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INTERREG ITALY-CROATIA PROGRAMME 2021 - 2027

Guidelines for Applicants

4th Call for Proposals

(Version 1.0 - 11 June 2026)

CATCHING THE WAVES OF COOPERATION

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Introduction

These **Guidelines *for Applicants*** provide instructions on what kind of information is expected to be included in the Application Form (hereinafter: **AF**) to be submitted to the 4th Call for Proposals for Capitalisation project proposals (hereinafter: **Call**). It should be used side by side with the following documents:

- ***Programme Implementation Manual***,
- ***Manual for Submitting Project Application in Jems,***
- ***Call Announcement***,
- *Annex 1 to Call Announcement* – ***MMM Terms of Reference,***
- *Annex 2 to Call Announcement* – ***Joint List of MMM Outputs,***
- ***Programme Intervention Logic***,
- ***Project Selection Procedure***,
- *Annex 1 to Project Selection Procedure* – ***Assessment Criteria***, and
- ***Off-line Application Form template for Capitalisation projects.***

The present document is structured in four chapters, mirroring the structure of the AF: **Project Identification, Project Partners, Project Description** and **Project annexes**.

/!\ POINT OF ATTENTION:
It is strongly recommended that the project is developed offline by using the Off-line Application Form template for Capitalisation project and only once all the data have been gathered, the information is copied into Jems. Applicants are recommended to be **clear and concise** in the descriptions included in the AF.

A. Project Identification

Project Identification part consists of the following information to be filled in or selected by each applicant: Project acronym, Project title, Project duration, Programme priority, Specific objective, and Project summary.

A.1 Project identification

Project acronym: The project acronym can include capital letters, small letters, numbers from 0 to 9. Please avoid special characters and punctuation. It is strongly recommended that this acronym does not exceed 12 characters since an excessively long acronym will complicate the project logo production. The Programme recommends checking whether the acronym was already used (also in other projects[1] and initiatives) and to pay attention to possible infringement of existing copyrights.

Project title: The project title must be in English.

Project duration: The project duration indicates the length, in number of months, of the project and shall also be used for the calculation of the project periods in drafting the work plan. The number of project periods is calculated by dividing the project duration by the period length as defined by the Programme, which is set to 6 months.

/!\ POINT OF ATTENTION:
Project duration of a Capitalization project must be between **12** and **18 months**.

Programme priority: The Programme priority (hereinafter: **Priority**) is the main priority that the project will contribute to. In the present Call all **Capitalisation projects** can contribute only to **Priority 4. Culture and tourism for sustainable development**.

Specific objective: Each project must also choose the Programme's Specific objective (hereinafter: **SO**) it will contribute to. In the present Call all **Capitalisation projects** can contribute only to **Specific objective 4.1 Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation**.

A.2 Project summary

It is a short overview of the project that should be written in the manner of a press release, using a journalistic language style that could be understood by non-specialists. Please be concrete and specific (avoid general description). This way of writing the project proposal should be applied for all AF sections. Abbreviations should be avoided and the following project elements must be described:

- the common challenge(s) of the programme area you are jointly tackling in your project.

[1] See www.keep.eu

- the overall objective of the project and the expected change(s) your project will make to the current situation.
- the outputs you will produce and those who will benefit from them.
- the approach you plan to take and why a cross-border approach is needed.

B. Project Partners

This is the place where every project partner (hereinafter: **PP**) enters information about their organisation, **starting with the Lead Partner** (hereinafter: **LP**). Therefore, **the requested information must be repeated in its entirety for each PP, including the LP**. The LP will be designated as LP1 and all PPs inserted into the AF will be designated according to the order of their insertion, i.e. the PP inserted immediately after the LP will be designated as PP2, the next one will be designated as PP3 and so on. Each partner's section contains the following sub-sections per each partner: Identity, Address, Contact, Motivation, Budget, Co-financing and State aid. If any Associated Partner (hereinafter: **AP**) is included in the project, it must be associated with only one of the existing LP/PPs. In that case, the concerned LP/PP must also fill-in information pertaining to this AP, as described in section "Associated Partner".

/!\ POINTS OF ATTENTION:
Each project must have only one Lead Partner and the **LP must be the first partner created in the AF**. **Total number of partners** in **Standard projects**, including the LP, **must be between three and eight**, while at least one of them must be from Italy and one from Croatia.

B.1.1 Partner Identity

In this sub-section the following **basic information** of the partner organisation must be inserted:

- **Partner role**: LP must choose the LP role, while all other PPs must choose the Partner role. Each project must have only one LP.
- **Abbreviated name of the organisation**: provide an abbreviation of the partner organisation name (official or un-official). Abbreviation in this case refers to a short title of the partner organisation (for example UNESCO is an abbreviation of "United Nations Educational, Scientific and Cultural Organisation").

- **Name of the organisation in original language**: insert the official name of the partner organisation in the national language. The organisations that have already been beneficiaries[2] of IT-HR Programme, should enter the same name already present.
- **Name of the organisation in English**: provide the consistent name in English of the organisation. Please use the name of the organisation in English, which has been used by your organisation, if it has been already a 2021-2027 project partner, which you may find in the Programme web site - list of operations 2021-2027[3].
- **Department/Unit/Division**: this field is mandatory in case your organisation is eligible to participate in this Call "per department". In this case, indicate which department of the organisation will oversee the implementation of the project. Remember that each single "Department" (organizational unit with financial and administrative autonomy and having technical and administrative capacity to ensure its functioning) within Ministries, Regions/Counties and Universities/Research institutions, should be considered as a separate potential applicant.

/!\ POINT OF ATTENTION:
As regards the **beneficiaries' eligibility** and requirements, you are invited to **carefully read the Call Announcement**, more specifically, its chapters 5. and 6.

In addition to the above-described basic information, also the following **legal and financial information** must be inserted by the partner organisation:

- **Type of partner**: please refer to the classification in *Annex 1 Classification of type of partners and target groups* of these Guidelines to choose the correct type for your organisation listed in the section column "Examples" (for instance: in case of Port Authority etc., enter "*Infrastructure and (public) service provider"*).
- **Subtype of partner**: to be filled in **only by enterprises**.
- **Legal status**: choose **one** of the following options for your organisation:
    - Public,
    - Body Governed by Public Law,
    - Private for-profit,
    - Private non-profit,

[2] Check "list of operations":
for 2014-20 at https://programming14-20.italy-croatia.eu/docs-and-tools-details?id=42271&nAcc=3&file=1
and for 2021-27 at
https://www.italy-croatia.eu/programme-documents#programme_com_liferay_journal_content_web_portlet_JournalContentPortlet_INSTANCE_tnay

[3] See above.

- International organization EU, or
- International organization non-EU.

/!\ POINT OF ATTENTION:
Remember that the choice of "**Legal Status**" must comply with National legislation provisions for your body and, as regards the organisations that have already been beneficiaries of IT-HR Programme, it must be consistent with previously made choices if no legal status changes have occurred in the meantime.

- **Sector of Activity at NACE group level:** can be selected from a pre-defined dropdown of NACE codes taken from the statistical classification of economic activities NACE Rev. 2.1 (2025) available via the Eurostat website. Provide the NACE code with 5 characters: 1 letter and following 4 numbers (for example: P.85.42).
- **VAT number**: provide the VAT number of the organisation and declare if your organisation is entitled to recover VAT based on national legislation for the activities implemented in the project. The correct VAT format must be respected and depends on the Country. The number shall be one block without prefix (such as IT or HR) spaces or hyphens.
- **Tax number:** provide organisation's TAX number (even if it coincides with the VAT number) without prefix (such as IT or HR) spaces or hyphens.
- **PEC address:** this field must be filled in with the PEC (mandatory for Italian partners). Croatian partners that do not have a PEC address, must fill the field with the official email address, which will be used by the Programme for any official communication.
- **PIC:** insert Personal Identification Code from EC Participant Register (if existing).

B.1.2 Partner address

In this sub-section, the applicant must insert its **main address (official seat)** and, **if applicable** the address of the **department/unit/division** in the section "Address of department / unit / division (if applicable)".

/!\ POINT OF ATTENTION:
In case a partner has the official seat outside Programme area but a seat of operation in the area, the **seat of operation** must be entered in the section "**Address of department / unit / division (If applicable)**" and the **official seat** in the section "**Partner main address**".

Contact

This sub-section must be filled with information on the:

B.1.4 Legal Representative

Please enter here the **personal tax number, first name and last name of the LEGAL REPRESENTATIVE even if the documents are signed by the delegated person**. Please also read carefully the following "POINT OF ATTENTION"

/!\ POINT OF ATTENTION:
The **legal representative** and the **signatory of the LP declaration** can be different subjects. In fact, the LPD may be signed either by the legal representative or by a delegated person. The delegated person has the power to sign based on a Delegation Act. Therefore, in case of a **delegated signatory**, only the Delegation Act (from which the power of signature can be clearly understood) must be produced and uploaded in Jems for the purpose of project submission, **no other personal information is needed**. Otherwise, if a Delegation Act is not provided, the LPD must be signed by the legal representative found in the applicant's legal documents.

B.1.5 Contact person

The contact person is the link between the project and the *Programme* for any issues relating to the contracting and implementation of the project (i.e. the Project manager).

B.1.6 Motivation

This sub-section consists of the following two questions:

- Do you possess the necessary competencies and experience needed to participate in the project?

In this question:

a) the **LP** should demonstrate to possess the necessary competence and experience.
b) The **LP** should demonstrate the capacity to coordinate, manage and monitor project implementation, including financial management.
c) **PPs** should demonstrate to have proven experience and competence in the thematic field to address the territorial challenges, implement the project and reach the target groups.
d) **LP and PPs** should demonstrate to possess the operational capacity in terms of financial resources and staff dedicated to the implementation of the project and indicate if they are planning to bring in relevant external expertise for the project.

Moreover, **Assimilated Partners** should also demonstrate the competence in their scope of action for certain parts of the Programme area and that they carry out activities that are beneficial for the Programme area.

/!\ POINTS OF ATTENTION:
• Private LPs and PPs are reminded to use the "Beneficiary financial capacity" document to **self-assess their financial capacity**. • Avoid general information about the partner organisation: instead of naming all fields/most common fields of expertise and interest, introducing the history of organisation, etc, **indicate only the relevant and concrete know-how which will be used to implement project activities**. • In the case of **Assimilated partners** (public entities located outside the Programme area but having competence in their scope of action for certain parts of the Programme area and can carry out activities for its benefit) please clearly describe the **reasons why** to be considered assimilated in the "Do you possess the necessary competencies and experience needed to participate in the project?" question.

- What is the role (contribution and main activities) of your organisation in the project?

Describe in a synthetic way the role each PP, including the LP, will have during the project implementation. Information provided should describe the **main role** (main activities and responsibilities) of the organisation in the project. **Focus on why the partner organisation is appropriate to fulfil the specific role and implement the specific tasks in the project**.

/!\ POINT OF ATTENTION:
• When describing the **partner's role** (contribution and main activities) remember that the description must be aligned with **section C.3 Project partnership** of the AF.

Budget

In this sub-section, **each partner shall define their own budget**. Please read the *Programme Implementation Manual* and the *Call Announcement* carefully before inserting the expenses in the proposed budget. The present budget is based on activities and must respect the principles of effectiveness, efficiency and economy.

/!\ POINTS OF ATTENTION:

Activity-based budgeting focuses on the costs of activities required to implement the project and achieve objectives. Costs **must** be supported with planned activities regardless of budgeting option (real costs vs. simplified cost option(s)).

The partner budget should only be filled in once the project duration fields in "A.1 Project identification", "B.1.1 Partner identity", "C.4 Project work plan" and E.1 "Project lump sums" are completed. This will help to ensure consistency between financial figures and the planned activities (e.g., in terms of timing of the respective costs, correct allocation of cost items in cost categories).

When budgeting, it is strongly recommended **not to use decimals** or to round up to ,00 or ,50.

The *Programme* foresees two **lump sums** and, since they are independent from the rest of the budget, it is **recommended to start by assigning these costs to concerned partners**.
The first lump sum is foreseen for the project **preparation costs** and it is set to **18.200,00 EUR per project**. This amount can be divided among the partnership according to their needs.
On the other hand, the lump sum foreseen for the project **closure costs** is set to **3.000 EUR per partner**.

In addition to the lump sums described above, the Programme also foresees several **simplified cost options (SCOs)**, and **each project partner must select their own** combination in accordance with the budgeting options defined in the *Programme Implementation Manual*. Flat rates envisaged by the Programme are:

- Staff costs flat rate (20% of direct costs),
- Office and administration flat rate based on staff costs (15% of Staff costs),
- Travel and accommodation flat rate based on staff costs (15% of Staff costs), and
- Other costs flat rate based on staff costs (40% of Staff Costs).

Before choosing the most adequate (and applicable) **budgeting option** for their own budget, **each partner** should **consult** the *Programme Implementation Manual* and the *Call Announcement* documents.

After these two necessary steps (distributing the lump sums and choosing the budgeting options), each partner must draft their budget **according to their role, chosen budgeting option and**

planned activities. The partner budget must be drafted **at the level of the applicable cost categories**, which can include:

- Staff costs,
- Office and administrative costs,
- Travel and accommodation costs,
- External expertise and services costs, and
- Equipment costs[4].

/!\ POINT OF ATTENTION:
All three budgeting options described in the *Programme Implementation Manual* are **available to Capitalisation projects**. For more information on the budgeting options and **how to select them in Jems**, please consult the **Manual for Submitting Project Application in Jems**.

For the purposes of clarity and transparency of the budget it is advised to **use "Comment" field** in Jems budget to explain each cost better and link it to activities (applicable only to "real costs" budget items). Also connect each relevant budget item to an **investment** by choosing the relevant "investment."

/!\ POINT OF ATTENTION:
Capitalization project's **Investments must not include Infrastructure and Works**.

If "**Other costs** flat rate based on staff costs (40% of Staff Costs)", is selected, in the description of activities ("Project workplan" section and WPs) the **main cost elements must be presented**.
Depending on the number of periods defined in Project identification, the foreseen **total budget** of the selected cost category should be **split among periods based on the activities' dynamics** (try to avoid artificial and linear splitting of costs). The total amount of one budget item should always match the sum of amounts per periods.

[4] Only equipment items from the list defined in the PIM (Chapter 5.6.5) could be admissible as investment, provided that these are representing core components and are essential for the output to be capitalized.

/!\ POINTS OF ATTENTION:
Minimum budget of each project partner in a Capitalisation project must be at least **80.000,00 EUR ERDF**. **Total project budget** of a Capitalisation project must be between **500.000,00** and **1.000.000,00 EUR ERDF**. **Co-financing** of each Capitalisation project from **ERDF** is equal to **80**% of the total budget**.**

Co-financing

This part of the AF can only be completed once the partner budget is completed. It includes the co-financing received by the *Programme* and the partner's contribution. The *ERDF* is the applicable funding source for all PPs, and its contribution is **equal to 80% of the partner's budget**. The partners are requested to also indicate the source and the amount of the remaining **20% of the partner's budget**.

- **Italian applicants (both public and private)** in "*Co-financing/Sources*" sub-section must fill in the 20% remaining in the "*FDR"* row because the "Fondo di Rotazione" (FDR) covers their own contribution in full.

/!\ POINT OF ATTENTION:
Italian applicants should pay attention that the value in "*Co-financing/Sources/Partner contribution*" sub-section **is always 0 (zero).**

- **Other applicants** in "*Origin of partner contribution/source of contribution*" sub-section must declare the legal status (**public or private**) of their own contribution.

State aid

Before filling in this section of the AF, please read carefully what is provided in the *Call Announcement* and the *Programme Implementation Manual*.

/!\ POINT OF ATTENTION:
It is recommended to fill in this section **only after all other sections of the AF are completed**, especially the project workplan. Otherwise, it will not be possible to indicate which specific activities are at State aid risk.

This section collects information necessary to help the project, if it is selected for funding, to comply with applicable State aid rules and supports partners with **self-assessing the State aid relevance of their project activities**. The "State aid criteria self-check" contains four mandatory questions:

- Will the project applicant implement activities and/or offer goods/services for which a market exists?
- Are there activities/goods/services that could have been undertaken by an operator with the view of making profit (even if this is not the partner's intention)?
- Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?
- Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?

In case an answer to any question is "Yes" an explanation needs to be provided. Should the result of the **self-check show that there is a risk of State aid**, the relevant *GBER* or *De minimis* scheme will have to be chosen.

Associated Organisation

/!\ POINT OF ATTENTION:
The number of Associated partners **must not exceed the number** of LP/PPs.

Before filling in this part of the AF, please make sure to read the section of the *Call Announcement* dedicated to the Associated partners, as well as the *Programme Capitalisation Plan*.
In the context of this Call, Associated Partners may play an important role in supporting the capitalisation process. **They may include organisations that originally developed the selected output[5], contributing to its transfer, adaptation, testing, scaling-up and re-use, as well as ensuring continuity of knowledge and expertise throughout the project implementation**.
Associated Partners may also contribute to strengthening cooperation, synergies and complementarities among projects and initiatives, where relevant to the project objectives and the capitalisation process.
Their involvement should therefore be **clearly linked to the project's capitalisation approach and demonstrate a concrete added value for the transfer, adaptation, validation, uptake, or further deployment of the selected output(s).**

[5] We remind the applicants that all proposals must be based on at least one output developed under an MMM Programme other than the IT-HR Programme. These outputs must be selected from the "Joint list of MMM outputs" (Annex 2 to the Call announcement), which serves as the reference framework for the capitalisation process.

Each AP can be associated to only one of the LP/PPs.
In this part of the AF, after filling in all the general data about the AP, which are clearly presented in the *Offline Application Form template for Capitalisation projects,* please clearly describe the **role of the involved AP in the project**, explaining its contribution to the capitalisation process and the added value provided to the partnership.

/!\ POINT OF ATTENTION:
In the text boxes related to the legal representative, you must **always fill in information related to the Legal representative**, even if a Delegated person will sign the supporting documents.

C. Project Description

The Project Description part aims to describe the intervention logic of the project and it should be described taking into consideration the following broader questions:

- What do you want to achieve? The big dream/goal/aim which is the overall objective.
- Why is this needed and for whom?
- How does it fit into the bigger picture?
- How will you do it? Activities!
- What will be delivered? Outputs!
- What will change at the end? Results!

This is to be done by closely following instructions as they are laid out in the following eight sub-sections: Project overall objective, Project relevance and context, Project partnership, Project work plan, Project results, Project Time Plan, Project management and environmental sustainability and Long-term plans.

/!\ POINT OF ATTENTION:
In order to improve efficiency and enhance actions' outcomes, you may incorporate into your project activities contribution to the cross-cutting themes foreseen by the Programme: **Digitalisation** and **Circular Economy**. Clear activities for **leveraging digital technologies** to streamline processes, enhance data collection, analysis and sharing in sustainable tourism, and foster communication and collaboration among tourism stakeholders may be incorporated in the proposal ensuring that the benefits of digitalisation reach all tourism stakeholders.

Moreover, projects may promote activities which **enhance local capacities of managing waste** collection and recycling for a more sustainable tourism, the promotion of waste reuse in tourism sector, the capitalisation and replication of existing good practices and pilot projects at a local level, reduction of pollution originating from tourism (e.g., marine plastics), keeping materials and resources in the economy for as long as possible and for minimising waste. In this regard, the valorisation of residual bio resource stream (bioeconomy) represents an opportunity for the cooperation area for a more sustainable tourism.

C.1 Project overall objective

Describe the Project overall objective of your project, taking into consideration the related section of the *Programme Implementation Manual, Programme Intervention Logic* document and *Annex 1 - Thematic Focus*. The Project overall objective defines what the project aims to achieve for the benefit of the involved regions and its target group(s) and points to the planned project results (and territorial change). It must be consistent with the selected programme specific objective and demonstrate a relevant contribution to the related programme results. Your objective should:

- be realistic and achievable by the end of the project, or shortly after;
- specify who needs project results and in which territory;
- be measurable – indicate the change you are aiming for.

/!\ POINT OF ATTENTION:

Applicants are requested to indicate in the "Project overall objective" field also the **identification code of the output selected for capitalisation from another MMM Programme** (other than Interreg Italy–Croatia), as defined in the CODE column of the Joint list of MMM outputs (Annex 2 to the Call announcement).
In the same field, applicants shall **briefly explain how the selected output(s) will be capitalised in the project**, referring to one or more of the following steps, as defined in the Call Announcement:

- transfer,
- adaptation,
- testing and/or
- scaling-up.

Given the 500-character limit, applicants are invited to provide a **concise description focusing on the intended uptake and use of the selected output(s)** in the Italy–Croatia area. You will be able to **provide more details in your answers to other**

questions in this section of the Application Form, such as, but not limited to, your answer to question C.2.7.

C.2 Project relevance and context

This sub-section consists of the following seven questions. However, **two of them are not applicable to this Call and should be skipped**. The remaining five must be answered clearly and concisely.

/!\ POINT OF ATTENTION:

When filling in C.2 Project relevance and context, the applicant is invited to be **specific and concrete**. Also consider the relevant chapter of the *Programme Implementation Manual*.

C.2.1 What are the common territorial challenge(s) that will be tackled by the project?

The applicant should demonstrate the real need for the project in respect to the identified challenges taking into consideration the challenges reported in the IP 2021-2027 (chapter 2. Priorities and in the *Programme Intervention Logic document)*. In case a SO has more than one identified challenge it is not obligatory to target all of them. The focus should be on the quality and the effectiveness of the intended impact of project activities on the challenge/s.

C.2.2

This question is not applicable to this Call and it must be skipped.

C.2.3 What added value does cross-border cooperation bring to your project?

The applicant should demonstrate:

a) why cooperation between Italy and Croatia is important for the topic addressed;

b) the result cannot (or only to some extent) be achieved without cooperation between Italy and Croatia;

c) the effective CB nature of each activity proposed;

d) the benefit deriving from cooperation for all PPs and for both sides of the border.

C.2.4 Who will benefit from your project outputs?

Choose from the dropdown menu the target groups addressed by the proposal. In “specification” column applicant should:

a) identify TG needs

b) Indicate with details how the selected TG will benefit from a specific project activity

c) quantify the target values (e.g. 50 schools, 20 NGOs).

Take care to include young people with suitable activities as an explicit TG. For TG "General public", individual people are counted while for other TGs the individual organisations are counted. Please avoid double counting: one organisation can be counted only once.

In particular, when it comes to question C.2.4, please consider that Programme has defined specific **target groups** per each SO, which can be found in the relevant section of the *Programme Implementation Manual*. Applicants are requested to select the target group categories envisaged for the Specific objective 4.1 Enhancing the role of culture and sustainable tourism in economic development, social inclusion and social innovation. When answering this question please also refer to *Annex 1 of the Guidelines for applicants*. Target groups selected here must be consistent with those addressed in the communication objectives of the work packages.

/!\ POINT OF ATTENTION:
The Programme encourages the active involvement and **engagement of young people in the projects**: Capitalisation projects **clearly addressing** people aged 13 to 30 with suitable activities, and as an **explicit target group**, are going to receive additional points in the assessment.

C.2.5 How does the project contribute to wider strategies and policies?

a) Describe the contribution to specified **EUSAIR** macro-regional strategy pillar objectives and flagships (describe how you intend to involve the Pillar Coordinators & National Coordinators in a systematic way (e.g. meetings, info)).
b) If applicable, describe the contribution to wider strategies on all three policy levels (EU / national / regional)

C.2.6

This question is not applicable to this Call and it must be skipped.

C.2.7 How does the project build on available knowledge?

Applicant should explain how the project proposal capitalizes on the output(s) selected by specifying which output(s) from another MMM programme, as well as any other output(s), the proposal is based on, and describing exactly in what manner it will capitalize on them. The applicant must take care that all selected output(s) are capitalized on in a coherent and effective manner.

/!\ POINT OF ATTENTION:
As indicated in the Point of Attention related to the Project overall objective, in your answer to question C.2.7, but not limited to it, you are invited to provide more details

on **how the selected output(s) will be capitalised in the project**, referring to one or more of the following steps, as defined in the Call Announcement:

- transfer,
- adaptation,
- testing and/or
- scaling-up.

C.3 Project partnership

In this sub-section, please describe the **structure of your partnership** and explain why these partners are needed and appropriate to implement the project and achieve project objectives. In particular, describe the **overall relevance and adequacy of the partnership** for achieving the project objectives in terms of overall size of the partnership including associated partners if present, thematic fields covered, governance levels, and country representation. In this section a synthetic description of the distribution of tasks among partners and the contribution of each PP to the main activities must be outlined.

/!\ POINTS OF ATTENTION:

- Remember that this sub-section **must be aligned** with the sub-section **B.1.6 Motivation**. However, the information included for each partner in that sub-section should not be repeated here as **only information on the partnership as a whole** should be entered in this sub-section.
- In this sub-section, it must also be clearly indicated per each Work Package which partner will be responsible for each WP's activities (**WP leader**). Partner budget should reflect what is written in the WPs. Please include the relevant information in the description of all of the project WPs.

C.4 Project work plan

In order to achieve the project overall objective, applicants can define more than one project specific objective. Each project specific objective has a corresponding work package (henceforth: **WP**). This means that the project will have as many WPs as it will have project specific objectives defined.

Before building the work plan consisting of such WPs, please read carefully the section "**Project generation"** of the *Programme Implementation Manual*.

/!\ POINTS OF ATTENTION:

- **Only thematic WPs will be used**. During the 2021-2027 programming period, management and communication do not exist as separate WPs anymore. Thus, communication and management must be integrated into all thematic WPs as cross-cutting activities. Be aware that:
  - ✓ There are no separate **investment** work packages, therefore additional information about investments, if applicable, must be included in the thematic work packages.
- Concerning **Project management:** specific questions about how the project will be managed are foreseen in sub-section C.7.
- Concerning **Communication** activities: they must be embedded in the thematic WPs and built as exemplified below. The relevant summary should be inserted within C.7.3 section of the AF.

Project communication activities: how to build them

- To achieve a specific project objective, partners may need to achieve one or more communication objectives, as in the following example: "To limit pollution in a city (project specific objective), they may need to: 1. Convince commuters to take the bus instead of their private car (communication objective 1); 2. Convince local politicians about putting in place specific measures to reduce car traffic in the city centre (objective 2), etc." These two examples of communication objectives require different communication activities and therefore need to be specified in the AF.
- Because projects are different it needs to be possible for applicants to include zero, one or more communication objectives per WP, depending on what is relevant for their project. **Every project must have at least one communication objective**, but the applicant will decide in which WPs they are needed.
- Define one project specific objective that will be achieved when all activities in this WP are implemented, and outputs delivered.
- In relation to the work package specific objective, identify one or more communication objectives that will contribute to its achievement. Communication objectives aim at changes in a target audience's behaviour, knowledge, or belief. A communication objective should include a description of what you aim to communicate, why, and to whom.

Communication activities must be planned according to what is foreseen in the "*Programme Implementation Manual*". Capitalisation projects are treated similarly to small-scale projects. This means that they are required to deliver only a Digital Editorial Plan, rather than a full communication strategy.

Work Package

Each WP is structured in the following sections:
- **Objectives**
- **Investments**
- **Activities**
- **Outputs**

Objectives

Describe per each WP its project specific objective and, if applicable, its communication objective(s). Your objectives should be:
- realistic and achievable by the end of the project;
- specific (who needs project outputs delivered in this work package, and in which territory);
- measurable - indicate the change you are aiming for.

Remember to include communication objectives and target audience, if applicable.

Investments

/!\ POINT OF ATTENTION:
If a project does not foresee this entry in a WP, it is requested **not to select the button "+Add Investment" or enter any text** in the corresponding fields to allow the correct outcome of the automatic check run by Jems.

Describe per each WP the investment(s) that it contains (if applicable). The investment concept is linked to implementation-oriented activities that lead to the development of outputs relevant for the project.
Main investment features are as follows:
1) A clear link to the development of outputs relevant for the project (core outputs) - Output indicators under each Specific Objective and Programme Intervention Logic;
2) The physical character;
3) Durability.
For more information, please refer to the *Programme Implementation Manual*.

The description of each investment must include information in the following fields:
- **Investment number.**
- **Investment title.**

Please title the investment in order to identify the type of investment and the location.
- **Expected delivery period.**
- **Justification.**

This field is divided into four sub-fields, and the information must be provided by closely following the next four instructions:

- **Describe the investment (e.g. type of equipment/services, summary of specifications, quantities, etc.)**.
- **Explain why this investment is needed** detailing which problem it tackles, which findings you expect from it, why budget resources planned are reasonable, who is benefiting (e.g. partners, regions, target groups, etc.) from this investment, and in what way how it can be replicated and how the experience coming from it will be used for the benefit of the programme area.
- **Describe clearly the cross-border relevance (effective for Italy and Croatia) of the investment.** The effective CB character of the investment should be clearly demonstrated.
- **Explain in detail in which way the investment is compliant with the "Do No Significant Harm" (DNSH) principle** avoiding generic explanation in coherence with what stated in the DNSH Declarations.

- **Location of the physical investment**.
- **Risk associated with the investment**.

Describe the risks associated with investment: go/no-go decisions, etc. (if any). This section should detail any risks that may jeopardize the feasibility of the investment both from the standpoint of obtaining the necessary permits and public procurement process and from the standpoint of the feasibility of the investment within the project timeline. Moreover the applicant is invited to specify also the positive or negative environmental effects related to the investment. In case of environmental risks, please describe the mitigation and monitoring measures foreseen.

- **Investment documentation**.

In this section list all technical requirements and permissions required for the investment according to the respective national legislation. If these are already available, attach them to the AF, otherwise indicate the precise dates when each item on the list will be provided.

/!\ POINT OF ATTENTION:
Capitalization project's **Investments must not include Infrastructure and Works**.

- **Ownership**

Applicant should detail:

1) Who owns the site where the investment is located and who owns the investment itself? If the involved PP is not the owner of the site it should be explained the reason and the legal framework on which the PP intend to carry out the investment.
2) Who will retain ownership of the investment at the end of the project? Please confirm that the investment shall remain with the concerned PP either for at least five (5) years following the

final payment to the beneficiary, or, where applicable, within the period of time set out in State aid rules.

3) Who will take care of the maintenance of the investment? How will this be done? Has the involved partners the necessary financial resources and mechanism to cover operation and maintenance cost? Explain all details about the maintenance considering that the involved Partner may put in place long term free of charge (loan) agreements with other entities related to use and maintenance of investments and/or equipment that is part of the project and also through its commercial exploitation and revenue-generating activities.

Activities

Activities are the main implementation steps necessary for achieving the project specific objective and the communication objective(s) of a WP. The project must describe how the activities suggested are needed for the delivery of outputs listed in a specific WP. Projects also must plan and closely link communication activities to thematic activities. It is recommended to limit the number of activities per WP when the complexity of the WP allows it. However, this depends on the complexity of each work package, such as the number and type of **deliverables** to be produced.

A deliverable must present, in an aggregated form, the outcomes of intermediate (smaller) steps of a certain activity and must be sufficiently comprehensive. Deliverables should not merely describe the progress of an activity but must document its outcome. In order to document the implementation of activities, **at least one deliverable per activity should be defined.**

For all deliverables the relevant Target Values must be clearly quantified (e.g. TV: X).
The responsible and/or participating PPs must be specified.

If activities are more complex or stretch over a longer period of time, more than one deliverable could be foreseen, preferably after the finalisation of important parts of such activity. In order to keep the work plan manageable and to allow a certain flexibility, it is **recommended to limit the total number of deliverables per activity**, also keeping in mind that reporting and monitoring of project implementation will be based on the deliverables foreseen in the AF.

/!\ POINTS OF ATTENTION:
• For activities which include **communication activities**, please describe those communication activities in the column "Activity Description" of the concerned activity. • **Project partners' involvement** in each activity should also be clearly described in the column "Description".

- Please identify well in advance any **activities outside the Programme area** (in line with provisions of *Programme Implementation Manual)* and mention them within the AF.

Outputs

Based on the activities that are necessary to be implemented in order to achieve the project specific objective in a WP, the applicant must per each WP list the outputs that will be delivered during the project implementation. **Each WP must have at least one Output selected**. **Only outputs that contribute directly** to programme output indicators, i.e. have the same measurement unit, and can be aggregated on project and programme level, **should be listed here**.

It is recommended to carefully read the ***Programme Intervention Logic*** document, which provides guidance on the Programme indicator system, including the descriptions of the types of actions. Project outputs must be coherent with Output requirements defined in the *Programme Intervention Logic* document and must be effective and realistic, i.e., it is possible to achieve them with given resources (time, partners, budget) and they are realistically based on the quantification provided.

/!\ POINTS OF ATTENTION:

- In order to avoid difficulties during project implementation, make **realistic and cautious estimation** of the target values, avoiding over-optimistic projections, as **you will be required to provide evidence of the target you will have reached.**
- **The selected MMM output is not equivalent to the project output linked to the Programme indicators**: the outputs included in the "Joint List of MMM outputs" may have very different natures, such as toolkits, recommendations, methodologies, guidelines, platforms or services. Therefore, the capitalisation process should not simply reproduce the original output. Through the implementation of activities and deliverables, projects are expected to transfer, adapt, test, scale-up, or further develop the selected output(s) in a new context, leading to a project output coherent with the nature of the selected Programme output indicator(s) (see below).

For Specific Objective 4.1, project outputs must necessarily link and contribute to the most relevant Programme output indicator(s) among the following:

- RCO81 Participations in joint actions across borders;
- RCO83 Strategies and action plans jointly developed;
- RCO84 Pilot action;
- RCO116 Jointly developed solutions.

C.5 Project results

Projects must **describe their contribution to the chosen Programme result indicators** linked to the Programme specific objective. To this end, it is important to refer to the *Programme Intervention Logic* document. Please note that the selected result indicators **need to be consistent with the output indicators defined for the WPs**. Special attention should be given to the logical correspondence between output and result indicators.

Each output does not necessarily have to lead to a result, but it is advised to select only the most relevant and important outputs to be connected to the relevant results. Therefore, their number should not be overestimated. Project results must be effective and realistic, i.e., it is possible to achieve them with given resources (time, partners, budget) and they are realistically based on the quantification provided.

/!\ POINT OF ATTENTION:
To fill in the part of the AF related to **output and result indicators** please check the Programme Intervention Logic and the related video pill.

For Specific Objective 4.1, projects may contribute to the following Programme result indicators, depending on the selected output indicators and the nature of the capitalisation process:

- RCR79 Number of joint strategies and action plans taken up by organisations (compulsory if RCO83 is used);
- RCR104 Number of solutions taken up or up-scaled by organisations (compulsory if RCO116 is used).

Special attention should be given to the logical correspondence between output and result indicators.

/!\ POINT OF ATTENTION:
Remember that Programme indicators are intended to capture the main outputs and results of the project, rather than every individual activity or deliverable. Applicants are therefore **encouraged to select only the most relevant Programme indicators for each work package, while other project achievements should be reflected through activities and deliverables**.

C.6 Project Time Plan

Project Time Plan is an overview table that is automatically generated when all the thematic WPs have been defined and scheduled.

C.7 Project management

The purpose of this sub-section is to highlight **how the partnership envisages the implementation of the project**, taking into consideration the time and resources needed for coordination and administrative requirements. This sub-section consists of the following six questions. However, **one of them is not applicable to this Call and should be skipped**. The remaining five must be answered clearly and concisely.

C.7.1 How will you coordinate your project?

a) Describe the management procedures, structures and internal coordination.
b) Describe the financial management of the project and reporting procedures.
c) Demonstrate to possess the capacity to coordinate, manage and monitor the project implementation, including financial management.
d) Describe how you are going to ensure effective coordination of the project internal communication and external communication.
e) Describe your risk management plan, including mitigation measures to address possible project modifications, and an evaluation plan, taking into account project monitoring and assessment to determine its success and effectiveness.

C.7.2

This question is not applicable to this Call and it must be skipped.

C.7.3 What will be the general approach you will follow to communicate about your project?

Describe how communication will contribute to transfer your project results and to reach wider strategies, policies, and synergies. As this 4th Call for Proposals is launched in coordination with the Interreg Mediterranean Multi-Programme Mechanism, applicants should ensure that project communication clearly reflects this MMM perspective. According to the identified communication objectives and activities mentioned in each WP, describe what communication approach you plan to adopt to reach the project target groups and specify what communication channels you are going to use. Include what feedback mechanisms and evaluation measures are envisaged for the communication activities. Please note that all communication activities should be included in the work packages, as an integral part of your project. There is no need to repeat that information here.

C.7.4 Do the actions proposed aim to achieve the environmental sustainability objectives of the area?

Before filling this textbox consult the detailed guidelines of the document "*SEA extract for beneficiaries*" in the programme website which will provide you with a numbers of suggestions related to the cultural and environmental sphere divided into types of interventions.

C.7.5 Cooperation criteria

Select all cooperation criteria that apply to your project and describe how you will fulfil them.

C.7.6 Horizontal principle

Please indicate which type of contribution to horizontal principles applies to the project and justify your choice.
In the "description of contribution" you must list the specific, effective, and measurable action you take to contribute to Horizontal principles contribution. Avoid general reference: only detailed descriptions and specific contribution will be positively assessed. Only contribution going beyond regulatory requirements should be taken into consideration.

- A specific mention must be made to the principle of **Sustainable development**. Applicants should list and explain, in the "description of contribution" box comment, all practices (effective and measurable) aimed to implement green public procurement, nature-based solutions, lifecycle costing criteria, circular economy and other standards beyond regulatory requirements (please read also the practices listed in *Programme Implementation Manual*/Greening principles for tips).

C.8 Long-term plans

This sub-section consists of the following three questions. However, **two of them are not applicable to this Call and should be skipped**. The remaining one question must be answered clearly and concisely.

C.8.1 Ownership and durability

Please describe who will ensure the financial and institutional support for the outputs/deliverables developed by the project (e.g., tools), and explain how these outputs/deliverables will be integrated in the work of the institutions. Please describe how your outputs/deliverables will be used after the project ends, and by whom, in order to have a lasting effect on the territory and the population.
Describe the sustainability provisions you have foreseen beyond the project end by referring to the specific outputs and results considering that the durability and sustainability of Investments is already tackled in the "Investment" section. In other words, are there foreseen **long-term arrangements**, **agreements for cooperation, maintenance** (including the ICT tools/web platforms)?
The project needs to consider for the durability of outputs and results the following three dimensions of sustainability:

- **Financial sustainability**: i.e. the financing of follow-up activities, leverage of funds, resources for covering future operating and maintenance costs, etc.;
- **Institutional sustainability**: i.e., the "ownership" of project outputs and results that ensures that these will stay in place after the project end;
- **Political sustainability**: i.e., the structural impact of project outputs and results, such as improved policies, legislation, plans, codes of conduct, methods, etc.

C.8.2

This question is not applicable to this Call and it must be skipped.

C.8.3
This question is not applicable to this Call and it must be skipped.

D. Project Annexes

Before submitting the proposal, the LP must ensure that all mandatory annexes required by the Application Package are included in Jems. Only the following annexes must be uploaded in Jems:

1) **LP Declaration signed** (digitally or handwritten) by the Legal Representative/Delegated person. Use only the LP Declaration extracted from Jems.
2) **PP Declaration signed** (digitally or handwritten) by the Legal Representative/Delegated person. Use only the PP Declaration extracted from Jems.
3) **AP Declaration signed** (digitally or handwritten) by the Legal Representative/Delegated person (if applicable). Use only the AP Declaration extracted from Jems.
4) **Valid Identity Cards document** (only in presence of handwritten signed LP/PP/AP Declarations). Front/back side of the ID card.
5) **Delegation act** (only in case the LP/PP/AP Declarations are not signed by the LR[6]).
6) **Documents related to the Investment section** (Permits, Authorization, in general all mandatory supporting documents). Upload them in Jems if available at the time of submission.
7) **Documents related to the DNSH** (DNSH documentation signed[7]) Upload all required Declarations and Annexes in Jems.
8) **Bank reference letter** (only in case of private LP or PP) indicating the "Degree of trust" between the applicant and the banking system and assuring the financial reliability of the organisation applying for the funds. No other financial documents are to be uploaded.
9) **For each LP and PP** (except the assimilated partners): **official documentation** (e.g. through a public register or equivalent) demonstrating that the official seat or seat of operations **is in the Programme area**.

/!\ POINTS OF ATTENTION:

- **Lack** of signed **LP Declaration** leads to **ineligibility** of the proposal.
- **Read** carefully the **"Manual for Submitting Project Application in Jems" before** submitting the proposal**.**
- It is strongly recommended for the **applicants to have a consultation with the JS before the finalisation** and submission of the proposal.

[6] See paragraph "Contact/ POINT OF ATTENTION"
[7] Read carefully the "DNSH procedure" guidelines.

Annex 1 - Classification of type of partners and target groups

Nr	Main categories	Examples	Measurement unit
1	Local public authority	municipality, etc.	[No. of organisations]
2	Regional public authority	regional council, etc.	[No. of organisations]
3	National public authority	ministry, etc.	[No. of organisations]
4	Sectoral agency	local or regional development agency, environmental agency, energy agency, employment agency, etc.	[No. of organisations]
5	Infrastructure and (public) service provider	public transport, utility company (water supply, electricity supply, sewage, gas, waste collection, etc.), airport, port, railway, etc.	[No. of organisations]
6	Interest groups including NGOs	international organisation, trade union, foundation, charity, voluntary association, club, etc.	[No. of organisations]
7	Higher education and research organisations	university faculty, college, research institution, RTD facility, research cluster, etc.	[No. of organisations]
8	Education/training centre and school	primary, secondary, pre-school, vocational training, etc.	[No. of organisations]
9	Enterprise, except SME		[No. of enterprises]
10	SME	micro, small, medium	[No. of SMEs]
11	Business support organisation	chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.	[No. of organisations]
12	EGTC		[No. of organisations]
13	International organisation, EEIG	under national law, under international law	[No. of organisations]
14	General public[8]		[No. of people]
15	Hospitals and medical centres		[No. of organisations]
16	Other		

[8] Relevant only for target groups.