contractació. L'òrgan de contractació es pot ajudar en la tramitació d'aquest procediment d'una unitat tècnica en la valoració de les ofertes (art. 159.6 d) LCSP).

11.2. Els custodis en aquest procediment d'adjudicació són les persones que s'assenyalen en **l'Annex 5 d'aquest Plec**, que són les persones que permeten l'obertura del sobre un cop apliquen les seves credencials.⁹

11.3. La valoració de les proposicions s'ha de fer d'acord amb els criteris d'adjudicació que es determinen en **l'Annex 4 d'aquest Plec**.

11.4. Obertura de sobres

11.4.1. Transcorregudes 24 hores des de la data i hora límit de presentació de proposicions, l'òrgan de contractació podrà demanar a les empreses licitadores que introdueixin la paraula de pas per al desxifrat dels sobres. L'òrgan de contractació demanarà aquesta paraula de pas per poder realitzar

el desxifrat de la documentació de les propostions amb una antelació de 24 hores a l'obertura del sobre corresponent, a no ser que en l'anunci de licitació es prevegi una antelació diferent. En tot cas, les empreses licitadores han d'introduir la/es paraula/es de pas abans de l'obertura del sobre xifrat que s'hagi d'obrir.

11.4.2. L'òrgan de contractació ha de verificar que la presentació de les propostions s'ha ajustat a allò exigint a la clàusula onzena d'aquest Plec i ha d'excloure automàticament aquelles empreses licitadores que no hagin presentat la seva proposició en el temps i la forma escaients.

11.4.3. Un cop comprovat que s'han presentat les propostions en temps i forma, l'òrgan de contractació obrirà els sobres de les propostions, qualificarà la documentació general i valorarà les propostes relatives als criteris d'adjudicació avaluable de forma automàtica.

Una vegada valorades les propostions, l'òrgan de contractació procedirà a:

- a) Classificar les propostions, que s'obté atenent els criteris d'adjudicació detallats en l'**Annex 4 d'aquest Plec**.
- b) Realitzar la proposta d'adjudicació a favor de l'empresa licitadora amb la millor puntuació.
- c) Comprovar que l'empresa que ha obtingut millor puntuació està degudament constituïda; el firmant de la proposició té poder bastant per formular-la; i no està incursa en cap prohibició per a contractar, bé consultant el RELI i/o el ROLECE, bé a través d'un requeriment a l'empresa licitadora.
- d) Requerir a l'empresa licitadora que ha obtingut la millor puntuació mitjançant comunicació electrònica per tal que, en el termini de set (7) dies hàbils a comptar des de l'enviament de la comunicació, porti la documentació que es detalla a la clàusula 13.3 d'aquest Plec.

L'òrgan de contractació, una vegada oberts els sobres, en cas d'observar defectes o omissions esmenables en la documentació general presentada, ho ha de comunicar a les empreses licitadores afectades perquè els corregeixin o esmenin davant seu mateix en el termini de tres (3) dies naturals. Així mateix, i d'acord amb l'article 95 de la LCSP i l'article 22 del Reglament, l'òrgan de contractació, o els serveis que en depenguin, podrà sol·licitar a les empreses licitadores els aclariments que li calguin sobre els certificats i documents presentats o requerir-les perquè en presentin de complementaris, les quals disposaran del termini de cinc (5) dies naturals per a presentar-les.

Les sol·licituds d'esmenes o aclariments es duran a terme a través de la funcionalitat que a aquest efecte té l'eina de Sobre Digital, mitjançant la qual s'adreçarà un correu electrònic a l'adreça o les adreces assenyalades per les empreses licitadores en el formulari d'inscripció, amb l'enllaç per a què accedeixin a l'espai de l'eina en què han d'aportar la documentació corresponent.

En aquest supòsit, la realització de les actuacions a, b, c i d de l'apartat 11.4.3 quedarà en suspens fins que les empreses licitadores esmenin o facin els aclariment pertinents.

11.4.4. En el cas que la proposició de l'empresa licitadora que hagi obtingut la millor puntuació estigui en el supòsit de proposició anormalment baixa i s'hagi d'aplicar el procediment previst a l'article 149 de la LCSP, després de l'obertura del sobre, l'òrgan de contractació durà a terme les actuacions de les lletres a i b de l'apartat 11.4.3 i la realització de les actuacions restants, les lletres c i d d'aquest apartat, quedaran en suspens fins que l'empresa licitadora justifiqui la seva proposició en un termini màxim de cinc (5) dies hàbils des de l'enviament de la comunicació corresponent.

11.4.5. Seran excloses, mitjançant resolució motivada, les propostes incloses en el sobre que excedeixin del pressupost base de licitació, les que modifiquin substancialment el model de

proposta establert en aquest Plec, així com aquelles que continguin un error manifest en relació amb l'import de l'oferta econòmica. Igualment, seran excloses aquelles propostes en les quals l'empresa licitadora reconegui l'error o inconsistència de la mateixa que la facin inviable i també les que incorrin en el supòsit de proposició anormalment baixa o desproporcionada i que no quedi justificada la seva viabilitat.

L'existència d'errors en les propostes de les empreses licitadores relatives als criteris d'adjudicació avaluable de forma automàtica implicarà l'exclusió d'aquestes del procediment de contractació, quan pugui resultar afectat el principi d'igualtat, en els casos d'errors que impedeixen determinar amb caràcter cert quin és el preu realment ofert per les empreses i, per tant, impedeixin realitzar la valoració de les propostes.

11.4.6. En cas que es produeixi un empat en la puntuació final es procedirà a l'aplicació dels criteris de desempat regulats en l'article 147. 2 de la LCSP.

11.4.7 Els actes d'exclusió adoptats per l'òrgan de contractació són susceptibles d'impugnació en els termes establerts en la clàusula trenta set d'aquest Plec.

Dotzena. Proposicions anormalment baixes

12.1. La determinació de les proposicions que puguin ser anormalment baixes s'ha de dur a terme de conformitat amb l'article 149 de la LCSP i en funció dels límits i els paràmetres objectius establerts en **l'apartat N del quadre de característiques**.

12.2. En el supòsit que la proposició de l'empresa licitadora que hagi obtingut la millor puntuació estigui en el supòsit de proposició anormalment baixa, l'òrgan de contractació, o els serveis que en depenguin, ha de requerir-la perquè justifiqui i desglossi raonadament i detalladament el baix nivell dels preus, o de costos, o qualsevol altre paràmetre sobre la base del qual s'hagi definit l'anormalitat de la proposició, per tal que l'òrgan de contractació pugui determinar si la proposició no pot ser complida i s'hagi d'excloure o, per al contrari, la proposició resulta viable i s'hagi de tenir en compte per a l'adjudicació del contracte.

Les sol·licituds de justificació es duran a terme a través de la funcionalitat que a aquest efecte té l'eina de Sobre Digital, mitjançant la qual s'adreçarà un correu electrònic a l'adreça o les adreces assenyalades per les empreses licitadores en el formulari d'inscripció, amb l'enllaç per a què accedeixin a l'espai de l'eina en què han d'aportar la documentació corresponent.

En el procediment caldrà sol·licitar l'assessorament tècnic del servei corresponent.

12.3. D'acord amb l'article 159.4. f) de la LCSP, l'empresa licitadora que es trobi en aquest supòsit té un **termini màxim de cinc (5) dies hàbils**, a comptar des de l'enviament del comunicació/requeriment, per presentar les justificacions per escrit, les quals es poden referir a:

- L'estalvi que permet els serveis prestats.
- Les solucions tècniques adoptades o les condicions excepcionalment favorables de què disposa l'empresa licitadora per a prestar els serveis.
- El compliment de les obligacions aplicables en matèria social o laboral i de protecció de dades personals, establertes en el dret de la Unió, el dret nacional, els convenis col·lectius o per les disposicions de dret internacional medi ambiental, social i laboral enumerades a

l'Annex X de la Directiva 2014/24/UE, sobre contractació pública i per la que es deroga la Directiva 2004/18/CE.

- La possible obtenció d'una ajuda estatal per part de l'empresa licitadora.

12.4. Transcorregut aquest termini, si l'òrgan de contractació no rep les justificacions, s'ha de considerar que la proposició no pot ser complerta i, per tant, l'empresa licitadora ha de quedar exclosa del procediment de licitació. Si, pel contrari, es reben les justificacions dins el termini, l'òrgan de contractació avaluarà tota la informació i documentació proporcionada per l'empresa licitadora en termini i decidirà, o bé l'acceptació de la proposició, perquè considera acreditada la seva viabilitat, o bé, en cas contrari, l'exclusió de l'esmentada proposició perquè considera que la informació i la documentació proporcionada no expliquen satisfactòriament el baix nivell dels preus o costos proposats per l'empresa licitadora i, per tant, la proposició no pot ser acomplida com a conseqüència de la inclusió de valors anormals.

L'òrgan de contractació exclourà en tot cas les proposicions incurses en presumpció d'anormalitat si la justificació no explica satisfactòriament el baix nivell dels preus o costos proposats per l'empresa licitadora quan aquesta sigui incompleta o es fonamenti en hipòtesis o pràctiques inadequades des d'un punt de vista tècnic, econòmic o jurídic.

També, els òrgans de contractació exclouran en tot cas les proposicions si comproven que són anormalment baixes perquè no compleixen les obligacions aplicables en matèria medi ambiental, social o laboral, nacional o internacional, incloent l'incompliment dels convenis col·lectius sectorials vigents, en aplicació de l'article 201 de la LCSP.

12.5 Cas que la millor proposició pugui ser considerada anormalment baixa, s'entendrà que l'empresa licitadora que ha obtingut la millor puntuació ha retirat la seva proposició i es podrà realitzar la proposta d'adjudicació a favor de l'empresa licitadora següent amb la millor puntuació. En aquest supòsit, s'haurà de seguir la tramitació establerta en la clàusula 11.4 d'aquest plec.

Tretzena. Presentació de documentació prèvia a l'adjudicació

13.1. L'empresa licitadora amb millor puntuació haurà d'aportar la documentació requerida en el termini de set (7) dies hàbils, si no s'hagués presentat ja amb anterioritat.

L'aportació de documentació es durà a terme a través de la funcionalitat que a aquest efecte té l'eina de Sobre Digital, mitjançant la qual s'enviarà un correu electrònic a l'adreça o les adreces assenyalades per les empreses licitadores en el formulari d'inscripció, amb l'enllaç per a què accedeixin a l'espai de l'eina en què han d'aportar la documentació corresponent.

13.2. Documentació acreditativa dels requisits per contractar:

En cas que totes les dades de l'empresa amb la millor puntuació no constin inscrites en el RELI o en el ROLECE o que les dades que figuren als registres no estiguin actualitzades, l'empresa haurà d'aportar la documentació acreditativa que correspongui.

a) Capacitat d'obrar de les persones licitadores (d'acord amb la clàusula vuitena i novena d'aquest Plec):

a.1) Persones jurídiques espanyoles

- L'escriptura de constitució o modificació inscrita en el Registre Mercantil, quan sigui exigible conforme la legislació mercantil. Quan no ho sigui, l'escriptura o document de constitució, estatuts o acte fundacional, en què constin les normes mitjançant les quals es regula la seva activitat, inscrits, si s'escau, en el corresponent registre oficial;
- El NIF;

a.2) Persones físiques espanyoles

- Còpia del document nacional d'identitat o document equivalent.

a.3) Persones estrangeres

- Les persones estrangeres nacionals d'un Estat membre de la Unió Europea o signatari de l'Espai Econòmic Europeu, declaració jurada o certificat, en els termes que s'estableixin reglamentàriament, d'acord amb les disposicions comunitàries d'aplicació, o declaració conforme estan inscrites en el registre procedent d'acord amb la legislació de l'Estat en què es trobin establertes (en una llista oficial d'empreses autoritzades per contractar).
- Les persones físiques o jurídiques estrangeres d'Estats no membres de la Unió Europea ni signataris de l'Acord sobre Espai Econòmic Europeu, informe emès per la Missió Diplomàtica Permanent d'Espanya en l'Estat corresponent o per l'Oficina Consular en l'àmbit del qual radiqui el domicili de l'empresa, en el qual consti, prèvia acreditació per l'empresa, que figuren inscrites en el registre local professional, comercial o anàleg, o, en el seu defecte, que actuen habitualment en el tràfic local dins l'àmbit de les activitats que abasta l'objecte del contracte. I, també, informe elaborat per l'Oficina Econòmica i Comercial d'Espanya a l'exterior en què es justifiqui que l'Estat de procedència de l'empresa estrangera admet a la seva vegada la participació d'empreses espanyoles en la contractació amb els ens del sector públic assimilables als enumerats en l'article 3 de la LCSP, en forma substancialment anàloga.

a.4) Unions temporals d'empreses

Cadascuna de les empreses que conformen la Unió temporal d'empresa ha d'aportar la documentació relacionada en l'apartat 13.3 a).

b) Acreditació de la representació dels signants de les ofertes. En el supòsit que es comparegui o se signin proposicions en nom d'un altre, poder per comparèixer o signar proposicions en nom d'un altre i còpia del document nacional d'identitat, del passaport o document equivalent.

Aquest poder ha de reunir els requisits formals següents: ser escriptura pública, ser còpia autèntica i estar inscrit en el Registre Mercantil o en el registre oficial corresponent.

d) Documentació acreditativa de la Inscripció al Registre Oficial d'Auditors de Comptes (ROAC) de l'Instituto de Contabilidad y Auditoria de Cuentas (ICAC). L'auditor seleccionat haurà d'estar inscrit com a soci exercent en el Registre Oficial d'Auditors de Comptes (ROAC) de l'Ministeri d'Afers Econòmics i Transformació Digital.

d) Documents acreditatius d'estar al corrent de les obligacions tributàries i amb la Seguretat Social, així com el document d'alta en l'Impost d'Activitats Econòmiques. IEMed comprovarà d'ofici que l'empresa proposada està al corrent de les seves obligacions tributàries i amb la

Seguretat Social. No obstant això, en cas que els certificats siguin negatius o que les dades no estiguin actualitzades, es podrà requerir a l'empresa que aporti els documents acreditatius d'estar al corrent amb l'Administració de la Generalitat de Catalunya, amb l'Agència Estatal Tributària, amb la Tresoreria de la Seguretat Social i d'estar al corrent de l'Impost sobre Activitats Econòmiques.

e) Documents acreditatius del compliment de la normativa d'integració de treballadors/es amb discapacitat, d'acord amb la declaració responsable presentada de conformitat amb el model de l'Annex 2.

f) Documents acreditatius del compliment de la normativa sobre obligació de pla d'igualtat entre homes i dones, d'acord amb la declaració responsable presentada de conformitat amb el model de l'Annex 2.

En tot cas, l'empresa proposada amb la millor puntuació ha d'aportar la documentació següent:

- **Relació del personal** que es destinarà a l'execució del contracte i acreditació de la seva afiliació i alta a la Seguretat Social, mitjançant la presentació dels TC2 corresponents. Alternativament, i si s'escau, declaració responsable per part de l'empresa on es declari no tenir encara contractades les persones treballadores que s'ocuparan en l'execució del contracte i que acreditarà la afiliació i l'alta de totes elles quan les hagi contractat i sempre amb caràcter previ a l'inici de l'activitat contractada.

13.3. Un cop aportada per l'empresa licitadora que hagi presentat la millor proposició la documentació requerida, aquesta serà qualificada per part de l'òrgan de contractació. Si s'observa que en la documentació presentada hi ha defectes o errors de caràcter esmenable, s'ha de comunicar a les empreses afectades perquè els corregeixin o esmenin en el termini màxim de tres (3) dies naturals.

Les sol·licituds d'esmenes es duren a terme a través de la funcionalitat que a aquest efecte té l'eina de Sobre Digital, mitjançant la qual s'adreçarà un correu electrònic a l'adreça o les adreces assenyalades per l'empresa o empreses licitadores en el formulari d'inscripció, amb l'enllaç per tal que accedeixin a l'espai de l'eina en què han d'aportar la documentació corresponent.

13.4. En el cas que no es complimenti adequadament el requeriment de documentació en el termini assenyalat, o bé en el termini per esmenar que es doni, s'entendrà que l'empresa licitadora ha retirat la seva proposició i es procedirà a requerir la mateixa documentació a l'empresa licitadora següent, per l'ordre en què hagin quedat classificades les proposicions. Aquest fet comporta l'exigència de l'import del 3 per cent del pressupost base de licitació, en concepte de penalitat i, a més, pot donar lloc a declarar a l'empresa en prohibició de contractar per la causa prevista en l'article 71.2.a) de la LCSP.

13.5. Així mateix, l'eventual falsedat en allò declarat per les empreses licitadores en la declaració responsable conforme es reuneixen els requisits per a contractar pot donar lloc a la causa de prohibició de contractar amb el sector públic prevista en l'article 71.1.e de la LCSP.

13.6. Un cop aportada la documentació requerida i qualificada per part de l'òrgan de contractació, l'empresa licitadora omplirà en el termini de 10 dies naturals des de la comunicació per part de l'òrgan contractant i amb caràcter previ a la signatura del contracte de prestació de serveis d'auditoria, els documents que es relacionen en l'Annex 9 i que s'han de trametre a la Direcció General de Fondos Europeos, de la Secretaria General de Fondos Europeos, del Ministerio de Hacienda per tal de sol·licitar la validació de l'auditor seleccionat com a controlador per a la

verificació de les despeses del projecte MEDYCI, d'acord amb allò establert a l'article 46 apartats del 3 al 9 del Reglament (UE) 2021/1059.

Catorzena. Decisió de no adjudicar o subscriure el contracte i desistiment del procediment

14.1. D'acord amb l'article 152 de la LCSP, l'òrgan de contractació podrà decidir no adjudicar o subscriure el contracte, per raons d'interès públic degudament justificades i amb la corresponent notificació a les empreses licitadores, abans de la formalització del contracte.

14.2. També podrà desistir del procediment, abans de la formalització del contracte, notificant-ho a les empreses licitadores, quan aprecii una infracció no esmenable de les normes de preparació del contracte o de les reguladores del procediment d'adjudicació.

14.3. La decisió de no adjudicar o subscriure el contracte o el desistiment del procediment d'adjudicació es publicarà al Perfil de contractant.

Quinzena. Adjudicació del contracte

15.1. Un cop presentada i conforme la documentació a què fa referència la clàusula 13.3 d'aquest Plec, l'òrgan de contractació ha d'acordar l'adjudicació a l'empresa licitadora proposada dins el termini màxim de cinc (5) dies hàbils, a comptar des de la data de recepció de l'esmentada documentació.

La licitació no es declararà deserta si hi ha alguna proposició que sigui admissible d'acord amb els criteris que figuren en aquest Plec. La declaració, en el seu cas, que aquest procediment ha quedat desert es publicarà en el Perfil de contractant.

15.2. La resolució d'adjudicació del contracte es notificarà a les empreses licitadores mitjançant notificació electrònica a través de l'e-Notum, d'acord amb la clàusula 7 d'aquest Plec, i es publicarà en el Perfil de contractant de l'òrgan de contractació dins el termini de quinze (15) dies naturals, indicant el termini en què s'haurà de procedir a la formalització del contracte.

A aquest efecte, s'enviarà, a l'adreça de correu electrònic –i, en cas que s'hagi informat, al telèfon mòbil– que les empreses licitadores hagin designat en presentar les seves proposicions, un avís de la posada a disposició de la notificació. Així mateix, el correu electrònic contindrà l'enllaç per accedir-hi.

Setzena. Formalització i perfecció del contracte

16.1. El contracte es perfecciona mitjançant la signatura d'acceptació per part de l'empresa contractista de la resolució d'adjudicació, d'acord amb l'article 159.6 g) de la LCSP.

L'esmentada acceptació de la resolució d'adjudicació es farà dins d'un termini màxim dels quinze (15) dies hàbils següents a aquell en què s'hagi realitzat la notificació de l'adjudicació a les empreses licitadores.

16.2. Si l'adjudicació hagués recaigut sobre una unió temporal d'empreses, caldrà que, abans de l'acceptació de la resolució d'adjudicació, acrediti la seva constitució mitjançant escriptura pública

en la qual consti el nomenament de representant o apoderat únic de la unió amb poders suficients per exercir els drets i complir les obligacions que es derivin del contracte fins a la seva extinció.

16.3. Si no s'accepta la resolució d'adjudicació en el termini indicat per causes imputables a l'empresa adjudicatària, se li exigirà l'import del 3 per cent del pressupost base de licitació IVA exclòs, en concepte de penalitat. A més, aquest fet pot donar lloc a declarar a l'empresa en prohibició de contractar, d'acord amb l'article 71.2 b de la LCSP.

En aquest cas, el contracte s'adjudicarà a l'empresa licitadora següent per l'ordre en què hagin quedat classificades les proposicions, amb la presentació prèvia de la documentació a què es refereix la clàusula 13.3 d'aquest Plec, essent aplicables els terminis previstos en els apartats anteriors.

16.4. L'acceptació de la resolució d'adjudicació es publicarà en un termini no superior a quinze (15) dies naturals després del seu perfeccionament en el Perfil de contractant.

16.5 Una vegada adjudicat el contracte i abans de la signatura d'acceptació per part de l'empresa contractista de la resolució d'adjudicació, aquesta haurà de presentar una declaració en què es posi de manifest on estaran ubicats els seus servidors i des d'on es prestaran els serveis associats als mateixos, d'acord amb el model de **l'Annex 8**.

III. DISPOSICIONS RELATIVES A L'EXECUCIÓ DEL CONTRACTE

Dissetena. Execució del contracte

El contracte s'ha d'executar amb subjecció al que estableixen les seves clàusules i els plecs i d'acord amb les instruccions que per a la seva interpretació doni a l'empresa contractista la persona responsable del contracte que es detalla a **l'apartat L del quadre de característiques**.

Divuitena. Condicions especials d'execució

18.1 Les condicions especials d'execució d'obligat compliment per part de l'empresa contractista, són les que es detallen a **l'apartat Q del quadre de característiques**.

18.2 Quan les condicions especials d'execució no tinguin la consideració d'obligacions contractuals essencials d'acord amb **l'apartat Q.1 del quadre de característiques**, el seu incompliment pot donar lloc a la imposició de penalitats. Aquestes penalitats es detallen a **l'apartat R.1 del quadre de característiques**.

18.3 Quan les condicions especials d'execució tinguin la consideració d'obligacions contractuals essencials d'acord amb **l'apartat Q.2 del quadre de característiques**, el seu incompliment és causa de resolució del contracte de conformitat amb els articles 202.3 i 211.1 de la LCSP.

Dinovena. Programa de treball

L'empresa contractista estarà obligada a presentar un programa de treball, tal com s'ha especificat en **l'apartat S del quadre de característiques** i a la clàusula 5 del Plec de Prescripcions Tècniques.

Vintena. Penalitats

20.1. L'empresa contractista resta obligada al compliment dels terminis d'execució del contracte. Els terminis són els fixats en els plecs que regeixen la contractació.

Si l'empresa contractista incorre en demora o incompleix els terminis de les prestacions definides en el contracte per causes que se li puguin imputar, IEMed pot optar, ateses les circumstàncies del cas, indistintament per la resolució del contracte, d'acord amb l'article 195.1 de la LCSP o per la imposició de les penalitats establertes a **l'apartat R.3 del quadre de característiques**, d'acord amb l'article 193 de la LCSP.

D'acord amb el que disposa l'article 195.2 de la LCSP, si el retard respecte al compliment dels terminis fos produït per motius no imputables a l'empresa contractista i aquesta ofereix complir si se li amplia el termini inicial d'execució, se li concedirà un termini, almenys, igual al temps perdut, a menys que l'empresa contractista en demani un altre de més curt.

En tot cas, la constitució en demora de l'empresa contractista no requereix interpel·lació o intimació prèvia per part de l'òrgan de contractació.

20.2. Per al supòsit d'incompliment dels compromisos assumits per l'empresa contractista o de les condicions especials d'execució que no tenen caràcter d'obligació essencial o bé quan s'estableixin condicions de tipus mediambiental, social, ètic o d'altre tipus, de conformitat amb allò establert en l'article 202 de la LCSP, es pot acordar la imposició de les corresponents penalitats en els termes i condicions establertes a **l'apartat R.1 i R.2 del quadre de característiques**.

20.3. Es podran imposar altres penalitats en funció d'incompliments que es prevegin expressament en el clausulat d'aquest Plec i en el plec de prescripcions tècniques particulars.

20.4. Si IEMed opta per la imposició de penalitats, els imports d'aquestes s'han de fer efectius mitjançant la deducció de les quantitats que, en concepte de pagament total o parcial, s'han d'abonar a l'empresa contractista.

20.5. No obstant l'anterior, en els supòsits d'incompliment total o compliment defectuós o de demora en l'execució en què no estigui prevista penalitat **o aquesta no cobreix els danys causats a IEMed, s'exigirà a l'empresa contractista la indemnització per danys i perjudicis.**

Vint-i-unena. Persona responsable del contracte

21.1 Amb independència de la unitat encarregada del seguiment i l'execució ordinària del contracte, d'acord amb l'article 62 de la LCSP, es designa com a persona responsable del contracte la persona que consta en **l'apartat L del quadre de característiques**.

21.2 La persona responsable del contracte exercirà, entre d'altres, les funcions següents:

- Supervisar l'execució del contracte i prendre les decisions i dictar les instruccions necessàries per assegurar la correcta realització de la prestació, sempre dins de les facultats que li atorgui l'òrgan de contractació.
- Adoptar la proposta sobre la imposició de penalitats.
- Emetre informe que determini si el retard en l'execució és produït per motius imputables a l'empresa contractista.
- Fer el control del compliment de les clàusules d'ús de català que es preveuen en aquest Plec i, amb anterioritat a la finalització del contracte, emetre la certificació corresponent que n'acrediti, si s'escau, aquest compliment.
- Emetre l'informe d'avaluació final de la contractació que ha de servir per valorar els resultats aconseguits en relació amb els objectius previstos i avaluar els aspectes econòmics i pressupostaris i tècnics del contracte.
- Vetllar pel compliment de l'obligació de l'empresa contractada de què les persones treballadores destinades a l'execució del contracte estiguin afiliades i donades d'alta en la Seguretat Social.
- Aprovar el programa de treball, el calendari i l'equip de treball presentat per l'empresa contractista.
- Establir l'abast i els criteris generals de revisió, el sistema de seguiment i control dels treballs que es realitzen, i els pot revisar en qualsevol moment.
- Pot establir la realització de proves addicionals quan ho consideri necessari per aconseguir els objectius del control.
- Pot revisar el papers de treball i qualsevol altra documentació de suport i requerir-ne còpies així com els aclariments que cregui oportuns, fins i tot amb posterioritat al lliurament dels informes definitius.
- Revisar l'esborrany d'informe i dona la seva conformitat abans de la signatura per part de l'auditor.
- Rebre una còpia dels informes definitius resultants del contracte.
- Validar la prestació realitzada pel contractista, amb caràcter previ a la liquidació dels honoraris d'auditoria de cada entitat en cadascuna de les fases del contracte.

21.3 Les instruccions donades per la persona responsable del contracte configuren les obligacions d'execució del contracte juntament amb el seu clausulat i els plecs.

21.4 Les modificacions posteriors del responsable del contracte, en el seu cas, es notificaran a l'empresa contractista i seran eficaces des de la data d'aquesta notificació.

Vint-i-dosena. Resolució d'incidències i de dubtes tècnics interpretatius

22.1. Les incidències que puguin sorgir entre IEMed i l'empresa contractista en l'execució del contracte, per diferències en la interpretació del que s'ha convingut o bé per la necessitat de modificar les condicions contractuals, s'han de tramitar mitjançant expedient contradictori que ha d'incloure necessàriament les actuacions descrites en l'article 97 del Reglament.

22.2. Llevat que motius d'interès públic ho justifiquin o la naturalesa de les incidències ho requereixi, la seva tramitació no ha de determinar la paralització del contracte.

22.3. Per a la resolució de dubtes tècnics interpretatius que puguin sorgir durant l'execució del contracte es pot sol·licitar un informe tècnic extern a IEMed o l'Administració de la Generalitat de Catalunya amb caràcter no vinculant.

IV. DISPOSICIONS RELATIVES ALS DRETS I OBLIGACIONS DE LES PARTS

Vint-i-tresena. Abonaments a l'empresa contractista

23.1. L'import dels serveis executats s'ha d'acreditar de conformitat amb el plec de prescripcions tècniques particulars per mitjà dels documents emesos per l'òrgan competent que acreditin la realització total o parcial, si s'escau, del contracte.

23.2. El pagament a l'empresa contractista s'ha d'efectuar contra presentació de factura emesa segons la normativa vigent, en els terminis i condicions establerts en l'article 198 de la LCSP i en la forma que es determini a l'**apartat P del quadre de característiques** d'aquest Plec.

23.3. Les entitats recollides a l'article 4 de la Llei 25/2013, de 27 de desembre, d'impuls de la factura electrònica i creació del registre comptable de factures en el Sector Públic tenen l'obligació de lliurar la factura pel que fa als treballs realitzats per mitjans electrònics. Per als subjectes que no estan obligats però vulguin acollir-s'hi, poden expedir i remetre la factura de forma electrònica.

La remissió de factures electròniques s'ha d'efectuar mitjançant sistemes que compleixin amb els requeriments següents:

- L'autenticitat de l'origen i integritat del contingut de les factures electròniques s'ha de garantir mitjançant signatura electrònica avançada basada en un certificat reconegut i han d'incloure necessàriament el número d'expedient de contractació.
- El format de la factura electrònica i signatura s'han d'ajustar al que disposa l'annex 1 de l'Ordre ECO/306/2015, de 23 de setembre, per la qual es regula el procediment de tramitació i anotació de les factures en el Registre comptable de factures en l'àmbit de l'Administració de la Generalitat de Catalunya i el sector públic que en depèn.
- El lliurament de les factures s'ha d'efectuar a través del servei e.FACT, punt general d'entrada de les factures electròniques de l'Administració de la Generalitat de Catalunya. Cal tenir en compte que és imprescindible que figuri el número d'expedient del contracte en el camp "filereference".

El seguiment de l'estat de les factures es podrà consultar al web del departament competent en matèria d'economia a l'apartat Tresoreria i Pagaments (consulta de l'estat de factures i pagaments de documents), a partir de l'endemà del registre de la factura.

Les dades identificatives de l'òrgan administratiu amb competències en matèria de comptabilitat pública, de l'òrgan de contractació i del destinatari, que l'empresa contractista haurà de fer constar en les factures corresponents, són les que es detallen a **l'apartat M del quadre de característiques** d'aquest Plec.

23.4. L'empresa contractista pot realitzar els treballs amb major celeritat de la fixada pel termini o terminis contractuals. Tanmateix, no té dret a percebre en cada any, qualsevol que sigui l'import del que s'ha executat o dels documents expedits que acreditin la realització del contracte, major quantitat de la consignada en l'anualitat corresponent afectada pel coeficient d'adjudicació.

23.5. En cas de retard en el pagament, l'empresa contractista té dret a percebre, en els termes i les condicions legalment establerts, els interessos de demora i la indemnització corresponent pels costos de cobrament en els termes establerts en la Llei 3/2004, de 29 de desembre, per la qual s'estableixen mesures de lluita contra la morositat en les operacions comercials.

23.6. L'empresa contractista pot transmetre els drets de cobrament en els termes i condicions establerts en l'article 200 de la LCSP.

Vint-i-quatrena. Responsabilitat de l'empresa contractista

24.1. L'empresa contractista ha d'executar el contracte al seu risc i ventura, i ha d'estar obligada a indemnitzar tots els danys i perjudicis que es causin a terceres persones com a conseqüència de les operacions que requereixi l'execució del contracte, excepte en el cas que els danys siguin ocasionats com a conseqüència immediata i directa d'una ordre de IEMed.

24.2. L'empresa contractista és responsable de la qualitat tècnica dels serveis que desenvolupa i de les prestacions i serveis realitzats, així com de les conseqüències que es dedueixen per a IEMed o per a terceres persones de les omissions, errors, mètodes inadequats o conclusions incorrectes en l'execució del contracte.

24.3 En tot cas, la responsabilitat de l'execució dels treballs i l'obtenció de l'evidència adequada i suficient, d'acord amb els procediments d'auditoria generalment establerts, correspon a l'empresa contractista. En aquest sentit, les tasques de control i supervisió de la Intervenció General són considerades dins del marc del control de qualitat de l'execució dels treballs i del suport i assessorament durant les tasques que s'han de realitzar.

Vint-i-cinquena. Altres obligacions de l'empresa contractista

25.1. L'empresa contractista està obligada a prestar el servei de la manera i en els termes i terminis indicats en el contracte i en aquest Plec de clàusules administratives. L'empresa contractista resta obligada també al compliment de les obligacions que s'estableixen en el Plec de prescripcions tècniques.

25.2. L'empresa contractista es compromet a prendre totes les mesures necessàries, i a tenir els mitjans adequats per a l'òptima prestació del servei objecte d'aquest contracte i del seu control de qualitat, assumint a càrrec seu els mitjans auxiliars de característiques especials que siguin necessaris per al desenvolupament de la seva tasca.

25.3. L'empresa contractista es compromet a respectar la normativa nacional i de la Unió Europea en matèria de protecció de dades.

25.4. Obligacions sobre l'ús del català i de l'occità, aranès a l'Aran

L'empresa contractista ha d'emprar el català en les seves relacions amb IEMed i l'Administració de la Generalitat derivades de l'execució de l'objecte d'aquest contracte. Així mateix, l'empresa contractista i, han d'emprar, almenys, el català en, les publicacions, els avisos i en la resta de comunicacions de caràcter general que es derivin de l'execució de les prestacions objecte del contracte.

L'empresa contractista ha de lliurar els treballs objecte d'aquest contracte, en dues versions lingüístiques: català i castellà.

Així mateix, l'empresa contractista assumeix l'obligació de destinar a l'execució del contracte els mitjans i el personal que resultin adients per assegurar que es podran realitzar les prestacions objecte del servei en català. A aquest efecte, l'empresa adjudicatària haurà d'adoptar les mesures de formació del seu personal necessàries per garantir que el personal, tingui un coneixement suficient de la llengua catalana per desenvolupar les tasques d'atenció, informació i comunicació de manera fluida i adequada.

En tot cas, l'empresa contractista queden subjectes en l'execució del contracte a les obligacions derivades de la Llei 1/1998, de 7 de gener, de política lingüística i de les disposicions que la desenvolupen. En l'àmbit territorial de la Vall d'Aran, les empreses contractistes han d'emprar l'aranès d'acord amb la Llei 35/2010, d'1 d'octubre, de l'occità, aranès a l'Aran, i amb la normativa pròpia del Conselh Generau d'Aran que la desenvolupi.

Aquestes obligacions tenen caràcter contractual essencial i el seu incompliment facultarà l'òrgan de contractació per resoldre el contracte.

25.5. L'empresa contractista cobrirà el servei amb personal adequat i suficient.

25.6. L'empresa contractista és la responsable de l'execució del contracte i el personal que executi les tasques objecte del contracte està en qualsevol cas al seu càrrec, sense que es pugui deduir que existeix una relació laboral entre aquest personal i IEMed. En aquest sentit, la facultat de controlar i dirigir els treballs i les persones treballadores correspon a l'empresa contractista, pel fet de disposar d'una titularitat independent a la de IEMed i d'una organització autònoma i, per tant, tot allò relatiu al control d'horaris, concessió de permisos i vacances, règim disciplinari i ordres de treball emanarà de l'empresa contractista, sens perjudici de les facultats que té l'ens contractant pel que fa al control i supervisió de l'execució del contracte.

25.7. En cas de malaltia, vacances o circumstàncies similars, l'empresa contractista cobrirà les absències que es produeixin, amb suplències de personal competent, garantint en tot moment la disponibilitat permanent del servei ofert.

25.8 Obligacions de confidencialitat

L'empresa contractista i els seus col·laboradors estaran obligats a respectar el caràcter confidencial de tota aquella informació a la que tingui accés per a l'execució del contracte que així s'indiqui en el mateix o que així li indiqui l'entitat, o que per la seva pròpia naturalesa hagi de ser tractada com

tal. Aquest deure de confidencialitat es mantindrà durant un termini mínim de 5 anys, a excepció que en el contracte s'estableixi un termini superior. Així mateix, l'empresa contractista haurà d'assenyalar expressament aquella documentació i/o informació que consideri confidencial de la seva oferta.

Aquesta obligació té caràcter essencial i el seu incompliment és causa de resolució del contracte

25.10. D'acord amb l'article 3.5 de la Llei 19/2014, del 29 de desembre, de transparència, accés a la informació pública i bon govern, l'empresa contractista resta obligada a facilitar la informació establerta en aquesta llei, sens perjudici del compliment de les obligacions de transparència.

25.11. L'empresa contractista s'ha de fer càrrec de les despeses de la formalització del contracte i de qualsevol altra que resulti d'aplicació segons les disposicions vigents, en la forma i condicions que aquestes assenyalin.

25.12. Obligacions sobre la protecció de dades de caràcter personal

25.12.1 L'execució de l'objecte del contracte implica el tractament de dades personals.

25.12.2 La finalitat per a la qual es cediran les dades personals s'estableix en **l'apartat V.1 del quadre de característiques**.

L'empresa contractista s'obliga a respectar la finalitat per a la qual s'han cedit les dades identificada en **l'apartat V.1 del quadre de característiques**.

Aquesta obligació té caràcter essencial i el seu incompliment té els efectes previstos a la lletra f) de l'apartat 1 de l'article 211 de la LCSP.

25.12.3 L'empresa contractista s'obliguen a respectar i sotmetre's a la normativa vigent en matèria de protecció de dades personals i, concretament, s'obliga al compliment de tot allò que estableix la Llei Orgànica 3/2018, de 5 de desembre, de protecció de dades personals i garantia dels drets digitals en relació amb les dades personals a les quals tingui accés amb ocasió del contracte; i el que estableix el Reglament (UE) 2016/679, del Parlament Europeu i del Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva 95/46/CE.

Aquesta obligació té caràcter essencial i el seu incompliment té els efectes previstos a la lletra f) de l'apartat 1 de l'article 211 de la LCSP.

25.12.4 La documentació i la informació que es desprengui o a la qual es tinguin accés amb ocasió de l'execució de les prestacions objecte d'aquest contracte i que correspon a l'administració contractant responsable del tractament de dades personals, té caràcter confidencial i no podrà ésser objecte de reproducció total o parcial per cap mitjà o suport. Per tant, no se'n podrà fer ni tractament ni edició informàtica, ni transmissió a terceres persones fora de l'estricta àmbit de l'execució directa del contracte.

25.12.5 En tant que l'objecte del contracte comporta accés i tractament de dades de caràcter personal i tal com consta a **l'apartat V del quadre de característiques**, l'empresa contractista, ha d'observar les obligacions específiques que es detallen a **l'Annex 2** i **l'Annex 7** d'aquest Plec.

25.12.6. L'empresa contractista s'obliga a comunicar a l'òrgan de contractació qualsevol canvi que es produeixi durant la vida del contracte en relació amb la declaració presentada abans de l'acceptació de l'adjudicació del contracte relativa a la ubicació dels seus servidors i des d'on es prestaran els serveis associats als mateixos, d'acord amb el que s'estableix a la clàusula 16.5 i l'**Annex 8**

Aquesta obligació té caràcter essencial i el seu incompliment té els efectes previstos a la lletra f) de l'apartat 1 de l'article 211 de la LCSP.

25.13. Propietat intel·lectual i industrial derivada dels serveis

En cas que el contracte de serveis tingui per objecte desenvolupar i posar a disposició productes protegits per un dret de propietat intel·lectual o industrial i d'acord amb l'article 308 de la LCSP, aquest porta aparellada la cessió dels drets esmentats a IEMed, llevat que es prevegi quelcom diferent en el Plec de prescripcions tècniques. Tot i que s'exclouï la cessió, l'òrgan de contractació pot sempre autoritzar l'ús del producte corresponent als ens, organismes i entitats pertanyents al sector públic.

25.14. L'empresa contractista està obligada a complir amb les obligacions que s'estableixin en el Plec de prescripcions tècniques particulars.

25.15. L'empresa contractista resta subjecta al Pla de comptabilitat pública de la Generalitat i als seus principis comptables. En tot cas, els informes objecte del contracte s'han de realitzar d'acord amb els principis i normes d'auditoria generalment acceptats, especialment les normes de l'Instituto de Contabilidad y Auditoría de Cuentas (ICAC).

25.16 L'empresa contractista ha de presentar una còpia dels informes resultants de l'objecte del contracte, un cop emesos amb caràcter definitiu, al responsable del contracte.

25.17. L'empresa contractista està obligada al compliment de qualsevol altra obligació que legalment li correspongui.

Vint-i-sisena. Clàusula ètica

26.1. Els alts càrrecs, personal directiu, càrrecs de comandament, càrrecs administratius i personal al servei de l'Administració pública i del seu sector públic, que intervenen, directament o indirectament, en el procediment de contractació pública estan subjectes al Codi de principis i conductes recomanables en la contractació pública i se'ls aplicaran les seves disposicions de forma transversal a tota actuació que formi part de qualsevol fase del procediment de contractació d'acord amb el grau d'intervenció i de responsabilitat en els procediments contractuals.

La presentació de l'oferta per part dels licitadors suposarà la seva adhesió al Codi de principis i conductes recomanables en la contractació pública d'acord amb els compromisos ètics i d'integritat que formen part de la relació contractual.

26.2. Els licitadors, contractistes assumeixen les obligacions següents:

a) Observar els principis, les normes i els cànons ètics propis de les activitats, els oficis i/o les professions corresponents a les prestacions objecte dels contractes.

b) No realitzar accions que posin en risc l'interès públic en l'àmbit del contracte o de les prestacions a licitar.

c) Denunciar les situacions irregulars que es puguin presentar en els processos de contractació pública o durant l'execució dels contractes.

d) Abstenir-se de realitzar conductes que tinguin per objecte o puguin produir l'efecte d'impedir, restringir o falsejar la competència, com per exemple els comportaments col·lusoris o de competència fraudulenta (ofertes de resguard, eliminació d'ofertes, assignació de mercats, rotació d'ofertes, etc.).

e) En el moment de presentar l'oferta, el licitador ha de declarar si té alguna situació de possible conflicte d'interès, als efectes del que disposa l'article 64 de la LCSP, o relació equivalent al respecte amb parts interessades en el contracte, d'acord amb el model de declaració que consta a l'**Annex 2** d'aquest plec. Si durant l'execució del contracte es produís una situació d'aquestes característiques el contractista està obligat a posar-ho en coneixement de l'òrgan de contractació.

f) Respectar els acords i les normes de confidencialitat.

g) A més, el contractista haurà de col·laborar amb l'òrgan de contractació en les actuacions que aquest realitzi per al seguiment i/o l'avaluació del compliment del contracte, particularment facilitant la informació que li sigui sol·licitada per a aquestes finalitats i que la legislació de transparència i la normativa de contractes del sector públic imposen als contractistes en relació amb l'Administració o administracions de referència, sens perjudici del compliment de les obligacions de transparència que els pertoquin de forma directa per previsió legal.

26.3. Els licitadors, contractistes o llurs empreses filials o vinculades, es comprometen a complir rigorosament la legislació tributària, laboral i de seguretat social i, específicament, a no fer operacions financeres contràries a la normativa tributària en països que no tinguin normes sobre control de capitals i siguin considerats paradisos fiscals per la Unió Europea.

26.4. Totes aquestes obligacions i compromisos tenen la consideració de condicions especials d'execució no essencials del contracte, tal com s'estableix en l'**apartat Q del quadre de característiques** i les penalitats aplicables, les que s'estableixen a l'**apartat R1 del quadre de característiques**.

Vint-i-setena. Condicions especials d'execució del contracte de caràcter social.

27.1. L'empresa contractista està obligada a aplicar, en l'execució del contracte, mesures destinades a promoure la igualtat d'oportunitats entre dones i homes en el mercat de treball, d'acord amb allò previst a la Llei orgànica 3/2007, de 22 de març, per a la igualtat efectiva de dones i homes, i la Llei 17/2015, del 21 de juliol, d'igualtat efectiva de dones i homes.

27.2. L'empresa contractista resta obligada al compliment de la normativa laboral i del conveni col·lectiu aplicable. Seran al seu càrrec les obligacions laborals que determini la legislació vigent en cada moment en matèria de salaris, de Seguretat Social, d'accidents de treball, de mutualisme laboral, de formació, de seguretat i higiene, etc. L'incompliment de qualsevol d'aquestes obligacions laborals facultarà l'òrgan de contractació per resoldre el contracte. L'òrgan de contractació quedarà exonerat de qualsevol responsabilitat en aquesta matèria.

27.3. L'empresa contractista ha de complir totes les obligacions que com a empresa, independentment de la seva relació contractual amb l'òrgan de contractació, li siguin aplicables en matèria de seguretat i salut en el treball d'acord amb la Llei de prevenció de riscos laborals i la normativa que la desenvolupa. Amb caràcter general, l'empresa contractista té l'obligació de complir allò que estableixen els articles 17 i 24 de la Llei 31/1995, de 8 de novembre, de prevenció de riscos laborals, en relació amb la coordinació d'activitats empresarials.

L'empresa contractista ha d'identificar i avaluar els riscos laborals associats a l'activitat objecte del contracte i establir i adoptar les mesures preventives i establir i facilitar els mitjans de protecció necessaris per a la seva correcta execució, així com informar-ne l'òrgan de contractació, d'acord amb el que estableix l'article 24 de la Llei 31/1995, de 8 de novembre, de prevenció de riscos laborals, i el Reial Decret 171/2004, de 30 de gener, pel qual es desenvolupa l'article 24 de la Llei 31/1995, de 8 de novembre, de prevenció de riscos laborals, en matèria de coordinació d'activitats empresarials. Així mateix, ha de conèixer les mesures adoptades per l'òrgan de contractació en matèria de primers auxilis, lluita contra incendis i evacuació de les persones treballadores i actuar en conseqüència als edificis existents i que hi pugui haver en el futur.

27.4. L'empresa contractista resta obligada a assistir a una reunió prèvia a l'inici de la prestació del servei amb l'òrgan de contractació, per iniciar la coordinació d'activitats empresarials en el cas que l'objecte del contracte s'hagi d'executar en dependències d'aquest òrgan de contractació.

27.5. L'empresa contractista ha de complir l'obligació de contractar, si s'escau, el 2 per cent de treballadors/es amb discapacitat o adoptar les mesures alternatives legalment previstes.

27.6. L'empresa contractista ha d'adoptar mesures per prevenir, controlar i eradicar l'assetjament sexual, així com l'assetjament per raó de sexe.

27.7. En cas que l'empresa contractista hagi d'aportar nou personal a l'execució del contracte, ha acreditar la seva alta i afiliació a la Seguretat Social, mitjançant la presentació dels TC2 corresponents.

27.8. Les noves contractacions de personal que l'empresa contractista d'aquest contracte hagi de fer amb motiu d'aquest contracte, s'efectuaran preferentment entre persones que es trobin en situació legal d'atur conforme al que preveu l'article 267 del Text refós de la Llei general de la Seguretat Social, aprovat pel Reial decret legislatiu 8/2015, de 30 d'octubre, i, quan sigui possible, entre col·lectius amb particulars dificultats d'inserció en el mercat laboral definits en la Llei 27/2002, de 20 de desembre, sobre mesures legislatives per regular les empreses d'inserció sociolaboral, o persones que disposin del certificat de discapacitat.

27.9. L'empresa contractista ha d'establir mesures que afavoreixin la conciliació de la vida personal i/o familiar de les persones treballadores adscrites a l'execució d'aquest contracte.

27.10. L'empresa contractista ha d'organitzar accions de formació professional en el lloc de treball que millorin l'ocupació i l'adaptabilitat de les persones, així com les seves capacitats i la seva qualificació.

27.11. L'empresa contractista resta obligada al compliment del principi d'igualtat d'oportunitat de les persones amb discapacitat, evitant discriminacions, directes o indirectes, per raó de discapacitat, en la seva activitat.

Vint-i-vuitena- Prerogatives de l'òrgan de contractació

Dins dels límits i amb subjecció als requisits i efectes assenyalats en la LCSP, l'òrgan de contractació té les prerogatives d'interpretar el contracte, resoldre els dubtes que ofereixi el seu compliment, modificar-lo per raons d'interès públic, declarar la responsabilitat imputable a l'empresa contractista arran de la seva execució, suspendre'n l'execució, acordar la seva resolució i determinar-ne els efectes.

Així mateix, l'òrgan de contractació té les facultats d'inspecció de les activitats desenvolupades per l'empresa contractista durant l'execució del contracte, en els termes i amb els límits que estableix la LCSP.

Les resolucions que adopti l'òrgan de contractació en l'exercici de les prerogatives esmentades exhaureixen la via administrativa i són immediatament executius.

L'exercici de les prerogatives de l'òrgan de contractació es durà a terme mitjançant el procediment establert en l'article 191 de la LCSP.

Vint-i-novena. Modificació del contracte

29.1. El contracte només es pot modificar per raons d'interès públic, en els casos i en la forma que s'especifiquen en aquesta clàusula i de conformitat amb el que es preveu en els articles 203 a 207 de la LCSP.

29.2 Modificacions previstes: No es preveuen modificacions en aquest contracte.

29.3 Modificacions no previstes: el contracte es podrà modificar per l'òrgan de contractació per raons d'interès públic en els supòsits i amb els límits previstos a l'article 205 de la LCSP.

En aquests supòsits, les modificacions acordades per l'òrgan de contractació són obligatòries per les empreses contractistes quan impliquin, aïlladament o conjunta, una alteració en la seva quantia que no excedeixi del vint per cent (20%) del preu inicial del contracte, IVA exclòs. Quan la modificació no resulti obligatòria per l'empresa contractista, la modificació només podrà ser acordada per l'òrgan de contractació prèvia conformitat per escrit d'aquesta empresa. En cas que l'empresa contractista no doni la seva conformitat, l'òrgan de contractació haurà de resoldre el contracte.

El procediment per realitzar la modificació és l'establert en l'article 191 de la LCSP, amb les particularitats establertes en l'article 207 de la LCSP.

29.4. Són causes específiques de modificació del contracte, d'acord amb l'article 203 de la LCSP, i s'han de tramitar com a tals, les següents:

- La successió total o parcial en l'empresa contractista per fusió, absorció, escissió, aportació o transmissió d'empresa o branca d'activitat.
- L'ampliació del termini d'execució.

29.5. Les modificacions del contracte s'han de limitar a introduir les variacions estrictament indispensables per donar resposta a la causa objectiva que motiva la modificació.

29.6. Les modificacions del contracte es formalitzaran de conformitat amb el que estableix l'article 153 de la LCSP i la clàusula setzena d'aquest plec.

29.7. L'anunci de modificació del contracte, juntament amb les al·legacions de l'empresa contractista i de tots els informes que, si s'escau, se sol·licitin amb caràcter previ a l'aprovació de la modificació, tant els que aportí l'empresa contractista com els que emeti l'òrgan de contractació, es publicaran en el Perfil de contractant.

Trentena. Suspensió del contracte

El contracte pot ser suspès per acord de IEMed o perquè l'empresa contractista opti per suspendre el seu compliment en cas de demora de més de quatre (4) mesos en el pagament, sempre que ho hagi comunicat amb un mínim d'un mes d'antelació.

En tot cas, IEMed ha d'estendre l'acta de suspensió corresponent, d'ofici o a instància de l'empresa contractista, de conformitat amb el que disposa l'article 208.1 de la LCSP.

L'acta de suspensió, d'acord amb l'article 103 del Reglament, l'ha de signar una persona representant de l'òrgan de contractació i l'empresa contractista i s'ha d'estendre en el termini màxim de dos dies hàbils, a comptar de l'endemà del dia en què s'acordi la suspensió.

IEMed ha d'abonar a l'empresa contractista els danys i perjudicis que efectivament se li causin d'acord amb allò establert a l'article 208.2 de la LCSP.

V. DISPOSICIONS RELATIVES A LA SUCCESSION, CESSIÓ, SUBCONTRACTACIÓ I REVISIÓ DE PREUS

Trenta-unena. Successió en la persona de l'empresa contractista

31.1. D'acord amb l'article 98 de la LCSP, en el supòsit de fusió d'empreses en què participi l'empresa contractista, el contracte continuarà vigent amb l'entitat absorbent o amb la resultant de la fusió, la qual quedarà subrogada en tots els drets i obligacions que en dimanen.

31.2. En supòsits d'escissió, aportació o transmissió d'empreses o de branques d'activitat, el contracte continuarà amb l'empresa a la qual s'atribueixi el contracte, que quedarà subrogada en els drets i les obligacions que en dimanen, sempre que reuneixi les condicions de capacitat, d'absència de prohibició de contractar, de solvència exigida i, en el seu cas, d'habilitació i d'altres requisits, en acordar-se l'adjudicació del contracte o que les empreses beneficiàries d'aquestes operacions i, en cas de subsistir, l'empresa de la qual provenguin el patrimoni, empreses o branques segregades, es responsabilitzin solidàriament de l'execució del contracte.

31.3. L'empresa contractista ha de comunicar a l'òrgan de contractació la circumstància que s'hagi produït.

31.4. En cas que l'empresa contractista sigui una UTE, quan tinguin lloc respecte d'alguna o algunes empreses integrants de la unió temporal operacions de fusió, escissió o transmissió de branca d'activitat, continuarà l'execució del contracte amb la unió temporal adjudicatària. En cas que la societat absorbent, la resultant de la fusió, la beneficiària de l'escissió o l'adquirent de la

branca d'activitat, no siguin empreses integrants de la unió temporal, serà necessari que tinguin plena capacitat d'obrar, no estiguin incurses en prohibició de contractar.

Trenta-dosena. Cessió dels contractes

L'empresa contractista no pot cedir a una tercera persona els drets i obligacions relatius a aquest contracte, de conformitat amb el que estableix l'**apartat J del quadre de característiques**.

Trenta-tresena. Subcontractació

L'empresa contractista no pot concertar amb terceres persones la realització parcial de la prestació, de conformitat amb el que estableix l'**apartat I del quadre de característiques**.

VI. DISPOSICIONS RELATIVES A L'EXTINCIÓ DEL CONTRACTE

Trenta-quatrena. Recepció i compliment del contracte

34.1. Es considerarà rebut el servei en el moment que s'hagi dut a terme la totalitat de la prestació contractada o pel transcurs del termini d'execució (i de les pròrrogues si n'hi ha), d'acord amb els termes del contracte i dels plecs i a satisfacció de IEMed.

34.2. La recepció i liquidació del servei objecte del contracte es realitzarà conforme al que disposen els articles 210 i 311 de la LCSP i l'article 204 del Reglament.

34.3. Per tal de constatar la conformitat de IEMed a la prestació realitzada, cal un acte formal i positiu de recepció final o conformitat que s'ha de realitzar dins el mes següent d'haver-se produït el lliurament o recepció de l'objecte del contracte.

34.4. Com es determina en l'**apartat T del quadre de característiques**, es preveuen recepcions parcials del contracte.

34.5. IEMed ha de determinar si la prestació realitzada per l'empresa contractista s'ajusta a les prescripcions establertes per a la seva execució i compliment i, si s'escau, ha de requerir la realització de les prestacions contractades i l'esmena dels defectes observats amb ocasió de la seva recepció final i parcial, si escau.

Si els treballs efectuats no s'adeqüen a la prestació contractada, com a conseqüència de vicis o defectes imputables a l'empresa contractista, IEMed pot rebutjar-la de manera que queda exempta de l'obligació de pagament o tindrà dret, si s'escau, a la recuperació del preu satisfet.

34.6. El responsable del contracte ha de comprovar el compliment efectiu de les clàusules contractuals que estableixen obligacions de l'ús del català, fent-ne referència expressa en els certificats de recepció i de correcta execució.

Trenta-cinquena. Resolució del contracte: causes i efectes

35.1. Les causes, l'aplicació i els efectes de resolució del contracte són les assenyalades als articles 198.6, 211, 212, 213 i 313 de la LCSP.

35.2 És causa de resolució del contracte als efectes de l'article 211.1.f) apartat segon de la LCSP les especificades com a condicions especials d'execució de caràcter substancial en l'**apartat Q del quadre de característiques** d'aquest Plec o de les obligacions essencials especificades com a tals en aquest Plec i en els plecs de prescripcions tècniques.

35.3. En tots els casos s'ha de seguir el procediment establert a l'article 191 de la LCSP i al 109 del Reglament.

Trenta-sisena. Règim jurídic del contracte

36.1. Aquest contracte té caràcter administratiu i es regeix per aquest Plec de clàusules administratives i pel Plec de prescripcions tècniques, les clàusules dels quals es consideren parts integrants del contracte.

36.2. Així mateix, les parts queden sotmeses expressament a la normativa en matèria de contractació pública, així com altra normativa, contingudes, principalment, en les disposicions següents:

- a) Llei 9/2017, de 8 de novembre, de contractes del sector públic, per la qual es transposen a l'ordenament jurídic espanyol les Directives del Parlament Europeu i del Consell 2014/23/UE i 2014/24/UE, de 26 de febrer de 2014
- b) Decret llei 3/2016, de 31 de maig, de mesures urgents en matèria de contractació pública
- c) Reial decret 817/2009, de 8 de maig, pel qual es desenvolupa parcialment la Llei 30/2007, de 30 d'octubre, de contractes del sector públic
- d) Reial decret 1098/2001, de 12 d'octubre, pel qual s'aprova el Reglament general de la Llei de contractes de les administracions públiques en tot allò que no estigui modificat ni derogat per les disposicions anteriors
- e) Llei 25/2013, de 27 de desembre, d'impuls de la factura electrònica i creació del registre comptable de factures en el sector públic
- f) Ordre VEH/172/2017, de 25 de juliol, d'aprovació de les aplicacions de la Plataforma de serveis de contractació pública i del Sobre digital
- g) Decret 107/2005, de 31 de maig, de creació del Registre Electrònic d'Empreses Licitadores de la Generalitat de Catalunya
- h) Llei 39/2015, d'1 d'octubre, del procediment administratiu comú de les administracions públiques
- i) Llei 19/2014, de 29 de desembre, de transparència, accés a la informació pública i bon govern.

- j) Llei 26/2010, de 3 d'agost, de règim jurídic i procediment de les administracions públiques de Catalunya.
- k) Llei Orgànica 3/2018, de 5 de desembre, de protecció de dades personals i garantia dels drets digitals en relació amb les dades personals a les quals tingui accés amb ocasió del contracte; i Reglament (UE) 2016/679, del Parlament Europeu i del Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva 95/46/CE.
- l) Addicionalment, també s'aplica la normativa sectorial que resulti d'aplicació segons l'objecte del contracte i conforme la clàusula segona del Plec de Prescripcions Tècniques.
- m) Supletòriament s'apliquen les restants normes de dret administratiu i, en el cas que no n'hi hagi, les normes de dret privat.

36.3. El desconeixement de les clàusules del contracte en qualsevol dels seus termes, dels altres documents contractuals que en formen part, i també de les instruccions o normes altres que resultin d'aplicació en l'execució de la cosa pactada, no eximeix l'empresa adjudicatària de l'obligació de complir-les.

Trenta-setena. Règim de recursos

37.1. Els actes de preparació i d'adjudicació i els adoptats en relació amb els efectes, la modificació i extinció d'aquest contracte per l'òrgan de contractació són susceptibles dels recurs administratiu ordinari que correspongui, d'acord amb el que estableixen la Llei 39/2015 d'1 d'octubre del procediment administratiu comú de les administracions públiques, i la Llei 26/2010, del 3 d'agost, del règim jurídic i de procediment de les administracions públiques de Catalunya, o del recurs contenciós administratiu, de conformitat amb el que disposa la Llei 29/1998, de 13 de juliol, reguladora de la jurisdicció contenciosa administrativa.

37.2. Els acords que adopti l'òrgan de contractació en l'exercici de les prerrogatives de l'administració són susceptibles de recurs potestatiu de reposició, de conformitat amb el que disposa la Llei 39/2015 d'1 d'octubre del procediment administratiu comú de les administracions públiques, i la Llei 26/2010, del 3 d'agost, del règim jurídic i de procediment de les administracions públiques de Catalunya, o de recurs contenciós administratiu, de conformitat amb el que disposa la Llei 29/1998, de 13 de juliol, reguladora de la jurisdicció contenciosa administrativa.

Trenta-vuitena Jurisdicció competent

L'ordre jurisdiccional contenciós administratiu és el competent per a la resolució de les qüestions litigioses relatives a la preparació i l'adjudicació d'aquest contracte, i també les sorgides sobre la interpretació, la modificació, el compliment, els efectes i l'extinció.

Trenta-novena. Règim d'invalidesa

Aquest contracte està sotmès al règim d'invalidesa previst en els articles 38 a 43 de la LCSP.

Barcelona, en data de la signatura electrònica

Anna Roy Solduga

Directora de serveis

P.D. (Acord 13/9/2021, DOGC núm. 7495 – 15.11.2017)

ANNEX 1

Model de declaració conforme no s'està incurs en cap de les causes d'incompatibilitat de l'art. 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes.

1.1. Model per a persona jurídica

El/la senyor/a, amb DNI/NIF núm..... que actua en nom i representació de l'empresa..... DECLARA sota la seva responsabilitat, com a licitador del contracte..... amb número d'expedient,QUE:

L'empresa no incorre en cap de les causes d'incompatibilitats relacionades a l'article 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes, per la prestació el servei d'auditoria financera a l'IEMed per l'exercici 2020.

Data i signatura

1.2. Model per a persona física

El/la senyor/a, amb DNI/NIF núm..... que actua en nom i representació pròpia, DECLARA sota la seva responsabilitat, com a licitador del contracte..... amb número d'expedient,QUE:

no incorre en cap de les causes d'incompatibilitats relacionades a l'article 16 de la Llei 22/2015, de 20 de juliol, d'Auditoria de Comptes, per la prestació el servei d'auditoria financera a IEMED per l'exercici 2019.

Data i signatura

ANNEX 2

Model de declaració responsable conforme es compleixen els requisits per contractar

2.1. Model per a persona jurídica

El/la senyor/a, amb DNI/NIF núm..... que actua en nom i representació pròpia / en nom i representació de l'empresa.....

DECLARA sota la seva responsabilitat, com a licitador del contracte..... amb número d'expedient, QUE:

- a) L'empresa està constituïda vàlidament i que de conformitat amb el seu objecte social pot presentar proposició a aquesta licitació. Compleix amb les condicions legalment establertes per contractar amb IEMed i, si fos proposada adjudicatària ho acreditarà, prèviament a l'adjudicació, davant l'òrgan de contractació amb la documentació exigida en aquest Plec de clàusules administratives particulars que regeix aquest contracte.
- b) La persona que compareix i signa la proposició té poder bastant per representar l'empresa, que aquest poder s'ha atorgat davant de fedatari públic, ha estat inscrit en el registre mercantil o registre oficial corresponent i que aquest poder es troba vigent i no ha estat revocat.
- c) L'empresa licitadora compleix tots els requisits i obligacions exigits per la normativa vigent per a la seva obertura, instal·lació i funcionament legal.
- d) Està facultat per a contractar amb IEMed, ja que, tenint capacitat d'obrar, no està inhabilitada, no es troba compresa en cap de les circumstàncies de prohibició per contractar amb les Administracions Públiques ni està incursa en motiu d'exclusió.
- e) Està al corrent en el compliment de les seves obligacions tributàries i amb la Seguretat Social de conformitat amb el que estableixen els articles 13 i 14 del Reglament general de la Llei de contractes de les Administracions Públiques, aprovat pel Reial decret 1098/2001, de 12 d'octubre.
- f) Els membres dels seus òrgans de govern o administració no es troben en cap de les circumstàncies a les que fa referència la Llei 12/1995, d'11 de maig, d'incompatibilitats dels membres del Govern de la Nació i dels alts càrrecs de l'Administració de la Generalitat de l'Estat, així com la Llei 21/1987, de 26 de novembre, d'incompatibilitats del personal al servei de l'Administració de la Generalitat, i la Llei 13/2005, de 27 de desembre, del règim d'incompatibilitats dels alts càrrecs al servei de la Generalitat.
- g) Compleix la normativa sobre integració de persones treballadores amb discapacitat atès que *(marcar opció que correspongui)*:
 - ☐ Que la plantilla, estant-hi obligada, està integrada per un nombre de persones treballadores amb discapacitat no inferior al 2%, o que s'ha adoptat alguna de les mesures alternatives previstes en l'article 2 del Reial decret 364/2005, de 8 d'abril.
 - ☐ Que la plantilla de l'empresa és inferior a 50 treballadors/es.

h) Compleix la normativa sobre pla d'igualtat d'oportunitats entre les dones i els homes atès que *(marcar opció que correspongui)*:

- ☐ Que l'empresa disposa d'un pla d'igualtat entre les dones i els homes
- ☐ Que l'empresa no té aquesta obligació legal per tenir una plantilla inferior a 250 treballadors/es.

i) En relació amb la pertinença a grup empresarial *(marcar opció que correspongui)*:

- ☐ L'empresa no conforma grup empresarial
- ☐ L'empresa forma part del grup empresarial, que està format per les empreses següents:
 -
 -
 -

j) En cas de ser el licitador una empresa estrangera, se sotmetrà als jutjats i tribunals espanyols de qualsevol ordre per a totes les incidències que puguin sorgir del contracte, amb renúncia expressa del fur propi.

k) La informació i documents aportats en el/s sobre/s són de contingut absolutament cert.

l) Autoritza a l'òrgan de contractació a obtenir directament dels òrgans administratius competents les dades o documents registrals, així com les dades fiscals necessàries existents a bases de dades i altres fonts consultables, que es requereixin per procedir, en el seu cas, a l'adjudicació del contracte.

m) A efecte que les comunicacions i notificacions en el procés de licitació i, si s'escau, en els posteriors tràmits d'adjudicació i formalització del contracte s'han de realitzar de forma electrònica mitjançant la Plataforma de Serveis de Contractació Pública de la Generalitat (e-Notum), es designen les persones següents com a persones autoritzades per poder consultar les comunicacions i notificacions que es generin electrònicament¹:

Nom i cognoms	DNI	Correu electrònic	Mòbil (opcional)

(Afegir les files que siguin necessàries)

n) L'empresa ofereix garanties suficients per aplicar mesures tècniques i organitzatives apropiades, per tal que el tractament s'efectuï de conformitat amb la Llei Orgànica 3/2018, de 5 de desembre, de protecció de dades personals i garantia dels drets digitals i la normativa de desenvolupament, així com, si escau, amb el Reglament (UE) 2016/679 del Parlament Europeu i del Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva 95/46/CE.

¹ Per tal de garantir la recepció de les notificacions electròniques, es recomana designar més d'una persona autoritzada a rebre-les, així com diverses adreces de correu electrònic i telèfons mòbils on rebre els avisos de les posades a disposició.

o) ☐ En el moment de presentar l'oferta, l'empresa no té cap situació de possible conflicte d'interès, als efectes del que disposa l'article 64 de la LCSP, o relació equivalent al respecte amb parts interessades en el contracte.

☐ En el moment de presentar l'oferta, té una situació de possible conflicte d'interès, als efectes del que disposa l'article 64 de la LCSP, o relació equivalent al respecte amb parts interessades en el contracte. Aquesta situació de possible conflicte d'interès és.....

p) L'empresa té previst subcontractar els servidors i els serveis associats als mateixos.

☐ Sí

☐ No

En cas afirmatiu, indicar el nom o perfil empresarial:

Nom o Perfil empresarial:

Data i signatura

La inexactitud, la falsedat o l'omissió de qualsevol de les dades i manifestacions que s'incorporin en aquesta declaració determinarà l'exclusió automàtica de l'empresa licitadora des del moment en què es tinguin constància d'aquests fets, sense perjudici de les responsabilitats penals, civils o administratives que poguessin correspondre, així com les prohibicions per a contractar amb el sector públic

Informació bàsica sobre protecció de dades. Tractament per a finalitats de gestió i tramitació dels expedients de contractació.

Tractament: Proveïdors i Professionals

Responsable del tractament: Consorci Institut Europeu de la Mediterrània (IEMed)

Finalitat: mantenir i executar la relació de negoci existent entre les persones proveïdores o les persones professionals i el Consorci Institut Europeu de la Mediterrània (IEMed)

Legitimació: execució de contracte o prestació de serveis.

Destinataris: Les dades es cedeixen a entitats bancàries, amb consentiment de les persones interessades; al Ministeri d'Economia i Hisenda i a l'Agència Tributària, d'acord amb la normativa corresponent a cada impost aplicable en cada moment i a la Tresoreria General de la Seguretat Social.

Drets de les persones interessades: Pot exercir els drets d'accés, rectificació, supressió, oposició, limitació, o exercir el dret a la portabilitat de les seves dades, adreçant un escrit, acompanyat de còpia de document oficial identificatiu, al delegat de protecció de dades de l'IEMed:

- Delegat de protecció de dades de l'IEMed: Anna Roy i Solduga
- Adreça electrònica: privacy@iemed.org
- Adreça postal: C/ Girona, 20 08010 Barcelona

En cas de disconformitat amb el tractament, també té dret a presentar una reclamació davant l'Autoritat Catalana de Protecció de Dades, www.apdcat.net

Si considereu que els vostres drets no s'han atès adequadament, teniu dret a presentar una [reclamació](#) davant l'Autoritat Catalana de Protecció de Dades.

Informació addicional: per ampliar aquesta informació i conèixer-ne els detalls podeu consultar a l'enllaç [Avís legal i política de privacitat — IEMed](#)

☐ He llegit la informació bàsica sobre protecció de dades.

Abans de signar la sol·licitud, llegiu la informació detallada sobre protecció de dades que es publica a la pàgina web de IEMed.

Signatura

2.2. Model per a persona física

El/la senyor/a, amb DNI/NIF núm..... que actua en nom i representació pròpia, DECLARA sota la seva responsabilitat, com a licitador del contracte..... amb número d'expedient, QUE:

- a) Compleix amb les condicions legalment establertes per contractar amb IEMed i, si fos proposada adjudicatària ho acreditarà, prèviament a l'adjudicació, davant l'òrgan de contractació amb la documentació exigida en aquest plec de clàusules administratives particulars que regeix aquest contracte.
- b) Compleix tots els requisits i obligacions exigits per la normativa vigent per al desenvolupament de la seva activitat (obertura, instal·lació i funcionament legal).
- c) Està facultat per a contractar amb IEMed, ja que, tenint capacitat d'obrar, no està inhabilitada, no es troba compresa en cap de les circumstàncies de prohibició per contractar amb les Administracions Públiques ni està incursa en motiu d'exclusió.
- d) Està al corrent en el compliment de les seves obligacions tributàries i amb la Seguretat Social de conformitat amb el que estableixen els articles 13 i 14 del Reglament general de la Llei de contractes de les Administracions Públiques, aprovat pel Reial decret 1098/2001, de 12 d'octubre.
- e) No es troba en cap de les circumstàncies a les que fa referència la Llei 12/1995, d'11 de maig, d'incompatibilitats dels membres del Govern de la Nació i dels alts càrrecs de l'Administració de la Generalitat de l'Estat, així com la Llei 21/1987, de 26 de novembre, d'incompatibilitats del personal al servei de l'Administració de la Generalitat, i la Llei 13/2005, de 27 de desembre, del règim d'incompatibilitats dels alts càrrecs al servei de la Generalitat.
- f) Compleix la normativa sobre integració de persones treballadores amb discapacitat atès que *(marcar opció que correspongui)*:

☐ Que la plantilla, estant-hi obligada, està integrada per un nombre de persones treballadores amb discapacitat no inferior al 2%, o que s'ha adoptat alguna de les mesures alternatives previstes en l'article 2 del Reial decret 364/2005, de 8 d'abril.

☐ Que la plantilla de l'empresa és inferior a 50 treballadors/es.
- g) Compleix la normativa sobre pla d'igualtat d'oportunitats entre les dones i els homes atès que *(marcar opció que correspongui)*:

- ☐ Que l'empresa disposa d'un pla d'igualtat entre les dones i els homes
- ☐ Que l'empresa no té aquesta obligació legal per tenir una plantilla inferior a 250 treballadors/es.

h) No pertany a cap grup empresarial.

i) En cas de ser un licitador estranger, se sotmetrà als jutjats i tribunals espanyols de qualsevol ordre per a totes les incidències que puguin sorgir del contracte, amb renúncia expressa del fur propi.

j) La informació i documents aportats en el/s sobre/s són de contingut absolutament cert.

k) Autoritza a l'òrgan de contractació a obtenir directament dels òrgans administratius competents les dades o documents registrals, així com les dades fiscals necessàries existents a bases de dades i altres fonts consultables, que es requereixin per procedir, en el seu cas, a l'adjudicació del contracte.

l) A efecte que les comunicacions i notificacions en el procés de licitació i, si s'escau, en els posteriors tràmits d'adjudicació i formalització del contracte s'han de realitzar de forma electrònica mitjançant la Plataforma de Serveis de Contractació Pública de la Generalitat (e-Notum), es designen les persones següents com a persones autoritzades per poder consultar les comunicacions i notificacions que es generin electrònicament²:

Nom i cognoms	DNI	Correu electrònic	Mòbil (opcional)

(Afegir les files que siguin necessàries)

m) Ofereix garanties suficients per aplicar mesures tècniques i organitzatives apropiades, per tal que el tractament s'efectuï de conformitat amb la Llei Orgànica 3/2018, de 5 de desembre, de protecció de dades personals i garantia dels drets digitals i la normativa de desenvolupament, així com, si escau, amb el Reglament (UE) 2016/679 del Parlament Europeu i del Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva 95/46/CE.

n) ☐ En el moment de presentar l'oferta, no té cap situació de possible conflicte d'interès, als efectes del que disposa l'article 64 de la LCSP, o relació equivalent al respecte amb parts interessades en el contracte.

☐ En el moment de presentar l'oferta, té una situació de possible conflicte d'interès, als efectes del que disposa l'article 64 de la LCSP, o relació equivalent al respecte amb parts interessades en el contracte. Aquesta situació de possible conflicte d'interès és.....

o) Té previst subcontractar els servidors i els serveis associats als mateixos.

☐ Sí

☐ No

En cas afirmatiu, indicar el nom o perfil empresarial:

² Per tal de garantir la recepció de les notificacions electròniques, es recomana designar més d'una persona autoritzada a rebre-les, així com diverses adreces de correu electrònic i telèfons mòbils on rebre els avisos de les posades a disposició
Girona, 20 E-08010 Barcelona T +34 932 449 850 F +34 932 470 165 info@iemed.org www.iemed.org

Nom o Perfil empresarial:

Data i signatura

La inexactitud, la falsedat o l'omissió de qualsevol de les dades i manifestacions que s'incorporin en aquesta declaració determinarà l'exclusió automàtica de l'empresa licitadora des del moment en què es tinguin constància d'aquests fets, sense perjudici de les responsabilitats penals, civils o administratives que poguessin correspondre, així com les prohibicions per a contractar amb el sector públic

Informació bàsica sobre protecció de dades. Tractament per a finalitats de gestió i tramitació dels expedients de contractació.

Tractament: Proveïdors i Professionals

Responsable del tractament: Consorci Institut Europeu de la Mediterrània (IEMed)

Finalitat: mantenir i executar la relació de negoci existent entre les persones proveïdores o les persones professionals i el Consorci Institut Europeu de la Mediterrània (IEMed)

Legitimació: execució de contracte o prestació de serveis.

Destinatari: Les dades es cedeixen a entitats bancàries, amb consentiment de les persones interessades; al Ministeri d'Economia i Hisenda i a l'Agència Tributària, d'acord amb la normativa corresponent a cada impost aplicable en cada moment i a la Tresoreria General de la Seguretat Social.

Drets de les persones interessades: Pot exercir els drets d'accés, rectificació, supressió, oposició, limitació, o exercir el dret a la portabilitat de les seves dades, adreçant un escrit, acompanyat de còpia de document oficial identificatiu, al delegat de protecció de dades de l'IEMed:

- Delegat de protecció de dades de l'IEMed: Anna Roy i Solduga
- Adreça electrònica: privacy@iemed.org
- Adreça postal: C/ Girona, 20 08010 Barcelona, 08008 Barcelona

En cas de disconformitat amb el tractament, també té dret a presentar una reclamació davant l'Autoritat Catalana de Protecció de Dades, www.apdcat.net

Si considereu que els vostres drets no s'han atès adequadament, teniu dret a presentar una [reclamació](#) davant l'Autoritat Catalana de Protecció de Dades.

Informació addicional: per ampliar aquesta informació i conèixer-ne els detalls podeu consultar a l'enllaç [Avís legal i política de privacitat — IEMed](#)

☐ He llegit la informació bàsica sobre protecció de dades.

Abans de signar la sol·licitud, llegiu la informació detallada sobre protecció de dades que es publica a la pàgina web de IEMed.

Signatura

ANNEX 3

Model de proposició relativa als criteris de valoració quantificables de forma automàtica

El/la sr./sra..... amb residència a al carrer..... número....., i amb NIF....., declara que, assabentat/ada de les condicions i els requisits que s'exigeixen per poder ser empresa adjudicatària del contracte, amb expedient número, es compromet (en nom propi / en nom i representació de l'empresa/entitat.....) a executar-lo amb estricta subjecció als requisits i condicions estipulats en coherència amb l'Annex 4, d'acord amb la proposició següent:

Oferta econòmica*:

Servei	Preu sense IVA	IVA	Preu amb IVA
Serveis d'auditoria de despeses del projecte MedYCI - MEDiterranean Youth for Creative Impact			

*El preu màxim sense IVA és de 10.773,00 € (pressupost base de licitació, IVA exclòs).

Data i signatura

Informació bàsica sobre protecció de dades. Tractament per a finalitats de gestió i tramitació dels expedients de contractació.

Tractament: Proveïdors i Professionals

Responsable del tractament: Consorci Institut Europeu de la Mediterrània (IEMed)

Finalitat: mantenir i executar la relació de negoci existent entre les persones proveïdores o les persones professionals i el Consorci Institut Europeu de la Mediterrània (IEMed)

Legitimació: execució de contracte o prestació de serveis.

Destinataris: Les dades es cedeixen a entitats bancàries, amb consentiment de les persones interessades; al Ministeri d'Economia i Hisenda i a l'Agència Tributària, d'acord amb la normativa corresponent a cada impost aplicable en cada moment i a la Tresoreria General de la Seguretat Social.

Drets de les persones interessades: Pot exercir els drets d'accés, rectificació, supressió, oposició, limitació, o exercir el dret a la portabilitat de les seves dades, adreçant un escrit, acompanyat de còpia de document oficial identificatiu, al delegat de protecció de dades de l'IEMed:

- Delegat de protecció de dades de l'IEMed: Anna Roy i Solduga
- Adreça electrònica: privacy@iemed.org
- Adreça postal: C/ Girona, 20 08010 Barcelona, 08008 Barcelona

En cas de disconformitat amb el tractament, també té dret a presentar una reclamació davant l'Autoritat Catalana de Protecció de Dades, www.apdcat.net

Si considereu que els vostres drets no s'han atès adequadament, teniu dret a presentar una [reclamació](#) davant l'Autoritat Catalana de Protecció de Dades.

Informació addicional: per ampliar aquesta informació i conèixer-ne els detalls podeu consultar a l'enllaç [Avis legal i política de privacitat — IEMed](#)

☐ He llegit la informació bàsica sobre protecció de dades.

Abans de signar la sol·licitud, llegiu la informació detallada sobre protecció de dades que es publica a la pàgina web de IEMed.

Signatura

ANNEX 4

Criteris d'adjudicació

La selecció de l'adjudicatari es farà mitjançant la valoració de les ofertes presentades, d'acord amb el criteri d'adjudicació i la puntuació següents:

Criteri objectiu (avaluable de forma automàtica per aplicació de fórmules)

La puntuació total del criteri d'adjudicació és de 100 punts.

Oferta econòmica: fins a 100 punts

Es valoraran les ofertes econòmiques que presentin les empreses licitadores. L'oferta econòmica més baixa obtindrà la màxima puntuació, 100 punts, i la resta d'ofertes econòmiques obtindran la puntuació proporcional que els correspongui d'acord amb la fórmula següent

$$\text{Puntuació de cada oferta} = \frac{100 \times \text{preu de l'oferta més econòmica}}{\text{preu de l'oferta que es puntua}}$$

ANNEX 5**Custodis**

- Anna Roy, Directora de Serveis
- Carles La- Rosa, Responsable de Gestió Econòmica
- Alba Mejías, Responsable de Contractació

ANNEX 6

Preparació i presentació mitjançant sobre digital

a) Accés a l'eina de Sobre digital: per accedir a l'aplicació web cal accedir a l'espai virtual de la licitació del Perfil de contractant que es detalla a l'**apartat E.5 del quadre de característiques** d'aquest Plec.

b) Requisits tècnics:

- Disposar d'una versió actualitzada d'un dels navegadors més utilitzats al mercat, que admeten el xifrat dels documents, entre d'altres Google Chrome, Mozilla Firefox, Opera. Nota: Internet Explorer en principi no suportat.
- Antivirus actualitzat: és imprescindible passar el antivirus a tots els documents que conformen la proposició prèviament a incorporar-los a la Web de Sobre Digital. Les proposicions presentades han d'estar lliures de virus informàtics i de qualsevol tipus de programa o codi nociu, ja que en cap cas es poden obrir els documents afectats per un virus amb eines corporatives de la Generalitat de Catalunya.
- Eina de signatura de documents en format PDF.
- Disposar de signatura electrònica avançada basada en un certificat qualificat o reconegut de signatura electrònica, que reconegui el Consorci AOC, entre d'altres: DNI electrònic, Camerfirma, Firma Professional, Fàbrica Nacional de Moneda y Timbre, Consorci d'Administració Oberta de Catalunya.
- Els formats de documents admesos es troben indicats a l'**apartat E.5 del quadre de característiques d'aquest plec**.

c) Presentació

Les especificacions tècniques necessàries per a la presentació electrònica de proposicions es troben disponibles a l'apartat de "Licitació electrònica" de la Plataforma de Serveis de Contractació Pública a l'adreça web següent:

https://contractaciopublica.gencat.cat/ecofin_sobre/AppJava/views/oferta/com_presentar_oferta.xhtml

1. En primer lloc, cal accedir a l'espai de licitació publicat a la Plataforma de serveis que es detalla a l'**apartat E.5 del quadre de característiques** d'aquest Plec. A la part dreta inferior de la pantalla, clicar a "Presentar oferta via Sobre Digital":



Al clicar en aquesta opció, s'obre un formulari que permet inscriure's a la licitació i designar una o diverses persones de contacte. A continuació, es rebrà un missatge d'activació de la proposició al/s correu/s electrònic/s indicat/s en aquest formulari d'alta. Les empreses licitadores han de conservar aquest correu electrònic d'activació de la proposició, atès que l'enllaç (URL) que es conté en el missatge d'activació és l'accés únic i exclusiu de què disposaran per presentar les ofertes a través de l'eina Sobre Digital.

Les adreces electròniques que les empreses licitadores indiquin en el formulari d'inscripció de l'eina de Sobre Digital, que seran les emprades per enviar correus electrònics relacionats amb l'ús de l'eina de Sobre Digital, han de ser les mateixes que les que designin en la declaració responsable de compliment de requisits per a contractar –d'acord amb el model de l'**Annex 2**- per a rebre els avisos de notificacions i comunicacions mitjançant e-NOTUM.

2. Amb aquesta inscripció, s'activa la proposició a través d'una URL específica que el sistema envia per correu electrònic a les persones de contacte designades. A través de la URL enviada s'activa un espai virtual, al qual qualsevol persona de l'empresa licitadora que disposi de la URL pot accedir per preparar la proposició. Les empreses licitadores han de conservar aquest correu electrònic, atès que l'enllaç que es conté en el missatge d'activació, és l'únic accés per presentar les proposicions a través del Sobre Digital.

3. Accedint a l'espai web de presentació de proposicions a través de l'enllaç tramès, les empreses licitadores han de preparar tota la documentació requerida i adjuntar-la en format electrònic en els sobres corresponents. Les empreses licitadores poden preparar i enviar aquesta documentació de forma esglaonada o tota alhora, abans de fer la presentació de la proposició.

Per poder iniciar la tramesa de la documentació, l'eina requerirà a les empreses licitadores que introdueixin una paraula clau pel sobre amb documentació xifrada que formi part de la licitació. Amb aquesta paraula clau es xifrarà, en el moment de l'enviament de les ofertes, la documentació. Així mateix, el desxifrat dels documents de les ofertes es realitza mitjançant la mateixa paraula clau, la qual han de custodiar les empreses licitadores. Cal tenir en compte **la importància de custodiar correctament aquesta o aquestes claus (poden ser la mateixa per tots els sobres o diferents per cadascun d'ells), ja que només les empreses licitadores la/les tenen (l'eina de Sobre Digital no guarda ni recorda les contrasenyes introduïdes) i són imprescindibles per al desxifrat de les ofertes i, per tant, per l'accés al seu contingut.**

Abans de confirmar l'enviament de la proposició s'han de confirmar (tornar a introduir) totes les paraules clau. Un cop completat el xifrat dels sobres, l'aplicació permet la generació d'un fitxer de text descarregable amb les paraules introduïdes per a cada sobre. És recomanable generar i descarregar aquest document.

4. Un cop complimentada tota la documentació, l'empresa licitadora ha de procedir al tancament de la proposició amb la generació del document resum en format PDF, que conté l'índex dels documents i les empremtes digitals. Cal la signatura del resum de la proposició en PDF, per part del representant de l'empresa licitadora, que comporta la signatura de tots els documents que la componen. Aquesta signatura es realitza fora del sistema. Els certificats admesos són els de signatura electrònica avançada, basada en un certificat qualificat o reconegut admès pel Consorci d'Administració Oberta de Catalunya. **Amb la signatura del resum generat per l'eina de Sobre Digital per part del representant de l'empresa s'entenen per signats tots els documents que conformen la proposició presentada per l'empresa licitadora, a tots els efectes legals oportuns.**

5. Un cop signada i tancada la proposició ja se'n pot fer la presentació. La presentació es duu a terme mitjançant l'enviament del resum signat. A l'índex que acompanya aquest resum de la proposició hi consten les empremtes dels diferents documents enviats. És important tenir en compte que només serà vàlida la proposició en tant que l'empremta que consti a l'índex i la dels diferents documents sigui la mateixa. Per aquest motiu, és important no modificar ni "anomenar i desar" els documents per tal que es mantingui aquesta empremta.

6. Un cop feta la tramesa, els documents i el resum de la proposició queden xifrats a la "caixa forta". L'empresa licitadora rebrà un justificant de presentació amb l'apunt del registre d'entrada. A partir del moment en què la proposició s'hagi presentat, ja no es podrà modificar la documentació tramesa.

7. D'acord amb el que preveu la disposició adicional setzena de la LCSP, la tramesa per mitjans electrònics de les proposicions podrà efectuar-se en dues fases, transmetent primer l'empremta digital de la documentació (*hash*) que correspon al resum criptogràfic del document, dins del termini de presentació de proposicions, amb la recepció de la qual es considerarà efectuada la seva presentació a tots els efectes, i després d'aquest termini, la proposició pròpiament dita en un termini màxim de 24 hores. De no efectuar-se aquesta segona remissió en el termini de 24 hores, es considerarà que la proposició ha estat retirada. Si es fa ús d'aquesta possibilitat, aquesta documentació ha de coincidir totalment amb aquella respecte de la que s'ha enviat l'empremta digital enviada prèviament, de manera que no es pot produir cap modificació dels fitxers electrònics que configuren la documentació de la proposició. En aquest sentit, cal assenyalar la importància de no manipular aquests arxius (ni, per exemple, fer-ne còpies, encara que siguin de contingut idèntic) per tal de no variar-ne l'empremta electrònica, que és la que es comprovarà per assegurar la coincidència de documents en les ofertes trameses en dues fases.

Per tal de fer aquesta presentació de proposicions en dues fases, les empreses licitadores poden seleccionar els documents de cada sobre sense desar-los i fer la tramesa de la proposició. L'aplicació haurà generat una empremta per a aquests documents, que és la que s'enviarà amb el resum signat. Un cop feta la presentació, el licitador haurà d'entrar a desar els diferents documents pendents de desar.

8. Les empreses licitadores podran presentar una còpia de seguretat dels documents electrònics presentats mitjançant l'eina Sobre Digital en suport físic electrònic, que serà sol·licitada a les empreses en cas de necessitat, per tal de poder accedir al contingut dels documents en cas que estiguin malmesos. Aquesta còpia s'haurà de lliurar a sol·licitud de l'òrgan de contractació, en cas que es requereixi, i haurà de contenir una còpia de la proposició amb exactament els mateixos documents –amb les mateixes empremtes digitals– que els aportats en la proposició mitjançant l'eina de Sobre Digital. En aquest sentit, cal recordar la importància de no manipular aquests arxius per tal de no variar-ne l'empremta electrònica, que és la que es comprovarà per assegurar la coincidència dels documents de la còpia de seguretat, tramesos en suport físic electrònic, i dels tramesos en la proposició a través de l'eina de Sobre Digital. Així mateix, cal tenir en compte que aquesta còpia no podrà ser emprada en el cas d'haver enviat documents amb virus a través de l'eina de Sobre Digital, atesa la impossibilitat tècnica en aquests casos de poder fer la comparació de les empremtes electròniques i, per tant, de poder garantir la no modificació de les proposicions un cop finalitzat el termini de presentació.

d) Per a l'obertura de les proposicions

Un cop hagin transcorregut 24 hores des de la finalització del termini de presentació de les proposicions, els custodis designats o, en el seu cas, l'òrgan de contractació sol·licitarà a les empreses licitadores, mitjançant el correu electrònic assenyalat en el formulari d'inscripció a la proposició de l'eina Sobre Digital, que accedeixin a l'eina web de Sobre Digital per introduir les seves paraules clau en el moment que correspongui. Es demanarà la introducció de la paraula clau amb una antelació de 24 hores a aquella en què es farà l'obertura del sobre corresponent. No obstant això, en l'anunci de licitació publicat es podrà preveure una antelació diferent.

Les empreses licitadores realitzen la custòdia de la/es paraula/es clau per iniciar el procés de desxifrat de les ofertes presentades. **Les empreses licitadores han de recordar i/o guardar la/les paraula/es clau, atès que l'eina de Sobre Digital no guarda ni recorda les contrasenyes introduïdes.**

Quan les empreses licitadores introdueixin les paraules clau s'iniciarà el procés de desxifrat de la documentació, que es trobarà guardada en un espai virtual securitzat que garanteix la inaccessibilitat a la documentació abans, de l'acte d'obertura dels sobres, en la data i l'hora establerts.

En cas que alguna empresa licitadora no introdueixi la paraula clau no es podrà accedir al contingut del sobre xifrat. En aquest sentit, cal tenir molt en compte que la presentació de proposicions a través de l'eina de Sobre Digital es basa en el xifratge de la documentació i requereix necessàriament la introducció per part de les empreses licitadores de la/les paraula/es clau, que només elles custodien durant tot el procés, per poder accedir al contingut xifrat dels sobre. Per tant, en cas que les empreses licitadores no introdueixin les paraules clau en el termini establert, comportarà l'exclusió de la licitació d'aquella empresa. En el cas que hi hagi problemes tècnics que no permetin la introducció de les paraules clau i quedi acreditada aquesta circumstància, l'òrgan de contractació podrà atorgar un nou termini per a la introducció de les paraules clau, sempre que no hagi arribat l'hora concreta d'obertura del sobre, i podrà posposar l'acte d'obertura del sobre corresponent.

L'òrgan de contractació podrà sol·licitar la introducció de les paraules clau tantes vegades com sigui necessari abans del termini establert.

e) Incidències que es poden donar en la presentació d'ofertes electròniques i com es resoldran:

- Si s'envia l'empremta i la proposició que arriba no coincideix amb la que es va trametre amb l'empremta perquè hi ha una modificació, en tant que no es pot determinar quina és la proposició que el licitador volia presentar, l'òrgan de contractació acordarà l'exclusió del procediment de licitació. L'única excepció és que només hi hagi una modificació en el contingut del Sobre A amb la documentació general.
- Virus, codis o programes nocius: Les proposicions presentades han d'estar lliures de virus informàtics i de qualsevol tipus de programa o codi nociu. En cap cas es poden obrir els documents afectats per un virus amb les eines corporatives de la Generalitat de Catalunya. Per tant, si la proposició conté virus, codis o programes nocius comportarà l'exclusió automàtica del procediment d'adjudicació.
- Documents malmesos, il·legibles o en blanc: En cas que algun document presentat per les empreses licitadores estigui malmès, en blanc o sigui il·legible, l'òrgan de contractació valorarà, en funció de quina sigui la documentació afectada, les

conseqüències jurídiques respecte de la participació d'aquesta empresa en el procediment, que s'hagin de derivar de la impossibilitat d'accedir o conèixer el contingut d'algun dels documents que componen una proposició. En cas de tractar-se de documents imprescindibles per conèixer o valorar la proposició, l'òrgan de contractació podrà acordar l'exclusió de l'empresa licitadora.

No obstant això, l'òrgan de contractació valorarà la possibilitat de demanar a l'empresa licitadora la còpia de seguretat dels documents electrònics presentats en suport físic electrònic per tal de poder accedir al contingut dels documents per a la valoració de la proposició o bé l'exclusió del procediment d'adjudicació.

Si es demana la còpia de seguretat dels documents electrònics presentats en suport físic electrònic, es comprovarà que no s'hagi variat l'empremta electrònica, per tal d'assegurar la coincidència dels documents de la còpia de seguretat tramesos en suport físic electrònic i dels tramesos en la proposició a través de l'eina de Sobre Digital. En aquest cas, si s'ha variat l'empremta electrònica, l'òrgan de contractació acordarà l'exclusió de l'empresa licitadora.

- En cas de fallada tècnica que impossibiliti l'ús de l'eina de Sobre Digital el darrer dia de presentació de les proposicions, l'òrgan de contractació ampliarà el termini de presentació de les mateixes el temps que es consideri imprescindible. A tal efecte, es modificarà el termini de presentació de les proposicions que es publicarà a la Plataforma de serveis de contractació pública via esmena. Aquest canvi de data es comunicarà a les empreses licitadores que haguessin activat la proposició mitjançant correu electrònic i a la resta d'empreses interessades que s'hagin subscrit a l'espai virtual de licitació.
- Manca d'introducció de la/es paraula/es clau per a l'obertura dels sobres corresponents en el termini per fer-ho: En cas que alguna empresa licitadora no introdueixi la paraula clau, en tant que no es podrà accedir al contingut del sobre xifrat comportarà l'exclusió de la licitació d'aquella empresa. No obstant això, en el cas que hi hagi problemes tècnics que no permetin la introducció de les paraules clau i quedi acreditada aquesta circumstància, l'òrgan de contractació podrà atorgar un nou termini per a la introducció de les paraules clau i podrà posposar l'acte d'obertura del sobre corresponent. A tal efecte, es modificarà el termini de presentació de les proposicions que es publicarà a la Plataforma de serveis de contractació pública via esmena. Aquest canvi de data es comunicarà a les empreses licitadores que haguessin activat la proposició mitjançant correu electrònic i a la resta d'empreses interessades que s'hagin subscrit a l'espai virtual de licitació.

ANNEX 7

Compromís de signatura de l'acord d'encàrrec de tractament de dades de caràcter personal

El/la Sr./Sra amb residència a
, al carrer
 Número, i amb NIF....., en representació de l'entitat, en qualitat de
 declara que, assabentat/ada de les condicions i els requisits que s'exigeixen per poder
 ser empresa adjudicatària del contracte, amb expedient número

DECLARA:

Em comprometo en nom de
 l'empresa....., de la qual en sóc el
 representant legal, al compliment de tot allò que estableix la Llei Orgànica 3/2018, de 5 de
 desembre, de protecció de dades personals i garantia dels drets digitals i a la normativa de
 desenvolupament, en relació amb les dades personals a les quals tingui accés amb ocasió del
 contracte; i d'acord al que estableix el Reglament (UE) 2016/679, del Parlament Europeu i del
 Consell, de 27 d'abril de 2016, relatiu a la protecció de les persones físiques pel que fa al tractament
 de dades personals i a la lliure circulació d'aquestes dades i pel qual es deroga la Directiva
 95/46/CE.

D'acord amb la disposició addicional 25 de la Llei 9/2017, de 8 de novembre, de Contractes del
 Sector Públic, ... l'empresa
 té la consideració
 d'encarregat de tractament, en els termes de l'article 28 del RGPD. A aquests efectes, em
 comprometo en nom de l'empresa
 a signar l'acord d'encàrrec
 de tractament corresponent en relació amb els serveis esmentats en el PPTP, d'acord amb el
 següent model:

Model d'acord d'encàrrec de tractament

Acord d'encàrrec de tractament de dades de caràcter personal entre l'Institut Europeu de la
 Mediterrània (IEMed) i

REUNITS

D'una banda,

I de l'altra, el/la senyor/a [nom i cognoms], en nom i representació de l'empresa/entitat [nom], en
 virtut de l'escriptura de poder mercantil, protocol [núm.], autoritzada pel notari de l'Il·lustre Col·legi
 Notarial de Catalunya, senyor [nom i cognoms], en [data], inscrita al Registre Mercantil de
 Barcelona, en [data], en el full [núm.], [foli], [volum], [inscripció].

Ambdues parts, en l'exercici de les funcions que els estan legalment assignades, reconeixent-se recíprocament la capacitat legal necessària per obligar-se de comú acord.

MANIFESTEN

I. CLÀUSULES

1. Objecte i finalitat de l'encàrrec del tractament

Mitjançant aquestes clàusules s'habilita l'entitat, encarregada del tractament, per compte de l'Institut Europeu de la Mediterrània (IEMed) en endavant IEMed, responsable del tractament les dades de caràcter personal necessàries per prestar servei de.....

El tractament consistirà en:

☐ Recollida	☐ Registre
☐ Estructuració	☐ Modificació
☐ Conservació	☐ Extracció
☐ Consulta	☐ Comunicació per transmissió
☐ Difusió	☐ Interconnexió
☐ Acarament	☐ Limitació
☐ Supressió	☐ Destrucció
☐ Comunicació	☐ Altres

2. Identificació de la informació afectada

Per executar les prestacions derivades del compliment de l'objecte d'aquest encàrrec, l'entitat òrgan IEMed, responsable del tractament, posa a disposició de l'entitat, encarregada del tractament, la informació que es descriu a continuació:

- Nom tractament (Indicar tipus de dades)
- Nom tractament (Indicar tipus de dades)

Categories de persones interessades: treballadors / sol·licitants / beneficiaris / estudiants / associats o membres / càrrecs públics / persones de contacte / usuaris / proveïdors / professionals / altres categories.

3. Durada

Aquest acord té una durada de.....³ (...l·ligada a la prestació de serveis....)

4. Obligacions de l'encarregat del tractament

L'encarregat del tractament i tot el seu personal s'obliga a:

- a) Utilitzar les dades personals objecte de tractament, o les que reculli per a la seva inclusió, només per a la finalitat objecte d'aquest encàrrec. En cap cas pot utilitzar les dades per a finalitats pròpies.
- b) Tractar les dades d'acord amb les instruccions documentades del responsable del tractament.

Si l'encarregat del tractament considera que alguna de les instruccions infringeix l'RGPD o qualsevol altra disposició en matèria de protecció de dades de la Unió o dels estats membres, l'encarregat n'ha d'informar immediatament el responsable.

- c) Incorporar els tractaments que duu a terme en execució d'aquest contracte al seu registre d'activitats del tractament efectuades per compte d'un responsable, amb el contingut de l'article 30.2 de l'RGPD.⁴
- d) No comunicar les dades a terceres persones, tret que tingui l'autorització expressa del responsable del tractament, en els supòsits legalment admissibles.

L'encarregat pot comunicar les dades a altres encarregats del tractament del mateix responsable, d'acord amb les instruccions del responsable. En aquest cas, el responsable ha d'identificar, prèviament i per escrit, l'entitat a la qual s'han de comunicar les dades, les dades a comunicar i les mesures de seguretat que cal aplicar per procedir a la comunicació.

Si l'encarregat ha de transferir dades personals a un tercer país o a una organització internacional, en virtut del dret de la Unió o dels estats membres que li sigui aplicable, ha d'informar el responsable d'aquesta exigència legal de manera prèvia, tret que aquest dret ho prohibeixi per raons importants d'interès públic.

- e) Subcontractació

No subcontractar cap de les prestacions que formin part de l'objecte d'aquest contracte que comportin el tractament de dades personals, tret dels serveis auxiliars necessaris per al normal funcionament dels serveis de l'encarregat.

Si cal subcontractar algun tractament, aquest fet s'ha de comunicar prèviament i per escrit al responsable, amb una antelació de ⁵. Cal indicar els tractaments que es

³ En alguns casos, en particular determinats casos sotmesos al dret administratiu (convenis, contractes de gestió de serveis públics, etc.), la durada de l'encàrrec pot estar limitada per la durada que la legislació vigent estableix per la prestació de serveis.

⁴ L'obligació indicada a l'article 30.2 de l'RGPD no s'aplicarà a empreses ni organitzacions que ocupin menys de 250 persones llevat que concorri alguna de les circumstàncies següents:

- a) Si és probable que hi hagi un risc per a drets i llibertats dels subjectes.
- b) Si el tractament no és ocasional.
- c) Si inclou categories especials de dades (art 9 RGPD) o infraccions i condemnes penals.

Si concorre alguna d'aquestes circumstàncies l'encarregat haurà d'incloure al registre els tractaments en què concorrin.

⁵ Es recomana establir un termini mínim d'antelació per fer la comunicació.

pretén subcontractar i identificar de forma clara i inequívoca l'empresa subcontractista i les seves dades de contacte. La subcontractació es pot dur a terme si el responsable no manifesta la seva oposició en el termini establert.

El subcontractista, que també té la condició d'encarregat del tractament, està obligat igualment a complir les obligacions que aquest document estableix per a l'encarregat del tractament i les instruccions que dicti el responsable. Correspon a l'encarregat inicial regular la nova relació, de manera que el nou encarregat quedi subjecte a les mateixes condicions (instruccions, obligacions, mesures de seguretat...) i amb els mateixos requisits formals que ell, pel que fa al tractament adequat de les dades personals i a la garantia dels drets de les persones afectades. Si el subencarregat ho incompleix, l'encarregat inicial continua sent plenament responsable davant el responsable pel que fa al compliment de les obligacions.

- f) Mantenir el deure de secret respecte de les dades de caràcter personal a les quals hagi tingut accés en virtut d'aquest encàrrec, fins i tot després que en finalitzi l'objecte.
- g) Garantir que les persones autoritzades per tractar dades personals es comprometen, de forma expressa i per escrit, a seguir les instruccions del responsable, a respectar la confidencialitat⁶ i a complir les mesures de seguretat corresponents, de les quals cal informar-los convenientment.
- h) Mantenir a disposició del responsable la documentació que acredita que es compleix l'obligació que estableix l'apartat anterior.
- i) Garantir la formació necessària en matèria de protecció de dades personals de les persones autoritzades per tractar dades personals.
- j) Assistir el responsable del tractament en la resposta a l'exercici dels drets següents:
 - 1. Accés, rectificació, supressió i oposició
 - 2. Limitació del tractament
 - 3. Portabilitat de dades
 - 4. A no ser objecte de decisions individualitzades automatitzades (inclosa l'elaboració de perfils)

Quan les persones afectades exerceixin els drets d'accés, rectificació, supressió i oposició, limitació del tractament, portabilitat de dades i a no ser objecte de decisions individualitzades automatitzades, davant l'encarregat del tractament, aquest ho ha de comunicar per correu electrònic a l'adreça lopd@IEMed.cat (adreça que indiqui el responsable). La comunicació s'ha de fer de forma immediata i en cap cas més enllà de l'endemà dels cinc dies laborables següents en què s'ha rebut la sol·licitud⁷, juntament, si escau, amb altres informacions que puguin ser rellevants per resoldre la sol·licitud.

- k) Dret d'informació.

Correspon al responsable facilitar el dret d'informació en el moment de recollir les dades.

- l) Notificació de violacions de la seguretat de les dades.

⁶ Si hi ha una obligació de confidencialitat de naturalesa estatutària, ha de quedar constància expressa de la naturalesa i l'extensió d'aquesta obligació.

⁷ Termini i mitjà recomanats a fi que el responsable pugui resoldre la sol·licitud fins del termini establert.

L'encarregat del tractament ha d'informar el responsable del tractament, sense dilació indeguda i en qualsevol cas abans del termini màxim de 36 hores, i a través de correu electrònic adreçat a privacy@iemed.org, de les violacions de la seguretat de les dades personals al seu càrrec de les quals tingui coneixement, juntament amb tota la informació rellevant per documentar i comunicar la incidència.

La notificació no és necessària quan sigui improbable que aquesta violació de la seguretat constitueixi un risc per als drets i les llibertats de les persones físiques.

Si se'n disposa, cal facilitar, com a mínim, la informació següent:

1. Descripció de la naturalesa de la violació de la seguretat de les dades personals, incloses, quan sigui possible, les categories i el nombre aproximat d'interessats afectats i les categories i el nombre aproximat de registres de dades personals afectats.
2. Nom i dades de contacte del delegat de protecció de dades o d'un altre punt de contacte en el qual es pugui obtenir més informació.
3. Descripció de les possibles conseqüències de la violació de la seguretat de les dades personals.
4. Descripció de les mesures adoptades o proposades per posar remei a la violació de la seguretat de les dades personals, incloses, si escau, les mesures adoptades per mitigar els possibles efectes negatius.

Si no és possible facilitar la informació simultàniament, i en la mesura en què no ho sigui, la informació s'ha de facilitar de manera gradual sense dilació indeguda.

Correspon a l'encarregat del tractament comunicar en el menor temps possible als interessats les violacions de la seguretat de les dades, quan sigui probable que la violació suposi un alt risc per als drets i les llibertats de les persones físiques.

La comunicació s'ha de fer en un llenguatge clar i senzill i, com a mínim, cal:

- a) Explicar la naturalesa de la violació de dades.
- b) Indicar el nom i les dades de contacte del delegat de protecció de dades o d'un altre punt de contacte en què es pugui obtenir més informació.
- c) Descriure les possibles conseqüències de la violació de la seguretat de les dades personals.
- d) Descriure les mesures adoptades o proposades pel responsable del tractament per posar remei a la violació de la seguretat de les dades personals, incloses, si escau, les mesures adoptades per mitigar els possibles efectes negatius.

- m) Donar suport al responsable del tractament a l'hora de fer les avaluacions d'impacte relatives a la protecció de dades, quan escaigui.
- n) Donar suport al responsable del tractament a l'hora de fer les consultes prèvies a l'autoritat de control, quan escaigui.
- o) Posar a disposició del responsable tota la informació necessària per demostrar que compleix les seves obligacions, així com per realitzar les auditories o les inspeccions que efectuï el responsable o un altre auditor autoritzat per ell.
- p) Implantar les mesures de seguretat següents:

Les mesures de seguretat que es deriven de l'aplicació de⁸ l'Esquema Nacional de Seguretat (ENS). (CTTI)

En tot cas, cal implantar mecanismes per:

- a) Garantir la confidencialitat, integritat, disponibilitat i resiliència permanents dels sistemes i serveis de tractament.
- b) Restaurar la disponibilitat i l'accés a les dades personals de forma ràpida, en cas d'incident físic o tècnic.
- c) Verificar, avaluar i valorar, de forma regular, l'eficàcia de les mesures tècniques i organitzatives implantades per garantir la seguretat del tractament.
- d) Seudonimitzar i xifrar les dades personals, si escau.

També ha d'adoptar totes aquelles altres mesures que, tenint en compte el conjunt de tractaments que duu a terme, siguin necessàries per garantir un nivell de seguretat adequat al risc.

La documentació relacionada amb la gestió dels riscos, incloent el resultat de les auditories periòdiques que es realitzin, pot ser sol·licitada en qualsevol moment pel responsable del tractament.

- q) Designar un delegat de protecció de dades⁹ i comunicar-ne la identitat i les dades de contacte al responsable.
- r) Destí de les dades.

Retornar al responsable del tractament les dades de caràcter personal i, si escau, els suports on constin, una vegada complerta la prestació.

⁸ Indiqueu el codi de conducta, el segell, la certificació o un altre estàndard on estan definides les mesures aplicables, com seria el cas de l'Esquema Nacional de Seguretat (ENS) per a les entitats definides a l'article 77.1 LOPDGDD i a les empreses o fundacions vinculades a aquestes entitats (D.A. 1a LOPDGDD).

⁹ Cal designar el delegat de protecció de dades quan:

- a) El tractament el duu a terme una autoritat o un organisme públic, tret dels tribunals que actuïn en exercici de la seva funció judicial.
- b) Les activitats principals del responsable o de l'encarregat consisteixen en operacions de tractament que, en raó de la seva naturalesa, abast i/o finalitats, requereixen una observació habitual i sistemàtica d'interessats a gran escala.
- c) Les activitats principals del responsable o de l'encarregat consisteixen en el tractament a gran escala de categories especials de dades personals i de dades relatives a condemnes i infraccions penals.

La devolució ha de comportar la destrucció de les còpies i l'esborrat total de les dades existents en els equips informàtics utilitzats per l'encarregat.

No obstant això, l'encarregat pot conservar-ne una còpia, amb les dades degudament bloquejades, mentre es puguin derivar responsabilitats de l'execució de la prestació.

5. Obligacions del responsable del tractament

Correspon al responsable del tractament:

- a) Lliurar a l'encarregat les dades a les quals es refereix la clàusula 2 d'aquest document.
- b) Fer una avaluació de l'impacte en la protecció de dades personals de les operacions de tractament que ha d'efectuar l'encarregat.
- c) Fer les consultes prèvies que correspongui.
- d) Vetllar, abans i durant tot el tractament, perquè l'encarregat compleixi l'RGPD.
- e) Supervisar el tractament, inclosa l'execució d'inspeccions i auditories.

Signatura

ANNEX 8

Declaració sobre la ubicació dels servidors (a presentar per l'empresa adjudicatària conforme estableix la clàusula 16.5 PCAP)

El/la senyor/a, amb DNI/NIF núm..... que actua en nom i representació pròpia / en nom i representació de l'empresa.....

DECLARA sota la seva responsabilitat QUE:

Els servidors de l'empresa..... estan/estaran ubicats a..... i els serveis associats a aquests es prestaran a.....

Data i signatura

Informació bàsica sobre protecció de dades. Tractament per a finalitats de gestió i tramitació dels expedients de contractació.

Tractament: Proveïdors i Professionals

Responsable del tractament: Consorci Institut Europeu de la Mediterrània (IEMed)

Finalitat: mantenir i executar la relació de negoci existent entre les persones proveïdores o les persones professionals i el Consorci Institut Europeu de la Mediterrània (IEMed)

Legitimació: execució de contracte o prestació de serveis.

Destinataris: Les dades es cedeixen a entitats bancàries, amb consentiment de les persones interessades; al Ministeri d'Economia i Hisenda i a l'Agència Tributària, d'acord amb la normativa corresponent a cada impost aplicable en cada moment i a la Tresoreria General de la Seguretat Social.

Drets de les persones interessades: Pot exercir els drets d'accés, rectificació, supressió, oposició, limitació, o exercir el dret a la portabilitat de les seves dades, adreçant un escrit, acompanyat de còpia de document oficial identificatiu, al delegat de protecció de dades de l'IEMed:

- Delegat de protecció de dades de l'IEMed: Anna Roy i Solduga
- Adreça electrònica: privacy@iemed.org
- Adreça postal: C/ Girona, 20 08010 Barcelona, 08008 Barcelona

En cas de disconformitat amb el tractament, també té dret a presentar una reclamació davant l'Autoritat Catalana de Protecció de Dades, www.apdcat.net

Si considereu que els vostres drets no s'han atès adequadament, teniu dret a presentar una [reclamació](#) davant l'Autoritat Catalana de Protecció de Dades.

Informació addicional: per ampliar aquesta informació i conèixer-ne els detalls podeu consultar a l'enllaç [Avís legal i política de privacitat — IEMed](#)

☐ He llegit la informació bàsica sobre protecció de dades.

Abans de signar la sol·licitud, llegiu la informació detallada sobre protecció de dades que es publica a la pàgina web de IEMed.

Signatura



ANNEX 9

Documentació associada a la validació financera del programa:

- Manual del programa Interreg Europe 2021-2027 (*Interreg Europe 2021-2027 Programme Manual*)
- Formulari de sol·licitud (*Application form*)
- Model de contracte de subvenció (*Model of Grant Contract*)
- Acord entre beneficiaris (*Partnership Agreement*)



2021-2027

Programme Manual

Version 4
December 2024



SMART



GREEN



CONNECTED



SOCIAL



CITIZENS



GOVERNANCE



Introduction	6
A. PROGRAMME	7
1. Programme summary	8
1.1 What is the programme's objective?	8
1.2 How does the programme work?	9
1.3 Who is eligible for funding?	9
1.4 Who will be the programme's beneficiaries?	9
1.5 What will the programme change?	10
1.6 What is new in the programme?	10
2. General programme information	11
2.1 Interreg Europe within the Cohesion policy	11
2.2 The programme area and funding	13
2.3 The programme's objectives and action	13
2.4 The programme's intervention logic	14
2.5 The programme's structure	15
2.5.1 Overview	15
2.5.2 Programme scope	16
2.5.3 Further clarifications on programme scope	18
2.6 Programme management	19
2.7 EU's horizontal principles	19
2.7.1 Sustainable development	19
2.7.2 Equal opportunities and non-discrimination	20
2.7.3 Equality between women and men	20
2.7.4 State aid	21
B. PROJECTS	25
Overview of the main recommendations to applicants	26
3. Project development	28
3.1 Interregional cooperation projects: main features	28
3.1.1 What is an interregional cooperation project?	28
3.1.2 What are the phases of a project?	29
3.2 What activities should take place under each phase?	31
3.2.1 Core phase – Focus on interregional learning	31
3.2.1.1 Exchange of experience: the cornerstone of an interregional cooperation project	31
3.2.1.2 Pilot actions	32
3.2.2 Follow up phase – focus on monitoring the effects of the policy improvements	36
3.2.2.1 Monitoring results	36
3.2.2.2 Exchange of experience on policy improvements (if relevant)	37
3.2.2.3 Pilot actions	37
3.2.3 Activities relevant to both phases	38
3.2.3.1 Communication and dissemination	38
3.2.3.2 Management and coordination	38
3.2.3.3 Activities at programme level	40
3.2.4 Focus on the exchange of experience process	41
3.3. Monitoring project performance	47
3.3.1 Projects objectives	47
3.3.2 Performance framework & indicators	48
3.3.3 Improving policies	56
3.3.4 Innovative character of projects and their results	57
3.3.5 Durability of the project's results	58

3.4. Partnership	58
3.4.1 Eligibility and funding	58
3.4.1.1 Who is eligible for funding?	58
3.4.1.2 Co-financing rates	59
3.4.1.3 Funding for partners from outside the programme area	61
3.4.2 Types of participation	61
3.4.2.1 Participation as a 'partner'	61
3.4.2.2 Participation as 'associated policy authority'	62
3.4.2.3 Participation as 'stakeholder'	63
3.4.3 The role of the lead partner	64
3.4.4 Quality of partnership	65
3.4.4.1 Coherence of the partnership	65
3.4.4.2 Balanced partnership	67
3.4.4.3 Size of the partnership	69
3.5 Drawing up a project budget	70
3.5.1 General principles	70
3.5.2 The spending plan and budget decommitment	71
 4. Application and selection	 72
4.1 Assistance to applicants	72
4.2 Applications	73
4.3 Selection of projects	74
4.3.1 Eligibility assessment	75
4.3.2 Quality assessment	78
4.3.3 The decision-making process	85
4.4 Complaints procedure – project selection	85
 5. Project implementation	 87
5.1 Getting started	87
5.1.1 Start date	87
5.1.2 Timeframe for the eligibility of expenditure	87
5.1.3 Subsidy contract	87
5.1.4 Project partnership agreement	88
5.2 Reporting	89
5.2.1 Reporting periods and deadlines	89
5.2.2 Reporting procedures	92
5.2.3 Monitoring a project's progress and midterm review	93
5.2.4 Partners not reporting expenditure	93
5.2.5 Guidance for reporting	94
5.3 Changes in project implementation	94
5.3.1 General principles	94
5.3.2 Request for changes procedure	95
5.3.3 Changes in activities/outputs	96
5.3.4 Changes in the policy instruments addressed	96
5.3.5 Changes in the partnership	96
5.3.6 Administrative changes	97
5.3.7 Changes to the project budget	97
5.3.8 Extension of a project's duration	98
5.4 Project closure	99
5.4.1 The end date for eligibility of expenditure and completion of activities	99
5.4.2 Obligations for closed projects	100
5.5 Complaints procedure - project implementation	100

6. Financial management	101
6.1 Eligibility of expenditure - general principles	101
6.2 Cost Categories	102
6.2.1 Staff costs	102
6.2.2 Office and administrative expenditure	104
6.2.3 Travel and accommodation	105
6.2.4 External expertise and services	107
6.2.5 Equipment	109
6.2.6 Infrastructure and works (for pilot actions only)	110
6.3 Preparation costs	112
6.4 Other budget and eligibility rules	112
6.4.1 VAT	112
6.4.2 Financing of joint activities	112
6.4.3 Use of the Euro and exchange rates for partners located outside the Eurozone	113
6.4.4 Ownership of results and intellectual property rights	113
6.4.5 Financing activities outside the programme area	113
6.4.6 Ineligible costs	114
6.5 Public procurement	115
6.6 Accounting for project expenditure	118
6.7 Verification of expenditure to be reported	119
6.7.1 Designation of the controller	119
6.7.2 Role of the controller	121
6.7.3 The role of the lead partner in the control process	124
6.7.4 Timing of the control	124
6.7.5 Control costs	125
6.7.6 Financial corrections and recovery procedure	125
6.8 Audits / Sample checks on projects	126
6.9 Interreg Europe anti-fraud policy	127
7. Communication	128
7.1 Drawing up a project communication strategy	128
7.1.1 Developing a communication strategy	129
7.1.2 Project branding and visibility rules	133
7.2 Implementing a communication strategy	137
7.2.1 Communication channels and activities	137
7.2.2 Reporting on communication activities	140
7.3 Programme support to projects and other synergies	140
7.3.1 Communication training and workshops	140
7.3.2 Online/ ad-hoc support	140
7.3.3 What the programme expects of projects	141
C. THE PLATFORM	145
8. The Policy Learning Platform	146
8.1 Context	146
8.2 Main features	147
What is the Policy Learning Platform?	147
What are the Platform's objectives?	147
Who can benefit from the Platform?	148
What kinds of services does the Platform provide?	149
Appendices	153

Introduction

This reference manual is essential reading for anyone involved in any aspect of implementing or participating in the Interreg Europe programme, such as applicants, project partners, financial managers and controllers.

It has three main parts: Part A covers the programme's general features, with Parts B and C covering the programme's two strategic actions, its **interregional cooperation projects** and its **Policy Learning Platform**, respectively. Part B focuses on projects and provides detailed information on the whole project life cycle, covering development, the application process, selection, implementation and closure.

Key words are highlighted in bold. Additional information can be found in footnotes. Throughout the manual, definitions and examples are presented in boxes. These will help the reader to understand key points.

The manual supplements the Interreg Europe programme approved by the Commission and further specifies the programme's **mandatory** rules. It also provides **recommendations**. **Applicants who do not follow these recommendations will have to provide clear justifications for not doing so in their application form.** An overview of the main recommendations is provided in the introduction of section B (Projects).

Additional information and documents on calls for proposals (e.g., terms of reference) are also available on the programme's website: www.interregeurope.eu

Important note for applicants

Applicants should read this entire manual carefully. Part B follows the project cycle and section 3 is dedicated to project development. Nonetheless, the information provided in the rest of the document is also important for preparing a good quality application. Instructions on how to apply can be found in section 4.2 and section 4.3.1 provides details on eligibility requirements. Respecting the requirements in these sections is crucial to ensuring that an application is not rejected on procedural grounds.

Applicants should also note that, for the 2021-2027 programming period, all application and reporting tasks will only be possible through the Interreg Europe Portal (hereinafter referred to as the Portal).



A.

PROGRAMME

1. Programme summary

1.1 What is the programme's objective?

Through its [cohesion policy](#), the European Union is working to reduce disparities in development and quality of life in European 'regions'. Cohesion policy supports actions that helps European regions to be more innovative, more sustainable and more inclusive; thus improving quality of life for its peoples and communities.

The bulk of the funds available for reducing regional disparities is managed at the regional or national levels within each country. Nonetheless, the EU believes that regional development can also be improved through interregional cooperation 'across borders'.

The Interreg Europe programme was therefore designed to support interregional learning among policy relevant organisations across Europe. The programme's objective is to enable public authorities and other relevant organisations to actively learn from the experience of other regions. This is a learning process which involves identifying, analysing and transferring good practices with the aim of improving regional development policy instruments and ultimately delivering solutions that benefit all citizens.

'Region' and 'regional development policy'

In the Interreg Europe programme, the terms 'region' and 'regional development policy' are used in a broad sense. 'Region' refers to any territory represented by a public authority. Depending on the issue addressed and the characteristics of the territories involved, it can relate to any of the different administrative levels that contribute to regional development (e.g., municipality, city, county, province, region, country). In projects, the number of 'regions' involved is the same as the number of policy instruments addressed. 'Regional development policy' refers to any policy developed at local, regional and, when relevant, national levels.

1.2 How does the programme work?

The Interreg Europe programme has an Interreg funds budget of EUR 394.5 million for the 2021-2027 period. By allocating this entire budget to a single overarching 'priority' ('a better cooperation governance'), the programme will cover a wide range of regional development topics, within the scope of cohesion policy. Interreg Europe's field of intervention will span the 5 policy objectives defined in Article 3 of the ERDF regulation (EU) 2021/1058 (further information can be found in [section 2.5](#) below). The programme nonetheless recognises the need to concentrate its resources on the most relevant and urgent policy challenges facing European regions. It will therefore devote the largest share of its Interreg funds budget (80%) to the topics covered under Policy Objective 1: 'A smarter Europe', Policy Objective 2: 'A greener Europe' and to certain topics covered under Policy Objective 4: 'A more social Europe'. The remaining budget (20%) will be available for the topics covered under the three remaining Policy Objectives.

The programme will finance two complementary types of strategic action:

- a) **Interregional cooperation projects:** Partnerships made up of policy-relevant organisations from different countries in Europe which work together for 4 years to exchange experience on a shared regional development issue.
- b) **A Policy Learning Platform:** Provides a space for continuous or on demand learning where any policy-relevant organisation¹ dealing with regional development policies in Europe can find solutions and request expert support to improve its policies.

1.3 Who is eligible for funding?

The programme area consists of the 27 EU Member States, Norway, Switzerland, and 7 EU candidate countries joining the Interreg Europe programme (Albania, Bosnia and Herzegovina, Moldova, Montenegro, North Macedonia, Serbia and Ukraine). The latter are referred to in this document as the "7 EU candidate countries".

Organisations relevant to regional development policies and based in the programme area are eligible for Interreg Europe funding. These include:

- National, regional, or local public authorities
- Institutions governed by public law (e.g., regional development agencies, business support organisations, universities)
- Private non-profit bodies.

Further information on partnership and eligibility can be found in [section 3.4](#) (Partnership) of the present document.

1.4 Who will be the programme's beneficiaries?

The programme's direct beneficiaries will be organisations involved in elaborating and implementing regional development policies from all the regions of the programme area. The citizens and groups impacted by these policies (e.g., SMEs) will benefit from more effective public intervention as a result. Further information on the direct beneficiaries can be found in [section 3.4.1](#).

1. It is not necessary to be a project partner to use the Platform's services. On the contrary, one of the Platform's aims is to reach out to as many 'regions' as possible.

1.5 What will the programme change?

Individuals and policy-relevant organisations will increase their professional capacities by participating in Interreg Europe activities. As a result, they will be able to improve the design and delivery of their policies. Institutions at local, regional or national level will be more effective at implementing their regional development policies and programmes.

1.6 What is new in the programme?

EU support to interregional cooperation started around 30 years ago. For the 2021-2027 period, Interreg Europe has a few new features which incorporate lessons learnt from the past programme and which will ensure an optimal use of resources:

1. **A single overarching priority**, dedicated to capacity building to better reflect the core nature of the programme.
2. **An enlarged scope**. By focussing on the overarching priority of capacity building, regions will be able to exchange experience on a wide range of regional development issues.
3. **A 'lighter' focus on Structural funds programmes¹**. Compared to the 2014-2020 period, the requirement for projects to address programmes under the Investment for jobs and growth goal drops from 50% of instruments addressed, to 'at least one', creating more opportunities for projects to address other regional development policy instruments.
4. **A reinforced result-oriented approach**. The 'two-phase' approach to project implementation has been redesigned. Projects must now achieve their objectives (i.e., improving the policy instruments they address) by the end of the core phase², at the latest. Only those regions not achieving a policy improvement by the end of this phase will have to produce an action plan.
5. **A stronger emphasis on learning by doing**. Pilot actions may be undertaken from the start of the project.

Investment for jobs and growth goal programmes

Together with the European territorial cooperation (Interreg), the Investment for jobs and growth is one of the two goals of the EU Cohesion policy. Programmes under the Investment for jobs and growth goal are supported at regional or national levels in the Member States through the ERDF, the ESF+, the Cohesion Fund and the Just Transition Fund. These programmes are defined in the Cohesion Policy legislation 2021 – 2027 (e.g., Article 5(2)(a) of the Common Provision Regulation (EU) 2021/1060)). Further information on the different programmes can also be found for each Member State on the Cohesion open data platform of the European Commission, and a list of bodies responsible for these programmes is available on the Interreg Europe website under the country specific information.



Watch our video

**What are
Investment for
Jobs and Growth
programmes ?**

1. See further information on the policy instruments addressed in [section 3.4.4](#).

2. See further information on the core phase in [section 3.2.1](#).

2. General programme information

2.1 Interreg Europe within the Cohesion policy

Article 174 of the Treaty on the Functioning of the European Union (TFEU) calls for action by the European Union to strengthen its economic, social and territorial cohesion and to promote its overall harmonious development by reducing disparities in regional development and promoting development in least favoured regions. Interreg programmes contribute to this overall objective by supporting cross-border, transnational and interregional cooperation and by contributing to a balanced and sustainable development of the EU territory.

European Territorial Cooperation (ETC) has been part of EU cohesion policy since 1990. Interreg was initially launched as a community initiative in the 1989-1993 generation of regional programmes with the aim of stimulating cooperation between regions across the European Union. Since then, Interreg has continued to develop through five further generations.

In 2007, European Territorial Cooperation became a cohesion policy objective, giving it more visibility, an improved legal basis, and closer links with existing EU thematic strategies. Cooperation was seen as being central to the construction of a common European space, and as a cornerstone of European integration. Interreg demonstrates clear European added value by helping to ensure that borders are not barriers, bringing Europeans closer together, helping to solve common problems, facilitating the sharing of ideas and assets (knowledge, skills, infrastructure, etc.), and encouraging strategic work towards common goals.

The Interreg Europe programme is part of the European Territorial Cooperation goal of EU cohesion policy for the 2021-2027 programming period. It is part of the 'interregional cooperation' strand of Interreg ('strand C'). This strand differs from cross-border and transnational cooperation for the following main reasons:

Programme area

Interreg Europe covers all the 27 EU Member States, Norway, Switzerland and the 7 EU candidate countries. Organisations from all these countries, regardless of their location,¹ are eligible to participate in this interregional cooperation programme². In contrast, the eligible area for cross-border cooperation, which brings together border regions, is much more limited. Similarly, though wider than cross-border cooperation, the geographical coverage of transnational cooperation, which seeks to support better integration between 'greater' European regions, also focuses on specific areas within Europe. Examples include the Baltic Sea Region, Central Europe and Alpine Space programmes.

1. Following the unprovoked and unjustified Russia's war of aggression against Ukraine and its impact, only the territories under the control of the sovereign Government of Ukraine are eligible under the programme. Regions under Russia's military control will not be eligible.

2. See also section 3.4.4.2 which addresses inter alia the geographic dimension of what constitutes a 'Balanced partnership' under Interreg Europe

Programme rationale and the territorial needs it addresses

Interreg Europe primarily targets local and regional public authorities and focuses on identifying, analysing, disseminating and transferring good practices and policy lessons with a view to improving the design and delivery of regional development policies. In other words, it capitalises on what works.

Interregional cooperation addresses policy needs at the intra-regional level by seeking solutions to those needs from other regions. For example, if a public authority determines that its waste management policy is underperforming, it may decide to change its approach. It can do so through discovering inspiring new approaches in an Interreg Europe project with other authorities in Europe facing similar challenges.

In contrast, cross-border and transnational programmes are designed to address cross-border and transnational issues. Cross-border programmes tackle issues relevant to border regions (e.g., joint tourism offer, cooperation of service providers such as fire services, border crossings). Transnational programmes deal with issues specific to larger areas, depending, for instance, on their geographical or historic characteristics (e.g., economic transformation process, improving transport connections, the blue economy, the energy transition or river management).

Capitalisation

Interreg Europe defines capitalisation as the process of collecting, analysing, exchanging experience, and transferring / adapting good practices gained in a specific field of regional development policy. The aim is to increase the professional capacities of the people and organisations involved in this process, so they are able to improve their regional development policies (including programmes under the Investment for jobs and growth goal).

Interreg's interregional cooperation programme focuses on networking, exchanging experience, and transferring good practices, with the aim of finding solutions to shared challenges. In comparison, cross-border and transnational programmes are more 'implementation-oriented'.

In line with the additionality principle, interregional cooperation programmes cannot be used as a substitute for funding from local, regional, or national policies. It is the role of the respective local or regional policy instruments to integrate and implement the lessons learnt from interregional cooperation. Since project results mainly involve integrating the lessons learnt from cooperation into the relevant local, regional, or national policies, they should, by definition, be durable. This 'mainstreaming' will help to address regional needs with the ultimate objective of improving the situation in the region. This is how the durability of results should in principle be ensured in Interreg Europe.

2.2 The programme area and funding

Interreg Europe covers the entire territory of the European Union with its 27 Member States, including their insular and outermost areas, as well as Norway, Switzerland and the 7 EU candidate countries. Partners from other countries may participate at their own cost.

The programme is financed by the European Regional Development Fund (ERDF), Instrument for Pre-accession Assistance (IPA) and Neighbourhood, Development and International Cooperation Instrument (NDICI). The different funds are pooled together and jointly referred to as **Interreg funds**. The total budget for the programme is EUR 394.5 million, with the following allocations:

- EUR 347,6 million to co-finance interregional cooperation projects implemented by EU partners and by partners coming from the 7 EU candidate countries.
- EUR 17.7 million to finance activities carried out by the Policy Learning Platform
- EUR 29.2 million for technical assistance.

Partners from Norway and Switzerland will be co-financed by national funds from their respective countries.

2.3 The programme's objectives and action

As defined in Article 3 of the Regulation (EU) 2021/1059 on ETC, Interreg Europe is part of the 'strand C' of Interreg and is dedicated to reinforcing 'the effectiveness of cohesion policy'.

More specifically, the same article defines Interreg Europe's purpose as being to promote 'exchange of experiences, innovative approaches and capacity building in relation to the identification, dissemination and transfer of good practices into regional development policies including Investment for jobs and growth goal programmes'.

Based on this provision, as well as on the needs and challenges identified in the cooperation programme, the Interreg Europe programme will pursue the following **overall objective**:

To improve the implementation of regional development policies, including Investment for jobs and growth goal programmes, by promoting the exchange of experiences, innovative approaches, and capacity building in relation to the identification, dissemination and transfer of good practices among regional policy actors.

Interreg Europe is therefore dedicated to cooperation among regional policy organisations from across Europe. By supporting learning and increasing the capacities of these organisations, the programme will strive to improve the design and delivery of regional development policies.

To reflect this rationale, the structure of the Interreg Europe programme is based on the Interreg-specific objective 'a better cooperation governance' as the programme's single objective. The selection of a single overarching priority has multiple benefits:

- It reflects the core focus of Interreg Europe on capacity building, which makes the programme unique, in particular compared with cross-border and transnational cooperation.
- It enables the programme to potentially cover any areas of regional development, within the scope of cohesion policy. This flexibility will help it to better address the diversity of the needs across the European territory.
- It simplifies programme implementation and is in line with its expected results in terms of increased capabilities (of the people and organisations involved in regional development policies).

To achieve its overarching priority, the programme will support two complementary strategic actions:

1. **Interregional cooperation projects** undertaken by partnerships of public authorities and other organisations relevant for regional development policy. Projects will support the **exchange of experience and sharing of practices** among regions with the aim of integrating new solutions into regional development policies (including programmes under the Investment for jobs and growth goal). The policy knowledge and practices that form the basis of the exchange must primarily come from the regions involved in the projects.
2. The **'Policy Learning Platform'** will facilitate continuous or on demand policy learning activities and will capitalise on good practices. It will contribute to strengthening the institutional capacities of regional development policy practitioners across Europe.

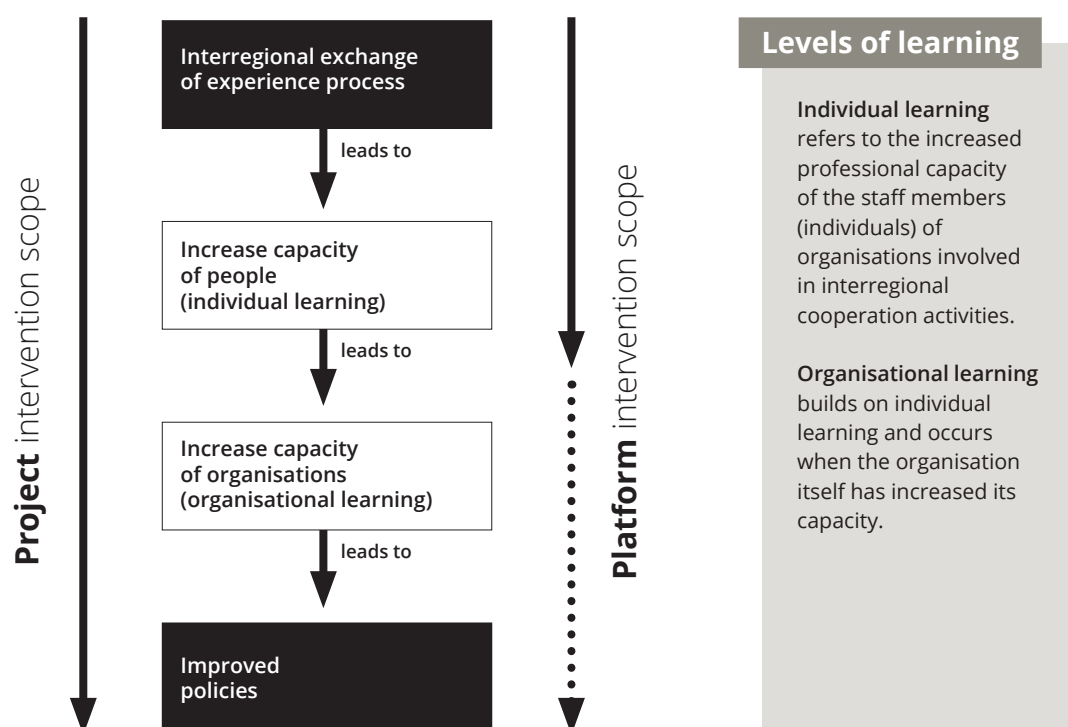
2.4 The programme's intervention logic

Both of the present programme's strategic actions involve supporting interregional activities (including joint pilot actions in the case of projects) to foster the exchange of experience and transfer of good practices between individuals and organisations. By participating in these interregional cooperation activities (which can also include the mobilisation of relevant stakeholders in the participating 'regions'), both the **people** and also their **organisations** will discover inspirational policies from counterparts elsewhere, gain new useful knowledge, and increase their professional capacities. This will enable them to implement new measures and **improve** the design and delivery of their own regional development policies.

Due to their different characteristics and objectives, the programme's two strategic actions will contribute, to differing degrees, to the programme's overall objective. The learning process leading to policy improvement and the contribution from the projects and Platform to this process are summarised in Chart 1 below.

Chart 1: steps towards the programme's objective

In projects, the intensity of cooperation is high both in terms of timescales (projects run for several years) and



in terms of the nature of the activities. The intensity is lower for the Platform, where support for learning is on demand and mainly on a voluntary basis (the Platform does not provide funding). As a capitalisation initiative, the Platform can obviously not go as far as the projects in supporting stakeholders' involvement and more generally the learning at organisational level.

As indicated by the arrows in chart 1 (above), this difference between the projects and the Platform also means that their expectations in terms of achievements are different. While the Platform's activities will primarily lead to increasing the capacity of individuals, project activities go beyond this (everyone involved in projects should see their capacity increase by the end of a cooperation project) and will primarily aim to increase the capacities of organisations, ultimately leading to policy improvements. Consequently, the Platform's contribution to improving policies cannot be compared to that of projects. In projects, a policy improvement can be more directly attributed to the programme's intervention. This is not the case with the Platform services where the contribution to policy improvement is usually indirect. In cases where a policy improvement can be linked to a Platform activity (as a result of a peer review for instance), the steps subsequently necessary to achieving the policy improvement (e.g., further discussion with stakeholders, preparation work with the policy responsible authority and so on) are not supported by the programme.

2.5 The programme's structure

2.5.1 Overview

Based on the programme strategy defined in the Cooperation Programme (available on the programme website), Interreg Europe has been structured around a single overarching 'priority' (or 'specific objective') in the form of the Interreg-specific objective, namely: 'a better cooperation governance'. This approach is further explained in table 1 below.

Table 1 – Interreg Europe policy objective and specific objective

Selected Interreg-specific objective	Selected specific objective	Rationale
Interreg specific objective (ISO) 'a better cooperation governance'	Enhance the institutional capacity of public authorities, in particular those mandated to manage a specific territory, and of stakeholders	There are several justifications for the choice of a single Interreg-specific objective for Interreg Europe: • The focus of the Interreg Europe programme on the exchange of experience and capacity building among regions to improve their capacity to design, manage, and implement their regional development policies fits the definition of the Interreg-specific objective on governance perfectly. • The choice of the Interreg-specific objective is also in line with the type of results expected from the programme, which is increasing the capacities of regional policy practitioners and improving the delivery of regional development policies. • Although it is often under-exploited, interregional cooperation can potentially bring benefits to any field of regional development policy. Where the same need is shared among the regions, policy relevant organisations can learn from each other. The selection of a single overarching priority does justice to the diversity of regional policy challenges across the European territory. • It gives the programme flexibility to adapt to emerging policy developments, within the scope of cohesion policy.

2.5.2 Programme scope

With the programme structured around a single overarching priority, beneficiaries can potentially cooperate on any subjects of shared relevance in line with their regional needs, as long as this falls within the scope of cohesion policy.

From a thematic perspective, this scope includes the fields defined by the policy and specific objectives presented in Article 5 of the common provisions regulation (EU) 2021/1060 and Article 3 of the ERDF regulation (EU) 2021/1058. While the programme has opted for a single overarching priority, its actions are nonetheless organised in according to the different policy and specific objectives in the abovementioned articles. This will allow the activities supported by the programme to be grouped in a coherent way under meaningful thematic headings (see table 2 below). This also means that **projects need to select a specific objective under Policy Objectives 1 – 5 in their application form (see table 2).**

The programme also recognises the need to concentrate its resources on those policy areas that are the most relevant and most urgent for regions in Europe. For this reason, the programme plans to concentrate the largest share of its budget (80%) on the thematic areas covered by a selection of specific objectives. This concentration is summarised in table 2.

Table 2 – Indicative allocation of programme budget per Policy Objective / Specific Objective

Share of programme budget	Policy objectives	Specific objectives
80%	1. A smarter Europe	All specific objectives: (i) Research and Innovation capacities, uptake of advanced technologies (ii) Digitisation for citizens, companies, research organisations and public authorities (iii) Sustainable growth and competitiveness of SMEs and job creation in SMEs, including by productive investments (iv) Skills for smart specialisation, industrial transition & entrepreneurship (v) Digital connectivity
	2. A greener Europe	All specific objectives: (i) Energy efficiency and reduction of greenhouse emissions (ii) Renewable energy (iii) Smart energy systems, grids and storage (iv) Climate change adaptation, disaster risk prevention, resilience (v) Access to water and sustainable water management (vi) Circular and resource efficient economy (vii) Protection and preservation of nature and biodiversity, green infrastructures, pollution reduction (viii) Sustainable urban mobility for zero carbon economy
	4. A more social Europe	The following specific objectives: (i) Effectiveness and inclusiveness of labour market, access to quality employment, social economy (v) Equal access to health care, health systems resilience, family-based and community-based care (vi) Culture and tourism for economic development, social inclusion, and social innovation
20%	3. A more connected Europe	All specific objectives: (i) Climate resilient, intelligent, secure, sustainable and intermodal TEN-T (ii) Sustainable, climate resilient, intelligent, and intermodal national, regional, and local mobility
	4. A more social Europe	The following specific objectives: (ii) Access to education, training and lifelong learning, distance and on-line education and training (iii) Inclusion of marginalised communities, low-income households and disadvantaged groups (iv) Socio-economic integration of third country nationals, including migrants
	5. A Europe closer to Citizens	All specific objectives: (i) Sustainable integrated territorial development, culture, natural heritage, sustainable tourism, and security (urban areas) (ii) Sustainable integrated territorial development, culture, natural heritage, sustainable tourism, and security (other than urban)

The topics subject to concentration reflect the continued importance of the Smarter Europe and Greener Europe policy objectives, which were already at the heart of the Interreg Europe 2014-2020 programme. This selection also reflects the impact of the COVID-19 pandemic, especially in relation to labour market and health care challenges.

The composition of these groups is indicative and may be subject to modification during the programme's lifetime, in line with the internal rules or procedures defined by the monitoring committee.

In addition, in the context of the Interreg-specific objective 'a better cooperation governance', Interreg Europe can support 'non-thematic' cooperation on challenges related to the purely administrative management of regional development policies (e.g., evaluation and monitoring, state aid, public procurement, territorial tools, financial instruments). These governance related issues are also important to delivering more effective regional development policies although they are not part of the topics subject to concentration.

2.5.3 Further clarifications on programme scope

Potential applicants should also bear in mind the following clarifications on the scope of the programme:

- Projects may propose a cross-cutting approach, where appropriate. However, each project must still contribute to one specific objective / governance issue only and have a **clear focus on a specific regional policy issue**. The cross-cutting approach does not mean that one project can address several specific objectives without a clear and precise focus. Cross-cutting simply means that the topic addressed under one specific objective can also be linked to issues addressed under another. This would, for instance, be the case of a project focusing on innovation in the solar energy sector. Such a project would clearly fit with specific objective 1 (i) on 'research innovation' and it would also contribute to the programme specific objective 2 (ii) on 'renewable energy'. Applicants must also ensure that the overall issue tackled by their project is coherently articulated throughout the application form, not only in the selection of the specific objective but also in the description the different policy instruments.
- Certain specific objectives may overlap (e.g., sustainable mobility is included both under Policy Objectives 2 and 3). To decide under which specific objective a project should be submitted, applicants should identify the **primary objective / need** addressed by the project. A mobility project, for example, may be driven by environmental considerations, with a primary goal of reducing greenhouse gas emissions. It should, in this case, be submitted under specific objective 2 (viii). On the other hand, if the project's primary goal is related to intermodality and transport infrastructure, it should be submitted under specific objective 3 (ii). The nature of the policy instruments addressed and of the partners and stakeholders involved in the project may also indicate the most relevant specific objective (e.g., environmental organisations in the first case; transport authorities in the second).

Innovative character

During the 2014-2020 period, Interreg Europe supported more than 250 projects on a wide range of subjects related to Policy Objectives 1 and 2 (the list of projects and their topics is available on www.interregueurope.eu). Certain subjects were covered extensively during that period. Applicants to the 2021-2027 Interreg Europe programme need to take this previous experience into consideration in order to demonstrate the innovative character of their proposal.

2.6 Programme management

Programme management is ensured by:

- **a monitoring committee**
- **an audit authority (assisted by a group of auditors)**
- **a managing authority**
- **a joint secretariat**
- **points of contact.**

Further information on these bodies can be found in the Interreg Europe cooperation programme.

2.7 EU's horizontal principles

Interreg Europe's action must comply with the EU Charter of Fundamental Rights as well as with the horizontal principles of sustainable development, equal opportunities and non-discrimination, and equality between men and women, as stipulated in point 6 of the preamble and Article 9 of the Common Provisions Regulation (EU) 2021/1060.

For projects, the application form includes a section dedicated to this question. A project can demonstrate a positive contribution to a horizontal principle only when the issue it addresses is clearly linked to this principle (i.e., the fact that the day-to-day implementation will comply with the principles is not enough to demonstrate a positive contribution).

This section also covers the general implications of state aid rules for the programme and supported projects.

2.7.1 Sustainable development

Sustainable development is at the very heart of the European Union's (EU) policy agenda. Every EU initiative aims to improve citizens' lives, contribute to a healthier planet, and build a sustainable future. The EU and its Member States are determined to deliver on the UN 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The European Green Deal plays a major role in achieving some of these goals.

The Interreg Europe programme is in line with the EU's strategy on sustainable development. Due to its core focus on capacity building, the actions it supports cannot have a significant negative impact on the environment and are fully compatible with the 'Do No Significant Harm' principle.

The programme's actions must comply with the principle of sustainable development. For projects, this means that all lead partners must demonstrate how their project takes into consideration and contributes to the quality of the environment. Depending on the issue addressed by the project, this contribution may be more or less evident. Demonstrating it will be simple for projects addressing issues under the 'Greener Europe' policy objective. For projects addressing the 'Smarter Europe' policy objective, the contribution may require more in-depth explanation.

By capitalising on the knowledge generated by the projects, the Policy Learning Platform will also contribute to increasing the capacity of both individuals and institutions in sustainable development. The Policy Learning Platform may also organise activities which focus specifically on issues covered by the UN's Sustainable Development Goals.

Interreg Europe's activities are likely to generate substantial travel, with its resulting CO₂ emissions. While physical meetings are an essential aspect of interregional cooperation activities, the programme encourages its **beneficiaries to use sustainable forms of transport wherever possible** (e.g., train instead of plane) or, whenever feasible, to use digital communication methods. The COVID-19 crisis has also led to new ways of working and learning at distance, which projects should use to organise their exchange of experience process as efficiently as possible (see also [section 3.2.4](#) (Focus on the exchange of experience process)).

2.7.2 Equal opportunities and non-discrimination

Interreg Europe addresses equal opportunities and non-discrimination directly by giving projects and the Platform the possibility of focusing on issues covered under the 'more social and inclusive Europe' policy objective. Beyond this, Interreg Europe will implement social inclusion as a horizontal theme, which means it will support equal opportunities and non-discrimination in any relevant cases within the scope of the programme's action.

The programme will strive to promote equal opportunities and prevent any discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation at every stage of its implementation and especially in relation to accessing funding. It will consider the needs of the various target groups at risk of such discrimination and in particular the requirement of ensuring accessibility to persons with disabilities enshrined in the United Nations Convention on the Rights of Persons with Disabilities.

Specifically, when preparing their applications, all project applicants will be required to set out/explain how their project will comply with, and possibly even strengthen, equal opportunities and non-discrimination. This will be particularly important for projects that do not address such issues directly.

The activities of the Policy Learning Platform may also address regional policy experience and practice in relation to equal opportunities and non-discrimination.

2.7.3 Equality between women and men

Interreg Europe will put into practice the principle of gender equality as a horizontal theme, which means it will support equality between men and women in any relevant cases within the scope of the programme's action following relevant provisions in the EU Charter of Fundamental Rights.

The programme will strive to promote equality between women and men and prevent any discrimination based on gender at all stages of its implementation and especially in relation to accessing funding.

Specifically, when preparing their applications, all project applicants will be required to set out/explain how their project will comply with, and possibly even strengthen, gender equality.

The activities and thematic coverage of the Policy Learning Platform may also address regional policy experience and practice in relation to gender equality.

2.7.4 State aid

Interreg Europe's main objective is to improve the effectiveness of regional policies. The programme will therefore primarily support public authorities. A key principle of this support is that project partners exploit the policy knowledge they gather through interregional exchange to improve their policies for the benefit of the whole community rather than just for a selected individual undertaking. Therefore, the types of activities funded by the programme (e.g.: site visits, interregional thematic seminars/ workshops, peer-reviews, staff exchanges) should in principle not distort competition between EU Member States (i.e., there is in principle no direct financing of economic activity). Moreover, the knowledge and experience acquired by the projects will be publicly and freely accessible to everyone through the Platform.

When assessing the application form (see [section 4.3.2](#) Quality Assessment), the joint secretariat will check that the activities described in the work plan are in line with the programme's objective and therefore that they are in principle not state aid relevant.

Interreg Europe is envisaging the possibility of funding activities which may fall under state aid rules **only in pilot actions**. Any such cases will be handled either under the *de minimis* Regulation or under the General Block Exemption Regulation (see text box below for more information).

Partners planning a pilot action will need to fill in a short self-assessment section in the application form. This will help the Joint Secretariat carry out their own "state aid" assessment and determine whether the pilot's activities are subject to "state aid" or not. The Joint Secretariat will explain the consequences of this assessment to any projects deemed subject to "state aid". Any projects subject to "state aid" will be informed whether they are granted this aid by the programme's managing authority under the **General Block Exemption Regulation – GBER**¹ (based on the French relevant state aid scheme as the Managing Authority is based in France and/or the relevant Norwegian GBER scheme for the Norwegian fund) or under the ***de minimis* Regulation**².

In certain pilot actions, there may be cases where third parties receive an advantage from a project partner which they would not receive under normal market conditions (e.g., free training, business support services, etc.). These third parties will be regarded as **indirect state aid** recipients in such a situation. Where third parties gain such an advantage, project partners will bear the responsibility of complying with state aid rules³ and this compliance will be checked by controllers.

1. [Commission Regulation \(EU\) No 651/2014 of 17 June 2014 declaring certain categories of aid compatible with the internal market in application of Articles 107 and 108 of the Treaty, as amended](#)

2. [Commission Regulation \(EU\) No 2023/2831 of 13 December 2023 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to *de minimis* aid, and any future amendment](#)

3. In case of indirect state aid, partners should also check whether specific national state aid rules apply.

What is State aid and how is it handled in Interreg Europe?

What is state aid?

Articles 107 and 108 of the Treaty on the Functioning of the European Union (TFEU) provide the legal basis for the rules on State aid. These articles generally prohibit state aid and define the rules Member States must follow to grant aid in line with EU law.

To determine whether a grant to a project is state aid relevant or not, the following 5 criteria all need to be satisfied:

- The beneficiary is an undertaking, i.e., an entity engaged in an economic activity (regardless of its legal status, which means that even a public entity or a non-profit organisation can be considered as an “undertaking” in the context of state aid rules)
- The grant provides a benefit or advantage to the beneficiary which it would not have received otherwise
- The grant is selective
- The grant distorts or threatens to distort competition
- The grant affects trade between the Member States.

What happens if aid is granted under the GBER?

Article 20 of the GBER (Regulation) allows ETC programmes to grant state aid in the context of ETC projects.

The **maximum** rate of state aid (including public co-financing granted by other public authorities to the project) that can be granted under this article is 80% of the eligible costs.

When granting state aid under article 20 of the GBER, the Programme Managing Authority/Joint Secretariat will:

- notify the project partner in writing of the maximum aid granted under the GBER scheme
- deal with the reporting obligations established in the GBER and in the French relevant GBER scheme
- keep records of all aid granted under article 20 of the GBER for 10 years.

Article 20a of the GBER also allows the granting of limited amounts of aid to undertakings participating in ETC project activities (third parties/target groups). **This article can be used by project partners to grant indirect state aid, in the context of pilot actions.**

To use this article, the amount of aid granted indirectly by a project partner to an undertaking through project pilot activities must not exceed EUR 22,000 per undertaking and per project. Therefore, the partner granting indirect state aid will have to ensure that the amount that can be granted to any individual undertaking, for a given project, is capped at EUR 22,000.

Please note that specific rules regarding VAT apply whenever GBER is used to cover state aid relevant activities. Please see section 6.4.1 for more information.

What happens if aid is granted under the De minimis Regulation?

The De minimis Regulation allows *de minimis* aid to be granted up to a threshold of EUR 300,000 per undertaking and per Member State/Norway over a period of 3 years. As the programme managing authority is in France, *de minimis aid* granted to a partner by the programme would be granted by France.

The Programme Managing Authority / Joint Secretariat will:

- obtain a self-declaration from the undertaking (project partner) about any other 'de minimis' aid received from France in that year and the previous two years
- grant de minimis aid only after checking that the *de minimis* threshold will not be exceeded, based in the information provided in the *de minimis* declaration
- notify the project partner in writing of the maximum aid granted under the De minimis scheme
- keep records on individual *de minimis* aid for 10 years.

Points to note:

- If partners receive additional public funding for their project activities (e.g., through national or regional co-financing schemes) other than their own funding to cover part or all their partner contribution, this will also be regarded as state aid or *de minimis aid* and thus taken into consideration in the calculation of the maximum aid rates or thresholds set out in the GBER or De minimis Regulations.
- The programme cannot support undertakings in difficulty¹, unless authorised under *de minimis* aid or temporary state aid rules established to address exceptional circumstances.

1. The notion of "undertaking in difficulty" is defined in article 2 (18) of [Regulation \(EU\) No 651/2014](#) in its latest version

Notes

[illegible]

Watch our video



Key
project
features



B.

PROJECTS

Are you preparing a project application?



Check your project relevance by using online self-assessment tool



Ask for feedback on your project idea



Share your project idea, find project partners



See frequently asked questions about the project funding



Check out our project development videos and guidance

Are you implementing a project?



Check out our guidance documents and videos

Overview of the main recommendations to applicants

Subject		Recommendation	Section of the manual
Partnership	Size	5 to 16 partners from 5 to 8 'regions' (without considering the possible involvement of advisory and discovery partners)	Section 3.4.4.3
	Geographical coverage	Broad coverage going beyond transnational cooperation areas No more than one region involved per country	Section 3.4.4.2
	Composition	Mix of regions with different levels of development	Section 3.4.4.2
	Advisory partner participation	To be justified and in any case, maximum of one per project	Section 3.4.2.1
	Discovery partner participation	Maximum of two per project	Section 3.4.2.1
	Number of participations of the same organisation in different projects	To be as limited as possible	Section 3.4.4.1
Budget	Project total ERDF budget	Between 1 MEUR and 2 MEUR	Section 3.5.1
	Total budget for a pilot action	Between 50,000 EUR and 130,000 EUR (per region)	Section 3.2.1.2
	External expertise and services cost category	Less than 50% of the total budget	Section 6.2.4
	Travel and accommodation cost category	Calculated as a flat rate of 15% of the staff costs (real costs only if justified)	Section 6.2.3
	Equipment cost category	Office equipment: maximum budget of 7,000 EUR (per project)	Section 6.2.5

Applicants who do not follow these recommendations must provide clear justifications for not doing so in their application form.

3. Project development

3.1 Interregional cooperation projects: main features

3.1.1 What is an interregional cooperation project?

An interregional cooperation project is a project in which organisations from different countries¹ work together on a shared regional policy issue (e.g., the slow uptake of digital technologies by SMEs in a specific sector, difficulty preventing flood disasters in rural areas, insufficient development of renewable energy, disadvantaged groups poorly integrated in the labour market, underperforming integrated territorial strategies). A cooperation project capitalises on the experience gained within participating regions. By exchanging experience, **good practices**, and, when relevant, testing innovative approaches, participating regions work together to identify new solutions to their territorial challenges and to integrate these solutions into their regional development policies.

Good practice

In the context of Interreg Europe, a **good practice** is defined as an initiative related to regional development policy which has proved to be successful in a region and which is of **potential interest to other regions**. 'Proved successful' is when the good practice has already provided tangible and measurable results in achieving a specific objective. Although the Interreg Europe programme primarily refers to good practices, valuable learning also derives from unsuccessful practices. Lessons learnt from unsuccessful experiences can also be taken into consideration in the exchange of experience process. Examples of good practices can be found in the good practice database on the programme website on www.interregeurope.eu/policylearning/good-practices.

The objective of an interregional cooperation project (of its core phase) is to improve - through the exchange of experience - the performance of the regional development **policy instruments** of the participating regions, including Investment for jobs and growth goal programmes, in line with the programme mission set out in Article (3) (3) (a) of the ETC Regulation (EU) 2021/1059.

This particular focus on cohesion policy means that, at the application stage, **at least one of the policy instruments addressed in a project must be an Investment for jobs and growth goal programme**.

Provided that this minimum requirement is met and that the other policy instruments are clearly defined in the application form, the final number of Investment for jobs and growth goal programmes addressed in the project does not have any influence on the assessment of applications.

1. Further information on the minimum geographical coverage can be found in eligibility criterion 5 in **section 4.3.1**.

The policy instruments addressed by a project must be carefully selected and clearly defined at the application stage. In particular, the following elements should be ensured:

- Only one main policy instrument is addressed per participating 'region'.
- The scope of the different instruments is in line with the issue addressed by the project.
- The project addresses existing policy instruments whose time span covers at least the duration of the Interreg Europe projects. Policy instruments under preparation may be addressed only if sufficient details are available on its scope and nature (each policy instrument needs to be described in the application form) and if its policy responsible authority is already confirmed¹.

Policy instrument

A **policy instrument** is a means of public intervention. It refers to any strategy, programme, or law developed by public authorities and implemented to improve a specific territorial situation. In most cases, financial resources are allocated to a policy instrument. However, an instrument can also refer to a strategy or legislative framework with no specific funding (e.g., a Smart Specialisation Strategy) as long as this strategy or legislative framework comply with the above definition (i.e., 'developed by public authorities and implemented to improve a specific territorial situation'). In principle, internal documents of organisations (e.g., mission statements, in-house strategic orientations) does not qualify as policy instruments. In the context of Interreg Europe, operational programmes under the Investment for jobs and growth goal are 'policy instruments'. Beyond the EU's cohesion policy programmes, local, regional, or national public authorities implement their own policy instruments, which can also be addressed by Interreg Europe projects.

3.1.2 What are the phases of a project?

Project activities are implemented in **two phases** over **four years** (with an additional three months to close the project).²

Core phase – 'interregional learning'

The core phase is dedicated to the **exchange of experience** among project partners and to the integration of the lessons learnt from the cooperation activities into the regional development policy instruments addressed by the project.

The core phase lasts **three years**³. The experience gained in the previous programming periods shows that three years is a realistic duration for interregional cooperation projects. It gives sufficient time to develop an exchange of experience process for/between practitioners, which can lead to improving the policy instruments addressed by the project.

1. Only the Partner State can confirm whether an organisation from its territory qualify as a policy responsible authority for the policy instruments addressed in its country.

2. The requirements in terms of projects' duration may be adapted during the programme' implementation. Any modification would be specified in the terms of reference of the call.

3. Follow-up phase activities could start earlier if the core phase activities take less time than expected.

The project's overall objective of improving the policies of the participating regions should ideally be achieved by the end of the core phase. Partner regions that do not achieve policy improvements during the core phase must produce, by the end of this core phase, an action plan for policy improvement.

Action plan

The **action plan** for policy improvement is a document specifying how the lessons learnt from the cooperation work in the core phase will be implemented in a region in order to improve the policy instrument addressed by this region. It provides information on the nature, costs, and timeframe of the action(s) to be implemented, the stakeholders involved, and the way the action(s) derive from the project. Only regions that do not achieve a policy improvement by the end of the core phase need to produce an action plan.

Only one action plan is required per policy instrument, even when the policy instrument is addressed by several partners from the same region.

An action plan template for policy improvement is provided in appendix 1 of the present programme manual. It includes the core features that the action plan needs to describe. The action plan is also incorporated into the progress report template for the core phase's last report. To be validated by the programme, the action plan must be complete (i.e., information provided in all fields of the template) and relevant (i.e., the action(s) envisaged can realistically lead to policy improvement before the follow-up phase ends). Beyond the template provided in the progress report, regions are welcome to produce an independent document (possibly in their national language) if it is useful for dissemination and/or to inform stakeholders.

Follow-up phase – monitoring the effects of the policy improvements

In order to better assess the results of interregional cooperation, the follow-up phase will primarily be dedicated to monitoring the first effects of the policy improvements and monitoring whether additional policy improvements are being or have been achieved. The duration of the follow-up phase is **one year**. This additional year will allow the projects to continue monitoring the results of their cooperation activities while wrapping up the exchange of experience process.

More specifically, partner regions having achieved policy improvements under the core phase must monitor the effect of these improvements in their territories. The partner regions that produce an action plan for policy improvement are required to monitor whether the envisaged improvements are being or have been achieved. Each partner is responsible for implementing and monitoring the progress of their action plan and for reporting to the lead partner. It should be noted that Interreg Europe will support only the costs incurred for the monitoring; **the costs related to the implementation itself of the actions cannot be covered by the project's budget but must be funded from relevant local, regional, or national sources.**

During the follow-up phase, and if relevant, partners can also continue learning and exchanging experience on the activities of this phase (i.e., activities dedicated to monitoring the effects of policy improvements and/or the implementation of action plans).

The activities to be carried out within each phase of the project are detailed further below.

3.2 What activities should take place under each phase?

3.2.1 Core phase – Focus on interregional learning

The main activities during the core phase will relate to the following:

- exchange of experience
- pilot actions (if relevant).

The overall project methodology adopted for this phase (i.e., organisation of the learning process, choice, and interrelation between the activities) needs to be explained in section 'Project approach' of the application form.

3.2.1.1 Exchange of experience: the cornerstone of an interregional cooperation project

The exchange of experience between partners (also called 'interregional learning process') is the main catalyst for generating the expected policy improvement in the participating regions. The typical activities related to this learning process will include **seminars, workshops, site visits, staff exchanges, and peer reviews**. The learning process is based on the identification, analysis, and exchange of policy knowledge and practice from the participating regions in the policy field tackled by the project.

Interregional cooperation projects need to analyse the experiences and/or practices they exchange and disseminate the most useful findings. This dissemination will mainly be achieved by providing input into the programme's online good practice database, which allows the good practices identified on the project's website to be published. Only the good practices reported through this database and validated by the joint secretariat can be counted under the indicator 'number of good practices identified' (see also [section 3.3.2](#) Performance framework and indicators). The nature of the practices can be very different depending on the issue addressed by the project (e.g., governance approaches, methodologies, projects, techniques, etc.).

Examples of typical exchange of experience activities:

- joint thematic surveys / studies / analysis
- interregional study visits
- interregional thematic seminars / workshops
- interregional peer-reviews
- interregional staff exchanges
- meetings with the stakeholder group (compulsory)
- joint pilot actions
- participation in the Policy Learning Platform activities
- preparation of action plans (compulsory only for regions where no policy improvement is achieved by the end of the core phase).

Further information on the exchange of experience process can be found in [section 3.2.4](#) (Focus on the exchange of experience process).

3.2.1.2 Pilot actions

Although 'traditional' exchange of experience activities should remain the core focus of any Interreg Europe project, these activities may not always be sufficient to improve policies. In justified cases, they can therefore be supplemented with more operational activities based on a 'learning by doing' approach.

A pilot action

A pilot action is an implementation-related activity dedicated to testing a new approach to public intervention. This is usually the transfer of a successful practice from one region to another, but it can also be a new initiative jointly designed by the project. The ultimate objective of a pilot action is that, when it is successful, it is ultimately integrated into the policy instrument addressed and therefore contributes to improving it. Examples of pilot actions can also be found on the programme website (www.interregeurope.eu).

A pilot action should be an integral part of the interregional learning process contributing to achieving the project objectives. For this reason, it should be **jointly developed and implemented** by the partnership. According to EC guidance, 'jointly developed' implies the involvement of partners from at least two participating countries. This requirement is obviously met when the same pilot action is tested in several regions. When it is implemented in one region only, the involvement of a partner from another country will still be required. This involvement could for instance be ensured through a coaching role from the donor region to the region testing the pilot action. Moreover, the progress and outcomes of implementing a pilot action need to be shared with all project partners as part of the exchange of experience activities.

Requests for approval to carry out one or more pilot actions can be made at two moments during project:

- **At application stage**

In the preparation phase of the proposal, the partnership may identify an innovative practice (either from the partner regions or even outside the partnership) with the potential to be integrated and/or supported under the policy instrument(s) addressed, but which needs to be tested before being rolled out. In such a scenario, the project may include, at application stage, one or more pilot actions. This implies however that all features of the pilot action are already known at this stage since a detailed description of its main features and activities are requested in the application form.

In principle, a pilot action requested at application stage should start as soon as possible to ensure that it can lead to policy improvements before the end of the core phase. This also means that a pilot action initiated at the start of a project must be finalised before the end of the core phase.

- **After the midterm review¹**

The identification of an innovative practice which can be tested in one or several partner regions can also happen during the core phase. In this scenario, the project can request a pilot action in the semester following the midterm review meeting (i.e., semester 5 of the core phase). To ensure possible policy improvements, a pilot action approved after midterm should be finalised at the latest six months before the end of the project.

Due to the demanding character of pilot actions, the programme can only authorise **a maximum of one pilot action per region per project**.

¹ Assuming that programme funds remain available

In compliance with the programme eligibility rules (see **section 6** of the present manual), only costs incurred and paid by the partners listed in the application form are eligible. This means that a pilot action cannot consist in transferring the project subsidy to third parties (e.g., through a direct subsidy to an SME). This also means that a voucher scheme is eligible only under the condition that the service provided by the voucher is directly contracted and paid by the Interreg Europe partner. Moreover, any external / third party organisations benefiting from the pilot actions activities must be selected in a fair and transparent way.

To be supported by the programme, pilot actions must comply with the selection criteria defined in **section 4.3.2** (Quality Assessment) of the present manual. In particular, they must fulfil the following conditions:

Policy relevance and durability

If successful, a pilot action should lead to improving the policy instrument tackled in the region(s) where it is carried out. Since a pilot action involves testing a new approach, if it is successful the measures required to ensure its durability must also be made clear.

Interregionality and contribution to the learning process

The interregional character of a pilot action is not only demonstrated through its joint character (i.e., involvement of partners from at least two different countries) but also by the fact that pilot actions need to be clearly linked to the interregional exchange of experience process. The lessons learnt from carrying out a pilot action should therefore be shared within the whole partnership to enrich this exchange of experience.

‘Test-oriented’ character

The activities of a pilot action must be implementation-oriented. While feasibility studies and/or meetings may be needed to prepare and adapt a pilot action, its core activity should focus on the small-scale testing of a new practice on the ground with the relevant stakeholders. The innovative character of pilot action is that the approach is new for the region where it is implemented. If successful, the pilot should in principle be continued and / or implemented at full scale within the policy instrument addressed.

Additionality

A pilot action must involve additional activities that would not be carried out without the support of the Interreg Europe programme. The region(s) proposing a pilot action should therefore first verify that the pilot action(s) they propose cannot be financed by the policy instruments addressed or by any other local, regional, or national funds.

Procedure for requesting pilot actions after the midterm review ¹

Regions not carrying out a pilot action at the start of their project may request to do so after the project's midterm review organised before the end of project's second year. The duration of these pilots will be limited to one year since the last semester of the project should be dedicated to monitoring and reporting the pilot actions' results.

Assistance

Two weeks before the midterm review meeting takes place, lead partners will need to provide information on the ideas for possible pilot actions proposed by their partnership. The relevance of these ideas will then be discussed in detail with the programme during the meeting itself. If needed, the JS will also provide further assistance by phone/e-mail.

Application

In the semester following the midterm review (i.e., semester 5 of the core phase), a call for pilot actions will be opened for the projects concerned. This call will last for a short period of time (around four weeks). Interested projects should apply online via the [Portal](#).

Selection

Selection is based on a simplified version of the assessment procedure described in [section 4.3](#) (Selection of projects). The eligibility check verifies whether the following two requirements are met:

- the request was submitted on time
- the request is complete

Only eligible requests go through to the quality assessment, which is also simplified. Only the relevant parts of criteria 1, 2, 4 and 5 described in [section 4.3.2](#) (Quality Assessment) are checked (see the questions related to pilot actions). The quality assessment does not use scores but indicates whether each criterion is fulfilled, partly fulfilled, or not fulfilled. Where one criterion is assessed as 'not fulfilled', a justification is provided, and the proposal is not recommended for approval. At the end of the assessment, pilot action requests are either recommended for approval, recommended for approval under conditions, or not recommended for approval.

Decision

The final decision on pilot action requests is made by the Interreg Europe monitoring committee, based on the results of the assessment. Lead partners will be informed of the decision on their request soon after it has been made. Decisions are expected before the end of semester 5 of the core phase. The pilot action should start as soon as the approval has been officially notified.

The total budget for pilot actions will depend on the nature and duration of the activities to be carried out. Pilot actions planned at the start of the project may last longer than those approved at midterm. In the context of Interreg Europe, the scope of pilot actions must remain 'limited'. Policy testing that may require significant investment or heavy works will not be possible². **Interreg Europe recommends that the total budget of a pilot action per region should be from 50,000 EUR and a maximum of 130,000 EUR.**

1. The procedure is launched under the condition that programme funds remain available.

2. This means the Interreg Europe pilot actions do not fall under the scope of article 22 of Regulation (EU) No 2021/1059 and Directive 2011/92/EU. This is also reflected in the fact that, under the French legislation, Interreg Europe is exempted from the SEA (Decree No. 2021-1000 of 30 July 2021).

Examples of pilot actions

Example 1:

A project on open innovation policies

Following the extensive experience of region 'A' in involving citizens in their innovation policy, region B would like to develop new measures for open innovation. Since the participation of civil society in innovation processes is relatively new in its region, region 'B' needs to carry out a pilot action to test the reaction of its citizens to these new approaches before deciding to finance it through the ERDF regional operational programme. The pilot action consists of applying new methods for collecting citizens' reactions to the development of new services/ prototypes by local companies. A consultation web-based tool is developed and several workshops are organised with representatives of the four helices (i.e., public authorities, private companies, research institutes, and customers/ citizens). During the pilot, region A acts as a coach and adviser to region B.

Example 2:

A project on local energy policies

Based on the identification and exchange of good practices on energy performance auditing, a joint testing methodology for energy audits is developed by the partnership. Regions 'A' and 'B' would like to apply the same methodology to their public buildings. However, their respective Structural Funds operational programmes do not incorporate a measure able to fund such activities. Before modifying their operational programmes, these regions wish to test the energy audit in one of their public buildings with the aim of demonstrating the added value of integrating such a measure into their mainstream programmes.

3.2.2 Follow up phase – focus on monitoring the effects of the policy improvements

The main activities of the follow-up phase are related to the following:

- **Monitoring results**
- **Exchange of experience on policy improvements (if relevant)**
- **Pilot actions (if relevant).**

3.2.2.1 Monitoring results

The follow-up phase starts when the core phase ends. It lasts one year. It is primarily dedicated to monitoring the first effects of the policy improvements achieved in the core phase and monitoring whether additional policy improvements are being achieved.

For regions having already achieved a policy improvement in their core phase, monitoring activities will involve checking the territorial effects of those improvements. For instance, a region may demonstrate that a new call for proposals was designed within their policy instrument thanks to the lessons learnt within the core phase of the project. Interreg Europe will therefore consider this call to be a policy improvement. Beyond its preparation and launch, the region concerned should then continue to monitor the outcomes of the call in the follow-up phase (even if the call itself is financed by the policy instrument and not by Interreg Europe). These outcomes can be related to: the number of applications received and approved, the amount of funding committed, the number of beneficiaries, the results achieved on the ground by these beneficiaries, etc.

More generally, the follow-up phase also allows partners to report on any new policy improvements deriving from their exchange of experience. Additionally, and importantly, for regions not achieving a policy improvement by the end of the core phase, the follow-up phase will allow them to: monitor to what extent the measures described in their action plans are ultimately implemented on the ground, evaluate the results of these measures and gather evidence of any achievements to be reported to the programme.

Action plans can take various forms depending on the issue tackled by the project and the territorial characteristics of the partner region. Certain measures can contribute to improving policies without additional funding (e.g., no-cost/ low-cost action in the Result Based Accountability approach¹). And when funding is required to implement measures, it should come from the relevant local, regional, and/ or national funds.

In order to ensure proper monitoring, the whole partnership needs to remain active and all participating regions need to report actively on the progress achieved in their territories. This information is then consolidated in the six-month progress report submitted to the programme.

1. More information on the Results Based Accountability approach can be found at <http://raguide.org>

3.2.2.2 Exchange of experience on policy improvements (if relevant)

Due to its particular focus on monitoring results, the follow-up phase has a more 'regional' character. Nevertheless, this phase can also be a source of policy learning and interregional cooperation and remains important for the following reasons:

- Regions can continue to learn from each other, as well as observe and assess the effects of the policy improvements achieved in the core phase together.
- Regions should continue to exchange information and support each other in the implementation of the action plans (where relevant) and in achieving additional policy changes in the follow-up phase. When a policy improvement relates to the transfer of a particular approach developed in one region, the 'importing' region may need the advice of the 'exporting' region on the best way to adapt this approach to its own context.
- The lessons learnt from implementing and/or mainstreaming pilot actions may provide useful policy inspiration to other regions.

The exchange of experience activities organised in the follow-up phase should be clearly in line with the objective of this phase i.e., exchanging on the policy improvements achieved and their effects and/or on the implementation of action plans.

3.2.2.3 Pilot actions

Pilot actions approved at midterm (i.e., pilot actions starting in the third year of the core phase) can continue to be implemented in the first semester of the follow-up phase. The last semester of the follow-up phase should be dedicated, in principle, to monitoring the results of the pilot action i.e., whether it has been 'mainstreamed' in the region's policy instrument and, if possible, whether this mainstreaming has led or is leading to any first results.

Partner(s) implementing a pilot action should share their experience with the other project partners on a continuous basis so that the whole partnership can benefit from the lessons learnt from the pilot action.

3.2.3 Activities relevant to both phases

3.2.3.1 Communication and dissemination

Each project is required to develop a communication strategy. The communication strategy is an integral part of the overall project strategy and the communication activities must contribute to achieving the overall project objective.

Examples of typical communication and dissemination activities

While each project's communication activities will depend on its specific strategy, some examples of typical activities are provided below:

- Ensuring the project's online presence (e.g., website, social media)
- Organising dissemination events (e.g., final conference with presentations of results)
- Disseminating project leaflets, brochures, or newsletters.

Communication activities need to be tailored to the objectives of each project phase. While in the core phase, the communication activities will primarily support the exchange of experience between partners and stakeholders, in the follow-up phase they will focus mainly on disseminating the results achieved and the effects of the policy improvements in the partner regions.

In the follow-up phase, projects are also required to organise a final public dissemination event bringing together executives and policymakers from the regions involved and from other relevant institutions.

Section 7 provides further details on the communication and dissemination activities.

3.2.3.2 Management and coordination

'Management and coordination' refer to the administrative, legal, and financial activities necessary for running an Interreg Europe project. Due to their standardised and repetitive nature, the management and coordination activities do not need to be specifically indicated in the project work plan (Part E of the application form) but project partners should still carefully plan and budget for them.

Examples of typical management and coordination activities:

- Drawing up and signing a project partnership agreement
- Preparing, submitting, and following-up progress reports
- Organising project steering group meetings
- Financial management and control, including contracting external expertise in line with applicable procurement rules, monitoring, reporting, and controlling expenditure incurred and paid.

Strategic level

Each project is required to determine the necessary procedures for decision-making and coordination for its partnership. A steering group must be constituted to monitor the project. When establishing the decision-making processes and monitoring mechanisms projects should ensure that all partners are adequately involved in this work. Ideally, the steering group should be composed of representatives from all the partners and should meet at least twice a year. The tasks of the steering group should include project monitoring and providing guidance on implementation, such as reviewing and approving work plans and reports or agreeing on any changes to the project.

The steering group must also monitor progress towards the achievement of the project's objectives, which is also assessed through the output and result indicators pre-defined at programme level. The strategic monitoring work also includes financial management (e.g., Is the budget being spent in line with plans? Are allocations for each of the budget categories being respected?).

Day-to-day management

In addition to the steering group, other coordination bodies (e.g., task forces, advisory groups) may be established to coordinate the day-to-day running of the project, complete specific tasks or carry out certain activities. Interreg Europe recommends however that the coordination and management procedures remain as transparent and as simple as possible.

In order to ensure the proper implementation of the project, the lead partner¹ needs to set up an efficient and reliable management and coordination system. For this purpose, each project should appoint or sub-contract the following project management positions:

- **a project coordinator**

The coordinator is responsible for organising the project's work. The coordinator should: be qualified in European project management as well as in the field tackled by the project; act as a driving force in the partnership and mobilise the partners in order to achieve the objectives set out in the application within the specified deadlines; be the key contact person for the joint secretariat.

- **a financial manager**

The financial manager is responsible for the accounts, financial reporting, the internal handling of Interreg funds and national contributions. The financial manager should: work in close contact with the coordinator, the controller, and the partners in order to ensure the efficient financial management of the project; be familiar with accounting rules, international transactions, EU and national legislation for the management of Interreg funds public procurement and financial control.

- **a communication manager**

The communication manager is responsible for the proper implementation of the project's communication strategy. They ensure that all partners agree to the strategy, including task allocation and timing, and are responsible for periodically reviewing whether the strategy is reaching its objectives. Whether the role is outsourced to a communication professional or not, the communication manager should be familiar with the basic principles of developing a communication strategy, along with the variety of techniques available to reach different audiences. They work hand in hand with the project coordinator to deliver project results.

All the above post holders must be fluent in English, which is used for all communications with the joint secretariat and other bodies involved in programme management.

1. See section 3.4.3

3.2.3.3 Activities at programme level

The programme provides approved projects with training and advice. Project managers responsible for coordination, financial management and communication will be invited to participate in a range of events and activities, which are organised regularly at programme level and are designed to help projects to be as efficient as possible in implementing their projects.

Examples of events organised by the programme:

- lead partner workshops (organised shortly after approvals to brief the lead partners on the programme's main features and requirements)
- exchange of experience workshops
- workshops on financial management and control
- communication workshops.

Approved projects will also be regularly invited to contribute to a certain number of events and activities organised at programme level. These may include:

- Policy Learning Platform activities
- Annual programme events
- How to prepare communication materials.

Participation in these programme activities is important. Applicants should therefore be aware of them when preparing their application and drawing up their budget. Lead partners (or other relevant project partners) are expected to participate in 6 to 10 events at programme level over the lifetime of the project (core phase and follow-up phase). Regarding participation in the activities of the Policy Learning Platform, Interreg Europe recommends an average participation of two participants per project per event.

3.2.4 Focus on the exchange of experience process

Echoing the previous sections, at the heart of Interreg Europe projects is the exchange of experience and the identification, analysis, and transfer of good practices.

There are many ways to organise a successful learning process between partners and there is no 'one size fits all' method. The approach may depend, for instance, on the number of partners involved or on the nature of the subject addressed. Experience gained in previous programmes has shown a variety of methods from 'simple working methods' based on traditional networking activities, such as thematic seminars, study visits, and staff exchanges, to a more sophisticated approach based on tools such as joint analysis, case studies, peer reviews, or joint pilot actions. As either approach can be successful, Interreg Europe does not impose a specific methodology but, based on experience gained in previous programmes, it recommends making the learning process as simple as possible. At the end of the day, it is up to each interregional cooperation project to propose a strategy that is tailored to the needs of the participating regions and which ensures an efficient learning process between the partners and in the stakeholder groups.

The overall project methodology adopted for the exchange of experience (i.e., organisation of the learning process, choice, and interrelation between the activities) needs to be explained in the section 'Project approach' in the application form (including for the follow-up phase if relevant).

The Interreg Europe programme provides recommendations on the following key components of the learning process:

- **Levels of learning**
- **Stakeholder group**
- **Quality of the activities carried out**
- **Integrated approach**
- **Role of experts**
- **Online exchange of experience.**

Levels of learning:

Policy learning, which is the key driver for achieving policy change, needs to occur at different levels.

*Learning at **individual** level*

The first level of learning refers to the individuals who increase their capacity through participation in a project's cooperation activities. This level of learning is the most obvious and the easiest to achieve in projects (while under the Platform, individual learning is considered to be a result in line with the intervention logic described in [section 2.4](#)). Nevertheless, the increased capacity of a few individuals in a partner organisation is not sufficient to ensure that results (i.e., policy improvements) are achieved in the region.

*Learning at **organisational** level*

The second level is organisational learning. This type of learning occurs when the new knowledge gained by individuals goes on to become embedded in the organisations they are working for. As a result, the organisation itself may be able to better perform its activities or achieve a policy improvement. Projects have different means for ensuring organisational learning. It can be achieved, for example, through internal feedback meetings in which the staff members directly involved in the cooperation activities report back to the relevant colleagues, managers and elected representatives of the organisation. These key interested parties should also be directly involved in the interregional exchange of experience activities when needed.

As the programme's intervention logic shows (see chart 1, [section 2.4](#)), these levels of learning are necessary steps in achieving policy improvements. Individual and organisational learning occur within the partner organisations that are directly involved in all project activities. Since policymaking usually involves a range of different stakeholders (and not only the policy responsible authority), it is important that individual and organisational learning also occur within the stakeholder organisations, even though their participation in the project is indirect.

When designing the methodology to carry out the interregional exchange of experience, partners should pay particular attention to the multidimensional aspect of the learning process. To maximise a project's impact, the proposed approach and activities should cover the different levels of learning. Learning at the individual level alone is not sufficient. It should also occur in partners and relevant stakeholder organisations. This is the rationale behind requiring partners to establish a **stakeholder group** for each of the policy instruments addressed in a project. Further information on the stakeholder groups is provided in [section 3.4.2](#) (Types of participation).

The quality and nature of the activities carried out

The exchange of experience activities must be of good quality. This is obviously a pre-condition for an efficient learning process. They need to be properly prepared, implemented, documented, and monitored.

- Preparation: all the information needed to carry out the activities must be made available in advance. Each activity's objectives, methodology, and agenda need to be clear and shared with the participating partners. If needed, partners may also be asked to share their contributions before the activity takes place.
- Implementation: the responsible partner(s) must ensure the proper management of the activity. The quality of a moderator is, for instance, important for the success of a thematic workshop. Issues such as language barriers or intercultural context also need to be taken into consideration. Depending on the activities, innovative techniques can be used to ensure interactivity and the involvement of all participants in the exchange of experience.
- Documentation and monitoring: commonly, partners will produce a report summarising the main outcomes. Evaluating each activity (through a simple satisfaction questionnaire) is also important for improving the quality of future activities.

The choice and format of learning activities is also important. For instance, a staff exchange will not achieve the same objective as a thematic workshop. The choice of the right activity at the right stage of the project's lifetime is therefore important and should be carefully thought through during the project preparation phase.

Integrated approach

The good quality of each individual activity is not sufficient to ensure a successful learning process. An integrated approach, in which activities are logically interlinked, is also needed. Successful approaches usually follow a logical path. The standard approach is to start with the analysis of the partners' different situations and the identification of valuable experiences and practices. This valuable experience is then further investigated through activities such as study visits and thematic workshops. Finally, the partners work with their stakeholders on integrating the lessons learnt from the cooperation activities into their policy instruments.

The coherence, continuity, and good interconnection between the activities therefore also contribute to a successful learning process.

Linear approach

"The project ran five professionally organised thematic interregional workshops, each of them with guest speakers and an exchange on practices as well as interactive sessions with partners and policymakers. All the workshops had a clearly goal-oriented working style and involved presentations, panel discussions, in-depth work using a smaller interactive group format (creative sessions, brainstorming sessions, etc.), scenario-building, and mapping exercises. Following each thematic workshop, a report was issued, comprehensively summarising the workshop outcomes, and contextualising these in a wider policy-context."

Combination of networking activities

"The mixture of methods and combination of activities for the exchange of experiences was extremely useful in the project, considering the complexity of the topic, the diversity of partner organisations, and levels of expertise. Thematic seminars were linked to study visits in which guest speakers, policymakers, and community representatives also participated. Study visits focused on good practice case studies within the partnership in order to illustrate the scale of the issue addressed by the project and the variety of solutions offered by the participating regions. Each site visit was supported by thematic expert papers and documentation. Based on the seminars and study visits, seven expert papers were published. In addition, four mentoring partnerships were formed to support the partners with less experience, to guarantee a win-win exchange of experience process and to promote the transfer of relevant good practices."

Exchange of experience based on local case studies

"The project applied a specific methodological approach developed by our advisory partner. The 'Cluster Initiative Performance Model' (CIPM) facilitated and structured the exchange of experience and offered a theoretical background that allowed each partner to better understand the characteristics and potentials of the different cluster models presented. This individual cluster analysis was supported by two reports. A first analysis, available to all partners, was drafted by the case study city (pre-report). During the seminar in this region, a study visit related to the case study was organised, followed by a policy analysis session during which the conclusions were discussed with all partners and relevant key decision-makers. After each event, concrete policy recommendations for the case study were summarised in the event's report."

Use of peer reviews

"In the project, peer reviewing was used as the key method for carrying out the exchange of experience. The central element in the exchange process was the application of a formal peer review methodology. During a series of five peer reviews, multinational teams of regional experts from more experienced partners visited a less experienced host region to review its regional energy strategy. The peer review process consisted of a preparation phase using a questionnaire, a 3-day study visit, during which the visiting experts met with regional energy stakeholders, made relevant site visits, and drafted a review report with recommendations.

Each host region then used the recommendations in the review report to prepare the action plans. The peer review methodology was regarded as very useful by the project partners and facilitated the exchange of experience. Of benefit was also the possibility to adapt expert advice to the specific situation of a region, which also represented an added value to the ordinary exchange process based on seminars, shorter visits, and reports. All the lessons from the previous stages of the project were also exchanged during a mutual learning seminar, to ensure full knowledge transfer between all partners."

Role of experts

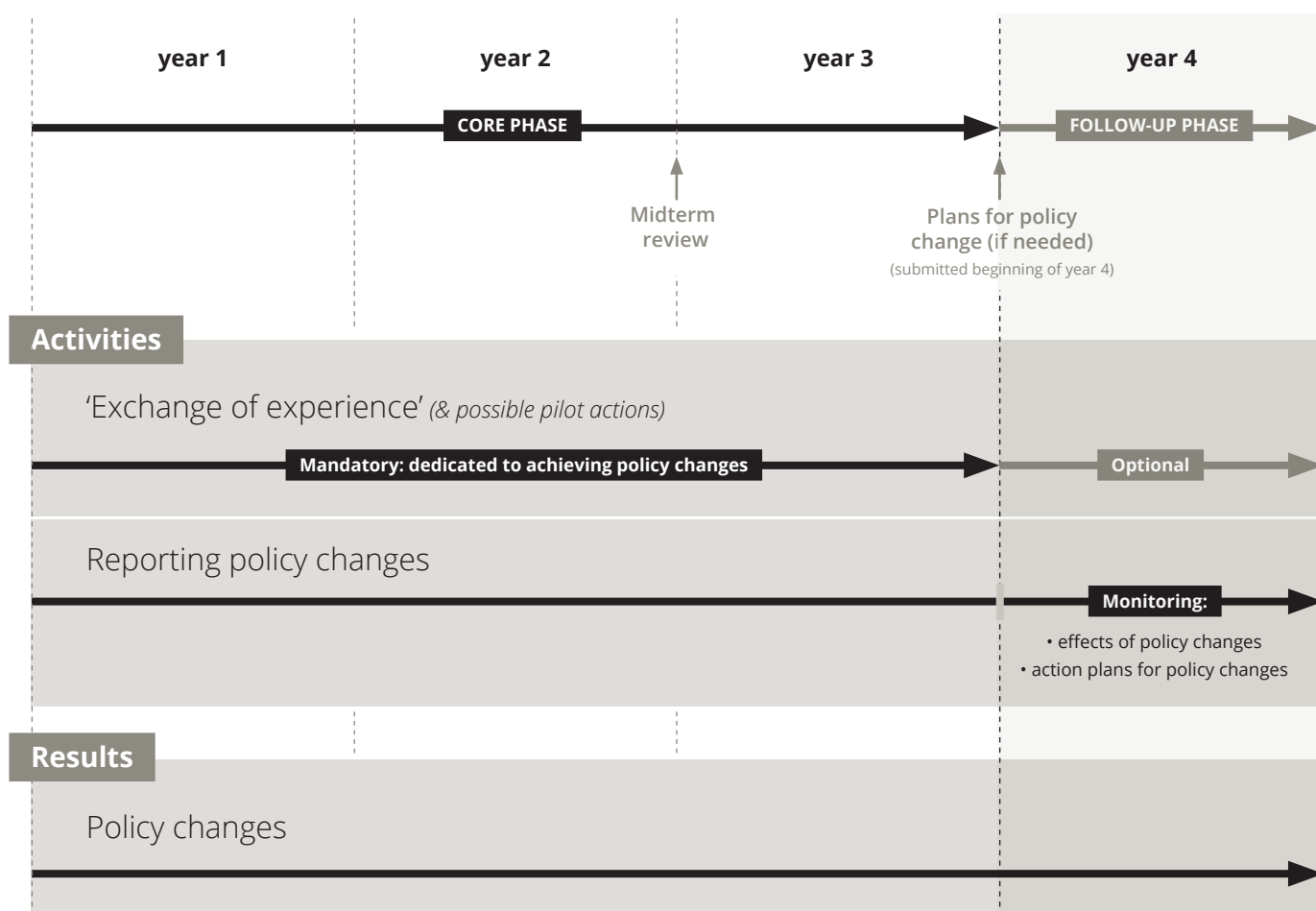
There is no obligation to involve experts in the exchange of experience process but external assistance can help to professionalise this process (e.g., by proposing working methods). Specialised input may also be needed to ensure a more in-depth coverage of certain aspects of the topic tackled by the project or to help partners who are less experienced in the joint working process.

Cooperation should however not be driven by external experts. A successful learning process requires a strong and direct commitment from the regions themselves and especially from the policy responsible authorities.

Online exchange of experience

Online formats offer efficient and sustainable ways of exchanging experience. They also minimise the environmental impact and provide opportunities for more regular and flexible exchanges among the regions involved in a project. At the same time, even if projects should integrate these new ways of working into their strategy, in-person exchanges remain essential to achieve the project's objectives.

Chart 2: Overview of project implementation in two phases



7 steps for greener project activities

'7 steps for greener project activities' were adjusted to the Interreg Europe context based on the document ['7 steps for greener events'](#) published by the European Commission.

Step 1: Consider going online!

Interreg Europe is based on the exchange of experience which implies that some activities will need to take place in person. However, when relevant, online meetings can be considered (i.e., project management meetings).

- Do your participants need to be on-site for all project activities?
- If possible, make sure you also offer online attendance (offer digital participation already in the invitations and on the registration page).
- Put in place reliable videoconferencing.
- Adapt your programme: make it short, engaging, and interactive. Spread out content over several days if need be.

Step 2: Prefer green venues

For example, if you need to book a venue for your final conference, include environmental and sustainable criteria/clauses in your public procurement procedures and selection process to allow you to:

- Select a venue with good public transport links, preferably close to major transport hubs to cut down on shuttle buses and taxis.
- Give priority to hotels certified as environmentally friendly (EU Ecolabel, Green key, EMAS, ISO 14001), close to the venue and with good public transport links.
- Care about energy efficiency and waste sorting: book eco-labelled venues. Find them on the convention websites of the host city. You can also check lists of environmentally friendly accommodations on dedicated websites.¹
- When possible, use energy-efficient technical equipment.

Step 3: Go for low-carbon travel

- Provide public transport passes with clear directions and timetables.
- If you need local transfers (e.g. for a study visit), use (electric) buses or minibuses.
- Encourage soft mobility such as walking and biking – provide maps to make this easy.

1. Page 41 – Climate-Smart Choices: How to Reduce Your Project's Carbon Footprint, ZeroCO2MED EURO-MED Project <https://izo.si/wp-content/uploads/2023/08/Interreg-Climate-Smart-Choices-A4.pdf>

Step 4: Refuse - Reduce - Re-use - Recycle

- Think twice before you order signposting and print material.
- If you really need them, order only minimum quantities and use recycled paper if possible.
- Go for sustainable production and delivery. Print materials close to where they will be used to minimise transport.
- Choose a generic design to enable re-use.
- Go paper smart: give preference to spreading the information online.

Step 5: Green the plate

- Choose organic, local, seasonal menus. Consider food with fair trade certificates. Prefer plant-based food for lower carbon footprint.
- Cooperate with local sustainable businesses.
- Adapt quantities to the number of confirmed participants to limit waste. Use online registration to ensure catering for the accurate number of participants.
- Avoid disposable tableware and single-use products. If you really need to, use sustainable materials (e.g. 100% certified compostable tableware, linen napkins or paper towels 100% post-consumer recycled fibre).
- Provide tap water or, if necessary, water dispensers.
- Reduce packaging.
- Encourage waste sorting.
- Donate leftovers to charity if possible.

Step 6: Make it beautiful

- Prefer digital signposting.
- If needed, use existing, local, reusable signposting.

Step 7: Spread the word

- Use invitations to make participants aware of your green choices from the beginning.
- Use social media to promote your green actions.
- Ask for feedback and suggestions on sustainability as part of your post-activity evaluation.

3.3. Monitoring project performance

3.3.1 Projects objectives

Capturing the achievements of interregional cooperation projects is important because it helps to demonstrate the added value of interregional cooperation. It is also a challenge since, due to the nature of the programme and its focus on capacity building, the achievements of interregional cooperation are often less tangible. This is also one of the reasons why the follow-up phase has been introduced into the projects.

All projects share the same overall objective, which is to improve the policy instruments they address through the exchange of experience and transfer of practices among the participating regions. **Projects should do their utmost to transform learning into new policy action** (i.e., ensuring that the lessons learnt from the project lead to concrete action in the participating regions, ideally in relation to the policy instrument addressed initially or, if this is not possible, in relation to any other relevant policy instrument). Ideally, and as explained in [section 3.2](#) (What activities should take place under each phase), projects should achieve policy improvements at the latest by the end of the core phase.

The consequences of under-performance

Regions not achieving a policy improvement¹ by the end of the core phase must produce an action plan. Not producing an action plan can lead to the recovery of Interreg or Norwegian funds from the region concerned. It also calls into question the participation of this region in the follow-up phase. More generally, **Interreg or Norwegian funds can be recovered from the project/partner in the event of severe under-performance** (e.g., recurring non-participation in project activities, non-delivery of core deliverables, such as identifying good practices).

The follow-up phase allows projects to:

- identify some of the territorial effects of the policy improvements, once the measures inspired by the project have been implemented
- monitor possible additional policy improvements and, if applicable, to what extent the action plan(s) have been implemented.

It is important to note that Interreg Europe cannot finance the implementation of the policy improvements and action plans. The programme is not responsible for their implementation, and it is up to each region to mobilise the resources needed for this. Nonetheless, projects must report on the progress made in implementing these activities to the programme throughout the project and especially in the follow-up phase (via the lead partner through the progress reports). Should implementation prove infeasible, projects will be expected to provide the programme with a detailed explanation.

1. The conditions to be fulfilled to demonstrate that a policy improvement has been achieved are listed in the definition of indicator RI3 in [section 3.3.2](#). An example of checklist used by the programme during the 2014-2020 period to validate results is also provided in the annex of the performance framework (Appendix 2 of the present manual).

3.3.2 Performance framework & indicators

The overall Interreg Europe performance framework is presented in appendix 2. This framework details the programme's monitoring system, which reflects its intervention logic. It incorporates the European Commission's new guidance for the 2021-2027 programming period¹, as well as the Result Based Accountability (RBA) approach². The project monitoring system is based on a limited number of output and result indicators.

Outputs

Outputs are tangible deliverables which contribute to achieving the project's objectives. They are directly related to the activities carried out in the project. Outputs are measured in physical units, such as the number of interregional events, good practices identified, or policies addressed. They do not lead to a qualitative judgement on the project's results (e.g., it is not because a project organises a large number of interregional events (output) that it will necessarily be successful).

Results

Results are the immediate effects of the project's action and derive from the production of its outputs. They are what the project aims to change. Outputs such as the interregional events organised, the good practices identified, or the implementation of pilot actions, are merely means to achieving the objectives of the project. Unlike outputs, results imply a qualitative value or an improvement compared with an initial situation. They are also measured in physical units, such as the number of policy instruments improved.

Impacts

Impacts are the medium or long-term effects of the projects. One of the objectives of the follow-up phase is to identify some of these impacts by monitoring the effects on the ground of the policy improvements (e.g., amount of CO₂ emissions saved, number of jobs created). These effects cannot be directly attributed to Interreg Europe's intervention. Whereas the design of a new initiative and the decision to support it can be a direct achievement of interregional cooperation (in case this initiative was clearly inspired by the Interreg Europe project), the concrete implementation of this initiative (including the mobilisation of funding) is not supported by Interreg Europe. From that perspective, the funds influenced are only an indirect effect of the cooperation. Like outputs and results, impacts are measured in physical units.

1. More detailed information on the evaluation of the EU cohesion policy can be found on the following link: https://ec.europa.eu/regional_policy/policy/evaluations_en

2. <http://raguide.org>

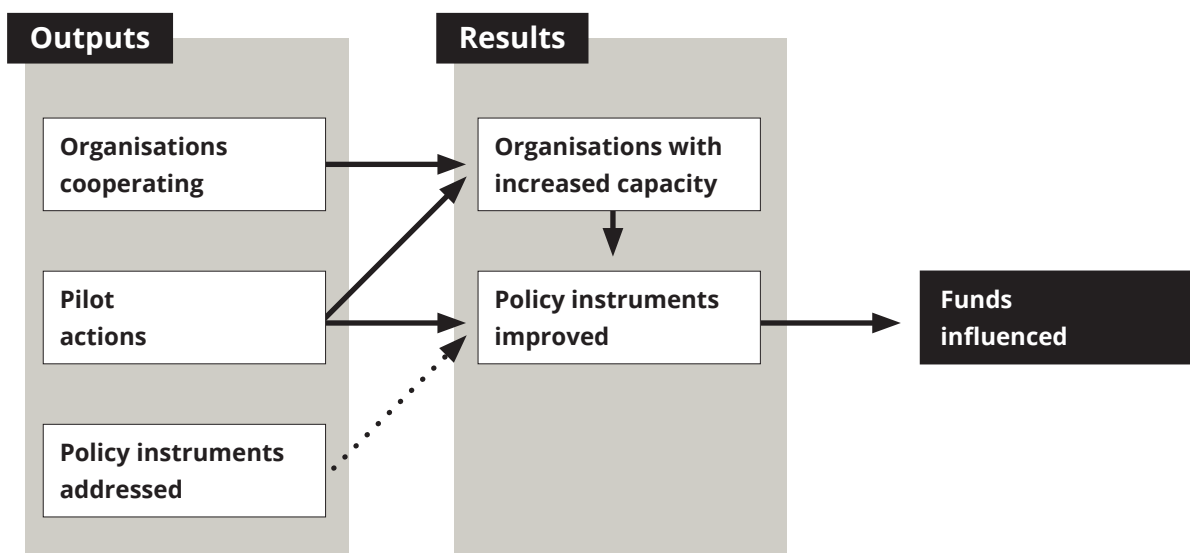
In order to monitor the performance of the projects it supports, the programme will use the indicators listed in table 3 (below).

Table 3: Interreg Europe's project indicators

Output indicators	RCO87 ¹ : Organisations cooperating across borders
	RCO84: Pilot actions developed jointly and implemented in projects
	OI4 ² : Policy instruments addressed
	OI5: Interregional policy learning events organised
	OI6: Good practices identified
Result indicators	RI2 ³ : Organisations with increased capacity due to their participation in interregional cooperation
	RI3: Policy instruments improved thanks to Interreg Europe
Impact indicator	II1 ⁴ : Funds influenced

As shown in chart 3, these output and result indicators are interconnected, in line with the programme's intervention logic.

Chart 3: project intervention logic, from outputs to results



1. 'RCO' stands for common output indicator as defined in annex 1 of the ERDF Regulation (EU) 2021/1058

2. 'OI' stands for output indicator

3. 'RI' stands for result indicator (specific to Interreg Europe)

4. 'II' stands for impact indicator

Apart from the impact indicator, all indicators are attributed a **target value** at the application stage. For output indicators this value is calculated automatically based on the data provided in the application form (see also definition below). Target values for the result indicators need to be estimated. In this respect, experience has shown that it is very rare that a project succeeds in improving all the policy instruments it addresses. Nevertheless, since this remains the main objective of any project, applicants may indicate a 100% performance target value for the result indicator RI3 'policy instruments improved (i.e., the target value of this result indicator equals the target value of the corresponding output indicator; OI4 'policy instruments addressed').

Projects must report on all indicators (including the result and impact indicators when possible) throughout the project's lifetime through the progress reports.

Output indicators

RCO87 – Organisations cooperating across borders	
Definition	This indicator measures the number of organisations participating in the interregional cooperation project. In the context of Interreg Europe, the indicator does not only include the project partners, but also includes the associated policy authorities, as well as the stakeholder organisations actively involved in the cooperation activities (e.g., recurring participation in the stakeholder group activities). This active participation needs to be demonstrated in the descriptive part of the progress report. Only actively participating organisations should be considered under this indicator.
Calculation	At the application stage, the target value of this indicator is calculated automatically based on the data provided in the partnership section of the application form. During the project, the value achieved is also calculated automatically based on the data provided in the progress report, including the information on stakeholder involvement.
Intervention logic	This output is directly related to the result indicator 'organisations with increased capacity due to their participation in interregional cooperation'.

RCO84 – Pilot actions developed jointly and implemented in projects	
Definition	This indicator measures the number of innovative approaches (i.e., pilot actions) tested in a project (if any).
Calculation	At the application stage, the target value of this indicator is calculated automatically based on the data provided in the application form. During the project, the value achieved should be input into the progress report only once any pilot actions have been finalised (i.e., in the last progress report of the core phase for pilot actions included in the application form; within the relevant progress report of the follow-up phase for pilot actions approved at midterm).
Intervention logic	As shown in chart 3, this output is linked to two result indicators. First, pilot actions contribute to 'increasing the capacity of organisations' involved in their implementation and beyond (learning by doing). Second, in Interreg Europe, pilot actions are possible only if they have the potential to 'improve a policy instrument'. A successful pilot action should therefore ideally be continued / mainstreamed within the policy instrument addressed.

O14 – Policy instruments addressed

Definition	This indicator reflects the total number of policy instruments addressed in a project. These instruments can be Structural Funds programmes (at least one instrument per project must be an Investment for jobs and growth goal programme) or any other regional development instrument relevant to the topic addressed by the project. Even if a specific regional development issue, such as entrepreneurship or public transport is usually tackled by several policy instruments in a region, partners need to identify one main instrument on which to focus their cooperation activities.
Calculation	At the application stage, the target value of this indicator is calculated automatically based on the number of policy instruments described in the application form. At the end of the project, the achieved value is calculated automatically based on the project's final situation (e.g., it may be reduced compared to the target value if a partner region must withdraw without replacement).
Intervention logic	Even if the policy instrument addressed is not an output in the strict definition of the term, it still reflects the scope of the need tackled by the project and is directly linked to the core result indicator 'policy instruments improved'.

O15 – Interregional policy learning events organised

Definition	This indicator measures the number of interregional events organised by a project during its 4-year lifetime and which are dedicated to the exchange of experience / transfer of practices between partners. The word "event" should be understood in its broad sense since it includes all interregional exchange of experience meetings involving at least two partner regions (e.g., workshops, seminars, study trips, staff exchanges, peer reviews). Back-to-back meetings (e.g., study visit following a seminar organised by the same partner at the same place) should be counted as one event. This indicator does not include: • local / regional events such as stakeholder group meetings • public relations events aimed at disseminating project information and results. The interregional policy learning events include only the interregional meetings. The figure reported in each period should be supported by a description of the activities for that period.
Calculation	At the application stage, the target value of this indicator is calculated automatically based on the data provided in work plan of the application form. Later in the project, the value achieved is also calculated automatically based on the data provided in the activity part of the progress report.
Intervention logic	This output partly reflects the intensity of the learning process and is therefore related to the result indicator 'Organisations with increased capacity due to their participation in interregional cooperation'.

OI6 – Good practices identified

Definition	This indicator measures the number of good practices identified and analysed by the project during the exchange of experience process (i.e., during the core phase). Since a project builds on the experience of its participating regions, the good practices identified should come from the partnership area. To qualify as 'good', a practice should demonstrate objective evidence of success and should be recognised as a source of inspiration for the partnership (e.g., practices whose features have led to a policy improvement in another region). This means that only the most valuable practices (and not necessarily all the practices identified within the core phase) should be considered under this indicator. Projects should therefore be reasonable when estimating its target value. One or two good practices per participating region appears a reasonable approach when estimating the target value.
Calculation	At the application stage, the target value of this indicator is calculated automatically based on the data provided in the work plan of the application form. During the project, the achieved value is also automatically calculated based on the data provided in the activity part of the progress report. For reporting purposes, the achieved value should correspond to the number of good practices validated by the joint secretariat and available on the project website through the online good practice tool. The upload of good practices to the project website needs to be completed at the latest by the submission date of the last progress report of the core phase.
Intervention logic	This output refers to the source of inspiration needed for the learning process and is therefore related to the result indicator 'Organisations with increased capacity due to their participation in interregional cooperation'.

Result indicators

RI2 – Organisations with increased capacity due to their participation in interregional cooperation	
<i>Definition</i>	This indicator captures the number of organisations whose professional capacity has increased thanks to their participation in the project's activities. The term 'organisations' includes the project partners, the associated policy authorities as well as the stakeholders actively involved in the cooperation activities.
<i>Calculation & reporting</i>	At the application stage, projects need to estimate the target value for this indicator. Projects needs to be reasonable in their estimation. A 100% performance (i.e., all organisations involved ultimately increase their capacity) is unlikely and therefore not recommended considering the broad definition of 'organisations' under this indicator and the obligation to provide evidence of the increased capacity. The 'achieved value' for this indicator is reported only once in the project's lifetime, in the final progress report. It is derived from a dedicated survey. The relevant survey template is provided in Appendix 02 'Performance framework'. Through its question 3, the survey also specifies how an organisation can demonstrate that it has increased its capacity thanks to the project. This survey should be launched in the last semester of the project and sent to all organisations actively involved. Only organisations able to convincingly justify their increased capacity (e.g., through using new knowledge, adopting new tools, changing their internal structure) should be counted under this indicator. It is the partners' responsibility to check and validate the answers provided to the survey. The list of organisations with increased capacity should be provided to the programme as evidence for the achieved value reported in the final progress report.
<i>Intervention logic</i>	This result derives from the output indicator 'Organisations cooperating across borders'. In terms of project performance, the indicator is expressed as a percentage by comparing the total number of organisations which ultimately increase their capacity to the total number of organisations involved in the project. As shown in chart 3, increased organisational capacity is a necessary step towards the improvement of regional development policies (i.e., any policy improvement implies that an organisation has first increased its capacity).

R13 – Policy instruments improved thanks to the projects

Definition	This indicator captures the number of policy improvements generated by the Interreg Europe project. It is therefore related to the core result expected from projects. It refers to monitoring to what extent the policy learning from the cooperation activities is transformed into action and leads to concrete measures in the regions. In principle, a successful pilot action should also result in the improvement of a policy instrument.
Calculation & reporting	A 100% performance (i.e., all policies addressed are finally improved) is automatically indicated in the application form. As project activities progress, the 'achieved value' is calculated automatically based on the data provided in the 'results' section of the progress reports. This indicator is based on self-declaration by the lead partner and partners. Every single policy improvement reported by projects is therefore systematically and carefully assessed by the programme. Policy improvements are validated only when sufficient evidence is provided that the following conditions are met: • the improvement of the instrument has taken place (intention is not enough) • the nature of the improvement is clearly specified • the improvement can be attributed at least in part to the activities and knowledge generated by the project. Examples of the check list used to validate results under the 2014-2020 period is provided as an example under Appendix 02 'Performance Framework'. Lastly, it is worth noting that the programme monitors the number of policy instruments improved and not the number of improvements. This means that, if a region achieves more than one improvement in the same policy instrument, only one improved policy instrument will be counted under the result indicator.
Intervention logic	This result derives directly from the output indicators 'Policy instrument addressed' and 'pilot actions'. It is also related to the other outputs which all contribute to the learning process. In terms of project performance, this indicator is expressed as a percentage by comparing the total number of policy instruments ultimately improved to the total number of policy instruments addressed by the project.

Impact indicator

II1 – Fund influenced	
<i>Definition</i>	This indicator estimates the funds influenced (if any) of the policy improvements achieved as a result of the projects. It refers to the amount (in euros) that is directly influenced by the improvement.
<i>Calculation</i>	No information on this indicator is required at the application stage. During the project, the total achieved value is calculated automatically based on the amount provided in the 'Results' section of the progress reports. The estimation of the funds influenced can be straightforward for the first type of policy improvement related to the implementation of new projects (see next section). In these cases, the amount of public funding approved to support the new project (i.e., ERDF budget where the policy instrument is an Investment for jobs and growth goal programme) should be the amount recorded. It can however be much more challenging to estimate 'funds influenced' for other types of improvements. As a general recommendation, a restrictive approach should be adopted by the project and, where there is doubt, no amount should be reported. For type 2 improvements (improved governance), Interreg Europe recommends that no impact on funds should be reported.
<i>Intervention logic</i>	As shown in chart 3, the amount of funds influenced is not directly related to any of the programme's output indicators but derives from the result indicator 'Policy instruments improved'. Indeed, since Interreg Europe does not fund the implementation of the policy improvements, the mobilisation of funds for their realisation cannot be directly attributed to its intervention. This is the reason why the amount of funds influenced is deemed an impact indicator.

3.3.3 Improving policies

Interregional cooperation can influence policy instruments in various ways. Based on the experience gained from previous programmes, policy improvements can be categorised into three main types, which can be interconnected.

Type 1: A new type of project

Interregional cooperation is a source of inspiration that can entirely revamp projects supported by existing policy instruments. This means that, using the lessons learnt from interregional cooperation, a region implements, in its territory, a new type of project financed through one of its existing policy instruments. This type of result is the most common. It implies the availability of funding within the policy instrument addressed. In some case, it is not one but several new projects that are supported through, for instance, the launch of a dedicated call for proposals.

Policy improvements: example of type 1

The good practice developed by region A on promoting innovative tourism (using international electronic marketing) served as a basis for the development of the new project dedicated to the promotion of lake tourism in region B. The idea was to generate additional revenues for the tourism industry by providing new sustainable tourism experiences and services for visiting tourists. The new project was approved in region B for a total budget of EUR 80,000 fully financed through this region's 'Sustainable Tourism Development Strategy' (policy instrument addressed).

Type 2: change in the management of the policy instrument (improved governance)

Interregional cooperation can also influence the way a policy instrument is managed and implemented. New approaches can be adopted thanks to the lessons learnt from other regions. These improvements may, for instance, be related to:

- a revised methodology for evaluating the performance of the policy instrument
- the introduction of new criteria for selecting the projects supported by the policy instrument
- a more efficient way to publicise/advertise the calls for proposals launched under the policy instrument
- a modification of the decision-making rules or of the composition of the managing committee in charge of implementing the policy instrument.

Policy improvements: example of type 2

Based on the methodology developed in region A, region B improved the evaluation of its funding schemes defined in its Energy Efficiency Development Plan (i.e., a policy instrument is addressed in region B). As a result of interregional cooperation, region B updated and harmonised an ex-post questionnaire for all its regional funding schemes on energy efficiency. This revised approach and indicator system allowed the authority responsible for energy policy to determine whether its initial objectives had been reached in a simpler and more efficient way.

Type 3: A revision of the policy instrument addressed (structural change)

The third type is the most challenging since it requires a change to the policy instrument addressed. It occurs when, based on the lessons learnt from the cooperation project, a region modifies the main features of this instrument. This can, for instance, take the form of adding a new priority or measure. It can also involve modifying the budget allocation between the policy instrument's different priorities.

Policy improvements: example of type 3

Based on the experience gained from different regions involved in the project, Region A has integrated a full paragraph dedicated to 'corporate social responsibility' in the part of its updated Smart Specialisation Strategy dedicated to social innovation.

3.3.4 Innovative character of projects and their results

Projects financed under Interreg Europe need to explain the innovative character of the results they expect to achieve. In Interreg Europe, the concept of 'innovative character' is relative: what is common practice for large public authorities or in a certain European context may be highly innovative for smaller public authorities or in another type of context (and vice versa). This also applies to pilot actions. A pilot action does not need to be the most innovative initiative in Europe, but it must be new in the region that implements it.

Before developing a project idea, applicants should consult the programme website (<http://www.interregeurope.eu>) and browse through the projects already supported by Interreg Europe (in the previous and present programming periods) to check if their topic of interest has already been covered. As far as possible, applicants should ensure that their own idea offers added value compared to past or current initiatives.

Interreg Europe cannot finance the mere continuation of past projects. The question of innovative character is therefore particularly important for partnerships already supported under previous EU programmes and which would like to develop a follow-up proposal. For these partnerships, the innovative character can usually be demonstrated through the following features of the proposal (which can of course be combined):

- the **partnership**: a new partnership is the best way to demonstrate the added value of a proposal. Past projects' partnerships can apply again only if they bring major changes to their composition. Therefore, a new proposal may include only one or two regions from a previous project. This/these region(s) then bring(s) the knowledge and experience gained from the previous project into the new one. In general, the participation of newcomers in interregional cooperation is strongly encouraged and the participation of the same organisations in several projects / applications should be avoided (see also section 3.4.4.1 on the multiple involvement).
- the **issue addressed**: a change in the project's topic can be another way to demonstrate the innovative character compared to previous projects.
- However, the change of the topic alone is usually not sufficient to demonstrate the added value of a proposal compared with past projects.

3.3.5 Durability of the project's results

In Interreg Europe, project results are by essence durable since they involve integrating the lessons learnt from the project into the relevant policy instruments of the participating regions.

At the application stage, each participating region needs to explain the type of policy improvement it expects from the project. These envisaged improvements should contribute to solving the issue faced in the region. They must also be realistic and clearly described. This is important for demonstrating the project's capacity to achieve its objective and thereby ensure the durability of its results.

The approach adopted in Interreg Europe is also innovative due to the introduction of a follow-up phase for all projects. For regions that are unsuccessful in the core phase, the follow-up phase gives them more time to achieve policy improvements through the development and hopefully implementation of action plans. For 'regions' achieving a policy improvement during the core phase, the follow-up phase will allow them to monitor its first territorial effects, providing additional evidence of the durability of the project's results.

3.4. Partnership

3.4.1 Eligibility and funding

3.4.1.1 Who is eligible for funding?

The following bodies are eligible to receive Interreg or Norwegian funds and can therefore participate as 'partners' in Interreg Europe projects:

- Public authorities
- Public law bodies (bodies governed by public law)
- Private non-profit bodies.

Public authorities are generally understood to be national, regional, or local authorities.

In order to be considered a **public law body / body governed by public law**, an organisation must comply with Article 2.4 of Directive 2014/24/EU, according to which:

'bodies governed by public law' means bodies that have all the following characteristics:

(a) they are established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character;

(b) they have legal personality; and

(c) they are financed, for the most part, by the State, regional, or local authorities, or by other bodies governed by public law; or are subject to management supervision by those authorities or bodies; or have an administrative, managerial, or supervisory board, more than half of whose members are appointed by the State, regional, or local authorities, or by other bodies governed by public law; [...].

In the context of the Interreg Europe programme a **private non-profit body** must comply with the following criteria:

- a) *they do not have an industrial or commercial character*
- b) *they have a legal personality*
- c) *they are not financed, for the most part, by the state, regional, or local authorities, or other bodies governed by public law; or are not subject to management supervision by those bodies; or not having an administrative, managerial, or supervisory board, more than half of whose members are appointed by the State, regional, or local authorities, or by other bodies governed by public law.*

In view of the above criteria, some partner states consider organisations such as cluster organisations, chambers of commerce, business and entrepreneurs' associations or trade unions to be private non-profit bodies. In Interreg Europe projects, private non-profit bodies cannot take on the role of lead partner.

Where necessary, the assessment and confirmation of a partner's legal status can be based on the partner's latest closed annual accounts if there is no other more recent and reliable financial data available.

Each partner state is responsible for confirming the legal status of partners located on its territory. If there is any doubt in this respect, applicants should contact their partner state representative directly. Partner state contact details are available on the programme's website (www.interregeurope.eu/in-my-country). Partner states may also reject the participation of a particular project applicant from their territory, for justified reasons, without objecting to the whole project proposal. For instance, this can be the case for public authorities or other organisations breaching the principle of non-discriminatory. If this should occur and the application is approved, the lead partner would be given the opportunity to identify a replacement, ideally from the same country.

3.4.1.2 Co-financing rates

Under the Interreg Europe programme, project activities are co-financed by the Interreg funds at either 70% or 80% depending on the legal status of the project partner. The remaining 30% or 20% must be provided by the partners themselves. Partners' own contributions may come from their own budgets or from other sources. Each partner must make a commitment to provide their own contribution through a declaration.

Partners from Norway are not eligible for Interreg funds but may receive co-financing of up to 50% from pre-allocated national funds, which Norway makes available to support its direct participation in the Interreg Europe programme. The Norwegian national funds are disbursed by the Interreg Europe programme following the submission and approval of project progress reports. Applicants from Norway should contact their national point of contact to get details on the Norwegian funding opportunities.

Type of eligible project partner (legal status and location)	Co-financing rate / Source of funding
Public bodies and bodies governed by public law from 27 EU Member States and the 7 EU candidate countries	80% Interreg funds
Private non-profit bodies from the 27 EU Member States and the 7 EU candidate countries	70% Interreg funds
Public bodies, bodies governed by public law and private non-profit bodies from Norway	50% Norwegian fund
Partners from Switzerland are invited to contact the Swiss Interreg national point of contact for information about Swiss funding opportunities	Swiss fund

The 80% and 70% co-financing rates are fixed for the duration of the project. They are based on the legal status of the project partner organisation at the date of either the notification letter accompanying the subsidy contract or of the notification letter submitted with the application form through which the project partner joins the project.

Even if the legal status of a project partner changes from 'public or body governed by public law' to 'private non-profit body' (or vice versa) during the project's lifetime, the co-financing rate will remain the same. Project partners who undergo such a change should, for the reporting period concerned, report their national contribution as being private or public in line with their actual (new) legal status (if the contribution comes from their own sources) or the private or public nature of the co-financing contribution that they receive from an external source.

The programme cannot provide advance payments. Please note that this means that **each project must be able to advance the funds to pay for all its project activities itself until the approval and payment of the six-monthly progress reports.** The programme will reimburse 70% or 80% of the total eligible expenditure declared by each partner in their progress reports, or up to 50% in the case of Norwegian partners. Project partners therefore need to secure sufficient own funding if they want to become involved in an Interreg Europe project.

Interregional cooperation under the Investment for jobs and growth goal programmes

Article 22 (3)(d)(vi) of the Common Provision Regulation (EU) 2021/1060 gives EU Member States and regions the opportunity to finance 'interregional action' through their Investment for jobs and growth goal programmes. EU Member States and regions can therefore develop interregional projects together using funding from their respective programmes. Under this approach, each partner will have a subsidy contract with its own managing authority.

However, an organisation from a region planning interregional action under its national or regional programme may wish to work with organisations from other regions where the authorities have not included such action in their Investment for jobs and growth goal programme. There are two options to deal with this situation:

- 1 All the organisations from these regions wishing to engage in a wider cooperation project apply to run an Interreg Europe project instead, without funding from their national or regional programmes. This is the simplest and recommended option (e.g., only one subsidy contract is signed between the project's lead partner and the programme).
- 2 The organisation(s) from the region planning interregional action under their Investment for jobs and growth programme use(s) funds from this programme to participate in the Interreg Europe project, with the other partners funded by Interreg Europe. In this double-funding option, two sources of public funding will need to be managed in the same project.

The part of the budget financed through the national or regional programme will be listed as 'other funding' in the Interreg Europe application form. Two subsidy contracts will need to be signed: one with Interreg Europe and a second between the partner(s) concerned and the managing authority of the national or regional programme. The deadlines, approval, and reporting procedures of the national or regional programmes may differ from those of Interreg Europe. This second option is therefore more complex to implement. Projects are advised to consider this difficulty when setting up their project.

This second option is possible only under the following conditions:

- The partner funded by the Investment for jobs and growth goal programme cannot be lead partner of the Interreg Europe project. Since the lead partner bears all administrative, financial, and legal responsibility for the implementation of the project (see [section 3.4.3](#), The role of the lead partner), it needs to be financed directly by Interreg Europe.
- In addition to the partner(s) funded by the national or regional programme, the partnership must involve at least three more partners, two of which must be from EU Member States and financed by the Interreg Europe programme in order to comply with the minimum requirement laid down in the Interreg regulation.

A partner may be financed either under Interreg Europe or under the Investment for jobs and growth programme, but not under both programmes at the same time since expenditure may only be financed by one funding source.

3.4.1.3 Funding for partners from outside the programme area

Partners from countries outside the programme area are welcome to participate in an Interreg Europe project if their participation contributes to its delivery. However, these partners must provide their own funding since they will be ineligible to receive Interreg or Norwegian funds. Like any other partner, their participation and financial contribution must be formalised through a partner declaration. Please note that travel and accommodation costs incurred by these partners can be covered by the other project partners being funded directly by the programme. In this scenario, these costs should be reported under the cost category 'travel and accommodation' of the EU partner concerned.

3.4.2 Types of participation

There are three ways to be involved in projects.

3.4.2.1 Participation as a 'partner'

This is the most direct way for an organisation to be involved in a project. A partner is an organisation that is financially committed to a project (i.e., with a dedicated budget). Only 'partners' are eligible to receive Interreg/Norwegian funds from the programme¹. Interreg Europe has no 'sub-partner' category meaning that an organisation not identified in the application form as a partner cannot receive Interreg/Norwegian funds from any of the partners in the project.

Partner (addressing a policy instrument)

In most cases, an organisation is partner in a project to address (and improve) a specific policy instrument.

Advisory partner

Advisory partners may also be involved in projects. Like any partner, they must be included in the 'Partnership' section of the application form and receive funding from Interreg Europe. Advisory partners do not themselves address a policy instrument. They participate in the project in order to offer a particular capability that can help the project achieve its goals. For example, this may be the case of an academic institution specialised in either the topic tackled by the project or in the exchange of experience process.

An 'advisory partner' is different from an 'external expert'. An advisory partner has an interest in the whole project and its policy field. As such, it is involved in all the main activities of the project. In contrast, an external expert will be hired, in compliance with procurement rules, to provide a specific service. The expert does not have an interest in the project as a whole and is usually not involved in all a project's activities. The advisory partner status cannot be used to circumvent public procurement rules.

Since Interreg Europe projects focus on the exchange of experience among organisations that are responsible for their own policy instruments, the participation of advisory partners should remain limited (most interregional cooperation projects are implemented without advisory partners). The participation of these partners should therefore be clearly justified in the application form. **Interreg Europe recommends that a project does not involve more than one advisory partner.**

¹ On the condition that these partners are located in the programme eligible area and are not already financed through their operational programme under the Investment for jobs and growth goal.

Discovery partner

Organisations coming from the EU candidate countries should preferably be involved as partners addressing a policy instrument. However, it is also possible for these organisations to be involved in a project as 'discovery' partners. The involvement as discovery partner is lighter since this partner does not address any policy instrument. The discovery partner is involved in the project to get acquainted with the interregional exchange of experience process supported within Interreg Europe. The objective is to increase its capacity on the issue addressed by the project but also on the management of interregional cooperation projects. A discovery partner is expected to participate as much as possible in all the main activities of the project (e.g., in the main interregional policy learning events). The partner's relevance to the issue addressed and expected involvement in the project need to be explained at the application stage. During project implementation, the involvement of the discovery partner(s) is monitored through the regular progress reports. In the final progress report, the project should summarise the possible benefits gained from this participation. The programme recommends a maximum of two discovery partners per project.

Lead partner

In each project, one of the partners must be appointed to act as lead partner. The lead partner is the formal link between the project and the managing authority/joint secretariat (in accordance with Article 26 of Regulation (EU) No 2021/1059). The lead partner takes on the responsibility for management, communication, implementation, and coordination of the project activities undertaken by the partners involved. An advisory partner can be a lead partner. Further details can be found in [section 3.4.3](#) (The role of the lead partner).

3.4.2.2 Participation as 'associated policy authority'

As explained in [section 3.4.4.1](#) (Coherence of the partnership), the participation of the authorities responsible for the policy instruments addressed by a project is mandatory. The obligation is covered under the eligibility criterion 7 'Participation of policy responsible authorities' (further details in [section 4.3.1](#)). When preparing an application, it is therefore essential to identify the relevant 'policy responsible authority' of each policy instrument addressed by the project. In case of doubt, the relevant Partner State should be contacted since only the Partner State can confirm whether an organisation from its territory qualify as a policy responsible authority for the policy instruments addressed in its country.

When the **policy responsible authority** is unable to participate as a partner, and another organisation from the region is involved as a partner, the former authority must still be involved as an 'associated policy authority'².

An 'associated policy authority' has the following characteristics:

- Although it is not a 'partner' as defined above, it must be included in the 'partnership' section of the application form, where its core features must be described (e.g., name of the institution, address, contact person).
- It must sign a declaration confirming its commitment to the project
- It does not receive funding, but its travel and accommodation costs may be paid by the main partner (and reported as external expertise costs). It is a member of the stakeholder group created in each region (see next paragraph).
- Its involvement is regularly monitored during the project through a dedicated section in the progress report.

1. The definition of 'policy responsible authority' is provided in [section 3.4.4.1](#).

2. Like stakeholders, associated policy authorities are not considered to be 'partners' in the sense of Article 23 (1) of the ETC Regulation (EU) 2021/1059. They are not committed to staffing or financing the project.

3.4.2.3 Participation as 'stakeholder'

The third possibility to participate in a project is to join as a stakeholder.

Even if the policy responsible authorities are at the heart of the policy making process, they usually work closely with other organisations with a stake in the policy issue addressed. For instance, in 'research and innovation' policies, the policy responsible authority works closely with organisations such as innovation agencies, chambers of commerce, research institutes, as well as with the private sector. Some of these organisations may even implement part of the regional development policy.

To reflect this 'ecosystem' in a project, a stakeholder group must be created for each of the policy instruments addressed by the project¹. This group should be constituted of organisations from the 'region' with a stake in the policy issue addressed. By actively involving these organisations in the cooperation work, the project should also contribute to increasing their capacity. This involvement will be a determining factor in maximising the chances that policy improvements will be achieved by the end of the core phase. It is the responsibility of the partners listed in the application form to set up and coordinate their stakeholder group.

The stakeholder organisations are different from the partner organisations, and they do not receive funding from the programme. However, the travel and accommodation costs incurred by stakeholder group members for participating in project activities are eligible if they are paid for by the partners who are directly funded by the programme. These costs need to be budgeted and reported under external expertise costs (see also [section 6.2.4 External expertise and services](#)).

As explained in [section 3.4.4.1](#) (Coherence of the partnership), and beyond the participation of the policy responsible authority, any other organisation whose involvement is essential in light of the issue addressed by the project should participate as a partner rather than as a stakeholder (if eligible).

The stakeholder group is also an opportunity to involve organisations which, although not eligible for Interreg Europe (e.g., those from the private 'for profit' sector), are still important for the development of the policy.

The envisaged stakeholder group members need to be identified at the application stage. Associated policy authorities will automatically be members of the stakeholder groups. Throughout a project's lifetime, partners must report on the involvement of the different organisations. This is important as it enables the programme to monitor indicators related to organisational learning (i.e., RCO87 and RI1 as defined in [section 3.3.2 Performance framework & indicators](#)).

It is the responsibility of each project to define the best way to involve the relevant stakeholders in the learning process. The approach may be different depending on a project's features (e.g., topic addressed, specific objective to be achieved, nature of the organisation concerned, territorial level tackled). For instance, the importance of having the 'associated policy authorities' involved in the project may require dedicated measures to keep them committed.

1. For projects focusing on governance related issues, the scope of the stakeholder groups may be more limited.

For example:

- Organising regular stakeholder group meetings in order to:
 - share the lessons learnt from the interregional cooperation activities with the stakeholders
 - allow stakeholders to input their opinions and ideas into the project.
- When relevant (e.g., associated policy authority), having relevant stakeholders participate in the interregional policy meetings organised by the project
- Creating a virtual space (e.g., mailing list, discussion forum, etc.) to facilitate the exchange of information relating to the project among stakeholders.

The URBACT programme has also worked on stakeholder engagement and some of the materials available on its website may be of relevance to Interreg Europe projects (<https://urbact.eu/toolbox-home/engaging-stakeholders>).

3.4.3 The role of the lead partner

Each project must follow the 'lead partner principle'. This means that one of the partners in the partnership assumes the role of lead partner and with this the overall responsibility for the project vis-à-vis the managing authority and joint secretariat (in accordance with Article 26 of Regulation (EU) No 2021/1059).

The lead partner:

- submits the application form on behalf of the partnership
- signs a subsidy contract (see [section 5.1.3](#) Subsidy contract) with the managing authority for the total amount of the subsidy
- is responsible for the division of tasks among the partners involved in the project and ensures that these tasks are fulfilled in compliance with the application form and subsidy contract
- lays down the arrangements for its relationship with its partners in a project partnership agreement (see [section 5.1.4](#) Project partnership agreement)
- ensures an efficient internal management and control system
- ensures that the project reports on time and correctly to the joint secretariat
- ensures that the expenditure reported by all partners is linked to the project, corresponds to the activities agreed upon by all the partners, and is in accordance with the subsidy contract
- requests and receives payments of programme funding
- transfers programme funding to the partners within the timeframe agreed in the partnership agreement in compliance with the amounts stated in the progress report.

The lead partner can be from an EU Member State, one of the 7 EU candidate countries or Norway. Private non-profit bodies, discovery partners and partners from Switzerland cannot assume the role of lead partner.

Who can be lead partner?	
Status and location of partners	Can be lead partner?
Public body or body governed by public law (including advisory partner but excluding discovery partner) from all Partner States except Switzerland	Yes*
Public body or body governed by public law from Switzerland	No
Private non-profit body from all Partner States	No

*The legal status requirement to be lead partner must be fulfilled at the time of signature of the subsidy contract. If the lead partner organisation changes its legal status during the lifetime of the project and becomes a private non-profit body, its role as lead partner will remain unaffected **unless this change of legal status risks endangering its operational or financial capacity to assume the lead partner role.**

3.4.4 Quality of partnership

3.4.4.1 Coherence of the partnership

Involvement of the policy responsible authorities

In line with the programme's overall objective, the **policy responsible authorities are** Interreg Europe's **core target group**. These organisations can be national, regional, local public authorities and other relevant bodies responsible for elaborating and/or implementing regional development policies.



Watch our video

What are policy responsible authorities?

A policy responsible authority

A **policy responsible authority** is the organisation in charge of elaborating and/or implementing a specific policy instrument. The concept 'policy responsible authority' is not related to the legal status of the organisation. In most cases the policy responsible authority is a public body (i.e., local, regional, or national authority). For instance, the policy responsible authority for a Sustainable Urban Mobility Plan is the city itself. However, other organisations, such as bodies governed by public law, may also be considered policy responsible authorities, if they have an official role in the elaboration and/or implementation of the policy instrument addressed. In the case of Investment for jobs and growth goal programmes, the policy responsible authorities are the relevant managing authorities or intermediate bodies.

Only the Partner State can confirm whether an organisation from its country is policy responsible authority for a specific policy instrument.

The experience of previous programming periods shows that the direct involvement of these authorities is key to projects achieving their objectives. The 2014-2020 evaluation revealed that most of the results achieved by projects (approximately 60%) could be attributed to the programme's intervention only indirectly (because the policy responsible authority was not involved as partner). The evaluation concluded that the participation of the policy responsible authorities as partners should be obligatory.

Therefore, **the involvement of the policy responsible authority as partner is compulsory for at least 50% of the policy instruments addressed in a project application. For any instruments where this is not the case, the relevant policy responsible authorities must be involved as ‘associated policy authorities’** (see the concept of ‘associated policy authority’ in [section 3.4.2.2](#) Participation as associated policy authority).

All the other partners who are not policy responsible authorities should explain their **policy relevance**, meaning their role in the policymaking in relation to the policy instrument addressed. In particular, the partner’s role in the development and/or delivery of the policy instrument should be clarified and explained in the ‘Policy instrument’ section of the application form.

Territorial context and policy instruments addressed

Selecting the relevant regions and partners is also an obvious key success factor for projects. The proposed partnership must be consistent with the overall issue tackled by the project. This consistency is ensured by the following:

- The partners, associated policy authorities, and stakeholders are competent in the issue addressed by the project.
- The participating regions¹ are experienced in the issue addressed (even if the level of experience can vary significantly from region to region) since these regions are the source of experience and knowledge to be exchanged within the project. Each partner must demonstrate its capacity to contribute to and benefit from the project.
- The issue addressed by the project reflects a need shared by all participating regions, i.e., all regions face a similar issue and need to be more performant in solving this issue. This also means that, if the issue has a specific territorial characteristic (e.g., access to broadband in mountain regions), this characteristic should obviously be present in all the regions involved in the project.
- The issue addressed by the project is addressed in the different policy instruments targeted by partners.

The section of the application form dedicated to the policy instruments and territorial context is essential for explaining the rationale behind the proposed partnership. The information provided in this section needs to be as specific and detailed as possible. In particular, the territorial context should provide information on the overall state of play of the field addressed by the project in each participating region. It should contribute to demonstrating that the different partner regions share a common need.

Each participating region must focus on one main policy instrument (even if a regional development issue can often be addressed through several policy instruments). As specified in [section 3.1.1](#) of the present manual (What is an interregional cooperation project?) and in line with Article (3) (3) (a) of the ETC Regulation (EU) 2021/1059, **at least one of the policy instruments addressed by the project must be an Investment for jobs and growth goal programme.**

A policy instrument can be addressed by several partners from the same region. Indeed, beyond the participation of the policy responsible authority, **the programme welcomes the participation, as partners, of the organisation(s) that are most relevant for the issue addressed by the project.** For projects whose focus is quite specialised, the policy responsible authority often needs the experience / knowledge of a more specialised body in the region. This body should then preferably be involved as a partner (if it is eligible). Where a pilot action is proposed, the involvement of another organisation from the region as partner may also be necessary.

1. Obviously, the level of experience can be very different according to the partners

Involvement in multiple projects

While there is no limit to the number of projects an organisation can be involved in, **Interreg Europe recommends that the number is kept low for the following reasons:**

- First and foremost, participating in an interregional cooperation project is demanding. The participation of the same organisation in several projects may not always be realistic. Applicants should select the projects that best fit their needs and territorial context. In particular, the participation of small organisations in numerous applications can call into question their seriousness and credibility. Based on previous experience, multiple involvement may also reflect an artificial partnership. Approval in such cases also increases the risk of double funding. Of course, large public organisations with many departments, or organisations from smaller countries where the number of eligible partners is more limited, may be able to justify their participation in multiple applications.
- The total budget available for projects is limited due to the programme's wide geographical scope and the high number of regions in Europe. Past experience has shown that there is a risk of too often supporting the same beneficiaries addressing similar issues, whereas it is important for the quality of the programme that the pool of experience and practices exchanged is as wide and varied as possible.

The involvement of the same organisation in different applications/projects needs to be justified in the dedicated field of the application form (under the section 'Main policy instruments addressed').

3.4.4.2 *Balanced partnership*

A partnership is considered 'balanced' when it has the following characteristics:

- **Proportionate involvement of the partners**
- **Mix of regions with different levels of development**
- **Geographical coverage**

Proportionate involvement of the partners

A 'balanced' partnership exists when all partners are involved in a similar way in the cooperation project. This means that all partners should in principle participate in all core project activities and be involved in the project's decisions. If this is not the case, justification should be provided in the application form. Ideally, the financial arrangements should also reflect this balanced participation. Any major differences between partners' budgets must be justified in the application form. A partner's budget must of course consider the level of costs in its specific country and its level of responsibility in the project (i.e., the budget of the lead partner is usually higher than that of the other partners).

Mix of regions with different levels of development

Through its pan-European scope, Interreg Europe contributes to putting Cohesion policy and its principle of solidarity into practice. With this in mind, Interreg Europe strongly recommends that project partnerships include **a mix of regions with different levels of development** as this allows less developed regions to access the knowledge and experience of more advanced regions. Similarly, more advanced regions can learn

from each other within the same project, but can sometimes even find inspiration in less advanced regions. For these reasons, applications involving a mix of more and less developed regions will be assessed favourably in the selection process.

Levels of development are defined in Article 108 (2) of the CPR Regulation (EU) 2021/1060. Specifically, the programme's aim is to encourage regions with a GDP per capita lower than 75% of the EU-27 average (less developed regions) to work with regions whose GDP per capita is higher (either with transition regions – whose GDP per capita is between 75% and 100% of the average GDP per capita of the EU-27 and/or with more developed regions, whose GDP per capita is above 100 % of the average GDP per capita of the EU-27).

Geographical coverage

Interreg Europe covers the 27 EU Member States, Norway, Switzerland and the 7 EU candidate countries. This allows partners to broaden their experience and to compare their practices with those in very different cultures and contexts. Partnerships should therefore go beyond cross-border and transnational cooperation areas¹ and more generally go beyond areas formed by a group of geographically proximate countries. The balanced geographical coverage should also be reflected in a project's financial arrangements. The budget allocation should in principle be balanced between countries, including between a group of geographically close countries and the other countries represented. Interreg Europe does not consider partnerships that are in essence mainly 'transnational' (e.g., most of the partners come from a transnational cooperation area with only a few other 'external' partners involved in the project) as offering added value. In the same spirit, the added value of involving several regions from the same country in a project should be explained in the application form.

The importance of the geographical coverage is reflected in the selection criterion 'Quality of partnership' (see [section 4.3.2](#) Quality assessment) and in the definition of the eliminatory score. Indeed, partnerships in which at least 80% of the partners come from the same cross border or transnational cooperation area, or in which at least 80% of the funding is allocated to the same cross border or transnational cooperation area, will be scored 'eliminated' under criterion 3 of the strategic assessment ('Quality of partnership'). They will therefore not benefit from a full assessment.

Despite these measures, which existed under previous programming periods, the poor geographical coverage has been one of the most common weaknesses in the applications submitted to the programme. Therefore, the **need to ensure a minimum geographical coverage is now explicit in a dedicated eligibility criterion** (see criterion 5 under [section 4.3.1](#) Eligibility assessment). However, the **fulfilment of eligibility criterion 5 is not sufficient to ensure that a partnership goes beyond transnational cooperation areas**². For instance, a transnational programme like MED already covers four of the five geographical areas defined by Interreg Europe ('South', 'East', with Slovenia and Bulgaria, 'West' with part of France and 'Candidate countries area' with Albania, Bosnia and Herzegovina, Montenegro and North Macedonia).

1. Cross-border and transnational cooperation areas can be found on DG Regional and Urban Policy website: http://ec.europa.eu/regional_policy/en/policy/cooperation/european-territorial/trans-national/
http://ec.europa.eu/regional_policy/en/policy/cooperation/european-territorial/cross-border/#4

2. The geographical coverage is also tackled in [section 4.3.2](#) (quality assessment) in the definition of the eliminatory score and the description of criterion 3 'Quality of partnership'.

3.4.4.3 Size of the partnership

In compliance with Article 23 (1) of the ETC regulation (EU) 2021/1059, Interreg Europe projects must involve *“partners from at least three participating countries, at least two of which shall be beneficiaries from EU Member States”*, with the latter applying for Interreg Europe funding¹. In addition, the programme introduces a further eligibility criterion, specifically, a minimum geographical coverage for all project applications² (see criterion 5, [section 4.3.1](#) Eligibility assessment).

Based on previous experience, a partnership of between **5 to 8 ‘regions’** appears to be the configuration which best ensures a rich and successful interregional learning process. The recommended number of partners per project (without considering the possible involvement of advisory and discovery partners) is therefore from minimum **5 up to 16 partners**³ when the following points are also considered:

- the participation of the policy responsible authorities as partners is compulsory for at least 50% of the policy instruments addressed in a project application
- the most relevant organisation(s) for the issue addressed by the project are also encouraged to be involved as partners.

The complexity of managing a large partnership must not be underestimated. Large partnerships should preferably be proposed by lead partners who have sufficient experience in managing interregional cooperation projects.

EGTCs participation in Interreg Europe projects

Eligibility and relevance

According to article 1 of Regulation (EC) No 1082/2006 (as modified by article 1 of Regulation (EU) No 1302/2013), the objective of EGTCs is to “facilitate and promote, in particular, territorial cooperation, including one or more of the cross border, transnational and interregional strands of cooperation, between its members.... with the aim of strengthening Union economic, social, and territorial cohesion”. On this basis, EGTCs are eligible to Interreg Europe funding.

Due to their specific scope of action (i.e., usually going beyond traditional local or regional policies), EGTCs should ensure that their role in the cooperation is consistent with the projects’ overall objective. If an EGTC does not join as an advisory partner, its relevance to the policy instruments it addresses must be clearly demonstrated.

EGTCs and partnership requirements

According to Article 23 (6) of the ETC Regulation (EU) 2021/1059, an EGTC may be the sole partner in an interregional cooperation project provided that its members are from at least three participating countries. However, this configuration is unlikely to arise in practice considering the partnership requirements set for Interreg Europe projects. In particular, the participation as sole partner may not be compatible with the following eligibility criteria as defined in [section 4.3.1](#) (Eligibility assessment) of the present manual: wide geographical coverage (criterion 5), minimum focus on Investment for jobs and growth goal programme (criterion 6) and the involvement of the policy responsible authority (criterion 7).

Control of EGTC expenditure

The expenditure incurred by an EGTC will be verified in line with the control system applicable in the EU Member State where the EGTC is registered. Special control mechanisms may apply if the EGTC, registered in one EU Member State, incurs expenditure that is verifiable only on the territory of another EU Member State (see also footnote 43 in [section 6.7.1](#) (designation of the controller)).

1. This latter specification is required due to the possibility for organisations to use funds from their Investment for jobs and growth goal programmes to be involved in an Interreg Europe project (see [section 3.4.1.2](#) of the programme manual).

2. This minimum geographical coverage does not apply to application where more than one outermost region is involved.

3. Associated policy authorities and stakeholder organisations are not ‘partners’

3.5 Drawing up a project budget

3.5.1 General principles

The overall budget must be proportionate to the activities planned and the number of partners involved.

Planning the budget can only start after the partnership has a clear view of:

- the activities and outputs planned per semester
- the responsibilities of each partner, i.e., who will be responsible for which activity / output.

To plan the budget, the partnership should identify:

- the resources needed by each partner to complete the activities
- the estimated related costs and when they will be paid
- the estimated costs under the relevant cost category (see table below). For detailed information on the different cost categories, please study **section 6.2** (Cost categories) of this programme manual carefully).

Based on the experience of previous programmes, it is recommended that the **project's total Interreg funds budget ranges from a minimum of 1 MEUR up to a maximum of 2 MEUR**.

It is important that all partners are involved in the preparatory work and related meetings during the project application's development phase. Experience shows that time invested prior to the submission of the application leads to stronger partnerships with clear responsibilities and well justified budget allocations.

Table 4: overview of cost categories

Cost category	Recommendations
Staff	Usually, the largest share of the total budget Applies to the staff employed by the project partners
Office and administrative	Calculated as a flat rate of 15% of the staff costs Is calculated automatically in the application form
Travel and accommodation	Flat rate of 15% of staff costs (real costs only if justified)
External expertise and services	Less than 50% of the total budget (recommended) Applies to services and expertise provided by an organisation other than the project partners (including travel costs for staff of the associated policy authorities and stakeholders).
Equipment	Office equipment (usually not exceeding EUR 7,000 per project - recommended) and other equipment (where pilot actions are planned, if justified)
Infrastructure and works	Only in the case of pilot actions , and if justified by the nature of this action

3.5.2 The spending plan and budget decommitment

In the application form, each project needs to set out their overall spending plan broken down for each of the reporting periods, taking the following into consideration:

- The reporting periods cover periods of six months, except for the last reporting period, which covers the last nine months (six months of project activities plus three additional months dedicated to the project's administrative closure).
- The spending plan should be an estimation of the **actual payments** to be made in each of the reporting periods. Therefore, it only partly reflects the activities taking place in a certain period. For example, if an activity is carried out close to the end of a reporting period, the related payment may only be possible in the following period and the costs should therefore be budgeted in the following reporting period.

The project's spending plan is important because projects will be monitored based on their spending plan throughout their lifetime. If a project does not respect its spending plan, a budget reduction proportional to the underspending encountered may be applied following the midterm review meeting (for more information, see [section 5.2.3](#) (Monitoring a project's progress and midterm review)).¹

It is therefore important that projects:

- **carefully prepare a realistic spending plan (spending usually increases over the semesters)**
- **are ready to start implementing their project very quickly after project approval**
- **monitor spending continuously during implementation**
- **ensure regular, timely, and full reporting.**

1. The project spending plan is important for the programme because the programme must also comply with its own spending plan. The programme's spending plan is based on Interreg funds allocations by the Commission. At the beginning of every year, the Commission allocates a certain amount of Interreg funds to the Interreg Europe programme. The annual allocation must be spent within 3 years following the year of commitment. If, at the end of 3 years, the annual allocation has not been spent, the corresponding Interreg funds budget will be lost (= decommitted). If this loss results from certain projects underspending compared to their spending target, the programme will be obliged to reduce the budgets of these projects. The first year of potential decommitment for the Interreg Europe programme is 2025.

4. Application and selection

4.1 Assistance to applicants

To help projects to develop their ideas, the programme will provide the following assistance to future applicants:

- **A project idea and partner search database.** This is available on the programme's website www.interregeurope.eu. Anyone wishing to publish their project idea and pitch it to potential partners are welcome to do so via the website's dashboard where it will reach every Interreg Europe community member. Organisations looking for interesting project ideas or potential partners can search the database simply by using key words and other criteria such as 'specific objective' or 'country'. Please note that **the programme does not screen the ideas submitted by community members**, nor can it guarantee their relevance to Interreg Europe.

The programme also provides the following support when a call for proposals is open:

- **Feedback on project ideas** may be requested from the joint secretariat through the online community member 'dashboard' once an idea has been submitted. Applicants can receive written or oral feedback on their project idea. Oral feedback will be provided remotely through individual consultations (phone or TEAMS) or in person on information days (see below). This assistance may also be available shortly before a call is opened.
- **Information days** provide general information on the programme and on calls for proposals to potential applicants wishing to submit a project application. These events are mainly for the benefit of applicants who are at an early stage of developing their project ideas. They are organised by each partner state's point of contact. Depending on the organiser, the event may be coupled with individual consultations on project ideas.
- **Lead applicant workshops** aim to assist applicants at a more mature stage of development with their project ideas by offering practical workshops on more detailed features of the call for proposals and the application form (e.g., being clear on the selected partnership and policy context, building a well-

structured work plan, avoiding budgeting mistakes).

The programme's website www.interregeurope.eu provides full information on project development and applications, including contact details for the joint secretariat. Applicants wishing to speak to a member of staff should not hesitate to contact the joint secretariat either by phone or by e-mail.

Successful projects require good preparation. All project partners should therefore be closely involved in preparing their project's application. Moreover, the preparation of a good application can only be ensured after a careful reading of the programme documents and in particular the present programme manual. In particular, the description of the eligibility and quality criteria (see [section 4.3](#), Selection of projects) provides essential information on the programme's requirements and on how applications are assessed.

Partner search should start at an early stage of the preparation phase in order to properly involve the potential partners in the preparation of the proposal. Early contact between future partners also contributes to building trust and confidence within the partnership, which can facilitate the future management of the project. In addition to the partner search database mentioned above, Interreg Europe also recommends that projects make use of the following:

- **Partner search events**, which are organised at programme level. These events propose a certain number of tools to help participants promote their project ideas or to find relevant partners in their field of interest. Details of upcoming events are published regularly on the Interreg Europe website.
- **Partner state points of contact** / national authorities provide additional assistance and can confirm partner eligibility (see 'In my country' section at www.interregeurope.eu).
- **Existing EU networks** may also be contacted when looking for a partner with specific expertise or from a specific geographical location.

4.2 Applications

Applications are submitted to the programme through calls for proposals. Calls will be organised throughout the lifetime of the programme subject to the availability of programme funds. Applications can be submitted at any time between the launch date and the closing date of each call. The specifications and requirements for each call will be set out in **terms of reference**, which will be published on the programme website (www.interregeurope.eu) when a call is launched.

What to submit?

- **Application form**
- **Declarations** (signed pdf version) from all partners (including the lead partner) and associated policy authorities.

How to submit?

- **The application is fully online.** All the above documents must therefore be submitted using the online [Portal](#).

Applications or documents sent after the deadline will not be accepted.

All sections of the application form (except 'Name of organisation in original language' in section B.1) must be completed in English as this is the programme's working language. Application forms completed in any other language will be considered ineligible.

Declarations must be signed. Electronic signatures¹ will be accepted if evidence of this electronic signature is provided. This evidence usually takes the form of an electronic certificate included in the pdf document. If is not possible to supply this certificate, then the lead applicant must provide evidence that the document has been electronically signed (e.g., certificate to be scanned together with the declaration and submitted as one pdf document in the Portal).

1. Electronic signature refers to data in electronic form, which is logically associated with other data in electronic form and which is used by the signatory to sign.

The Portal includes several automatic links and formulas. These features mean that error messages will appear if the application is not fully or properly filled in, with the consequence that it cannot be submitted. This helps to significantly reduce the risk of ineligible applications being submitted. On the other hand, **the absence of error message does not guarantee that the eligibility criteria are fulfilled** (e.g., the system cannot check whether meaningful text is provided in the sections of the application form or if the correct version of a declaration is uploaded on the Portal).

A. Online application form

Once created, the application form is available for the user online in the [Portal](#) at any time for consultation but editing and submission is only possible during an 'open' call for proposals. Detailed instructions on how to fill in the online application form can be found in the application form itself.

The application must be submitted via the online form system.

B. Declaration from partners and associated policy authorities

At the application stage, Interreg Europe requires proof that the financial contributions of the lead and other partners have been secured and will be available to fund the project activities as laid out in the application form. This proof is delivered in the form of a declaration, which is **obligatory for every partner listed in the application form**, i.e., for both EU and non-EU partners.

Interreg Europe also requires proof that associated policy authorities (if any) are committed to the project. Therefore, all 'associated policy authorities' must also provide a declaration. The declarations are a pre-requisite for a project proposal to be eligible for the programme. It is therefore important to take this requirement into account early in the preparation phase so that the declarations can be made available, at the latest, before the closure of the call when the application must be submitted. The name of the partner and/or associated policy authority mentioned in the declaration must be identical to the organisation name mentioned in the 'Partnership' of the application form. Finally, the declarations must be signed by the relevant person within the organisation and stamped, if a stamp is available. Only the model provided by the programme can be accepted and the wording must not be modified. The scanned version of the signed declarations must be uploaded in the [Portal](#). Before submitting their applications, applicants should carefully check whether they have uploaded the correct version of each declaration.

4.3 Selection of projects

Once submitted, each application is subject to a two-step selection procedure. Project proposals are first checked against the eligibility criteria in order to ensure that they fulfil the programme's administrative requirements. Only proposals that comply with the eligibility criteria step go on to the second step. **It is not possible to submit corrected documents after the submission deadline.**

The second step of the selection procedure is the quality assessment. This involves checking the application form against five criteria. It is based on a scoring system, resulting in a ranked list of all eligible applications.

The assessment is carried out by the joint secretariat. For each step of the assessment, a 'four eye principle' is applied.

Important: Calls may include specific conditions in their terms of reference which deviate from the selection criteria defined below. Applicants should therefore read the terms of reference for each call carefully. Calls are published on the programme website: www.interregeurope.eu.

4.3.1 Eligibility assessment

The eligibility assessment is a 'yes or no' process. This means that it does not allow for any flexibility in the way criteria are applied. **The non-fulfilment of one criterion will render the whole application ineligible.**

Under the previous programming (2014/2020), more than a quarter of the applications (26.6%) failed to pass the eligibility step. **Applicants should therefore study the following criteria carefully and check before submitting whether their application fulfills each criterion.**

The assessor must answer 'yes' to all the following eligibility questions for the application to pass the eligibility check and reach the second step of the selection procedure:

Overview

Eligibility criteria	
1. Respect of the submission deadline	The online application is submitted at the latest by the deadline set in the call.
2. Completeness of the application	The application is complete. It includes the application form itself and all required declarations.
3. Correctness of the application form	The application form is fully and properly filled in according to the instructions.
4. Correctness of the declaration	The declarations are correct. The programme's template is used, and declarations are properly filled in and signed. If only one declaration is incorrect, the criterion will still be considered as being fulfilled.
5. Geographical coverage	The application involves partners from three, four or five geographical areas ¹ defined below by the programme (North, East, South, West and Candidate countries area). These partners should also represent at least three countries, of which at least two partners must be from EU Member States, with the latter applying for Interreg Europe funding ² .
6. Focus on Investment for jobs and growth goal programmes	At least one policy instrument addressed in the application is an Investment for jobs and growth goal programme.
7. Participation of policy responsible authorities	The policy responsible authorities are involved as partners for at least 50% of the policy instruments addressed in the application. For any instruments where this is not the case, the relevant policy responsible authorities are involved as 'associated policy authorities'.

1. The number of areas to be represented in projects is defined in the terms of reference of each call. This eligibility criterion does not apply to applications where more than one [outermost region](#) is involved. In such a case, the minimum regulatory requirement applies (projects must involve partners from at least three countries, at least two of which shall be beneficiaries from Member States and financed by the Interreg Europe programme).

2. This latter specification is required due to the possibility for organisations to use funds from their Investment for jobs and growth goal programmes to participate in an Interreg Europe project (see [section 3.4.1.2](#) of the programme manual).

Further details on each criterion

Criterion 1: Respect of the submission deadline

The online application, which comprises the application form and its compulsory annexes (i.e., declarations) is submitted by the deadline set for the call. The system ensures that it is not technically possible to submit an application form and its annexes after the call has closed.

Criterion 2: Completeness of the application

The application is complete. i.e., it includes:

- the application form
- the signed declarations (scanned versions) for all the partners, **including the lead partner** and all associated policy authorities listed in the application.

Criterion 3: Correctness of the application form

The application is fully and properly filled in according to the instructions. It is in English. In order to help applicants, the online application form provides error messages when sections of the form are not properly filled in (e.g., empty cells). However, the error messages cannot cover all eventualities. For instance, even if text is provided in a cell, the system cannot check whether this text is in English or whether it is meaningful. **The absence of error messages does not guarantee that the application form is correctly filled in.** Applicants should carefully follow the instructions provided in the application form itself.

Criterion 4: Correctness of the declarations

For each declaration¹:

- it is signed
- the name of the partner or the associated policy authority indicated in the declaration is identical to the name of the partner or the associated policy authority indicated in the application form
- the programme model is used and, other than the fields to be filled in, no amendment is made to the text.

¹ If only one declaration is incorrect, the criterion will still be considered as being fulfilled.

Criterion 5: Geographical coverage

The application includes partners from either three, four or five (see footnote) geographical areas defined by the programme (North, East, South, West and Candidate countries)..¹

Geographical areas	Countries covered
North	Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Norway, Sweden
East	Austria, Bulgaria, Czech Republic, Hungary, Poland, Romania, Slovakia, Slovenia
South	Croatia, Cyprus, Greece, Italy, Malta, Portugal, Spain
West	Belgium, France, Ireland, Luxembourg, Netherlands, Switzerland
Candidate countries area	Albania, Bosnia and Herzegovina, Moldova, Montenegro, North Macedonia, Serbia and Ukraine

In compliance with Article 23 (1) of the ETC regulation (EC) 2021/1059, the application also includes partners from three countries, of which at least two partners are from EU Member States, with the latter applying for Interreg Europe funding.

This eligibility criterion is checked only once at the application stage.

Criterion 6: Focus on Investment for jobs and growth goal programmes

At least one policy instrument addressed by the application is an Investment for jobs and growth goal programme.

Applicants should be careful when completing the related question in the 'Policy instruments' section of the application form (i.e., 'is this policy instrument an Investment for jobs and growth goal programme?'). To answer 'yes' to this question, it is not sufficient that the policy instrument addressed is linked to an Investment for jobs and growth goal programme, it must be the operational programme itself. For instance, the Sustainability Urban Mobility Plan (SUMP) of a particular city cannot be considered an operational programme even if it is fully financed through this programme. To be considered an Investment for jobs and growth goal programme, the applicant must describe the corresponding investment priority of the operational programme, and not the SUMP, in the section of the application form dedicated to the policy instruments.

The fulfilment of this criterion also implies that the relevant managing authority or intermediate body is indicated as policy responsible authority for the related Investment for jobs and growth goal programme.

This eligibility criterion is checked only once at the application stage.

1. The exact requirement in terms of minimum geographical coverage will be specified in the terms of reference of each call for proposals. This eligibility criterion does not apply to applications where more than one [outermost region](#) is involved. In such a case, the following regulatory requirement applies: projects must involve partners from at least three countries, of which at least two partners must be from Member States with the latter applying for Interreg Europe funding.

Criterion 7: Participation of policy responsible authorities

For at least 50% of the policy instruments addressed in the application, the policy responsible authorities must be involved as partners. For policy instruments where this is not the case, (if any), the relevant policy responsible authority is involved as 'associated policy authority'.

Applicants should therefore be careful when completing the related field in the section 'Policy instruments' of the application form (i.e., 'please select the authority responsible for this policy instrument'). To be considered a 'policy responsible authority', the organisation must have a clear responsibility in the development and/or delivery of the policy instrument it addresses. If there is doubt, the assessor can contact the relevant Partner State to confirm the policy relevance of the organisation.

Please note that the absence of error messages related to the participation of policy responsible authorities in the application form does not guarantee that the proposal is eligible.

In case of unclarity on the nature and/or scope of the policy instrument itself (and as long as criterion 6 is met), criterion 7 will still be fulfilled if the body indicated as responsible for this instrument is clearly a 'policy responsible authority' (e.g., local or regional public authority).

This eligibility criterion is checked only once at the application stage.

4.3.2 Quality assessment

The quality assessment applies only to applications which pass the eligibility check. This check consists of evaluating the quality of the eligible applications according to the following five criteria:

Criterion 1 – Relevance of proposal

Criterion 2 – Quality of the expected results

Criterion 3 – Quality of partnership

Criterion 4 – Coherence of the proposal and quality of approach

Criterion 5 – Budget

Criteria 1, 2 and 3 are **strategic criteria** relating to the overall relevance of the application, i.e., the project's contribution to the achievement of the programme objectives. **Criteria 4 and 5** are **operational criteria** related to the proposal's consistency, feasibility, and value for money.

Assessors attribute a score to each quality criterion. The score goes from 0, which is eliminatory, to 5. The scale is as follows:

5	very good
4	good
3	adequate
2	poor
1	very poor
0	elimination score

Assessors will attribute an eliminatory score in the following cases:

- information in the application form is so poor that it cannot be assessed in a proper manner
- information provided calls into question the feasibility or the eligibility of the project proposal
- partnerships in which at least 80% of the partners come from the same cross-border or transnational cooperation area, or in which at least 80% of the funding is allocated to the same cross-border or transnational cooperation area.

The scoring process results in an average score per application. Based on this average score, the joint secretariat produces a ranked list.

The result of an assessment is more than a simple addition of independent scores but rather a **qualitative reflection on interdependent criteria**. This means that in practice one criterion cannot fully be assessed independently of the others. This methodology implies the following:

- A successful result from the assessment of the **operational criteria cannot compensate for an unsuccessful result from the assessment of the strategic criteria**. Due to the interdependence between the criteria, an application that fails to reach an average score of 3.00 for the three first criteria will never reach a final average score of 3.00 on all five criteria, even if this is mathematically possible (in other words, if the average score of the strategic criteria is below 3.00, the average score of the operational criteria cannot exceed 3.00).
- The **final average score of an assessment is at least as important as the score given per criterion**. For instance, even if an application is scored just below 3.00 at the end of the assessment, this will not only be because one criterion's score is just one point short of 3.00 but because the application has fundamentally failed to demonstrate its overall relevance to the programme.

When deciding on a score for each of the criteria, the assessors will use the following quality assessment guidelines. **Applicants should carefully study these guidelines before preparing their application.**

Quality assessment criteria

Criterion 1 – Relevance of proposal	
Sub-category	Indicative assessment questions (and indicative source in application form)
<i>Relevance of the issue addressed</i>	- Is the issue addressed clearly related to regional development in general and to EU cohesion policy in particular? Is it clearly in line with the responsibilities of the relevant authorities at local, regional, and national levels? (A.2, C.1, C.2, C.4, Part D, Part E) - Is the issue addressed by the project clear and sufficiently focused? (A.2, C.1, C.2, Part D, Part E) - Is the issue addressed clearly reflected the different policy instruments addressed? (Part D) - Does the theme clearly offer European added-value? Can this theme be considered of general interest in the context of EU regional policy? (A.2, C.1, C.2, C.3, Part D, Part E)
<i>Relevance of the proposed approach</i>	- Is the issue addressed by the project clearly tackled at policy level? (C.1, C.2, C.4, Part D, Part E) - Does the project have a clear focus on the exchange of experience, and does it clearly capitalise on the partners' experience? Is the exchange of experience at the policy level at the heart of the project's activities? (C.1, C.2, C.4, Part B, Part D, Part E) - If applicable, is the contribution of the pilot actions to the learning process clear? (C.4, Part D, Part E) - Does the project clearly demonstrate how it will contribute to the programme's objectives and in particular to the improvement of regional / local policy instruments? (C.1, C.2, C.4, Part B, Part D, Part E) - Is the proposed approach clearly interregional? If applicable, is the interregional character of the pilot action(s) clear? (A.2, C.1, C.2, C.4, C.6, C.8, Part B, Part E) - Will the proposed cooperation benefit all partners? (Part B, Section C.4, Part D, Part E)

Criterion 2 – Quality of the expected results	
Sub-category	Indicative assessment questions (and indicative source in application form)
<i>Tangibility of the expected outputs and results</i>	• Are the expected outputs and results clearly defined and precisely quantified? Are they realistic? (C.5, Part D, Part E) • Is the expected improvement of the policy instruments addressed clearly explained and realistic? (Part D) • If applicable, is the ‘test-oriented’ character of the pilot action(s) clear? (Part D, Part E)
<i>Relevance of the expected results</i>	• Does the project demonstrate a capacity to influence the policy instruments addressed by the end of the core phase? (Part B, C.2, C.4, Part D, Part E) • If applicable, is the policy relevance (including durability) of the pilot actions properly demonstrated? Is the additionality of the pilot actions confirmed? (Part D, Part E)
<i>Innovative character of the proposal</i>	• Is the innovative character of the proposal convincingly explained? What is the added-value with respect to other running or past projects? (C.1, C.3, C.4, Part D, Part E) • Are potential synergies with similar running projects clarified in the application form? (C.4, C.4, Part E) • For follow-up projects, is the added value clearly demonstrated in particular through the partnership, and/or the theme tackled? (Part B, C.1, C.2, C.4, Part D, Part E) • If applicable, is the innovative character of the pilot actions clear? (C.3, Part D, Part E)

Criterion 3 – Quality of partnership	
Sub-category	Indicative assessment questions (and indicative source in application form)
<i>Relevance of the partnership to the proposal</i>	- Is the issue addressed of interest to all partners? Will all the partners benefit from, and contribute to, the project? (Part B, Part D, Part E, Part F) - Do the partners have responsibility for the issue addressed by the project? (Part B, Part D) - Is the partners' policy relevance clearly demonstrated? Is their capacity to influence the policy instrument addressed explained? (Part D) - Are the stakeholders identified relevant to the issue addressed by the project? Is their involvement in the project clearly described? (C.4, Part D, Part E) - Are the partners involved in other Interreg Europe applications and/or projects? If yes, is this multiple involvement justified? (C.3, C.4 Part D, Part E) - If applicable, is the role of the advisory partner in the project clear? (Part B, C.4, Part E)
<i>Proportionate involvement of all partners in implementing and co-financing activities</i>	- Does the involvement of all partners seem balanced? If not, is there a justification in the application form or evidence of this in the project's approach? (C.4, Part D, Part E, Part F) - Is the financial contribution between the partners proportionate and realistic? Is any imbalance justified? (C.1, C.4, Part D, Part E, Part F)
<i>Good mix of regions with different levels of development</i>	Is the partnership a mix involving both more and less developed regions? If not, is there a justification in the application form or evidence in the project's approach? (Part B, C.1, C.2 C.4, Part D, Part E, Part F)
<i>Geographical coverage</i>	- Does the partnership clearly go beyond cross-border and transnational programme areas? If not, is there a justification in the application form or evidence in the project's approach? (Part B, C.1, C.2, C.4, Part D, Part E, Part F) - Is the budget allocation between the countries balanced (including between a group of geographically close countries and the other countries represented)? If not, is there a justification in the application form? (C.1, C.2, C.4, Part D, Part E, Part F)

Criterion 4 – Coherence of the proposal and quality of the approach	
Sub-category	Indicative assessment questions (and indicative source in application form)
<i>Coherence of the proposed approach</i>	• Are the following elements logically inter-related: issue tackled, objectives, expected results and planned activities? (C.1, C.2, C.3, C.4, Part D) • Can the expected results be achieved through the proposed approach and planned activities? (C.1, C.2, C.3, C.4, Part D, Part E) • Is the proposed overall approach clear, realistic, and coherent? Are activities logically inter-linked? Is their sequencing logical? (C.4, Part E) • If applicable, are pilot actions properly defined? Are they clearly integrated into the exchange of experience process? (Part D, Part E)
<i>Quality of the work plan</i>	• Are the planned activities and outputs described in enough detail in the project's work plan? (Part D, Part E) • For each semester of the work plan, are the main outputs in line with the description of the activities? (Part E)
<i>Quality of communication</i>	• Is the communication strategy clearly defined and well-integrated in the overall project strategy? (C.6, Part E) • Are sufficient measures planned for disseminating the work and results of project activities? (C.6, Part E)
<i>Quality of management</i>	• Are the management and coordination provisions at strategic and operational levels clearly defined and coherent? (C.8) • Are these provisions transparent and fair? (C.8)
<i>Consistency of the project with EU horizontal policies</i>	• Does the project comply with EU horizontal policies (sustainable development, equal opportunities and non-discrimination, and equality between men and women)? (C.7)

Criterion 5 – Budget	
Sub-category	Indicative assessment questions (and indicative source in application form)
<i>Value for money</i>	- Is the overall budget reasonable given the planned activities/outputs and the project duration? Is the overall budget reasonable given the number of partners involved? (A.1, A.3, Part E, Part F) - Is the value for money demonstrated in the context of Interreg Europe? (all) - Is the budget share dedicated to ‘external expertise and services’ within the recommendation (i.e., below 50% of the total budget)? If not, is it justified? (F.1, F.2) - If office equipment costs are budgeted, is the amount within the recommendations (i.e., max 7,000 per project)? If not, is it justified? (F.3) - For pilot actions, if costs are planned under external expertise and services and/or equipment, and/or infrastructure and works, are the amounts reasonable given the planned activities/outputs? (F.2, F.3, F.4, Part D, Part E) - Is it clear from the planned activities that there is no risk of double funding? (Part C, Part E, Part F)
<i>Compliance with state-aid rule</i>	- Is it confirmed that none of the regular exchange of experience activities is state aid relevant? (Part E) - For pilot actions, is there any activity that can be classified as state aid relevant? is this in line with the partner’s self-assessment? (D.1.4, D.1.5)
<i>Consistency of the budget with planned activities</i>	- Is the budget by cost categories coherent and in line with the planned activities? (F.1, Part E) - Is the spending plan coherent and realistic? Does it reflect the distribution of the activities in the work plan? (F.6) - For the ‘External expertise and services’ cost category: is the level and nature of the costs justified and in line with the planned activities? Is there a risk that public procurement rules will not be respected (e.g., the name of the company is mentioned)? For pilots and / or ‘external expertise: for external support items, are the costs clearly described? (F.2, Part E) - If equipment / infrastructure and works costs are budgeted for a pilot, are they justified by the planned activities? Are they clearly described? (F.3, F.4, Part D, Part E) - If activities are organised outside the programme area, is the location of these activities clearly specified (i.e., country or town)? Are any activities taking place outside the programme area relevant and justified? (Part E, Part F)

4.3.3 The decision-making process

After completion of the first step of the assessment (eligibility assessment), the monitoring committee decides on the results of the eligibility assessment. The lead applicants of ineligible applications will receive a notification letter specifying the unfulfilled eligibility criteria.

Only eligible applications go through the quality assessment. Applications successfully passing the quality assessment (i.e., reaching at least an average score of 3.00) will be recommended for approval or recommended for approval with conditions to the monitoring committee¹.

Applications where a criterion is given an eliminatory score will not benefit from a full assessment. Only the reason(s) for the eliminatory score will be explained in the assessment results.

The final decision on applications is made by the Interreg Europe monitoring committee, based on the results of the quality assessment.

All lead applicants are informed of the decision on their proposal soon after the meeting of the monitoring committee. The lead applicants of rejected applications will receive a notification letter with a summary of the quality assessment results. They are thereby informed of the reasons why their application failed.

The lead partners of approved applications receive a notification letter stating the decision of the monitoring committee as well as the total Interreg and possible Norwegian funds approved. In most cases, the decision includes certain conditions deriving from the results of the quality assessment. A precise deadline for fulfilling these conditions is indicated in the notification letter. The subsidy contract can be concluded only once these conditions have been fulfilled.

4.4 Complaints procedure – project selection

The programme informs in writing the project lead applicants of rejected proposals of the reasons why their application was ineligible or could not be approved. If a project wishes to file a complaint, a two-step procedure must be respected. The relevant form is available from the programme's website.

In a first step, the lead applicant should address its questions about or raise its objections to the eligibility or quality assessment decisions to the joint secretariat. These questions must be submitted within three weeks of the date of the official notification of the non-selection of the project by the managing authority/joint secretariat. The managing authority/joint secretariat will examine and answer the questions to help resolve any problems in an amicable manner.

In a second step, if a project is not satisfied with the answer provided and considers that procedures have not been respected, a project that has not been selected for funding may file a formal complaint, the procedure for which is detailed below.

In principle, complaints can only be lodged in relation to the following criteria:

- (1) the assessment does not reflect the information provided by the lead applicant
- (2) the project assessment and selection process failed to comply with the specific procedures laid down in the call publication and programme manual that materially affected or could have materially affected the decision.

¹ On the condition that sufficient funding is available.

Only the project's lead applicant can file a complaint. Potential complaints from partners must go through the lead applicant. Complaints must be submitted in writing (post or email) to the joint secretariat within two weeks after the joint secretariat has answered the step 1 query submitted by the lead applicant.

The complaint(s) will be examined and answered by a complaint panel involving the previous, current, and future chairs of the monitoring committee as well as the managing authority. If deemed necessary, the complaint panel may decide to refer a complaint back to the programme's monitoring committee.

For complaints against decisions of the programme's managing authority/ joint secretariat during project implementation and complaints related to control or second level audit, further information can be found in **section 5.5** (Complaints procedure – project implementation).

5. Project implementation

5.1 Getting started

5.1.1 Start date

The monitoring committee will usually meet within eight months after the end of each call to approve projects. Project partners should be ready to start their project as soon as possible after the monitoring committee's decision, approximately within two months from the date of this decision.

The actual start date is determined for each call for proposals individually and communicated to the projects at the time of their approval.

5.1.2 Timeframe for the eligibility of expenditure

Costs for project activities are eligible from the date of the monitoring committee's approval of the project until the end date of the project.

For partners from the 7 EU candidate countries, no report can be paid by the programme before the signature of a Financing Agreement between the European Commission, the Managing Authority and the government of their country. However, the date of signature of the financing agreement does not affect the date of eligibility of the costs.

The end date of the project marks the end of the eligibility period for expenditure, and it is the date by which the last progress report must be submitted to the joint secretariat. For more information on project closure, see [section 5.4](#) (Project closure).

5.1.3 Subsidy contract

Once a project has been selected for funding and has fulfilled the conditions laid down by the monitoring committee, a subsidy contract between the programme's managing authority and the project's lead partner is concluded. The subsidy contract establishes the rights and responsibilities of the lead partner and the managing authority.

The subsidy contract covers both phases of a project (core phase and follow-up phase). A model of the subsidy contract is available on the programme's website.

5.1.4 Project partnership agreement

In line with Article 26 (1) (a) of the ETC Regulation (EU) 2021/1059 and in order to ensure the quality of project implementation, the achievement of objectives, and sound financial management, the lead partner must conclude a project partnership agreement with its partners. This agreement allows the lead partner to extend the arrangements of the subsidy contract to the level of each partner. In particular, the agreement should include the following information:

- the role and obligations of the individual partners in the partnership in relation to project implementation
- partner budgets for each cost category and spending plans for each six-monthly period, plus the allocation of the preparation costs lump sum per partner if applicable
- provisions for changes (notably for partnership changes, changes to the work plan, etc.)
- financial management provisions for accounting, reporting, financial control, timeframe for the transfer of Interreg funds payments from the lead partner to the other partners
- liability in the event of non-compliance with partners obligations (including failure in project delivery and project spending)
- the partner's financial liability and provisions for the recovery of funds in the event of amounts being incorrectly reported and funds being unduly received by the partner
- Procedures for conflict resolution in the partnership.

An example of a project partnership agreement template is available on the programme's website.

Interreg Europe recommends that the project partnership agreement should be drawn up as early as possible. Its principles should ideally be agreed prior to the submission of the project application. Early agreement on partnership working will help to shorten the project's start-up phase following approval and will ensure that partners have a common understanding of the practical and financial implications of participating in the project. To facilitate this, and where useful, certain decisions, relating to decision making processes or communication within the partnership, for example, may be left until the first project meeting and agreed in a separate document (e.g., the project steering committee's rules of procedure).

The lead partner assumes the overall responsibility for the project vis-à-vis the managing authority. Through the project partnership agreement, project partners are responsible and assume liability for their part in implementing the project vis-à-vis the lead partner. This means that in the event of irregularities committed by a partner and leading to a financial correction, the lead partner assumes liability for the related funds vis-à-vis the managing authority through the subsidy contract and the project partner assumes liability vis-à-vis the lead partner through the project partnership agreement.

Please note that only partners who have signed the project partnership agreement are allowed to report expenditure.

Any necessary amendments to the partnership agreement will be the responsibility of the lead partner in agreement with the partnership. In principle, the programme does not require projects to amend the partnership agreement when changes to the project are approved by the programme through the request for change procedure or justified through the progress reports. However, if a change in the partnership implies the inclusion of a new partner, this new partner organisation will have to sign the partnership agreement before they can report costs to their controller.

5.2 Reporting

In order to monitor project implementation and as a condition for the Interreg funds reimbursement, a **progress report** must be submitted periodically to the programme. The progress report is a core document because it constitutes the main channel of information between the projects and the programme. It includes information on both the content of the project (activity/results) and its financial status and progress.

The progress report is also a core source of information about the programme's overall achievements. It provides the data needed to generate consolidated statistics and to analyse the programme's achievements. This information feeds into the programme's communication work and official documents, such as the programme evaluations or reports for the European Commission.

Projects should therefore not see the progress report as a mere administrative task for obtaining an Interreg funds reimbursement. It should be seen as a means for sharing stories about the project, about its results and successes, with the joint secretariat.

The programme uses an online reporting system which is accessible in the [Portal](#). Each partner has access to the system using an individual username and password. Progress reports must be submitted to the programme through this Portal.



Watch our video

**Tutorials on
the Portal for
project partners**

5.2.1 Reporting periods and deadlines

In principle, each progress report covers a reporting period of six months. Only the first and last reports cover a period that is slightly longer:

- The first progress report covers the period from the date the project is approved by the monitoring committee to the end of the first six months of activities
- The final report covers a nine-month period (six months of implementation + three months of closure).

The progress report needs to be submitted to the programme three months after the end of the reporting period, except for the last progress report which must be submitted by the end date of the project. The dates of the reporting periods are set by the programme.

1st call reporting periods

Progress report	Reporting period	Deadline for submission
First (= PR1)	13/12/2022 – 31/08/2023	01/12/2023
PR2	01/09/2023 – 29/02/2024	01/06/2024
PR3	01/03/2024 – 31/08/2024	01/12/2024
PR4	01/09/2024 – 28/02/2025	01/06/2025
PR5	01/03/2025 – 31/08/2025	01/12/2025
PR6	01/09/2025 – 28/02/2026	01/06/2026
PR7	01/03/2026 – 31/08/2026	01/12/2026
Last (= PR8)	01/09/2026 – 31/05/2027 (nine months)	31/05/2027 (= end of the project = end date of eligibility)

2nd call reporting periods

Progress report	Reporting period	Deadline for submission
First (= PR1)	12/12/2023 – 30/09/2024	02/01/2025
PR2	01/10/2024 – 31/03/2025	01/07/2025
PR3	01/04/2025 – 30/09/2025	02/01/2026
PR4	01/10/2025 – 31/03/2026	01/07/2026
PR5	01/04/2026 – 30/09/2026	02/01/2027
PR6	01/10/2026 – 31/03/2027	01/07/2027
PR7	01/04/2027 – 30/09/2027	02/01/2028
Last (= PR8)	01/10/2027 – 30/06/2028 (nine months)	30/06/2028 (= end of the project = end date of eligibility)

3rd call reporting periods

Progress report	Reporting period	Deadline for submission
First (= PR1)	10/12/2024 – 31/10/2025	01/02/2026
PR2	01/11/2025 – 30/04/2026	01/08/2026
PR3	01/05/2026 – 31/10/2026	01/02/2027
PR4	01/11/2026 – 30/04/2027	01/08/2027
PR5	01/05/2027 – 31/10/2027	01/02/2028
PR6	01/11/2027 – 30/04/2028	01/08/2028
PR7	01/05/2028 – 31/10/2028	01/02/2029
Last (= PR8)	01/11/2028 – 31/07/2029 (nine months)	31/07/2029 (= end of the project = end date of eligibility)

Points to note:

- As in the 2014 – 2020 programme, reporting period start and end dates will depend on the date of approval of each call by the monitoring committee. This allows the reporting and control work to be staggered both for the partners participating in several calls and for the controllers.
- For the last progress report, the date by which the progress report needs to arrive at the joint secretariat also marks the end date of eligibility. Please study **section 5.4** (Project closure) carefully for further information.

5.2.2 Reporting procedures

All reporting must be done in the [Portal](#).

The reporting procedure for projects is as follows:

1. Each project partner (including the lead partner) compiles and submits the partner report to a controller (see also [section 6.7](#) Verification of expenditure to be reported) within two weeks after the end of the reporting period, so that the lead partner has sufficient time to compile the joint progress report. The partner's financial report in the Portal must include:
 - The list of expenditure (incl. the list of contracts)
 - The control certificate
 - The control report (including control checklist).
2. The lead partner includes the partner reports that have been confirmed by a controller in the joint progress report. Based on the information on the activities carried out, the lead partner also compiles the joint progress report.
3. The lead partner submits the joint progress report to the joint secretariat. By doing so, the lead partner confirms that:
 - the information provided by partners is accurately reflected in the joint progress report
 - the costs included result from implementing the project as planned and as set out in the application form and described in the progress report.
4. The joint secretariat checks the report and, if necessary, sends clarification requests to the lead partner. Once all points have been clarified, the progress report can be approved
5. The accounting body makes the payment to the lead partner¹
6. The lead partner transfers the funds to the partners after receipt of the payment within the timeframe agreed in the partnership agreement in line with the amounts stated in the progress report.

Each progress report (and the project in general) is monitored by two officers from the joint secretariat. One officer focuses on the activities and results and the other focuses on financial matters. These officers provide joint feedback to the projects on their progress reports.

¹ Within approximately four weeks after the approval of the progress report by the joint secretariat.

5.2.3 Monitoring a project's progress and midterm review

As mentioned above, the progress report is a core tool for monitoring the progress made in implementing project activities. The basic principle of reporting and monitoring is to check the activities and outputs reported against what was originally planned in the application form. Beyond this minimum requirement, the aim is also to obtain as much qualitative information as possible on the lessons learnt and results achieved during the reporting period. Projects must be as precise as possible in the information they report.

In addition to the progress report, the programme uses other sources of information to monitor progress in implementation on a continuous basis. Among others, the programme uses:

- the project's website
- ad-hoc exchange with the lead partner and partners (e.g., online meetings or phone conferences)
- midterm review meetings.

The **midterm review** meeting between the joint secretariat and the lead partner should take place, in principle, during the fourth semester of project activities (i.e., second semester of year 2 of implementation). It offers an opportunity for the programme to obtain a more detailed picture of the project's performance beyond the information provided in the progress reports.

The core objective of the midterm review is to check on progress towards the project objectives and prepare the ground for the second half of the project (including the follow-up phase). This review will primarily look at the following parameters:

- The state of play of the project in relation to policy improvement in each participating region
- The project's spending rate
- Whether or not the project is requesting a pilot action (see also [section 3.2.1](#) for the detailed procedure).

For projects accumulating significant underspending, their ability to spend the total budget by the end of the project will be reassessed. If the project then cannot demonstrate the feasibility of spending its total budget to carry out the remaining activities, the midterm review may lead to a budget reduction proportional to the amount of underspending. The aim is to return unspent funds as early as possible to the programme so they can be used to support other activities.

5.2.4 Partners not reporting expenditure

In cases where project partners do not report any expenditure after two semesters, the programme will issue a warning to the lead partner of the project after the submission of the relevant progress report. The monitoring committee member representing the Partner State of the project partner in question will be informed. Should the project partner in question not report expenditure in its third progress report and cannot provide evidence that this is due to circumstances outside its control, the programme will reduce the project partner's budget taking into account its spending plan. This budget reduction will be implemented after the midterm review meeting.

5.2.5 Guidance for reporting

The following guidance should help projects to provide concise and coherent information in their progress reports.

Consistency of content and terminology

For the overall coherence of the report, the information provided about the activities and outputs must be fully consistent. This also means that the terminology should be consistent throughout the report and in line with the terminology used in the application form.

Reporting on indicators

Before reporting on indicators, the partnership should study the definition provided for each indicator in [section 3.3.2](#) (Performance framework & indicators) carefully. In addition, Appendix 2 provides information about the performance framework and this is also important for an understanding of the programme's intervention logic.

Coherence between activities and expenditure

All reported expenditure needs to be in line with the activities carried out and reported in the respective reporting period. When compiling the progress report, the project must make sure that for any expenditure included, a clear link to the activities can be made. For instance, if expenditure linked to the organisation of a meeting is reported in the cost category 'external expertise and services', this meeting should be reported as an activity and output/result.

Reporting on communication activities

Reporting on communication activities is part of the routine reporting process. Projects should keep track of their progress/achievements against their objectives and indicators.

The evaluation of communication activities will be part of the midterm review with the joint secretariat (see more in [section 3.2.3](#)).

5.3 Changes in project implementation

5.3.1 General principles

All minor changes (e.g., rescheduling activities, budget changes within the 20% budget flexibility rule, see below) should be reported to the joint secretariat in the progress report. The report must include a justification for all such minor changes (relative to the initial plans), a description of their consequences on project activities and, where applicable, the solution(s) proposed to tackle these consequences and to avoid similar deviations in the future.

Changes in contact partner details (e.g., new contact person, new e-mail address) need to be changed in the reporting system.

For major changes, and in accordance with the subsidy contract, the project must request approval from the programme. Major changes may concern:

- the partnership (e.g., withdrawal, replacement of a partner)
- the project's core activities (including the introduction of a pilot action after the midterm review)
- the project's budget (reallocation above the 20% flexibility rule, see below)
- the project's duration.

Major changes need to be formalised through a request for changes procedure. As a basic rule, lead partners should inform the joint secretariat as soon as they become aware of a possible major change in their project.

5.3.2 Request for changes procedure

For the major changes listed in 5.3.1 (General principles), the lead partner needs to fill in and submit a 'request for change' form to the programme in the [Portal](#). Unless instructed otherwise, a change may be requested at any time during a project's lifetime.

The request for change template is based on the latest approved application form. The project must update the sections of the template that are affected by the change, including describing the requested change and providing a clear justification for it.

Depending on the nature of the requested changes, the decision on approval will be taken either by the managing authority/joint secretariat (see Mandate specified below) or by the Interreg Europe monitoring committee through a written procedure. The date when the changes take effect will be indicated in the notification letter approving the request for changes.

Projects should be aware that in principle a formal request for change procedure can only be launched during the lifetime of a project.

Mandate given by the Monitoring Committee to the Managing Authority/Joint Secretariat to decide on changes:

The Managing Authority/Joint Secretariat may decide on changes as long as the purpose and the other basic features of the project are not altered by the proposed changes and these changes also do not have consequences on the eligibility or on the results of the project.

In particular, the managing authority/joint secretariat may decide on:

- additional minor conditions to approved projects if additional mistakes or errors are found or clarification requests made during the condition fulfilment phase with the lead partner
- a reallocation of the budget set out in the approved application, if the content and the implementation of the main activities do not change (with no increase in Interreg funds)
- changes in activities which do not change the overall objectives of the project
- an extension of the duration of the project not extending the programme deadline
- an extension of the date by which progress reports must be presented by the lead partner
- a reduction in the approved project budget when a project partner withdraws or reduces its activities or when the project is facing severe underspending and cannot demonstrate the feasibility of using their total budget by the end of the project
- the replacement of project partners provided that the respective Partner State on whose territory the new project partner is located approves this change
- administrative changes such as "legal successions" (see [section 5.3.6](#)), provided that the respective Partner State on whose territory the partner new legal entity is located approves this change.

5.3.3 Changes in activities/outputs

In the application form, applicants describe the activities and outputs in the work plans for each semester of both phases of the project. The work plan is therefore the project's roadmap and projects should stick to the original plan as much as possible. However, a project is not a static entity and changes may occur during a project's lifetime. These changes may be major or minor:

- If changes are minor (e.g., postponement of a conference, change in the location of a planned workshop) meaning that they will not have an impact on the main objectives of the project and only a minor impact on the budget, they may be reported and justified in the progress report (i.e., in the deviations section).
- If changes are major and have an impact on the main objectives of the project, they will require the formal approval of the Interreg Europe monitoring committee. Based on the experience of previous programming periods, this type of request for change remains the exception.

If in doubt as to a change is minor or not, the lead partner should contact the joint secretariat as early as possible to ascertain this. For major changes, the lead partner should systematically contact the responsible officers in the joint secretariat to request a formal change in activities/outputs. This would be the case if a project requests one or more pilot action(s) at midterm, for example.

5.3.4 Changes in the policy instruments addressed

During a project, it may turn out that one or several of the policy instruments addressed at the application stage are no longer relevant or can no longer be improved. Should this occur, partners must explain the reasons for the change in the progress report precisely. In duly justified cases, the partner region affected by such a change should then identify another relevant policy instrument to replace the original one. In principle, these changes do not lead to a modification of the application form but are indicated in the information provided in the regular progress report.

5.3.5 Changes in the partnership

The partnership is a core feature of a project and, as such, must be officially approved by the Interreg Europe monitoring committee. Therefore, changes in the partnership should be avoided wherever possible and all alternative solutions to resolving a problem must be considered before requesting a partnership change. Partnership changes can only be approved if they are duly justified.

The request for change form differentiates between two cases of partnership change:

- a) Withdrawal of partner(s)
- b) Addition of partner(s) (in most cases to replace a withdrawing partner).

If the withdrawal of one partner in the partnership cannot be avoided, the ideal solution would be to find a suitable replacement for this partner, preferably from the same region/country. The lead partner should always first verify if this option is feasible in cooperation with their Point of Contact. Only if this is unsuccessful should the lead partner propose a substitute partner from another region/country.

The other alternative is the withdrawal of the partner without replacement. To minimise the impact on the project, Interreg Europe recommends that, in such a scenario, an existing partner (or partners) take over, in full or in part, the role and activities of the withdrawing partner. Consequently, this also means that the budget allocations among partners may need to be partly revised.

The arrival of a new partner may also be possible after the midterm review, when the involvement of a new organisation is required to implement a pilot action. This type of change must be approved by the monitoring committee.

In all cases, the requested change must be clearly explained and justified. In addition, all relevant parts of the 'application form' will need to be updated; especially the 'Partnership' section but also all sections where the withdrawing partner is mentioned (e.g., 'policy instruments' section, work plan).

Once the joint secretariat receives the completed request for change form, it will check whether the request for change is acceptable. The joint secretariat will also ask the relevant Partner State representatives to confirm the eligibility of a new partner joining the partnership (where necessary).

Where a call for proposals includes specific geographical criteria, projects approved under that call finding themselves requiring a change in partnership should do their best to ensure that the revised partnership still complies with the same criteria.

5.3.6 Administrative changes

A legal change in the administrative status of a partner organisation leading to the transfer of rights and obligations to another legal entity (e.g., merger) is treated as a "legal succession". The new partner will be considered to be the old partners' legal successor and will inherit all the responsibilities, rights, and obligations related to the project. This change must be officially communicated to the joint secretariat without delay. It must be added to the application form through a formal request for change procedure.

A simple change of name of one partner, which has no impact on its legal status, does not require a formal request for change procedure. Nevertheless, a partner's change of name must be officially communicated to the joint secretariat (by updating the name of the partner in the [Portal](#)).

In cases where the legal status of a project partner changes from a public body or body governed by public law to a private non-profit body (or vice versa) during the project lifetime, the co-financing rate will not be affected. Project partners who undergo such a change should, for the reporting period concerned, report their national contribution as being private or public in line with their actual (new) legal status or the private or public nature of the co-financing contribution that they receive from an external source.

5.3.7 Changes to the project budget

Although the budget is a core element in the application form and is approved by the monitoring committee, changes to the budget may become necessary during a project's lifetime. Budget reallocations between partners and cost categories are possible **on the condition that the total amount(s) of Interreg and/or Norwegian funds awarded to a project are not exceeded**. Please note that an overspend on an Interreg funds amount cannot be counterbalanced by underspending Norwegian funds, or vice versa.

All changes must be duly justified in the context of a project's activities and objectives. In cases where the added value of changes cannot be demonstrated, the programme will reject the changes.

Budget reallocations between partners

Two types of budget change between partners are possible:

1. A budget reallocation of up to 20% of the total partner budget stated in the latest approved application form (flexibility rule)

A partner's total budget can be exceeded by a maximum of 20 % of the original total amount if this is compensated by an underspend in the budget(s) of other partner(s). This type of budget reallocation does not require the programme's formal prior approval but must be reported and justified through the progress report.

2. A budget reallocation of over 20% of the total partner budget stated in the latest approved application form

A budget reallocation between partners greater than the 20% budget flexibility limit requires a formal approval by the managing authority/ joint secretariat and it must be incorporated in the application form through a request for change procedure ("major budget change"). In principle, a major budget change should happen only once during a project's lifetime.

After a major budget change, the budget can be changed again within the limits of the flexibility rule described under point 1 (above) if this is justified by the project activities and a justification is provided in the progress report.

Any financial implications of a formal change in the partnership or in project activities / outputs (through a request for change procedure) will not be treated as a "major budget change" but as a consequence of the initial change.

Budget reallocations between cost categories

Budget amounts can be reallocated from one cost category to another, and the budget of a cost category can be exceeded (without a maximum limit) if this is fully justified by a project's needs and the project's activities remain in line with the application form.

Budget amounts can be reallocated to another cost category without prior approval from the programme, even if no costs were originally planned under that cost category in the application form, if this is justified by the project activities and a justification is provided in the progress report. Projects must also bear in mind the budget recommendations for external expertise and services and equipment (see [section 3.5](#) 'Drawing up a project budget').

Modifications to the equipment cost category should remain the exception. In principle, unplanned costs under this cost category should be approved by the joint secretariat. The programme therefore recommends that projects consult the joint secretariat before reallocating budget amounts to the cost category "Equipment costs".

Any unplanned costs under the cost category "Infrastructure and works" can only be eligible for funding in exceptional cases and must be approved by the joint secretariat.



Watch our video

**20% flexibility
rule**

5.3.8 Extension of a project's duration

In principle, an extension to a project's duration should not be needed given the specific nature of the follow-up phase. Nonetheless, there may still be exceptional cases where the managing authority / joint secretariat may approve an extension of a project's duration (within the limits of the programme's end date).

5.4 Project closure

5.4.1 The end date for eligibility of expenditure and completion of activities

The project end date is the **date by which**:

- **all project activities must be completed (incl. all procedures related to the administrative closure of the project, such as financial control)**
- all payments must have been made, meaning debited from the bank account
- **the last progress report is submitted** to the joint secretariat.

Any expenditure incurred, invoiced, or paid after the project end date indicated in the latest approved application form will be ineligible.

Since the programme must be finalised by the end of 2029, all project activities must be completed and costs paid and reported by 31/07/2029 at the latest.

Projects should note that:

- The follow-up phase will involve one year of activities plus three months dedicated solely to administrative closure (preparation of the last progress report, final payments, expenditure control). It is therefore essential that no content-related activities are scheduled during these last three months. The last project meeting must, for example, be scheduled, at the latest, three months before the project's end date.
- Even if, in justified cases, the deadline for the submission of the final progress report is extended, this will not affect the eligibility end date. For example: the official project end date by which the last progress report needs to be submitted is 31/01/2027. A project is granted an extension of two weeks for its submission, until 15/02/2027. This would still mean that the eligibility of activities and expenditure ends on 31/01/2027.
- Not only must the expenditure be paid out by this date but the activities must also be finalised. This is particularly important for any expenditure linked to the financial control of the partner reports. It is not possible to make advance payments to the controller and then to have the actual checks (activity) carried out after the project's end date. The payment must have been made and the partner's financial report must be certified in the electronic monitoring system (Portal) by the project's end date for the costs to be eligible.
- It is important to consider allocating sufficient resources to project closure at the planning stage of the project. Projects may face severe delays before closure if the lead and other partners fail to allocate sufficient resources in terms of time and staff. Interreg Europe recommends that projects establish a timetable to clearly indicate by what date partners will be expected to submit relevant documents and information to the lead partner. This timetable should be closely monitored by the lead partner.

5.4.2 Obligations for closed projects

According to Article 82 of the Common Provision Regulation (EU) 2021/1060, each partner institution is required to archive documents related to their project activities for a minimum period. All supporting documents must be kept for at least a 5-year retention period from 31 December of the year in which the last payment by the managing authority to the project is made. Longer retention periods may apply in cases where state aid is involved or in accordance with national rules.

5.5 Complaints procedure - project implementation

Complaints related to expenditure control or audits of projects must be lodged against the authority responsible for the control or audit according to the applicable national rules.

The procedure for complaints against a decision of the managing authority/joint secretariat of the programme during project implementation is as follows:

The managing authority/joint secretariat and the lead partner must do everything possible to amicably settle any dispute between them arising during the project's lifetime and the duration of the validity of the subsidy contract. Complaints must be submitted in writing (post or email) to the joint secretariat within 3 weeks following the notification of a decision. Parties to any dispute must reply to a request for an amicable settlement within 3 weeks. If no amicable agreement is reached, the dispute may by common agreement of the parties be submitted for conciliation to the complaints panel, which is made up of the previous, present, and future chairs of the monitoring committee and the managing authority/joint secretariat. If this conciliation procedure fails, each party may submit the dispute to the courts. The place of jurisdiction is, as defined in the subsidy contract, Lille (France). Further details and specific complaint forms may be published at a later stage.

For complaints against decisions of the programme's managing authority regarding the assessment and funding decisions, further information can be found in **section 4.4** (Complaints procedure – project selection).

6. Financial management

6.1 Eligibility of expenditure - general principles

There are different levels of eligibility rules applying to expenditure made by partners from EU Member States, Norway, Switzerland and the 7 EU candidate countries participating in the programme:

- **the European level: EU regulations**
- **the programme level: specific rules decided for the Interreg Europe programme**
- **the national level: national rules applicable in each Partner State**
- **the partner institutional level: internal rules applicable to each partner organisation.**

In the absence of rules established at EU or programme level or in areas that are not subject to precise regulation, national, or internal rules apply.

To be eligible at project level, costs must:

- **relate to activities planned in the application form, be necessary for carrying out these activities as well as for achieving the project's objectives and be included in the estimated budget**
- **be in accordance with the principles of sound financial management i.e., be reasonable, justified**
- **consistent with the usual internal rules of the partner, the EU, the programme, and national rules**
- **be identifiable, verifiable, plausible, and determined in accordance with the applicable accounting principles**
- **be incurred and paid by the partner organisation, debited from its bank account no later than the project end date, be substantiated by proper evidence allowing identification and checking.**

Should expenditure be reimbursed based on a lump sum or flat rate, the latter two principles do not apply.

6.2 Cost Categories

Based on Regulation (EU) No 2021/1059, the following sections provide an overview on the eligibility principles for the different cost categories applicable in the programme:

- **staff**
- **office and administration**
- **travel and accommodation**
- **external expertise and services**
- **equipment**
- **infrastructure and works.**

6.2.1 Staff costs

Staff costs cover costs for staff members employed by the partner organisation and who work on the project directly. Staff costs refers to the partner organisation's gross employment costs, which usually comprise:

- **Salary payments (specified in an employment/ work contract)**
- **Other costs directly linked to salary payments paid and not recoverable by the employer:**
 - **Employment taxes**
 - **Social security (including health coverage and pension contributions).**

In accordance with the partner organisation's personnel policy, costs such as bonuses, fuel, lease car, relocation benefits, luncheon vouchers, etc. can be fully or partly claimed after calculating the share eligible for the project. Only the costs or the share of the costs that are not recoverable by the employer are eligible.

Staff costs must be calculated individually for each employee. Staff costs relate to the costs of activities that the relevant partner would not carry out in the absence of the project.

For employees working full time on the project, the total monthly gross employment cost (incl. employer's social contributions) can be claimed. An employee's 100% involvement in the project should be documented either in the employment contract and/ or in another official document issued by the employer.

For Interreg Europe, the staff costs of employees working part-time on the project must be calculated **using a fixed percentage of the gross employment cost¹** (incl. employer's contributions) in accordance with article 55 (5) of Regulation (EU) No 2021/1060.



Watch our video

**Understanding
staff costs**

1. Country specific guidance on how to define and calculate "gross employment costs" may be published on the [Interreg Europe website](#).

Example

A	Total monthly salary costs (gross salary and employer's social contributions)	€5,000
B	Fixed percentage of time per month for the project	60%
C	Eligible costs: (A * B)	€3,000

Supporting documents for the verification of expenditure

The following documents need to be provided to the controller to justify the eligibility of staff costs:

- An employment contract or any other equivalent legal agreement that enables the identification of the employment relationship with the partner's organisation
- A document setting out the percentage of time to be worked on the project per month (it can be the employment contract and/or a 'task assignment letter', see box below for more information).
- A document identifying the real salary costs (gross salary and employer's social contributions for the employee, such as payslips or other accounting documents where the employment costs are clearly detectable)
- Proof of payment
- No separate working time registration ("timesheet") is needed.

Task assignment letter or a document setting out the fixed percentage worked on the project, which usually:

- is issued for the specific employee at the beginning of the period to which it applies
- is dated and signed by the employee and a line manager/ supervisor
- contains the percentage of time dedicated to the project per month and a description of the project-related role, responsibilities, and monthly tasks assigned to the employee in question and which provides sufficient evidence for the time allocation
- Is reviewed (e.g., during the annual staff appraisal) and the percentage and/or description of tasks adjusted, if really needed (e.g., if the role, tasks and/or responsibilities of the employee change).

6.2.2 Office and administrative expenditure

Office and administrative costs cover the general administrative expenses of the partner organisation necessary for the delivery of project activities.

Based on Article 54 (b) of Regulation (EU) No 2021/1060, office and administrative expenditure must be budgeted and reported as a **flat rate of 15% of each partner's staff costs**.

According to Regulation (EU) No 2021/1059 Article 40, office and administrative expenditure is limited to the following items:

- **office rent**
- **insurance and taxes related to the buildings where the staff are located and to office equipment (e.g., fire, theft insurance)**
- **utilities (e.g., electricity, heating, water)**
- **office supplies (e.g., stationary such as paper, pens etc.)**
- **accounting**
- **archives**
- **maintenance, cleaning, and repairs**
- **security**
- **IT systems (e.g., administration and management of office hard- and software)**
- **communication (e.g., telephone, fax, internet, postal services, business cards)**
- **bank charges for opening and administering the account or accounts where the implementation of a project requires a separate account to be opened**
- **charges for transnational financial transactions.**

Example

A	Eligible reported staff costs	€36,000
B	Flat rate for office and administrative expenditure	15%
C	Eligible reported office and administrative expenditure (automatic reporting without proof of actual costs) (A*B)	€5,400

Supporting documents for the verification of expenditure

Project partners do not need to provide justification or supporting documents for office and administrative expenditure. Nor do they need to document that this expenditure has been incurred and paid or that the flat rate corresponds to reality. The controller's check focuses on the correct reporting of staff costs and that no expenditure covered by the office and administrative cost category is included in any other cost category.

6.2.3 Travel and accommodation

This cost category covers the travel and accommodation costs of staff employed by a project partner. As stated in section 3.2.4 — even if projects are encouraged to also integrate online meetings into their way of working together, in-person exchanges still remain essential to achieve the project's objectives (especially for the main interregional meetings) and partners' participation is expected.

In accordance with Regulation (EU) No 2021/1059 Article 41, expenditure on travel and accommodation costs is limited to the following items:

- (a) travel (such as tickets, travel and car insurance, fuel, car mileage, toll, parking fees)**
- (b) the cost of meals**
- (c) accommodation costs**
- (d) visa costs**
- (e) daily allowances.**

In Interreg Europe, the travel and accommodation costs are calculated:

- 1) as a **flat rate of 15% of the partner's staff costs**
- 2) or on a real cost basis, **only** when the flat rate is not an appropriate method for the partner **for justified reasons** (e.g., the project partner comes from an outermost or remote region or from one of the 7 EU candidate countries).

Each project partner will have to indicate their choice between options 1 and 2 in the application form. It will not be possible to change this choice after the signature of the subsidy contract. For the sake of simplification, project partners are asked to choose option 1 (flat rate). If a project partner chooses option 2 (real costs), they must justify why in the application form.

Projects are also encouraged to consider environmental impacts when choosing a mode of transport.

1. Travel costs calculated as a flat rate of 15% of the partner's staff costs

In accordance with Article 41(5) of Regulation (EU) No 2021/1059, travel and accommodation costs can be budgeted and reported as a **flat rate of 15% of the partner's staff costs**.

With option 1, projects do not need to plan a detailed budget for the 'travel and accommodation' cost category. The application form will automatically calculate a budget corresponding to 15% of the planned staff costs for each partner choosing this option.

When it comes to reporting travel and accommodation expenditure, the flat rate of 15% is automatically applied to the reported eligible staff costs of each project partner concerned.

The flat rate of 15% covers the travel and accommodation costs for all staff employed by the partner organisation, regardless of their department, specific role in the project, or level of involvement in the project's daily tasks.

Example

A	Eligible reported staff costs	€36,000
B	Flat rate for travel and accommodation expenditure	15%
C	Eligible reported travel and accommodation expenditure (automatic reporting without proof of actual costs) (A*B)	€5,400

Supporting documents for the verification of expenditure

Project partners do not need to provide justification or supporting documents for travel and accommodation costs. Nor do they need to document that the expenditure has been incurred and paid or that the flat rate corresponds to reality. The controller's check focuses on the correct reporting of staff costs and that no expenditure covered by the travel and accommodation costs category as defined in article 41 (see above) is included in any other cost category (e.g., under external expertise and services).

2. Travel and accommodation costs calculated on a real cost basis

Travel and accommodation costs can be calculated on a real cost basis where the flat rate method is not appropriate for the partner for justified reasons (e.g., the project partner comes from an outermost or remote region or from one of the 7 EU candidate countries).

Any item listed in points (b) to (e) above and already covered by a daily allowance cannot be reported to the programme in addition to the daily allowance.

Travel and accommodation costs must be borne by the partner organisation. Direct payments by an employee must be supported by proof of reimbursement from the employer.

Project partners must comply with the applicable national and/or internal rules. Real costs and daily allowances must be in line with the specific national or internal rules applicable to the partner organisation.

Usually, travel and accommodation costs should relate to trips undertaken within the programme area. However, trips to places outside the programme area are eligible if they are explicitly mentioned and justified in the application form. Trips outside the programme area that are not detailed in the application form need to be approved by the JS for the related costs to be eligible.

Travel and accommodation expenses related to individuals other than staff directly employed by the project partners (members of the stakeholder groups, staff of associated policy authorities but also consultants or experts), must be included in the 'external expertise and service' cost category.

The travel and accommodation expenses of staff working for partners from countries outside the programme area can be covered by the project partners who are funded directly by the programme and reported under the 'travel and accommodation' cost category of the partner concerned.

CO₂ compensation expenses for travel tickets may be considered eligible travel costs if the CO₂ compensation is directly linked to the trip to the project's event. The CO₂ compensation should be calculated using an official and internationally recognised CO₂ compensation programme (for example the 'Gold Standard').

Supporting documents for the verification of expenditure

The following documents must be available for control purposes:

- Agendas (or similar) of meetings/ seminars/ conferences
- Documents proving that the journey took place (boarding passes or participant lists etc.)
- Paid invoices (including hotel bills, transport tickets, etc.) and, if applicable, the employee's expense report with proof of reimbursement by the employer to the employee
- Daily allowance claims (if applicable), including proof of reimbursement by the employer to the employee.

6.2.4 External expertise and services

External expertise and service costs include expenditure paid, based on contracts or written agreements, and related invoices or requests for reimbursement to external service providers who are subcontracted to carry out certain tasks or activities linked to delivering the project.

In accordance with Regulation (EU) No 2021/1059 Article 42, expenditure on external expertise and service are limited to the following services and expertise provided by an organisation other than the project partner:

- **studies or surveys (such as evaluations, strategies, concept notes, design plans, handbooks)**
- **training**
- **translations**
- **development, modifications and updates to IT systems and website**
- **promotion, communication, publicity, promotional items and activities or information linked to an project or to a programme as such**
- **financial management**
- **services related to the organisation and implementation of events or meetings (including rent, catering, or interpretation)**
- **participation in events (such as registration fees)**
- **legal consultancy and notarial services, technical and financial expertise, other consultancy and accountancy services**
- **intellectual property rights**

- **verifications pursuant to point (a) of Article 74(1) of Regulation (EU) 2021/1060 and Article 46(1) of Regulation (EU) No 2021/1059 (i.e. cost of expenditure control)**
- **the provision of guarantees by a bank or other financial institution where required by Union or national law or by a programming document adopted by the monitoring committee**
- **travel and accommodation for external experts, speakers, chairpersons of meetings and service providers**
- **other specific expertise and services needed for projects.**

Applicable EU, national, and internal public procurement rules must be respected. Even below EU thresholds, contracts with external providers must comply with the principles of transparency, non-discrimination, equal treatment, and effective competition.

The travel and accommodation costs for the employees of the stakeholder organisations (different from the partner organisations) and for the staff of the associated policy authorities must be budgeted and reported under external expertise costs.

Project partners cannot contract one another within the same project. If a project partner cannot implement a certain task, the task may be reallocated to another partner or procured from an external service provider.

Costs incurred by in-house or affiliated companies (different legal entities from the partner organisation) can be reported under the 'external expertise and services' cost category on a real cost basis, provided there is an actual cash flow between the partner organisation and the in-house company.

Advance payments may only be accepted if they are supported by an invoice or another document of probative value and if they are in line with the standard commercial practices applied in the partner organisation. The corresponding activity must have taken place (and have been verified by the controller) by the end date of the project.

An external expert's office and administration costs are included in the cost category "External expertise and services costs" if they are a part of the expertise contract.

The costs of services contracted by project partners for arranging the travel and accommodation of their own staff members (travel agencies, etc.) must be claimed under the 'travel and accommodation' cost category.

Costs for external expertise and services should not exceed 50% of the total project budget, bearing in mind that those who benefit from the project's activities should be the actual project partners.

Supporting documents for the verification of expenditure

The following documents must be available for control purposes:

- Evidence of the selection process, in compliance with the applicable EU, national, and internal procurement rules. Any changes to the contract must comply with the applicable procurement rules and must be documented
- A contract or other written agreements of equivalent probative value specifying the services to be provided with a clear link to the project
- An invoice or a request for reimbursement providing all relevant information in line with the applicable accountancy rules
- Proof of payment
- Outputs of the work of external experts or proof of delivery of the external service.

6.2.5 Equipment

Equipment costs include expenditure to finance the purchase, rent, or lease of equipment by a partner and which is necessary to achieve the objectives of the project.

In accordance with Regulation (EU) No 2021/1059 Article 43, equipment expenditure is limited to the following items:

- **office equipment**
- **IT hardware and software**
- **furniture and fittings**
- **laboratory equipment**
- **machines and instruments**
- **tools or devices**
- **vehicles**
- **other specific equipment needed for projects.**

Considering the nature of Interreg Europe project activities, the focus of this cost category will be on office equipment for project management purposes. Usually, not more than EUR 7,000 of office equipment per project may be budgeted and reported. Specific equipment items may be purchased for pilot actions if needed to achieve their objectives.

The programme strongly recommends that unplanned equipment costs are agreed with the joint secretariat.

It is possible to encounter several different cases for reporting equipment costs:

- The equipment is used solely for the purpose of the project and the cost was incurred and paid within the eligible period: the full purchase cost of the equipment may be reported.
- The equipment is used only partially for the project and the cost was incurred and paid within the eligible period: only the share related to the use of the equipment for the project may be reported. This share must be calculated using a justified and equitable method. For example, if a staff member works on two projects e.g., with an equal share of 50% and uses an item of equipment (e.g., a laptop) equally for both projects, only 50% of the equipment costs may be reported to each project.
- If the equipment was purchased before the project's approval or during the project but the depreciation plan is longer than the project duration: a pro-rata depreciation will be applied in line with the applicable national and internal rules. For example, if a laptop is purchased in the second half of the project, only the share for the remainder of the project may be reported.
- If the equipment is not depreciable (e.g., a low value asset): the full purchase cost of the equipment may be reported.
- If the equipment purchased constitutes an important part of the project's result, the full cost of the item may be reported; even if the item was purchased towards the end of the project. For example, if solar panels are bought as a part of a pilot action implemented in the last year of the project, the full cost of the solar panels may be reported.

Equipment items may only be funded by the programme if no other EU funds have contributed towards financing them. In addition, it is only possible to declare depreciation costs if no public grant has contributed to the purchase of the equipment.

Equipment must be purchased in compliance with the applicable procurement rules. Projects are also encouraged to consider environmental impacts when it comes to purchasing equipment (e.g., purchase of recycled or recyclable equipment or lease of equipment).

The costs of second-hand equipment may be eligible under the following conditions:

- A. no other funding has been received for it from the EU Funds listed in article 1(1) (a) of Regulation (EU) 2021/1060
- B. its price does not exceed the generally accepted price on the market for that equipment
- C. it has the technical characteristics necessary for the project and complies with applicable norms and standards.

Supporting documents for the verification of expenditure

The following documents must be available for control purposes:

- Evidence of compliance with the applicable EU, national, and internal procurement rules
- Invoices (or a supporting document with equivalent probative value to invoices, if declaring depreciation costs) providing all relevant information in line with the applicable accountancy rules
- If applicable: calculation of depreciation in compliance with the applicable national accounting rules and/or calculation of pro-rata use according to a justified and equitable method
- Proof of payment
- Proof of existence of the equipment item.

6.2.6 Infrastructure and works (for pilot actions only)

In accordance with Regulation (EU) No 2021/1059 Article 44, the eligibility of costs for infrastructure and works is limited to the following:

- (a) purchase of land in accordance with point (b) of Article 64(1) of Regulation (EU) 2021/1060**
- (b) building permits**
- (c) building material**
- (d) labour**
- (e) specialised interventions (such as soil remediation, mine-clearing).**

The costs of infrastructure and works are eligible only if they are specifically needed to implement the pilot action. Due to the nature of pilot actions under Interreg Europe, the eligibility of costs for infrastructure and works is usually limited to small scale building materials or labour needed for works (see points c and d above). For example, if a renewable energy project plans to install smart solar benches in public parks as part of a pilot action, the costs related to the works and building materials needed to complete the installation of the benches may be budgeted and reported under this cost category.

These costs are detailed in the application form. Unplanned costs under this cost category will only be eligible for funding in exceptional cases and must be approved by the joint secretariat.

The partners in charge of the infrastructure and construction works are responsible for ensuring that all applicable EU, national, and internal procurement rules are respected.

The full cost of infrastructure and construction works may be reported under this cost category if it is fully justified as part of the project's activities (no depreciation should be applied).

In compliance with Regulation (EU) No 2021/1060 Article 65, there may be no substantial modification of the infrastructure and investments within five years after the project closure date regarding:

- a change in ownership of an item of infrastructure which gives an undue advantage to a firm or a public body
- a substantial change affecting its nature, objectives, or conditions of use which would result in undermining its original objectives.

Supporting documents for the verification of expenditure

The following documents must be available for control purposes:

- Evidence of compliance with the applicable EU, national, and internal procurement rules
- Invoices (or a supporting document with equivalent probative value) providing all relevant information in line with the applicable accountancy rules
- Legal documents specifying the ownership or long-term arrangements for the land and/or buildings where the works will be carried out
- Proof of payment
- Proof of existence of the infrastructure and/or works carried out.

6.3 Preparation costs

In accordance with Article 53 (3) of Regulation (EU) No 2021/1060, preparation costs are fixed in the form of a **lump sum of EUR 17,500** (or in Interreg / Norwegian funds: EUR 14,000 (80%) for public partners and EUR 8,750 (50%) for Norwegian partners) **for approved projects**. This lump sum covers any costs incurred and paid during the project preparation phase until the date of submission of the application form during the call for proposals.

This amount is automatically included in the lead partner's budget at the application stage. With the first progress report, the EUR 17,500 lump sum for preparation costs will be added to the lead partner's reported expenditure, and the corresponding Interreg / Norwegian funds will be paid by the programme after approval of the progress report.

The lump sum for preparation costs is allocated to the lead partner's budget. Nevertheless, to reflect the partners' involvement in the preparation of the application form in a fair and transparent way the partnership should share the preparation costs. The details of how preparation costs will be shared need to be included in the project partnership agreement.

Supporting documents for the verification of expenditure

Project partners do not need to provide justification or supporting documents for preparation costs. Nor do they need to document that the expenditure has been incurred and paid or that the expenditure corresponds to reality.

6.4 Other budget and eligibility rules

6.4.1 VAT

In accordance with Regulation (EU) No 2021/1060 Article 64 (1) (c) i, VAT is eligible for projects the total cost of which is below EUR 5,000,000 (including VAT).

However, for activities considered state aid relevant and covered by Regulation (EU) No 651/2014 (GBER), VAT on eligible costs or expenses that is refundable under the applicable national tax law cannot be taken into account for calculating aid intensity and eligible costs. Consequently, organisations that can recover VAT cannot report it for state aid relevant activities covered by GBER.

6.4.2 Financing of joint activities

Interreg Europe applies a 'contracting-partner-only-principle' to the budgeting and reporting of the costs related to the activities and tasks that are of common benefit for all project partners (e.g., project management, project dissemination events, etc.). In practice, this means that it is not possible to share the costs of these activities among the project partners. The contracting partner is the only partner which budgets, pays, reports 100% of the cost item of joint benefit and receives the related Interreg funds.

6.4.3 Use of the Euro and exchange rates for partners located outside the Eurozone

All financial reporting and project follow-up will be in euros. Expenditure must be reported to the joint secretariat in euros and the programme will pay all Interreg and Norwegian funds in euros.

In accordance with Regulation (EU) No 2021/1059 Article 38 (5), expenditure paid in another currency will have to be converted into euros by the partners from countries which have not adopted the Euro as their currency. In these cases, the online monitoring system will automatically apply **the exchange rate of the European Commission which is applicable in the month the partner report is submitted for verification to the controller (in the monitoring system in the [Portal](#))**.

The monthly exchange rates of the Commission are published on:

https://commission.europa.eu/funding-tenders/procedures-guidelines-tenders/information-contractors-and-beneficiaries/exchange-rate-infoeuro_en

6.4.4 Ownership of results and intellectual property rights

As a general principle and in the spirit of cooperation and exchange the Interreg Europe programme expects project results (e.g., studies, policy recommendations, good practice guides) to be made freely available to the public¹. The European Commission also expects project outputs to be widely disseminated beyond project partners and stakeholders to a broad public so that the reach of their positive impact is maximised. As a logical consequence, any commercial use of project results by the project partner(s) would be in contradiction to the general mission of the programme.

It is nonetheless possible that partnerships will wish to protect their project results from further development and commercial use.

If needed, projects should make use of the project partnership agreement to make the necessary provisions for questions on ownership and intellectual property rights.

6.4.5 Financing activities outside the programme area

The Interreg Europe programme area covers all EU Member States, Norway, Switzerland and the 7 EU candidate countries. In principle, all project activities should take place within this programme area. If the project involves a partner from a country outside the programme area, project activities may also take place in this third country partner's territory.

If a project plans to finance activities or events outside the programme area (unrelated to the participation of the third-country partner), this is possible in justified cases. If activities (including travel) or events are planned outside the programme area, the following conditions need to be fulfilled:

- the activity and/or event are for the benefit of all partners, with a focus on the improvement of their regional development policies
- the implementation and/or the relevance of the activity or the event have been approved by the programme.

From experience, the most common activities outside the programme area will involve participation in conferences or events outside the EU, Norway, Switzerland or the 7 EU candidate countries. If project partners wish to participate in such events, an approval by the joint secretariat is necessary. Such activities should preferably already be planned and justified in the application form.

¹ Following this principle and due to the nature of the activities carried out, Interreg Europe projects are not expected to generate revenues.

6.4.6 Ineligible costs

In accordance with Regulation (EU) No 2021/1059 Article 38 (3) and Regulation (EU) No 2021/1060 Article 64 (1) (a), the following costs are **not eligible**:

- **Gifts**
- **Fines**
- **Financial penalties**
- **Expenditure on legal disputes and litigation**
- **Costs related to foreign exchange rate fluctuations**
- **Interest on debt.**

Interreg Europe does not allow **contributions in kind**, i.e., provision of works, goods, services, land, or real estate for which no cash payment has been made (e.g., unpaid voluntary work). They are therefore **ineligible**.

Staff costs for personnel working in one of the partner institutions with an employment contract and receiving a regular salary do not count as in-kind contributions, but as a cash contribution, since staff costs are actually paid by the partner institution.

Any **expenditure which is already 100% co-financed by another EU-funding source** or a national or regional subsidy **is not eligible** in the context of an Interreg Europe project (double-financing).

Where expenditure is already partially co-financed by national or regional sources, the activities and related costs can only be considered eligible for Interreg Europe if the national or regional subsidy does not exceed the partner's share for that expenditure (20 or 30% depending on the legal status of the partner). In the latter case, the national or regional funding institution must be notified.

In Interreg Europe, costs linked to **awards and prizes** granted or given at competitions organised by the project partners **are not eligible**.

6.5 Public procurement

During the lifetime of a project, virtually all project partnerships will buy goods and services externally. For example, a lead partner or partner may hire external auditors to verify expenditure. They may also hire a project, finance, or communication manager to assist with the organisational and administrative aspects of implementing a project, or they may order catering and technical equipment for conferences and meetings, etc. Whenever purchases are made and contracts are awarded to external suppliers, project partners must be able to demonstrate the good use of public funds. When envisaging such procurement, they will therefore need to consider three sources of rules:

- **the EU public procurement directives**
- **national rules**
- **internal rules of the partner organisation.**

Partners from the 7 EU candidate countries shall comply with the provisions regarding procurement of the Financing Agreement concluded between the relevant EU candidate country, the European Commission and the Managing Authority which will be published on the programme's website under ["In my country"](#) section. They may contact their National Contact Point to get informed on the rules to be followed when awarding a contract to an external provider.

As a matter of principle, the strictest rules must always be applied.

The public procurement rules define the tendering and publicity procedures applicable to different threshold values. Each contract should be awarded based on objective criteria which ensure compliance with the principles of transparency, non-discrimination, and equal treatment and guarantee that tenders are assessed under conditions of effective competition.

Project partners should be aware that these fundamental principles also apply to purchases and subcontracted activities below the threshold values. Essentially, the main difference for public contracts of being below or above the threshold values will be the degree of publicity and formality of the tendering procedure: in certain cases, a request for three offers ('bid-at-three') might be sufficient, whereas for others it may be necessary to publish the tender in national/ regional media or on an EU wide website, etc.

In line with green and social public procurement principles, projects are encouraged to include relevant sustainability criteria in their tender documents, whenever relevant, according to the type of services, supplies, and works being procured.

The tender documentation usually consists of the following:

- Terms of reference (sufficiently specified, including clear information to candidates on award and weighting criteria)
- Request for offers or procurement publication/ notice
- Offers/ quotes received
- Report on the assessment of bids (evaluation/ selection report) incl.
 - justification for the procedure chosen in the light of the identified needs
 - evaluation of the offers in the light of the previously announced award and weighting criteria
- Letters of acceptance and rejection
- Contract, including any amendments and/or renewals (with evidence that these did not distort competition in the relevant market' and that there was no modification of the object of the initial contract)
- Evidence that the payments made match the contract (invoices and proof of payment)
- Proof of delivery of goods or services.

Points to note

- Public procurement rules and principles are applicable to EU and Norwegian public authorities and bodies governed by public law and therefore also apply in the context of their participation in an Interreg Europe project. Partners from the 7 EU candidate countries must follow the provisions regarding procurement included in the financing agreement signed by their countries in relation to this programme.
- Private non-profit bodies participating in an Interreg Europe project must also be able to prove how they awarded project-related contracts in compliance with the relevant national rules and guidelines as well as their own internal rules and the principle of sound financial management. The strictest rules apply.
- Project partners must keep evidence available to prove that the choice made regarding publicity requirements (sufficient degree of advertising) complies with relevant rules (depending on the thresholds). Project partners are also required to keep a record of every step of the public procurement procedure for control and audit purposes.
- The greater the interest of the contract to potential bidders from other Partner States, the wider the coverage should be. So, for example, depending on the nature of the services and goods, EU-wide advertising may be required, even if the value of the contract is below the EU-threshold.
- The applicable tendering procedure will vary depending on the contract value. When calculating the value of a contract, the maximum total amount that may be paid during the entire contract period (incl. renewal periods) needs to be estimated.
- When establishing the contract value, the project partner must take into consideration all the (potential) contracts of the same type that the partner organisation has implemented or will implement over a certain period, in accordance with national legislation.
- A procurement procedure may not be divided into several smaller procedures for the purpose of fitting them individually into the value range applicable to direct awarding.
- If a direct award procedure is used for reasons of urgency, it must be proven that the urgency is due to unforeseeable circumstances. Insufficient planning by the project partner does not justify a direct award.
- If a direct award procedure is used for technical/ exclusivity reasons, it must be possible to prove that no supplier, other than the one being contracted, can provide the requested services. The process of excluding other suppliers must be based on objective criteria. For project management services, for example, a direct award procedure for technical reasons/exclusivity cannot usually be justified. The fact of having worked already with a certain external provider in the past, having been satisfied by the quality of their work and wishing to benefit from the knowledge the provider acquired thanks to having worked with the partner organisation in the past and on similar subjects does not represent sufficient justification for a direct award. If objective proofs do not exist, an open tender must still be organised. Its outcome will then prove if there is no equivalent alternative on the market.
- In the event of non-compliance with public procurement rules, financial corrections of up to 100% of the costs may be applied by controllers or auditors (see [*Commission guidelines C\(2019\) 3452 for determining financial corrections to be made to expenditure financed by the Union for non-compliance with the applicable rules on public procurement*](#)).

To avoid any loss of Interreg funds, projects must be able to prove that they have awarded contracts in compliance with public procurement rules. Due to the complexity of these rules, project partners are invited to work closely with their legal department to ensure compliance.

Preventing fraud in public procurement

As highlighted in [section 6.9](#) below (Interreg Europe anti-fraud policy), Interreg Europe recommends that project partners pay particular attention to fraud risks in the area of public procurement.

In order to prevent and detect potential fraud in this area, the programme recommends that project partners:

- **ensure the proper application of their internal conflict of interest policy (e.g., through conflict-of-interest declarations, conflict registers)**
- **perform checks on companies participating in a tender, to prevent conflicts of interest¹, detect interlinked companies submitting tenders (e.g., checking general websites, online companies registers, etc.)**
- **have measures in place to detect persistently high offers or unusual bid data (e.g., bid evaluators who have a knowledge of the marketplace) and verify the plausibility of the price of activities/services (e.g., comparison with similar contracts, online price comparison tools)**
- **perform checks on the goods and services provided to verify compliance with tender specifications, the prices quoted, and the actual delivery of activities/services (e.g., if needed request additional information on staff involved, time spent, etc.)**
- **use standard unit costs for regularly purchased supplies or services.**

In addition, for all public procurement above the lowest applicable threshold, partners should implement a robust internal control system, in line with the proportionality principle, with a view to avoiding errors or fraud related to:

- **irregular split purchases**
- **unjustified direct awards**
- **irregular extensions of contract**
- **irregular amendments of existing contracts**
- **the leaking of bid data**
- **that bid specifications are too narrow**
- **that procurement procedures are not followed.**

This internal control system should involve the internal review of all public procurement procedures above relevant applicable thresholds. For example, it is considered good practice to have a secondary mechanism other than the selection panel within the partner organisation (e.g., senior level personnel within the beneficiary) to review contract awards or amendments to existing contracts. Alternatively, partners could set up evaluation boards comprised of senior management personnel who are rotated, with some level of randomness in their selection for participation.

Similarly, if the partner organisation has an established internal audit function, the relevant service/ person should consider regularly reviewing the implementation of internal controls over procurement.

Moreover, on top of the minimum requirements laid down by the applicable procurement laws, it is also recommended to ensure:

- **a high level of transparency in the award of contracts (e.g., publication of all contract information that is not publicly sensitive)**
- **that the tender process includes a transparent bid opening process and adequate security arrangements for unopened tenders (in order to avoid the manipulation of bid data).**

1. According to article 24 of the, European Directive on Public Procurement (EU) 2014/24, "the concept of conflicts of interest shall at least cover any situation where staff members of the contracting authority or of a procurement service provider acting on behalf of the contracting authority who are involved in the conduct of the procurement procedure or may influence the outcome of that procedure have, directly or indirectly, a financial, economic or other personal interest which might be perceived to compromise their impartiality and independence in the context of the procurement procedure." See also national rules transposing the Directive (EU) 2014/24 into national law and the provisions of the financing agreement signed by each of the 7 EU candidate countries.

6.6 Accounting for project expenditure

Expenditure can only be reported if the following principles are respected¹:

- **The calculation is based on actual costs**
- **The costs are borne by the partner and would not have arisen without the project**
- **The expenditure has been paid out before the end of the reporting period. Expenditure is paid when the amount is debited from the partner institution's bank account. The payment is usually proven by bank statements. The dates when the invoice was issued, recorded, or booked in the accounting system do not count as the payment date**
- **The expenditure is directly linked to the project and necessary for successful implementation.**

Both the lead partner and other project partners must ensure that all accounting documentation related to their project is available and filed separately, even if this leads to a dual treatment of accounts (for example, if the usual accounting management requires central filing, a copy should also be kept in a separate file to allow quick access to the project's supporting documents).

In the context of the project, an overview of the amounts reported must exist in computerised form. It must be possible to clearly identify which expenditure has been allocated to and reported by the project and to ensure that expenditure is not reported twice (in two different cost categories, reporting periods, projects/funding schemes). This clear identification is ensured through:

- **a separate accounting system or**
- **an adequate accounting code for all expenditure relating to the project.**

1. These principles do not apply if the costs reimbursed based on a flat rate.

6.7 Verification of expenditure to be reported

Before submission to the joint secretariat, each progress report must be verified and confirmed by an independent controller in compliance with the control system set up by each EU Member State, each of the 7 EU candidate countries and Norway (in accordance with Article 74 of Regulation (EU) No 2021/1060 and Article 46 (3) of Regulation (EU) No 2021/1059).

The main aim of the control is to verify that the project is delivered and that costs co-financed under the Interreg Europe programme are accounted for and claimed in accordance with the provisions of the subsidy contract, the approved application form, as well as with programme rules, national rules, and EU regulations.



Watch our video

**Tutorials on
the Portal for
controllers**

6.7.1 Designation of the controller

In accordance with Article 46 of Regulation (EU) No 2021/1059, it is the responsibility of each EU Member State, each of the 7 EU candidate countries and Norway to designate as controller either a national or regional authority or a private body or a natural person. The designated controllers are responsible for verifying that the expenditure declared by each partner participating in a project complies with the applicable law and the programme rules and that the funded products and services were delivered and paid. In practice, this means that each partner must seek confirmation of the reported expenditure from a controller who is authorised by the respective EU Member State, the respective EU candidate country or Norway.¹ The description of the control system put in place for each EU Member State, each of the 7 EU candidate countries and Norway and any country specific control requirements can be found on the programme's website.

The main principle is that the controllers must be independent and qualified to carry out the control of project expenditure. In order to be considered independent, the controllers must fulfil certain criteria. An internal controller, if authorised by the EU Member State, one of the 7 EU candidate countries or Norway, must belong to a unit which is organisationally separated from the units dealing with project activities and finances. An external controller can only be considered independent if there are no other contractual relationships with the project or partner organisation that could lead to a conflict of interest.

Article 46 (9) of Regulation No 2021/1059 requires that when the control is carried out by a private body or natural person, the controller must meet at least one of the following requirements:

- (a) be a member of a national accounting or auditing body or institution, which in turn is a member of International Federation of Accountants (IFAC)
- (b) be a member of a national accounting or auditing body or institution without being a member of IFAC, but committing to carry out the management verifications in accordance with IFAC standards and ethics
- (c) be registered as a statutory auditor in the public register of a public oversight body in a Member State in accordance with the principles of public oversight set out in Directive 2006/43/EC of the European Parliament and of the Council on statutory audits of annual accounts and consolidated accounts
- (d) be registered as a statutory auditor in the public register of a public oversight body in a third country or partner state, provided this register is subject to principles of public oversight set out in the legislation of the country concerned.

1. Each partner state is responsible for controls carried out on its territory. If a partner registered on the territory of partner state 'A' incurs expenditure that is verifiable only on the territory of partner state 'B', the controller of the partner in Partner State 'A' must be assisted by a controller authorized in line with the control system applicable in partner state 'B' to carry out the verification on the territory of partner state 'B'. This particular case must be brought to the attention of the JS as soon as the partner becomes aware of this and before the costs are incurred. The JS will then inform the relevant partner states and seek their agreement. This case could arise eg. in the case of an EGTC registered in partner state 'A' and employing a staff member based on an employment contract covered by the law of partner state 'A', but whose workplace is in partner state 'B'. In this case salary payments may have to be made via a tax office in partner state 'B' and payslips and other supporting documents would also be in the language of partner state 'B'. The control therefore requires the participation of two controllers. The cost for both controllers would be an eligible cost.

Specific information or requirements (notably for Norwegian partners' controllers) may exist and will be published on the programme website.

When selecting their controller, partners also need to bear in mind that the task of controlling project expenditure co-financed under the Interreg Europe programme goes beyond checking the accounts; it also involves a judgment on the compliance with ERDF, national, and programme rules. The controllers are therefore expected to master the requirements for project expenditure control under the Structural Funds regulations.

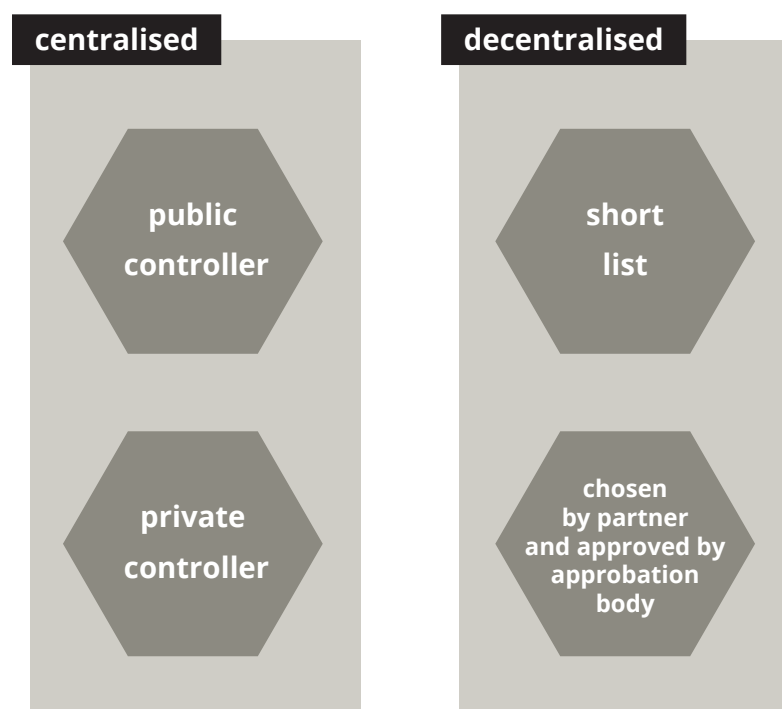
Controllers also need to have a good command of English given that all programme documents (including the partner report, control report, and checklist) are in English.

In addition, if a project partner wishes to appoint an external controller, (in compliance with country specific requirements), this controller must be selected in accordance with applicable procurement rules.

In principle, there are four general types of control models¹:

- centralised control at Partner State level through a public administrative body
- centralised control at Partner State level through a private audit firm
- decentralised control through controllers from a central shortlist
- decentralised control through an internal or external controller selected by the project partner and approved by the Partner State.

Control systems



¹ In some Partner States mixed systems exist.

In Partner States with decentralised control systems, each selected controller must be designated in the programme [Portal](#) **by the approbation body appointed by the Partner State.**

The detailed control system description and requirements per country can be found in the section 'in my country – control information' on the Interreg Europe website.

6.7.2 Role of the controller

The controllers' task is to verify that the expenditure reported by the partners in each report fulfils the following conditions:

- the costs are eligible in line with the different sources of rules mentioned in **section 6.1** of the programme manual (European, programme, national, and internal rules)
- the conditions of the programme, approved application form and subsidy contract have been observed and followed
- the invoices and payments are correctly recorded (through separate accounting records or appropriate accounting codes for the project) and sufficiently justified by supporting documents
- the related activities, sub-contracted supplies and services are in progress or have been delivered or carried out
- the EU and national rules have been respected, especially on information and publicity, public procurement, state aid, and horizontal principles of gender equality, non-discrimination, and sustainable development.

The controller must be familiar with the content of the following documents in order to be able to confirm the compliance with the provisions they contain:

- the EU applicable regulations and directives, notably:
 - Regulation (EU) No 2021/1060 (Common Provisions Regulation)
 - Regulation (EU) No 2021/1058 (ERDF Regulation)
 - Regulation (EU) No 2021/1059 (European Territorial Cooperation Regulation)
 - EU Directives on public procurement / the provisions on procurement included in the financing agreement signed by each of the 7 EU candidate countries regarding their participation in this programme.
- further national rules and guidance (e.g., national public procurement rules)
- the Interreg Europe programme manual
- the application form
- the subsidy contract
- the project partnership agreement.

The application form and the subsidy contract, including any amendments to these documents will be available and accessible to the controllers in the online monitoring system. The lead partner and project partners will be responsible for making the project partnership agreement (including any amendments) available to the controller.

The partner report must be submitted to the authorised controller electronically in the [Portal](#). Each authorised controller is granted access to this online system and must use it to electronically certify the partner report.

The programme has designed standard templates to provide guidelines for the controllers during their control work to ensure the application of the same quality standards everywhere and to document the control steps properly:

- A standard control certificate (see appendix 03)
- A standard control report template including a control checklist, which must be filled in by the project partner's controller (see appendix 03).

The standard templates mentioned above, in electronic format, are part of the partner report certified by the controller in the online system.

These templates have been developed in a joint approach between European territorial cooperation programmes in order to bring greater harmonisation and were approved by the Interreg Europe programme's monitoring committee. The text of the templates cannot therefore be amended or extended.

Furthermore, the control report (incl. control checklist) template provides the minimum requirements for the controllers' checks and documentation, meaning those templates must be filled in and completed for each progress report by the controller in the [Portal](#). Additional documents (e.g., documentation of checks based on national rules) may be used by the controller, but do not have to be submitted to the programme.

Article 74 (2) of Regulation No 2021/1060 indicates that verifications "*shall be risk-based and proportionate to the risks identified ex ante and in writing*". The programme risk-based control methodology¹ is provided on the programme website [here](#).

In the case of simplified costs options (i.e., the flat rate for administration costs, the flat rate for travel costs, and the lump sum for preparation costs), controllers are not expected to check the reality of such costs themselves (no supporting documents need to be provided). In these cases, the controller only needs to verify that the project partner has complied with the programme rules (e.g., for administration costs, that the presented staff costs are correctly calculated, an amount corresponding to 15% of staff costs is reported as administration costs, and no administration costs are reported in any other cost category). It is inherent in such fixed rates that they may result in an amount that is higher or lower than the costs actually incurred in relation to the project.

Verifying the delivery of services, goods, and work & carrying out on-the-spot checks

Controllers must verify that:

- the reported activities have taken place
- the delivery of sub-contracted supplies, work, and goods is in progress or has been completed.

These tasks can be performed by the controller through administrative verifications (desk checks) or through on-the-spot verifications (on-the-spot checks).

1. The programme methodology has been approved by the Monitoring Committee as a minimum requirement. If a further analysis specific to Interreg Europe is carried out by the PS and reveals additional risks, additional requirement may apply and will be published on the programme's website. under "in my country section".

What, typically, will an on-the-spot check look at?

Typically, the Interreg Europe programme supports activities such as meetings, seminars, studies, good practice guides, etc. This mainly generates costs related to staff, administration, external expertise, and travel (the financing of heavy investment or major equipment items does not apply in Interreg Europe projects).

In this context, on-the-spot checks usually focus on two parameters, which can help to ensure that the project is being properly managed:

1. The good functioning of internal processes and systems related to the approval, ordering, accounting, and payment of reported costs.

An on-the-spot check gives a better understanding of the supporting documents, the project, and the partner organisation. Interviews and walk-throughs can be conducted, for example, which means that processes can be traced from beginning to end at the partner organisation's premises and with the people responsible. The focus may, for example, be on public procurement processes, from the launch of the tender to the selection, contracting, and final delivery of the contract or on a payment process from the ordering of the service to its delivery, invoicing, registration in the accounting system, and final payment. Moreover, original documents (e.g., invoices) can be readily accessed.

2. The existence and delivery of goods and services & infrastructure and works

The staff working on the project can be met. Outputs such as publications, equipment items, etc. can be reviewed in more depth. The reality of infrastructure and works and their compliance with the application form and invoices can be checked.

Supporting documents such as staff contracts, bank statements as payment proofs, and procurement documents can be accessed and reviewed more easily.

Where can on-the-spot checks take place?

Due to the nature of Interreg Europe's activities, "on-the-spot checks" can be organised:

- at the partner's premises
- on the occasion of a project event/meeting
- at the place of the project's physical output.

On-the-spot checks may be performed remotely, i.e., via an online visit/meeting, via a virtual check and/or other suitable means. This choice should be explained in the relevant control report.

In projects where partners report equipment and/ or infrastructure & works costs related to a pilot action and considering that verifications are now risk-based, at least one "on-the-spot check" (done on-the-spot, not virtually) should be carried out during the project lifetime. On-the-spot checks are of added value particularly in these cases because they facilitate checks on the equipment or works delivered. As a result, it is recommended that controllers carry out on-the-spot checks only for projects with a pilot action which includes reported equipment/infrastructure costs¹.

Based on their professional judgement, the controller can however decide to carry out an on-the-spot check for a project not reporting pilot equipment/infrastructure costs, if they deem that it has an added value for their check (e.g. in case of suspicion of fraud, issues with the partner reporting / understanding of requirements, doubts about the proper functioning of internal processes, etc.).

¹ Stricter national requirements for "on-the-spot" checks may exist. Please check the programme website "in my country" section.

6.7.3 The role of the lead partner in the control process

In line with the lead partner principle, as laid down in article 26 (1) of Regulation (EU) No 2021/1059, the lead partner assumes responsibility for ensuring the implementation of the entire project. When submitting a joint progress report, the lead partner must:

- “ensure that the expenditure reported by the partners has been paid in implementing the project and corresponds to the activities agreed between all the partners”, i.e., it is in line with the application form and subsidy contract
- check that any deviations from the application form, should they exist, have been properly described and justified in the progress report
- check that amounts and activities reported are correctly included in the joint progress report and that they give a correct description of the implementation and present status of the project

This does not imply re-performing the checks already carried out at partner level, given the fact that financial control is a Partner State responsibility. However, it is still up to the lead partner, due to its role and understanding of the whole project, to satisfy themselves that partners are reporting correctly by looking through the information available to them (partner report and outputs, control report (including control checklist), list of expenditure). Where there is any doubt, the lead partner must clarify the matter with the partner (and the relevant controller) before the cost item is included in the joint progress report that is submitted to the joint secretariat.

6.7.4 Timing of the control

The project (through the lead partner) is required to submit the progress report within three months after the end of each reporting period (see [section 5.2](#), Reporting). Project expenditure must therefore be verified within this timeframe. In order to ensure timely submission, the controls at project partner and lead partner levels need to be scheduled carefully in relation to the submission deadlines.

In this context, it is important to keep in mind that;

- expenditure needs to be reported regularly, i.e., during the reporting period in which it is incurred
- the project partner’s controller can only carry out the control after receipt of all the documents from the partners
- some project partner controllers may fix time limits for carrying out the control, which must be respected when the partner report and the relevant documentation is submitted to the controller (and time limits for potential clarifications)
- the lead partner can only submit the progress report after receiving and checking the partner reports from the partners reporting expenditure.

Given the points above and the complexity of reporting procedures, it is crucial that projects establish a clear timeline for the reporting procedure. Interreg Europe recommends that:

- within two weeks after the end of the reporting period project partners submit the partner report to the controller, including relevant supporting documents. Point to note: in many countries with a centralized control system, the verification is carried out on a first come, first served basis. Hence for those partners, it is obviously important to submit documents shortly after the end of a reporting period. Towards the end of a reporting period partners should already have established a timeline with their controllers, in order to avoid any bottlenecks.

- after receipt of the partner report and content input from the partners, the lead partner has sufficient time remaining to compile the progress report and, in cooperation with the partners, clarify any open points or questions in the reports. As a final step, the lead partner submits the progress report to the programme.

Finally, Interreg Europe recommends that, where decentralised systems are in place, the lead partner ensures the timely selection of controllers by partners, in compliance with country specific requirements, in order to ensure that delays in the selection and approbation process do not lead to delays in reporting and controlling costs.

6.7.5 Control costs

Control costs for the verification of expenditure are considered eligible unless there are stricter national rules established at partner state level. Projects should therefore earmark a budget for these controls depending on the control arrangements applicable in the relevant Partner States (EU Member States, the 7 EU candidate countries and Norway) for each of the project partners; this point should be carefully checked in the specific-country requirements available on the Interreg Europe website.

Points to note:

- Internal control should be included under the cost category 'staff'. For example, if the accounting department of a regional authority is designated as the controller in accordance with applicable requirements and carries out the control for the environment department of the regional authority, the expenditure would be reported under the cost category for staff costs, in accordance with applicable rules for staff costs, because the person(s) carrying out the verification is/are on the payroll of the partner institution.
- The expenditure for an external controller should be reported in the cost category 'external expertise and services'. For example, the environment department of a regional authority subcontracts an external controller, in compliance with the relevant public procurement regulations. As this controller is not directly employed by the partner institution, the expenditure must be reported in the cost category 'external expertise and services'.

For the control costs for the last progress report to be eligible, **the activity** (control) must be carried out **AND the payment must** be made before the official end date of the project. For further information please see [section 5.4.1](#) (project closure).

6.7.6 Financial corrections and recovery procedure

Projects must carry out and document a financial correction if expenses were previously wrongly declared in a progress report approved by the joint secretariat.

In order to do that, projects need to create the financial correction report in the Portal.

In such a scenario, the project should immediately get in touch with the joint secretariat to discuss the next steps.

Should the programme, EU, or national bodies become aware of any unduly paid out funds, or if the managing authority is notified of such a case, the managing authority/JS will also request projects to implement corrections.

Whenever possible, the amount to be corrected will be deducted from the following progress report. If the partner affected by the error does not report costs in their following report, but there is an open claim by the same partner in another project progress report, the possibility of recovering the amount from this other project may be considered.

The correction may also be deducted from the payment due to the lead partner, even if the partner affected by the error does not report costs in the following project progress report. The lead partner will then request the reimbursement of the amount at stake to the project partner, based on the partnership agreement. If the partner does not reimburse the lead partner in due time, this request must be followed up with a reminder.

If it is not possible to deduct the undue amount from an open progress report (eg. if the project is closed) or if the MA/JS deems it necessary (eg. if waiting for the next progress report puts at risk the recovery of the due amount), a letter will be sent to the lead partner to request the reimbursement of this amount to the programme within one month (4 weeks). Based on this letter and the partnership agreement, the lead partner should immediately send a request to the partner concerned, asking them to reimburse them within a maximum of 3 weeks. It is of utmost importance that the lead partner follows this timeline closely and that they make sure that it is respected by the partner concerned. If after 3 weeks, the partner has not reimbursed the LP, the LP must send them a reminder giving them one more week to make the reimbursement.

If, despite their efforts, the lead partner does not succeed in securing repayment from the partner, or if the managing authority does not succeed in securing repayment from the lead partner, then, in accordance with article 52 of the ETC Regulation, the Member State or third country on whose territory the partner concerned is located (or in case of an EGTC, is registered), shall reimburse the Managing Authority any amounts unduly paid to that partner. This Member State or third country is then entitled to claim this amount from the partner concerned based on its national law.

6.8 Audits / Sample checks on projects

Every year, between 2024 and 2030, sample audits on projects will be carried out to verify that projects have declared expenditure correctly in their progress reports. These audits will be performed under the responsibility of the programme's audit authority, assisted by a group of auditors with at least one representative from each EU Member State and each of the 7 EU candidate countries. The actual audits will be sub-contracted and carried out by a private audit firm. The purpose of these audits is to detect mistakes in the accounting records at the level of individual projects and, on that basis, to obtain an overall picture of whether the management and control procedures and documents set up at programme level are being applied and that they assure the prevention and correction of potential weaknesses and errors.

Should a project be selected for a sample audit (or any other audit or check), the lead partner and other partners must cooperate with the auditing bodies and present any documentary evidence or information deemed necessary to assist with the evaluation of the accounting documents. They must also give access to their business premises if requested to do so by the auditors.

In addition to the sample audits explained above, other bodies, such as the European Commission's audit services, the European Court of Auditors, national bodies or the Interreg Europe managing authority/joint secretariat may carry out audits / sample checks to verify the quality of the programme and project implementation and in particular their financial management and compliance with EU and national rules. Projects may be audited or checked even after the project has ended. It is therefore important to ensure good documentation and the secure conservation of all project documents at least until the end of the EU and national archiving periods (see [section 5.4](#) on project closure).

6.9 Interreg Europe anti-fraud policy

The managing authority has a zero-tolerance policy to fraud.

The EU treaty defines fraud, in respect of expenditure, as an intentional act or omission related to:

- **the use or presentation of false, incorrect, or incomplete statements or documents, which leads to the misappropriation or wrongful retention of funds from the EU**
- **non-disclosure of information in violation of a specific obligation, with the same effect**
- **the misapplication of such funds for purposes other than those for which they were originally granted.**

Interreg Europe is strongly committed to preventing and detecting cases of fraud¹. For this reason, the programme has robust control systems, measures, and procedures and will follow-up on all cases of suspected fraud. We also encourage all parties involved, including partners, controllers, and contractors, to do their utmost to prevent fraud, to put in place proportionate measures to detect it, and to come forward with any suspicion of fraud in relation to the programme.

A specific programme template is available to controllers (see appendix 04 of the programme manual) to assist them with reporting cases of suspected or established fraud to the programme.

A whistleblowing procedure is also in place to allow partners and members of the public to report any suspicion of fraud to the managing authority, by sending an email to a dedicated email address. This email address is published on the programme's website under the section dedicated to the programme's anti-fraud policy. It should be noted that this whistleblowing procedure does not replace any national legal action that may be introduced in parallel (for instance, a potential contractor may consider taking legal action to request the cancellation of a public procurement procedure that is considered irregular or fraudulent). This procedure has no effect on the time limits for such legal action.

Interreg Europe recommends that project partners and controllers pay particular attention to staff costs (e.g., plausibility of staff costs considering the activities performed, risk of double financing) and public procurement (e.g., potential conflict of interest, contract splitting - see also [section 6.5](#), Public procurement) as they have been identified as the two highest risk areas for irregularities and fraud in Interreg Europe. This is the reason why the control checklist tackles fraud risks in these areas. The programme and national authorities as well as the EU or programme auditors may also carry out targeted verifications of project partners to identify potential risks of irregularities or fraud. These verifications may also be performed²

Further recommendations to prevent fraud in public procurement are detailed in [section 6.5](#) (Public procurement).

1. "The term fraud is commonly used to describe a wide range of misconducts including theft, corruption, embezzlement, bribery, forgery, misrepresentation, collusion, money laundering and concealment of material facts. It often involves the use of deception to make a personal gain for oneself, a connected person or a third party, or a loss for another - intention is the key element that distinguishes fraud from irregularity." (EGESIF_14-0021-00 - Guidance on "Fraud Risk Assessment and Effective and Proportionate Anti-Fraud Measures")

2. Information on ARACHNE risk scoring tool can be found here:
<http://ec.europa.eu/social/main.jsp?catId=325&intPageId=3587&langId=en>

7. Communication

Communication plays an important role in ensuring the success of EU funded projects. In the context of interregional cooperation, there are several reasons for this:

- the European institutions (the European Commission in particular) wish to demonstrate to the wider public how European funds are spent
- the public authorities involved in projects need to show the added-value of allocating resources to cooperation and how they use public funds more efficiently as a result
- Interreg Europe's result-oriented approach also requires the less tangible, but no less effective policy results to be visible.

Therefore, project partners must dedicate sufficient time and resources to project communication at all stages of the project. They need to approach communication as a strategic project tool, which is instrumental in achieving their project's objectives. Communication cannot simply be an 'add-on' at the end of the project. Each project partnership must draw up a project communication strategy, defining a specific mix of tools and activities in support of their project's objectives.

EU Regulations and Interreg Europe define several transparency and communication requirements which projects must respect.

This chapter describes these requirements. It provides guidance and templates to help projects turn project communication into a tool that helps projects to achieve their main goal(s), and ultimately to inform the general public in all the partner regions of Interreg Europe's achievements.

7.1 Drawing up a project communication strategy

A project's communication strategy should set out how communication will help it to achieve its overall objectives. The strategy should identify how the project will reach those who need to be reached and what they need to hear to ensure the project is a success. It is a roadmap that should serve the project throughout its lifetime.

It is also important to explain through communication that the project is part of a bigger picture as it is co-financed by the European Union's Interreg Europe. The Interreg Europe programme has its own communication strategy and projects are expected to contribute to the programme's communication efforts. These can be consulted in Chapter 5 of the Cooperation Programme, which sets out the programme communication strategy with its objectives, target groups, channels, and evaluation methodology.

7.1.1 Developing a communication strategy

The project's communication strategy is an important part of the application form. Partners should invest time in defining and refining their project communication strategy before submitting their project proposal. The project communication strategy should briefly describe the following:

- **the objectives of the communication strategy**
- **the project's target groups**
- **the main communication tools and channels to be used, including social media**
- **how the communication strategy will be implemented and evaluated.**

The project's workplan should describe the communication activities planned for each semester in detail. They should be consistent with the project's other activities.

Define communication objectives that contribute to project objectives

Communication needs to be goal-driven. It is therefore important to distinguish between project objectives and communication objectives; the former determine the latter.

The starting point for project partners is to determine what they want to achieve or change. What policies do they want to improve? The question is then: What do we need to communicate to bring this improvement about?

Communication objectives for policy-learning projects can be, for example, related to:

- raising awareness
- changing behaviour or mindset
- disseminating knowledge.

The **communication objectives** will describe how communication can help to deliver project objectives.

As Interreg Europe projects aim to change policy, action to change behaviour focussing on policymakers, will be particularly relevant.

Communication objectives need to be **SMART**, which stands for specific, measurable, achievable, realistic, and time-bound. They could, for example, serve to inform public policy on a particular topic, to change the opinion of certain stakeholders, or to raise public awareness about a specific issue.

SMART

A SMART overall project objective could, for example, be:

"Increase business creation among young people in the participating regions by 10 start-ups per region on average by 2027, thanks to modified policy instruments in each region address-ing the issue."

A related **communication objective** could be:

"Persuade policymakers that youth entrepreneurship remains a political priority (sign action plan detailing willingness to implement change – 5 signed by 2026)."

S – Specific	Among young people/ youth entrepreneurship
M – Measurable	Increase by 10 start-ups on average per region/ 5 action plans signed
A – Achievable	Through modifying policy instruments/ by persuading policymakers
R – Realistic	Increase business creation/sign the action plans
T – Time-bound	By 2027/ by 2026

If a partnership wishes to be more ambitious, it might try to make its communication objectives **FAST** (frequently discussed, ambitious, specific, and transparent).

FAST

A **FAST** objective is:

F – frequently discussed = embedded in ongoing discussions which review progress, focused on what matters most, evaluated, and then corrected depending on progress

A – ambitious = objectives are difficult but not impossible to achieve

S – specific = objectives are translated into concrete metrics and milestones (SMART)

T – transparent = the objectives and current performance are available for all to

Point to note: It is important to include the project's plans for internal communication when defining the overall communication strategy.

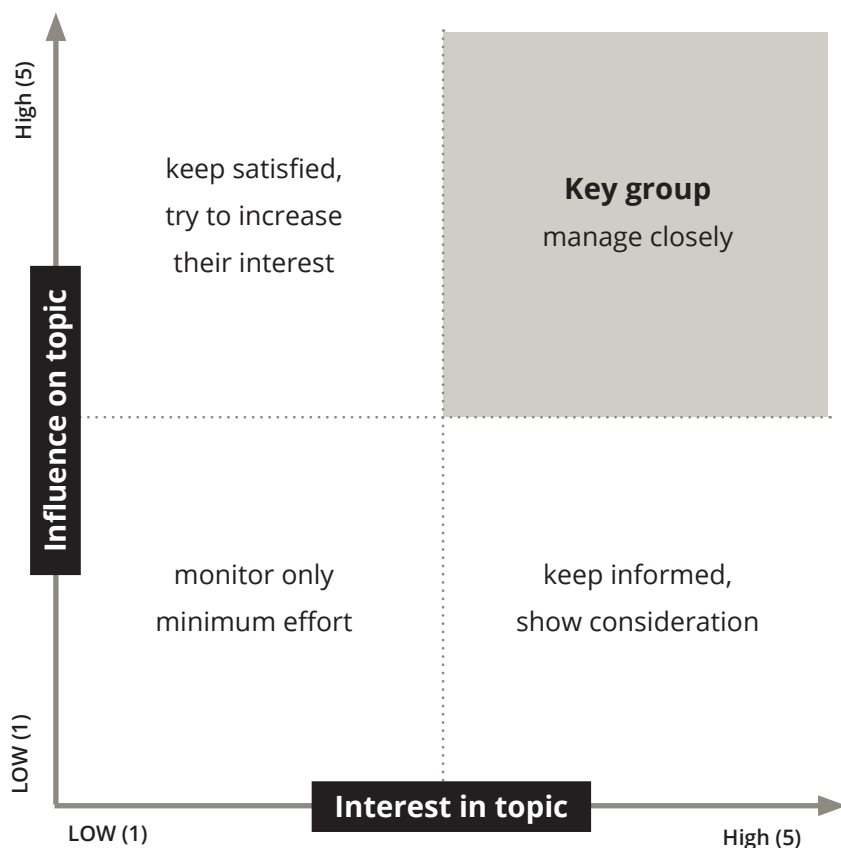
Identify target groups

A project's key audiences are its 'target groups'. Target groups can easily be identified by drawing up a list of important people and organisations who need to know about the project and its work for the project to succeed.

Examples of well-defined target groups could be "politicians and public officials dealing with innovation management", "regional business support organisations", or "public transport authorities". However, "EU", "politicians", and "academic institutions" are **not sufficiently specific**.

The list may be quite long, so grouping and analysing the people and organisations according to their characteristics and needs will help in deciding which to target, how, and when. It is useful to use a 'stakeholder analysis' grid (see figure below) to place the different groups according to their current level of engagement/ interest in the issue tackled by a project (axis x), and their ability to influence the outcome of the project (axis y).

Institutions in the Key Players segment will be the priority target group. Projects should also try to increase the interest and engagement of any individual or organisation able to positively influence their project's outcomes.



Use an appropriate mix of communication tools and channels

What is the best way to transmit a particular message to a given target group? Would a brochure, conference, or video be best?

It is useful to list any preferred but especially the most appropriate communication channels and tools for each target group. A range of channels will probably be needed to achieve the project's communication objectives. Depending on the target group, social media channels may be worth considering.

Projects must include the tools and channels required by the programme – these are the project website and the promotional poster (see more details in 7.1.2 & 7.2.1 below).

Communication tools may include written material such as newsletters, email alerts, press releases and promotional brochures, and events such as large conferences, networking lunches, thematic workshops, and regional seminars.

The programme has a strict approach to promotional 'gadgets' or 'giveaways'. **Only communication material specifically required for reaching one of the defined target groups and objectives may be produced.** The use of any such publicity material will need the prior approval of the joint secretariat.

Plan implementation and evaluation

The project communication strategy should briefly describe how it will be implemented and how progress against objectives will be evaluated during the project's lifetime. It should describe how partners will allocate or share responsibilities for the different communication tasks and activities and for the overall coordination of communication work.

Partners also need to decide and describe how the results of the different communication activities will be measured and how the partnership will know if communication objectives have been reached. In this regard, partners should establish appropriate communication result indicators which they can track internally throughout their project's lifetime.

By tracking internal indicators partnerships will be able to assess whether the selected communication approach and activities are bringing about the intended results and whether they are helping the project to achieve its goals. Interreg Europe will provide projects with advice on evaluation methods.

The progress of the communication strategy will be one of the topics discussed during the midterm project review (see [section 5.2.3](#) on monitoring).

Draw up a schedule of activities

In the application form's work plan (part E) partners should outline an indicative schedule for the project's communication activities, in line with the project's overall milestones.

Interreg Europe expects the partnership to approach the two project phases differently:

- During the core phase, the communication strategy should focus on informing and engaging all the relevant target groups who can help the project to successfully improve the selected policy instruments.
- During the follow-up phase, project communication should inform the public about the project's achievements, which the project should present at an event with high-level political participation to illustrate policymakers' active involvement in the project's work.

Summary of the approach to communication in the application form

Please note that it is important to draw up the communication strategy before the application stage. Section C.6 of the application form asks applicants to present a brief overview of the communication strategy including the communication objectives, related target groups, main communication tools and channels, and the approach to implementing and evaluating the strategy.

7.1.2 Project branding and visibility rules

Interreg Europe has developed branding for projects based on a harmonised approach for all Interreg programmes. This branding is instrumental to consolidating the achievements of all Interreg Europe projects and increasing the visibility of Interreg at the same time.

Interreg Europe projects must therefore follow those branding guidelines when developing their project communication tools and materials. The guidelines are included in a communication toolkit developed by the programme. The toolkit includes:

- **Project branding guidelines**
- **Main project visual consisting of the Programme logo and project acronym**
- **Project poster template**
- **Project plaque/ billboard template**
- **Project PowerPoint template**
- **Project website**
- **Project social media template.**

Please note that if the visibility and publicity requirements described below are not observed or only partly observed, the related costs incurred may be considered ineligible for Interreg funds.

In addition, in accordance with paragraph 6 of Article 36 of Regulation (EU) 2021/ 1059, the managing authority may, taking into account the principle of proportionality, **cancel up to 2 % of the support from the funds** awarded to any beneficiary who fails to comply with their obligations on transparency and communication.

Project branding

Regulation (EU) No 2021/1060 (Chapter III, Article 47) requires all beneficiaries to use the emblem of the Union in accordance with Annex IX when carrying out visibility, transparency, and communication activities. The EU logo must always be visible in a prominent place (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and be of a comparable size to other logos used.

Please check with the relevant national point of contact for the programme if there are any additional national publicity requirements to comply with.

Interreg Europe's main project visual complies with all Regulations and programme requirements. All approved projects are obliged to **use it on all their communication materials** (both hard copy and electronic) intended for the public or for participants in their project activities.

Projects will receive their main visual from the programme once their project has been formally approved (see example below). Projects are requested not to design their own project logo.



SCHOOL CHANCE

Information about Interreg Europe's programme branding for use by projects is available on the programme website: www.interregeurope.eu

Project acronym

A key component of a project's branding is its acronym. It is important, if possible, to decide on an acronym that is short, easy to pronounce and associated with the project's theme. Project acronyms should be max. 18 characters long and entirely in capital letters (as in the logo example above).

The project acronym will be used to create the project website's url (see next paragraph) so the acronym must not contain special characters (& ! . * etc).

Project website

Interreg Europe hosts all project websites and their use is mandatory for each project. They are an integral part of the programme's website: www.interregeurope.eu.

Project websites will convey a mix of information drawn directly from the [Portal](#) (from the application form), such as the descriptions of the project and its partnership, information about financing, and will also include sections which each project can customise, including adding extra pages or sub-pages, buttons, and links to external tools.

A standard project website map will contain:

Home button/ About project section which includes:

- Project summary field
- Budget & duration details
- Partnership/partner locations on interactive map
- Details of the policy instruments addressed
- Pilot actions (when relevant)

News section

Events section

Good practices (if any submitted)

Library section

Contact us section with a possibility to link people to the project

Extra page(s) (with up to 2 pages, sub-level)

Examples of project websites from previous programmes can be found by consulting the Interreg Europe 'Approved projects' section: <http://www.interregeurope.eu/discover-projects/>

The project partnership will be responsible for editing and updating their website. Administrator rights can be allocated to one or more users from the project. Project website administrators will be required to become members of the Interreg Europe community, as the website is administered via the 'front end' of the Interreg Europe website. Websites should be updated at least **once every six months**.

The programme expects projects to update their websites with high-quality visual content illustrating their activities, with a focus on achievements. Online communication has become largely visual, using photos and videos instead of long texts. To make the project websites and communication attractive to online users, the use of high-quality visuals has become essential.

Promotional material

As they get up and running, each project must provide the programme with at least **one high-quality photo** for the project website. This will be used to illustrate the project's theme and work. Other visuals should present the good practices identified by the project and the project's achievements.

Each project is also expected to produce at least **two short videos**: one presenting the project at its inception and another presenting the project's achievements towards its end.

Each video should:

- be short (up to 3 minutes)
- use material which is copyright free or which the project has the right to use
- be useful to all project partners
- not exceed costs of 5,000 euros per video.

Projects may produce additional videos about their activities and achievements. If they wish to do so, they must be described, justified, and budgeted in the application form.

Each project is expected to share their achievements, making sure to include input from each region or project partner involved in a **ppt presentation format or similar** on their project website. This presentation should be updated regularly to reflect the latest policy changes achieved, ideally following the approval of each progress report.

In accordance with Regulation (EU) No 2021/ 1060 (Chapter III, Section II, Article 49.6 and the Annex IX), the communication and visibility material, including at the level of project partners, must be **made available upon request to the Union's institutions**, bodies, offices, or agencies. A **royalty-free, non-exclusive, and irrevocable license** to use such material and any pre-existing rights attached to it must be granted to the Union. This should not require significant additional costs or a significant administrative burden either for the project partners or the programme. Any visuals the project uses need to be acquired with this requirement in mind.

The programme does not provide a newsletter tool, an extranet or other password-protected section. Subject to the prior approval of the joint secretariat, projects may develop other digital communication tools (e.g., newsletter) and add them to the programme's predefined website map. Ideally, any such tools should be planned and justified in the application form. If this is not the case, projects are requested to consult the joint secretariat before any development work in order to confirm whether the additional costs are eligible and can be reported in the progress report. All communication tools must be designed in accordance with the branding guidelines for projects.

The integration of programme and project websites is intended to ensure a more efficient interconnection between the project activities and the programme. Interreg Europe will ensure that the information published by the projects is searchable in a database that stores data from every Interreg Europe project. This will enable project news and events and other content to be more readily integrated into the programme website, resulting in higher project visibility. This integrated system of websites is intended to eliminate the need for projects to procure and set up a website themselves, with all the resourcing costs this would entail.

Partners' own institutional websites and social media sites

In accordance with paragraph 4 (a) of Article 36 of Regulation (EU) 2021/1059 all project partners must publish information about their project on their official institutional website, where such a website exists, or otherwise on their social media sites. The information must include a short description of the project, its aims, and results and must highlight the financial support from the European Union. The information about the project must also include the main project visual, set in a visible position, in compliance with the programme's general visibility and publicity requirements. A link to the project website should be provided to allow visitors to obtain more information about the project's activities.

Poster

Within six months after the approval of their project, each project partner must place at least one poster with information about the project (minimum size A3), including the financial support from the Union, at a location readily visible to the public, such as the entrance area of a building (Regulation (EU) 2021/1059, Section II, Article 36(4), paragraph d). Controllers will check compliance with this article. The Interreg Europe programme provides a downloadable template for producing the poster. The poster template can be modified by the project partners at their own responsibility. The text of the poster can be translated into national languages. The poster needs to stay visible for the whole duration of the project. Any external printing costs or any necessary modifications to the poster should be budgeted in the project application under the external expertise and services budget line. It is not possible to substitute the poster with a roll-up banner. However, an equivalent electronic display of the poster is permissible.

Plaques/ Billboards

Any project involving physical investment (i.e., in the event of infrastructure/works and/or equipment in the context of a pilot action) must display a durable plaque or billboard which is clearly visible to the public and presents the Union's emblem in accordance with the technical characteristics laid down in Annex IX of Regulation (EU) 2021/1060 and Article 36 (4) paragraph c) of Regulation (EU) 2021/ 1059. These must be in place at the start of the physical implementation of a pilot involving investment, the purchase of equipment, or the installation of equipment.

The Interreg Europe programme will provide a downloadable template for producing the plaque or billboard. The template can be modified by the project partners at their own responsibility. The text of the plaque or billboard may be translated into national languages.

7.2 Implementing a communication strategy

The project's communication strategy should be implemented as soon as the programme's monitoring committee has approved the project. The programme's minimum requirements for communication activities and reporting procedures for project activities are described below.

7.2.1 Communication channels and activities

There are many communication channels available for project activities. In line with the programme's own communication strategy, projects are expected to develop their activities using the following channels: website, social media, public relations and events, and publications.

Website

The project website is a standardised communication tool and is a requirement for all projects. It is provided by the programme to each project by their start date. All projects are expected to regularly update their website's content throughout the project's lifetime. The project website should serve as the main source of up-to-date information about the project.

Projects must:

- Edit their project summary and descriptions of policy instruments (homepage level) and pilot actions when relevant.
- Publish news and events linked to the project's activities and achievements
- Publish pictures, videos, documents (leaflet, brochure, etc.) about their project's activities and results.

On the practical side of the website updates, the programme offers support in the form of:

- Full guidelines on how to draft/edit content (use of the project administrator interface)
- Details about the Interreg Europe style guide & how to write for the web
- A special FAQ page and a designated contact person for project administrators.

Information is available online at www.interregeurope.eu.

Please note that the project website will contain an automatic disclaimer in the footer with the following text: *Responsibility for the content of this project micro-site lies with the lead partner of the project. The lead partner's contact info can be found in the section 'Contacts'. The Interreg Europe programme authorities are not liable for any information contained herein.*

Once the project website goes live, the programme will set up and send a report with user statistics for monitoring and evaluation purposes to each project on a monthly basis. It will be up to the project's communication manager to keep track of these reports, analyse them, and adjust the communication activities if needed.

Visibility and publicity requirements for the website and other online tools are described above in [section 7.1.2](#).

Social media channels

The programme encourages projects to develop their presence online through social media and to use digital communication tools, when these are relevant to their communication strategy in general.

Interreg Europe is present on several social media channels (Facebook, Twitter, YouTube, LinkedIn, and Instagram – the links are available on the programme website). If the project decides to use the same channel(s), the programme expects the project's communication manager to make links to the Interreg Europe digital presence (for example, use @interregeurope in their posts). The programme communication team will act in a reciprocal manner and tag the project social media posts to boost their visibility.

When using social media or digital tools, the partners should:

- Consider first and foremost their target groups. Assess the digital engagement of the relevant people and choose the appropriate channel or tool to reach them wisely.
- Provide dynamic, engaging, and interesting content. Use a storytelling approach with the target groups' expectations in mind. The content should bring some benefit to the followers.
- Try to build, grow, and manage the online community (target group). Just posting information is not enough. It is important to pay attention to the feedback received and to adapt the project messages to the expectations and needs of the relevant social media users.
- Monitor the project's social media performance (number of views/users, other engagement statistics) to improve its communication methods over time.
- Avoid using digital communication tools only because it is trendy.

Public relations and events

The programme requires each project to organise one dissemination event near its end, during the follow-up phase. This should be the project's final event. Its objective is to present the results of the whole cooperation project to as wide an audience as possible. The project should strive to attract high-level policymakers relevant to the project's theme to this final event as this will also help to attract the press or other media as well as the general public. Representatives from the project's stakeholder group institutions should attend in order to show their continuous support for the use of the lessons learnt from the project in their region even after the project has ended. A representative of the programme's joint secretariat will usually participate in this final event. Lead partners should inform the policy and finance officers about the conference in due time and make sure a slot on the agenda is reserved for a presentation by the joint secretariat.

Projects should plan other public relations activities and events to engage with their target groups and convey the project's messages in order to reach their communication objectives. Activities such as conferences, exhibitions, round-table discussions, briefings with policymakers, or awareness-raising campaigns, online or in person, must always have a specific communication objective and relevant target group, in line with the project's communication strategy.

In general, when a project decides to organise a public relations activity or an event, its success will depend on a clear understanding of its purpose on the part of the target group it aims to reach. The key questions will always be:

- What is the purpose of this activity/event?
- How does it contribute to reaching the project's desired communication objective?

Once the event is over, the project partners will need to evaluate whether the activity contributed to their communication objective(s).

Projects may take part in external events, that is, activities organised by someone else. Participation as a speaker or as an exhibitor can help the project become more visible. External events can give projects an opportunity to meet with people from the target groups face-to-face and tell them about their work.

Projects should look for people who would endorse the project and work for it as ambassadors and speak about it to the public. Projects should prepare and circulate briefing documents, such as leaflets or brochures, to make sure that supporters also understand and relay the same core messages.

Interreg Europe also recommends that projects liaise with the national points of contact in their partner countries. The national points of contact can serve as relays to disseminate information about an event or achievement more widely and they may also appreciate receiving the news about a project and its activities.

During public relations activities and events, projects should ensure the visibility of the EU/programme funding on all communication materials targeting the public and the participants, using the project's main visual.

Poster and the publications

Projects are required to print at least one A3 poster for each project partner and to put it in a readily visible place on their premises. The programme will provide each project with the project poster template. The poster can be displayed electronically.

Projects can produce other electronic or printed communication material, such as booklets, leaflets, newsletters, studies, good practice guides, videos, or presentations, with a view to conveying the right messages to their target groups in the most appropriate and attractive format. However, projects should reduce the production of print publications to the absolute minimum, favouring digital means of communication whenever possible.

All publications, printed or electronic, must display the project's main visual.

Gifts and giveaways

As mentioned in chapter 6.4., gifts and giveaways are not eligible.

Media relations

The programme encourages all projects to inform the general public about their activities and achievements via the media (mainly the press – both online and printed). When preparing material for the media, projects should emphasise the name of the project, the programme, and in particular the EU funding. The published articles should ideally contain all three references (the EU funding, programme name, and the project acronym). When preparing the press kit for journalists, projects should emphasise the references in the material provided, mention them several times during press conferences and briefings, and in particular display them on all communication material.

The projects should look for creative and cost-efficient ways to get their messages into the media. However, the programme recommends that projects do not pay for articles. The media presence of a project should be the result of a successful communication strategy, not a paid campaign. Any deviation from this principle should be justified and approved by the joint secretariat.

7.2.2 Reporting on communication activities

Communication activities are an integral part of the project activities, hence reporting on them follows the same principles described in *section 5* (Project Implementation).

7.3 Programme support to projects and other synergies

7.3.1 Communication training and workshops

Newly approved projects will be invited to a series of workshops offered by the programme (see more on the services to projects in *section 3.2.3.3*). Participation in these workshops is strongly encouraged as it contributes to improving the overall quality of the programme.

One of the workshops focuses on communicating on the project activities and achievements. The communication workshops provide project lead partners and communication managers with practical tips and advice on how to make their communication a successful and effective tool for reaching the project's objectives. The workshops provide projects with more extensive guidance on a range of communication tools and techniques. The guidance comes from the programme and sometimes also from guest communication professionals. The workshops also offer an opportunity for lead partners to exchange experience and good practices in project communication, including on policy improvements, with other projects.

7.3.2 Online/ ad-hoc support

The programme offers a range of online training resources and advice in the form of documents and audio-visual materials on the programme website. Applicants and project managers are strongly encouraged to consult this guidance, which covers various aspects of implementing a project and complements the present programme manual.

The programme also organises webinars to provide advice and support to project partners.

7.3.3 What the programme expects of projects

Apart from regularly reporting on communication activities, the programme encourages projects to incorporate several other activities, including the following:

Programme events

Projects are expected to participate in the events organised by the programme. Depending on the duration of the project, up to 10 events over the lifetime of a project should be included in the work plan (covering both project phases).

Events may include:

- Annual Interreg Europe events
- Policy Learning Platform events
- Events organised by the European institutions (RegioStars/ EURegionsWeek)
- ECDay.

The programme may ask projects to present their results and achievements at any of the annual events, Policy Learning Platform events or other events (organised by partner states' national contact points for example).

In addition, there are several events organised by European institutions which may help the project achieve greater visibility, better disseminate their communication materials, and better publicise their results. The programme participates in these events with input from the projects. European Cooperation Day (ECDay on 21 September), for example, is a relatively new initiative presenting projects' work and local level results to the general public. Projects are encouraged to take part in this initiative, which can also bring them more visibility and increase contact with the local media.

Projects are advised to include costs for the participation in such events in their budget. See more on activities at programme level in [*section 3.2*](#).

Other external events

Projects may also be invited to participate in other external events (especially European). In principle, this participation should contribute to the project's communication strategy and would imply an active participation through, for example, presenting their project or running a stand at the event.

Information exchange

All project partners need to create an **account in the Interreg Europe online community** (My Interreg Europe account). They should consider establishing a link between their project website(s) and the institutional websites of their national contact points. The programme encourages projects to include contact points in their stakeholder groups and to keep them in the loop with the most up-to-date information about the project's work and achievements.

Cooperation with the communication officer appointed in each country for the Structural Funds can also provide the project with a powerful channel for relaying the information that the partners wish to share with their local audiences. It could help the project persuade the press of the relevance and utility of their work and entice journalists to publish more news about the project's activities and achievements. In turn, the communication officer at the national level may require regular contact with the project partners from their country in order to collect region- and country-specific information about the programme through the project activities.

List of beneficiaries / project partners

The Regulation (EU) No 2021-1060 (Chapter III, Article 49.3) obliges the programme to publish a list of beneficiaries/project partners on its website. Once a project is approved, the following data will be published and updated regularly on the Interreg Europe website:

- (a) in the case of legal entities, the beneficiaries
- (b) project name
- (c) the purpose of the operation/ project and its expected or actual achievements
- (d) project start date
- (e) expected or actual project completion date
- (f) total cost of the project
- (g) fund concerned
- (h) specific objective concerned
- (i) Union co-financing rate
- (j) location indicator or geolocation for the project and country concerned
- (k) for projects covering several locations, the location of the beneficiary where the beneficiary is a legal entity;
- (l) type of intervention for the project in accordance with point (g) of Article 73(2).

Programme tools and templates

- Project branding guidelines
- Main project visual
- A3 poster template
- Plaque/ billboard template
- PowerPoint template
- Social media templates
- Project website

Checklist of publicity requirements

• Logo set used	<i>Required</i>
• All partner institutions provide project information on their website, if such a website exists, and social media sites	<i>Required</i>
• All partner institutions' websites linked to Interreg Europe/ project website	<i>Recommended</i>
• All partner institutions place the A3 project poster at a clearly visible to the public visible place on their premises	<i>Required</i>
• Plaque or billboard clearly visible to the public at the start of the physical implementation of a pilot involving investment, the purchase of equipment, or the installation of equipment	<i>Required</i>
• EU support mentioned on all documents used for the public or the participants in the project's activities	<i>Required</i>
• Project website updated at least once every six months	<i>Required</i>
• A royalty-free, non-exclusive, and irrevocable license to use all project communication and visibility material and any pre-existing rights attached to it to be granted to the programme/ the European Union	<i>Required</i>

List of key communication activities

- Organise one final project dissemination event
- Participate in 6 to 10 events at programme level during the project lifetime
- Create an account in Interreg Europe's online community for all project partners involved
- Provide at least 1 high-quality photo related to the project topic
- Produce and publish at least two short videos about the project
- Publish and regularly update project presentation on achievements (ppt or similar)

Notes

[illegible]

Watch our video



Policy
learning
Platform

C.



THE PLATFORM

8. The Policy Learning Platform

8.1 Context

The Policy Learning Platform was launched in 2015. This unique and innovative initiative builds on the success of the thematic capitalisation initiated under INTERREG IVC (2007-2013). The reason for setting up a Platform was to:

- Better exploit all the knowledge accumulated and results achieved by the Interreg Europe projects
- Offer policy learning services to any interested regions in Europe, without the need to be necessarily involved in a project.

Experience from the previous programmes shows that it is more difficult for small organisations to take part directly in interregional cooperation projects. Opening the programme to new beneficiaries is important in light of the ambitious objective set out in Article 3 of the ETC Regulation (EU) 2021/1059 for interregional cooperation, i.e., *"to reinforce the effectiveness of cohesion policy"*. Interreg Europe has therefore put in place the Policy Learning Platform as a space for continuous or on demand **EU-wide policy learning open to any interested policymaker**.

The services offered by the Policy Learning Platform go beyond the capitalisation activities usually carried out by Interreg programmes by proposing a demand-driven service. This service includes peer review, for example, which starts with a region and its specific needs and brings in experienced peers and experts who help this region to address its challenges more effectively. This service was highly appreciated during the 2014-2020 programming period. Based on the positive feedback received and the increasing demand for the Platform activities, the Partner States decided to pursue and to further develop the Policy Learning Platform in order to better address the policy challenges facing regions across Europe.

8.2 Main features

What is the Policy Learning Platform?

The Policy Learning Platform is a strategic action of the Interreg Europe programme. It supports continuous policy learning and is open to any interested regions across Europe. Its services mainly exploit the knowledge generated by Interreg Europe's projects and make this accessible to all. The Policy Learning Platform covers all the regional development policy issues addressed by the programme (see also [section 2.5.2](#) 'Programme scope').

The Platform consists of:

- An international team of experts specialised in the policy fields addressed by the programme or in knowledge management and communication. This team is under contract with the programme to deliver the Platform's services to the regions across Europe interested in improving their regional development policies.
- An interactive web interface designed to facilitate networking, information sharing, knowledge management & exchange. Practitioners in regional development policy can find information and analysis in their own policy fields, as well as use a database of relevant practices and results from interregional cooperation projects. Registered users have access to a community of practitioners and other services on demand, e.g., expert helpdesk, matchmaking, and peer reviews.

The Policy Learning Platform operates at programme level and will run throughout the whole programme i.e., until 2029. The Platform runs its activities based on annual workplans, which define specific objectives, key activities, and expected results. Workplans are renewed by decision of the monitoring committee. In terms of implementation, the Platform is different from projects since it is sub-contracted by the managing authority to a consortium of experts through a public procurement procedure.

What are the Platform's objectives?

The aims of the Policy Learning Platform are:

(internal capitalisation)

- a) To **exploit the results** of interregional cooperation projects and make them available to a wider audience of regional policy stakeholders across Europe.

(external capitalisation)

- b) To **contribute to EU-wide capacity building and policy learning** by supporting networking and the exchange of experience among regions to improve their regional development policies, including their Investment for jobs & growth goal programmes. In order to achieve this objective, participation in the Platform activities is open to any interested relevant policymaker or regional development practitioner. The main added value is to ensure that any region can benefit from the programme's accumulated policy knowledge, even if it is not directly involved in a project.

Who can benefit from the Platform?

The Platform's services are available to any interested practitioners involved in regional development policies within the scope of cohesion policy.

In particular, the Platform's target groups are:

- stakeholders involved in managing and implementing regional development policies, including Structural Funds programmes
- other institutional stakeholders whose policy mandates are relevant for the issues addressed by the Platform e.g., the European Commission, the Committee of Regions, the European Environment Agency, the OECD, and other EU programmes.

The Platform: contributions from and benefits for Interreg Europe projects

Interreg Europe asks its project partners to be actively involved in the work of the Platform over the lifetime of their project by contributing content and by sharing their knowledge and experience. For instance, each region participating in a project is expected to provide the programme with good practices from their region and with a contact person for their specific policy field in order to create a community of regional practitioners throughout Europe.

Project partners can benefit from the expert advice, analysis, and recommendations to gain better insight into the policy fields in which they are involved. They can also use the Platform services and knowledge to create synergies with other projects and links with other EU initiatives or programmes. Overall, the Platform gives partners the opportunity to add value to their work, for example, by increasing their:

- understanding of the projects' achievements in their policy field
- understanding of the main EU policy trends in their policy field
- cooperation and networking with other organisations, communities, and regions
- ability to disseminate their project results beyond their project partnership
- appreciation of alternative solutions used in other European regions to address the policy challenges they face.

What kinds of services does the Platform provide?

The Platform provides services for the whole community of regional policy stakeholders involved in regional development policies.

The services provided can be grouped under the following 3 categories:

- **A knowledge hub** - a policy watch service offering up-to-date info on the latest developments in a range of policy areas (e.g., policy briefs, webinars, reports, other platforms) including the good practice database
- **A community of peers** - networking opportunities for regional policy stakeholders
- **Expert support** - to help policymakers develop policy through organised access to people with the right experience (e.g., policy helpdesk, matchmaking, peer reviews).

Under these categories, the Platform can include activities such as (non-exhaustive):

The knowledge hub:

- analyses, benchmarks, and disseminates the content and results of interregional cooperation projects (including validation of good practices).
- prepares and publishes thematic material and guidance, such as newsletters, studies, policy briefs and recommendations, showcasing good practice examples related to current regional challenges.
- monitors, as far as possible, EU policy trends on subjects related to the programme's policy objectives, the goal being to identify the practices and developments of interest, or where synergies and links may be useful.
- contributes to promoting Interreg Europe by disseminating the Platform's activities and results.

The community of peers:

- organises and facilitates (proactively and on demand) thematic networking, capacity building and policy learning events, workshops and meetings for the Platform's registered stakeholder community.
- organises specific activities on the request of the Partner States e.g., targeted thematic workshops.

Expert support:

- manages the policy helpdesk to answer requests for information and data and policy advice from individual stakeholders.
- advises running projects on thematic issues, where relevant.
- organises and facilitates matchmaking sessions and peer reviews on request between European regions in support of policy improvement and capacity building.

What the Platform can offer projects

The Platform's advice to running projects is different in nature from the project development, assessment, and monitoring guidance assured by the joint secretariat and given to guarantee objective and technical support to projects. More precisely:

The Platform can support projects in their policy development work by:

- inviting them to join the Platform's activities in order to share their insights and contribute to thematic and networking events; organising matchmaking, peer reviews, and other relevant workshops.
- advising them on relevant findings from policy analyses, offering policy recommendations, and advising on thematic initiatives of interest.
- ensuring synergies between the projects by circulating relevant information e.g., interesting practices from the projects which could benefit the work of others or which might catalyse a cross-fertilisation effect.

As a spillover effect, the knowledge exchange and networking resulting from the platform's activities may lead to new project ideas and partnerships which could be pursued under other programmes or as an Interreg Europe project. Project development is however not within the remit of the platform.

The platform cannot:

- assist applicants
- assess applications
- monitor project implementation
- organise exchange of experience activities on behalf of projects.

The role of Platform experts is to focus exclusively on content-related questions. Project development (i.e., assisting applicants), assessing applications, and monitoring projects remains the core competence of the managing authority / joint secretariat.

How can the Platform's services be accessed?

Online access to the Platform is via the Interreg Europe website: www.interregeurope.eu.

Interested stakeholders can easily access a wealth of policy solutions, such as good practices, policy briefs, success stories, event content, and reports. They can also subscribe to thematic newsletters and contact the experts by phone or email.

However, in order to access more complete expert policy advice and support services, users need to create an account in the Interreg Europe community. Registered users can:

- access advanced community features, such as seeing the full profile of practitioners and their contact details, personalising, commenting on, and following content, managing their notifications, etc.
- register for policy learning events and receive follow-up and tailored content
- submit a question to the policy helpdesk and receive written advice from an expert using a simple online form.
- submit a request for matchmaking or peer review (only for public authorities) using a simple online application.

N.B. The Platform is not a funding mechanism, it does not award any kind of grant to regions. **Registration and participation in all the Platform services, information, events, etc. is free of charge.**

How to evaluate the performance of the Platform

As explained in [section 2.4](#) (The programme's intervention logic), the intensity of cooperation is lighter in the Platform than in projects. This means that expectations in terms of achievements are also different for the Platform, which focuses primarily on increasing the capacity of participants through its activities. For the most demanding activities, such as the peer reviews, the Platform may even contribute to policy improvements, even if this contribution will always be indirect.

The main indicators used to monitor the Platform's performance are summarised in table 6 below.

Table 6: Interreg Europe Platform's main indicators

Policy objective	Specific objective	Output indicators	Result indicators
Interreg Specific Objective: a better cooperation governance	Strengthening institutional capacities for more effective regional development policies	RCO81: Participations in joint actions across borders RCO87: Organisations cooperating across borders¹ OI4: Policy instruments addressed	RI1: People with increased capacity due to their participation in Platform events RI2: Organisations with increased capacity due to their participation in interregional cooperation RI3: Policy instruments improved thanks to Interreg Europe

These indicators are monitored on an ongoing basis using surveys when relevant.

1. As explained in the intervention logic section ([section 2.4](#)), several indicators (i.e., RCO 87, organisations with increased capacity, policy instruments addressed and improved) are only relevant to a few (but important) of the PLP's activities, such as the peer reviews.

Our #policylearning services

www.interregeurope.eu/policylearning



Peer review

Receive tailored recommendations from selected peers and experts on your regional challenges during a **two-day meeting**.



Matchmaking session

Exchange on good practices across Europe during a **two-hour discussion** with selected peers and experts.



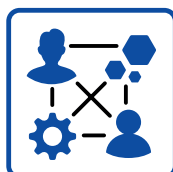
Policy helpdesk

Get **personalised answers** from our experts to your questions about regional policymaking.



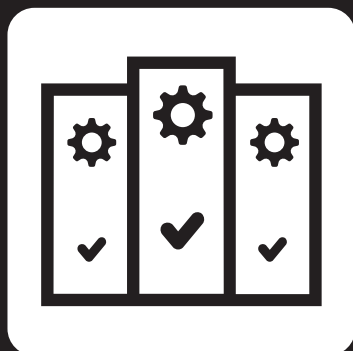
Thematic knowledge

Access the latest EU policy trends and our projects' insights. Check out policy briefs, news and good practices.



Community of peers

Join policy learning events and share experiences with like-minded people.



Good practice database

Explore thousands of expert validated solutions identified by our cooperation projects and beyond. Pick up ideas relevant to you and get in touch with people who tested it on the ground for further inspiration.

Appendices

Appendix 1 – Action plan for policy improvement - template

This template is automatically integrated in the last progress report of the core phase. It appears in the 'Results' for regions which haven't yet demonstrated any policy improvement.

Policy context

1/ Policy instrument addressed

Does the action plan address the initial policy instrument addressed in the application form?

☐ Yes ☐ No

If no, please provide the features of the new policy instrument(s) addressed:

(see description of a policy instrument in the application form)

2/ What kind of improvements do you envisage for this instrument?

- New projects financed through the instrument ☐
- Change in the management of the instrument ☐
- Revision of the instrument itself ☐

Please further explain the expected improvement deriving from the action(s)?

Details of the action(s) envisaged

ACTION X:

Name of the action: _____

1. **Relevance to the project** *(please describe how this action derives from the project and in particular from the interregional exchange of experience. Where does the inspiration for this action come from?)*

2. **Nature of the action** *(please describe the content of action 1 precisely. What are the specific activities to be implemented?)*

3. **Stakeholders involved** *(please indicate the organisations in the region which are involved in the implementation of the action and explain their role)*

4. **Timeframe** *(please specify the timing envisaged for the action)*

5. **Indicative costs and source of funding** *(if applicable, please estimate the costs related to the implementation of action 1)*

Appendix 2 – 2021-2027 performance framework

Interreg Europe indicators

Table 2 presents the proposed Interreg Europe indicators for the 2021-2027 period.

Table 2: Interreg Europe 2021-2027 proposed indicators

Policy objective	Specific objective	Output indicators	Result indicators
Interreg Specific Objective: a better cooperation governance	Strengthening institutional capacities for more effective regional development policies	RCO81: Participations in joint actions across borders (Platform) RCO87: Organisations cooperating across borders (projects and when relevant Platform)¹ RCO84: Pilot actions developed jointly and implemented in projects OI4: Policy instruments addressed (projects and when relevant Platform)	RI1: People with increased capacity due to their participation in Platform events RI2: Organisations with increased capacity due to their participation in interregional cooperation (projects and when relevant Platform) RI3: Policy instruments improved thanks to Interreg Europe <i>RI3.a/ Investment for Jobs and Growth programmes improved thanks to Interreg Europe</i>

Result indicators 3.a is sub-element of result indicator 3 specifically focusing on IJ&G programmes. It is indicated in italics since it will not be explicitly listed as indicators in the Cooperation Programme but will be included in the programme manual and will be monitored in the course of the programme implementation.

Following the recommendation of the Commission, the indicator ‘amounts of funds influenced’ is not included in the performance framework. As reflected in Chart 2, the financial influence can be considered as an ‘indirect’ result of the cooperation. As such, it represents more an impact than a result of the cooperation. Nevertheless, based on the positive experience gained in the present and previous programmes, this indicator could still be monitored for projects at the implementation stage. Projects which will be able to demonstrate a policy improvement achieved thanks to Interreg Europe will also have the possibility to report on its financial impact if possible. This impact indicator will be followed globally but also specifically for IG&G programmes.

1. As explained under the intervention logic, several indicators (i.e. RCO 87, organisations with increased capacity, policy instruments addressed and improved) are only relevant to a few (but important) activities of the Platform such as the peer reviews.

Table 3: Overview of the Interreg Europe 2021-2027 performance framework

Actions	Budget (ERDF)	Indicators			M.U	Baseline		Milestone 2024	Target 2029	Intervention field - code
		Code	Type	Name		Value	Year			
Projects	MEUR 347.6	RCO 87	O	Organisations cooperating across borders	Organisations	0	2021	0	12 920	170 ¹
		RCO 84	O	Pilot actions developed jointly	Pilot activities	0	2021	0	190	
		OI4	O	Policy instruments addressed	Policy instruments	0	2021	0	1 620	
		RI2	R	Organisations with increased capacity	Organisations	0	2021	n.a.	8 450	
		RI3	R	Policy instruments improved	Policy instruments	0	2021	n.a.	810	
Policy Learning Platform ²	MEUR 17.6	RCO 81	O	Participants in interregional events	Participants	0	2021	0	14 000	170
		RCO 87	O	Organisations cooperation across borders	Organisation	0	2021	0	80	
		OI4	O	Policy instruments addressed	Policy instruments	0	2021	0	80	
		RI1	R	People with increased capacity	Participants	0	2021	n.a	4 200	
		RI2	R	Organisations with increased capacity	Policy instruments	0	2021	n.a.	50	
		RI3	R	Policy instruments improved	Policy instruments	0	2021	n.a.	40	

1. 170 - Improving the capacity of programme authorities and bodies linked to the implementation of Funds

2. The programme enlargement to 7 new countries means that more regions will be able to access the Platform services. Nevertheless, as far as the platform's performance is concerned, it is proposed to keep the target values as they were initially estimated for several reasons. First, the estimation of target values for the Platform is challenging, and the different estimations provided in this framework are already ambitious. Second, the enlargement to 7 new countries has limited impact on the PLP budget with less than a 4% increase.

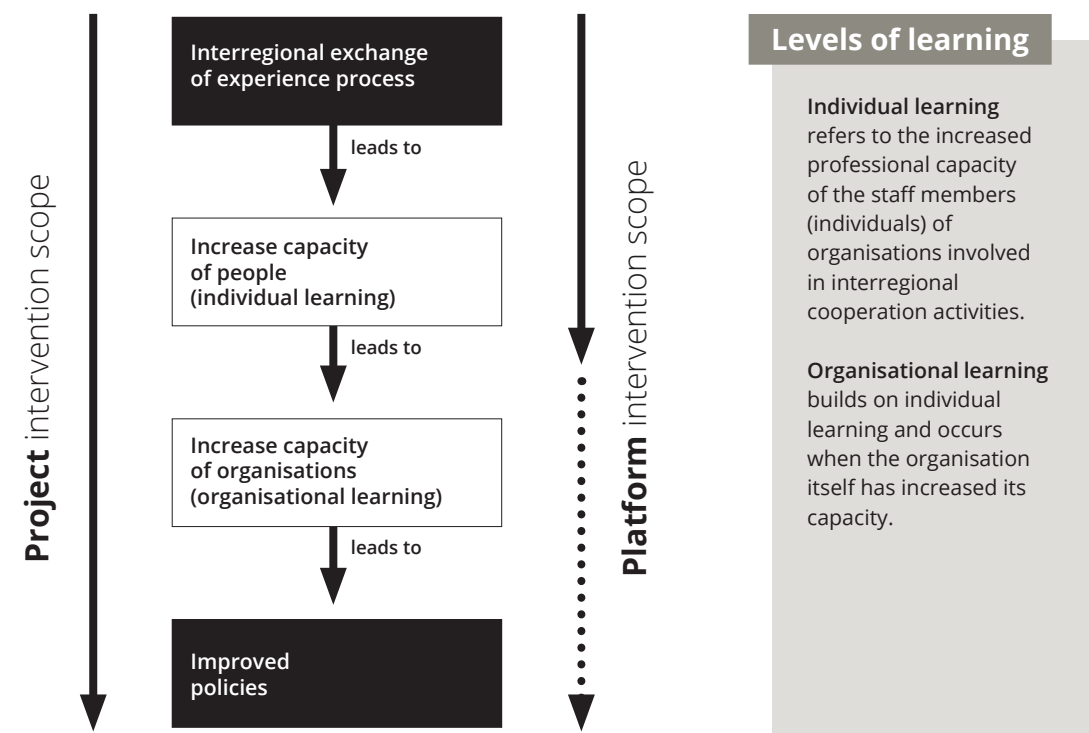
Rationale

Programme's intervention logic

The programme's overall objective is to improve the implementation of regional development policies thanks to the increased institutional capacities of regional policy actors achieved through exchange of experience and implementation of innovative approaches. To achieve this overall objective, the programme implements two types of actions: the projects and the Policy Learning Platform. Both actions primarily consist in supporting interregional activities (including joint pilot actions for projects) to foster exchange of experiences and good practices among people and organisations. Thanks to their involvement in these interregional cooperation activities (which can also include mobilisation of relevant stakeholders in the participating regions), the **people** but also their **organisations** gain new knowledge and increase their competences. Based on this increased capacity, these organisations finally then implement new measures based on the inspiration gained and **improve** the implementation of their regional development policies.

Due to their different characteristics and objectives, the two types of actions contribute to a different degree to the overall programme's objective. The learning process leading to policy improvement and the projects / Platform contribution to this process is summarised in Chart 2 below:

Chart 2: Steps toward the programme's objective

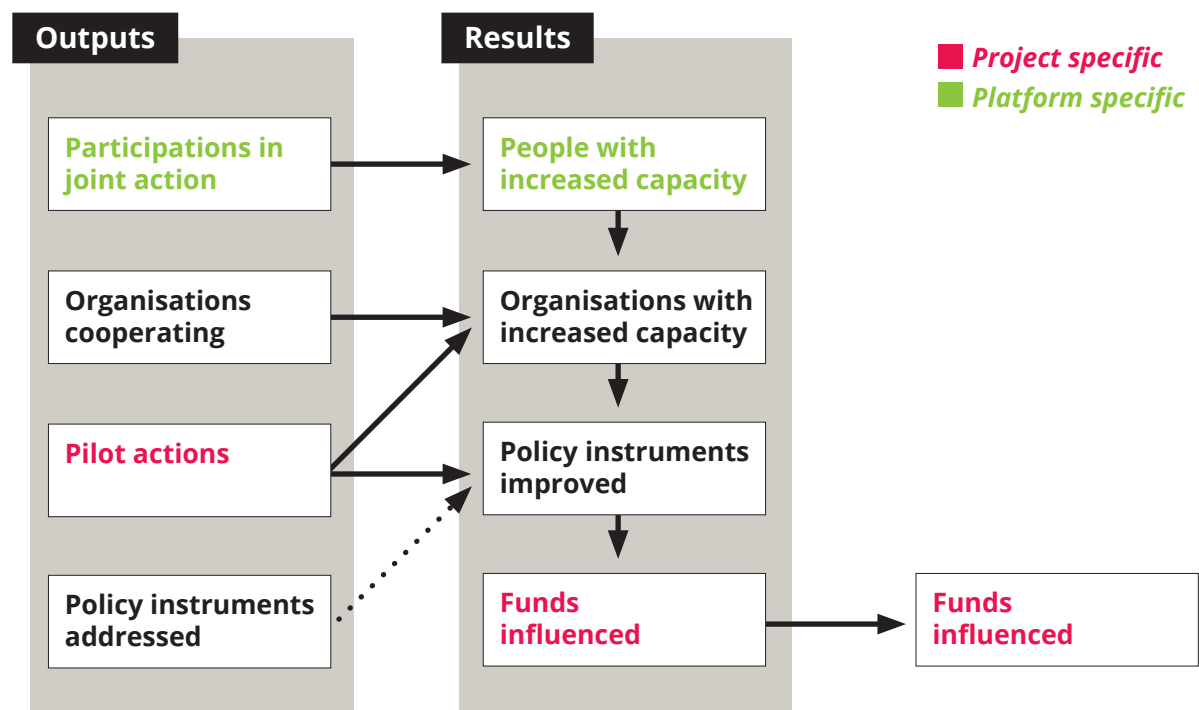


The intensity of cooperation is high within projects both in terms of timing (projects last several years) and nature of activities supported. This intensity is lower under the Platform where the support to learning remains occasional and mainly on a voluntary basis (Platform does not provide funding). As a capitalisation initiative, Platform can obviously not go as far as the projects in supporting the stakeholders' process and more generally the learning at organisational level¹.

As reflected in the arrows on Chart 1, this difference between the two types of actions also means that the expectations in terms of achievements are different between projects and Platform. While Platform activities primarily lead to increase capacity of individuals, projects activities go beyond this level (all people involved in projects should have increased their capacity at the end of the cooperation) and primarily aim at increasing the capacity of organisations leading to policy improvements. As a consequence, Platform contribution to policy improvements cannot be compared to that of projects. In projects, a policy improvement can be fully attributed to the programme's intervention. This is not the case with the Platform services where the contribution to policy improvements is expected to remain indirect. In cases where a policy improvement can be linked to a Platform activity (as a result of a peer review for instance), the necessary steps to reach the policy improvement (e.g. further discussion with stakeholders, preparation work with policy makers) will not be supported by the programme.

The set of proposed indicators tries to be as simple as possible while still properly reflecting the above programme's intervention logic (including the different contribution of projects and Platform) as summarised in Chart 2 below.

Chart 2: intervention logic & indicators



1. This logic is based on the experience gained in the 2014-2020 period. In the future, it does not prevent the Platform from developing other services and possibly from further contributing to the programme's objectives.

Table 3: Interreg Europe 2021-2027 – explanation for the choice of output and result indicators

Output indicators	Rationale
RCO81: Participations in joint actions across borders	In compliance with the Commission's definition, this indicator captures the number of participants in the interregional actions organised by the Platform (e.g., thematic workshops, thematic webinars, peer reviews). It is particularly relevant to Platform whose contribution to the capacity building process is primarily related to the increased capacity of people. It also provides a useful indication on the capitalisation scope and effort carried out by the Platform considering that participating in Platform activities is on a voluntary basis. This output indicator is directly related to the first result indicators on 'people with increased capacity'. Although projects contribute directly and very significantly to individual learning, this indicator (and its corresponding result indicators) do not apply to projects for the following main reasons: - As mentioned in table 1 with the current indicator on 'people with increased capacity', the output (participants) and result (people with increased capacity) indicators are equivalent in projects (98% of the participants confirmed they have increased their capacity). For the programme's performance, there is therefore no added value to monitor both indicators for projects where the value is expected to be the same (which is not the case with the Platform events). This also reflects that the focus on individual learning is not demanding enough for projects. - If the 'individual learning' indicators would apply to both projects and Platform, then it would no longer be possible to clearly identify the Platform performance (at least in the value reported to the Commission). Considering the means invested by the programme in projects compared to the platform, the value of the indicator would reflect to a very large extent the project activities only. - In terms of simplification, it would be easier for project to focus on their first basic objective which is to achieve organisational learning. A focus on individual learning would not only require a regular reporting of the number of participants, it would also imply another survey (in addition to the survey on organisational learning) at the end of the project.
RCO87: Organisations cooperating across borders	This indicator counts the organisations cooperating in the projects and when relevant in Platform. The Commission's definition of this indicator is rather restrictive considering that it refers to organisations that are "mentioned in the financing agreement of the application". In the context of Interreg Europe projects, the indicator does not only include the partner organisations but it also covers the stakeholders organisations actively involved in the cooperation. Since these stakeholder organisations are officially mentioned in the application form which itself is part of the 'financing agreement, this approach should be in line with the Commission's definition. This indicator is particularly relevant to projects whose aim is to go beyond the 'individual learning' by achieving increased capacity of the organisations involved through different activities (including the work of the stakeholders groups). For Platform, this indicator can be used only when it makes sense, meaning for the most demanding activities (e.g., peer review) where the host organisation may also be counted. However, since there is no 'financing agreement' for these activities, it should be checked with the commission if this approach remains in line with the definition of the indicator (host organisations will be still officially recorded through the application and follow-up measure of the peer- review). This output indicator is directly related to the second result indicators on organisation with increased capacity.

Output indicators	Rationale
RCO84: Pilot actions developed jointly and implemented in projects	This indicator captures the number of new approaches tested within projects. This indicator which is also included in list of common Interreg indicators allows to reflect the more predominant place given to pilot actions in the 2021-2027 period although not all projects will support such actions. It also puts the emphasis on the outputs going beyond the traditional exchange of experience actions and requiring a more intensive cooperation in projects. As reflected in chart 1, this output indicator is linked to two result indicators. First, pilot actions contribute to increase the capacity of organisations involved in its implementation (learning by doing). It is also directly related to the third result indicator on policy instruments improved. Indeed, in the Interreg Europe context, pilot actions are possible only if they clearly contribute to the improvement of a policy instrument in case of success. This means that the continuation or generalisation of the pilot action after its support by Interreg Europe is in principle considered as an improvement of a policy instrument.
OI4: Policy instruments addressed by projects and Platform	This indicator captures the number of policy instruments addressed by projects and when relevant by Platform. While for projects, this is systematically recorded in the monitoring system from application stage until closure, it only applies to the most elaborated services of the Platform and in particular the peer reviews (which also requires the mobilisation of the relevant stakeholders in the host region). It would neither make sense nor be feasible to collect this information for the other services of the platform. Even if the policy instrument addressed may be not considered as an output in the strict definition of the terms, it still reflects the scope of the need tackled by the programme and is also directly related to result indicator 3 on the policy instruments improved. This indicator will be completed at project application. It will then be updated if needed (in case any additional policy instrument is addressed / improved) on a six-month basis through the projects' progress reports.

Result indicators	Rationale
RI1: People with increased capacity due to their participation in Platform events	This indicator captures the individual learning achieved thanks to the Platform activities. As reflected in Charts 1 and 2, the increased capacity of individuals is a necessary step towards the organisational learning. It is the core result expected from the capitalisation activities organised within the Platform. It is directly linked to the output indicator RCO 81. Following the experience of the current programme with this indicator and as reflected in Appendix 2.1, its monitoring will be based on a survey sent to the participants in the Platform events (seminars, workshops, match making sessions, peer reviews). In the list of Common Interreg Indicators, RCO81 (Participations in joint actions across borders) is intended be used together with RCR85 (Participating in joint actions across borders after project completion). However, RCR85 is not adapted to the Interreg Europe rationale where the continuation of the cooperation beyond the duration of the project is not an objective per se. On the contrary, a successful project usually means that the regions involved have successfully 'mainstreamed' the lessons learnt from the cooperation into their own regional development policies before the end of the project. When regions have found the solutions and inspiration they were looking for, they usually do not need to maintain the cooperation beyond the project. This approach to durability is another core difference between interregional cooperation and cross-border / transnational cooperation. This indicator will be completed regularly after each main Platform events.
RI2: Organisations with increased capacity due to their participation in interregional cooperation	This indicator captures the organisational learning which is one of the core results expected from projects. Beyond the increased capacity of individuals, the programme aims at improving the capacity of organisations (partners and stakeholders) so they are able to improve the way they function and implement their actions. As reflected in Charts 1 and 2, the increased capacity of organisations is a necessary step towards the improvement of regional development policies (i.e., any policy improvement implies first that an organisation has increased its capacity). This result indicator is directly linked to RCO 87. Although it is primarily relevant to projects, it will also apply to the most demanding activities of the Platform (e.g., peer reviews) where the intensity of cooperation is sufficient to generate organisational learning (from the host organisation). This indicator was jointly elaborated with transnational cooperation programmes and the methodology to ensure its monitoring is also available (see Appendix 2.2). It is based on the current approach developed by the Baltic Sea programme. In the list of Common Interreg Indicators, RCO87 (Organisations cooperating across borders) is intended be used together with RCR84 (Organisations cooperating across borders after project completion). However, for the same reason provided for RI1, RCR84 is not adapted to the Interreg Europe rationale where the continuation of the cooperation beyond the duration of the project is not an objective per se. A successful project usually means that the regions involved have successfully 'mainstreamed' the lessons learnt from the cooperation into their own regional development policies before the end of the project. When regions have found the solutions and inspiration they were looking for, they usually do not need to maintain the cooperation beyond the project. This approach to durability is another core difference between interregional cooperation and cross-border / transnational cooperation. This indicator will be completed at project completion.

Result indicators	Rationale
RI3: Policy instruments improved thanks to Interreg Europe	This indicator counts the core result expected from the Interreg Europe projects and from the most elaborated services of the Platform: the improvement of regional development policies. It is linked to the output indicator 'Policy instrument addressed'. It allows monitoring to which extent the learning resulting from the cooperation is transformed into action and lead to concrete measures in the regions. In projects, the successful implementation of a pilot action can also result in the improvement of a policy instrument. This is where there may be a link between this indicator and the common indicator RCR 104 'Solutions taken-up by organisations'. The indicator can be completed only when the policy improvement can be fully or at least partly attributed to the programme's intervention. Under the projects, this causality link can be direct while in the Platform, other external factors play a role. This indicator will be completed on a six-months basis through the projects' progress reports.

Baseline and target values

The baseline value for all output and result indicators as defined above is '0' at the start of the programme in 2021 considering that first projects and Platform activities will start in the course of 2022 only.

The method of calculation and assumptions are detailed in Appendix 2.3 of the present document. The estimation of these target values takes into consideration statistics of the present programme as well as a number of assumptions depending on the indicators concerned. When drafting the present methodological document, it was ensured that the data underpinning the indicator baselines, milestones, and targets were taken from a reliable source (e.g., the monitoring system or official statistics). Whenever this was not the case, the necessary steps were taken to ensure the quality of the data.

Table 4: Interreg Europe output indicators – target values

Indicators	Measurement unit	Baseline (2021)	Milestone (2024)	Final target (2029)
RCO 81: Participations in joint actions across borders (Platform)	Participants	0	0	14,000
RCO 87: Organisations cooperating across borders	Organisations	0	0	13,000
RCO 84: Pilot actions developed jointly and implemented in projects	Pilot actions	0	0	190
OI4: Policy instruments addressed	Policy instruments	0	0	1,700

Table 5: Interreg Europe result indicators – target values

Indicators	Measurement unit	Baseline (2021)	Final target (2029)
RI1: People with increased capacity due to their participation in Platform events	Participants	0	4,200
RI2: Organisations with increased capacity due to their participation in interregional cooperation	Organisations	0	8,500
RI3: Policy instruments improved thanks to Interreg Europe	Policy instruments	0	850

The added-value of the present framework is to allow monitoring the results not only in absolute terms (i.e. total number of participants or organisations with increased capacity, total number of policy instruments improved) but also and more importantly in relative terms (% of participants in Platform activities with increased capacity; % of organisations involved with increased capacity; % of policy instrument addressed finally improved). This is through this relative approach that the overall programme's performance will be expressed in its most meaningful way (out of all programme beneficiaries, how many are better off at the end?)¹.

¹ See also the Result Based Accountability [approach](#) which considers that results have to be expressed in relative terms to be meaningful and to properly reflect the performance of a public intervention

To a certain extent, this also applies to the impact indicators (funds influenced) monitored during implementation stage of projects and whose value can be compared to the total ERDF/IPA/NDICI budget of the programme (i.e. this has been used in previous programming periods to demonstrate the leverage effect of the programme).

Data quality assurance

A precise definition of the indicators is the first prerequisite to ensure clarity and reliability of the performance framework. As it was already the case in the previous programming periods, a detailed definition of each indicator will be provided in the programme manual.

For both output and results indicators, the data will be provided by the programme monitoring system. The system will be developed based on the experience gained since many years now and will ensure the reliability of the information collected. Projects and platform will have to report on indicators on a regular basis (through progress reports) and more importantly to provide evidence on the values provided. This input will be integrated in the monitoring system that can generate automatic statistics and consolidated data.

As far as the output indicators are concerned, the reliability is ensured in essence since the four proposed indicators build on factual elements to be reported and justified by the projects and platform:

- The number of participants in joint actions across borders refers to individual people involved in the Platform events. On a regular basis and based on the attendance list, the platform will report in its monitoring system the list of individual people that participate in its activities. This list will be checked by the JS before validating the value provided for the indicator.
- The number of organisations refers to the legal entities that are involved in interregional cooperation. For projects, this covers not only the organisations listed as official partners in the application form, but it also includes stakeholder organisations actively involved in the cooperation. Obviously, the partner organisations will automatically be recorded in the monitoring system while a list of stakeholder organisations involved per region will have to be provided in the relevant section of the progress report. For the Platform, this information can be monitored and recorded in the monitoring system for the relevant expert support service (peer reviews).
- The number of pilot actions will also be reported by projects through a dedicated indicator in the progress report. However, considering the definition of this common indicator, projects will only be able to report it once the pilot actions are completed meaning towards the end of the project's implementation.
- The number of policy instruments addressed is also extracted from the application form for the project and from the template used for the expert support services for the Platform. Like the other output indicators, the data is automatically generated through the monitoring system.

The programme will also put in place a system to ensure the reliability on the values reported for the result indicators although some of them are based on self-declaration from the beneficiaries:

- The number of people with increased capacity will be included in the monitoring system and will derive from the satisfaction questionnaire that will follow each Platform event. This questionnaire will include a dedicated question on increased capacity (see also Appendix 2.1). All participants in Platform events will be strongly encouraged to complete the questionnaire.

- Similarly, the number of organisations with increased capacity will be integrated in the monitoring system and will be the results of a dedicated survey jointly developed with transnational programmes and available as Appendix 2.2. For projects, this survey will be launched in the last months of the project's duration. All organisations involved in the project as reported in the progress reports (partners and stakeholders) should complete the survey. For Platform, this survey will be integrated in the follow-up measures of the related event which usually are organised a few months after the event. The host organisation of the event will have to answer this survey.
- The number of policy instruments improved will be automatically calculated through the statistics of the monitoring system. For the Platform, this indicator will be monitored only for the most elaborated service (i.e. the expert support service). This is indeed the only service for which a direct causality link can be established between the action supported and the results achieved.

Result indicators 3 (i.e., policies improved) will however be based on a self-declaration system in the progress reports and in the Platform monitoring system (as it is already the case in the current programme). The programme will therefore have to carry out a systematic validation process each time this indicator is completed. This process will be based on a methodology that was tested and developed since several programming periods now. To ensure that the result can be attributed to Interreg Europe, the JS will follow a strict checklist detailing the criteria to be met. The example of the 2014-2020 checklist used by Project Officers to assess the result reported in the progress report by projects is provided as Appendix 2.4. These criteria and questions will also be adapted to the types of actions monitored (projects or Platform) (e.g., are the final results of the pilot action clearly defined? Is the policy improvement clearly defined? Are details on the 'learning' process to achieve this improvement provided? Is the improvement clearly linked to the project or Platform activities?). If one of these criteria is not fulfilled, the value of the indicator will not be validated and would need to be removed from the monitoring system¹.

Beyond the issue of indicators, the quality control is fully integrated into all procedures in place within the Joint secretariat in particular through the application of check lists that all Joint secretariat members have to comply with in their daily work.

1. In the current programme, it is estimated that around 50% of the results initially reported by projects in their progress report are not validated by the programme.

Appendix 2.1 – People with increased capacity

Guidance on monitoring “people with increased capacity”

The Interreg Europe Policy Learning Platform (Platform) helps practitioners of regional development policies to increase their professional skills through offering a range of different services. Increased professional capacity means that participants have gained new knowledge in their field of expertise, knowledge that helps them to better perform their job. The Platform should regularly report on the result indicator ‘People with increased capacity due to their participation in Platform events’.

To ensure reliability and consistency in the way to monitor this indicator, the questionnaire should be addressed to all participants of Platform events.

The value provided for the indicator will correspond to the total number of people who answered ‘to a small degree’ or ‘to a large degree’ to question of the questionnaire. As a supporting document to the value provided, Platform will need to regularly provide a list of names of these participants.

Information to be included in the satisfaction questionnaire after each Platform event:

Your details*

Name and surname: _____

Organisation: _____

Country: _____

Please indicate to which extent you agree with the following statements*:

	Not at all	To a small degree	To a large degree
As a result of this event, I have gained new knowledge and ideas that are useful for my work			

Please explain more precisely which elements you gained from the event and contributed to increase your professional capacity (max. 1,500 characters):

Appendix 2.2 – Organisations with increased capacity

Guidance on monitoring “organisations with increased capacity”

Survey context and guidance

A survey is to be used to collect data for the programme-specific result indicator ‘*Organisations with increased professional capacity due to their participation in interregional cooperation*’.

The sample survey template below was developed to ensure consistency across projects and platform in monitoring this indicator. It was designed to be as simple as possible to serve the purpose stated in the paragraph above.

The programme shall provide this survey to project lead partners and platform beneficiaries (i.e., beneficiaries of Policy Learning Platform peer reviews). For projects, the indicator needs to be completed in the last progress report and the survey should therefore be launched in the final semester of the project implementation. For Policy Learning Platform, the survey should be included in the ‘follow-up’ measures of the event.

For projects, lead partners are responsible for disseminating the survey to their project partners, which shall then collect survey responses from organisations both within and outside of the project partnership that participated in project activities (i.e., including stakeholders). The lead partner is responsible for collating the responses in an overview table that it provides to the programme.

The number of respondents answering *Yes* to question 2 is the value of the indicator. Projects shall report this value to the programme along with their final report, i.e. by project completion.

During the application phase, the programme shall provide lead applicants with information about data collection for this indicator to help them in setting a realistic target.

The project may decide on the format of the survey and how to send it out. The project may decide to translate the survey into local languages.

Survey template – sample only

[Preamble]

1. Identification

- a. Your name and surname: _____
- b. E-mail address: _____
- c. Organisation name: _____
- d. Country: _____
- e. Status in project:
 - ☐ partner
 - ☐ stakeholder

2. Did the capacity of your organisation increase as a result of involvement in this project?

- ☐ Yes
- ☐ No / Not sure

3. If this is the case, how was this reflected within your organisation? *Select all that apply*

- ☐ It uses new knowledge or skills

Please describe: _____

- ☐ It adopted new internal tools, new procedure or workflows

Please describe: _____

- ☐ It changed its organisational structure

Please describe: _____

- ☐ It has improved a regional development policy instrument it is in charge of¹

Please describe: _____

1. For projects, this improvement should be reported in the relevant progress report. For PLP, this improvement should be recorded in the relevant monitoring tool.

Appendix 2.3 – Indicators - assumptions and calculation

Table 1: 2021-2027 Interreg Europe indicators

(based on statistics and assumptions presented in tables below)

Performance framework				
Output indicators	Milestones (2024)	Calculations and / or assumptions	Final target (2029)	Calculation and / or assumptions
RCO81: Participation in joint actions across borders (Platform)	0	Considering that Platform will start at the earliest in 2022, the value takes into consideration 2,5 years of implementation. 2029 target value (14 000) x 2,5 years / 7 years = 5 000 However, according to the EC methodology for RCO81, RCO84 and RCO 87, only the outputs of 'finalised' operations can be taken into consideration. Since neither the Policy Learning Platform nor any projects will be finalised by 2024, the milestones for this indicators is set at '0'.	14,000	The estimation of this indicator is particularly challenging. It took time for the 2014-2020 platform to reach its full speed and, when it reached this level, the COVID-19 crisis occurred. There are therefore few trustworthy references to define the target values for the future programme. The current estimation is based on the 3rd contract of the platform which was the most productive. Under this contract, an average of 1,435 participants per year were involved in the Platform actions for a total average budget per year of MEUR 1,4. In the next programming period, the average annual budget per year could reach up to MEUR 2,4. The link between budget and participants is however not fully direct. First, the events are only one among the 4 Platform services. Second, the ambition in the future is to develop more demand driven services (e.g. match making sessions and peer reviews). Although these services are among the most appreciated by the regions, there are also more costly and involve less participants. Considering these different elements, it is anticipated that the average number of participants per year in the Platform actions could increase to 2 000 people. 14 000 = 2 000 x 7 years
RCO87: Organisations cooperating across borders	0	<u>Projects</u>: estimated number of projects approved by 2024 (110) x estimated average number of organisations involved per project (63) = 6 930 By 2024, it is estimated that half of the expected projects could be approved. <u>Platform</u>: estimated number of host organisations involved in peer review per year (12) x 2,5 years = 30 <u>Total</u> = 6 960 (rounded to 6 900) As highlighted above, the 2024 milestone is nevertheless indicated at '0' to comply with the EC methodology.	13,000	Projects: estimated average number of organisations involved per project (63) x estimated number of projects (240) = 15 120 PLP: 84 = estimated number of host organisations involved in peer review per year (12) x 7 years Total = 15,204 It is however the first time this indicator will be monitored and the programme prefers to remain prudent in its estimation which is therefore reduced and rounded to 13,000.

RC0 84: Pilot actions developed jointly and implemented in projects	0	According to the EC definition of this indicator, it seems that the pilot action can be counted only once completed. First call projects are expected to start in January 2023 and will be able to propose pilot actions from the start of the cooperation. This possibility is however new compared to the 2014-2020 programme where no experience exists. Even if some of these projects include pilot actions from the start, only few of these pilots may be completed by end of 2024 (the programme will recommend a 3 year duration for the core phase). It is therefore more realistic to consider the 2024 milestones at '0'.	190	The development of innovative approaches will be further encouraged in the 2021-2027 programme. In particular, pilot actions will be possible from the start of the project. On this basis and considering the current average number of pilot actions for first and second call projects (0,62), the assumption is an increase of this average to 0,8 in the future programme. Estimated number of projects (240) x estimated average number of pilot actions per project (0,8) = 192 (rounded to 190)
OI4: Poliy instruments addressed	800	<u>Projects</u> : By 2024, it is estimated that half of the expected projects could be approved. Estimated number of projects approved by 2024 (110) x average number of policy instrument addressed by project (7) = 770 <u>Platform</u> : estimated number of policy instruments per year (12) x 2,5 years = 30 <u>Total</u> = 800	1,700	Projects: estimated number of policy instruments per project (7) x estimated number of projects (240) = 1,680 PLP: estimated number of policy instrument addressed per year (12) x years of implementation (7) = 84 Total: 1,764 (rounded to 1,700)

Result indicators	Final target 2029)	Calculations and / or assumptions
RI1: People with increased capacity due to their participation in Platform events	4,200	The Platform experience is limited in this domain since the Platform started monitoring this indicator only in the course of the 3rd contract implementation. Under MS3, 373 people had increased capacity out of more than 2,000 participants which represent less than 19%. While a high percentage of people with increased capacity is expected from the host regions participating in a peer reviews, this percentage is more difficult to assess for participants in less intensive events (e.g. workshops, seminars). One of the main challenges is that this indicator depends on the final rate of answers to the questionnaire sent after each event. In the current programme, this rate was often below 50%. On this basis, the objective of having at least 30% of participants on Platform events with increased capacity appears reasonable. Estimated total number of participants (14 000) x 30% = 4 200
RI2: Organisations with increased capacity due to their participation in interregional cooperation	8,500	This indicator is also new for Interreg Europe. Considering the intensity of cooperation in projects, it is expected that a majority of organisations involved in projects (or hosting a PLP peer review) will be able to demonstrate increased capacity at the end of the cooperation. On this basis, the objective of having at least 2 out of 3 organisations involved with increased capacity appears reasonable. Estimated total number of organisations involved (13,000) x 66% = 8,580 (rounded to 8,500)
RI3: Policy instruments improved thanks to Interreg Europe	850	Based on the current statistics for first call projects, the fact that half of the policy instruments addressed will be improved by the end of the programme seems to be a reasonable assumption and remains still an ambitious objective to be achieved. Target value of 2029 (1,700) x 50% = 850

Interreg Europe 2014-2020 statistics (as of 19/01/2021)

Outputs	Data	Source & explanation if relevant
Budget to projects	322,400,000	
Budget to Platform	15,300,000	Currently, the Platform budget represents 4,53% of the total operations budget (MEUR 337,7)
Number of projects	258	Monitoring system / Taking into consideration partners with a minimum budget of EUR 15 000
Number of partners	2,066	iDB statistics (partners with more than EUR 15 000 total budget)
Average ERDF per project	1,249,612.40	Budget to projects / 258 projects
Average number of partners per project	8	No of partners / no of projects
Average number of stakeholder organisations involved in each participating region of projects	8	Table of people with increased capacity submitted by projects at the end of Phase 1 (survey send to all participants at the end of Phase 1). This table also indicates the organisation of the people and whether this organisation is a partner or a stakeholder in the project. This figure should however be taken with care. First, only respondents to the survey can be taken into consideration. Second, the figure can vary a lot according to project.
Average number of pilot actions per project (first and second call)	0.62	Pilot actions overview table (81 out of 130 projects)
Total number of policy instruments addressed by projects	1,713	Monitoring system
Average number of policy instruments addressed by project (equal the number of regions involved)	7	Total number of instruments / 258 projects
Platform 3rd contract (MS3) budget (18 months from March 2019 to September 2020)	2,056,000.00	Platform MS3 final report
Number of participants in Platform actions in MS3	2,153	Platform monitoring system (MS3 chosen for reference since it is the first period where all Platform services were implemented as planned)
Average number of Platform participants per year in MS3	1,435	$(N^{\circ} \text{ of participants in MS3}/18) \times 12 = 1\,435$
Average Platform budget per year in MS3	1,370,667	$(\text{Total MS budget}/18) \times 12 = 1\,370\,667$ (rounded to 1 400 000)
Results	Data	Source & explanation if relevant
Percentage of policy instruments improved by first call projects	55%	Monitoring system - The statistics focus only on the most advanced projects (1st call) although not all of them are closed yet. By October 2020, 292 instruments were improved out of 524 addressed.

Orange field: statistics

Blue field: automatic calculation

Interreg Europe 2021-2027 data and estimations (with 37 Partner States)

Features	Data	Justification if needed
Programme budget dedicated to operations (ERDF, IPA, NDICI)	365,261,000	
Estimated total project budget (ERDF, IPA, NDICI)	347,589,000	
Estimated total PLP budget (ERDF, IPA, NDICI)	17,672,000	To reflect the potential of the Platform which was only initiated for the first time in the 2014-2020 period, it is proposed to slightly increase its budget to 5% of the total operation budget. At any moment, it is anyway possible to allocate back these funds to projects in case it is needed while the allocation of funds from projects to Platform is much more difficult due to its implementation modalities (e.g. obligation to fix budgets in case of externalisation). It is therefore important to have a rather ambitious Platform budget from the start.
Estimated average ERDF/IPA/NDICI budget per project	1,400,000	The average budget per project is expected to increase due to: 1/ higher average number of partners (see below); 2/ more flexibility with pilot actions 3/ more flexibility with follow-up phase based on real costs (although reduced to one year) 4/ inflation. The average ERDF budget in the first call is 1,363,367. The initial assumption is therefore reduced from 1.5 to 1.4 MEUR.
Estimated number of projects	248	Total project budget / average budget per project - Rounded to 240
Estimated number of regions / policy instruments per project	7	This is based on the 2014-2020 average which is not expected to change significantly in the future.
Estimated average number of organisations involved per region (partner & stakeholders)	9	This is based on the 2014-2020 average which is not expected to change significantly in the future (8 stakeholders + 1 partner)
Estimated number of organisations involved per project	63	Average number of regions per project x average number of organisations involved per region
Estimated number of peer reviews organised per year	12	Based on the current experience (XX peer reviews organised by Platform in 2020), Platform could organise up more 20 peer reviews per year. However, since this very much depends on the demand, a more reasonable figure is proposed.

Orange field: statistics

Blue field: automatic calculation

Estimated number of host organisations involved in Platform peer review per year	12	This corresponds to the estimated number of peer review organised per year. Only the host region is considered for the objective of increasing the capacity of organisations. Even if stakeholder are associated, the core of the peer reviews work is taking place with the host organisation.
Estimated number of policy instruments addressed by Platform per year	12	This again corresponds to the policy instruments addressed in the host region of the peer review.
Estimated timing for 1st call approval	second semester 2022	
Estimated number of 1st call approved projects	60	Based on the current experience, the programme could approve an average of 60 projects through 4 different calls.
Estimated start date of 1st call projects	January 2023	The approval of the programme is expected end of 2021. The first call could then be launched in the first half of 2022 with approval in the second semester 2022.
Estimated timing for 2nd call approval	Second semester 2023	
Estimated number of 2nd call approved projects	60	
Estimated start date of 2nd call projects	January 2024	

Orange field: statistics

Blue field: automatic calculation

Appendix 2.4 – Extract from the 2014-2020 progress report (PR) monitoring check list

2.2 Results/ Policy instruments			
2.2.1 Policy instruments	Yes	No	Comment
Are the general features filled in correctly for all policy instruments? Is the information on geographical coverage logical? (for PR1 and additional policy instruments only)	☐	☐	
In case a policy change was reported:			
Is the policy change well described? I.e. is the nature of the policy change clear?	☐	☐	
Is there any evidence that the changes have already taken place?	☐	☐	
Is it clear that this change is partly or fully due to the Interreg Europe project?	☐	☐	
If applicable, is the information in line with the information reported in previous PR(s)?	☐	☐	
If applicable: Is the influenced amount realistic? Is this amount clearly justified?	☐	☐	
In case a territorial impact is <u>not</u> reported:			
Is it clear from the description of the policy change that a territorial impact cannot be reported (yet)?	☐	☐	
In case a territorial impact is reported:			
Is the description of the territorial impact understandable and sufficiently detailed?	☐	☐	
Is the reported figure for each self-defined indicator realistic? If applicable, is (are) the <u>new</u> self-defined indicator(s) meaningful?	☐	☐	
In case the policy change reported can be accepted as such (no clarifications needed), please fill in the 'Specifications of the change' section by indicating the nature of the change and its level of attribution to Interreg Europe.	☐	☐	
In case NO policy change was reported yet:			
Are policy developments described for each policy instrument (in principle from PR3)? / Are the main reasons why the policy instrument could not be influenced yet outlined (phase 2 PR)? Is the information provided relevant and clear?	☐	☐	

.....

Appendix 3 – Interreg Europe Control Templates

Interreg Europe provides two control templates

- A standard control certificate (see Appendix 3.1 below)
- A standard control report template including a control checklist (see Appendix 3.2 below).

These templates are used by the controllers during their control work to ensure the application of the same quality standards and to document the control steps properly. These standard templates are provided in electronic format in the Interreg Europe Portal. The Portal is also the place where the controller fill in and sign these templates for each report.

Appendix 3.1 – Interreg Europe Control Certificate

Project title	Automatically filled in from most recent approved AF at the moment of finance report creation	
Project acronym	Automatically filled in from most recent approved AF at the moment of finance report creation	
Project ID	Automatically filled in from most recent approved AF at the moment of finance report creation	
Reporting period	(DD.MM.YYYY – DD.MM.YYYY) Automatically filled in from Report identification tab in the PP financial report	
Partner Report Number	Automatically filled in from Report identification tab in the PP financial report	
Name of partner organisation in English language	Automatically filled in from from most recent name in English in section B in the AF	
	Eligible amount	EUR XX.XX (automatically filled in from the financial overview of the report)

Based on the documents provided and my verification and professional judgement as a controller, regarding the eligible amount indicated in this Control Certificate, I confirm that:

- expenditure is in line with European, programme and national eligibility rules and complies with conditions for support of the project and payment as outlined in the subsidy contract;
- expenditure was actually paid except for costs related to depreciation and simplified cost options;
- expenditure was incurred and paid (with the exceptions above under “b”) within the eligible time period of the project and by the end of the reporting period and was not previously reported;
- expenditure based on simplified cost options (if any) is correctly calculated and the calculation method is correctly applied;

- e. expenditure reimbursed based on eligible costs actually incurred is either recorded accurately in a separate accounting system or has an adequate accounting code allocated. The necessary audit trail exists, and all was available for inspection;
- f. relevant EU/ national/institutional and programme procurement rules were observed;
- g. EU and programme publicity rules were followed;
- h. co-financed products, services and works were actually delivered or are in progress to bedelivered and expected to be delivered by the project end date;
- i. expenditure is related to activities in line with the Application form and the Subsidy contract.

I. Based on the documents provided, my verification and my professional judgement as a controller, I have NOT found any evidence of:

- infringements of rules concerning horizontal principles of gender equality, non-discrimination and sustainable development;
- double-financing of expenditure through other financial source(s);

II. I hereby confirm that the verification of the project financial report was done precisely and objectively.

III. The control methodology and scope, control work actually done, and eligible and ineligible expenditure per cost category are documented in the Control report and Checklist (based on the programme template). Risk-based control was applied according to the applicable programme methodology. In case of suspicion of fraud, it is reported using the specific programme template.

I and the institution/department I represent are independent from the project’s activities and financial management and authorised to carry out the control.

Controller's signature

Controller's signature

Designated control body responsible for verification:	<i>Automatically filled upon controller's confirmation of the partnerreport</i>
Name	<i>Automatically filled upon controller's confirmation of the partnerreport</i>
Date	<i>Automatically filled upon controller's confirmation of the partnerreport (date when Certificate is generated)</i>

Appendix 3.2 – Interreg Europe Control Report and Checklist

Interreg Europe Control Report

1. Project partner progress report	
Project title	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>
Project acronym	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>
Project ID	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>
Reporting period	<i>(DD.MM.YYYY – DD.MM.YYYY)</i> <i>Automatically filled in from the Report identification tab of the PP finance report</i>
Partner Report Number	<i>Automatically filled in from the Report identification tab of the PP finance report</i>

2. Project Partner		
Name of partner organisation in English language	Automatically filled in from most recent partner name in English in section B of AF	
Partner type of organisation	☐ Public body or body governed by public law (automatically filled based on AF)	☐ Body governed by private law (only non-profit) (automatically filled based on AF)
Partner number	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>	
Start date of partner participation in project	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>	
End date of partner participation in project	<i>Automatically filled in from most recent approved AF at the moment of finance report creation</i>	

3. Designated Controller	
Control body responsible for the verification ¹	<i>Automatically filled in from the profile of the controller signing this document</i>
Name of the controller	<i>Automatically filled in from the profile of the controller signing this document</i>
Job title	<i>Automatically filled in from the profile of the controller signing this document</i>
Division/Unit/Department	<i>Automatically filled in from the profile of the controller signing this document</i>
Address	<i>Automatically filled in from the profile of the controller signing this document</i>
Country	<i>Automatically filled in from the profile of the controller signing this document</i>
Telephone Number	<i>Automatically filled in from the profile of the controller signing this document</i>
Email	<i>Automatically filled in from the profile of the controller signing this document</i>

4. Verification

General methodology	☐ administrative verification	☐ on-the-spot verification

In case of on-the-spot verification: Date(s) of on-the-spot verification	DD.MM.YYYY - DD.MM.YYYY			
In case of on-the-spot verification: Location of on-the-spot verification	premises of project partner	project event/meeting	place of physical project output	Virtual
If a <u>virtual</u> on-the-spot verification is chosen, please explain how it allows to gain sufficient assurance:	<i>Briefly describe how the virtual on-the-spot verification allowed to gain assurance about the elements usually covered by an on-the-spot verification such as</i> - <i>the good functioning of internal processes and systems related to the approval, ordering, accounting, and payment of reported costs</i> - <i>the existence and delivery of goods and services & infrastructure and works.</i>			
The verification is done in line with the programme risk-based verifications methodology. If the Portal selected only a sample of items for your control, but you decided to extend this sample, please describe here how and why the sample was extended.	<i>The programme will provide the controller with the minimum list of items to be covered by the verification. Depending on the risk-analysis, the selection might be based on a sample. Should you as a controller decide to extend the sample, please briefly describe to which extent the sample was extended and for what reasons (e.g. error found in the initial sample leading to the extension from a sample check to a 100% check or decision to extend the sample for specific items based on professional judgement).</i>			

Declared (A) (total amount declared in EUR)	Confirmed (B) (total eligible amount in EUR)	Difference (C=A-B) (total amount deducted in EUR)	Confirmed % of Declared (B/A*100)
<i>(Calculated automatically)</i>	<i>(Calculated automatically)</i>	<i>(Calculated automatically)</i>	<i>(Calculated automatically)</i>

5.a Description of findings, observations and limitations	
n.a.	<i>A summary description of the types of errors found and a reasoning why it is an error. Also add: a clear specification of additional observations and limitations (if any), expressed about the eligibility of some expenditure. In case of suspicion of fraud, please fill in the specific reporting template (annex 4 of the programme manual).</i>
5.b Follow-up measures from previous report	
n.a.	<i>Follow-up measures from previous report automatically added here from previous control report</i>
	<i>Outcome of verification of actual implementation of follow-up measures from previous report to be reported here.</i>
5.c Conclusions and recommendations ⁶	
n.a.	<i>The conclusion takes into consideration the above-mentioned observations/reservations. It also describes the measures implemented to solve the errors detected and it eventually provides recommendations to avoid the repetition of the same types of errors in the future.</i>
5.d Follow-up measures for the next progress report	
n.a.	<i>Follow-up measures to be implemented in the next progress report should be described in this section.</i>

Controller's signature	
Date	<i>pre-filled from controller's profile</i>
Name	<i>pre-filled from controller's profile</i>
Signature	<i>filled automatically when report confirmed</i>

Interreg Europe Control Checklist (Annex to the Control Report)

General checks			Comments
<i>Done once and again in case of change at first report (for third point: after first transfer of Interreg or Norwegian funds) and again in case of change</i>			
Project partner maintains separate accounting records/system, or accounting code, for all transactions related to the project. Ensuring separation of project expenditure for all transactions relating to the project [according to Art. 74 1a(i) of Reg. (EU) No 2021/1060]	☐ Yes	☐ No	<i>If no, has been ticked, either the report cannot be confirmed or a comment is provided that explains what remedial action is undertaken that allows the partner to report nevertheless.</i>
Mechanisms are in place to exclude double-financing: <i>e.g., accounting system avoids the allocation of the same invoice to different projects</i>	☐ Yes	☐ No	<i>If no, has been ticked, either the report cannot be confirmed or a comment is provided that explains what remedial action is undertaken that allows the partner to report nevertheless.</i>
The IBAN used for the transfer/receipt of programme funds belongs to the partner organisation.	☐ Yes	☐ No	<i>If "no" has been ticked, either the report cannot be confirmed or a comment is provided that explains what remedial action is undertaken that allows the partner to report nevertheless.</i>
The project partnership agreement is available and signed by the LP and the partner.	☐ Yes	☐ No	<i>If no is ticked, the report cannot be confirmed.</i>

General comments, recommendations, points to follow-up		
Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

1. General checks		Accepted			Comments
		Yes	No	n.a.	
1.1	Costs are correctly recorded in the partner accounting system.	☐	☐	☐	
1.2	The source of the partner's contribution (private or public) is correctly indicated.	☐	☐	☐	
1.3	Costs are directly related to the project and necessary for the development or implementation of the project.	☐	☐	☐	<i>e.g. Verified that costs:</i> • have been initially planned in the AF under this cost category OR • A written approval of these costs exists from the JS • Justified in the Report and within programme flexibility rule
1.4	Costs are correctly allocated to the relevant cost categories.	☐	☐	☐	<i>e.g. Inspected list of expenditures.</i>
1.5	Costs are declared only once.	☐	☐	☐	<i>e.g. Inspected the list of expenditure and verified that expenditures had not been declared twice in different cost categories or in previous reporting periods.</i>
1.6	Expenditure was incurred and paid in project eligibility period and by the end of the reporting period and supported by proof of payment. (NOT needed for flat rates, standard scales of unit costs, lump sums).	☐	☐	☐	<i>e.g. Implementation expenditure is incurred and paid within the starting date of the project set in the subsidy contract and the end of the relevant reporting period.</i>
1.7	All expenditure has been incurred within the eligible programme area. Whenever expenditure was incurred outside of the eligible programme area, approval from the programme was obtained.	☐	☐	☐	
1.8	Expenditure is supported by invoices or documents of equivalent probative value, which are correct in content and accounting terms. (NOT needed for Flat rates, the standard scale of unit costs or lump sums).	☐	☐	☐	
1.9	Ineligible costs according to the Regulations and programme rules are excluded from the Report, e.g.	☐	☐	☐	<i>e.g. Art. 64 of Reg.(EU) No 2021/1060 and Art. 38 (3) of Reg (EU) 2021/1059</i>

	a) fines, financial penalties and expenditure on legal disputes and litigation; b) costs of gifts; or c) costs related to fluctuation of foreign exchange rate d) interest on debt.				
1.10	There is evidence that co-financed products, services and works were actually delivered or are in progress to be delivered and expected to be delivered by the project end date.	☐	☐	☐	<i>e.g. Inspected project evidence provided with the partner report, in particular agendas and signed attendance lists of meetings, written outputs, pictures, etc.; OR performed own research, in particular search on the internet, OR obtained external confirmation of the project's existence, in particular from...' or 'Inspected the project partner and activities on the spot.</i> <i>to be always indicated how sufficient assurance was gained (no matter if the check was an on-the-spotcheck or not)</i> <i>Advance payments can be accepted if it is a standard commercial practice and if the services, goods and works are delivered by the end date of the project the latest. It is recommended to formulate follow-up measures to check the final delivery in a future report.</i>
1.11	(Only to be verified for LPs): The LP transferred the programme funds from the previous periods to the project partners within a timeframe agreed by all partners.	☐	☐	☐	<i>e.g. Inspected in the bank statement</i>
1.12	The total partner budget as stated in the latest approved application form was not exceeded by more than 20% (in line with the programme's budget flexibility rule as outlined in the programme manual) and any excess spending was approved by the lead partner.	☐	☐	☐	<i>e.g. Verified that accumulated partner expenditure is within the partner budget of the latest version of the approved AF. If not, differences have been covered by the budget flexibility or</i>

					<i>explained/approved by the Lead Partner</i>
1.13	If the partner contribution does not come from the partner's own resources but from an external public source: the total partner contribution has not been exceeded.	☐	☐	☐	
1.14	For partners coming from countries which have not adopted the euro as their currency: the currency exchange rate has been correctly applied.	☐	☐	☐	<i>Eg. verified that the expenditure has been converted into Euros based on the exchange rate of the Commission applicable in the month the partner report is submitted for verification to the controller in the online monitoring system.</i>
General comments, recommendations, points to follow-up <i>Deductions (if any) have to be detailed by cost categories.</i>					
Description of findings, observations and limitations		☐ n.a.			
Conclusions and recommendations		☐ n.a.			
Follow up measures for the next progress report		☐ n.a.			

2. Eligibility Checks by Cost Categories

2.1 Staff costs [according to Art 39 (1)(a) and (b) of Reg. (EU) No 2021/1059] If no costs are reported under this cost category, please tick here ☐ .		Accepted		Comments
		Yes	No	
2.1.1	Persons that declared staff costs are employees of the project partner or work under a contract considered as an employment document.	☐	☐	e.g. Inspected employment document / work contracts and contracts considered as employment contracts of individuals declaring staff costs (part-time and full-time).
2.1.2	A document defining the percentage worked on the project (100% or less) (eg. Task assignment letter) is available.	☐	☐	e.g. Inspected documents related to tasks/percentage allocation of employees declaring staff costs (part-time and full-time).
2.1.3	The percentage worked on the project is correctly applied to calculate the eligible staff costs.	☐	☐	
2.1.4	Staff costs, to which the fixed % is applied, are limited to salary payments and any other costs directly linked to salary payments incurred and paid by the employer for the employee working on the project.	☐	☐	e.g. Inspected, e.g., payrolls/payslips, print-out of accounting system, etc. of employees working on the project (part-time and full-time) and verified that staff costs are based on salary payments plus any other costs directly linked to salary payments incurred and paid by the employer such as employment taxes and social security including pensions provided that they are: • (i) fixed in an employment document or by law; • (ii) in accordance with the legislation referred to in the employment document and with standard practices in the

				<i>country and/or organisation where the individual staff member is actually working; and</i> (iii) not recoverable by the employer.
2.1.5	The fixed percentage worked on the project is plausible in relation to tasks and activities within the project and the job profile of the employee as indicated in the task assignment letter.	☐	☐	
2.1.6	If the staff is involved in several projects, it is ensured that not more than 100% of the time is reported. (eg. task assignment letters for all projects do not exceed 100%).	☐	☐	
General comments, recommendations, points to follow-up				
Description of findings, observations and limitations		☐ n.a.		
Conclusions and recommendations		☐ n.a.		
Follow up measures for the next progress report		☐ n.a.		

2.2 Office and Administration (Simplified Cost Option – flat rate of 15% of eligible direct staff costs) [according to Art 54(b) of Reg. (EU) No 2021/1060 and Art 40.2 of Reg. (EU) No 2021/1059] <i>If no costs are reported under the cost category “staff” and the relevant box ticked above, this section is not editable.</i>		Accepted		Comments
		Yes	No	
2.2.1	The flat rate is calculated correctly (15% of eligible direct staff costs).	☐	☐	e.g. Recalculated costs using the calculation scheme.
2.2.2	There is no double declaration of the same cost item in other cost categories.	☐	☐	e.g. Verified that no-cost items listed in Art. 4 of Delegated Reg. (EU) No 418/2014 had been included in other cost categories (eg. costs related office supplies or postal services).

General comments, recommendations, points to follow-up		
Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

2.3 Travel and Accommodation (Simplified Cost Option – flat rate of 15% of eligible direct staff costs) [according to Art. 41(5) of Reg. (EU) No 2021/1059] <i>This section is not editable</i>		Accepted		Comments
		Yes	No	
2.3.1	The flat rate is calculated correctly (15% of eligible direct staff costs).	☐	☐	e.g. Recalculated costs using the calculation scheme.
2.3.2	There is no double declaration of the same cost item in other cost categories.	☐	☐	e.g. Verified that no-cost items listed in point (52) of Reg. (EU) No 2021/1060 had been included in other cost categories. (N.B. The flat rate of 15% covers the travel and accommodation costs for all staff employed by the partner organisation, regardless of their department, specific role in the project, or level of involvement in the project's daily tasks.)

General comments, recommendations, points to follow-up		
Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

2.3 Travel and Accommodation (Real Costs) [according to Art. 41 (1) to (4) of Reg. (EU) No 2021/1059]	Accepted	Comments

<i>If no costs are reported under this cost category, please tick here ☐.</i> <i>This section is not editable if the partner chose to report the travel costs on a flat rate basis in the approved application form.</i>		Yes	No	
2.3.1	Travels are related to the project activities	☐	☐	
2.3.2	Travel and accommodation costs relate to the partner organisation's staff or natural persons that work under a contract considered as employment contracts of the partner organisation.	☐	☐	e.g. Inspected invoices and documents of equivalent probative value to ensure that costs were incurred by employees or persons working under contracts considered as employment contracts.
General comments, recommendations, points to follow-up				
Description of findings, observations and limitations		☐ n.a.		
Conclusions and recommendations		☐ n.a.		
Follow up measures for the next progress report		☐ n.a.		

2.4. External Expertise and Services (Real Costs)		Accepted			Comments
[according to Art. 42 of Reg. (EU) No 2021/1059]		Yes	No	n.a.	
<i>If no costs are reported under this cost category, please tick here ☐.</i>					
2.4.1	Providers of services or expertise are external to the project partnership.	☐	☐		e.g. Interviewed the project partner to verify that external expert or service providers are not employees of the project partnership.
2.4.2	The types of costs listed under the cost categories are eligible according to EU and programme rules.	☐	☐		e.g. Verified that the types of costs listed under the cost categories are eligible according to Art. 42 of Reg. (EU) No 2021/1059
2.4.3	The travel and accommodation expenses of external service providers, stakeholders, associated policy authority representatives or guests invited by the project partners have been recorded under the external expertise and services cost category.	☐	☐	☐	e.g. Inspected list of expenditures
2.4.4	Invoices or documents of equivalent probative value are in line with the contract(s) – or where applicable - with the selected offer - in terms of amount and nature.	☐	☐	☐	e.g. Inspected invoices and documents of equivalent probative value to verify that they are in accordance with the contract(s).

2.4.5	The deliverables are available and in compliance with the contract/agreement and invoices/requests for reimbursement.	☐	☐	☐	
2.4.6	Expenditure related to items planned under this cost category is in line with the descriptions/specifications provided in the application form. If not, a relevant justification is provided.	☐	☐		e.g. Verified that the items procured are provided for and described in the application form.
2.4.7	(In case of experts or services that are NOT exclusively used for the project) The share allocated to the project is plausible, i.e. calculated according to a fair, equitable and verifiable method.	☐	☐	☐	e.g. Verified that only a share of the expenditure is allocated to the project and that this share is calculated according to a fair, equitable and verifiable method.

General comments, recommendations, points to follow-up

Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

2.5 Equipment (Real Costs)		Accepted			Comments
[according to Art. 43 of Reg. (EU) No 2021/1059] <i>If no costs are reported under this cost category, please tick here ☐.</i>		Yes	No	n.a.	
2.5.1	The types of costs listed under the cost categories are eligible according to EU and programme rules.	☐	☐		e.g. Verified that the types of costs listed under the cost categories are eligible according to Art 43 of Reg. (EU) No 2021/1059
2.5.2	Invoices or documents of equivalent probative value are in line with the contract(s) or – were applicable- the selected offer in terms of amount and nature.	☐	☐	☐	e.g. Inspected invoices and documents of equivalent probative value to verify that they are in accordance with the contracts in terms of amount and nature.
2.5.3	Expenditure related to items planned under this cost category is in line with the descriptions/specifications provided in the application form. If not, a relevant justification is provided.	☐	☐		
2.5.4	The method to calculate equipment expenditure (full costs, pro rata, depreciation) is correctly applied in line with EU and programme rules.	☐	☐		e.g. Verified that the calculation methods used comply with rules

					(see programme manual section 6.2.5) eg. for pro-rata calculation the share allocated to the project is based on a fair equitable and verifiable calculation method. eg. for depreciation: it is in line with Article 67(2) of Regulation (EU) 2021/1060 and programme rules
2.5.5	Equipment is available and used for the intended project purpose.	☐	☐	☐	
General comments, recommendations, points to follow-up					
Description of findings, observations and limitations		☐ n.a.			
Conclusions and recommendations		☐ n.a.			
Follow up measures for the next progress report		☐ n.a.			

2.6 Infrastructure and works (Real cost) [according to Art 44 of Reg. (EU) No 2021/1059]		Accepted			Comments
		Yes	No	n.a.	
2.6.1	Expenditure related to items planned under this cost category is made in the framework of an approved pilot action and in line with the descriptions/specifications provided in the application form. If the latter is not the case, prior approval from the LP and JS has been obtained.	☐	☐		
2.6.2	Providers of infrastructure and works are external to the project partnership.	☐	☐		
2.6.3	Invoices or documents of equivalent probative value are in line with the contract(s) or – where applicable- the selected offer in terms of amount and nature.	☐	☐		e.g. Inspected invoices and documents of equivalent probative value to verify that they are in accordance with the contract(s) or selected offers.
2.6.4	The deliverables related to the infrastructure and works are available, identifiable and in compliance with the	☐	☐	☐	

	contract/agreement and invoices/requests for reimbursement.				
General comments, recommendations, points to follow-up					
Description of findings, observations and limitations	☐ n.a.				
Conclusions and recommendations	☐ n.a.				
Follow up measures for the next progress report	☐ n.a.				

2.7 Preparation cost (Lump sum covering several cost categories). (Only to be displayed and verified if the partner is a LP)		Accepted		Comments
		Yes	No	
2.7.1	The amount of the lump sum (EUR 17,500) is correctly indicated (in line with the applicable programme, national and internal rules of the partner organisation).	☐	☐	
General comments, recommendations, points to follow-up				
Description of findings, observations and limitations	☐ n.a.			
Conclusions and recommendations	☐ n.a.			
Follow up measures for the next progress report	☐ n.a.			

3. Compliance with Information and publicity requirements [according to Annex IX of Reg. (EU) No 2021/1060 and Art 46 and 47 of Reg. (EU) 2021/1060.		Accepted			Comments
		Yes	No	n.a	
3.1	Information and publicity rules of the EU were complied with.	☐	☐	☐	e.g., Inspected project publicity items, including project poster, billboard/plaque (if applicable), project videos, roll-up(s), brochures, agendas of conferences, studies and deliverables to ensure they meet the publicity requirements outlined in Annex IX of Reg. (EU) No 2021/1060 and section 7.1.2 of the programme manual.

					NB. Project websites are hosted by the programme and monitored by the Joint Secretariat in terms of publicity requirements, content and regular updates. Nonetheless, controllers should check if information about the project is published on the partner's official institutional website, where such a website exists, or otherwise on their social media sites, highlighting the financial support of the EU (In accordance with paragraph 4 (a) of Article 36 of Regulation (EU) 2021/1059)

General comments, recommendations, points to follow-up

Deductions (if any) have to be detailed by cost category.

Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

4. Compliance with other EU rules		Accepted			Comments
		Yes	No	n.a.	
4.1	There is no evidence that the project activities do not comply with the EU horizontal principle of sustainable development. [according to Article 3 of the Treaty on the European Union (TEU)]	☐	☐	☐	e.g. Compared the partner report to the AF and verified that activities are in line with the AF and do not raise any new issues.
4.2	In case of pilot actions: There is no evidence that equipment purchased and any infrastructure and works does not comply with EU and national legislation in terms of environmental impacts, required permits, etc.	☐	☐	☐	e.g. Verified based on my professional judgement as a controller that compulsory requirements set by the EU and national legislation related to respective equipment are fulfilled (e.g. environmental impacts, permits, etc.).

4.3	Based on the available information, there is no evidence that the project activities do not comply with the EU horizontal principles of gender equality and non-discrimination.	☐	☐	☐	e.g. Compared the partner report to the AF and verified that activities are in line with the AF and do not raise any new issues.
4.4	Based on the available information the project activities comply with EU and programme rules on State aid.	☐	☐	☐	e.g. Compared the partner report to the AF and verified that activities are in line with the AF, and do not raise any new issues (eg. partner is not 'in difficulty'). If aid is not granted under GBER article 20: e.g. Verified that the project partner does not exceed the de minimis threshold (if covered by de minimis). e.g.: in case of indirect state aid, checked that - the completed de minimis self-declaration is available and get a confirmation that the award letter has been sent to the beneficiary or - the threshold stated in GBER article 20a is not exceeded.

General comments, recommendations, points to follow-up

Deductions (if any) have to be detailed by cost category.

Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

5 Compliance with public procurement rules <i>Public procurement rules and principles are applicable to all public authorities and bodies governed by public law and therefore also apply in the context of their participation in an Interreg Europe project.</i> <i>Private non-profit bodies participating in an Interreg Europe project must also be able to prove how they awarded project-related contracts in compliance with the relevant national rules and guidelines as well as their own internal rules and the principle of sound financial management. The strictest rules apply.</i> <i>See also section 6.5 in the programme manual.</i>		Accepted			Comments
		Yes	No	n.a	
5.1	EU, national and any other applicable public or private procurement rules were observed, e.g. <i>Complies with the applicable rules;</i> <i>Publicity requirement were respected;</i> <i>The principles of transparency, Non-discrimination, Equal treatment, effective competition has been complied with;</i> <i>There was a clear distinction between selection and award criteria in the evaluation of the bids;</i> <i>Selection and award criteria and required technical specifications and national permits are transparent, nondiscriminatory and ensure equal treatment;</i>	☐	☐	☐	

	<i>Decisions are properly documented and justified.</i> <i>No cases of actual or potential conflict of interest came to the attention of the controller, or the conflict of interest policy was followed where applicable</i>				
5.2	The procurement procedure is documented and available e.g., <i>Initial cost estimate made by the project partner to identify the applicable public or private procurement procedure</i> <i>Market research, Request for quote/offers, or procurement publication/notice</i> <i>Terms of reference (TOR)</i> <i>Offers/quotes received</i> <i>Report on assessment of bids (evaluation/selection report)</i> <i>Information on acceptance and rejection (notification of bidders)</i> <i>Legal remedies / contradictory procedure / complaints</i> <i>The contract including any amendments and in line with the selected offer, etc.</i>	☐	☐	☐	
5.3	There is no evidence of artificial splitting of the contract objective/value.	☐	☐	☐	
5.4	If applicable, any amendment of the contract is in line with the relevant public or private procurement rules without any relevant impact on the validity of the initial procurement procedure. (Only if the contract was amended or extended).	☐	☐	☐	
5.5	If the partner organisation decided to award the contract directly (negotiated procedure without prior publication), the decision is justified and documented. <i>For direct awards because of</i> <i>Urgency: it is proven that the urgency is due to unforeseeable circumstances.</i> <i>Technical/exclusivity reasons: it is ruled out (based on objective evidence) that any other supplier is capable of providing the supplies, works or services.), etc.</i>	☐	☐	☐	
5.6	The invoices have been issued and payments have been done in respect of the products and services delivered and the tender (in terms of nature, procurement budget, amounts fixed in the contract/accepted offer).	☐	☐	☐	
5.7	The procurement list in the Portal is properly filled in. <i>e.g., It includes all contracts above EUR 10,000.</i> <i>For public procurements above EU thresholds:</i> <i>- beneficial owners of private contractors are identified</i> <i>- subcontracts of EUR 50,000 or more are listed.</i> <i>NB: The beneficial owner(s) of an organisation is/are the individual(s) that ultimately own(s) or control(s) the organisation. The notion of "Beneficial owners" is further defined in article 3(6) of Directive (EU) N°2015/849 (and potentially in national legislations transposing this Directive).</i>	☐	☐	☐	

General comments, recommendations, points to follow-up

Deductions (if any) have to be detailed by cost category.

Description of findings, observations and limitations	☐ n.a.	
Conclusions and recommendations	☐ n.a.	
Follow up measures for the next progress report	☐ n.a.	

Controller's signature

Designated control body responsible for verification	<i>pre-filled from controller's profile</i>
Name	<i>pre-filled from controller's profile</i>
Date	<i>filled automatically when report confirmed</i>

Appendix 4 – Information on potential or confirmed fraud

(to be sent by controllersto the Joint Secretariat Financial Control and Audit Officer whenever they come acrosssuch cases)

I hereby inform the managing authority of the Interreg Europe programme that, based on the provideddocuments, on my verification and my professional judgement as a financial controller, I have becomeaware of potential or confirmed fraud for the following project beneficiary:

Project ID number	
Project acronym	
Project title	
Partner number	
Name of partner organisation in EN	

1. Typology of potential or confirmed fraud

Please explain in detail the nature of potential or confirmed fraud that you wish to inform the programme about (Eg. conflict of interests, fake declarations, double funding, etc.).

2. Financial perimeter of the potential or confirmed fraud

Concerned partner report(s)	
Concerned cost categories	
Amount of expenditure concerned (in EUR)	

3. Circumstances leading to a situation of potential or confirmed fraud

Please explain in detail the reasons/circumstances leading you to suspect the existence of potential fraud or to report a confirmed fraud case for this specific project beneficiary (i.e. Why do you think there may be fraud? / How did you become aware of the potential/confirmed fraud?).

For example, in case of suspicion of conflict of interest, please indicate how you became aware about the potential conflict of interest.

Please also include below:

- *the date of detection of the potential/confirmed fraud*
- *the date when, or period during which, the potential/confirmed fraud was committed*

Please provide detailed facts related to the potential or confirmed fraud

For example, in case of a suspicion of conflict of interest, please indicate the persons and organisations concerned and why you suspect that these persons may be in a situation of conflict of interest. Provide as much information as possible on the type of situation of conflict of interest at stake (eg Family link, economic interest, etc.).

In case of established fraud, please make sure to also include a reference to the competent authority/court decision establishing the fraud (and if possible attach a copy of the relevant document).

Please indicate the actions you already undertook to analyse the specific case.

Please also specify if you reported this potential or confirmed fraud to any other competent authority and if any administrative or judicial proceedings in relation to this case has been initiated.

For example, in case of suspicion of conflict of interest, provide information about the checks you did to establish the potential conflict of interest situation and to control the way it was (or not) dealt with by the partner organisation. Please briefly explain why you think there may be fraud.

4. Potential impact of the potential or confirmed fraud outside the project

<i>If applicable, please list other EU co-funded programmes and projects in which the same beneficiary is involved (to your knowledge)</i>
<i>Please add any complementary indication you deem useful to identify and limit the impact of the potential or confirmed fraud, including any other following actions deemed necessary.</i>

I hereby declare that my assessment is based on facts that I have seen during my verification of the expenditure claim.

I am aware that the Interreg Europe programme and national competent bodies may use these facts to undertake further investigations which could lead to appropriate administrative and/or legal actions in relation to suspected unlawful activity.

Controller's Name and Surname	
Controller's Organisation	
Location	
Date	
Controller's signature	

Notes

[illegible]

Notes

[illegible]



**Interreg
Europe**



Co-funded by
the European Union

Interreg Europe secretariat

15 rue du Palais Rihour, 5e étage
59000 Lille, France

www.interregeurope.eu

Keep up to date
with our news:

- > *Join our online community*
- > *Sign up to our newsletter*

Follow us on social media:



@interregeurope



Interreg



Co-funded by
the European Union

NEXT MED

Interreg NEXT MED Programme

First call for proposals

Application Form Export

*Please note that the Application Form has to be filled in and submitted
ONLY via the e-form.*



Interreg



Co-funded by
the European Union

NEXT MED

LIST OF CONTENTS

1. Main information	4
2. Summary	6
3. Evaluation Grid	8
3.1 Relevance.....	8
3.1.1 Proposal relevance	8
3.1.2 Transnational dimension	9
3.1.3 Project beneficiaries	10
3.1.4 Synergies and complementarities	11
3.2 Quality of design.....	15
3.2.1 Objectives and expected results.....	15
3.2.2 Outputs and activities.....	16
3.2.3 Intervention logic.....	20
3.2.4 Indicators	28
3.3 Partnership operational and financial capacity	33
3.3.1 Partnership summary	33
3.3.2 Applicant and Partners details.....	33
3.3.5 Experience and expertise breakdown by partner	44
3.3.6 Associates	51
3.3.7 Roles and tasks	62
3.4 Effectiveness	63
3.4.1 Methodology	63
3.4.2 Work plan	64
3.4.3 Monitoring of activities and results.....	64
3.4.4 Communication strategy	65
3.5 Sustainability	66
3.5.1 Levels of sustainability.....	66
3.5.2 Contribution to the challenges addressed and long-term impact	68
3.5.3 Applicability and replicability	69
3.6 Cost-effectiveness	69
3.6.1 Budget	69
3.6.2 Ratio and balance between the project costs and expected results	70



Interreg



Co-funded by
the European Union

NEXT MED

3.6.3 Budget allocation.....	71
3.7 Horizontal principles	73
4. Methodology	75
4.1 Work Packages.....	75
4.2 Budget per Work Package	105
4.3 Outputs overview per workpackage WPs	106
4.4 Summary of Project activities	110
5. Budget and Financial Plan	117
6. Environmental Screening.....	118
7. Environmental Screening - Checklist A.....	118
8. Environmental Effects – Checklist B	120
9. Environmental Report – Checklist C	122



Interreg



Co-funded by
the European Union

NEXT MED

1. Main information

Title

MEDiterranean Youth for Creative Impact

Acronym

MedYCI

Name of the Applicant

Les Têtes de l'Art

Duration (months)

30

Type of Project

2 - Youth-oriented projects

**Programme Specific
Objective**

3.1 (RSO4.2) Improving equal access to inclusive and quality services in education, training and lifelong learning through developing accessible infrastructure, including by fostering resilience for distance and on-line education and training

EU Partners/Countries

2

MPC Partners/Countries

3



Interreg



Co-funded by
the European Union

NEXT MED

International Organizations	1
Associated partners	16
Geographic coverage	France, Tunisia, Egypt, Türkiye, Spain
Budget	1.121.035,00 €



Interreg



Co-funded by
the European Union

NEXT MED

2. Summary

Describe your project in a **simple** and **appealing** way as if you were trying to convince decision-makers and potential donors to support your proposal. In particular, the following elements should be highlighted:

- the **joint challenges** addressed at **transnational** level;
- the **expected change** the project will make in relation to the existing situation;
- the main outputs **and who will benefit** from them (the final beneficiaries).

Bear in mind that the summary is most probably the first element that the assessors will read and that a clear focused, convincing summary **will contribute to a better understanding** of your proposal, its added value and benefits.

MED-Y.C.I aims to foster digital, creative, and analytical skills crucial for new job markets and active civic participation. By pooling expertise from multidisciplinary experts and artists across five countries, the project develops new educational practices that promote lifelong learning and regional solidarity. The initiative integrates international exchanges, cross-border and regional actions led by youth, rethinking engagement as a cross-cutting skill for better employability and empowerment.

In this frame, MED-Y.C.I aims to train 200 youths aged 18-30 from diverse backgrounds through an original joint scheme training within an analytical, a creative and a practical part. Additionally, video facilities, known as MED-Y.C.I Studios, are established in each partner country to serve as hubs for ongoing skill development and innovation. Managed by the youth, they impact at least 500 additional youngsters.

Thanks to this infrastructure, transnational WebTV shows (Medtlaks) and creative engaged events are produced by trained youngsters and shared in international events, to advocate with regional authorities. Moreover, the project plan to involve 50 young entrepreneurs showcasing their initiatives for positive changes, highlighting different mediterranean approaches. In addition, to ensure the replicability and sustainability of the project's methodologies, a MED-Y.C.I Handbook and E-learning Platform are created.

The MED-Y.C.I project addresses transnational challenges in the Mediterranean region, targeting educational disparities, digital gap, and high youth unemployment. With a significant youth demographic facing low civic engagement, and informal employment, particularly among young women, the project unites France, Spain, Turkey, Tunisia, and Egypt to co-develop an innovative training program for youth Civil Society Organizations (CSOs). MED-Y.C.I aims to foster digital, creative, and analytical skills crucial for new job markets and active civic participation. By pooling expertise from multidisciplinary experts and artists across five countries, the project develops new educational practices that promote lifelong learning and regional solidarity. The initiative integrates international exchanges, cross-border and regional actions led by youth, rethinking engagement as a cross-cutting skill for better employability and empowerment.

In this frame, MED-Y.C.I aims to train 200 youths aged 18-30 from diverse backgrounds through an original joint scheme training within an analytical, a creative and a practical part. Additionally, video facilities, known as MED-Y.C.I Studios, are established in each partner country to serve as hubs for ongoing skill development and innovation. Managed by the youth, they impact at least 500 additional youngsters.



Interreg



Co-funded by
the European Union

NEXT MED

Thanks to this infrastructure, transnational WebTV shows (Medtlaks) and creative engaged events are produced by trained youngsters and shared in international events, to advocate with regional authorities. Moreover, the project plan to involve 50 young entrepreneurs showcasing their initiatives for positive changes, highlighting different mediterranean approaches. In addition, to ensure the replicability and sustainability of the project's methodologies, a MED-Y.C.I Handbook and E-learning Platform are created.

KEEP keywords

Select the KEEP keywords most relevant to your project.

KEEP keywords

Education and training

Main field of Intervention

Select the field of intervention most relevant to your project.

Field of intervention

152. Measures to promote equal opportunities and active participation in society



Interreg



Co-funded by
the European Union

NEXT MED

3. Evaluation Grid

This section is aimed at providing all the information needed to assess your proposal. For the sake of simplicity, the sections of the application form follow the structure of the evaluation grid included in the Guidelines for Applicants (5.3.2 and 5.4.1) where the whole evaluation process is based on 22 award criteria.

3.1 Relevance

3.1.1 Proposal relevance

Explain why the proposal is needed and **relevant in the context of the Interreg NEXT MED programme** and how the project will **contribute to the achievement of the Programme Priority and Specific Objective** under which it has been submitted.

The MED-Y.C.I project, implemented in Turkey, Tunisia, Egypt, Spain, and France, aims to develop an original training program for Mediterranean youth CSOs. It co-develops and applies innovative learning methods that foster engagement and enhance employment skills—digital, creative, and analytical—while addressing Mediterranean challenges.

This initiative is crucial in the Mediterranean region, which has a significant youth demographic, substantial educational disparities, digital gap and unemployment issues intensified by the COVID-19 pandemic. Illustrating this situation, the 2023 ILO youth survey revealed that in Tunisia and Egypt, 80% of youth aged 15-29 worked informally while youth inactivity reaches 17% in Spain and 25% in Turkey (Education at a Glance 2023 report). The same reports claim that for multiple reasons young mediterranean women are much more vulnerable and affected by dropping out of school and precarious employment.

International reports indicate that inadequate learning and skills are key factors contributing to high NEET (Youth not in employment, education or training) rates. Most education systems in the MENA region do not focus on developing critical thinking and other skills necessary for the labor market and active civic life. Many young people are economically vulnerable and often unable to fully participate socially in their communities. Indeed, globally, the representation of youth in political and civic spheres remains insufficient in France, Spain, Turkey, Tunis and Egypt, with young people from disadvantaged backgrounds being particularly excluded.

Moreover, in parallel, the pandemic accelerated a shift in young people's attitudes towards work and engagement. Their priorities are changing: they seek autonomy and meaning, leading them to envision alternative futures and seek fairer models that consider personal impact and recognize new skills related to innovation, creativity, and emerging technologies.

In this context, the MED-Y.C.I project, which aligns with the Interreg NEXT MED programme's goal to



Interreg



Co-funded by
the European Union

NEXT MED

enhance access to inclusive and quality education by developing infrastructure, proposes to leverage expertise from partners across France, Spain, Turkey, Tunisia, and Egypt in order to innovate with non formal educational practices, rethinking engagement as a cross-cutting skill for better employability and empowerment.

In this respect, MED-Y-Ci implements a joint scheme training tailored to challenges related to employability and the development of increasingly sought-after skills in the job market. Its methodology that encourages initiative, creativity, and engagement relies on IEMED's projects like EuroMeSCo, PI Youth insertion projects and TDA's expertise in non-formal education and art.

The project supports youth empowerment and leadership too. Building on TDA's successes with the Mediterranean Youth Council (MYC) and the Anna Lindh Foundation's programs, MED-Y-Ci enhances youth capacity in leadership and policy dialogue, promoting advocacy through trainees participation in Euro-Mediterranean political events.

It also promotes community development, encouraging trainees to initiate and lead their own cross-border and regional actions such as showcases, artistic, media, and original participative civic actions. To achieve this, the project draws on CILG's democratic governance programs and the experiences of the Mediterranean Youth Council.

Finally, MED-Y-Ci supports young Mediterraneans in regional policy influence giving them the opportunity to participate forums and festivals that amplify youth-led actions, thanks to the Anna Lindh Foundation and MYC.

Overall, Med-Y-Ci provides a comprehensive approach to addressing youth mediterranean needs through transnational collaboration and innovation, ensuring benefits across all involved territories.

3.1.2 Transnational dimension

Explain the reasons why the proposal has a **real transnational added value** and why cooperation is needed to achieve the project Specific Objective/s. Describe how the proposal is relevant from a transnational point of view in relation to the common challenges and specific needs of the involved territories. Highlight to which extent the project will have tangible benefits in all concerned territories.

The MED-Y.C.I project exemplifies transnational added value by pooling knowledge to collectively address challenges related to SDG 4 from a Mediterranean perspective, enhancing cooperation across France, Spain, Turkey, Tunisia, and Egypt. The project's cross-border approach aims to address common educational challenges by proposing new ways to enhance better suited skills for the general labour market transformation, the lack of access to employment (a significant issue in MENA), and the limited presence of youth in the political and civic spheres affecting the five Euromediterranean countries.



Interreg



Co-funded by
the European Union

NEXT MED

To respond to these shared challenges while adapting to the specific issues of each territory, the project aims to co-create training content with a pool of multidisciplinary experts and artists from the five implicated regions. It also seeks to promote actions and practices initiated by the youth themselves, both locally and transnationally. For this purpose, it relies on both face-to-face meetings and online exchanges. This interaction not only fosters skill development but also promotes mutual understanding and solidarity among Mediterranean youths, catalyzing collective action for regional improvement.

Networks from partners and associated organisations such as CIM CRPM, Delta Festival and the Anna Lindh Foundation enhance the project's reach and impact, facilitating a broad dissemination of results, but also engagements with policymakers to ensure that youth-generated recommendations and actions influence policy, promoting societal change across the Mediterranean. This way the project guarantees benefits such as improved employability, increased civic engagement, and the promotion of innovative skills essential for the personal development of youth and the socio-economic growth of the region. This strategic alliance not only addresses immediate employment challenges but also equips youngsters to create an empowered Mediterranean youth community.

3.1.3 Project beneficiaries

Describe and quantify the project target groups and final beneficiaries. Explain how and why they were identified, detail their needs and how they will be addressed by the project, detailing the tangible support positive impact to them due to the intervention of the project. The clear identification of target groups and final beneficiaries, the detailed definition of their needs and their precise quantification have an important impact on the whole evaluation procedure, with a dedicated criterion in section 1.3 and references across the different criteria of section 2.

Youth

The project targets 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, selected for their readiness to engage in regional advocacy and for their diverse socio-economic and educational backgrounds. To ensure equity of opportunities, the project has to be accessible not only to young people eager to engage but also to those with an increased probability of becoming NEETs. Given that in the MENA region and Europe, young women are more likely than young men to neither be in employment nor in education or training (Eurostat), the Med-Y.C.I project will pay particular attention to ensuring gender parity during the selection process as well as in implementing peer-to-peer actions.

To ensure our project is accessible to young people from disadvantaged backgrounds, the selection is carried out through a call for participation spread through the extensive networks of project partners and associated organizations, all of which have significant experience with youth from previous projects. Additionally, 50 young entrepreneurs are involved by associated organizations to share their skills and highlight their initiatives. Furthermore, the project indirectly impacts at least 500 other youths through peer-to-peer and creative activities initiated by the Med-Y-Ci trainees, ensuring broader influence and inclusivity.



Interreg



Co-funded by
the European Union

NEXT MED

To answer Mediterranean youth educational needs, in all the project phases, youth stand in the very center of the educational approach. They participate in the pedagogical training framework alongside experts and develop problem-solving skills, experiential learning, and expertise in analysis. For instance, the 'Express Yourself' sessions and the use of MED-Y.C.I studios further enhance their creative abilities, allowing them to access diverse tools to express their engagement and opinion beyond traditional contexts. Med-Y.C.I focuses on nurturing commitment, creativity, and communication, not only to boost employability but also to provide new perspectives, fostering initiative and a transformative vision of work. This approach supports youths in profoundly reflecting on their potential to create impactful Mediterranean projects.

In this regard, Med-Y.C.I aims to address three common needs identified in the five involved countries:

- Provide equitable access to non-formal but certifying Mediterranean training
- Promote and recognize the work of new digital, transnational, and creative skills
- Ensure that young people's proposals will be heard and taken into account at a political level

Artists

Over 10 artists across 5 partner countries lead creative workshops, gaining platforms to showcase their skills and collaborate internationally. This interaction promotes their professional development and enriches their artistic practices.

Experts

30 experts in fields such as digitalization, innovation, and regional development guide the training sessions and mentor the youths. Their involvement expands their professional networks and enhances their visibility in their respective fields. They are instrumental in co-designing the educational framework, but also supporting young trainees during all the Med-Y.C.I activities.

Local Community and Civil Society

The project's creative and advocacy initiatives aim to stimulate social change, benefiting the local community in at least 5 territories (Marseille, Alexandria, Tunisia, Valencia, Istanbul) by fostering an environment supportive of youth empowerment and resilience. Community members benefit from the innovative solutions and initiatives generated by engaged youths.

Public Authorities and Policymakers

Policymakers and public authorities (at least 10), engaged through the CIM, CRPM and the Anna Lindh network, receive recommendations on common Mediterranean challenges from innovative perspectives. They have opportunities to exchange ideas directly with Med-Y.C.I youth during specific events, enriching policy development with firsthand insights.

3.1.4 Synergies and complementarities



Interreg



Co-funded by
the European Union

NEXT MED

STRATEGIC LEVEL

Demonstrate the synergies and complementarities of your proposal with other major strategies and/or initiatives, in particular those contained in the document “Overview of main policies, strategies and initiatives having synergies and complementarities with Interreg NEXT MED Programme”. Explain how these synergies will be exploited and enhanced, meaning how the proposal will contribute to the concerned policies, strategies and initiatives.

The implementation of MED-Y.C.I will contribute to the New European Agenda for the Mediterranean under the policy area of Human development, good governance and the rule of law. The policy area of human development sets out 2 significant spheres, with one being ‘Empowered Youth’. The project supports the mainstreaming of youth in national policies via specific activities set out in Output 5.1 of transnational WebTv shows to promote cross-border dialogue and Output 5.2 of involving the youths in transnational events with regional authorities. All the prior activities culminate in these activities in order to promote mainstreaming of youths in national and regional policies.

The UN SDG 4 is also prioritized as the project highly promotes lifelong learning opportunities for the youth involved, especially via WP3 pedagogical activities which offer transnational face to face co-creative lab, online workshops and peer to peer sessions allowing youth participants to gain competences via engagement with peers from other countries, like collaborative problem-solving or creative thinking. Effective communication, critical thinking as well as synthesis skills are promoted via participation in WP4 cross regional youth dialogues and WP5 webtv shows (Medtalks). These activities provide immense learning opportunities for the youth participant.

The project is based on the main principles of the European Skills Agenda, as it strives to guarantee social equity by ensuring that young people from different territories and social backgrounds have equal access to training and lifelong learning. Indeed, the selection criteria for participants must give equal opportunity to young people from different social backgrounds to take part. In addition, the program, thanks to its blended approach integrating online methodologies, aims to strengthen resilience, particularly with the growing need for not only online but also innovative approaches, especially in the wake of the COVID-19 pandemic.

OPERATIONAL LEVEL

Explain the synergies of your proposal with other ongoing or concluded relevant projects, insisting specifically on the actual use of existing and scale-up of results developed by other relevant projects. The simple listing of outputs/results from other projects is not enough. You need to explain how you are going to use, exploit, scale-up these results for your project and how you will access them (for example, how will you access a software or the property rights to use a specific output).

MED-Y.C.I draws inspiration from the model of the CLUSTER project led by IEMED as both projects work on empowering youth and utilizes a hybrid approach in training youth notably via training courses, e-platform and coaching sessions. Indeed, the training module provided by the MED-Y.C.I training will be facilitated by 30 trainers (Output 3.2) comprising experts and artists providing their innovative and artistic insights throughout the project with more prominent roles in pedagogical and creative Med-Y-Ci training sessions as “Express Yourself” activity (A 3.4.2) or for the preparation of youth-led creative actions (A4.3.1). This is possible by the involvement of IEMED as a partner with training experience and the artistic expertise of Les Têtes de l’Art.

The project also creates synergy with the Young Civil Society Leadership Program which encourages youth



Interreg



Co-funded by
the European Union

NEXT MED

to propose actions utilizing technologies to contribute to strengthening the role of young leaders from civil society in the Southern Mediterranean. This is primarily what MED-Y.C.I aspire to achieve in the local context, training youths via artistic and innovative means and helping them channel the outcomes and knowledge in political challenges involving regional authorities with the support of ALF, involved directly with the Program.

The Art for Clim'Act is a project coordinated by Les Tetes de L'Art that aims to raise awareness on the question of climate change and its impact on socio-economic justice. Despite being focused on the climate aspect, MED-Y.C.I draws inspiration from the project's approach of connecting and training youth via artistic and participatory actions and implementing local creative actions in the countries involved. MED-Y.C.I adopts a more wider approach that seeks to tackle the various challenges present in the Mediterranean, not only the climate issue by placing the youths at the forefront and training them simultaneously for better employability.

Name of the project (and Programme/initiative under which it has been funded)	List of outputs to be exploited
CLUSTER under the ENI CBC Mediterranean Sea Basin (ENI CBC Med) Programme	1. Targeted labour market oriented training courses and traineeship scheme One of the main outputs of the CLUSTER programme is the targeted labor market oriented training courses and traineeship scheme. This output is exploited and delivered with appropriate changes in the Work Package 3 of MED-Y.C.I joint schemes training, but in an artistic and interactive manner and a blended online and face-to-face approach. This joint scheme training is also aimed at equipping the youth with important skills that are needed in the evolving labour market while also training them to act to bring about positive changes in the Mediterranean region. 2. E-learning tools and e-platform The MED-Y.C.I project exploits this output in the Work Package 5, specifically Output 5.4 which creates a MED-Y.C.I e-learning platform, that will be available in all 5 languages to disseminate the content produced during the project. 3. Compilation of identified efficient practices The MED-Y.C.I project exploits this but with a different twist, naming it the MED-Y.C.I handbook



Interreg



Co-funded by
the European Union

NEXT MED

	compiling all the information and content from the trainees, trainers, associated organization and other youngsters. The aim of this handbook is to encapsulate the Med-Y-Ci process in order to facilitate its replicability and also disseminate the best practices of the project to other stakeholders, so that other future projects will be able to leverage the knowledge and practices.
Young Civil Society Leadership Programme under Med Dialogue for Rights and Equality II	1. Recruitment of 25 young Mediterranean leaders The MED-Y.C.I project exploits this output as it calls for the participation of Mediterranean youth between 18 to 30 years old, publishing a call for candidature as done by the Young Civil Society Leadership Programme. The candidature in the context of the MED-Y.C.I project will be limited to the 5 partner countries and will select 200 participants. 2. Community Building Bootcamp The MED-Y.C.I project exploits and builds on this output which is a face-to-face gathering of three days that focuses on jointly formulating the actions and ideas, with the guidance of project team, mentors and experts. This output corresponds with the MED-Y.C.I training sessions implemented across the 5 countries, facilitated by 30 experts on Mediterranean issues and artists. It exploits the approach of facilitating interaction between experts and participants to facilitate discussion and knowledge-sharing. 3. Participation at high level policy dialogues within the Euro-Med space. This output is exploited by the MED-Y.C.I project in the frame of transnational events with regional authorities. The MED-Y.C.I trained youth will be able to participate in significant Euromediterranean exchanges under the Mediterranean Youth Council (MYC) banner to contribute constructively to



Interreg



Co-funded by
the European Union

NEXT MED

	regional discourse and advocate for positive change in the Mediterranean region.
Art for Clim'Act under Fondation Allianz	1. Local co-creation lab in each organization together with local artists, artistic structures, local communities The MED-Y.C.I project exploits the co-creation lab strategy to co-design the pedagogical framework for the MED-Y.C.I training, involving not only the Mediterranean youth but also the experts. This approach is an inspiration from the approach of the Art for Clim'Act which involved local artists and experts. 2. Simultaneous creative actions on an international and local scale The MED-Y.C.I project exploits this output of implementing simultaneous creative actions in the local context. This will be adopted and adapted in the implementation of the 25 simultaneous local creative engaged actions by the youth in the Mediterranean.

3.2 Quality of design

3.2.1 Objectives and expected results		
Illustrate the reasons why the project's specific objective(s) and expected results are clearly defined, sufficiently specific, realistic, and achievable and if they will lead to achieve the project overall objective (check the "Guide for project preparation" which contains a detailed explanation on the intervention logic).		
Type of Project		
Project Overall objective	Specific objective(s) (maximum two Specific Objectives per project). Suggested to draft the Specific Objectives taken inspiration from the type of actions listed in section 2.2 of the "PERFORMANCE FRAMEWORK METHODOLOGY PAPER"	Expected results (one Expected Result per single Specific Objective. Wording can contain more elements in case of complex Expected Results)



Interreg



Co-funded by
the European Union

NEXT MED

2 - Youth-oriented projects	Co-design and develop a transnational training program for Mediterranean youth CSOs, blending digital and face-to-face methods, focusing on engagement as a key skill for employment and addressing regional challenges through social and artistic innovation.	Med-Y.C.I program successfully trained 200 young people from Turkey, France, Spain, Tunisia and Egypt, co-developing and applying innovative learning methods that fostered engagement and enhanced employment skills - digital, creative, and analytical - while addressing Mediterranean challenges.
	Support and engage young Mediterranean people to advocate for positive changes in Mediterranean societies through the implementation of concrete local and transnational creative actions and promoting original projects.	Young people's civic actions strengthen community ties and foster a transnational participatory dynamic. Through joint actions and projects aiming to advocate for positive change, youngsters of each participant territory engage authorities on supportive politics to solve Mediterranean youth issues.

3.2.2 Outputs and activities

Include the project outputs and key activities making sure that they are adequately and logically designed and that they will lead to achieve the project Specific Objective(s) and are consistent with the concerned indicator(s)

Overall objective (automatically filled in)	Specific objective(s) (automatically filled in)	Outputs	Activities (maximum three key activities per output)
3.1 (RSO4.2) Improving equal access to inclusive and quality services in education, training and lifelong learning through developing accessible infrastructure, including by fostering resilience for distance	Co-design and develop a transnational training program for Mediterranean youth CSOs, blending digital and face-to-face methods, focusing on engagement as a key skill for employment and addressing regional challenges through social and artistic innovation.; Med-Y.C.I program	3.1 - Co-designed pedagogical framework for the Med-y-ci training program.	3.1.1 Selection of 200 young participants 3.1.2 Identification and prioritization of the key challenges the Med-Y-Ci training will tackle. 3.1.3 Produce and edit the training program



Interreg



Co-funded by
the European Union

NEXT MED

and on-line education and training	successfully trained 200 young people from Turkey, France, Spain, Tunisia and Egypt, co-developing and applying innovative learning methods that fostered engagement and enhanced employment skills - digital, creative, and analytical - while addressing Mediterranean challenges.	3.2 - A multidisciplinary team of trainers is established and trained.	3.2.1 Selection of a pool of 30 trainers and artists 3.2.2 Training for trainers and artists 3.2.3 Management of a Med-Y-Ci community of trainers
		3.3 - 5 Med-y-ci training sessions implemented across 5 countries, directly engaging over 200 youngsters.	3.3.1 Implementation of 5 expert participatory Med-y-ci trainings 3.3.2 Implementation of 5 Med-Y-Ci "Express Yourself" trainings 3.3.3 Award of Med-Y-Ci certificates
		3.4 - Med-y-ci studios in each involved region, totaling five, operational throughout the project.	3.4.1 Creation of a unified framework for establishing, utilizing, and enhancing the Med-y-ci studios 3.4.2 Management of studio operations, including maintenance of equipment and sharing resources



Interreg



Co-funded by
the European Union

NEXT MED

	Support and engage young Mediterranean people to advocate for positive changes in Mediterranean societies through the implementation of concrete local and transnational creative actions and promoting original projects.; Young people's civic actions strengthen community ties and foster a transnational participatory dynamic. Through joint actions and projects aiming to advocate for positive change, youngsters of each participant territory engage authorities on supportive politics to solve Mediterranean youth issues.	4.1 - Strategic recommendation for Mediterranean Youth Council.	4.1.1 Cross-regional youth dialogues to synthesize workshop insights 4.1.2 Redaction, edition publication of recommendation for MYC.
		4.2 - 5 showcases of 50 innovative ideas for a better future of the Mediterranean	4.2.1 Workshops to collect innovative ideas for a positive Mediterranean future. 4.2.2 Showcasing 50 innovative ideas for enhancing the Mediterranean's future 4.2.3 Production of 5 videos
		4.3 - 25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean	4.3.1 Preparation of youth-led projects, with guidance from local expert and artists. 4.3.2 Active participation in the international Med'action festival, showcasing the planned initiatives.



Interreg



Co-funded by
the European Union

NEXT MED

		5.1 - 10 Transnational webtv show (Medtalk) created by Medicy-trained Mediterranean youth	5.1.1 Co-design and plan the Medtalks (Webtvshow) 5.1.2 Implementation of 10 Medtalks by the trained youth 5.1.3 Dissemination through MYC network and associated organisations
		5.2 - Active involvement in transnational events with regional authorities to foster societal improvement	5.2.1 Selection and training of youth representatives for broader engagement in the frame of the MYC. 5.2.2 Participation in political euro-mediterranean exchanges in the frame of MYC events 5.2.3 Participation in MYC anual meetings
		5.3 - Handbook of tested Methodology on youth engagement	5.3.1 Collection of content and redaction of Med-Y.C.I Handbook. 5.3.2 Edition, design, publication, translation of the Med-Y.C.I Handbook



NEXT MED

		5.4 - E-learning Med-i-cy platform	5.4.1 Design and structure of an e-learning environment 5.4.2 Facilitation of the e-learning environment 5.4.3 Dissemination in Mediterranean youth and educative networks

3.2.3 Intervention logic

Highlight how the project intervention logic (objectives, expected results, outputs and activities) is consistent with the needs of the target groups and final beneficiaries. Make sure to highlight the tangible support and benefits that the project will deliver to the target groups and final beneficiaries.

Programme specific objective	Expected result(s)	Outputs	Key activities	Target groups and final beneficiaries
3.1 (RSO4.2) <i>Improving equal access to inclusive and quality services in education, training and lifelong learning through developing accessible infrastructure , including by fostering resilience for distance and on-line</i>	Med-Y.C.I program successfully trained 200 young people from Turkey, France, Spain, Tunisia and Egypt, co-developing and applying innovative learning methods that fostered engagement and enhanced employment skills - digital, creative, and analytical - while addressing Mediterranean challenges.	3.1 - Co-designed pedagogical framework for the Med-y-ci training program.	3.1.1 Selection of 200 young participants 3.1.2 Identification and prioritization of the key challenges the Med-Y-Ci training will tackle. 3.1.3 Produce and edit the training program	200 young mediterranean participant and 30 trainers (expert ad artists); 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds (observing gender parity) will follow the Med-Y-Ci training. 30 trainers and artists from the 5 countries also benefits from the



Interreg



Co-funded by
the European Union

NEXT MED

education and training				WP, participating in its implementation and co-construction process.
		3.2 - A multidisciplinary team of trainers is established and trained.	3.2.1 Selection of a pool of 30 trainers and artists 3.2.2 Training for trainers and artists 3.2.3 Management of a Med-Y-CI community of trainers	30 experts on mediterranean issues and artists; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds (observing gender parity) will follow the Med-Y-Ci training. 30 trainers and artists from the 5 countries also benefits from the WP, participating in its implementation and co-construction process.
		3.3 - 5 Med-y-ci training sessions implemented across 5 countries, directly engaging over 200 youngsters.	3.3.1 Implementation of 5 expert participatory Med-y-ci trainings 3.3.2 Implementation of 5 Med-Y-Ci "Express Yourself" trainings 3.3.3 Award of Med-Y-Ci certificates	30 experts on mediterranean issues and artists, 200 mediterranean youngsters; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds (observing gender parity) will follow the Med-Y-Ci training. 30 trainers and artists



Interreg



Co-funded by
the European Union

NEXT MED

				from the 5 countries also benefits from the WP, participating in its implementation and co-construction process.
		3.4 - Med-y-ci studios in each involved region, totaling five, operational throughout the project.	3.4.1 Creation of a unified framework for establishing, utilizing, and enhancing the Med-y-ci studios 3.4.2 Management of studio operations, including maintenance of equipment and sharing resources	Experts and artists (trainers), Med-Y-Ci trainees and associated organisation; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds (observing gender parity) will follow the Med-Y-Ci training. 30 trainers and artists from the 5 countries also benefits from the WP, participating in its implementation and co-construction process.
	Young people's civic actions strengthen community ties and foster a transnational participatory dynamic. Through joint actions and projects aiming to advocate for positive change, youngsters of each participant territory engage authorities on supportive politics to	4.1 - Strategic recommendation for Mediterranean Youth Council.	4.1.1 Cross-regional youth dialogues to synthesize workshop insights 4.1.2 Redaction, edition publication of recommendation for MYC.	Med-Y-Ci trainees and trainers, Mediterranean Youth Council (MYC) members; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds will



Interreg



Co-funded by
the European Union

NEXT MED

	solve Mediterranean youth issues.			follow the Med-Y-Ci training practical part. 30 trainers and artists from the 5 countries will support youth in their projects. At least 10 associated organisation will take part to this WP to mentor youth initiatives and participate in events. 500 other mediterranean youth will be invited to participate in events.
		4.2 - 5 showcases of 50 innovative ideas for a better future of the Mediterranean	4.2.1 Workshops to collect innovative ideas for a positive Mediterranean future. 4.2.2 Showcasing 50 innovative ideas for enhancing the Mediterranean's future 4.2.3 Production of 5 videos	Med-Y-Ci trainees, 100 young entrepreneurs, enterprises, universities, and local authorities; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds will follow the Med-Y-Ci training practical part. 30 trainers and artists from the 5 countries will support youth in their projects. At least 10 associated organisation will take part to this WP to mentor youth initiatives and participate in events. 500 other mediterranean youth



Interreg



Co-funded by
the European Union

NEXT MED

				will be invited to participate in events.
		4.3 - 25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean	4.3.1 Preparation of youth-led projects, with guidance from local expert and artists. 4.3.2 Active participation in the international Med'action festival, showcasing the planned initiatives.	At least 100 Med-Y-Ci trainees, 500 other young mediterranean, at least 10 artist/Med-Y-Ci trainers; 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds will follow the Med-Y-Ci training practical part. 30 trainers and artists from the 5 countries will support youth in their projects. At least 10 associated organisation will take part to this WP to mentor youth initiatives and participate in events. 500 other mediterranean youth will be invited to participate in events.
		5.1 - 10 Transnational webtv show (Medtalk) created by Medicy-trained Mediterranean youth	5.1.1 Co-design and plan the Medtalks (Webtvshow) 5.1.2 Implementation of 10 Medtalks by the trained youth 5.1.3 Dissemination through MYC network and	50 Med-Y-Ci young trainees from the 5 partner countries, 5 media trainers; All the Med-Y-Ci targets will benefit from this WP. 50 trainees from the 5 partner countries will produced webtvshow with 5 media-trainers and at least 20



Interreg



Co-funded by
the European Union

NEXT MED

			associated organisations	trainees will participate to political events. Also 200 trainees and 30 trainers will use the e-learning platform, while at least 10 associated organisation (regional authorities, festivals, universities, associations) will contribute to the dissemination, inviting Med-Y-Ci youth and being invited to participate in specific events.
		5.2 - Active involvement in transnational events with regional authorities to foster societal improvement	5.2.1 Selection and training of youth representatives for broader engagement in the frame of the MYC. 5.2.2 Participation in political euro-mediterranean exchanges in the frame of MYC events 5.2.3 Participation in MYC anual meetings	At least 30 Med-Y-Ci trainees and 5 associated organisations; All the Med-Y-Ci targets will benefit from this WP. 50 trainees from the 5 partner countries will produced webtvshow with 5 media-trainers and at least 20 trainees will participate to political events. Also 200 trainees and 30 trainers will use the e-learning platform, while at least 10 associated organisation (regional authorities, festivals, universities, associations) will contribute to the dissemination, inviting Med-Y-Ci youth and being



Interreg



Co-funded by
the European Union

NEXT MED

				invited to participate in specific events.
		5.3 - Handbook of tested Methodology on youth engagement	5.3.1 Collection of content and redaction of Med-Y.C.I Handbook. 5.3.2 Edition, design, publication, translation of the Med-Y.C.I Handbook	The 5 partners, trainers and associated organisations; All the Med-Y-Ci targets will benefit from this WP. 50 trainees from the 5 partner countries will produced webtvshow with 5 media-trainers and at least 20 trainees will participate to political events. Also 200 trainees and 30 trainers will use the e-learning platform, while at least 10 associated organisation (regional authorities, festivals, universities, associations) will contribute to the dissemination, inviting Med-Y-Ci youth and being invited to participate in specific events.
		5.4 - E-learning Med-i-cy platform	5.4.1 Design and structure of an e-learning environment 5.4.2 Facilitation of the e-learning environment 5.4.3 Dissemination in Mediterranean youth and educative networks	All the partners, the trainers, the Med-Y-Ci trainees; All the Med-Y-Ci targets will benefit from this WP. 50 trainees from the 5 partner countries will produced webtvshow with 5 media-trainers and at least 20 trainees will participate to political events. Also 200



Interreg



Co-funded by
the European Union

NEXT MED

				trainees and 30 trainers will use the e-learning platform, while at least 10 associated organisation (regional authorities, festivals, universities, associations) will contribute to the dissemination, inviting Med-Y-Ci youth and being invited to participate in specific events.



Interreg



Co-funded by
the European Union

NEXT MED

3.2.4 Indicators

Quantify in a realistic manner the **indicators** (both at *expected result(s)* and *outputs* level) to ensure they are achievable with the planned resources (time, partners and budget) and if they are coherent with the Programme indicators target values. Check the “PERFORMANCE FRAMEWORK METHODOLOGY PAPER” to have more information on the set of result and output indicators defined for the Programme, their definition and how to set the target values.

Project expected result(s)	Result indicators (dropdown list)	Target value to be achieved	Description
Med-Y.C.I program successfully trained 200 young people from Turkey, France, Spain, Tunisia and Egypt, co-developing and applying innovative learning methods that fostered engagement and enhanced employment skills - digital, creative, and analytical - while addressing Mediterranean challenges.	RCR81	200.0	200 young participants (40 per partner) complete Med-Y-CI joint trainings schemes. Trainees receive 200 certificates stamped by partners and recognized by mediterranean associated and enterprises.
	RCR84	8.0	8 organisations cooperate after the completion of the Med-Y-CI training to disseminate its content through Mediterranean Youth Council actions (3 partners and 5 associated organisations).



Interreg



Co-funded by
the European Union

NEXT MED

Project outputs	Output indicators (dropdown list)	Target value to be achieved	Description
Co-designed pedagogical framework for the Med-y-ci training program.	RCO87	10.0	5 projects partners and 5 associated organization (one per partner country) participate implicating experts and youngsters to the co-creation process. Monitoring: Attendance list, travel proof, fotos
	RCO85	25.0	25 experts and youngsters from the 5 partners countries participate to 25 digital workshops and 1 co-creation lab. Monitoring: attendance list, signed content produced, fotos.
A multidisciplinary team of trainers is established and trained.	RCO87	5.0	5 projects partners from the 5 implicated countries propose 30 experts and artists to be part of the Med-Y-CI pedagogical team. Monitoring: CV, attendance list, contracts and travel proofs.
	RCO85	30.0	30 experts and artists participate as trainers to the joint scheme training. Monitoring: They finalise a 3 days training for trainers and participate to 5 regular follow up meetings during the project
5 Med-y-ci training sessions implemented across 5 countries, directly engaging over 200 youngsters.	RCO87	15.0	5 projects partners and 10 associated organisation (2 per country) participate to the organisation of training sessions. Monitoring: Logos on the communication elements and local agreement documents.



Interreg



Co-funded by
the European Union

NEXT MED

	RCO85	200.0	200 youngsters with divers socio-economic backgrounds, from the 5 partners countries, participate to the joint scheme training. Monitoring: certificates, attendance list, fotos, trainers reports.
Med-y-ci studios in each involved region, totaling five, operational throughout the project.	RCO87	10.0	5 project partners develop and use the Med-Y-CI studios with and for youngsters. 5 associated organisation (1 per partner) test the studios. Monitoring: use of Med-Y-CI label, logos, register, videos.
	RCO84	1.0	Med-Y-CI studios are developed jointly and implemented by the 5 partners in each country. Monitoring: joint guidelines for their use, list of material, fotos, number of actions made using the studios.
Strategic recommendation for Mediterranean Youth Council.	RCO116	1.0	1 transnational recommendation document written by MedYCI trainees for Mediterranean Youth Council, exposing proposals to be taken up by mediterranean decision maker for positive changes.
	RCO87	15.0	5 projects partners and 10 associated organisation (2 per partner) facilitate the organisation of peer to peer local and transnational youth meetings. Monitoring: register, logos, attendance list
5 showcases of 50 innovative ideas for a better future of the Mediterranean	RCO87	15.0	5 projects partners and 10 associated organisation (2 per partner country) collaborate in the production and contribute to highlight youngsters initiatives. Monitoring: minutes, reports, logos



Interreg



Co-funded by
the European Union

NEXT MED

	RCO84	5.0	5 showcases are implemented by Med-Y-CI trainees in the 5 partner countries to highlight and disseminate 50 innovative youth initiatives. Monitoring: preparation meeting, fotos, initiative list, video
25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean	RCO87	15.0	5 projects partners and 10 associated organisation (2 per partner country) collaborate supporting Med Y CI trainees engaged creative actions with the help of artists and through their network.
	RCO84	1.0	Local creative engaged actions led by Med-Y-CI trainees are organized in the frame of the Med-Action Festival to improve synergies with this program. Monitoring: minutes, reports, guidelines
10 Transnational webtv show (Medtalk) created by Medicy-trained Mediterranean youth	RCO87	10.0	5 projects partners and 5 associated organisation (1 per partner country) collaborate to the implementation of 10 Webtv show with their experts. Monitoring: minutes of meetings, reports, videos, logos
	RCO84	1.0	Medtalks (web tv show) prepared and implemeted by youngsters with the help of experts and spread in the social media. Monitoring: guidelines to produce a Medtalk, diffusion on social media.
Active involvement in transnational events with regional authorities to foster societal improvement	RCO87	8.0	5 projects partners and 3 associated organisation facilitate the participation of youngsters in transnational events with regional authorities. Monitoring: invitation, logos, fotos, youth discours



Interreg



Co-funded by
the European Union

NEXT MED

Handbook of tested Methodology on youth engagement	RCO116	1.0	Handbook is edited in 5 languages and published by the 5 partners under IEMED coordination for capitalization and upskilling. Monitoring: handbook published in 5 languages in a digital version.
E-learning Med-i-cy platform	RCO116	1.0	1 e-learning Med-I-CI platform is edited in 5 languages and proposed as a tool to upscale the project and capitalize on Med-Y-Ci results. Monitoring: contents uploaded, e-learning platform published.
	RCO87	5.0	5 partners participate to the edition of content and translation work, under the coordination of Têtes de l'Art.



Interreg



Co-funded by
the European Union

NEXT MED

3.3 Partnership operational and financial capacity

3.3.1 Partnership summary

	NAME	COUNTRY	REGION	TYPE OF ORGANIZATION (LEGAL STATUS)	ROLE IN THE IMPLEMENTATION
Applicant	Les Têtes de l'Art	France	Provence-Alpes-Côte d'Azur	No profit organisation (Association, Foundation)	WP1, WP2, WP3, WP4, WP5
PP01	Centre International de Développement pour la Gouvernance locale innovante	Tunisia	Tunis	Company or other private economic operator	WP1, WP2, WP3, WP4, WP5
PP02	ليند آنا مؤسسة	Egypt	Al Iskandariyah	International organisation	WP1, WP2, WP3, WP4, WP5
PP03	Pi Gençlik Derneği	Türkiye	İzmir	No profit organisation (Association, Foundation)	WP1, WP2, WP3, WP4, WP5
PP04	Institut Europeu de la Mediterrània	Spain	Catalunya	Other public body (specify) Body governed by public law and Public Consortium	WP1, WP2, WP3, WP4, WP5

3.3.2 Applicant and Partners details



Interreg



Co-funded by
the European Union

NEXT MED

This section will include the following information for the Applicant and each Partner. Hence, in the e-form, you will have to complete this “table” for the **Applicant and for each partner**.

Official name of the organisation in the original language	Les Têtes de l'Art
Department/service (if applicable)	Pôle internationale
Translation in English	The Heads of Art
Acronym of the organisation	TDA
Country	France
Region	Provence-Alpes-Côte d'Azur
Official address	Comptoir de la Victorine 29 rue Toussaint, 13003 Marseille
Registration number or equivalent	40510316900042
Website	https://en.lestetesdelart.fr/
Legal status	No profit organisation (Association, Foundation)
Profit-Making	Yes ☐ No ☒
Has the Applicant applied for other projects under this call for proposals? If yes, indicate title of the project, specific objective and role within the partnership.	No
Partner's annual total budget / turnover (in €) (average of the last 2 years)	€500.001 to €1.000.000
Partner's budget dedicated to EU projects (in €) (average of the last 2 years)	100.000,00 €
Partner's total staff (full time equivalent)	
Staff dedicated to EU projects (full time equivalent)	0
Legal representative	KHEBIZI Samir, sam@lestetesdelart.fr, +33670320075, Director
Contact person	KHEBIZI Samir, sam@lestetesdelart.fr, +33670320075, Director
Amount	
EU Programme contribution	272.828,61 €
Partner co-financing	33.720,39 €
Partner total eligible budget	306.549,00 €
Co-Financing Rate	11.0%
3.3.3 Experience and capacity of the Applicant	



NEXT MED

Describe the reasons why the **Applicant** demonstrates the adequate experience, expertise, capacity to coordinate, manage and implement the project (financial, human resources and thematic expertise in order to ensure the involvement of the chosen stakeholders) and justify that it has stable and sufficient financial capacity to ensure the cashflow all along the project implementation. For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

Les Têtes de l'Art (TDA) demonstrates extensive experience, expertise, and capacity to coordinate, manage, and implement the Med-Y-CI project effectively. Its team is solid and well-trained, comprising one project manager, one administrative manager, one communication officer, and supported by its director and technical agent. Additionally, TDA has access to the artistic personnel within its community, enhancing its ability to engage creatively with stakeholders.

TDA possesses robust knowledge and experience in managing international and European projects. Since 2022, it has been coordinating the Mediterranean Youth Council and, between 2015 and 2022, it led the Atelier des Jeunes Citoyens de la Méditerranée. Through these initiatives, TDA has conducted numerous youth actions and advocacy efforts, earning recognition and respect within the Mediterranean region. Its institutional contacts are significant, including being the French lead for the Anna Lindh Foundation and having strong ties with the Interministerial Directorate for the Mediterranean, the Union for the Mediterranean, and the Conference of Peripheral Maritime Regions (CPMR).

TDA has the technical and financial capacity to ensure the project's success, maintaining stable and sufficient financial resources to manage cash flow throughout the project implementation. Moreover, its extensive experience in youth projects includes organizing and facilitating youth-led actions, creative workshops, and advocacy campaigns. These activities have fostered significant youth engagement and driven policy changes at the regional level. This broad and versatile expertise makes TDA more adaptable than other partners, giving it a comprehensive perspective on the entire project. Its ability to understand and integrate various project components ensures more effective coordination and oversight, positioning Les Têtes de l'Art as the most suitable and legitimate leader for the Med-Y-CI project.

3.3.4 Experience and capacity of the partner organisations

Illustrate the reasons why the **partner organisations** have the experience, expertise and competences in the thematic field(s) concerned as well as the necessary capacity to implement the project (financial, human resources and capacity to ensure the involvement of the chosen stakeholders). For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

The MED-Y.C.I partnership is robust and complementary, with youth as a transversal link. Les Têtes de l'Art (TDA) has pioneered artistic and participatory projects since 1996, including MYC, ENACTING, Art For Clim'Act, and CAP MED. These initiatives engage youth in advocacy through artistic actions across France, Greece, Tunisia, Egypt, Spain, and Morocco. TDA brings expertise in creative disciplines and audiovisual production to the project.

The PI Youth Association (PIYA) with six dedicated staff for EU projects, empowers youth through local and international programs focused on social inclusion, personal development, and intercultural understanding.

IEMed's Youth Program, with a team of four, addresses unemployment and education, coordinates the Spanish network of the Anna Lindh Foundation, and engages youth through initiatives like EuroMeSCo and CLUSTER, leveraging its network and research expertise for stakeholder involvement and policy advocacy. CILG-VNG, with 13 dedicated staff, enhances local governance through technical expertise, supporting research and policy advocacy.

ALF, with 14 dedicated staff, promotes Euro-Mediterranean intercultural dialogue via EU projects like Moltaqa Dawrak, Young Arab Voices, and Young Mediterranean Voices, empowering youth and



Interreg



Co-funded by
the European Union

NEXT MED

influencing policymakers. Financially, TDA is stable with 11 permanent employees and validated financial ratios. PIYA, IEMed, and CILG-VNG also show financial capacity through consistent project management. The project promotes equitable access to certified Mediterranean training, focusing on digital, transnational, and creative skills for youth employment. TDA and PIYA foster these skills, while IEMed and CILG-VNG provide strong research and governance support. Leveraging IEMed's research, CILG-VNG's governance, and ALF's network, the consortium ensures youth voices are heard politically. The consortium's shared focus and complementary expertise enable synergistic efforts to achieve project objectives

Official name of the organisation in the original language	Centre International de Développement pour la Gouvernance locale innovante
Department/service (if applicable)	N/A
Translation in English	International Development Centre for Innovative Local Governance
Acronym of the organisation	CILG VNG International
Country	Tunisia
Region	Tunis
Official address	Rue du Lac Mâlaire, Les Berges du Lac, 1053, Tunis
Registration number or equivalent	1265378J/A/M/000
Website	http://www.cilg-international.org/
Legal status	Company or other private economic operator
Profit-Making	☒ Yes ☐ No
Has the Applicant applied for other projects under this call for proposals? If yes, indicate title of the project, specific objective and role within the partnership.	No
Partner's annual total budget / turnover (in €) (average of the last 2 years)	€3.000.001 to €10.000.000
Partner's budget dedicated to EU projects (in €) (average of the last 2 years)	2.027.500,00 €



Interreg



Co-funded by
the European Union

NEXT MED

Partner's total staff (full time equivalent)	11 to 50
Staff dedicated to EU projects (full time equivalent)	13
Legal representative	AKRIMI Neila, neila.akrimi@cilg-international.org, 0021629255700, General Manager
Contact person	BAIZIG Chiheb, chiheb.baizig@cilg-international.org, 0021629255705, Executive Director
Amount	
EU Programme contribution	182.254,20 €
Partner co-financing	22.525,80 €
Partner total eligible budget	204.780,00 €
Co-Financing Rate	11.0%
3.3.3 Experience and capacity of the Applicant	
Describe the reasons why the Applicant demonstrates the adequate experience, expertise, capacity to coordinate, manage and implement the project (financial, human resources and thematic expertise in order to ensure the involvement of the chosen stakeholders) and justify that it has stable and sufficient financial capacity to ensure the cashflow all along the project implementation. For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.	
Strategic partnership: CILG VNG International has a strategic partnership with a number of stakeholders at the national level, which can be mobilized to raise awareness among the stakeholders at both the regional level and the local level for fruitful collaborations within the framework of the present project. Network of municipalities: our institution can make its own network of municipalities, which makes it easy to select the areas of intervention. Technical expertise : CILG VNG International has a number of training and support tools in various fields that can be adapted to the needs of the project. Communication products: CILG VNG International has various communication products in the cultural, artistic and sporting fields, which can be a source of inspiration for developing ideas for pilot actions under the present project. Capitalization: we have a proven track record in documenting and capitalizing on actions developed and implemented with and for the youth.	



Interreg



Co-funded by
the European Union

NEXT MED

3.3.4 Experience and capacity of the partner organisations

Illustrate the reasons why the partner organisations have the experience, expertise and competences in the thematic field(s) concerned as well as the necessary capacity to implement the project (financial, human resources and capacity to ensure the involvement of the chosen stakeholders). For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

CILG VNG International benefits from a strategic partnership with various national stakeholders, facilitating effective collaboration and raising awareness among these policy actors at regional and local levels. Since 2011, our institution leverages its extensive network of over 50 municipalities to pinpoint intervention areas effortlessly. Our adaptability to the local context shines through crises, as evidenced by our continued work with eight municipalities despite political upheavals. The Fe3il.a project continued to work with the 8 municipalities despite the dissolution of the municipal councils to provide financial and technical support for ten sports projects led by unemployed graduates in physical education, as well as around fifty micro-projects undertaken by vulnerable youth. The project has worked with the municipalities to draw up Local Development Plans (PDL), and quickly adapted to the new decision-making structure introduced after the dissolution of the municipal councils.

Operating through a local approach, we deploy a network of coordinators tailored to specific intervention areas, ensuring constant engagement with regional partners. The beneficiary remains central to our operations, upheld by ISO 9001-certified quality standards and regular evaluations enhancing client satisfaction. Drawing from a multidisciplinary pool of expertise, our reputation enables swift mobilization of resources even under tight deadlines. We maintain strong ties with national entities like the Ministry of Youth and Sports, the Ministry of Interior, IPAD, FNCT, IFEDA, fostering trust and collaboration. Our commitment extends to the private sector, exemplified by partnerships with organizations like CONNECT to drive socio-economic development projects. Since 2011, decentralization and local development have been our core focus, underscored by the implementation of participatory tools and mechanisms.

Official name of the organisation in the original language	ليند آنا مؤسسة
Department/service (if applicable)	N/A
Translation in English	Anna Lindh Foundation
Acronym of the organisation	ALF
Country	Egypt
Region	Al Iskandariyah
Official address	von Gerber house 57, 26th July Road, Corniche Alexandria P.O Box 732 El Mansheya c/o Bibliotheca Alexandrina



Interreg



Co-funded by
the European Union

NEXT MED

	3rd Floor conference Centre Bibliotheca
Registration number or equivalent	-
Website	https://www.annalindhfoundation.org/
Legal status	International organisation
Profit-Making	YesV No
Has the Applicant applied for other projects under this call for proposals? If yes, indicate title of the project, specific objective and role within the partnership.	Fostering Transnational Knowledge for More Inclusive and Participatory Mediterranean (TRANSFORMED) - Under SO1 as applicant Gamified Academy for Mediterranean Entrepreneurs (GAME) - Under SO1 as PP3 (Coordinator of WP 4 Talent Scouting)
Partner's annual total budget / turnover (in €) (average of the last 2 years)	€3.000.001 to €10.000.000
Partner's budget dedicated to EU projects (in €) (average of the last 2 years)	1.944.450,00 €
Partner's total staff (full time equivalent)	11 to 50
Staff dedicated to EU projects (full time equivalent)	14
Legal representative	Ferré Josep, josep.ferre@annalindhfoundation.org, +2034820342, Executive Director
Contact person	Mohamed Hafez, mohammed.hafez@annalindhfoundation.org, +2010061912455, Senior country desk officer
Amount	
EU Programme contribution	184.015,51 €
Partner co-financing	22.743,49 €
Partner total eligible budget	206.759,00 €
Co-Financing Rate	11.0%



Interreg



Co-funded by
the European Union

NEXT MED

3.3.3 Experience and capacity of the Applicant	
Describe the reasons why the Applicant demonstrates the adequate experience, expertise, capacity to coordinate, manage and implement the project (financial, human resources and thematic expertise in order to ensure the involvement of the chosen stakeholders) and justify that it has stable and sufficient financial capacity to ensure the cashflow all along the project implementation. For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.	
-	
3.3.4 Experience and capacity of the partner organisations	
Illustrate the reasons why the partner organisations have the experience, expertise and competences in the thematic field(s) concerned as well as the necessary capacity to implement the project (financial, human resources and capacity to ensure the involvement of the chosen stakeholders). For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.	
The Anna Lindh Foundation was established in 2005 to promote intercultural dialogue and mutual understanding in Euro-Mediterranean societies. Since then, the ALF has successfully engaged and mobilised a wide range of stakeholders, leveraging the support of its vast network of civil society entities, the largest in the Euro-Med region, the backing of its Board of Governors and the advice of its Advisory Council. ALF deliver its intercultural action around three pillars: empowering young voices; influencing policymakers and building a movement for dialogue and exchange in the face of growing mistrust and polarization among societies. Since its inception, the ALF is determined to having actions of youth empowerment as a cross-cutting theme in all its endeavours. Over the past 19 years, hundreds of young people from all over the Euro-Med region have been (and still are) beneficiaries of the ALF foundation's youth inclusion programmes on the social, political, and economic levels. Programmes like Moltaqa Dawrak (2012-2014), Young Arab Voices (2011-2016), and Young Mediterranean Voices (2018-2021) are to best demonstrate on that.	
Official name of the organisation in the original language	Pi Gençlik Derneği
Department/service (if applicable)	Youth Work
Translation in English	Pi Youth Association
Acronym of the organisation	PIYA
Country	Türkiye
Region	İzmir
Official address	Akdeniz Mah. 1353 Sokak No:1 Taner İş Hanı Kat:5 D:503 Konak 35210
Registration number or equivalent	-
Website	https://www.pigenclikdernegi.org/en/home/



Interreg



Co-funded by
the European Union

NEXT MED

Legal status	No profit organisation (Association, Foundation)
Profit-Making	YesV No
Has the Applicant applied for other projects under this call for proposals? If yes, indicate title of the project, specific objective and role within the partnership.	No
Partner's annual total budget / turnover (in €) (average of the last 2 years)	€500.000 or less
Partner's budget dedicated to EU projects (in €) (average of the last 2 years)	0,00 €
Partner's total staff (full time equivalent)	10 or less
Staff dedicated to EU projects (full time equivalent)	6
Legal representative	Seda Şahin, manager@pigenklikdernegi.org, +902324830314, Accounting Officer
Contact person	Kubilay Anıl Biçer, contact.person@pigenklikdernegi.org, +902324830314, Contact Person
Amount	
EU Programme contribution	165.287,24 €
Partner co-financing	20.428,76 €
Partner total eligible budget	185.716,00 €
Co-Financing Rate	11.0%
3.3.3 Experience and capacity of the Applicant	
Describe the reasons why the Applicant demonstrates the adequate experience, expertise, capacity to coordinate, manage and implement the project (financial, human resources and thematic expertise in order to ensure the involvement of the chosen stakeholders) and justify that it has stable and sufficient financial capacity to ensure the cashflow all along the project implementation. For proposals presented under the youth strand, please provide	



Interreg



Co-funded by
the European Union

NEXT MED

information on specific experience, expertise and competences in managing and implementing projects for the youth.

-

3.3.4 Experience and capacity of the partner organisations

Illustrate the reasons why the partner organisations have the experience, expertise and competences in the thematic field(s) concerned as well as the necessary capacity to implement the project (financial, human resources and capacity to ensure the involvement of the chosen stakeholders). For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

Pi Youth Association's expertise spans across local, national, and international activities as well as research and development (R&D) studies. Locally, CILG VNG International conducts regular training sessions in 28 regions of Izmir, engaging local youth in social inclusion and personal development with the support of 100 local volunteers and 20 international volunteers annually. Collaboration protocols with over 10 provincial and district municipalities in Izmir facilitate outreach to over 3,000 young residents each year.

Internationally, Pi Youth Association provides opportunities to over 500 young people through Erasmus Plus and ESC Volunteering Programmes, with participants contributing to activities lasting from 7 days to 12 months. Additionally, the organization hosts 30 young individuals from various European countries yearly for long-term volunteering initiatives, enhancing skills in intercultural dialogue and social inclusion.

On a national level, Pi Youth Association focuses on strengthening teachers, youth leaders, workers, and associations throughout Turkey, organizing training sessions, seminars, and workshops nationwide. They also engage with national decision-makers to expand and reinforce youth-related policies through advocacy campaigns and policy proposals.

As the board of the "Youth Work Network," Pi Youth Association leads over 40 youth associations across Turkish cities, supporting national efforts through research on good practices in Europe, collaboration with other youth networks, and the study of youth policies and legislation.

Official name of the organisation in the original language	Institut Europeu de la Mediterrània
Department/service (if applicable)	CGS Cultura, Gènere i Societat Civil Departament
Translation in English	CGS Culture, Gender and Civil Society Department
Acronym of the organisation	IEMED
Country	Spain
Region	Catalunya



Interreg



Co-funded by
the European Union

NEXT MED

Official address	Carrer Girona, 20, 08010 Barcelona
Registration number or equivalent	ESQ0801161A
Website	www.iemed.org
Legal status	Other public body (specify) Body governed by public law and Public Consortium
Profit-Making	YesV No
Has the Applicant applied for other projects under this call for proposals? If yes, indicate title of the project, specific objective and role within the partnership.	Enhancing Local Gov. for Youth Employ. SO. 4.1. Priority 4 Med. Youth Education for Climate Awareness, Transformation and Empowerment. O.S. 2.2. P.2 Med. Employers and Universities Network Advocating for a Harassment- Free Environment O.S. 3.1. P.3
Partner's annual total budget / turnover (in €) (average of the last 2 years)	€1.000.001 to €3.000.000
Partner's budget dedicated to EU projects (in €) (average of the last 2 years)	2.000.000,50 €
Partner's total staff (full time equivalent)	11 to 50
Staff dedicated to EU projects (full time equivalent)	4
Legal representative	FLORENSA SENEN, direccio@iemed.org, +34932449850, Executive President
Contact person	RICO MARIONA, mrico@iemed.org, +34932449850, Project Manager
Amount	
EU Programme contribution	193.335,59 €
Partner co-financing	23.895,41 €
Partner total eligible budget	217.231,00 €
Co-Financing Rate	11.0%
3.3.3 Experience and capacity of the Applicant	



NEXT MED

Describe the reasons why the Applicant demonstrates the adequate experience, expertise, capacity to coordinate, manage and implement the project (financial, human resources and thematic expertise in order to ensure the involvement of the chosen stakeholders) and justify that it has stable and sufficient financial capacity to ensure the cashflow all along the project implementation. For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

000

3.3.4 Experience and capacity of the partner organisations

Illustrate the reasons why the partner organisations have the experience, expertise and competences in the thematic field(s) concerned as well as the necessary capacity to implement the project (financial, human resources and capacity to ensure the involvement of the chosen stakeholders). For proposals presented under the youth strand, please provide information on specific experience, expertise and competences in managing and implementing projects for the youth.

The IEMed counts on a Youth Program coordinated by the Culture, Gender and Civil Society (CGS) department and youth is a cross-cutting axis of analysis throughout the IEMed.

The IEMed's Youth Program emphasizes youth's significance in the Euro-Mediterranean project by tackling issues like unemployment and education, while actively engaging them to shape the agenda. Additionally, the Spanish network of the Anna Lindh Foundation, coordinated by the IEMed, comprises over 150 organizations across Spain, contributing to various fields including development cooperation, intercultural dialogue, and gender equality, enriching the network with its diverse expertise and interdisciplinary approach.

IEMed has developed initiatives aimed at addressing the pressing challenges faced by young people in the region, supporting the development of their potential, and encouraging their participation in the debate on the Euro-Mediterranean agenda

The Sea of Words program fosters dialogue and diversity among youth in the Euro-Mediterranean region through its annual contest, covering themes like gender equality and climate change. Aula Mediterrània, in collaboration with 12 master's programs in Catalonia, supports Mediterranean research and interdisciplinary education. Meanwhile, Educate in Diversity, led by the Spanish Network of the Anna Lindh Foundation, enhances young people's civic and intercultural skills through artistic workshops in the Euromed region.

IEMed oversees EU-funded projects focused on youth:

- EuroMeSCo engages young people in the Mediterranean agenda through training courses, working groups, and a youth researchers lab.
- CLUSTER addresses youth unemployment across 7 countries in the region, offering tailored training courses to enhance access to the labor market, aligning with the Euro-Mediterranean project's goals.

3.3.5 Experience and expertise breakdown by partner



Interreg



Co-funded by
the European Union

NEXT MED

NAME		COUNTRY	PAST EXPERIENCE	KEY EXPERTISE PROVIDED TO THE PROJECT	OUTPUTS
Applicant	Les Têtes de l'Art	France	ENACTING presented a method for civic engagement that uses video documentaries to capture discourses within focused local settings and transfer them to online spaces. Our method aims to facilitate creativity, innovation, and active citizenship, as well as the exchange of perspectives. / 280.000,00 € / 70.000,00 € The MYC, or Mediterranean Youth Council, is an organization that empowers youth in the Mediterranean region to engage in civic activities, fostering dialogue, cooperation, and innovation across communities. / 150.000,00 € / 150.000,00 € Edu-City aims to	Les Têtes de l'Art provides versatile expertise in managing artistic and youth projects.	1.1 (WP1), 1.2 (WP1), 1.3 (WP1), 1.4 (WP1), 1.5 (WP1), 1.6 (WP1), 2.1 (WP2), 2.2 (WP2), 2.3 (WP2), 2.4 (WP2), 2.5 (WP2), 3.1 (WP3), 3.2 (WP3), 3.3 (WP3), 3.4 (WP3), 4.1 (WP4), 4.2 (WP4), 4.3 (WP4), 5.1 (WP5), 5.2 (WP5), 5.3 (WP5), 5.4 (WP5)



Interreg



Co-funded by
the European Union

NEXT MED

			recognize, valorize, and map place-based knowledge and competences of fragile adults for activating participatory practices. It identifies city neighborhoods as ideal settings for participatory actions, fostering relations among residents, local actors, administration, ... / 250.000,00 € / 46.200,00 €		
PP1	Centre International de Développement pour la Gouvernance locale innovante	Tunisia	Fe3il.a : Fe3il.a project aims to strengthen the voice and role of youth in the decision-making process and policy formulation, both at the local and national levels, in order to create an environment conducive to their active participation and development. / 9.000.000,00 € / 8.500.000,00 € Programme d'Appui à la	Local development and participatory democracy, pilot actions for youth, participative decision-making	1.1 (WP1), 1.2 (WP1), 1.3 (WP1), 1.4 (WP1), 1.5 (WP1), 1.6 (WP1), 2.1 (WP2), 2.2 (WP2), 2.3 (WP2), 2.4 (WP2), 2.5 (WP2), 3.1 (WP3), 3.2 (WP3), 3.3 (WP3), 3.4 (WP3), 4.1 (WP4), 4.2 (WP4), 4.3 (WP4), 5.1 (WP5),



Interreg



Co-funded by
the European Union

NEXT MED

			Gouvernance Urbaine Démocratique et au Développement Economique Local – PAGUDEL I :Strengthening democratic local governance to foster inclusive local economic development and the integration of unemployed individuals, particularly women and youth, into the labor market. / 2.900.318.000,0 0 € / 2.900.318.000,0 0 € Programme d’Appui à la Gouvernance Urbaine Démocratique et au Développement Economique Local – PAGUDEL II :Strengthening democratic local governance to foster inclusive local economic development		5.2 (WP5), 5.3 (WP5), 5.4 (WP5)



Interreg



Co-funded by
the European Union

NEXT MED

			and the integration of unemployed individuals, particularly women and youth, into the labor market. / 2.747.995.000,00 € / 2.747.995.000,00 €		
PP2	ليند آنا مؤسسة	Egypt	Internships annual programme - The Internship Programme invites young graduates under 30 from 42 Euro-Mediterranean countries to gain direct practical experience in learning from a diverse team in promoting intercultural and civil society dialogue amidst rising mistrust and polarization. / 72.000,00 € / 72.000,00 € Young Civil Society Leadership Programme - Improving civil society leaders' skills in policy making, dialogue, and	Management, Communication, Capacity enhancement, Youth empowerment, Youth mobility	1.1 (WP1), 1.2 (WP1), 1.3 (WP1), 1.4 (WP1), 1.5 (WP1), 1.6 (WP1), 2.1 (WP2), 2.2 (WP2), 2.3 (WP2), 2.4 (WP2), 2.5 (WP2), 3.1 (WP3), 3.2 (WP3), 3.3 (WP3), 3.4 (WP3), 4.1 (WP4), 4.2 (WP4), 4.3 (WP4), 5.1 (WP5), 5.2 (WP5), 5.3 (WP5), 5.4 (WP5)



Interreg



Co-funded by
the European Union

NEXT MED

			advocacy by developing Young Civil Society Leadership. The goal is to establish a network of highly skilled and empowered youth leaders in the South Mediterranean. / 4.444.450,00 € / 4.444.450,00 €		
PP3	Pi Gençlik Derneği	Türkiye	Genç Bak-İş - Projects focused on youth-oriented policymaking, promoting vocational training, enhancing its quality recognition, and representing to decision-makers. To address lack of skilled personnel with vocational & technical training in labor market and youths right to education & information. / 0,00 € / 0,00 € Civil Society Dialogue for Empowering Youth Works in Local / 0,00 € / 0,00 €	Helping with creation of creative methods, Implementation of the created methods for dissemination	1.1 (WP1), 1.2 (WP1), 1.3 (WP1), 1.4 (WP1), 1.5 (WP1), 1.6 (WP1), 2.1 (WP2), 2.2 (WP2), 2.3 (WP2), 2.4 (WP2), 2.5 (WP2), 3.1 (WP3), 3.2 (WP3), 3.3 (WP3), 3.4 (WP3), 4.1 (WP4), 4.2 (WP4), 4.3 (WP4), 5.1 (WP5), 5.2 (WP5), 5.3 (WP5), 5.4 (WP5)



Interreg



Co-funded by
the European Union

NEXT MED

PP4	Institut Europeu de la Mediterrània	Spain	The CLUSTER project, part of ENI CBC Med, aims to improve unemployed youth's access to the labor market across 7 regional countries. It offers tailored training courses following a needs assessment. It emphasizes that youth employment is vital for engaging them in the Euro-Med project. / 1.108.162,62 € / 227.251,56 € CREACT4MED supports startups and MSMEs in the Cultural and Creative Industry sectors, aiming to foster entrepreneurial growth in the Mediterranean for sustainable economic development. With a focus on young people and women, the project strengthens CCIs by providing tailored support to entrepreneurs /	Cross-regional analysis, Event organization, Policy recommendations, Stakeholder mobilization	1.1 (WP1), 1.2 (WP1), 1.3 (WP1), 1.4 (WP1), 1.5 (WP1), 1.6 (WP1), 2.1 (WP2), 2.2 (WP2), 2.3 (WP2), 2.4 (WP2), 2.5 (WP2), 3.1 (WP3), 3.2 (WP3), 3.3 (WP3), 3.4 (WP3), 4.1 (WP4), 4.2 (WP4), 4.3 (WP4), 5.1 (WP5), 5.2 (WP5), 5.3 (WP5), 5.4 (WP5)



Interreg



Co-funded by
the European Union

NEXT MED

			2.220.675,00 € / 319.161,80 €		

3.3.6 Associates				
Name		Country	Past experience	Expertise provided to the project
Associated 1	The Conference of Peripheral Maritime Regions (CPMR) - The CRPM Intermediterranean Commission (IMC)	France	CulTourE4Youth is a regional initiative aimed at empowering youth entrepreneurship through maritime-focused cultural tourism. The project analyzes existing policies, suggests improvements, and addresses regional challenges like youth unemployment and brain drain. / 414.920,80 € / 36.459,18 € AI-NURECC PLUS aimed to advance EUSAIR objectives by fostering bottom-up cooperation among regional and local authorities and key stakeholders. It supported implementing EUSAIR cross-pillar topics,	CPMR brings expertise in disseminating activities, transferring results for replication across Mediterranean regions, integrating outcomes into regional policies and supporting advocacy, with a strong focus on maritime issues, territorial cooperation



Interreg



Co-funded by
the European Union

NEXT MED

			focusing on youth as a strategic group for sustainable development through various initiatives. / 1.206.522,37 € / 350.072,97 €	
Associated 2	Sakarya Üniversitesi (Sakarya University)	Türkiye	Gençlerin Gözünden Kariyer 4.0 (partner) This project supports youth career planning, promotes technology transfer offices and career centers, and provides policy recommendations. It also aims to enhance career and entrepreneurship communities through e-learning modules. / 60.000,00 € / 0,00 € Horizon Europe The Science for Stronger Societies Science&Future (MSCA&Citizens) - 101162628- Coordinator - 2024 / 220.750,00 € / 76.532,50 €	Sakarya University offers international networking within the consortium, student engagement with the Mediterranean Youth Council, opportunities for addressing challenges, and making contributions. This involvement enhances the university's reputation



Interreg



Co-funded by
the European Union

NEXT MED

Associated 3	Tuna Kültür ve Sanat Derneği (Tuna Culture and Art Association)	Türkiye	Live with Music, Grow Old with Music" funded by Ministry of Internal Affairs of Türkiye in 2020-2021 / 700,00 € / 700,00 €	The association aim to expand our network, align with the project's topic, and gain insights into our creative approach for future initiatives.
Associated 4	Bornova Belediyesi (Bornova Municipality)	Türkiye	BORNBERG - 12/09/2023-12/09/2024 (Town Twinning between Turkey and EU-II (Twinning for a Green Future) Grant Scheme (TTGS-II)) / 109.784,86 € / 10.979,69 € STORMLOG - 15/12/2023-15/09/2025 Climate Change Adaptation Grant Programme (CCAGP) / 499.903,57 € / 49.990,40 € HORIZON 2020 / 8.900,00 € / 129.820,00 €	Liaison with public institutions in Turkey, legislative and legal support on participation mechanisms in local governments, as well as in-kind assistance if needed during the realisation of project activities.
Associated 5	Youth Coop - Youth Work Cooperative	Türkiye	New Generation Cooperatives Society / 11.009,09 € / 9.900,00 € "I am trained for my job" /	It has institutional experience in building capacities of youngsters in organising and cooperation. As project includes activities that require collective work, knowledge, experience of Young Work Co-operative will also be utilised in this regard.



Interreg



Co-funded by
the European Union

NEXT MED

			276.495,00 € / 276.495,00 €	
Associated 6	Institut Européen de coopération et de développement (IECD)	France	MedNC network / 300.000,00 € / 300.000,00 € IECD / 25.800.000,00 € / 25.800.000,00 €	MedNC is a network that bring together actors of vocational training and professional insertion, in order to find local and inclusive solutions for young NEETs on both shores of the Mediterranean. Expertise: skills strengthening/projects development/
Associated 7	Mediterranean Youth Foundation for Development	Egypt	Med-Citizen (Erasmus) : Med- Citizen strives to enhance virtual exchanges in citizenship education by organising a series of online people-to- people activities that promote intercultural dialogue and soft skills development focusing on democratic and civic education to tackle radicalization. / 0,00 € / 0,00 € 6YERAME (Erasmus Youth): The project aims to tackle depopulation in the Euro- Mediterranean rural areas, which have	Scout young learners and peer mentors for WP3 (Creative Pedagogical Framework). Support transnational events for WP5 (Capitalization and Dissemination). Promote MEDYCI activities overall.



Interreg



Co-funded by
the European Union

NEXT MED

			become increasingly emptied of the necessary youth to foster economic development, access to services, and connectivity. / 0,00 € / 0,00 €	
Associated 8	Agència Catalana de la Joventut, Catalan Youth Agency	Spain	INTERNISA (ENI CBC MED) / 3.606.268,84 € / 325.208,22 € TRAMPOLINE (INTERREG POCTEFA) / 1.060.997,20 € / 215.750,00 € EUROPEAN COHORT DEVELOPMENT PROJECT / 2.048.880,00 € / 38.063,00 €	The CYA is a public body, its aim is to provide services to youth, to execute programs of interest to youth and manage the services deployed by the government, besides advises local authorities on youth policies
Associated 9	Fundación Tres Culturas del Mediterráneo /Three Cultures of the Mediterranean Foundation	Spain	Project PLUS (2016, Erasmus KA3) facilitated encounters between policymakers and Mediterranean youth from 11 countries, including Palestine and Israel, to discuss social economy, fostering responsible citizenship and	Foundation in Southern Spain expands nationwide presence, focusing on EU-funded projects (Creative Europe, POCTEP, etc.). Emphasizes youth engagement, boasts 25 years fostering Mediterranean cultural understanding.



Interreg



Co-funded by
the European Union

NEXT MED

			voter engagement. / 0,00 € / 0,00 € Project Home in 2012 (Hands-on for Mobility and Employment). Program: Youth in Action. How to increase employment rates among youngsters. Countries: Palestine, Croatia, Egypt, Spain, Israel, Poland and Turkey. / 0,00 € / 0,00 € Project CREAMOS (2012-2014, POCTEFEX) facilitated exchanges between fine arts students and artists from Spain and Morocco, promoting networking and collaboration among fine arts faculties in Andalusia and the Institute de Beaux Arts in Tetouan through	



Interreg



Co-funded by
the European Union

NEXT MED

			workshops, exhibitions, and seminars. / 0,00 € / 0,00 €	
Associated 10	Delta France Associations	France	Forum du Monde des Possibles :In late August, the Delta Festival draws 150,000 attendees for the Le Monde des Possibles forum. Villages showcase youth engagement and awareness, while agoras propose and debate future ideas on environment, solidarity, economy, health, culture, and international issues / 0,00 € / 0,00 € Impact US: Marseille's initiative to bridge European and African youth, fostering cultural exchange and sustainable development through a series of five-day seminars, connecting French and African	The capacity to engage youth, organize youth-oriented events, possess expertise in music and cultural dynamics within France and Mediterranean/African contexts, and execute awareness-raising initiatives aimed at young people.



Interreg



Co-funded by
the European Union

NEXT MED

			entrepreneurs. / 0,00 € / 0,00 €	
Associated 11	Région Provence-Alpes- Côte d'Azur	France	YAFA project : lead partner for the YAFA project, which was part of the European Union's Strategy for the Alpine Region (SUERA), which aimed to set up a structured dialogue between young people and decision-makers on the major issues of entrepreneurship , transport and climate change. / 0,00 € / 0,00 € Regional Youth parliament : The Region has a Regional Youth Parliament, with a group dedicated to reflection and recommendatio ns on Europe. The Region is also involved in informing and leading the youth councils of the INTERREG Alcotra and SUERA	The capacity of establishing connection between youth and regional or local authorities, recognition of the pivotal role of youth



Interreg



Co-funded by
the European Union

NEXT MED

			programs. / 0,00 € / 0,00 €	
Associated 12	ARDML PACA	France	LAB'ON-ID / 2.000.000,00 € / 100.000,00 €	40 years of expertise in youth integration : Since 1984, the Missions Locales have been entrusted with the task of amplifying youth voices through media usage. The network supported 1 million youth in F
Associated 13	Institut de presse et des sciences de l'information-IPSI /Press and information science institute	Tunisia	Programme d'appui aux médias tunisiens-PAMT/UE : journalism students benefited from training sessions. / 0,00 € / 0,00 € Medialab Campus project in partnership with Agence Française de développement médias-CFI: developing links between journalism school students / Encouraging educational exchanges by sharing productions from both sides of the Mediterranean. / 0,00 € / 0,00 €	Experience in practical training and experience-sharing, enriches university curricula with partner-led training cycles, and fosters a diversity of viewpoints.



Interreg



Co-funded by
the European Union

NEXT MED

Associated 14	Conseil Régional Occitanie	France	Regional Youth Assembly of the Euroregion (Catalonia, Balearic Islands, Occitania) and participation in the Youth Working Group within the framework of the Pyrenees Work Community (Occitania, Nouvelle Aquitaine, Navarre, Catalonia, Aragon, and Euskadi). / 0,00 € / 0,00 € HERIT-DATA (INTERREG MED)developin g a management tool incorporating technology and innovation on a Mediterranean scale, enhancing decision-making and planning processes in the Occitanie Region. It aims to improve mass tourism management by engaging local structures and reinforcing	The Occitanie Region utilized its expertise in youth policy and engagement to help establish a youth consultation body, leveraging its network of youth associations and its Regional Youth Council.



Interreg



Co-funded by
the European Union

NEXT MED

			regional and local / 3.950.515,00 € / 362.525,00 € R.E.S.E.T RELAUNCHING EMPLOYMENT WITH SOCIAL ECONOMY IN THE TERRITORIES(C OSME) Occitanie managed the consortium agreement, accountancy, and administration to ensure timely financing. They facilitated monthly consortium calls and ensured quality in organizing social economy missions workshops . / 101.736,00 € / 28.500,00 €	
Associated 15	Banlastic	Egypt	Schools tour workshops in year 2022-2023 in collaboration with World Bank, Ministry of Environment and ministry of Environment	



Interreg



Co-funded by
the European Union

NEXT MED

			with students of grades 6-12 - Facilitating series of game nights with developed educational environmental games with youth aged 18-28 years. - Collaboration with Austrian e / 0,00 € / 0,00 €	
Associated 16	ADO	Tunisia	- Participate in the links' development between adolescents and young people who are active in local public life on both sides of the Mediterranean, -Participate in the creation of cultural and artistic products with and for adolescents and young people on both sides of the Mediterranean, -Promote t / 0,00 € / 0,00 €	Adresse:24 Lieutenant bejaoui Manzah 5,Ariana Email: association.adoplus@gmail.com Jort:2011T05106APSF1 Tel : (+216) 22 357 793 : Association ADO + The ADO+ Association has set up the "Junior Academy of Political Culture" project, supported by the Ha

3.3.7 Roles and tasks



Interreg



Co-funded by
the European Union

NEXT MED

Describe the roles and tasks of the Applicant and partners, ensuring a clear and logical distribution and demonstrating the way each partner organisation actively contributes to the implementation of the project.

Les Têtes de l'Art (TDA) as the main coordinator, ensures overall efficiency by maintaining effective communication between partners and overseeing the timely implementation of activities. TDA leads WP1 by establishing the Project Steering Committee, developing reporting, financial, and risk management guidelines, and monitors project progress and external audits. In WP2, TDA is crucial for forming the Communication Committee and communication strategies. Its experience in the artistic domain will assist in the coordination of artistic activities and its position as the coordinator of MYC will assure the execution of activities under the frame of MYC and dissemination actions.

Pi Youth's experience in youth engagement, wide network and social media presence is crucial in WP 2. Their expertise will be leveraged in the creation of social media content, communication materials and project videos. They will be consulted in the co-construction of activities to ensure that it is adequate for the youth population. IEMED leads WP 3, overseeing the construction of the pedagogical framework, the training of trainers and the youth due to their proven experience in similar projects such as CLUSTER and EuroMesco. Their research expertise and role as a think tank will help co-create a comprehensive pedagogical framework.

CILG-VNG will lead WP 4 of local and transnational youth actions given their experience in local action and governance, the essence of the workshops and showcases in the 5 countries. Their knowledge in rallying the youth population and local organizations due to their experiences in projects like PAGUDEL will benefit other partners and help assure the impact and durability of local actions driven by youth organizations, municipalities and civil society.

The Anna Lindh Foundation with their vast Mediterranean network of 42 Mediterranean countries will lead WP 5, facilitating dissemination to their networks stretching beyond the 5 partner countries.

3.4 Effectiveness

3.4.1 Methodology

Describe in a clear manner the proposed **management and coordination methodology** and explain why and how it will ensure the achievement of the project objective(s) and expected result(s) (details on the Work Packages to be provided in section 4).

The MED-Y-CI project's management strategy is meticulously crafted to ensure it achieves its objectives and expected outcomes. Les Têtes de l'Art (TDA) plays a central role, leveraging its creative and audiovisual expertise to enhance project effectiveness. As the main coordinator, TDA oversees project-wide management, facilitating strategic decision-making through the Project Steering Committee (PSC). Additionally, TDA leads the Communication Committee, implementing comprehensive strategies to enhance outreach and engagement using creative and audiovisual tools. Regular monitoring, evaluation, and reporting, along with external audits, ensure accountability and transparency.

Each partner's role is tailored to their strengths, ensuring efficient resource allocation and task prioritization. By aligning management structures with specific project objectives, MED-Y-CI optimizes coordination and collaboration among partners.



Interreg



Co-funded by
the European Union

NEXT MED

The project's first specific objective is to co-design and develop a transnational training program for Mediterranean youth. Led by IEMED, the "Med-Y-CI Joint Schemes Training" (WP3) aims to train 200 young individuals across Turkey, France, Spain, Tunisia, and Egypt. This initiative will lay the groundwork by crafting a pedagogical framework, training facilitators, and conducting youth sessions to foster engagement skills essential for addressing regional challenges innovatively. Specific Objective 2 focuses on advocating for positive societal changes by empowering youth to lead local and transnational actions. CILG-VNG International leads "Med-Y-CI Local and Transnational Youth Actions" (WP4), leveraging its expertise in local governance to facilitate impactful workshops and showcases. Anna Lindh Foundation spearheads "Mediterranean Capitalization on Med-Y-CI Training Content" (WP5), focusing on dissemination efforts to engage relevant stakeholders across the Mediterranean region.

3.4.2 Work plan

Describe the **work plan** and explain why it is clear, feasible and accurate in terms of planned human, financial and other resources. Highlight why the time schedule is realistic and includes activities and outputs in a logical time sequence, and likely to be implemented and delivered.

The work plan is clear, feasible, and accurate, based on key documents that inform the planning, execution, monitoring, and evaluation of the project. The logical framework underpins the work plan, breaking the project into work packages (WPs) with specific objectives, activities, outputs, and deliverables clearly defined to facilitate task and resource allocation.

WP1: Project Management and Coordination and WP2: Communication and Dissemination are transversal, running throughout the project to support technical WPs with communication and coordination. WP3: Co-creation and Pedagogical Program Development starts in Month 1 and continues through Month 12. It forms the project foundation, defining direction through co-construction with participants, trainers, artists, and academics. The main output is a comprehensive pedagogical program, guiding subsequent WPs.

WP4: Local Implementation and Innovation runs from Month 13 to Month 25, applying WP3's teachings practically. It results in 5 showcases of 50 innovative ideas, 25 local creative actions by youth, and recommendations for the CMJ, directly linked to the framework developed in WP3.

WP5: Capitalization and Sustainability begins mid-project, with some activities starting earlier to ensure continuity. Key activities include 10 Medtalks by trained youth and the creation of the Med-Y.C.I Handbook, focusing on long-term impact, replication, and result sharing. Human resources have been carefully evaluated, with Les Têtes de l'Art dedicating four full-time staff members to project planning and coordination. External expertise will be solicited as needed. Financially, all partners are capable from the project's outset, supported by a technical manual on financial reporting and procedures for coherence.

The 30-month time schedule is realistic and based on sequential task execution with logical duration allocation:

This logical sequence ensures that activities and outputs are delivered coherently and timely, making the work

3.4.3 Monitoring of activities and results



Interreg



Co-funded by
the European Union

NEXT MED

Describe the approach, tools and resources foreseen by the project to ensure a proper **monitoring of the execution of the activities and the achievement of project objectives and results.**

Monitoring approaches and tools are established from the outset of the project via the Project Steering Committee that will be chaired by a Project Manager who will be in charge of monitoring the project globally to ensure operational efficiency. This main Project Manager will be supported by a local Project Manager in each partner country, namely Tunisia, Turkey, Spain and Egypt who will be in charge of reporting the progress and challenges in their respective regions. Additionally, regular online meetings and a face-to-face transnational follow up meeting will be held between the main Project Manager and the local Project Managers to discuss updates, issues and coordinate efforts across the project locations. The Risk Management Committee will also convene bi-annually to assess and address the risks present.

Moreover, the Project Manager will utilize different tools to effectively monitor and ensure the systematic execution of activities. This will include a detailed GANTT chart with the specific activities envisioned and their designated time frame, the logical framework with the semesters and outputs and a centralized information management system in the form of a drive accessible to key stakeholders to systematically gather and analyze key documents. The local managers will also be in charge of providing attendance sheets for the activities and training, reports and photos of all activities held and proof of expenses to facilitate both operational and financial monitoring.

The Monitoring and Evaluation Plan will strengthen these efforts through a well-structured plan with essential guidelines on the project KPIs, management methods, roles of partners and the budget allocated for such monitoring and evaluation actions. Two comprehensive evaluation reports will complement this effort, providing stakeholders with deeper insights into the project's strengths, weaknesses, and areas for improvement, facilitating informed decision-making and future planning.

3.4.4 Communication strategy

Detail the objectives of the **communication strategy** and foreseen activities, channels/tools, human/financial resources dedicated to communication activities. Describe the target audiences to be reached and how these will be informed about the project, including media and the general public. Explain any action foreseen by the project to engage target audiences in the communication and publicity activities.

The Communication Committee, established in WP2, will lead strategies with input from Pi Youth, leveraging their understanding of youth trends. These strategies aim to engage youths in partner countries, produce internal communication materials for coordination, and communicate project outcomes to stakeholders. Activities will include using social media platforms like Instagram, Facebook, and Twitch, creating internal and external materials, producing storytelling videos, and organizing multiplier events with associates and local authorities. Adequate financial resources, constituting 10% of the project budget, will be allocated for hiring graphic designers, subcontractors, and covering event expenses. The communication strategies have three main objectives. The first is to promote the project and encourage youth participation in the five partner countries, focusing on digital communication. The second is to ensure consistency in core messages and maintain the project's public image across all countries through international communication strategies. The third objective involves multiplier events to disseminate project outcomes to stakeholders, including institutions and public authorities, enabling



Interreg



Co-funded by
the European Union

NEXT MED

replication and long-term visibility post-project. The communication work package is transversal, running throughout the project. Human resources for the Communication Committee include a communication officer from Les Têtes de l'Art, a communication officer from Pi Youth, and delegates from each partner organization, ensuring comprehensive representation and input. Activities under WP4 will include producing showcases per territory to expose innovative ideas, followed by creating five videos to share these ideas. These activities will promote and communicate the ideas generated by the youths. WP5 activities, such as MedTalks, will publicize MED-Y.C.I to a wider audience, including the general public, and support informed discussions.

3.5 Sustainability

3.5.1 Levels of sustainability

Describe to which extent the proposed project is sustainable at **financial level** (how the results are going to be financed after the end of the project)

The sustainability of the project at the financial level hinges on several key strategies. The main means of ensuring financial sustainability is through the diverse partnerships established. Partnership with international organizations such as the Anna Lindh Foundation provides insights into future funding opportunities, regulatory approvals as well as increased credibility attracting future funding and support. Research institutes such as the IEMED have access to research grants, funding opportunities, institutional resources and in-kind contributions in the form of research facilities and equipment ensuring financial sustainability beyond just monetary resources. Non-profit organizations such as the Pi Youth on the other hand with a large network with approximately 400 organizations, provide access to diverse funding opportunities and potential donors in the future. CILG VNG International on the other hand has the capability to impart skills and knowledge on the financial front of the project as a consulting organization.

The network built with the partners, associate partners and their respective networks provides avenues for diverse financial support and these will allow the project to be sustained after its end. A financial manager per partner will ensure that the financial procedures, audits, reporting and documentation is carried out systematically, familiarizing themselves with the financial needs of the project so that they will be able to ensure sustainability. Moreover, the project is built on the model of the Mediterranean Youth Council (MYC) which possesses its own independent funding that is constantly renewed from Region Sud, Interministerial Delegation for the Mediterranean, The Regional Academic Delegation for Youth, Engagement and Sports (DRAJES) and European Cultural Foundation for certain activities. This facilitates the execution of activities and the production of results without any major additional financements.

Describe to which extent the proposed project is sustainable at **technical level** (how the project outputs will continue to be functioning/used after its end)

The project demonstrates high sustainability in the technical level as it prioritizes capacity building initiatives locally, empowering the partners and trainers involved with essential technical skills starting from their participation in the co-creation of the pedagogical framework, specific training programs for trainers and artists and their continued involvement throughout the project. The training and knowledge gained throughout the project especially in the dedicated training sessions will ensure that the partners, trainers and experts possess the relevant expertise required to sustain project activities beyond its lifespan. The capacity of Anna Lindh Foundation to certify the training will



Interreg



Co-funded by
the European Union

NEXT MED

further legitimize the training.

Moreover, the establishment of the 5 MED-Y.C.I studios, one in each participating country to enhance creative skills and provide artistic equipment is envisioned to continue operation beyond project span. The youths and stakeholders of the region will be able to access these studios to further develop their creative skills, produce artistic content and collaborate on various projects after the project's conclusion. The Handbook on the tested methodologies will also be a primary tool that will drive sustainability, as it will provide guidelines of best practices in 5 different languages, ensuring accessibility to a wide range of stakeholders.

The e-learning platform available in 5 languages, compiling key materials and contents creates a rich repository of knowledge and resources that can be accessed and utilized beyond the program's duration. This platform will be handled by the respective Project Managers of each partner country, after the end of the project, ensuring continued functionality and improvement. The dissemination and sharing of the Handbook and the platforms that systematically gather all pedagogical materials will further assure the utilization of these outputs beyond project span for greater benefits.

Describe to which extent the proposed project is sustainable at **policy/institutional level** - where applicable - (e.g., does the project will have a structural impact eventually leading to improved legislation, codes of conduct, methods, etc)

The sustainability of the project at the policy and institutional level will be ensured with the involvement of policymakers and public authorities, especially via the engagements with Anna Lindh Network and associate partners such as Region Sud, Region Occitanie, Ville de Marseille, Intermediterranean Cooperation (CRPM), ARML Sud and Youth general department in the Ministry of Youth and Sports Tunisia. The authorities will benefit from the project's recommendations in order to ensure that any upcoming policy drafts and developments will be informed and supported by evidence-based analysis that will lead to more effective and targeted interventions.

The prospect of engaging directly with the youths in the project through participation in political euro mediterranean exchanges in the frame of MYC events will further allow policy-makers and public authorities to have direct exchanges with them. Events such as this are integrated in the project to facilitate meaningful dialogue and to shed light on issues that may not have been fully understood by policy-makers that might in fact warrant more policy attention and at the same time ensuring relevant and responsive policies.

Engaging youths and policymakers will build bridges between these crucial stakeholders, fostering sustained dialogue beyond the project span. This collaboration will lead to long-term impacts, including continuous improvements in legislation, policies, and youth engagement methods. Sustained collaboration will create opportunities for co-creating interventions, ensuring decisions align with youth needs and priorities, and bringing positive structural changes in youth-related legislation and policies. Associate partners, including regional and local authorities, will continue advocating for youth engagement and employability after the project cycle.

Describe to which extent the proposed project is sustainable at **environmental level** - where applicable (highlight project environmental externalities). Further information to be provided in specific checklists (see *checklists A, B and C*).



Interreg



Co-funded by
the European Union

NEXT MED

The project demonstrates a strong commitment to environmental sustainability by integrating online and remote meetings, trainings and sessions when possible to reduce the need for physical travel, thereby lowering carbon emissions associated with transportation especially by planes. In the management and communication aspect, the Project Steering Committee will convene in an online meeting and other internal and unforeseen meetings between Committee members and partners will be held online and travels will be only carried out when necessary.

Moreover, when physical materials are necessary especially for communication or other administrative purposes, the project members will prioritize usage of eco-friendly and sustainably sourced materials. The venues and offices used by project partners for project purposes will be encouraged to implement energy-saving measures including for electricity, heating and cooling systems. Mindful usage of water will also be practiced among project partners and encouraged among participants. Single-use plastic usage will be minimized especially plastic water bottles, containers and bags and to be replaced with the usage of reusable bottles, containers and bags both in offices and during activities.

As for positive externalities, by integrating online approach and meetings as well as reducing travels, the project lowers carbon footprints. However in regards to negative externalities, the reliance on digital tools and platforms in the cases of meetings and social media usage will produce electronic waste. This will be mitigated via the usage of cloud-based services to reduce need for physical hardware and storage especially for documentation purposes. As for the physical training sessions and meetings that are necessary for the project's efficient implementation, the project tries to reduce the use of resources and generation of waste through efficient resource management.

3.5.2 Contribution to the challenges addressed and long-term impact

Explain how the project will deliver a **significant and durable contribution** to addressing the challenges targeted by the project and to which extent will the project results and outputs have a **long-term impact** far beyond the project lifetime.

Educational disparity and the digital gap are significant challenges for Mediterranean youth, worsened by the pandemic, especially in the Southern Mediterranean region. The project addresses these issues by integrating innovative, artistic, and digital approaches with the help of experts and artists. Activities like 'Express Yourself' sessions, showcases of innovative ideas, video productions, and MedTalks (webtv shows) aim to equip youths with essential skills for better employability in the demanding job market.

Moreover, the infrastructure development with the establishment of one MED-Y.C.I studio in each partner country, envisioned to continue operation after project life-time will continue to serve as a hub for creativity, innovation and skill development. These studios will operate with a common framework which will enable collaboration and resource-sharing between the territories and lays the foundation for sustainability and continuity beyond the project. The studios which are physical assets will continue to serve the youth in the respective territories, benefiting them as they learn artistic and innovative methods of expression and other digital skills pertinent to the current job market.



Interreg



Co-funded by
the European Union

NEXT MED

The transnational approach of the project connecting partners across the Mediterranean including influential organizations like the Anna Lindh Foundation and IEMED will facilitate exchange of best practices and different expertise that will be beneficial beyond the project. Outputs such as the multiplier event permits the dissemination of project results to associate partners and public authorities in each region so that the results can be replicated after project completion. This will be consolidated by the outputs in the WP 5 with activities such as MedTalks, transnational event with regional authorities, MED-Y.C.I handbook and e-learning platforms allowing not only youths but regional and public authorities to capitalize and benefit from the activities and resources.

3.5.3 Applicability and replicability

Describe how the project main outputs are **applicable and replicable** by other organisations/regions/countries outside the partnership and if the project foresees specific actions to transfer and upscale the main outputs.

The project's key outputs are meticulously crafted to ensure broad applicability and replicability across organizations, regions, and countries beyond the partnership. Among these outputs, the organization of multiplier events in each partner country stands out as a pivotal initiative. These events serve as platforms to convene associates, regional, and public authorities in collaboration with project partners. By showcasing the project's outcomes, disseminating best practices, methodologies, and accumulated knowledge, these events empower attendees to replicate successful strategies within their own contexts. This ensures that the project's impact extends far beyond its immediate sphere, fostering a culture of shared learning and innovation across diverse stakeholders.}

In addition to this, a comprehensive MED-Y.C.I handbook compiling the tested methodologies in youth engagement will be published and translated in 5 languages. This is one of the principal materials that will ensure replicability as it will be in an easily accessible format and aligns with the Next-MED programme objective, paving way for such future projects. In the growing digital era, the project's initiative to create the MED-Y.C.I e-learning platform is yet another initiative towards better applicability and replicability. This e-learning platform is all-encompassing as it compiles educational materials, video productions, and content created by not only the youths involved but also the trainers, providing detailed insight from both perspectives. This is highly crucial as upcoming projects will be able to evaluate, replicate and position strategies in line with the needs of not only youths but other key players in the field of youth engagement.

3.6 Cost-effectiveness

3.6.1 Budget

Explain why the project budget is **realistic, consistent and proportionate** to the proposed work plan, project outputs and project's contribution to programme indicators aimed for.



Interreg



Co-funded by
the European Union

NEXT MED

The project budget is realistic, consistent, and proportionate to the proposed work plan, project outputs, and the project's contribution to programme indicators. The budget is detailed by activity, ensuring transparency and accountability.

Each activity in the project has a specific budget allocation. This detailed approach ensures that all necessary resources are available to achieve the desired outcomes. The allocation is based on actual quotes and historical data, ensuring that costs align with market rates. Moreover, it includes a proportional number of workdays for each activity. This ensures that the resources are adequate for the scope and complexity of each task. The Gantt chart is referenced to ensure that the budget aligns with the project timeline, whether activities are ongoing throughout the project or are punctual.

Each activity is led by one or two partners, ensuring clear responsibility and effective management. Partners are assigned to activities and outputs that align with their expertise, leveraging the complementary strengths of the consortium. For example, Les Têtes de l'Art (TDA) leads activities related to artistic and audiovisual production, while PI Youth Association (PIYA) focuses on youth empowerment and social inclusion.

The budget is consistent with the work plan, with funds allocated according to the scheduled activities. This ensures that resources are available when needed to achieve the project milestones. Each output is supported by a specific budget allocation, ensuring that deliverables are met with high quality. To finish, it supports activities that directly contribute to programme indicators, such as youth engagement, training sessions, and policy impacts. Specific allocations for monitoring and evaluation are included to measure the project's contributions to these indicators.

3.6.2 Ratio and balance between the project costs and expected results

Justify why the ratio and balance between the estimated costs and the quantification of the expected results is consistent and satisfactory.

The budget is proportionally allocated across various activities, ensuring balanced spending and high-impact results. WP1 (Project Management and Coordination) receives 11.87% of direct costs to ensure efficient project execution and coordination. WP2 (Communication and Dissemination) receives 10.22% of direct costs to engage stakeholders and ensure project visibility. WP3 (Co-creation and Pedagogical Program Development) receives 40.03% of direct costs, reflecting its central role in developing educational content and co-creating with youth. WP4 (Local Implementation and Innovation) receives 18.16% of direct costs to implement innovative local actions involving youth. WP5 (Capitalization and Sustainability) receives 19.71% of direct costs to ensure long-term impact and replicability of project outcomes.

Travel and accommodation costs are calculated at a flat rate of 15% of staff costs, amounting to €55,717.50. Administrative costs are also set at a flat rate of 15% of staff costs, ensuring financial management efficiency and coherence.

The project's results are designed to provide long-term benefits, with outputs such as policy



NEXT MED

recommendations and community engagement models ensuring that the initial investment leads to sustained impact. The project's scalable and replicable aspects further increase the overall return on investment, allowing for broader application and impact beyond the project's duration. The consortium's experience in managing similar projects ensures effective budget management and resource allocation. By minimizing waste and maximizing impact, the project utilizes resources efficiently, ensuring that every expenditure produces tangible results. This balanced and strategic approach guarantees that the ratio of costs to results is both consistent and satisfactory, leading to a successful and impactful project.

Explain why the costs to be incurred are necessary and justified. Substantiate why external services (subcontracting costs) are needed for the implementation of the project.

The costs planned for the Med-Y-CI project are necessary and justified, adhering to the principle of real costs and considering the daily rates of each partner. This ensures transparent and efficient budget allocation, crucial for the successful execution of the various planned activities.

The project requires three types of personnel: internal staff, academic personnel for training, and artistic/audiovisual personnel for both training and local activities. Internal tasks include project coordination, animation, and budget monitoring, managed by each institution according to their expertise. However, external services are essential for specialized tasks that fall outside the core competencies of the partners:

1. Youth engagement and facilitation: External experts in youth facilitation and local artists are subcontracted to lead creative and interactive workshops. Their specific expertise is crucial for effectively engaging young participants and ensuring the relevance of activities.
2. Academic and artistic Expertise: Utilizing academic and artistic specialists brings in-depth and recognized expertise, enriching the educational content of the program. These experts provide high-quality training that internal staff may lack, ensuring the program's educational effectiveness.
3. Translation and Graphic Design: To ensure accessibility and broad engagement, the training program will be translated into five languages and professionally designed. Subcontracting these tasks guarantees high-quality outputs that meet professional standards, making the content accessible to a wider audience.
4. External Audit: Engaging an independent auditor to conduct regular financial audits ensures accountability and compliance with financial regulations. This external oversight maintains the integrity of the project's financial management, providing transparency and trust for stakeholders.

3.6.3 Budget allocation

Give details on the **budget allocation among partners in relation to their role within the project. Highlight the reasons why the budget has been logically distributed along the duration of the project to ensure the timely delivery of the outputs and the management of the project cash flow.**

The budget allocation for the Med-Y-CI project has been carefully planned to align with each partner's roles and responsibilities, ensuring efficient project management and timely delivery of outputs while maintaining effective cash flow.

Les Têtes de l'Art (TDA): As the main coordinator, TDA receives 27% of the budget. This allocation covers overall project management, coordination, and administration under WP1. TDA also leads the Communication Committee and implements communication strategies in WP2. Their expertise in the artistic and cultural domain justifies additional funds for coordinating artistic activities and dissemination



Interreg



Co-funded by
the European Union

NEXT MED

actions under the Mediterranean Youth Council (MYC) framework.

Pi Youth: Pi Youth receives 17% of the budget for their crucial role in communication and youth co-design of the project. Their extensive experience in youth engagement and strong social media presence necessitate funds for creating social media content, crafting communication materials, and producing project videos.

IEMed: IEMed is allocated 19% of the budget to lead WP3, constructing the pedagogical framework, training trainers, and conducting training sessions for youth. Their proven credibility in similar projects supports this substantial budget allocation.

CILG-VNG International: CILG-VNG International oversees 18% of the budget and leads WP4, focusing on local and transnational youth actions. Their expertise in local action and governance, evidenced by successful projects like PAGUDEL, justifies the budget for supporting local workshops and showcases in five countries.

Anna Lindh Foundation (ALF): ALF receives 18% of the budget to lead WP5, capitalizing on their vast Mediterranean network for dissemination activities. This budget ensures they can effectively facilitate dissemination to local, national, and regional authorities, leveraging their extensive connections and expertise in network mobilization.



Interreg



Co-funded by
the European Union

NEXT MED

3.7 Horizontal principles

Horizontal principles
Describe to what extent the proposal takes into account the horizontal principles and will ensure the compliance, during the implementation phase, with respect to the:
Promotion of fundamental rights.
The project upholds the principles stipulated in the Article 19 of the Universal Declaration of Human Rights of the United Nation that every individual has the right to freedom of opinion and expression. It provides a rightful platform to the youth to voice out their opinions for the betterment of the region and to also shape the pedagogical framework and training that they deem necessary to improve their employability. It also assists the youth in discovering other means of expression, especially via artistic means. The project ensures that these rights are equal to youths from all backgrounds as it selects participants from diverse socio-economic backgrounds across 5 different countries. Privacy, consent, and confidentiality are top priorities, adhering to Article 8 of the EU Charter. Additionally, cultural, religious, and linguistic diversity, per Article 22, is respected. This is reflected in documentation, showcases, and videos produced in 5 languages, ensuring accessibility.
Promotion of gender equality
The project prioritizes inclusive participation from its very conception as it ensures equitable involvement of all gender identities, including men, women and non-binary individuals in its selection process. Equal representation of genders will also be ensured in the selection of experts and artists involved so that diverse perspectives will be represented in the training provided. The project is also designed with a gender-responsive and gender-sensitive approach, considering the specific needs, challenges faced by women, men and gender-diverse individuals so that the outputs envisaged will be beneficial for all. The project's initiative in addressing themes such as gender issues and discrimination clearly demonstrates its commitment to promoting awareness on gender equality. This is to encourage and train the participants to advocate for gender issues and subsequently address gender-based discrimination which remains a prevalent challenge in the region especially in employment.
Prevention of discrimination including accessibility for people with disabilities
Gender discrimination will be prevented by ensuring equal participation and contribution of all genders. Socioeconomic discrimination will be avoided as equitable access to project resources, training opportunities and support services will be accorded regardless of financial background or social status. Despite the designated age range (18 to 30) criteria for the participants, discrimination based on age, underestimation of capability or deprivation of opportunity to younger participants will be avoided. Any forms of cultural or nationality-based discrimination will be prevented. All the project materials, events and platforms will be made available to individuals with disabilities and limited mobility by providing alternative formats such as braille, audio formats and sign language interpretations. Chosen venues will also be subjected to accessibility checks ensuring that it is wheelchair accessible, equipped with ramps and elevators, accessible parking spaces and restrooms.
Promotion of sustainable development
The project aligns with SDG Goal 4 by prioritizing inclusivity in its pedagogical framework, co-created by Mediterranean youth to ensure diverse voices are represented. SDG 5, focusing on gender equality, is continuously promoted through equal gender participation, addressing challenges faced by women in the labor market. Gender



Interreg



Co-funded by
the European Union

NEXT MED

equality issues are addressed in cross-regional dialogues, interactive workshops, showcases, MedTalks, and political exchanges. SDG Goal 17 is embodied through transnational cooperation among the 5 partner countries, facilitating resource mobilization, technology pooling, policy coherence, and accountability. Knowledge exchange and dissemination are emphasized through cross-regional youth dialogues, "Express Yourself" sessions, workshops, showcases, and MedTalks, fostering global dialogue and revitalizing efforts toward various sustainable development goals.

"Do no significant harm" principle (where applicable).

Not applicable.

Promotion of the New European Bauhaus key principles, meaning support to projects that are sustainable, aesthetic and inclusive (where applicable).

Not applicable.



Interreg



Co-funded by
the European Union

NEXT MED

4. Methodology

This section presents the **methodological architecture** of the project, and it is especially linked to section 4 of the Evaluation Procedure, “Effectiveness” though it has, of course, an impact on the whole evaluation.

4.1 Work Packages

Detailed project implementation

Projects shall include **three mandatory Work Packages** (‘Management and coordination’, ‘Communication and dissemination’ and at least one “Technical Work Package (WP)”). A **maximum of four technical Work Packages is allowed**, having considered that each project expected result shall correspond to at least one Work Package.

Type of WP	Management coordination	Compulsory
WP Number	WP Title	WP Budget
1	Management and coordination	119.950,00 €

WP Coordinator: Applicant

Involved partners: PP1, PP2, PP3, PP4

Description of key management tools:

Describe the coordination methodology and the monitoring and evaluation arrangements, and in particular:

- Structure, responsibilities and procedures for the day-to-day management and coordination;
- Internal organization within the partnership and decision-making system;
- Role of each member of the partnership;
- Reporting and evaluation procedures focusing on selected results and outputs indicators.

The project management structure consists of a Project Steering Committee (PSC) which will be composed of a project manager from the 5 partner organizations and led by Les Tetes de l'Art. This Committee provides strategic direction and decision-making at the highest level. It will be supported by a Communication committee that will be in charge of the communication coordination both internally and externally and a risk management committee for risk assessment, evaluation and mitigation. Evaluation will be carried out according to the monitoring and evaluation plan developed, specifically via evaluation as well as semestriel project progress report. Regular stand-up meetings will be conducted by the partners in their respective territories to review progress and upcoming activities.

The internal organization within the partnership will be ensured by the respective project manager in the partner countries. This will be communicated to the PSC via the semestriel progress report. Major decisions will be made in a consensus-based approach in the PSC meetings and operational decisions will be delegated to project partners. Issues that could not be resolved at the local partner level will be escalated to the PSC.

As the applicant, TDA will ensure the organization of regular transnational meetings, both online and face-to-face, guided by a strategic agenda. TDA will lead the Project Steering Committee (PSC) and Risk Management Committee, and will develop templates and guidelines for each management activity. All partners must provide feedback, contribute expertise, participate in meetings, validate guidelines and templates, and complete



NEXT MED

evaluation, monitoring, risk, and audit reports. Key performance indicators will ensure efficient monitoring and evaluation, achieving the desired results and outputs of the Med-Y-Ci project.

Output 1.1	Output title Project steering committee	Number of units 1.0	Semester of delivery I, II, III, IV, V	Budget: 31.187,00 €
	Output description The Project Steering Committee is a group consisting of 2 project managers from each participating organization. This committee will meet during the kickoff meeting and at the five transnational partner meetings scheduled throughout the project. Its primary goal is to ensure better project management by agreeing on tasks and monitoring progress. The committee will be coordinated by TDA, ensuring effective harmonization of efforts and smooth communication among all partners.			
Activity 1.1.1 (A 1.1.1)	Activity title Establishment of the steering committee	Implementing period (Months) 1		
	Activity description The "Establishment of the Steering Committee" in Marseille Kick off meeting brings together two project managers from each country. This meeting aims to set up the project's management structure and plan its execution. Participants define roles, outline objectives, and develop a project timeline, ensuring coordinated and aligned efforts for successful project implementation.			
Activity 1.1.2 (A 1.1.2)	Activity title Follow up online and face to face transnational meetings	Implementing period (Months) 1,3,6,8,11,14,16,19,21,23,25,28,30		
	Activity description 1st (M1), Kick off meeting in Marseille, France by TDA 2nd (M 6), Barcelona, Spain by IEMED 3rd (M14)- Tunis, Tunsia by CILG-VNG			



Interreg



Co-funded by
the European Union

NEXT MED

	4th (M19)- Marseille, France, by TDA 5th (M25) -Izmir, Turkey) by Pi Youth 6th (M30)- Alexandria, Egypt, by ALF Online meeting are organized at least each 2 months. 6 face to face follow up meetings are organized throughout the projet: 1st (M1), Kick off meeting in Marseille, France by TDA 2nd (M 6), Barcelona, Spain by IEMED 3rd (M14)- Tunis, Tunsia by CILG-VNG 4th (M19)- Marseille, France, by TDA 5th (M25) -Izmir, Turkey) by Pi Youth 6th (M30)- Alexandria, Egypt, by ALF Online meeting are organized at least each 2 months.			
Output 1.2	Output title	Number of units	Semester of delivery	Budget: 9.596,00 €
	Evaluation and monitoring reports	1.0	I, II, III, IV, V	
	Output description			
	Monitoring and evaluation plan are created to track progress, effectiveness and impact of the project in the whol project and at local level. Their implementation helps identify and define relevant KPI's that aligns with project objectives while the evaluation reports based on data-driven insights inform decision-making and demonstrate accountability to stakeholders.			
Activity 1.2.1 (A 1.2.1)	Activity title	Implementing period (Months)		
	Development of monitoring and evaluation plan	1,2		
	Activity description			
	A comprehensive monitoring and evaluation plan of approximately 15 pages is produced by the TDA and validated by the Sterring Committee, outlining the framework, KPI's, data collection and management methods, roles and responsibilities of partners, reporting and dissemination guidelines , the budget allocated for the monitoring and evaluation activities foreseen with appendices.			



Interreg



Co-funded by
the European Union

NEXT MED

Activity 1.2.2 (A 1.2.2)	Activity title Evaluation reports (Collection, Edition and Analysis of data)	Implementing period (Months) 15,30		
	Activity description 2 Evaluation reports are produced, one in the first half of the project and another in the end of the project cycle. Each report presents a maximum of 20 pages. The data are collected from the administrative documents of the partners and be to be meetings, reviewed for any missing values, standardized and cross-verified with source documents.			
Output 1.3	Output title Technical manual on reporting and financial procedures	Number of units 1.0	Semester of delivery I	Budget: 4.798,00 €
	Output description Output 1.3 is a comprehensive technical manual that outlines standardized procedures across partners for reporting and financial procedures. This manual serve as a critical reference document throughout the project cycle to guide project managers and their respective team in the appropriate reporting and financial guidelines ensuring compliance with best practices and regulatory requirements.			
Activity 1.3.1 (A 1.3.1)	Activity title Technical manual on reporting and financial procedures and training	Implementing period (Months) 1,2		
	Activity description TDA develops a technical manual on reporting and financial procedures of 20 pages that will outline the types of reports, timelines and deadlines for project submission, content requirements and submission guideline as well as guidelines on budget preparation, expenditure tracking, standard financial statement format and audit procedures. This ensures that partners are well-equipped and trained to manage their reporting and finance. The Project Steering Committee is in charge of adding proposals			
Output 1.4	Output title Project’s progress and final reports	Number of units 5.0	Semester of delivery I, II, III, IV, V	Budget: 26.389,00 €
	Output description			



Interreg



Co-funded by
the European Union

NEXT MED

	The Project Steering Committee produces regular updates (reports) on the project's day-to-day implementation, highlighting the progress alongside challenges and any deviations from pre-planned structure as well as a global overview of the entire project, summarizing all the activities, outputs and results, ensuring transparency and accountability and supplying critical information for an informed decision-making.			
Activity 1.4.1 (A 1.4.1)	Activity title Day to day work	Implementing period (Months) 6,12,18,24,29		
	Activity description A semestriel project report of 30 pages is to be submitted by each partner to the Project Steering Committee. This report will provide daily logs, impact of activities on project objectives, challenges and mitigation strategies implemented and annexes such as data tables, photographes and meeting minutes.			
Activity 1.4.2 (A 1.4.2)	Activity title Final reporting	Implementing period (Months) 29,30		
	Activity description A final report of maximum 40 pages is produced by each partner. TDA proposes a template with the required content to the partners. Once the template is completed and validated by the consortium, all partners participate in the production of a common document with detailed analysis of the project's achievement, outcome and impact in the respective territories. Les Têtes de l'Art, as the lead partner, provides a final summarized version of the report.			
Output 1.5	Output title Risk Prevention Plan and Committee	Number of units 2.0	Semester of delivery I, II, III, IV, V	Budget: 9.596,00 €
	Output description The Risk Prevention Plan, developed by a Risk Management Committee that includes a representative from each partner, facilitates the implementation of comprehensive risk management strategies. This ensures effective responses to potential issues throughout the project cycle. The committee also develops and oversees internal regulations and conflict resolution mechanisms, enhancing project integrity and stability.			



Interreg



Co-funded by
the European Union

NEXT MED

Activity 1.5.1 (A 1.5.1)	Activity title Establishment of risk management committee	Implementing period (Months) 1		
	Activity description A committee of 5 members, comprising 1 member from each partner organisation is selected by the Project Steering Committee, based on their experience and skills. A chairperson lead the committee and the other members take up key responsibilities such as Risk Manager, Risk Analyst, Compliance Officer and Adminstrative Support to ensure better efficiency.			
Activity 1.5.2 (A 1.5.2)	Activity title Risk management	Implementing period (Months) 1,15,28		
	Activity description The Committee under the lead of the Chairperson and Risk Manager will carry out risk identification, assessment, mitigation and monitoring throughout the project cycle. 3 risk reports of 10 pages each will be produced during the project cycle. One during the project kick-off, a 2nd in the first half of the project and a final one at the end of the project cyle.			
Activity 1.5.3 (A 1.5.3)	Activity title Internal regulation & mechanism for conflicts resolution	Implementing period (Months) 3		
	Activity description TDA proposes to the Committee clear guidelines and procedures for team interactions, decision-making procedures, confidentiality and performance management. Guideline on conflict resolution mechanism specifically on open dialogue, escalation procedures and conflict resolution meetings are detailed and shared with all the partners for their validation.			
Output 1.6	Output title External Audits	Number of units 25.0	Semester of delivery I, II, III, IV, V	Budget: 38.384,00 €
	Output description			



Interreg



Co-funded by
the European Union

NEXT MED

	External audits are carried out on the financial statements, operations and processes to provide assurance to stakeholders on the compliance and credibility of the project's financial reporting and operations. The results of the audit helps the Project Steering Committee take informed decisions, mitigate risks and improve project performance especially financially.	
Activity 1.6.1 (A 1.6.1)	Activity title External audit	Implementing period (Months) 6,12,18,24,30
	Activity description The external audit is conducted 1/semester by an auditor of an independent audit firm chosen by the Project Steering Committee. Tests of controls, substantive tests of transactions and balances, analytical procedures, and inquiries of management and personnel and the findings and conclusions are documented in a report and circulated to partners and stakeholders.	

Type of WP	Communication and dissemination	Compulsory
WP Nr	WP Title	WP budget
2	Communication and dissemination	103.290,00 €
WP coordinator: Applicant		
Involved partners: PP1, PP2, PP3, PP4		
Describe the approach to communication and visibility for the project, including objectives, target audiences, communication channels, including social media outreach, activities, planned budget, etc. Please also describe how the partners will be involved in the WP preparation and highlight their role in its implementation.		
Communication Objectives: The main objective of this WP is to inform and provide consistent updates of the project to not only the youths involved but also the general youth community in the region, stakeholders including local, national and regional authorities as well as general public. It is also to foster active youth engagement and participation via the interactive social media platforms, build a credible identity for the project and to encourage feedback and dialogue with audience to improve activities and outcomes. Target audience; 200 youths involved, youth population in the 5 countries, stakeholders and general public. Communication channels;		



Interreg



Co-funded by
the European Union

NEXT MED

The primary communication channels will be the global and Instagram account of the project that will publish regular posts on project information and updates. This will be supported by livestreamings in Twitch account for certain activities. To complement this, the respective websites of each partner organization will be used to provide more detailed, country-specific updates.

Activities:

Establishment of Communication Committee

Stakeholder Consultation Workshop

Establishment of a Communication Plan

Create emotionally engaging content on Instagram, Facebook and Partner website

Use of Twitch interactive platform

Production of Internal and External Communication Materials

Production of Project Introduction, Progress and Results Video

Partner Involvement and Role

Les Tetes de l'Art will coordinate Work Package 2 with the strong support of Pi Youth. Pi Youth will be particularly leading the activities 2.2.1 and 2.2.2 under Output 2.2 of Social Media Management given their vast social media following and network especially among youths nationally and regionally. Their existing social media credibility proves their experience and capability to lead these activities. The same applies for activities 2.4.1, 2.4.2 and 2.4.3. All the other activities under Output 2.1, 2.3 and 2.5 will be coordinated by Les Tetes

	Output title	Number of units	Semester of delivery: I	Budget
	Communication strategy	1.0		12.394,80 €
Output2.1	Output description This output includes the development of a robust communication plan that guides the creation of engaging content and the implementation of strategic communication campaigns. It involves continuous monitoring and evaluation of communication activities to assess their effectiveness. The communication plan will be dynamically adjusted based on feedback and results to enhance overall impact.			
Target groups	Who will use the main outputs delivered in this work package? All project partners			
Target groups involvement	How will you involve the target groups (and other stakeholders)?			



Interreg



Co-funded by
the European Union

NEXT MED

	TDA with the help of Plyouth will lead this output, proposing templates and organizing the committee meeting. All the other partners will participate, validate and implement the strategy.			
Activity 2.1.1 (A 2.1.1)	Activity title	Implementing period (Months)		
	Establishment and implementation of the Communication Committee	1,6,8,11,14,16,19,21,23,25,28,30		
Activity 2.1.2 (A 2.1.2)	Activity description			
	A communication Committee comprising representatives from each of the 5 partner organizations is established, led by a Communication Manager from Les Tetes de l'Art. The Committee is responsible for the coordination of the Committee Workshop, efficient planning and implementation of of the Communication Plan, coordinating overall communication strategy and later overseeing the communication strategies implemented. This committee meets			
Activity 2.1.3 (A 2.1.3)	Activity title	Implementing period (Months)		
	Committee Workshops	2,3		
Activity 2.1.3 (A 2.1.3)	Activity description			
	2 online workshops involving all project partners are coordinated by Les Tetes de l'Art and the Communication Committee. The 1st workshop is organized to define the communication objectives and messages utilizing the SMART criteria and the 2nd is dedicated to presenting the communication plan drafted based on the previous meeting. This is to ensure an overall coherence of the communication strategies which the partners will be able to narrow down according to their country specificity.			
Activity 2.1.3 (A 2.1.3)	Activity title	Implementing period (Months)		
	Establishment of a Communication Plan	1,2,3		
Activity 2.1.3 (A 2.1.3)	Activity description			
	Communication managers in each country collaborate to finalise and establish a comprehensive communication plan, ensuring alignment with local culture and preferences. 1 general Instagram, Facebook and Twitch account are created to share updates and content related to the project. The project partners utilise their respective websites to post interactive content such as articles, videos, images and infographics addressing topics relevant to youth and project progress.			
Output2.2	Output title	Number of units	Semester of delivery: I, II, III, IV, V	Budget
	Social Media Management	1.0		25.822,50 €



Interreg



Co-funded by
the European Union

NEXT MED

	Output description This output focuses on a strategic approach to social media management, led mainly by Pi Youth given their vast social media network and experience in this domain especially among youths. Compelling narratives and vibrant visuals will be used in the social media platforms and partner websites. The innovative use of Twitch will facilitate real-time interactions, fostering participatory culture among youth viewers and the general public.	
Target groups	Who will use the main outputs delivered in this work package? The youth in the 5 territories, local community, public authorities and policymakers	
Target groups involvement	How will you involve the target groups (and other stakeholders)? Trainees will be invited to produce content, other youngsters will receive and disseminate Med-Y-Ci content through social media. Contents will be adapted to the different publics.	
Activity 2.2.1 (A 2.2.1)	Activity title Engaging content on Instagram, Facebook and partner website	Implementing period (Months) 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30
	Activity description 8 posts are published monthly in both the project's Instagram and Facebook for the span of 30 months. This content will be crafted by the Communication Committee. Each post will be meticulously designed to resonate with the target audience, evoke emotional responses, and effectively convey key messages related to the project's objectives. Additionally, the Communication Manager in each partner country will update their respective websites frequently on the updates and information on the project.	
Activity 2.2.2 (A 2.2.2)	Activity title Creation and use of Twitch interactive platform	Implementing period (Months) 8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30
	Activity description The Twitch interactive platform created for each partner country produces 1 live stream for each one of the following activities: "Express Yourself" training, Youth Dialogue, Workshops, Showcase and MedTalk, totaling 5 live streams per partner country and 25 in total. Live chats and interactive Q&A sessions are activated to engage youth and general public not directly involved in the project.	



Interreg



Co-funded by
the European Union

NEXT MED

Output2.3	Output title Communication Materials	Number of units 5.0	Semester of delivery: I, II, III, IV, V	Budget 14.460,60 €
	Output description This output focuses on the creation of tailored communication materials to effectively support both internal coordination and external outreach efforts. This involves creating materials specifically designed for internal collaborators, such as project partners and their associates and external communication materials intended for external audiences, including the general youth population in the respective partner countries, public and other external stakeholders.			
Target groups	Who will use the main outputs delivered in this work package? 5 project partners and associated organizations			
Target groups involvement	How will you involve the target groups (and other stakeholders)? Partners will contribute to the Activity 2.3.1 by giving feedback on the internal communication material. As for activity 2.3.2, each partner will be in charge of of designing their own material.			
Activity 2.3.1 (A 2.3.1)	Activity title Production of Internal Communication Materials	Implementing period (Months) 1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30		
	Activity description The Communication Committee creates materials like logos, PPT templates, a shared drive, and bulletins to keep all partners informed and coordinated. These resources ensure consistent branding, organized documentation, and regular updates. This activity is led by Les Tetes de l'Art.			
Activity 2.3.2 (A 2.3.2)	Activity title Production of External Communication Materials	Implementing period (Months) 3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30		



Interreg



Co-funded by
the European Union

NEXT MED

	Activity description This activity is led by Les Tetes de l'Art with the support of Pi Youth, that ensures all the partners follow the common graphic charter. Each partner is in charge of designing roll up, posters, posts, etc regarding the communication plan and implicating Med-Y-Ci trainees in the creation of content.			
Output2.4	Output title A Med-Y-Ci storytelling through 3 videos	Number of units 3.0	Semester of delivery: I, II, III, IV, V	Budget 26.855,40 €
	Output description This output entails the production of videos to introduce the project, showcase its progress as well as its results. It is led by Les Tetes de l'Art with the support of PI Youth. The Med-Y-Ci studios in each partner country, along with the equipment, are used to produce videos. Each video is limited to a maximum length of 4 minutes to ensure audience engagement.			
Target groups	Who will use the main outputs delivered in this work package? All the partners, associated organisation, mediterranean youngsters and general public			
Target groups involvement	How will you involve the target groups (and other stakeholders)? Partners are in charge of the video production. Associated organisation and young Med-Y-Ci trainees ensure the dissemination. General public is sensibilized on the project.			
Activity 2.4.1 (A 2.4.1)	Activity title Production of 1 Project Introduction video	Implementing period (Months) 1,2,3,4		
	Activity description A project introduction video of 3 minutes is shot, summarizing the project, its objectives and main activities in a visually innovative and attractive manner, involving representatives from each partner country. The production takes place in the MED-Y.C.I studio in France and is led by Les Tetes de l'Art. Clippings of representatives from other partner country are shot in respective territories and later combined and edited in the studio. Each partner is in charge of translation.			



Interreg



Co-funded by
the European Union

NEXT MED

Activity 2.4.2 (A 2.4.2)	Activity title 2.4.2 Production of 1 Project Progress Video	Implementing period (Months) 9,10,11,12		
	Activity description A project update video is produced to showcase the progress of the MED-Y.C.I project. It is approximately 3 minutes long, testimonies of main activities, and achievements. The production is led by TDA at the MED-Y.C.I studio in France. Representatives from each partner country contribute to the videos, providing insights and updates from their respective territories. Clippings featuring these representatives is filmed lo locally and later compiled. Each partner is in charge of translation.			
Activity 2.4.3 (A 2.4.3)	Activity title 2.4.3 Production of 1 Project Final Videos	Implementing period (Months) 20,21,22,23,24,25,26,27,28,29,30		
	Activity description 1 project final video of 4 minutes is shot compiling visuals from each partner country, showcasing the main results and accomplished of the project to ensure its sustainability and impact. TDA is coordinating the whole creative process, and is in charge of the video edition. All partners are in charge of the translation and share their own raw footage.			
Output2.5	Output title Multiplier Event	Number of units 5.0	Semester of delivery: V	Budget 23.756,70 €
	Output description The partners hold one Multiplier Event in each of their countries, totaling five events. These gatherings bring together stakeholders like associated organizations and local authorities to share the project's outcomes. The aim is to effectively communicate results, deliverables, and impacts, especially to associate partners. This strategy promotes sustainability and encourages replicating the project's benefits, with a focus on engaging young people and local authorities for lasting impact.			
Target groups	Who will use the main outputs delivered in this work package? Associate partners and stakeholders, local authorities			
Target groups	How will you involve the target groups (and other stakeholders)?			



Interreg



Co-funded by
the European Union

NEXT MED

involvement	Associate partners and stakeholders, associated organizations and local authorities are invited to ensure a wide dissemination	
Activity 2.5.1 (A 2.5.1)	Activity title	Implementing period (Months)
	Implementation of Multiplier Events	23,24,25,26,27,28,29,30
Activity description		
TDA send guidelines, all the partners give their feedback. Each partner organize a Multiplier Event of half a day in their own territory, preparing an agenda and inviting their respective associates and stakeholders, 20 in total to transmit the impact and results in their territory. TDA lead this activity and provide standard guidelines for the event, its main agenda and key messages to be transmitted.		

Type of WP	Project implementation	Compulsory
WP Nr	WP Title	WP budget
3	MED-Y-CI joint schemes training: Youth tackling Mediterranean challenges	404,590,00 €
WP coordinator: PP4		
Involved partners: Applicant, PP1, PP2, PP3, PP4		
Contribution to the selected Programme expected result(s)		
SO1ER1		
Description of tasks and role of each partner		
Describe precisely the objective of the WP, explaining contents and methodology to be implemented, as well as how partners will be involved in its development and implementation, highlighting their role and interactions within the other content-related WPs.		
OBJECTIVES		
WP3 aims to co-design and implement training for 200 young people from Turkey, France, Spain, Tunisia and Egypt, using innovative learning methods that fostered engagement and enhanced employment skills.		
CONTENT		
1.A Pedagogical framework for the Med-Y-CI training program, co-designed by young - 2.Mediterranean and experts, focusing on common regional challenges		
3.Selection and training of a multidisciplinary team of trainers and artists		
4.Implementation of Med-y-ci training sessions across the participating countries		
5.Establishment and activation of Med-Y-Ci studios for youth actions in each region.		
METHODOLOGY		



NEXT MED

WPs are implemented using participatory and non-formal education methods, focusing on learner-centered activities. To achieve its objectives, a blend of online and face-to-face workshops, collective co-creation labs, and interactive trainings are developed. To monitor the full implementation of the WPs, a leader is designated to coordinate partner actions, ensuring follow-up and data collection, while each activity is managed by a specific partner responsible for methodology and production.

PARTNERS INVOLVEMENT

IEMED coordinates WP3 and leads activities which involve editing the training program, managing trainers, and implementing Med-Y-Ci trainings (A3.1.3, A3.2.2, A3.2.3, and A3.3.1). Anna Lindh coordinates the selection processes (A3.1.1 and A3.2.1). CLIG-VNG leads activity A3.1.2, focusing on the identification of key challenges and themes. TDA is responsible for A3.3.2, A3.4.1, and A3.4.2, covering creative trainings and the implementation of Med-Y-Ci studios.

INTERACTION WITH OTHER WPs

WP3 is foundational. It establishes the pedagogical framework, selects participants, and implements the initial phase of the Med-Y-Ci training. Several WP3 activities will occur throughout the project and run parallel to WP4 and WP5, such as the Med-Y-Ci studios and the management of the trainer team.

Final beneficiaries	Who will benefit from this Project? How? 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds (observing gender parity) will follow the Med-Y-Ci training. 30 trainers and artists from the 5 countries also benefit from the WP, participating in its implementation and co-construction process.			
Output3.1	Output title Co-designed pedagogical framework for the Med-y-ci training program.	Target value 5.0 1 pedagogical framework in 5 languages	Semester of delivery I, II	Budget 44.504,90 €
	Output description A pedagogical framework for the Med-y-ci training program is collaboratively developed by young Mediterranean participants and experts across five regions (Turkey, France, Spain, Egypt, Tunisia). Addressing common regional challenges, this framework utilises innovative and engaging methodologies, conceived through participatory online workshops and transnational meetings. To ensure broad accessibility, guidelines are translated into five languages and disseminated using digital tools.			
Target groups	Who will use the main outputs delivered in this work package? 200 young mediterranean participant and 30 trainers (expert ad artists)			



Interreg



Co-funded by
the European Union

NEXT MED

Target groups involvement	How will you involve the target groups (and other stakeholders)?			
	Once selected, they will participate actively to the co-design of the pedagogical framework through face to face co-creation labs and online workshops.			
Activity 3.1.1(A3.1.1)	Activity title	Implementing period (Months)		
	Selection of 200 young participants	1,2		
	Activity description			
	Anna Lindh coordinates the process of selection for young trainees proposing content and format for the call for candidature. Definitive version is validated and disseminated by all the partners through their networks with the help of associated organisations. Then Anna Lindh proposes tools to unifies partner criterias facilitating final candidate selection. All partners participate to the committee of selection.			
Activity 3.1.2(A3.1.2)	Activity title	Implementing period (Months)		
	Identification and prioritization of the key challenges the Med-Y-Ci training will tackle.	3,4		
	Activity description			
	Selected youths and trainers participate in online workshops with the aim to identify and prioritize the key challenges Med-Y-Ci training will tackle. Then 25 experts and youngsters are invited to a co-creative lab organized by CLIG-VNG in Tunis to build a pedagogical framework for Med-Y-Ci, integrating workshop proposals. All partners handle online workshops (5 per partner) and send participants, while CLIG-VNG proposes the method of collective thinking and IEMED collect the results.			
Activity 3.1.3(A3.1.3)	Activity title	Implementing period (Months)		
	Produce and edit the training program	5,6,7		
	Activity description			
	IEMED finalize, edit, and release the pedagogical framework including training guidelines for both online / face-to-face training modules to be delivered by the local teams. Using the results of activity 3.1.2 IEMED coordinates the redaction, and document design while the other partners give their input and contents when it is needed. All the partners translate the pedagogical framework content to their own language.			
Output3.2	Output title	Target value	Semester of delivery	Budget
	A multidisciplinary team of trainers is established and trained.	30.0 30 experts and artists from 5 countries	I, II, III, IV, V	105.193,40 €



Interreg



Co-funded by
the European Union

NEXT MED

	Output description A pool of 30 trainers of experts and artists is selected to form a robust community of Med-y-ci facilitators (6 per partner). These facilitators co-design the educational framework, follow a specific training for trainers and implement the Med Y Ci training, but also actively support young participants in their initiatives. This community ensures a cohesive and dynamic training environment, enhancing the impact and reach of the program across all participating regions.	
Target groups	Who will use the main outputs delivered in this work package? 30 experts on mediterranean issues and artists	
Target groups involvement	How will you involve the target groups (and other stakeholders)? Trainers co-design the pedagogical framework and implement training sessions. Then they support trainees in their initiatives (Medtalks, showcases, etc) and prepare them for public discourses.	
Activity 3.2.1(A3.2.1)	Activity title Selection of a pool of 30 trainers and artists	Implementing period (Months) 1,2
	Activity description Under the coordination of Anna Lindh Foundation, all the partners will propose a team of 4 mediterranean experts on complementary thematic as innovation, environment, emerging technologies, socio-economic, gender, etc. and 2 artists with experience in media.	
Activity 3.2.2(A3.2.2)	Activity title Training for trainers and artists	Implementing period (Months) 6,7
	Activity description IEMED organise a training course for the pool of trainers, divided into 3 days of face-to-face training and 2 days of online training. IEMED is coordinating the activity, both logistically and in terms of content. The partners send their experts and artists, and participate in the creation of content inspired by the results of Output 3.1. The training offers a clear idea about Med-Y-Ci objectives and agenda. As a result, experts and artists develop coherent Med-Y-Ci training contents.	
Activity 3.2.3(A3.2.3)	Activity title Management of a Med-Y-Ci community of trainers	Implementing period (Months) 3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30
	Activity description IEMED impulse the management of the Med-Y-Ci trainers community, organizing 9 online transnational follow up meeting in strategic moment to support them in the organisation of	



Interreg



Co-funded by
the European Union

NEXT MED

	workshops, training sessions and during specific actions. The aim is to create a "Med-Y-Ci" trainer community and ensure the cohesion of Med-Y-Ci actions but also prepare the continuity of the project. All partners manage the trainer team at a local level facilitating their participation and supporting them logistically.			
Output3.3	Output title 5 Med-y-ci training sessions implemented across 5 countries, directly engaging over 200 youngsters.	Target value 5.0 Full Med-Y-CI trainings implemented	Semester of delivery II, III, V	Budget 157.790,10 €
	Output description Five Med-y-ci trainings across Turkey, France, Spain, Egypt, and Tunisia engage over 200 young people through three phases: collaboration with experts to address Mediterranean challenges, peer-to-peer transnational exchanges to form strategic recommendations for the Mediterranean Youth Council, and creative workshops to express their opinion and disseminate their idea. These sessions emphasize citizen engagement as a valuable skill and positive value, enhancing participant employability.			
Target groups	Who will use the main outputs delivered in this work package? 30 experts on mediterranean issues and artists, 200 mediterranean youngsters			
Target groups involvement	How will you involve the target groups (and other stakeholders)? Experts on mediterranean issues and artists will implement the trainings in 5 countries. 200 youth (40 per partner) participate to the training sessions (analytics and creative ones).			
Activity 3.3.1(A3.3.1)	Activity title Implementation of 5 expert participatory Med-y-ci trainings	Implementing period (Months) 8,9,10,11,12		
	Activity description Under the coordination of IEMED all the partners implement the Med-Y-Ci expert training sessions following the pedagogical framework (output 3.1). Each partner develops 5 sessions in its territory with its 5 local trainers, in order to complete the full expert training. They have to ensure the logistic, the equipment, the presence of the trainer, the presence of the trainees. IEMED coordinate the collection of data and the reporting. Each partner have to give data and feedback.			
Activity 3.3.2(A3.3.2)	Activity title Implementation of 5 Med-Y-Ci "Express Yourself" trainings	Implementing period (Months) 10,11,12,13,14		



NEXT MED

	Activity description TDA coordinate the implementation of creative workshops facilitated by artists, journalists, and content creators (1 from each partner country). The aim is to encourage youngsters to articulate their thoughts about Mediterranean issues through creative projects using the Med-Y-Ci studios (output 3.4). 1 trainer (artist) from each partner country travel to the other 4 regions. This way, all the trainees can learn how to use 5 different creative tools. All partners have to ensure the logistic.			
Activity 3.3.3(A3.3.3)	Activity title Award of Med-Y-Ci certificates	Implementing period (Months) 15,16,25,26		
	Activity description Anna Lindh coordinate the award of Med-Y-Ci certificate. Authorized to issue recognized training certificates, Anna Lindh is preparing the template and content. The other partners contribute their logos, ensure distribution and inform the young people trained in their region. Certificate are distributed in two part. After the theoretical part of the training (M15/M16) and after the completion of the practical part (M25/M26).			
Output3.4	Output title Med-y-ci studios in each involved region, totaling five, operational throughout the project.	Target value 5.0 established studios	Semester of delivery II, III, IV, V	Budget 97.101,60 €
	Output description Five Med-y-ci studios are established, one in each participating region: Turkey, France, Spain, Egypt, and Tunisia. These studios are fully operational throughout the project, designed to enhance creative young participants skills in each region. A common framework ensures consistency and efficiency across all locations, with resource sharing and equipment management to optimize functionality and creative output during and after the Med-y-ci project, offering possibilities for continuity.			
Target groups	Who will use the main outputs delivered in this work package? Experts and artists (trainers), Med-Y-Ci trainees and associated organisation			
Target groups involvement	How will you involve the target groups (and other stakeholders)? Experts, artists and trainees will use the Med-Y-Ci studios for the training sessions and the preparation of their creative project. Associated organisations will have access to the studios too.			
Activity 3.4.1(A3.4.1)	Activity title	Implementing period (Months) 5,6,7		



Interreg



Co-funded by
the European Union

NEXT MED

	Creation of a unified framework for establishing, utilizing, and enhancing the Med-y-ci studios	
	Activity description Under the coordination of TDA, all partners participate to the creation of unified framework for establishing, utilizing, and enhancing the Med-y-ci studios, ensuring consistency and efficiency across all regions. Based on its experience in media studio management, TDA proposes guidelines for the use of the studios, a list of material and an equipment sharing process. Partners give feedback and validate.	
Activity 3.4.2(A3.4.2)	Activity title Management of studio operations, including maintenance of equipment and sharing resources	Implementing period (Months) 7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30
	Activity description Under the coordination of TDA all partners manage the Med-Y-Ci local studio operations in its territory, including maintenance of equipment and sharing resources in order to optimize creative outputs. TDA ensure that the partners follow the guidelines. Each partner designate a responsible that participate to specific follow up meetings.	
Type of WP	Project implementation	Compulsory
WP Nr	WP Title	WP budget
4	Meed-Y-Ci local and transnational youth actions for positive mediterranean change	183.540,00 €
WP coordinator: PP1		
Involved partners: Applicant, PP1, PP2, PP3, PP4		
Contribution to the selected Programme expected result(s)		
SO2ER2		
Description of tasks and role of each partner		
Describe precisely the objective of the WP, explaining contents and methodology to be implemented, as well as how partners will be involved in its development and implementation, highlighting their role and interactions within the other content-related WPs.		
OBJECTIVES		
To propose activities that support youth civic actions in order to strengthen community ties and foster a		



Interreg



Co-funded by
the European Union

NEXT MED

transnational participatory dynamic in Spain, Egypt, France, Turkey and Tunis.

CONTENT

- 1.Strategic recommendation for Mediterranean Youth Council produced by young Med-Y-Ci trainees
- 2.5 showcases to highlight 50 innovative youth entrepreneur ideas for a better future of the Mediterranean.
- 3.25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean.

METHODOLOGY

WP4 emphasizes the practical application of the skills acquired by trainees during the WP3 training. The method used includes 'learning by doing', encouraging initiative and autonomy, and 'design thinking', which helps to structure original and innovative projects. Additionally, this WP allows for a focus on cross-cutting skills related to youth employability, such as digital skills, media tools mastery, and of course, engagement. To monitor the implementation of the WPs, a leader is designated for coordination, ensuring follow-up, while each activity is managed by a specific partner responsible for production.

PARTNERS INVOLVEMENT

CLIG-VNG coordinates WP4 and leads activities which involve redacting, editing and publishing youth recommendation for the Mediterranean Youth Council (A4.1.2). They also monitor the youth-led creative projects (A4.3.1). Anna Lindh coordinates cross-regional youth dialogues to prepare recommendations (A4.1.1). PIYouth leads activity A3.1.2, focusing on the preparation and production of the showcases of 50 innovative youth ideas in 5 countries. TDA is responsible for A4.2.3 and A.4.3.2 covering video production and the integration of youth-led creative project to Med'Action Festival. All the partners participate to all the activities.

INTERACTION WITH OTHER WPs

WP4 provides a framework for learners to develop and showcase the skills they have acquired in WP3. It also produce content for capitalisation and dissemination (WP5).

Final beneficiaries	Who will benefit from this Project? How? 200 youths aged 18 to 30 from France, Spain, Turkey, Tunisia, and Egypt, with potential to partake in regional advocacy, including youths from disadvantaged backgrounds will follow the Med-Y-Ci training practical part. 30 trainers and artists from the 5 countries will support youth in their projects. At least 10 associated organisation will take part to this WP to mentor youth initiatives and participate in events. 500 other mediterranean youth will be invited to participate in events.			
Output4.1	Output title	Target value 1.0 1 strategic recommendation	Semester of delivery	Budget 33.037,20 €



Interreg



Co-funded by
the European Union

NEXT MED

	Strategic recommendation for Mediterranean Youth Council.	n document in 5 languages	II, III	
	Output description Strategic recommendations for the Mediterranean Youth Council (MYC) are developed from cross-regional youth dialogues that synthesize insights from workshops, enhancing a peer-to-peer learning environment. These recommendations are translated in 5 languages, drafted, edited, and published to guide MYC's future initiatives, ensuring they are informed by diverse youth perspectives across the Mediterranean, driving impactful and inclusive regional strategies in more than 10 countries.			
Target groups	Who will use the main outputs delivered in this work package? Med-Y-Ci trainees and trainers, Mediterranean Youth Council (MYC) members			
Target groups involvement	How will you involve the target groups (and other stakeholders)? 10 trainees (2 per country) will travel to meet Med-Y-Ci participant from other country and collect their input to transform MEd.Y-Ci training insights in recommendation for MYC.			
Activity 4.1.1(A4.1.1)	Activity title Cross-regional youth dialogues to synthesize workshop insights	Implementing period (Months) 13,14,15,16,17		
	Activity description Anna Lindh coordinates 5 cross-regional youth dialogues proposing guidelines with methods for the exchanges and a template to collect and analyze data. All partners give feedback, input, and organise the logistic of the meeting in their region while ensuring the travel of its two trainees to another region. At the end five documents with proposals are produced (one per region).			
Activity 4.1.2(A4.1.2)	Activity title Redaction, edition publication of recommendation for MYC.	Implementing period (Months) 13,14,15,16,17,18		
	Activity description CLIG-VNG coordinates the analysis of the recommendations collected by the trainees during the cross-regional youth dialogue meetings. They propose an analysis method and support youth in their redaction process. TDA ensure the participation of the MYC members in the final redaction phase though online workshops. All the partners ensure the participation of a pool of Med-Y-Ci trainees.			
Output4.2	Output title	Target value	Semester of delivery	Budget 93.605,40 €



Interreg



Co-funded by
the European Union

NEXT MED

	5 showcases of 50 innovative ideas for a better future of the Mediterranean	50.0 Innovative ideas for positive changes	III	
	Output description 50 innovative ideas are showcased for enhancing the Mediterranean's future. They are collected through 25 workshops engaging at least 100 young entrepreneurs, enterprises, universities, and local authorities. Facilitated by Med-y-ci trained youth, these sessions brainstorm forward-thinking concepts for a positive regional impact. Each territory produces a showcase (5 in total) and 5 multilingual videos to share, complemented by an awareness campaign to broadly promote these transformative ideas.			
Target groups	Who will use the main outputs delivered in this work package? Med-Y-Ci trainees, 100 young entrepreneurs, enterprises, universities, and local authorities			
Target groups involvement	How will you involve the target groups (and other stakeholders)? Trainees, helped by associated organisations will organize showcases. 100 entrepreneurs, enterprises and universities will participate.50 entrepreneurs will exhibit their ideas for positive changes.			
Activity 4.2.1(A4.2.1)	Activity title Workshops to collect innovative ideas for a positive Mediterranean future.	Implementing period (Months) 13,14,15,16		
	Activity description PI Youth proposes guidelines and facilitation methods for the 25 workshops (5 per partner country) organized by young Med-Y-Ci trainees. The aim of the workshops is to collect innovative initiatives for a better Mediterranean. 50 initiatives proposed by young entrepreneurs (10 per partner country) are selected. Workshops gather at least 100 entrepreneurs, enterprises, universities and local authorities. All partners and associated organisation facilitate logistic for the workshops.			
Activity 4.2.2(A4.2.2)	Activity title Showcasing 50 innovative ideas for enhancing the Mediterranean's future	Implementing period (Months) 17,18		
	Activity description PI Youth produces guidelines to facilitate the organisation of 1 showcase per country. All partners support locally their pool of trainees in charge of the organisation, with the logistic, the production, the location, the communication. Each showcase exhibit 10 innovative initiatives selected in its			



NEXT MED

	region (A.4.2.1) and 4 videos sent by the other partners representing the other 40 selected initiatives. Showcases are the occasion to facilitate debates and highlight youth engagement.			
Activity 4.2.3(A4.2.3)	Activity title Production of 5 videos	Implementing period (Months) 15,16		
	Activity description TDA manages the production of 5 videos (1 per country), each of them presenting the 10 innovative initiatives previously selected (A 4.2.1) in their region. Coordinating 5 videomakers (1 per partner), TDA guides the production with guidelines and technical framework. Once edited and translated (in 5 languages) videos are shared and exposed in each showcase (5 in total). All partners ensure the use of Med-Y-Ci studios, the participation of videomakers and the implication of Med-Y-CI trainees.			
Output4.3	Output title 25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean	Target value 25.0 local creative actions executed by young people	Semester of delivery IV	Budget 56.897,40 €
	Output description 25 simultaneous local creative actions are executed by 100 young people across the Mediterranean, demonstrating their engagement and proactive contributions to Mediterranean challenges. Youth-led projects, prepared with guidance from local experts and artists, culminate in active participation at the international Med’action festival. This showcases their initiatives, highlighting creative responses to regional challenges and promoting a vibrant community dialogue among Mediterranean countries.			
Target groups	Who will use the main outputs delivered in this work package? At least 100 Med-Y-Ci trainees, 500 other young mediterranean, at least 10 artist/Med-Y-Ci trainers			
Target groups involvement	How will you involve the target groups (and other stakeholders)? 100 Med-Y-Ci trainees will participate to the Med'Action Festival through the production of 25 youth-led engaged creative projects. 500 other youngsters will participate to peer to peer actions.			
Activity 4.3.1(A4.3.1)	Activity title Preparation of youth-led projects, with guidance from local expert and artists.	Implementing period (Months) 19,20,21		
	Activity description			



Interreg



Co-funded by
the European Union

NEXT MED

	All partners offer a logistic support to 25 groups of Med-Y-Ci trainees (5 per country). Trainers and associated organisation from each region guide them to produce engaged creative project in response to mediterranean challenges in the frame of Med'Action Festival. During this process CILG-VNG coordinates international online meetings with artists and trainers for an optimal follow-up and ensure the production of specific guidelines from the 25 groups while IEMED collects this information.	
Activity 4.3.2(A4.3.2)	Activity title Active participation in the international Med'action festival, showcasing the planned initiatives.	Implementing period (Months) 22,23,24
	Activity description The 25 prepared youth-led actions are showcased during the Med'Action Festival, highlighting the knowledge acquired by youth during the Med-Y-Ci training and their engagement. Through the proposed creative actions, at least 500 other youngsters participate to a reflection about Mediterranean challenges (environment, employment, education, etc.). TDA coordinates the inclusion of the youth-led projects in the frame of the Med'Action Festival while in each 5 regions partners ensure logistic.	
Type of WP	Project implementation	Compulsory
WP Nr	WP Title	WP budget
5	Capitalisation on Med-Y-Ci training content	198.230,00 €
WP coordinator: PP2		
Involved partners: Applicant, PP1, PP2, PP3, PP4		
Contribution to the selected Programme expected result(s) SO2ER2		
Description of tasks and role of each partner Describe precisely the objective of the WP, explaining contents and methodology to be implemented, as well as how partners will be involved in its development and implementation, highlighting their role and interactions within the other content-related WPs.		
OBJECTIVES To capitalise and disseminate the Med-Y-Ci training contents while giving youngsters the opportunity to engage authorities on supportive politics to solve Mediterranean youth issues. CONTENT 1. 10 Transnational webtv show (Medtalk) are created by Medicy-trained Mediterranean youth.		



Interreg



Co-funded by
the European Union

NEXT MED

2. Activities to involve young people in transnational events with regional authorities to foster societal improvement in the Mediterranean.

3. A Handbook of tested Methodology on youth engagement translated in 5 languages.

4. The co-creation and facilitation of the e-learning Med-i-cy platform.

METHODOLOGY

The WP proposes to develop 5 tools to collect, highlight and disseminate Med-Y-Ci training results. All the activities are learner-centred and are thinking to let the Med-Y-Ci trainees take the lead in order to build the continuity of the project. By using the media (webtv) and taking part in meetings with regional authorities, the trainees will not only be able to showcase young people's initiatives and opinions, but also establish a genuine channel of exchange with policy-makers, thereby ensuring that the ideas shared have an outlet.

PARTNERS INVOLVEMENT

Anna Lindh coordinates the WP and leads activities which involve the participation of youth in political euromediterranean exchanges (A5.2.1). They also coordinate the dissemination of Med-Y-Ci items and results through a wide mediterranean network (A5.1.3, A5.2.2). TDA ensure the development of videos and Webtv shows due to its expertise in art and media (A5.1.1, A5.1.2), and coordinate peer to peer youth activities (A5.3.3). IEMED is in charge of the edition and publication of the Med-Y-Ci Handbook (A5.3.1, A5.3.2) and the facilitation of the e-learning environment (A5.4.2). PIYouth is in charge of the design and structure of the e-learning platform, while CILG coordinate the infodays.

INTERACTION WITH OTHER WPs

WP5 interlinked with WP2,3 and 4 as it capitalises and disseminate results all along the project.

Final beneficiaries	Who will benefit from this Project? How? All the Med-Y-Ci targets will benefit from this WP. 50 trainees from the 5 partner countries will produced webtvshow with 5 media-trainers and at least 20 trainees will participate to political events. Also 200 trainees and 30 trainers will use the e-learning platform, while at least 10 associated organisation (regional authorities, festivals, universities, associations) will contribute to the dissemination, inviting Med-Y-Ci youth and being invited to participate in specific events.			
Output5.1	Output title 10 Transnational webtv show (Medtalk) created by Medicy-trained Mediterranean youth	Target value 10.0 Transnational webTV shows	Semester of delivery IV, V	Budget 37.663,70 €



Interreg



Co-funded by
the European Union

NEXT MED

	Output description 10 transnational webTV shows (Medtalks) are created by 50 Med-y-ci-trained Mediterranean youth, fostering cross-border dialogue and regional cooperation. These Medtalks are co-designed and planned through collaborative transnational working groups supported by mediterranean medias. The implementation of these Medtalks by the trained youth not only showcases their newfound skills but also promotes understanding among Mediterranean countries through creative and informed discussions.	
Target groups	Who will use the main outputs delivered in this work package? 50 Med-Y-Ci young trainees from the 5 partner countries, 5 media trainers	
Target groups involvement	How will you involve the target groups (and other stakeholders)? 50 young trainees from the 5 partner countries will produce 10 webtv shows with the support of 5 media trainers. 10 associated organisations will facilitate participants for interviews.	
Activity 5.1.1(A5.1.1)	Activity title Co-design and plan the Medtalks (Webtvshow)	Implementing period (Months) 19,20,21,22,23,24,25,26,27,28,29,30
	Activity description TDA coordinates this activities producing guidelines about how to organise international webtvshows, and by providing a media professional who manage the international team of 5 media trainers (1 per partner). In order to create a series of TV shows with a certain coherence in terms of the themes tackled, despite the multiplicity of styles used, the TDAs organise online exchanges with all the young people involved before the filming and produce a common theme for tune and credits.	
Activity 5.1.2(A5.1.2)	Activity title Implementation of 10 Medtalks by the trained youth	Implementing period (Months) 19,20,21,22,23,24,25,26,27,28,29,30
	Activity description Under the coordination of TDA, each partner ensures the participation of at least 10 Med-Y-Ci trainees and one media trainer to product 2 Medtalks in its country. In total 50 trainees produce 10 Medtalks. All partners facilitate the access to the Med-Y-Ci studio, to the material and the technical support for the production. Each show has to be original and totally led by mediterranean youth.	
Activity 5.1.3(A5.1.3)	Activity title Dissemination through MYC network and associated organisations	Implementing period (Months) 19,20,21,22,23,24,25,26,27,28,29,30



Interreg



Co-funded by
the European Union

NEXT MED

	Activity description Under the coordination of Anna Lindh, all partners disseminate widely the Medtalks in their networks collecting data of the diffusion, and engage their associated organisation to use the web tv shows generating new debates or events using Medtalks contents.			
Output5.2	Output title Active involvement in transnational events with regional authorities to foster societal improvement	Target value 10.0 Participation in international political events	Semester of delivery III, IV, V	Budget 97.132,70 €
	Output description As a practical extension of the training (WP1) this output prepares and involves Med-y-ci trained youth in significant political Euromediterranean exchanges under the MYC events, aiming to contribute constructively to regional discourse and advocate for positive change. Youth representatives, selected and trained are invited in at least 10 events to highlight the role of young voices in shaping the Mediterranean's future.			
Target groups	Who will use the main outputs delivered in this work package? At least 30 Med-Y-Ci trainees and 5 associated organisations			
Target groups involvement	How will you involve the target groups (and other stakeholders)? 30 Med-Y-Ci trainees will participate in significant political Euromediterranean exchanges, 5 associated organisations will propose young trainees to get involved in political events.			
Activity 5.2.1(A5.2.1)	Activity title Selection and training of youth representatives for broader engagement in the frame of the MYC.	Implementing period (Months) 13,14,15,16,17,18		
	Activity description Anna Lindh, as the activity coordinator, propose a framework to select and prepare 30 young mediterranean from the 5 partner countries. All partners give their feedback and validate the proposal. Anna Lindh coordinate online meetings to prepare the young people for their participation in euromediterranean political events and all the partner ensure the participation of youngsters.			
Activity 5.2.2(A5.2.2)	Activity title	Implementing period (Months) 19,20,21,22,23,24,25,26,27,28,29,30		



Interreg



Co-funded by
the European Union

NEXT MED

	Participation in political euro-mediterranean exchanges in the frame of MYC events			
	Activity description Anna Lindh and TDA organise and collect information about the participation of the 30 young Med-Y-Ci trainees in 10 euro-mediterranean events in the frame of Mediterranean Youth Council actions, facilitating exchanges with policy makers and regional authorities. Each partner organizes travel, visas and accommodation for the young participants.			
Activity 5.2.3(A5.2.3)	Activity title Participation in MYC anual meetings	Implementing period (Months) 10,22,30		
	Activity description TDA facilitate the participation of 20 young Med-Y-Ci trainees and 5 experts to the Mediterranean Youth Council annual meetings (2 in total). Each partner organises travel, visas and accommodation for the young participants. At these meetings, the young people from Med-Y-Ci are responsible for sharing the results of their activities and the recommendations on Mediterranean issues tackled with other young people in their region (WP3).			
Output5.3	Output title Handbook of tested Methodology on youth engagement	Target value 5.0 handbook in 5 languages	Semester of delivery III, IV, V	Budget 15.858,40 €
	Output description The Med-Y.C.I Handbook encapsulates tested methodologies on youth engagement, essential for disseminating best practices across the Mediterranean. This comprehensive guide aligns with the Interreg Next Med program’s objectives to enhance regional cooperation. By systematizing knowledge in a widely accessible format, the handbook serves as a crucial tool for stakeholders in ensuring the replication of training methods and the sustainability of project.			
Target groups	Who will use the main outputs delivered in this work package? The 5 partners, trainers and associated organisations			
Target groups involvement	How will you involve the target groups (and other stakeholders)? 5 partners will give feedback, collect information and translate content under the coordination of IEMED. Trainers will bring contents, and associated organisation disseminate the handbook.			
Activity 5.3.1(A5.3.1)	Activity title	Implementing period (Months) 13,14,15,16,17,18,19,20,21,22,23		



NEXT MED

	Collection of content and redaction of Med-Y.C.I Handbook.			
	Activity description IEMED coordinate this activity. In each stages of the Med-Y-Ci project, they organise the collection of information and content from the trainees, trainers, associated organisation and other youngsters. All the partners contribute to the handbook, sending content to IEMED for a first version in english. The handbook have to include testimonies, youth led-project results and training contents. Its aim is to encapsulate Med-Y-Ci process in order to facilitate its replicability.			
Activity 5.3.2(A5.3.2)	Activity title Edition, design, publication, translation of the Med-Y.C.I Handbook		Implementing period (Months) 24,25,26,27,28	
	Activity description IEMED coordinate the edition, translation, design and publication of the Hanbook in 5 languages. All partners follow its lead sending translation and contents.			
Output5.4	Output title E-learning Med-i-cy platform	Target value 5.0 5 version of the e-learning environment	Semester of delivery I, II, III, IV, V	Budget 47.575,20 €
	Output description The Med-Y-CI e-learning environment is structured for easy use in 5 languages, disseminating and making accessible the content produced within the MED-Y-CI program. It compiles educational materials, video productions, and content created by trainers and learners, offering a shared space for 200 trainees and 30 trainers. It serves as a repository for youth-led actions and a tool to expand the Med-Y-CI community and distribute content for use by stakeholders in both formal and informal education.			
Target groups	Who will use the main outputs delivered in this work package? All the partners, the trainers, the Med-Y-Ci trainees			
Target groups involvement	How will you involve the target groups (and other stakeholders)? All partners will design, structure and propose content for the e-learning platform. Trainers and trainees will use the platform to communicate and complete the face to face training.			
Activity 5.4.1(A5.4.1)	Activity title		Implementing period (Months) 1,2,3,4,5,6	



NEXT MED

	Design and structure of an e-learning environment	
	Activity description PIYouth coordinate this activity. They make proposals about the structure and design of the Med-Y-Ci e-learning platform to be validated by all the other partners that are in charge of giving feedback. The platform has to be accessible, easy to use and interactive. All partners validate the final version of the Med-Y-Ci e-learning platform.	
Activity 5.4.2(A5.4.2)	Activity title	Implementing period (Months)
	Facilitation of the e-learning environment	7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23
	Activity description PIYouth establishes guidelines for the use and facilitation of the Med-Y-Ci e-learning platform. All the partners give their feedback and validate the guidelines. In each partner country one of the trainer is responsible of the e-learning platform facilitation. PI Youth, in collaboration with IEMED proposes a frame for the content collection. All partners transfer content to upload in the platform, following the PI Youth guidelines and translate it to their own language.	
Activity 5.4.3(A5.4.3)	Activity title	Implementing period (Months)
	Dissemination in Mediterranean youth and educative networks	23,24,25,26,27,28,29,30
	Activity description CILG-VNG International, as the activity coordinator, is in charge of proposing guidelines for the organisation of infodays. All the partners organise one info day in their regions in order to promote and disseminate the MedY-Ci e-learning platform through associated organisation and other training entities or educative networks.	

4.2 Budget per Work Package

Name	WP1 Management coordination	WP2 Communication and dissemination	WP3 MED-Y- CI joint schemes training: Youth tackling Mediterranean challenges	WP4 Meed- Y-CI local and transnational youth actions for positive mediterranean change	WP5 Capitalisation on Med-Y- CI training content	Total budgeted direct cost per PP



Interreg



Co-funded by
the European Union

NEXT MED

Applicant	Les Têtes de l'Art	53.600,00 €	37.700,00 €	83.410,00 €	41.760,00 €	44.740,00 €	261.210,00 €
PP01	Centre International de Développement pour la Gouvernance locale innovante	16.770,00 €	16.170,00 €	82.160,00 €	38.750,00 €	35.270,00 €	189.120,00 €
PP02	آنا مؤسسة ليند	17.050,00 €	16.170,00 €	84.480,00 €	35.720,00 €	37.370,00 €	190.790,00 €
PP03	Pi Gençlik Derneği	14.140,00 €	16.180,00 €	69.070,00 €	30.320,00 €	40.670,00 €	170.380,00 €
PP04	Institut Européen de la Méditerranée	18.390,00 €	17.070,00 €	85.470,00 €	36.990,00 €	40.180,00 €	198.100,00 €
Total budget per WP		119.950,00 €	103.290,00 €	404.590,00 €	183.540,00 €	198.230,00 €	1.009.600,00 €
Total direct costs EU Mediterranean Countries and %							459.310,00 € (45%)
Total direct costs Mediterranean Partner Countries and %							550.290,00 € (55%)

4.3 Outputs overview per workpackage WPs

Outputs overview per workpackage WPs	I sem.	II sem.	III sem.	IV sem.	V sem.	VI sem.
WP1						



Interreg



Co-funded by
the European Union

NEXT MED

Output						
Project steering committee	✓	✓	✓	✓	✓	
Output						
Evaluation and monitoring reports	✓	✓	✓	✓	✓	
Output						
Technical manual on reporting and financial procedures	✓					
Output						
Project's progress and final reports	✓	✓	✓	✓	✓	
Output						
Risk Prevention Plan and Committee	✓	✓	✓	✓	✓	
Output						
External Audits	✓	✓	✓	✓	✓	
WP2						
Output						
Communication strategy	✓					
Output						
Social Media Management	✓	✓	✓	✓	✓	
Output						
Communication Materials	✓	✓	✓	✓	✓	
Output						
A Med-Y-Ci storytelling through 3 videos	✓	✓	✓	✓	✓	
Output						
Multiplier Event					✓	
WP3						
Output						
	✓	✓				



Interreg



Co-funded by
the European Union

NEXT MED

Co-designed pedagogical framework for the Med-y-ci training program.						
Output A multidisciplinary team of trainers is established and trained.	✓	✓	✓	✓	✓	
Output 5 Med-y-ci training sessions implemented across 5 countries, directly engaging over 200 youngsters.		✓	✓		✓	
Output Med-y-ci studios in each involved region, totaling five, operational throughout the project.		✓	✓	✓	✓	
WP4						
Output Strategic recommendation for Mediterranean Youth Council.		✓	✓			
Output 5 showcases of 50 innovative ideas for a better future of the Mediterranean			✓			
Output 25 Simultaneous local creative engaged actions executed by youth, across the Mediterranean				✓		
WP5						
Output 10 Transnational webtv show (Medtalk) created by Medicy-trained Mediterranean youth				✓	✓	
Output			✓	✓	✓	



Interreg



Co-funded by
the European Union

NEXT MED

Active involvement in transnational events with regional authorities to foster societal improvement						
Output Handbook of tested Methodology on youth engagement			✓	✓	✓	
Output E-learning Med-i-cy platform	✓	✓	✓	✓	✓	



Interreg



Co-funded by
the European Union

NEXT MED

4.4 Summary of Project activities

WPs	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
WP1																																				
Activity <i>Establishment of the steering committee</i>	O																																			
Activity <i>Follow up online and face to face transnational meetings</i>	O		O			O		O			O			O		O			O		O		O			O			O							
Activity <i>Development of monitoring and evaluation plan</i>	O	O																																		
Activity <i>Evaluation reports (Collection, Edition and Analysis of data)</i>															O															O						
Activity	O	O																																		

NEXT MED

[illegible]

NEXT MED

[illegible]

NEXT MED

[illegible]

NEXT MED

[illegible]

NEXT MED

[illegible]

NEXT MED

[illegible]

NEXT MED

[illegible]

5. Budget and Financial Plan

The budget and the financial plan will be directly filled in in the E-form. A courtesy form of the budget is available.

For more information on the costs, please refer to section 4.6.4 of the Guidelines for Applicants. Please bear in mind that under Interreg NEXT MED, travel and accommodation costs are calculated at a flat rate of 15% of the Direct Staff Costs and that you will not have to upload budget lines for this cost category.



Interreg



Co-funded by
the European Union

NEXT MED

6. Environmental Screening

7. <u>Environmental Screening - Checklist A</u>		
This Checklist A is to be filled for the submission of the proposals falling under the following Programme Priorities 1 and 2. Specific Objectives: 1.1, 1.2, 2.1, 2.2, 2.3, 2.4). Depending on the answers provided, you may also have to complete <i>Checklist B</i> or <i>C</i> . For more details, see section 5.5 of the Guidelines for Applicants.		
Questions	Yes/No	Description
1. Does the project foresee the realization of infrastructures?	No If Yes, the Checklist B is required	
2. Does the project take into account the principles of environmental protection and sustainable development?	No If No, the Checklist B is required	
3. Does the project take into account the relevant International, National and Regional directives/laws/agreement/strategies with regard to environmental and sustainable development issues?	No If No, the Checklist B is required	
4. Has the environmental context been taken into account when deciding on the strategies and activities of the project proposal?	No If No, the Checklist B is required	
5. Does the project have any potential impact on the environment?	No If Yes, answer all questions from 6 to 10 If No, you are not requested to proceed further	



Interreg



Co-funded by
the European Union

NEXT MED

6. How the project plan will reduce the negative impact(s) and strengthen the positive impact(s)?	No Whatever the answer(i.e. Yes or No), the Checklist B is not requested	
7. Is any message on advocacy/awareness-raising related to environmental issues foreseen?	No Whatever the answer (i.e. Yes or No), the Checklist B is not requested	
8. Does any of the partners/associates involved in the proposal have a role in reducing the negative impact and/or strengthening different stakeholders' capacity to cope with this impact?	No Whatever the answer (i.e. Yes or No), the Checklist B is not requested	
9. Does the project foresee an environmental monitoring system?	No If No, the Checklist B is required	
10. Have the costs for the above-mentioned measures been adequately considered in the budget plan?	No Whatever the answer (i.e. Yes or No), the Checklist B is not requested	



Interreg



Co-funded by
the European Union

NEXT MED

8. **Environmental Effects – Checklist B**

The Checklist B is required only for those proposals needing a more detailed environmental assessment, based on the information provided under Checklist A.

SECTION 1 - General information

Description of the indicative area. If more than one infrastructure is planned, the description shall cover the different areas where the infrastructures will be implemented.	
Map of the indicative area(s). If more than one infrastructure is planned, it is required to include one low resolution picture for each area. Snapshots from google maps are recommended. All pictures shall be made available in one pdf file (5 MB max).	Pictures upload required
Description of the intervention/infrastructure to be implemented	

SECTION 2 - Location

Indicate the intervention distance from	Yes/No N.A.	Indicate the intervention distance from:
Densely populated area		
Cultural heritage site		
Natural protected area		
Wetlands		
Coastal areas		
Marine areas		



NEXT MED

Estuaries		
Mountain areas		
Buffer zone of natural protected area		
Special area for biodiversity protection (e.g. Natura 2000 sites in the EU)		
Vulnerable landscape area		

SECTION 3 - Environmental main issues

Where appropriate, reference may be made to information already contained in other sections of the project proposal. If an environmental/vulnerability report already exists, this can be mentioned and provided to the MA in addition to the information provided below.

Questions	Yes/No	Description (if yes, in which way?)
1. May the intervention cause a change on the environmental conditions?	No	
2. Would there be any out-of-scale feature affecting the environmental context?	No	
3. Would the area be visually affected?	No	
4. Would such visual effect extend over a large area?	No	
5. May the project produce a potential transnational impact on the environment? To which extent and scale?	No	
6. How many people would be affected by the project intervention? (estimation)	No	
7. How many other types of ecosystemic subjects (fauna and flora, businesses, infrastructures) would be affected by the project activities?	No	
8. Would valuable environmental features or resources be affected?	No	



Interreg



Co-funded by
the European Union

NEXT MED

9. Is there a risk that any environmental standards may be breached?	No	
10. Is there a risk that protected sites, areas, features may be affected?	No	
11. What is the odd that the foreseen effect(s) will actually take place?	No	
12. Would the effects continue for a long time? How long? (estimation)	No	
13. Would the effect be cumulative?	No	
14. Would the effect be direct rather than indirect?	No	
15. Would the effect be permanent rather than temporary?	No	
16. Would the impact be continuous rather than intermittent?	No	
17. If it is intermittent, would it be frequent rather than rare?	No	
18. Would the impact be irreversible?	No	
19. Would it be difficult to avoid, or reduce or repair or compensate the effect?	No	
Other comments/information:		

9. Environmental Report – Checklist C

The Checklist C is required only for the projects including investments in infrastructure with a lifespan of 5 years or more.

SECTION 1 – General information

Information	Details



Interreg



Co-funded by
the European Union

NEXT MED

Purpose and main features of the intervention	
Proposed access to the site and transport arrangements	
Number of employees expected to be involved in the assessed activity/ies	
Land use requirements and other relevant physical features of the intervention	
Production processes and the operational features of the project	
Types and quantities of raw materials, energy and other resources consumed (estimation)	
Residues and emissions by type, quantity, composition (estimation)	
Main alternative sites and alternative processes considered (with maps)	
Adoption of voluntary instruments of environmental management (e.g. UNI EN ISO 14001, EMAS)	
Other comments/information:	

SECTION 2 - Information describing the site and its environment

Physical features	Details
Population – proximity and number	
Flora and fauna – in particular protected species and habitats	
Soil – agricultural quality, geology and geomorphology	
Water – aquifers, water courses and shorelines	
Air – climatic factors, air quality, etc.	
Architectural and historic heritage, archaeological sites and features	
Landscape and topography	
Recreational uses	



Interreg



Co-funded by
the European Union

NEXT MED

Policy framework Include all relevant official national or international designation such as sites of special interest, areas of outstanding natural beauty, national parks, green belts, ancient monuments and listed buildings, etc. potentially affected by the intervention	
Other comments/information:	

SECTION 3 - Assessment of effects

Including direct and indirect, cumulative, short, medium and long-term, permanent and temporary, positive and negative effects of the project.	
Effects on human health, buildings and human artefacts	Details
Estimated change in population	
Effects on local roads and transport systems	
Effects on buildings, architectural and historic heritage, archaeological feature and human artifacts	
Effects on flora, fauna and geology	
Loss of, and damage to, land and marine habitats, plants and animal species	
Loss of, and damage to, geological, paleontological and physiographic features	
Other ecological consequences	
Effects on land	
Physical effects	
Effects of chemical emissions and deposits on site and surrounding land	
Visual and Landscape impacts	
Effects on water	
Indication of water supply source(s) and likely efficient use of the resource	
Effects on drainage pattern in the area resulting from the development	



Interreg



Co-funded by
the European Union

NEXT MED

Changes to hydro-geographical characteristics	
Effects on coastal or estuarine characteristics	
Effects of pollutants, waste, etc. on water quality	
Effects on energy	
Indication of energy supply	
Indication of renewable energy supply possibly used	
Effects on waste	
Indication of waste typology expected to be produced	
Indication of forecasted disposal methods and measures for the efficient management of waste generation	
Effects on air and climate	
Level and concentration of chemical emissions and their environmental effects expected	
Indication of measures for the containment and reduction of atmospheric emissions to be adopted	
Particulate matter	
Nuisant odours	
Level of noise	
Any other climatic effect	
Other indirect and secondary effects associated with the project	
Effects resulting on traffic related to the development of the intervention	
Effects arising from the extraction and consumption of materials, water, energy or other resources needed for the development	
Effects of other developments associated with the project	
Other comments/information:	

SECTION 4 - Mitigating factors

Where significant adverse effects are identified, a description of the measures to be taken to avoid, reduce or remedy those effects is required

Information	Details



Interreg



Co-funded by
the European Union

NEXT MED

Site planning	
Technical measures, for instance: Process selection Recycling Pollution control and treatment Containment	
Aesthetic and ecological measures, for instance: Mounding Design, colour, etc. Landscaping Tree planting Measures to preserve habitats Recording of archaeological sites Measures to safeguard historic buildings	
Other comments/information:	

SECTION 5 - Risk of accidents and hazardous developments

Where significant adverse effects are identified, a description of the measures to be taken to avoid, reduce or remedy those effects is required	
Information	Details
When the proposed intervention involves materials that could be harmful to the environment in the event of an accident, this report should include an indication of the preventative measures that will be adopted so that such an occurrence is not likely to have a significant effect.	
Other comments/information:	



Interreg



Co-funded by
the European Union

NEXT MED

Model of Grant Contract



Table of contents

Article 1 - Purpose.....	4
Article 2 - Implementation period of the Project	5
Article 3 - Financing the Project.....	5
Article 4 - General obligations and liabilities.....	5
Article 5 - Roles and responsibilities	6
Article 6 - Reporting	7
Article 7 - Payment arrangements.....	8
Article 8 - Final amount of the grant.....	10
Article 9 - Amendment of the contract	11
Article 10 - Suspension.....	12
Article 11 - Termination of the contract.....	13
Article 12 - Administrative and financial penalty clauses.....	15
Article 13 - Financial corrections	16
Article 14 - Eligible costs.....	16
Article 15 - Procurement rules.....	17
Article 16 - Accounting system, technical and financial checks.....	17
Article 17 - Irregularities and recoveries	20
Article 18 - No profit rule	21
Article 19 - Conflict of interests and good conduct	21
Article 20 - Confidentiality.....	22
Article 21 - Visibility	22
Article 22 - Ownership/use of results and assets	23
Article 23 - Applicable law and dispute settlement	24
Article 24 - Data protection	24
Article 25 - Contact addresses	24
Article 26 - Annexes	25



Interreg



Co-funded by
the European Union

NEXT MED

INTERREG NEXT MED PROGRAMME 2021- 2027

GRANT CONTRACT

<Grant contract identification number>

Project ref. number XXXXXXXXXXXX

(the "Contract")

The Autonomous Region of Sardinia acting as Managing Authority of the Interreg NEXT MED Programme (MA), represented by _____, head of the Operational and Authorizing Unit, Via Bacareda 184, 09127 Cagliari – Italia ("the Managing Authority")

of the one part,

and

Full official name of the Lead Partner,

[<Legal status (organisation)>]

[<Organisation official registration number>]

<Full official address>

[VAT number, for VAT registered beneficiaries],

(the "Lead Partner")

represented by XXXXXXXX, as Legal representative

of the other part,

(the "Parties")

have agreed as follows:

Preamble

The Lead Partner ensures that the Project is implemented and managed in accordance with the applicable EU regulations as well as the horizontal policies of the European Union, Programme rules and relevant national legislation.

The provisions of this Grant Contract (hereinafter the Contract) will be based on the following legal framework:

- Regulation (EU, EURATOM) No 1046/2018 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union;



- Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests;
- Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe;
- Regulation (EU) 2021/1058 of the European Parliament and of the Council of 24 June 2021 on the European Regional Development Fund and on the Cohesion Fund;
- Regulation (EU) 2021/1059 of the European Parliament and of the Council of 24 June 2021 on specific provisions for the European territorial cooperation goal (Interreg) supported by the European Regional Development Fund and external financing instruments;
- Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions;
- Interreg VI-B NEXT Mediterranean Sea Basin (NEXT MED) Programme Document approved by Commission Implementing Decision C(2022) 9543 of 12 December 2022;
- All manuals and guidelines issued by the Programme, in their latest version;
- Financing Agreements signed between the European Commission and the Mediterranean Partner Countries;
- Applicable national rules;
- Programme guidelines applicable to the Lead Partner and Partners.

In case of amendment of the above-mentioned legal norms and documents the latest version shall apply.

Article 1 - Purpose

1.1 The purpose of this Contract is the award of a grant by the Managing Authority (the “MA”) for the implementation of the Project entitled: <title, Acronym, Code number of the Project> (the "Project") described in Annex I – Project description.

1.2 This Contract is signed in accordance with the decision of the Monitoring Committee (“MC”) of the Interreg NEXT MED 2021-2027 Programme (“the Programme”) of <date/month/year> to award a grant to the Project.

1.3 The Lead Partner and the Managing Authority are the only parties (the “Parties”) to this Contract.

1.4 This Contract and the payments attached to it may not be assigned to a third party in any manner whatsoever.

1.5 The Lead Partner shall be awarded the grant on the terms and conditions set out in this Contract and the annexes, which the Lead Partner hereby declares it has noted and accepted.

1.6 The Lead Partner accepts the grant and undertakes to carry out the Project under its own responsibility, in accordance with the description as laid down in Annex I.

1.7 The language of the present Contract is English. In case of a translation of this Contract entirely or in some part or Annexes into another language than English, the English version prevails.



Article 2 - Implementation period of the Project

2.1 This Contract shall enter into force on the date when the last of the two Parties signs.

2.2 Implementation of the Project shall begin on *(choose one of the following)*:

- [the day following that on which the second of the two Parties signs]
- [a later date *(specify the date)*]

2.3 The implementation period of the Project, as laid down in Annex I is *<number of months>* *(max X months)*, and can be modified according to articles 9, 10 and 11.

2.4 The execution period of this Contract shall end at the moment when the final balance is paid or recovered by the MA and in any case at the latest 12 months as from the end of the implementation period as stipulated in art 2.3 above, unless this Contract is terminated according to Article 11.

2.5 The MA shall postpone the end date of the execution period, so as to be able to fulfill its payment obligations, in all cases where the Lead Partner has submitted a payment request in accordance with contractual provisions or, in case of dispute, until completion of the dispute settlement procedure provided for in Article 23. The MA shall notify the Lead Partner of any postponement of the end date.

Article 3 - Financing the Project

3.1 The total eligible cost of the Project is estimated at *<enter the amount of heading XX of Budget. EURO >*, as set out in the Budget of the Project, annexed to this Contract (Annex II).

3.2 The MA undertakes to finance a maximum of *<....EURO >*, equivalent to *<enter applicable percentage>* of the estimated total eligible cost of the Project specified in paragraph 3.1. The final amount of the Managing Authority's contribution shall be established in accordance with Article 8.

Article 4 - General obligations and liabilities

4.1 The Lead Partner shall implement the Project with the requisite care, efficiency, transparency and diligence, in line with the principle of sound financial management, with the best practice in the field concerned and in compliance with this Contract. For this purpose, the Lead Partner shall mobilise all the financial, human and material resources required for full implementation of the Project.

4.2 The Lead Partner shall act in partnership with other bodies identified in the Description of the Project (the "partners"). It may subcontract a limited portion of the Project. The bulk of the Project must, however, be undertaken by the Lead Partner and its partners.

Partners take part in the Project implementation, and the costs they incur are eligible in the same way as those incurred by the Lead Partner.

4.3 The Lead Partner alone shall be accountable to the MA for the implementation of the Project. It shall undertake that the conditions applicable to it under Articles 4.1, 4.2, 4.5, 4.7, 4.8, 6.6, 8, 9.3, 10.1, 11.2, 11.4, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 24 shall also apply to its partners, and those applicable under Articles 4.5, 16.4, 19, 20, 21, 22 and 24 to all its subcontractors. In particular, the Lead Partner should undertake that the conditions applicable to it under Article 17 on the recovery procedure shall also apply to its partners.

4.4 The MA cannot under any circumstances or for any reason whatsoever be held liable for damage or injury sustained by the staff or property of the Lead Partner and the other partners while the Project is being



carried out or as a consequence of the Project. The MA cannot, therefore, accept any claim for compensation or increases in payment in connection with such damage or injury.

4.5 The Lead Partner shall assume sole liability towards third parties, including liability for damage or injury of any kind sustained by them while the Project is being carried out or as a consequence of the Project. The Lead Partner shall discharge the MA of all liability arising from any claim or legal action brought as a result of an infringement of rules or regulations by the Lead Partner or the Lead Partner employees or individuals for whom those employees are responsible, or as a result of violation of a third party's rights. For the purpose of this Article, employees of the Lead Partner shall be considered third parties.

4.6 The Lead Partner and its partners ensure compliance with the State Aid provisions of EU Regulation no. 1059/2021 (Interreg Regulation) and the provisions of the Euro-Mediterranean Agreements between the European Union and Jordan, Tunisia, Egypt and Türkiye, for the whole duration of the Project and will ensure their compliance, as the case may be, by those organisations benefiting of Project activities and outputs. The amount of public funding granted to State Aid relevant activities included in the project is granted according to art. 20 of the 651/2014 General Block Exemption Regulation (GBER) as amended in June 2023 (Commission Regulation (EU) 2023/1315 of 23 June 2023 amending Regulation (EU) No 651/2014.

4.7 The Lead Partner and its partners understand and agree that, for the sound implementation of the Contract, the MA may issue mandatory guidelines, manuals, instructions etc., in line with the provisions of the Contract.

Article 5 - Roles and responsibilities

The Lead Partner shall:

- a. monitor that the Project is implemented in accordance with this Contract and ensure coordination with all partners in the implementation of the Project, in accordance with the provisions set in the Partnership Agreement (Annex III to this contract);
- b. be the intermediary for all communications between the partners and the MA/Joint Secretariat;
- c. be responsible for supplying all documents and information to the Managing Authority which may be required under this Contract, in particular in relation to the periodic reports and the Requests for payment. Where information from the partners is required, the Lead Partner shall be responsible for obtaining, verifying and consolidating this information before passing it on to the MA. Any information given, as well as any request made by the Lead Partner to the MA, shall be deemed to have been agreed with partners;
- d. inform the MA of any event likely to affect or delay the implementation of the Project;
- e. inform the MA of any relevant change in the legal, financial, technical, organisational or ownership situation of any of the partners, as well as, of any change in the name, address or legal representative of any of the partners;
- f. be responsible in the event of audits, checks, monitoring or evaluations, as described in Article 16 for providing all the necessary documents, including copies of the most relevant supporting documents and signed copies of any contract concluded for the implementation of the Project;
- g. establish the payment requests in accordance with Article 7 paragraph 2 of the Contract;
- h. be the sole recipient, on behalf of all of the Partners, of the payments of the MA;



- i. ensure that the appropriate payments are then made to the Partners without unjustified delay, in accordance with the conditions and the deadlines set in the Partnership Agreement and notify the Managing Authority within 30 days about the bank transfers. The MA reserves the right to recover the sums unduly retained by the Lead Partner and transfer them to Partners;
- j. not delegate any, or part of, these tasks to the Partners or other entities.

Article 6 - Reporting

6.1 The Lead Partner must draw up periodic reports, as detailed in paragraph 6.3, in the language of this Contract. These reports shall consist of a narrative and a financial section according to the model provided by the MA and shall be submitted via the electronic monitoring system of the Programme. Reports shall cover the Project as a whole, regardless of which part of it is financed by the MA. Each report must provide a full account of all aspects of the implementation for the period covered.

All reports shall be submitted together with the payment request, in order to obtain payment installments or final balance.

6.2 Additionally, the final report shall:

- a. cover any period not covered by the previous reports;
- b. include the proofs of the transfers of ownership as referred to in Article 22.6.

6.3 Periodic reports shall be produced according to the following deadlines:

Option 1: Projects with a duration of 24 months

Type of report	Months covered by the report	Deadline for submission
1st Interim report	0-6	Within 2 months after the end of the reporting period
2nd Interim report	7-12	Within 2 months after the end of the reporting period
3rd Interim report	13-18	Within 2 months after the end of the reporting period
Final report	19-24	Within 3 months after the end of the reporting period

Option2: Projects with a duration of 30 months

Type of report	Months covered by the report	Deadline for submission
1st Interim report	0-8	Within 2 months after the end of the reporting period
2nd Interim report	9-16	Within 2 months after the end of the reporting period



3rd Interim report	17-24	Within 2 months after the end of the reporting period
Final report	25 -30	Within 3 months after the end of the reporting period

Option 3: Projects with a duration of 36 months

Type of report	Months covered by the report	Deadline for submission
1st Interim report	0-9	Within 2 months after the end of the reporting period
2nd Interim report	10-18	Within 2 months after the end of the reporting period
3rd Interim report	19-27	Within 2 months after the end of the reporting period
Final report	28 -36	Within 3 months after the end of the reporting period

Changes of these periods require prior approval of the MA.

6.4 If the Lead Partner fails to provide any report or fails to provide any additional information requested by the MA within the set deadlines without an acceptable and written explanation of the reasons, the MA may apply penalties referred to in Article 12 or may terminate this Contract according to Article 11.

6.5 The MA may request additional information at any time. The Lead Partner shall provide this information within 30 days of request.

6.6 Each interim or final report submitted by the LP to the MA via the JS must be accompanied by certificates confirming the eligibility of expenditure, both at the LP and the PPs level, issued by controllers as referred to in Article 46 (3) of the Interreg Regulation, or by external auditors according to the control system set up by each Member State or Mediterranean Partner Country and in compliance with the requirements set by the legal framework of this contract

The controllers/auditors shall verify whether the costs declared by the Lead Partner and the partners and the revenues of the Project are real, accurately recorded and eligible in accordance with this contract and issue the expenditure verification report, drafted according to the model and instructions provided by the MA. The Lead Partner and the partners shall use the template of contract with the auditors provided by the MA.

The Lead Partner and the partners shall grant the controllers and the auditors all access rights necessary for the verification under the same conditions than the ones mentioned in Art. 16.4.

All expenditure verification reports shall be uploaded to the electronic monitoring system together with each Request for Payment.

6.7 The MA and the Audit Authority reserve the right, after agreement with the national responsible institution (National controller or Control contact point), to require that the controller/auditor directly selected by the Lead Partner or Partners is replaced if considerations, which were unknown when the contract was signed, cast doubts on the controller/auditor's independence or professional standards, or if substantial errors are detected in reports previously submitted that cast a reasonable doubt of their reliability. The participation of the controllers/auditors in the training courses organised by the MA/JTS, is considered as mandatory requirement.

Article 7 - Payment arrangements

7.1 Payments shall be made according to the following procedure:

Grant Contract –ref. number and acronym

**Advance payment**

An advance payment shall be granted from Interreg funds, representing 20% of the value of the contract, subject to availability of INTERREG funds. In order to receive the advance payment, the Lead Partner must send an advance payment request to the MA, stipulating the amount and the bank account. The MA shall verify the advance payment request in maximum 30 days from the registration date at the MA level. The MA may suspend this deadline in case clarifications, modifications or other additional information are needed. The information/clarifications/additional documents must be provided by the Lead Partner in maximum 10 working days from the request.

The MA shall transfer the advance to the Lead Partner in maximum 30 days from the date of the approval of the advance payment request. The payment date is considered to be the date when the payment is done from the MA account.

The Lead Partner shall transfer the corresponding amounts of the Grant to the Partners without delay as from the date of receipt of the advance payment, proportionally to each Partner's contribution to the Project, in accordance with the provisions of the Contract and the Partnership Agreement, without making any deduction, retention or further specific charge, and shall submit the proof of transfer to the MA within 10 days from the date of the transfer.

The advance will be recovered by deducting 20% from the eligible value of the next payment requests until the amount is cleared. If the advance is not recovered from the interim payment requests, the final balance will be reduced by deducting the part of the advanced amount still unrecovered.

Further payment requests

The LP is entitled to request further payments from the MA following the reporting procedures defined in JeMS. The payment request shall be drafted using the model provided by the Managing Authority and shall be accompanied by:

- a) the Interim or Final report in line with Article 6;
- b) with the exception of the advance payment, individual expenditure verification reports (one for the Lead Partner and one for each partner), produced by the controllers/auditors according to Art. 6.

Further payments shall correspond to the Programme contribution on the total amount of eligible expenditure reported, net of the 20% recovery of the advance payments.

Payments of the interim instalments and of the final balance shall be made by the MA within 45 days of receipt of the payment request from the Lead Partner by the JS, subject to the approval by the MA of the accompanying interim and final reports.

7.3 The Managing Authority shall make payments, under the condition of availability of EU funds, to the bank account communicated by the Lead Partner, which allows the identification of the funds paid for the implementation of the Project. The Managing Authority shall make payments only in EURO.

Payments shall not imply recognition of the regularity or of the authenticity, completeness and correctness of the declarations and information provided.

7.4 Suspension of the period for payments

Without prejudice to Article 10, the deadlines for payments may be suspended by the Managing Authority by notifying the Lead Partner that:



- a) the payment requested is not due, or;
- b) proper supporting documents have not been supplied, or;
- c) the MA needs clarifications, modifications or additional information to the reports, or;
- d) the MA has doubts on the eligibility of expenditure and it is necessary to carry out additional checks, including on-the-spot checks to make sure that the expenditure is eligible, or;
- e) it is necessary to verify whether presumed substantial errors, fraud or corruption have occurred in the grant award procedure or the implementation of the Project, or;
- f) it is necessary to verify whether the Lead Partner and Partners have breached any substantial obligations under this Contract.

The suspension of the deadlines for payments starts when the above notification is sent to the Lead Partner. The Lead Partner shall provide any requested information, clarification or document within 30 days from the date of the request. The deadline starts running again on the date on which a correctly formulated request for payment and / or the required additional documents or information are recorded.

If, notwithstanding the information, clarification or document provided by the Lead Partner, the payment request is still inadmissible, or if the award procedure or the implementation of the grant proves to have been subject to substantial errors, fraud, or breach of obligations, then the Managing Authority may refuse to proceed further with payments and may, in the cases foreseen in Article 11, terminate accordingly this Contract.

In addition, the Managing Authority may also suspend payments as a precautionary measure without prior notice, prior to, or instead of, terminating this Contract as provided for in Article 11.

7.5 Financial Reports shall be submitted in EURO and may be drawn from financial statements denominated in other currencies, on the basis of the Lead Partner and partners applicable legislation and accounting standards.

In such case and for the purpose of reporting, conversion into EURO shall be made, in accordance with article 38.5 of Regulation (EU) 2021/1059, using the monthly official accounting exchange rate of the European Commission for the month during which the expenditure was submitted for examination to the controllers/auditors for its verification at each payment claim.

Article 8 - Final amount of the grant

The grant may not exceed the maximum ceiling in Article 3.2 either in terms of the absolute value or the percentage stated therein.

If the eligible costs of the Project at its end are less than the estimated eligible costs as referred to in Article 3.1, the grant shall be limited to the amount obtained by applying the percentage laid down in Article 3.2 to the eligible costs of the Project approved by the MA.

In addition, and without prejudice to its right to terminate this Contract pursuant to Article 11, the final amount of the grant may be reduced if provisions of Articles 12 and 13 apply.

Article 9 - Amendment of the contract

9.1 This Contract and its annexes can be modified during its execution period. Any amendment shall be set out in writing.

9.2 The amendment may not have the purpose or the effect of making changes to this Contract that would call into question the Grant Award decision or be contrary to the equal treatment of beneficiaries and shall be compliant with the Programme Rules and with the provisions of the Grant Contract itself. The maximum grant referred to in Article 3.2 may not be increased.

The main types of amendments to the Grant Contract shall be referred to the following aspects:

- Budget
- Duration
- Partnership
- Activities, outputs, results and indicators.

9.3 An amendment is considered as minor if the changes of Budget, Partnership and Activities do not affect the basic purpose of the Project and the financial impact is limited to a transfer between the Budget Lines within the same cost category (including cancellation or introduction of a Budget Line), or a transfer between cost categories and/or among partners, involving a variation of 20% or less of the amount originally entered (or as modified by addendum). The Lead Partner may amend the Budget, the Description of the Project, or the partners' data, and inform the MA accordingly, in writing and at the latest in the next report, provided that admission and award criteria are respected.

Under no circumstances the maximum fixed percentages of the travel and subsistence costs and the administrative costs may be modified by a minor amendment to this Contract.

A maximum of one minor amendment per year is allowed under this Contract, except in case of special circumstances duly substantiated by the Lead Partner and accepted by the MA.

Changes of name, address, bank account, legal form or legal representative of the Lead Partner and/or partners, are considered as minor amendments.

However, in duly substantiated circumstances, the MA may oppose the Lead Partner's choice of bank account.

9.4 A change to the duration of the Project implementation period, and any other substantial modifications to the Budget (with a financial impact higher than the one indicated in article 9.3), Partnership and Activities outputs, results and indicators, not affecting the basic purpose of the Project, are considered as major amendments which shall be subject to the approval of the MA upon submission of a duly justified request by the Lead Partner. Only one major amendment is allowed during the implementation period of the Project, unless duly justified circumstances emerge (e.g., the loss of a partner).

The request shall be submitted at least 30 days before the date on which the amendment should enter into force, unless there are special circumstances duly substantiated and accepted by the MA.

The requests for the extension of the Project implementation period as laid down in Article 2 shall be accompanied by all the supporting evidence and submitted at least 60 days before the closing date. Requests received after these deadlines may be rejected.



The limitations and deadlines set in this paragraph may be amended when Article 10 par. 4 (force majeure) applies, or in case of exceptional circumstances duly substantiated and accepted by MA upon approval of the Monitoring Committee. Under no circumstances, however, the criteria for the grant award shall be modified by a major amendment. An addendum to the Grant Contract will be signed with the Lead Partner in order to allow the major modifications to enter into force.

9.5 After the signature of the Grant Contract, the MA may require to the Lead Partner minor adjustments or corrections to the Annex I – Description of the Project and Annex II – Budget of the Project, without affecting the limitations set in paragraphs 9.3 and 9.4.

Article 10 - Suspension

10.1 The Lead Partner may suspend implementation of the Project, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. The Lead Partner shall inform the MA and the concerned national authority without delay, stating the nature, probable duration and foreseeable effects of the suspension.

The Lead Partner or the MA may then terminate this Contract in accordance with Article 11. If the Contract is not terminated, the Lead Partner shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow, informing the MA accordingly.

10.2 The MA, after prior information to the Monitoring Committee, may request the Lead Partner to suspend the implementation of the Project, or any part thereof, if exceptional circumstances, notably of force majeure, make such implementation excessively difficult or dangerous. To this purpose, the MA shall inform the Lead Partner stating the nature and probable duration of the suspension.

10.3 Force majeure means any situation or event that:

- prevents either party from fulfilling their obligations under the Contract;
- was unforeseeable, exceptional situation and beyond the parties' control;
- was not due to error or negligence on their part (or on the part of third parties involved in the Project) and proves to be inevitable in spite of exercising all due diligence¹.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the Project as soon as possible.

The party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

Force majeure cannot be used to justify situations caused by the Lead Partner's or a partner's negligence or by events that could reasonably have been anticipated.

The following cases are explicitly not considered force majeure:

¹ Examples (force majeure): An earthquake, terrorist attack or volcanic eruption; delay in delivering equipment due to floods in the region/country.
Examples (not force majeure): machine malfunctions, robberies; a subcontractor building a test site went bankrupt.



- default of a service, defect in equipment or material or delays in making them available — unless they stem directly from a relevant case of force majeure;
- labour disputes or strikes;
- financial difficulties.

10.4 In case of suspension according to Articles 10.1 and 10.2, the implementation period of the Project shall be extended by a period equivalent to the length of suspension, without prejudice to any amendment to the Contract that may be necessary to adapt the Project to the new implementing conditions.

10.5 The Lead Partner or the MA may then terminate this Contract in accordance with Article 11. If the Contract is not terminated, the Lead Partner shall endeavour to minimise the time of its suspension and any possible damage and shall resume implementation once circumstances allow and after having obtained the approval of the MA.

The MA may also suspend this Contract or the participation of a Partner in this Contract if the MA has evidence that, or if, for objective and well justified reasons, the MA deems necessary to verify whether presumably:

- a) the grant award procedure or the implementation of the Project have been subject to substantial errors and/or irregularities, fraud or corruption;
- b) the Partners have breached any substantial obligation under this Contract.

The Lead Partner shall provide any requested information, clarification or document within 30 days of receipt of the requests sent by the MA. If, notwithstanding the information, clarification or document provided by the Lead Partner, the award procedure or the implementation of the grant prove to have been subject to substantial errors and/or irregularities, fraud, corruption, or breach of obligations, then the MA may terminate this Contract according to Article 12(2).

Article 11 - Termination of the contract

11.1 In the cases foreseen in Article 10.1, and 10.2, if the Lead Partner and/or the MA believe(s) that this Contract can no longer be executed effectively and/or appropriately, it shall duly consult the other in writing and inform the concerned national authority. Failing agreement on a solution, the MA may terminate this Contract, after prior information to the JMC, by notifying the decision to the Lead Partner within one month from the date of termination, without being required to pay any indemnity.

11.2 Without prejudice to Article 10, in the following circumstances the MA may, after having duly consulted the Lead Partner and the concerned national authority, terminate this Contract without any financial indemnity towards its part when:

- a) the Lead Partner fails, without justification, to fulfil any substantial individual or collective obligation set by this Contract and, after being given notice to comply with those obligations, still fails to do so or to furnish a satisfactory explanation within 30 days of receipt of the notice. Where the obligation refers to the provision of bank account details or other provisions related to payments the MA may terminate the Contract after one year after its signature; where the obligation refers to the provision of reports as referred in Article 4, the MA may terminate the Contract after six months of delay from the deadlines established in Article 4;



- b) the Lead Partner or any person that assumes unlimited liability for the debts of the Lead Partner is bankrupt, subject to insolvency or winding up procedures, is having its assets administered by a liquidator or by the courts, has entered into an arrangement with creditors, has suspended business activities, or is in any analogous situation arising from a similar procedure provided for under any national law or regulations relevant to the Lead Partner;
- c) the Lead Partner, or any related entity or person, have been found guilty of an offence concerning their professional conduct proven by any means;
- d) it has been established by a final judgment or a final administrative decision or by proof in possession of the MA that the Lead Partner has been guilty of fraud, corruption, involvement in a criminal organisation, money laundering or terrorist financing, terrorist related offences, child labour or other forms of trafficking in human beings or has committed an irregularity;
- e) a change to the Lead Partner's legal, financial, technical, organisational situation or a change in the ownership of its shares or the termination of the participation in the Project substantially affects the implementation of this Contract or calls into question the decision awarding the grant;
- f) the Lead Partner or any related person, are guilty of misrepresentation in supplying the information required in the award procedure or in the implementation of the Project or fail to supply – or fail to supply within the deadlines set under this Contract - any information related to the Project required by the MA;
- g) the Lead Partner has not fulfilled obligations relating to the payment of social security contributions or the payment of taxes, or any other substantial obligation set by the legal provisions of the country in which it is established;
- h) the MA has evidence that the Lead Partner, or any related entity or person, has committed substantial errors or irregularities, fraud or corruption in the award procedure or in the implementation of the Project;
- i) the Lead Partner is subject to an administrative penalty clause referred to in Article 12;
- j) the MA has evidence that the Lead Partner is subject to a conflict of interests;
- k) the MA has evidence that the Lead Partner has committed systemic or recurrent errors or irregularities, fraud, corruption or serious breach of obligations under other grants financed by the European Union and awarded to that specific Lead Partner under similar conditions, provided that those errors, irregularities, fraud, corruption or serious breach of obligations have a material impact on this grant.

The cases of termination under points (b), (c), (d), (h), (j) and (k) may refer also to persons who are members of the administrative, management or supervisory body of the Lead Partner and/or to persons having powers of representation, decision or control with regard to the Lead Partner.

In the cases referred to in points (c), (f), (h) and (k) above, any related person means any physical person with powers of representation, decision-making or control in relation to the Lead Partner. Any related entity means, in particular, any entity which meets the criteria laid down by Article 9 of EU Regulation No 632/2010.

11.3 Upon termination of this Contract the Lead Partner shall take all immediate steps to bring the Project to a close in a prompt and orderly manner and to reduce further expenditure to a minimum.



Without prejudice to Articles 12, 13 and 17, the Lead Partner and its partners shall be entitled to payment only for the part of the Project carried out, excluding costs relating to current commitments that are due to be executed after termination.

To this purpose, the Lead Partner shall introduce a payment request to the MA within 90 days starting from the date of termination.

In the event of termination due to force majeure, according to Article 11.1, the MA may agree to reimburse the unavoidable residual expenditures incurred during the notice period, provided, the first paragraph of this Article 11.7 has been properly executed.

In the cases of termination foreseen in Article 11.2 a), c), d), f), h) and k) the MA may, after having properly consulted the Lead Partner and depending on the gravity of the failings, request full or partial repayment of amounts unduly paid for the Project.

Article 12 - Administrative and financial penalty clauses

12.1 A Lead Partner which has committed substantial errors, irregularities, fraud or corruption, has made false declarations in supplying required information at the moment of the submission of the application or has failed to supply such information during the implementation of the grant, or has been found in serious breach of its obligations under the Contract shall be liable to:

- (a) administrative penalties consisting of exclusion from all contracts and grants financed by the European Union budget for a maximum of five years from the date on which the infringement is established and confirmed following a contradictory procedure with the Lead Partner; and/or
- (b) financial deductions from 2% to 10% of the value of the Interreg NEXT MED contribution the Lead Partner concerned is entitled to in accordance with the estimated budget set out in Annex II.

12.2 In the event of another infringement within five years following the establishment of the first infringement, the period of exclusion under point (a) may be extended to ten years and the range of the rate referred to in point (b) may be increased to 20%.

12.3 Without prejudice to the right to terminate the Contract referred to in Article 11 and without prejudice to the right of the Managing Authority to apply penalties referred to in Article 12.1, a financial deduction up to 10% may be applied to the total amount of the grant, to be deducted from Staff costs as estimated in the Budget of the Project – Annex II, occurring the following cases:

- if the Project is not implemented or is implemented poorly, partially or late, according to the scoring system adopted by the MA, in line with the actual implementation of the Project according to the terms laid down in the Contract;
- if the financial expenditure reported by the Lead Partner does not reach a minimum threshold of 50% of the previous pre-financing received.

12.4 If the Lead Partner omits to send a report within the deadlines established as per Article 4, it shall comply with its obligations within 30 days after receiving a notice by the Managing Authority.

Failing this deadline (further 30 days) to be respected, a financial deduction of 5% is applied to the amount estimated in the Budget of the Project – Annex II for the Work Package “Project management”.

After 6 months after the end of the reporting period, as set up in Article 6, a financial deduction of 10% will be applied.



After 9 months after the end of the reporting period, as set up in Article 6, the Contract will be terminated according to Article 11, unless the provisions of Article 10 (suspension) are applicable.

12.5 The contribution cancelled as a result of a financial deduction applied in accordance with paragraphs 1 to 4 may not be reused within the Project. In this case, the grant amount is automatically reduced without any amendment to the Contract. The MA shall officially notify the Lead Partner of the financial deductions applied and the reduced amount of the grant.

Article 13 - Financial corrections

13.1 Pursuant to Article 103 of the Regulation (EC) No 1060/2021, the MA shall make the financial corrections required in connection with individual or systemic irregularities detected in the Project, under this contract.

Financial corrections shall consist of cancelling all or part of the EU contribution as per Article 3.2. The MA shall take into account the nature and gravity of the irregularities and the financial loss and shall apply a proportionate financial correction.

13.2 The contribution cancelled in accordance with paragraph 1 may not be reused for the Project. The maximum grant amount is automatically reduced without any amendment to the Contract. The MA shall officially notify the Lead Partner of the financial corrections applied and the reduced amount of the grant.

Article 14 - Eligible costs

14.1 Eligible costs are described in Ch V of the Interreg Regulation (EU) 1059/2021 and art. 63 and 64 of EU REG. 1060/2021. They are actual costs incurred and paid by the Lead Partner and its partners, which are compliant with the Programme rules and meet all the following criteria:

- a. they are related to the implementation of the Project according to the latest approved version of the Application Form;
- b. they are necessary for the implementation of the Project and would not have been incurred if the Project was not implemented;
- c. they are indicated in the estimated overall budget for the Project;
- d. they are reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency;
- e. they are incurred and paid directly by the applicant/partners of the Project;
- f. they are supported by expenditure and payment documents (e.g., contracts, invoices, proofs of payment documents etc.);
- g. they are incurred during the implementation period of the Project;
- h. they are recorded in the accounts of the Project partner through a separate accounting system, or an appropriate accounting code set up specifically for the Project;
- i. they respect the eligibility rules of the EU, the Programme and the national rules of the country in which the Lead partner/partner is located;
- j. they respect the applicable rules on procurement;
- k. they are related to costs that are not financed by other European funds or other contributions from third parties; as this would constitute double financing;
- l. they respect the rules of branding and communication established by the European regulations;



- m. they are not in contradiction with any specific eligibility criterion applicable to the respective cost category (see par. 4.6.2).
- n. Please be aware that expenditure which do not comply with the applicable eligibility rules cannot be claimed, even if they are included in the approved budget.

The following costs relating to the implementation of the Project shall not be considered eligible:

- a) interest on debt;
- b) purchase of land for an amount exceeding 10 % of the total eligible expenditure for the concerned Project; for derelict sites and for those formerly in industrial use which comprise buildings, that limit shall be increased to 15 %;
- c) fines, financial penalties and expenditure on legal disputes and litigation;
- d) costs of gifts;
- e) costs related to fluctuation of foreign exchange rate;
- f) contributions in kind;
- g) depreciation costs;
- h) subcontracting between partners and/or associated partners of the same Project for services, expertise, equipment and works carried out within the Project;
- i) costs for project website and logo (see section 2.7 “Communication and visibility” of the guidelines for applicants for more information) and communication material that is not in line with the rules;
- j) staff costs of no partner organisations;
- k) any expenditure not compliant with the national legislation(s) and/or with the financial agreements signed by the EC with the participating countries;
- l) costs during a period of suspension (force majeure, as in art.10.4);
- m) costs for services, supplies and work not delivered;
- n) expenditure already funded in total with other public funds;
- o) housing (residential building, domestic architecture).

Article 15 - Procurement rules

If the implementation of a Project requires procurement of goods, works or services by the Lead Partner and/or a partner, the procedures shall comply with the procurement rules set out in Article 58 of the Regulation (EU) no. 1059/2021, in Annex II of the Financing Agreements for MPC Countries, as well as in the specific provisions for each country and type of Lead Partner and the mandatory instructions issued by MA.

Article 16 - Accounting system, technical and financial checks

16.1 The Lead Partner and its partners shall keep accurate and regular accounts of the implementation of the Project using an appropriate accounting and book-keeping system according to the national legislation.

The accounts:



- a) may be an integrated part of or an adjunct/external to the Lead Partner's (and partners) regular system;
- b) shall comply with the accounting and bookkeeping policies and rules that apply in the country concerned;
- c) shall enable income and expenditure relating to the Project to be easily traced, identified and verified.

16.2 The Lead Partner shall ensure that any financial report as required under Article 6 can be properly and easily reconciled to the accounting and bookkeeping system and to the underlying accounting and other relevant records. For this purpose, the Lead Partner and its partners shall prepare and keep appropriate reconciliations, supporting schedules, analyses and breakdowns for inspection and verification.

16.3 The MA, the European Commission, the European Anti-Fraud Office and the national anti-fraud agencies, the European Court of Auditors, the Audit Authority, the National Controllers, the national members of the Group of Auditors and the National Authorities established in participating countries reserve the right to check, at any time, the conformity of the Project funds' commitment and disbursement with the Programme rules. In particular, they can verify that services, supplies or works have been performed, delivered and/or installed and whether expenditure declared by the Lead Partner and the partners has been paid by them and that this complies with applicable law, Programme rules and conditions for support of the Projects. Verifications by MA shall include administrative verifications for each payment request by the Lead Partner and partners and on-the-spot Project verifications.

16.4 The Lead Partner and the partners shall allow verifications concerning the Project to be carried out by the MA, the Audit Authority, the European Commission, the European Anti-Fraud Office and the national anti-fraud agencies, the European Court of Auditors, the National Authorities established in the participating countries, and any other bodies / entities authorised by the MA or the above mentioned institutions and bodies that may exercise their power of control concerning premises, documents and information irrespective of the medium in which they are stored. The Lead Partner and the partners have to take all measures to facilitate their work.

The verifications described above shall also apply to the activities of contractors, subcontractors and any recipient of financial support who have received Programme financing. To this end, the Lead Partner and the partners shall ensure, through contractual provisions and any other means at their disposal, that these persons are legally bound by the same obligations as the Lead Partner and the partners themselves toward the above-mentioned institutions and bodies.

The Lead Partner and the partners shall allow the afore-mentioned entities to:

- a) access the sites and locations at which the Project is implemented;
- b) examine its accounting and information systems, documents and databases concerning the technical and financial management of the Project;
- c) take copies of documents;
- d) carry out on-the-spot-checks;
- e) conduct a full audit on the basis of all accounting documents and any other document relevant to the financing of the Project.

Additionally, the European Anti-Fraud Office and the national anti-fraud agencies shall be allowed to carry out on-the-spot checks and inspections in accordance with the procedures laid down by the European Union

legislation for the protection of the financial interests of the European Union against fraud, corruption and other irregularities.

Where appropriate, the findings may lead to recovery by the MA.

Access given to agents of the afore mentioned bodies shall be on the basis of confidentiality with respect to third parties, without prejudice to the obligations of public law to which they are subject.

16.5 If the MA or the European Commission carry out interim, ex post evaluation or monitoring missions, the Lead Partner shall undertake to provide them and/or the persons authorized by them with any document or information which will assist with the evaluation or monitoring mission and grant them the access rights described in Article 16.4.

16.6 The Lead Partner and its partners shall keep all records, accounting and supporting documents related to this Contract for a 5-year period from 31 December of the year in which the last payment by the MA to the Project is made, and in any case until any on-going audit, verification, appeal, litigation or pursuit of claim has been disposed of.

They shall be easily accessible and filed so as to facilitate their examination and the Lead Partner shall inform the MA of their precise location.

All the supporting documents shall be available either in the original form, including in electronic form, or as a copy.

In addition to the reports mentioned in Article 6, the documents referred to in this Article include *inter alia*:

- a) Accounting records (computerised or manual) from the Lead Partner and its partners accounting system such as general ledger, sub-ledgers and payroll accounts, fixed assets registers and other relevant accounting information;
- b) Proof of procurement procedures such as tendering documents, bids from tenderers and evaluation reports;
- c) Proof of commitments such as contracts and order forms;
- d) Proof of delivery of services such as approved reports, time sheets, transport tickets, proof of attending seminars, conferences and training courses (including relevant documentation and material obtained, certificates) etc.;
- e) Proof of receipt of goods such as delivery slips from suppliers;
- f) Proof of completion of works, such as acceptance certificates, together with pictures;
- g) Proof of purchase such as invoices and receipts;
- h) Proof of payment such as bank statements, debit notices, proof of settlement by the contractor;
- i) For fuel and oil expenses, a summary list of the distance covered, the average consumption of the vehicles used, fuel costs and maintenance costs;
- j) Staff and payroll records such as contracts, salary statements and time sheets, stating actual work, assessed on the basis of unit prices per verifiable block of time worked and broken down into gross salary, social security charges, insurance and net salary.



Failure to comply with the obligations set forth in this Article constitutes a case of breach of a substantial obligation under this Contract. In this case, the MA may in particular suspend the Contract, payments or the time-limit for a payment, terminate the Contract and/or reduce the grant.

Article 17 - Irregularities and recoveries

17.1 Irregularities may be reported during Project implementation and after its closure by any authority, entity or person involved in Programme management and/or implementation, whistle-blowers or other bodies and individuals, including anonymous ones. An irregularity refers to any amount unduly paid to the Lead Partner and/or to the partners according to the provisions of this Contract and to the Programme rules, due to errors or fraud attributable to the Lead Partner and/or the partners.

17.2. If an irregularity is confirmed, the MA shall recover the unduly paid amounts from the Lead Partner, according to the provisions set in article 52 of Regulation (EU) 1059/2021. The concerned partners shall repay the Lead Partner the amounts unduly paid in accordance with the partnership agreement signed between them. If the Lead Partner does not succeed in securing repayment from the concerned partner, it will have to inform promptly the Managing Authority that shall formally notify the latter to repay to the Lead Partner. If the partner concerned does not repay the Lead Partner, the MA shall request the participating country in which the partner concerned is established to reimburse the amounts unduly paid.

17.4 Payments already made do not preclude the possibility for the MA to issue a recovery procedure following an expenditure verification report, a check, an audit or further verification of the payment request.

17.5 If a recovery is justified under the terms of this Contract, the Lead Partner undertakes to repay the MA these amounts, within 45 days of the issuing of the debit note, the latter being the letter by which the MA requests the amount owed by the Lead Partner and/or by the partners, including bank charges incurred by the MA for the payment to the Lead Partner of the amounts which become due to the MA.

17.6 Amounts to be repaid to the MA may be offset against amounts of any kind due to the relevant partner, after informing it accordingly.

17.7 Should the concerned partner fail to make repayment within the deadline set by the MA, the MA may increase the amounts due by adding interest at the rate applied by the European Central Bank to its main refinancing transactions in euro, on the first day of the month in which the time-limit expired, plus three and a half percentage points. The default interest shall be incurred over the time which elapses between the date of the payment deadline set by the MA, and the date on which payment is actually made. Any partial payments shall first cover the interest thus established.

17.8 Bank charges incurred by the repayment of amounts due to the Managing Authority shall be borne entirely by the concerned partner.

17.10 Pursuant to Art. 65 of the Reg. (EU) 1060/2021, the concerned Lead Partner of a Project including an infrastructure component or productive investment shall repay the Programme contribution if, within five years of the final payment or within the period of time set out in state aid rules where applicable, the Project is subject to:

- a) a cessation or transfer of a productive activity outside the NUTS level 2 region or Programme eligible territory in which it received support;
- b) a change in ownership of an item of infrastructure which gives to a firm or a public body an undue advantage;



- c) a substantial change affecting its nature, objectives or implementation conditions which would result in undermining its original objectives.

Sums unduly paid shall be recovered by the MA in proportion to the period for which this requirement has not been fulfilled.

17.11 For irregularities discovered after payment of the final balance, the concerned partners may repay the due amounts directly to the MA, notifying the Lead Partner about this option.

17.12 Pursuant to art. 52 of the Reg. (EU) 1059/2021, without prejudice to the prerogative of the MA, if necessary, the Member State or the partner country where the Lead Partner and/or the concerned partner is established may proceed to the recovery by any means from the respective Lead Partner and/or partner.

Article 18 - No profit rule

18.1 The grant may not produce a profit for the Lead Partner and the partners. Profit is defined as a surplus of the receipts over the eligible costs approved by the MA when the request for payment of the balance is made. The calculation will be made partner by partner.

18.2 The receipts to be taken into account are the consolidated receipts on the date on which the payment request for the balance is made by the Lead Partner.

18.3 Where the final amount of the grant determined in accordance with the Contract would result in a profit, it shall be reduced by the percentage of the profit corresponding to the final EU contribution to the eligible costs actually incurred approved by the MA.

Article 19 - Conflict of interests and good conduct

19.1 For the purpose of this Contract, the conflict of interest shall mean any situation where there is a divergence between the fulfilment of responsibilities under this Grant Contract by the Parties and the private interest of the persons involved in the Contract, which may adversely affect the impartial and objective exercise of the functions of any person involved in the implementation/verification/control/audit of this Contract, for reasons involving family, emotional life, political or national affinity, economic interest or any other shared interest with another person.

19.2 The Lead Partner shall take all necessary measures to prevent or end any situation that could compromise the impartial and objective performance of this Contract. Such conflict of interests may arise in particular as a result of economic interest, political or national affinity, family or emotional ties, or any other relevant connection or shared interest.

19.3 Any conflict of interests which may arise during performance of this Contract must be notified in writing to the MA without delay. In the event of such conflict, the Lead Partner shall immediately take all necessary steps to resolve it.

19.4 The MA reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken if necessary.

19.5 The Lead Partner shall ensure that its staff, including its management, as well as its partners' staff, is not placed in a situation which could give rise to conflict of interests. Without prejudice to its obligation under this Contract, the Lead Partner shall replace, immediately and without compensation from the MA, any member of its staff in such a situation.



19.6 The Lead Partner and its partners shall respect human rights and applicable environmental legislation including multilateral environmental agreements, as well as internationally agreed core labour standards.

Article 20 - Confidentiality

20.1 The MA and the Lead Partner and its partners undertake to preserve the confidentiality of any information, notwithstanding its form, disclosed in writing or orally in relation to the implementation of this Contract and identified in writing as confidential until at least 5 years after the payment of the balance.

Data used for visibility purposes as laid down in Article 21, as well as for informing on and promoting the use of the Interreg funds, shall not be considered as having confidential status.

20.2 The Parties shall bear no responsibility for releasing information on the Contract if:

- a) the information was released with the written agreement of the other Party; or
- b) the Party was legally forced to release the information.

20.3 The Lead Partner and its partners shall not use confidential information for any aim other than fulfilling their obligations under this Contract unless otherwise agreed with the MA.

20.4 The European Commission shall have access to all documents communicated to the MA and shall maintain the same level of confidentiality.

Article 21 - Visibility

21.1 The Lead Partner (LP) must take all necessary steps to publicize the fact that the Project is implemented through financial support of the European Union under the Interreg NEXT MED Programme. Such measures must comply with the rules for visibility as laid down in articles 47, 50 and Annex IX of Regulation (EU) 2021/1060, article 36 of Interreg Regulation (EU) 2021/1059, as well as any national regulations/requirements related to visibility, as the case may be. All information, communication and branding measures and activities of the Project shall be carried out in accordance with the aforementioned rules and relevant guidelines issued by the Programme on the matter.

21.2 The LP shall ensure that all Project Partners (PPs) comply with publicity, communication and branding obligations as specified in the visibility guidelines and other documents issued by the MA on the matter.

21.3 The Lead Partner shall highlight the Project and the European Union's financial contribution to it in any documents and communication material, and in any information given to Project final recipients, stakeholders, general audience, and in any dealings with the media, etc. The LP ensures that the Project logo is prominently and systematically displayed on all documents and communication material, including printed and digital products, developed for the purpose of the Project, including by Partners.

21.4 Communication and information material relating to the Project made in any form and by any means, including digital and online, must state that it only reflects the author's view and that the programme authorities are not liable for any use that may be made of the information contained therein. Where relevant, the following statement must be included: *"This <document/video/publication/etc.> has been produced with the financial assistance of the European Union under the Interreg NEXT MED Programme. The contents of this <document/video/publication/etc.> are the sole responsibility of <Lead Partner's/Partner name> and can under no circumstances be regarded as reflecting the position of the European Union or the Programme management structures."*



21.5 The LP takes full responsibility for the content of any notice, publication and marketing product developed by the LP, any of the PPs or third parties on behalf of the LP or the PPs. The LP is liable in case a third party claims compensation for damages (e.g. because of an infringement of intellectual property rights). The LP will indemnify the MA in case the MA suffers any damage because of the content of the publicity and information material.

21.6 The Lead Partner ensures that the Project webpage hosted on the Programme website is updated according to the frequency set in the guidelines for Communication and Visibility and drafted according to the relevant editing rules issued by the Programme.

21.7 In line with Article 49 (3) of the CPR, the MA is authorized to publish relevant information on the Project, including but not limited to name and address of the LP and PPs, nationality, the purpose of the grant, description of the Project, duration and location as well as the maximum amount of the grant and the rate of EU funding of the Project, as laid down in article 8 of the Grant Contract. Derogation from publication of this information may be granted if it could endanger the Lead Partner and its partners or harm their interests.

21.8 The LP shall ensure that communication and visibility material, including at the level of PPs, is made available upon request to the MA (and further to EU institutions, bodies, offices or agencies) and that a royalty-free, non-exclusive and irrevocable licence to use such material and any pre-existing rights attached to it is granted to the MA (and further EU institutions, bodies, offices or agencies) in accordance with Annex IX of the Regulation (EU) 2021/1060.

21.9 Violations to visibility rules will lead to fund recovery according to the provisions of section 6 of Article 36 of Regulation (EU) 2021/1059.

Article 22 - Ownership/use of results and assets

22.1 Ownership of, and title and intellectual and industrial property rights to, the Project results, reports and other documents relating to it will be vested in the Lead Partner and its partners.

22.2 Without prejudice to Article 22.1, the Lead Partner grants the MA and the European Commission the right to use freely and as it sees fit, and in particular, to store, modify, translate, display, reproduce by any technical procedure, publish or communicate by any medium all documents deriving from the Project whatever their form, provided it does not thereby breach existing industrial and intellectual property rights.

22.3 The Lead Partner shall ensure that it has all rights to use any pre-existing intellectual property rights necessary to implement this Contract.

22.4 In case natural, recognizable persons are depicted in a photograph or film, the Lead Partner shall, in the final report to the MA, submit a statement of these persons giving their permissions for the described use of their images. The above does not refer to photographs taken or films shot in public places where random members of the public are identifiable only hypothetically and to public persons acting in their public activities.

22.5 Beneficiaries and partners located in EU Member States may implement activities in Mediterranean Partner Countries involving equipment, vehicles and supplies. The supplies paid for by the Budget for the Project must be transferred to partners in the countries where the activities were carried out or to the final recipients of the Project, at the latest when submitting the final report. Copies of the proofs of transfers of equipment and vehicles, the purchase cost of which was more than EUR 5.000 per item, must be attached to the final report. Such proofs must be kept for control purposes in all other cases.

Article 23 - Applicable law and dispute settlement

23.1 This Contract shall be governed by the law of the country of the MA, i.e., the Italian law.

23.2 The parties to this Contract shall do everything possible to settle amicably any dispute arising between them during the implementation of this Contract. To that end, the Lead Partner shall communicate in writing its position within 30 days from the MA decision being disputed. The MA shall reply within 30 days.

23.3 If the MA confirms its decision, the Lead Partner may submit the dispute to the courts of the country of the MA, i.e. Cagliari.

Article 24 - Data protection

24.1 All personal data mentioned in the Application form, in the Grant Contract and its annexes and in every other document provided for the scope of the award of the Grant Contract will be collected and processed by the MA in compliance with the terms and indications of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (GDPR - General Data Protection Regulation), as specified in the *“Information note on personal data treatment according to GDPR”* (Annex IV).

All personal data held by the MA and/or collected within the framework of the negotiation, signature and implementation of the Grant Contract will be used solely for purposes related to the signature and implementation of the Contract itself, as well as for the information and communication activities carried out by the MA in the framework of the Interreg NEXT Med Programme.

The personal data collected by the MA can be transmitted to external bodies or subjects who perform activities or functions strictly connected to the implementation of the Grant Contract and to the Programme information and communication activities. Within the framework of the Programme information and communication activities, some of these data can also be diffused through the Programme website or other information tools, in compliance with the relevant provisions applicable to the Interreg NEXT Med Programme.

24.2 The Lead Partner and Partners shall limit access and use of personal data to that strictly necessary for the performance, management and monitoring of this Contract and shall adopt all appropriate technical and organizational security measures necessary to preserve the strictest confidentiality and limit access to this data, in compliance with Regulation (EU) 2016/679 (GDPR - General Data Protection Regulation).

Article 25 - Contact addresses

Any communication relating to this Contract must be in writing, state the number and title of the Project and be sent to the following addresses:

Managing Authority of the Interreg NEXT MED Programme

Regione Autonoma della Sardegna

Via Bacaredda, n.184 – 09127 Cagliari (Italy)

Copies of the documents referred to above, and correspondence of any other nature, should be sent to:

For the Lead Partner

<address of the Lead Partner for correspondence>



Interreg



Co-funded by
the European Union

NEXT MED

Article 26 - Annexes

The following documents are annexed to this Contract and form an integral part of the Contract:

Annex I - Description of the Project

Annex II - Budget for the Project and Financial Plan

Annex III - Partnership Agreement

Annex IV - Information note on personal data treatment according to GDPR (General Data Protection Regulation)

In the event of conflict between the provisions of the present Contract and any Annex thereto, the provisions of the Contract shall take precedence.

For the MA of Interreg NEXT MED Programme,
Name and position,
Director of the Operational Management
and Authorising Unit

For the Lead Partner
Name and position

Place, date:

Place, date:

.....

Signature and Stamp

.....

Signature and Stamp



Interreg



Co-funded by
the European Union

NEXT MED

Partnership Agreement

MEDiterranean Youth for Creative Impact” (MED-Y.CI)



Interreg



Co-funded by
the European Union

NEXT MED

Disclaimer

This Partnership Agreement serves only as a template. There is no guarantee and no liability for completeness, correctness and full compliance with EU, national law and any other relevant provisions. As a model form it may be modified and adjusted to the Project Partners' individual needs according to their legal and administrative framework. However, the Partnership Agreement shall avoid any contradiction to the rules set out in the call for proposals' documents.

Between

Les Têtes de l'Art , at the Comptoir de la Victorine, 29 rue Toussaint, 13003 Marseille FRANCE represented by Sam Khebizi hereinafter referred to as Lead Partner.

On one hand,

And

Add as many rows as the number of Partners

Centre International de Développement pour la Gouvernance locale innovante, Immeuble IRIS, 3 ème étage rue du, Lac Malären, Tunis, Tunisie, represented by Mrs Neila AKRIMI, General Manager here in after referred to as Partner 1

The Anna Lindh Foundation - ليند أنا مؤسسة , von Gerber house, 57, 26th July Road, Corniche Alexandria P.O Box 732 El Mansheya , represented by Josep Ferré - Executive Director hereinafter referred to as Partner 2

PI Youth Association, Akdeniz Mah. 1353 Sokak No:1 Taner İş Hanı Kat:5 D:503 Konak 35210, represented by Leda JAMIN - Legal Representative hereinafter referred to as Partner 3

Institut Europeu de la Mediterrània IEMed, Carrer Girona, 20, 08010 Barcelona, represented by Sénen Florensa. Executive Director, hereinafter referred to as partner 4

On the other hand

Having regard to:

- Regulation (EU, EURATOM) No 1046/2018 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union;
- Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests;
- Regulation (EU) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe;
- Regulation (EU) 2021/1058 of the European Parliament and of the Council of 24 June 2021 on the European Regional Development Fund and on the Cohesion Fund;

- Regulation (EU) 2021/1059 of the European Parliament and of the Council of 24 June 2021 on specific provisions for the European territorial cooperation goal (Interreg) supported by the European Regional Development Fund and external financing instruments;
- Regulation (EU) 2021/1060 of the European Parliament and of the Council of 24 June 2021 laying down common provisions;
- Interreg VI-B NEXT Mediterranean Sea Basin (NEXT MED) Programme Document approved by Commission Implementing Decision C(2022) 9543 of 12 December 2022;
- All manuals and guidelines issued by the Programme, in their latest version;
- Financing Agreements signed between the European Commission and the Mediterranean Partner Countries;
- Applicable national rules;
- Programme guidelines applicable to the Lead Partner and Partners;
- National rules and guidelines applicable to the Lead Partner and Partners and reported in the Document on Management and Control System;
- The Grant Contract and all its annexes, which will be signed between the Lead Partner and the Managing Authority.

The contracting parties have agreed as follows:

Article 1: Subject of the Agreement

This Partnership Agreement sets out the modalities of the relations among the Lead Partner and the partners of the project **MEDiterranean Youth for Creative Impact - MedYCI** (registered under Reference number **A_Y_3.1_0394**) and the responsibilities of each party to ensure proper management and a joint and effective implementation of that project, in accordance with the description contained in the Application Form and the rules and conditions laid down by the regulations and documents above mentioned.

This Partnership Agreement is part of the Grant Contract signed between the Managing Authority and the Lead Partner. In case of conflict between the provisions of this Agreement and those of the Grant Contract, the latter prevail.

Article 2: Definitions

For the purpose of this Agreement the following terms shall have the meaning here specified:

- a) MA: Managing Authority of the Interreg NEXT MED Programme;

- b) JS: Joint Secretariat of the Interreg NEXT MED Programme;
- a) Lead Partner: the project Lead Partner providing the leadership role and taking overall responsibility for the implementation of the project vis-à-vis the MA;
- b) Partner: project Partner organization directly involved in the implementation of the activities described in the Application Form.

Article 3: Entry into force and duration of the Partnership Agreement

This Partnership Agreement shall enter into force on the same date on which the Grant Contract, signed between the Lead Partner and the MA, enters into force. It shall remain in force until the Lead Partner has discharged in full their obligations toward the MA according to the Grant Contract and its annexes, i.e. five years from the payment of the final balance of the Programme by the MA to the Lead Partner.

Article 4: Objectives of the project

The Partners commit themselves to achieve the project objectives as outlined in the Application Form.

Article 5: Duration of the project

The duration of the implementation of the Project as stated in Article 2 of the Grant Contract is set to **30 months**. It starts on the same date specified in that article.

Article 6: Obligations of the partnership

The Lead Partner and the Partners commit themselves to ensure proper and timely implementation of the project established, according to the obligations between the Lead Partner and the MA.

In particular, in compliance with Article 4.3 of the Grant Contract the Lead Partner alone shall be accountable to the MA for the implementation of the project, but the Partners undertake that the conditions applicable to the Lead Partner under Articles 4, 6.6, 10.1, 11.2, 11.4, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22 and 24 shall also apply to them, and those applicable under Articles 4, 19, 20, 21, 22 to all subcontractors. In particular, the Lead Partner undertakes that the conditions applicable to it under Article 17 on the recovery procedure shall also apply to its Partners.

Article 7: Obligation of the Lead Partner

According to the Grant Contract, the Lead Partner is responsible for the overall coordination, management and implementation of the project. The Lead Partner shall assume the sole responsibility for the entire Project vis-à-vis the MA and shall fulfill all the obligations arising from the related Grant Contract and its annexes.

In addition to the obligations set out in the Grant Contract the Lead Partner is obliged, in particular:

- a. to appoint a Project Manager responsible for the overall coordination and implementation of the project, and, to appoint a Communication Manager, in charge of the visibility and publicity actions, and a Financial Manager in charge of financial monitoring, book keeping, financial reporting, distribution and verification of the EU funding to the Partners, as well as of implementing measures to ensure the eligibility of expenditures. The Financial Manager is expected to work in close cooperation with the Project Manager and the Partners in order to ensure a sound financial management. The Communication Manager is expected to work in close cooperation with the Project Manager and the Partners to ensure a sound implementation of the visibility and publicity actions;
- b. to ensure the start-up of the project and its compliance with the milestones set in the Application Form based on Partners' contribution;
- c. to guarantee the sound financial management of the funds allocated to the project;
- d. to ensure the recovery of amounts unduly paid according to the requirements of art. 52 of Regulation (EU) 2021/1059;
- e. to ensure that the expenditures included in the project accounts have been made for the purposes of implementing the project and correspond to the activities included in the approved and agreed budget among all Partners;
- f. to ensure that the expenditures included in the project accounts have been incurred during the Project implementation period as mentioned in Article 2 of the Grant Contract;
- g. to prepare and submit to the MA interim and final reports concerning the technical and financial implementation of the project according to art. 6 of the Grant Contract;
- h. to regularly communicate with the JS on relevant news and issues and timely report to it, especially in case of problems and delays in the implementation of the project, modifications of the budget, activities or Partners;
- i. to receive the payments from the MA and to transfer them to the Partners according to the agreed amounts and deadlines;
- j. to transmit to the Partners copies of all relevant documents concerning the project, in particular the signed Grant Contract and its annexes, any amendments to it approved by the MA, and the reports on the implementation of the Project and to keep them regularly informed of all relevant communication between the Lead Partner and the MA;

- k. to process and store personal data concerning partners in accordance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (GDPR - General Data Protection Regulation).

Article 8: Obligations of the Partners

Each Partner is responsible for carrying out the activities described in the work packages of the Application Form in close cooperation with all Partners and it commits itself to deliver the Project's expected results.

The Partners commit themselves to accept the technical, administrative and financial coordination of the Lead Partner in order to allow the latter to fulfil entirely its obligations to the MA as set out in the Grant Contract and its annexes. To this end, they authorise the Lead Partner to sign the contract with the MA and they entitle them to represent them towards the MA and the Joint Secretariat as far as the project implementation is concerned.

More specifically, each project Partner is obliged to:

- a. implement its part of the project according to the description of the Project in the Application Form and the requirements set in the Grant Contract;
- b. provide the Lead Partner with all the information and documents required for the coordination and regular monitoring of the technical and financial progress of the project;
- c. provide the Lead Partner with all the information and documents required for the preparation of the progress, interim and final reports concerning the part of the project under its responsibility;
- d. keep separate accounts or use an appropriate accounting system according to the national legislation through which expenditures and receipts relating to the project are easily identifiable and verifiable, in accordance with the indications of Article 16 of the Grant Contract;
- e. ensure that the expenditures have been incurred for the purpose of implementing the project and correspond to the activities agreed by the Partners as described in the Application Form;
- f. ensure that the expenditures included in the Project accounts have incurred during the project implementation period as mentioned in Article 2 of the Grant Contract;
- g. guarantee the sound financial management of the funds allocated to the part of the project implemented under their responsibility;
- h. repay to the lead partner any amounts unduly paid, according to the requirements of art. 52 of Regulation (EU) 2021/1059;
- i. timely submit to the Lead Partner the expenditure verification report for the part of the project implemented under their own responsibility,

- j. react promptly to any request of the Lead Partner, the MA, JS or Branch Offices, in particular concerning requests related to the coordination and implementation of the project;
- k. notify the Lead Partner immediately of any event that could prevent, jeopardise, lead to a termination of or temporary delay the implementation of the project;
- l. allow the European Commission, the European Anti-Fraud Office, the European Court of Auditors, the MA, the Audit Authority, and any external auditor carrying out verifications required by the Grant Contract, to verify, by examining the documents and to make copies thereof or by means of on-the-spot checks, the implementation of the project 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 project. These inspections may take place up to five years after the payment of the Programme balance,
- m. comply with national regulations, where applicable,
- n. to reimburse the National Authority in the event it has paid back the Programme due to unsuccessful recoveries as referred in art. 52.4 of Reg. (EU) 1059/2021 or according to the provisions set in the Financing Agreement,

Article 9: Project budget and eligible expenditures

The total project budget as detailed in the project Budget amounts to **1.121.035,00 EURO**. The total contribution of the NEXT MED Programme amounts to **997.721,15 EURO** (a maximum of 89% of the total project cost).

The Lead Partner and the Partners commit themselves to the respect of the list of eligible costs as described in Article 14 of the Grant Contract, and shall be held responsible for financial management of their budget. Any amendment of the project budget and financial plan shall be performed by the Lead Partner under prior agreement among the Partners.

Article 10: Co-financing of the project

The Lead Partner and the Partners will co-finance the project, as follows:

The Lead Partner undertakes to co-finance the implementation of the project with **33.720,39 EURO** with its own human resources.

Partner 1 undertakes to co-finance the implementation of the project with **22.525,80 EURO** with its own human resources.

Partner 2 undertakes to co-finance the implementation of the project with **22.743,49 EURO** with its own human resources.

Partner 3 undertakes to co-finance the implementation of the project with **20.428,76 EURO** with the contribution of Turkey (Mediterranean partner country).

Partner 4 undertakes to co-finance the implementation of the project with **23.895,41 EURO** with its own human resources.

The Lead Partner and the Partners shall follow the State Aid rules wherever applicable.

Article 11: Payment to the Partners

All contributions for the implementation of the Project will be transferred in Euro to the bank account of the Lead Partner as indicated in the Financial Identification Form.

The Lead Partner shall be responsible for the administrative and financial management of these funds. The Lead Partner takes responsibility for distributing the funds among the Partners as well as the pre-financing payment in accordance with their expenditures incurred in Project activities and on the basis of the requests for payment submitted by the Partners. The funds will be distributed by bank transfer within **45 calendar days** from the date of receipt of the pre-financing/final balance of the grant, and in proportion to each partner's contribution to the implementation of activities¹. The final balance will be transferred in accordance with Article 7 of the Grant Contract.

The transfer of project funds from the Lead Partner to the different Partners is made via bank transfer to the accounts given by the Partners and officially communicated to the Lead Partner.

Any modifications of the bank account details of the Partner shall be timely notified to the Lead Partner.

In case the eligible costs related to the part of the project under the Partners' responsibility, at the end of the project, are different than the estimated costs, the Partner is reimbursed according to the amount approved by the MA for the respective part of the project.

Article 12: Verification of the expenditures

The Lead Partner and all Partners shall conduct the verification of the expenditures. An expenditure verification report is drawn up by an auditor/controller according to Programme instructions and national control system.

¹ The Lead Partner will agree with Partners on the amount or percentage that should be transferred to the latter, on the basis of activities to be carried out each year.

The report is annexed to any request for payment to be made in accordance with art 6, regardless of the amount of the Grant Contract or the type of Lead Partner, with the exception of the initial pre-financing payment. The Lead Partner and its Partners will have different auditors/controllers except in the case of partners with the same nationality (in this case it shall be specified below which ones). In any event, the expenditures of every Partner will be always verified by an auditor/controller with a proper knowledge of the language and the legislation of the country.

The information concerning the reality and validity of actions and expenses eligible for funding provided by each Project Partner shall entail only its responsibility.

The Lead Partner and the Partners shall make all the necessary arrangements to ensure that the verification will be properly carried out and to provide auditors/controllers with any requested information on the Project, giving them access to accounting books, supporting documents and other documentation related to the Project.

Article 13: Monitoring and Reporting

Pursuant to article 6 of the Grant Contract, the Lead Partner shall provide the MA and the Joint Secretariat with all necessary reports relating to the implementation of the Project. These reports shall consist of a narrative and a financial section.

Every Partner shall provide the Lead Partner with their contribution to both the narrative and financial sections. The Partners commit themselves to meet the deadlines set by the Lead Partner for the submission of the reports. The Partners are also aware that failure to comply with this commitment may result in suspension of any further transfer of resources from the Lead Partner to the concerned Partners. However, the Lead Partner may ask the Partners additional information at any time.

Article 14: Procurement procedures

If the implementation of the Project requires procurement by the Lead Partner or the Partners, the contracts must be awarded according Article 58 of the Regulation (EU) no. 1059/2021, Annex II of the Financing Agreements for MPC Countries, as well as the specific provisions for each country and type of Lead Partner and the mandatory instructions issued by MA as also reported in art. 15 of the Grant Contract.

Article 15: Keeping of documents

In accordance with Article 16.6 of the Grant Contract all project documents, in particular reports and supporting documents, as well as accounts, accounting documents and any other document relevant to the

activities and/or the financing of the project shall be kept by the Partners for the period of five years from 31 December of the year in which the last payment by the MA to the Project is made, and in any case until any on-going audit, verification, appeal, litigation or pursuit of claim has been disposed of. „

The Lead Partner and the Partners commit themselves to appoint a person in charge of keeping the documents until the end of the above-mentioned period. The person in charge for the Lead Partner will be informed of the contact details of all the corresponding people in charge for the Partners who commit themselves to notify every change of person or of contact details.

Article 16: Ownership and use of results of the project

According to art. 22 of the Grant Contract, ownership of, and title and intellectual and industrial property rights to, the project's results, reports and other documents relating to it will be vested in the Lead Partner and its partners.

Article 17: Communication, publicity and dissemination of project results

In accordance with the Application Form, the Lead Partner and the Partners shall ensure the visibility of all activities and results, both towards its final beneficiaries and towards the general public. In particular, they shall ensure a proper and up-to-date information and appropriate visibility measures, e.g. by way of graphic charts, data bases, publications, etc.

The Lead Partner and the Partners undertake to follow the Guidelines for communication and visibility that have been published by the MA, and to provide any material useful to the publications at Programme level (brochures, videos, etc.) developed during the life cycle of the project. No websites, online platforms or other similar digital tools can be implemented without the explicit confirmation by the JS and MA.

Article 18: Recovery

The Lead Partner shall be responsible for the recovery of any unjustified or ineligible expenditure and for the reimbursement to the MA of the whole amount recovered according to art. 17 of the Grant Contract.

Moreover, where ineligible expenditures already covered by a payment are identified on receipt of the final report or following a control or an audit, the Lead Partner and the Partners commit themselves to follow the rules of Article 17 of the Grant Contract.

Where one partner fails to fulfill partially or entirely any of its obligations, including those under Article 6 of this Partnership Agreement, or commits a material error in the implementation of the Project's activities, the

concerned partner shall promptly **within a deadline of 30 days** undertake to repay the Lead Partner the amounts unduly received or unused.

If a recovery is justified under the terms of the Grant Contract, the Lead Partner undertakes to repay the MA these amounts, within 45 days of the issuing of the debit note, the latter being the letter by which the MA requests the amount owed by the Lead Partner and/or by the partners, including bank charges incurred by the MA for the payment to the Lead Partner of the amounts which become due to the MA. Amounts to be repaid to the MA may be offset against amounts of any kind due to the relevant partner, after informing it accordingly.

For irregularities discovered after payment of the final balance, the concerned partners may repay the due amounts directly to the MA, notifying the Lead Partner about this option.

Pursuant to art. 52 of the Reg. (EU) 1059/2021, without prejudice to the prerogative of the MA, if necessary, the Member State or the partner country where the Lead Partner and/or the concerned partner is established may proceed to the recovery by any means from the respective Lead Partner and/or partner.

Article 19: Amendment of the Partnership Agreement

Any amendment to this Partnership Agreement must be set out in writing. An addendum must be signed by all Partners and subject to prior approval by the MA. This modification may not in any case relate to the nature of the project including its objectives and results, or to increasing the project budget. Changes of address, bank account and partners' auditors may simply be notified to the Lead Partner and to the MA.

Article 20: Changes to the Project's Partnership

The Partners agree to withdraw from the project only in case of exceptional and duly justified circumstances, for example in case of *force majeure*. Where a partner intends to withdraw from the Project, it shall officially send a written request to the Lead Partner.

The Lead Partner will immediately inform the MA and all Partners. The Lead Partner and the remaining Partners shall collaborate to find a rapid and efficient solution to ensure the further project implementation without any delay. Consequently, when a Partner withdraws from the project, the remaining Partners shall cover the contribution of the withdrawing Partner, either by assuming its tasks or by asking one or more new Partners to join the project partnership. Finally, the Lead Partner will send an explicative report to the MA including technical and financial information on the causes of the withdrawal and the identified solution, if any. The MA will review the report and inform the Monitoring Committee before its approval.

The Partner withdrawing from the Partnership has only right to the part of the Grant corresponding to the partial execution of the project activities and to the expenditures verified until its withdrawal, which shall be included in a final report, without prejudice of the Lead Partner's right to claim full or partial repayment of amounts already paid, if the withdrawal is unjustified and if the withdrawing Partner has not executed the project activities in compliance with Programme Rules.

A Partner may be terminated from the Project, if the remaining members of the Partnership find and can demonstrate that the Partner to be terminated is not contributing effectively to the Project implementation.

Article 21: Dispute settlement

In case of dispute arising in the execution of this Partnership Agreement between the Lead Partner and the Partners or among the Partners themselves, all parties shall do everything possible to settle amicably this dispute. To this end, they shall communicate their positions in writing and any solution that they consider possible.

The Lead Partner shall immediately notify the JS and MA of any disputes arising during the Project implementation.

In case of failure to reach an amicable agreement, the dispute shall be submitted to the courts of the country of the Lead Partner and the applicable law is that of the country where the Lead Partner is established.

Article 22: Annexes

The following documents are annexed to the Partnership Agreement:

The budget

Submit application

Article 23: Working language

The working language of this Partnership agreement shall be English. This language is used during all the Project implementation period. Thus, all procedures, internal communication, communication with the MA and documents relating to the implementation of the Project will be in English. In case of translation into another language, the English version shall prevail.

Done in English in 1 original.



Interreg
NEXT MED



Co-funded by
the European Union

For the Lead Partner

Sam Khebizi, Director Les Têtes de l'art

Date, place and signature

18/12/25 Marseille

Stamp



Partner 2

Josep Ferré - Executive Director

Anna Lindh Foundation

Date, place and signature

Stamp

Partner 1

Mrs Neila AKRIMI, General Manager CILG

Date, place and signature

Stamp

Partner 3

Leda JAMIN - Legal Representative PI Youth
Association

Date, place and signature

Stamp

Partner 4

Sénen Florensa, Executive President, IEMed

Date, place and signature

Stamp

IEMed.

Girona, 20 - 08010 Barcelona
NIF: Q-0801161-A

