



URBACT III GUIDANCE DOCUMENT FOR URBACT NETWORKS

NETWORK MANAGEMENT

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1. BACKGROUND

1.1. Introduction to URBACT III

The URBACT III Programme is part of the European Territorial Cooperation objective of the Structural Fund policies for the period 2014-2020 and is financed through the European Regional Development Fund. URBACT III promotes exchange and learning between cities to provide integrated solutions to common urban challenges by learning through other experiences. It does not finance investments nor does it carry out pilot projects.

For more information about the programme objectives you can consult the [URBACT III Operational Programme](#) available on the website.

The main programme actors you will find mentioned in this guide are:

Joint Secretariat/ Managing Authority (CGET – Commissariat Général à l'Egalité des Territoires) – the JS has been created by the MA to carry out the day to day management of the URBACT Programme. The MA remains responsible for all programme actions.

Monitoring Committee – the MC is made up of representatives of all Member and Partner States involved in the programme. It is the decision making body for the programme.

Certifying Authority (DRFIP – Direction Régionale des Finances Publiques) – the CA has the responsibility to check costs for eligibility and declare eligible costs to the European Commission for refund. It will also manage the programme bank accounts and refund beneficiaries

Audit Authority (CICC – Commission Interministérielle de Coordination des Contrôles) – The AA does have responsibility for ensuring the programme is operated according to the regulations in particular concerning audit questions. You will not have direct contact with the AA as an URBACT beneficiary. However should your network be selected for audit, you will have contact with the external consultancy firm appointed on their behalf.

1.2. Introduction to this Guide

The guide is intended as a practical guide to help you, as an URBACT Lead Partner, to manage your network and fulfill your responsibilities. It should provide concrete examples of good practice in URBACT network management as well as hints and tips coming from the experience of the URBACT Joint Secretariat (JS) and the previous networks leaders.

This guide should be used in conjunction with the [URBACT Programme Manual](#) that you can find on the website.

The Factsheets 2A Action Planning Networks, 2B Implementation Networks, 2C Transfer Networks, 2E Network Management and 2F Financial Management and Control are of particular importance for Lead Partners.

1.3. Using this Guide

This guide is organised by topics corresponding to the chronological cycle of your network, starting with the approval of your network and ending with its closure. You'll find in **Annex 1**, a timeline summarising the different steps to be followed in Phase 1 of your network.

You will be able to easily extract information on these topics, according to the phase of the project life you are interested in. For each topic you will find basic information on your tasks as a Lead Partner including useful insights from previous networks.

The Guide does not outline all the rules and procedures as they are presented in detail in other programme documents, the guide aims to make your life easier by giving advice on saving time and resources whilst managing your project.



2. GETTING STARTED

This first chapter provides the Lead Partner (LP) with information about the first tasks for getting started in an URBACT network. It covers the following:

1. Contractual Documents
2. Working with Transnational Partners - some basic principles
3. Setting up records and audit trail requirements

2.1. Contractual Documents

2.1.1. SUBSIDY CONTRACT

What is it? The subsidy contract is the legal framework between the URBACT Managing Authority (MA) and the Lead Partner setting out conditions for support including requirements concerning the scope of activities to be carried out as indicated in the approved application form, terms of funding, requirements for reporting and financial controls, the financing plan and the deadlines for completion. The subsidy contract will be signed in English and in French.

The steps:

- The Managing Authority shall provide the Lead Partner with a signed version of the Subsidy Contract (three originals in each language). The LP should arrange for all three versions of this document to be signed by the appropriate person in the LP organisation (usually an elected representative). You may wish to ask advice from your legal services.
- Once signed and stamped, the LP should keep one signed original in each language (KEEP IT SAFE!) and return the other two sets of originals to the Joint Secretariat by registered post. One original will be sent to the Certifying Authority and the other will be kept by the JS.

Note for later:

The Subsidy Contract should be amended following a major change. You will find more information on this topic in section 3.2. iii). An amendment will be required if your project is approved in Phase 2.

2.1.2. JOINT CONVENTION

What is it? The JC is the legal framework between Lead partner and Project partners covering mutual duties, responsibilities and provisions for sound network management and delivery.

It is one of the first main tasks of the Lead Partner to elaborate and provide a standard document to all Project Partners comprising the following basic information:

- o Role and obligations of the individual partners in the network implementation
- o Amount of financial (local) contribution of each Project Partner and related ERDF funding
- o Financial Management principles (payment forecast, budget reallocation, financial management system, accounting, reporting, control and payments, liabilities for



recovery)

- Liability in case of failures in network delivery and spending
- Information and publicity requirements
- Resolution of conflicts in the partnership
- Working language of the partnership

This is a mandatory document which must be signed by each partner. The Joint Convention should be adapted to your specific network situation (mixed management, shared costs if any, responsibilities for specific tasks for each partner, etc.).

Guidance to preparing Joint Convention has been developed by the URBACT Secretariat. This document serves as a guide and should be adapted for each network.

How to do it right: Getting the Joint Convention signed and stamped can be problematic so we have some recommendations to make this easier:

- Circulate a draft document so that each partner can agree on the text
- Get it translated if needed
- Arrange for signature during a partnership meeting if those present are able to sign (this is a more operational document and can be signed by the project coordinator)
- Attach a separate signature sheet per partner (in this way the whole document does not need to be circulated to each partner in original)
- Ask each partner to sign 2 originals (one to be kept by PP, the other sent to LP)
- A scanned copy of the whole document including all the signed pages should be sent to all partners and to the JS within 3 months of project approval

2.1.3. APPLICATION FORM

You submitted your project application form (AF) some time ago – perhaps some details have changed. It is important that all the basic information is up to date in the AF. Please check on Synergie- CTE that all partners contact details are up to date as well as project bank details and inform the JS about any update to be taken into account.

Note for later

You will also be asked quite soon to identify your First Level Controller (FLC) using a form the JS will supply. The FLC is the person in charge of certifying the costs on the partner level – refer to Factsheet 2F (section 4) for the procedure. Some tips on doing this can also be found in section 3.2.i of this guide.





Contractual documents - HINTS & TIPS

- Ensure that contractual obligations are made clear to all partners in the Joint Convention – avoid complicated language when doing this.
- Some partners may need a copy of the Subsidy Contract to allow them to start working – be prepared and send a scan to each partner for information
- Ask partners about possible national co-financing sources – this is important to know and mention in the JC if they are eligible for national funds
- Ensure project management systems decided are clear to all partners – use simulations as examples
- Make contact with the First Level Controller at the beginning of the project to establish ground rules and set control checks thus avoiding future complications
- Use REGISTERED POST to send signed originals – it is safer and can be tracked

2.2. Working in a Transnational context – some basic principles

Working in a transnational context can be difficult – differences in procedure, culture and language are often causes for delays. There is no magical solution to these differences it is what makes Europe and URBACT projects so interesting!!!

We do have some ideas on how to make the most of working with such a diverse group of people.

2.2.1. UNDERSTAND THE RULES AND REQUIREMENTS

- ➔ Do not underestimate costs and time associated with the Lead Partner role including resources required for the project management team
- ➔ Be familiar with EU Regulations and the URBACT Operational Programme and especially the Programme Manual
- ➔ Ensure activities do not break European, Programme or national rules
- ➔ Make sure that, within your team, the tasks are properly allocated and clearly differentiated (to make the best use of your staff!)
- ➔ The JS will organise seminars/webinars for financial and communication officers, so don't worry!
- ➔ In case of a doubt, do not hesitate to contact the [URBACT JS](#). We probably have the answer to your question!

2.2.2. GETTING TO KNOW YOUR PARTNERS

It's very important to get to know your partners and create a good team spirit from the start.

- ➔ Organise a first online meeting so that everyone gets to know each other
- ➔ Plan a social event during the first meeting – you will find nice ice breaking ideas in the [“Getting results through animated results: the seven top tips”](#) Guide
- ➔ Organise joint dinners and block book accommodation creating an opportunity to all



- be together even in the informal moments – building a team spirit
- ➔ Let partners know that they have a support network with the other partners
 - ➔ Be vigilant and help partners who are finding it difficult to integrate
 - ➔ Prepare team co-producing activities (design the project logo together for example)
 - ➔ Be patient with partners who are less confident working in English
 - ➔ Take part in the activities organised by the Programme ([Summer University](#), [City Festival](#)). It allows your partners to get the flavour of the Programme and to improve their knowledge. The JS will invite you to inform your partners about these events.

2.2.3. PLANNING, ORGANISATION & DECISION-MAKING

- ➔ Be clear on duties/responsibilities and what you expect from your partners (make sure the objectives from the network are clear to all partners) – Refer to **Annex 2** which details the sharing of responsibilities between LP and PP
- ➔ Lay out important principles of partnership work (cooperation, deadlines, information requirements, etc.)
- ➔ Set-up a calendar for the whole life of the project from the beginning (for administrative and financial issues and for the production of the outputs). Pay special attention to centralized systems as well as to Portuguese partners since Portugal has a two-step process where the FLC has to certify the expenditures and validate the certificate and the national body has to validate this also.
- ➔ Set up internal deadlines in order to make sure that you don't miss the deadlines of JS, also taking into account deadlines specific to Member states/municipalities (delays in reporting can cause delays in refund of ERDF)
- ➔ Maintain accurate and complete Project Reports through the whole lifetime of the project, create internal working procedures, take notes and document your activities (it helps you in reporting issues to the JS and makes things easier in case of staff changes)
- ➔ Decision-making procedures should be clear and inclusive – set up a steering committee and use the transnational meetings to discuss the decisions needed. Use web tools to have on line virtual meetings.
- ➔ Make time in meetings to discuss administrative issues and remind partners of deadlines – allow partners to ask questions. You can even ask the JS to attend if there are particular points which require attention. We especially encourage this at the beginning of the network's life. The more practice you and your partners get, the more virtual those administrative meetings can be to allow more time for content.
- ➔ Organise your work with the Lead Expert – plan activities together, check the invoices carefully. If things aren't working well you can change for Phase 2. Please keep the JS informed about any issues.
- ➔ Set up a project manual on the different aspects (internal project evaluation and review, reporting requirements and deadlines, auditing and control procedures, internal communication, organisation of partner meetings, dissemination plan, etc.).

2.2.4. PREPARING YOUR FIRST MEETING

- ➔ Set a date as soon as possible – check with all partners – it is crucial that they are all present
- ➔ Allow time to get to know each other – see comments in previous section
- ➔ Invite the JS to attend and present the programme – they can also help with the setting up actions you will need to discuss



- ➔ This is the first meeting it sets the tone for all future ones – make it good
- ➔ Make sure that everybody receive indications on travel and logistics – try and get everyone in the same hotel
- ➔ Make sure that everybody comes prepared to the meetings (elaborate and provide materials to PP in advance)
- ➔ Use the time carefully: allow time for each partner to present their city but avoid long presentations, and save time for wrap ups and for discussing even financial and administrative issues
- ➔ Good moderation and good animation skills are necessary to make the most of the short time you have together
- ➔ Fix the date and venue of the next meeting



Transnational working - HINTS & TIPS

- Read carefully the programme documents as a first task – they are not the most thrilling documents but they provide you with all the rules, regulations, deadlines, etc.
- Start early with the internal working procedures – they always take longer than planned!
- Set up a steering group in charge of the strategic monitoring of the project
- If you are unsure about programme or national rules – contact the JS who can help identifying the right national contact
- Have frequent communication – e-mails and phones are fine, but face-to-face and skype meetings are essential to build trust
- Don't assume everyone can use web tools – tell partners to start the procedures for allowing access to web tools as it can take a long time
- Use the Guidance available – [animating meetings](#) and the [events](#) guide.

2.3. Setting up records and Audit trail requirements

Why is record keeping so important? It is the basis for good network management and it makes your job as LP easier so what better reason to take on board our recommendations based on the experience of previous URBACT projects.

A detailed list of what should be kept can be found in **Annex 3** (the list of documents required for audit). It is crucial to organise files to facilitate reporting and possible audit. Files can be both paper and electronic.

Our recommendations for a well organised record keeping system are based on 5 main sections:

File 1 Contractual documents and Guides – all the signed originals of Application Form, Subsidy Contract, Joint Convention, Expertise forms, correspondence, public procurement contracts should be kept in paper version and scanned onto a computer. This file can be the place to store all the useful guides URBACT has made – printed out and ready to easy access and consultation



File 2 Project Activities & Deliverables – all documents linked to the main activities of the project should be stored in electronic format. They can be organised around each work package and should have information on transnational meetings (agenda, invitations, notes of the meetings, reports or other outputs, photos and attendance sheet), communication and dissemination activity at project level, brochures, newsletters etc

File 3 Partners Local Activities & Deliverables – this file should contain systematically copies of local partner meetings in electronic format including meeting notes, promotional materials and presentations at local level. All partners should be asked to send you copies of notes of meetings even if in local language.

File 4 Budget and Financial Management – this file should contain all relevant information on partners budgets, follow up tables on the budget, documents related to the financial management system and ad hoc agreements with partners, information on FLC nominations and approval

File 5 Costs of the LP – it is crucial to keep good records of incurred expenditure. We recommend that each individual expense is stamped as 'paid' and numbered in a plastic wallet with all the supporting documents (or notes as to where they can be found). The costs should be organised for each certificate produced to facilitate the work of the FLC and to help in avoiding double counting. Once certified, costs should be stamped 'certified'. A proof of payment is always necessary.

Your project can be audited at any moment in its lifetime by a variety of different bodies. Details of these audits can be found in Factsheet 2F. Don't panic as the JS will be at your side to help.



Record Keeping - HINTS & TIPS

- Brief all the LP team together on record keeping requirement – get everyone cooperating and avoid having loads of copies of the same documents!
- Be sure to inform partners of these requirements – use the first meeting for setting out the ground rules – JS can help doing this so you are not the bad guy at the first meeting!
- Create project codes in your accounting system
- Create a local server for all your URBACT project files
- Ask about national rules on document retention
- Scan documents to save cupboard space – digital versions are acceptable for audit

RECORDS RELATED TO THE PROJECT MUST BE KEPT AT LEAST UNTIL 2025 - MAYBE LONGER ACCORDING TO NATIONAL RULES.



3. DAY TO DAY NETWORK MANAGEMENT

This chapter provides the LP with information about the day to day management of an URBACT network. It covers the following:

1. Monitoring Network Activities and Finances
2. Network Reporting and payments
3. Network Closure

3.1. Monitoring Network Activities & Finances

Monitoring of networks progress is required formally each year as part of the reporting activity. For Phase 1 reporting documents will be due 3 months after the end date of your project (*deadline is set on 18th January 2019 for TNs*). Establishing systems to monitor the network's activities and finances on an ongoing basis will help you for the formal reporting. It is strongly recommended that you consult the network application form regularly to monitor on all aspects of the project – activity (transnational and local), outputs, financial and budget, administrative.

3.1.1. ACTIVITIES & OUTPUTS

In your application form, you committed to deliver a work plan through activities and outputs. As a Lead Partner, you are responsible to ensure that this work plan is respected and need to monitor that these activities, on transnational or local level are being organised and taking place according to the established calendar.

What exactly should I monitor?

Network Activities: you should ensure that calendar and work plan are respected but also that your partners are active and taking part in these activities. Involvement of partners is crucial to the dynamics of the network so this should also be monitored.

Activities of your partners: it is important to follow up on what your partners are doing in terms of organisation of local activities: setting-up URBACT Local Group (ULG), local dissemination events, progression of their Integrated Action Plan (IAP), Operational Implementation Framework (OIF) or Transferability Diary..

Outputs: the outputs that your project has agreed to deliver are fixed in your application forming part of the contract signed. Therefore these are compulsory outputs and must be delivered. By carefully monitoring project progress you will be able to anticipate any problems foreseen in delivering these outputs and inform the JS. As a programme we are also interested in qualitative data about the added value of working in the URBACT transnational context – please consider this when you are carrying out surveys or visiting your partners.

Activities of the Lead Expert and Ad Hoc Expert: the programme provides expertise to

each network. However, the number of days allocated to the Network Expert for Phase 1 (see factsheet 2A/2B/2C¹) is fixed and cannot be increased so careful monitoring is needed. Phase 2 is more flexible in terms of using ad hoc experts as well as the Lead Expert within a maximum envelope. The JS will also monitor expertise for your project but you are better placed to know what has been achieved and what remains to be achieved.

How to do it right?

- ➔ Make your life easy – do not create hundreds of outputs which are difficult and time consuming to follow up.
- ➔ Fix outputs that can be measured and for which evidence can be easily provided
- ➔ Be realistic with the numbers – you can always exceed your expectations!
- ➔ Inform partners which outputs they will contribute to – ULG meetings, dissemination events, etc.
- ➔ Establish a procedure for partners to easily upload meeting information so you can keep records up to date – use a template document if it helps.
- ➔ Follow your progress using a basic monitoring table so problems can be easily identified
- ➔ Keep evidence – attendance lists and meeting reports are part of the evidence needed so make them systematically part of the data collection.

Note for later

If along your monitoring you notice that some minor updates or more important modifications are needed in terms of dates, content, number of meetings (...), you can inform the JS regularly or wait for the regular reporting round. A reprogramming may be necessary (see Factsheet 2E – Section 5: Reprogramming and Budget Flexibility for more details).

3.1.2. FINANCES & BUDGET

In your application form, you outlined a network budget which is the accumulation of the individual partner budgets. As a Lead Partner, you are responsible to ensure that this budget is respected and need to monitor that the declared costs are linked to activities foreseen and are eligible according to the project budget. You should have at the same time information on all the partners' individual budget progress and an overview of how this looks at network level.

What exactly should I monitor?

Financial Management System: there are three types of financial and administrative management system: decentralised (highly recommended by the JS), mixed or centralised. Refer to factsheet 2E to get more information on these systems. Pick one and make sure to monitor your network accordingly. The system which has been chosen must be mentioned in the Joint Convention.

Financial situation: you should ensure that you monitor the budget progress in real time to

¹ Expertise budget in Phase 1 for APN & IN : 40 days / 30,000.00 €

Expertise budget in Phase 1 for TN: 26 days / 19,500.00 €



make sure that none of the budget categories are exceeded by more than the 20% allowed. You should also monitor the annual expenditure foreseen in the approved application form – none respect of this can lead to penalties for the project. All variations to the programmed budget should be reported (both under spends and over spends)

Eligibility of Costs and Activities: there are two points to be considered as far as eligibility is concerned. The first and most important is linked to the programme eligibility rules which can be found in Factsheet 2F. In this factsheet you can also find information about the different budget categories to help you to determine if a cost is presented in the correct category before you validate it.

Secondly as Lead Partner you should check that the costs presented were planned as part of your project and are linked to eligible activities.

Partners budgets: you should monitor how your partners are making use of their budget: are they overspending or underspending? Are they inputting costs in proper budget categories? You should monitor the budget by budget lines and partner and make sure you are in touch with your partners' FLC to stay up to date with national & local rules.

How to do it right?

- ➔ Make your life easy – learn how to extract information from the SYNERGIE monitoring tool. You can get information on all the points listed above concerning the financial situation. You can export costs, monitor the network budget but also each partner's budget - See the programme guides that will be provided on using SYNERGIE
- ➔ Do not complicate your budget – keep it simple and follow the guide provided by the JS in the call for proposal – limit the budget lines within each category to give you flexibility
- ➔ Provide all partners with a list of eligible costs – it is in the Programme Manual but they will not be aware of this unless you tell them
- ➔ Turn to the JS if you suspect some cost might not be eligible
- ➔ Avoid a mixed management system with shared costs – it is impossible to follow up using the SYNERGIE tool and will need extra work on your behalf
- ➔ Keep SYNERGIE up to date – input regularly and ask your partners to do the same

ALWAYS KEEP IN MIND THAT SYNERGIE-CTE IS NOT ONLY A TOOL FOR REPORTING BUT A TOOL FOR MONITORING FOR SEVERAL PEOPLE (LP, PP, CA, JS, MA, AA, MS AND PS) TO FOLLOW-UP ON YOUR NETWORK!

3.2. Network Reporting and Payments

3.2.1. OFFICIAL REPORTING PERIODS

As explained above, you will have, as a Lead Partner to coordinate the reporting of your project every year. The refund that occurs every year is directly linked to this reporting.

Here is the list of the documents produced in Synergie-CTE that will be requested and how



to do organise these rounds in an efficient manner.

For each period, the documents to be submitted are *usually*:

One certificate per partner

It can happen that not all the partners produce their certificate on time or they prefer to produce one certificate for the entire network life, we strongly recommend that you encourage partners to declare their costs regularly otherwise you cannot correctly monitor your budget. In order to be certified the costs must be first validated by you as LP. Costs are certified by the FLC who can then produce a certificate. This certificate should be downloaded as a completed PDF and signed by the approved FLC. A scan should be sent to the LP and the original kept with the partner.

One Payment Claim

It is up to the Lead partner to produce the Payment Claim which aggregates all the submitted certificates. The Payment Claim should be checked and signed by the Lead Partner. A scan should be sent to the JS.

One Progress Report

The progress report is an important document because it is often the only way for the JS to understand and follow the progress of your network. The progress report will ask for a description of the main achievements in the reporting period and will ask for you to report on each work package as well as providing details on financial progress. As a Lead Partner, you are responsible for coordinating the submission of the Progress Report. The LP alone is not able to fill in exhaustively the PR. You should collect the information from your partners during meetings or elaborate a template and circulate it to partners in advance.

The PR is signed by the LP and LP's FLC, scanned and sent to the JS.

We strongly recommend that you collect progress at partner's level on a regular basis instead of asking them to send you information each year only for the reporting period. Indeed, they might forget things after such a long time and it might cause some problems in the follow-up of your network's activities. This recommendation also applies for the LP.

▲Once you have all the documents signed and scanned, prepare a package to be sent electronically to the JS.

How to do it right?

Identify who are the relevant contacts in your partners' team (Administrative/Finance Officers) and get in touch with them beforehand. You should also identify the FLCs and make sure that they know the internal deadlines (refer to **Annex 4** about the description of FLC systems by Member State).

Prepare your reporting round in advance! Make sure the deadlines are clear for your partners. Always set up internal deadlines ahead of programme deadlines. It usually takes longer than you expect to get the documents approved by the FLC, you need to allow time for corrections too if there are mistakes in certificates.

Coordinate with your partners. The task of the LP is to check and collect what is produced by the Partners. Once you get everything correct, you should send it to the JS.



Respect the deadline set by the JS. After you submit the documents, much work needs to be done by the JS to review these documents and prepare the payment requests. Delays in submission mean late payment to projects.

Describe your progress in detail and collect evidence of what you are declaring period by period. This will reduce significantly the questions you will be asked by JS and potential problems in case of audit. Don't be afraid about mentioning problems and delays. This information helps the JS in understanding your situation and providing you with the right support. The JS is due to check if the outputs you commit to produce are in line with the evidences you will submit along with the reporting documents. This is part of the whole reporting process. The JS uses the info in the progress reports to provide updates to Monitoring Committee, to identify the topics of the training session, for dissemination activities at international level and for the implementation of the programme itself.



Day to day Management - HINTS & TIPS

- Take a look at the documents required so you can prepare well in advance for what information is needed
- Use the good examples of previous projects to give you an idea of the level of detail required in the progress report
- If you chose a mixed system, be ready to be requested for additional information which means more work!
- Be aware of national deadlines for FLC so partners do not experience delays in certification – we can help with this
- Check availability of partners during reporting deadlines – encourage their holidays outside the reporting periods!
- Remember we are all links in a chain and one mistake can snap it!!!
- We have good examples of Progress Reports – Just ask!

3.2.2. REVIEW AND PAYMENT

What can I expect?

Once you submit your reporting documents, work is not over! The JS will proceed with the review of your reporting documents and prepare the request for payment to be sent to the Certifying Authority (CA). The JS will at the same time review the description of your realised activities and check the claimed costs to ensure they are in line with the Programme rules. You will be asked to provide evidence of the declared outputs as well as electronic copies of network productions.

During this procedure, you and your partners might be asked to provide further details or clarification on some points. This is why it is very important to remain available during this time,



so that pending issues don't stay unanswered for too long! Answers must be provided by the FLC as he/she will be best placed to confirm the financial and eligibility questions we have.

Once everything is cleared, the JS send the request for payment to the Certifying Authority. The CA will proceed with its own verifications and will give the green light for the payment to be done, may they have no additional clarification requests.

What is expected of me?

Once we inform you that payment has been made, you will have to check when the money will arrive on your project bank account and transfer the money due to your partners as soon as possible (no longer than one month). In order to help monitor that everyone receives their share of ERDF; please make sure to update SYNERGIE to input the date of receipt of the payment and ask your partners to do the same once you have paid them. It takes 5 minutes and ensures that this information is available for everybody!

3.2.3. REPORTING CHANGES

Minor changes are modifications that do not have any impact on the Application Form or the Subsidy Contract. They concern for instance:

- ➔ Change in contact information if a member of one of the partners' team is changing
- ➔ Change in bank details
- ➔ Rescheduling of activities (calendar)
- ➔ Small budget deviation (within the 20% flexibility rule)

These minor changes can happen anytime. You can inform the JS at any point of these changes but you will have to notify them in any case in the progress report. The JS takes note and makes updates when relevant.

Major changes have a direct impact on the Application Form, and usually on the contractual documents of your network too. Examples of major changes include:

- ➔ Change in the partnership (withdrawal or replacement of one of the partners). In case a new partner is replacing a dropout partner, a letter of commitment from the new partner as well as a letter of de-commitment from the dropout partner must be provided.
- ➔ Removal or addition of objective/actions with related update of the work plan and/or list of expected outputs
- ➔ Changes in the budget in excess of the 20% flexibility rule
- ➔ Changes in the budget between partners in excess of the 20% flexibility rule

These major changes need to be approved via a reprogramming process and may require an amendment to the subsidy contract. They enter in force only once approved by the MC. They should be avoided through good planning and have to be otherwise duly justified.



Procedure

Step 1: JS to set the procedure and deadlines

Step 2: Submission of the official request letter signed by the Lead Partner – scanned version Step 3:

- Check of the JS and requests for clarification if needed
- Opening of a reprogramming Session
- The JS makes the requested changes directly in the Final Application in Synergie-CTE
- The LP checks and validates

Step 4: Submission of the revised signed Final Application form along with the contractual documents requested (letter of de-commitment, new letter of commitment, new Joint Convention, etc. if needed) within a given deadline.

Step 5: All reprogramming requests are reported into the MC dossier for the next Monitoring Committee meeting.

Step 6: Official decision of the Monitoring Committee. Following this decision, Lead Partners shall receive an official notification and the revised Final Application form shall be approved in Synergie- CTE. The contractual documents should be updated if necessary.

In Phase 1, there will be no reprogramming. In Phase 2, the reprogramming will normally occur after the mid-term review. Given the length of the procedure, it is possible to make only one reprogramming during the life of the project. That is why it is really important to organise this reprogramming well.

How to do it right?

- ➔ Prepare in advance by contacting all your partners with a short list of questions
- ➔ Review all aspects of the project – dates, budget, outputs and report any changes
- ➔ Take the opportunity of the midterm review to allow changes to partner budgets if needed
- ➔ Prepare specific meetings with partners and be prepared to be firm with underperforming partners

3.3. Network Closure

At the end of Phase 1, there will be no formal closure. Approved applications shall receive an amendment to their original subsidy contract which marks the final stage of approval of the Phase 2 project (additional information on the subsidy contract is available in Fact Sheet 2E). The project shall then be fully operational and can start working on Phase 2.

If your network is not approved for Phase 2, partners will be refunded on the basis of the reported, certified and claimed costs. Nothing more will be requested.

For networks approved in Phase 2, a formal closure will take place at the end of their project.

What is there to do?

Like one network partner once said “No one wants to clean up after the party”. And yet, this is an important phase of the network life and you, as a Lead Partner, have an important role to play in it. You will be requested to submit the same documents like for every other reporting period. However, in addition, there are two other reporting documents to submit:



The closure report is a qualitative survey about your experience with URBACT. It is an opportunity to summarise the lessons learnt, the issues encountered in the project management. It is important for us to better understand your issues to improve the programme. This report will monitor programme result indicators which need to be reported at programme level to the European Commission.

The final outputs: you can already list the outputs/proofs beforehand. This will allow you to save a lot of time during the closure period. It can be time-consuming to chase outputs once the project is closed. Make sure that partners provide all their deliverables on an ongoing basis. Make sure to find a proper ordering system for the output, by partners and events for example.

How to do it right?

Like every other phase, preparation and planning is the key to a successful and quick closure. Ensuring that your partners provide the requested information early in the process and stay available until the very end of the project life will save a lot of time.

MORE DETAILED GUIDANCE WILL BE PREPARED FOR CLOSURE OF PHASE 2



Network closure - HINTS & TIPS

- Remind your partners to submit “final” certificates (and not interim like for the other reporting periods) and “final” payment claim.
- Make sure that FLC are involved in the closure process. Involve the FLC even for the clarification round.
- Make sure well in advance that partners are aware of their obligations and available to answer questions from the URBACT JS and the Certifying Authority.
- If the team in one of the Municipality is getting dissolved, make sure to get the information about which person/service will be in charge of keeping the file.
- In the progress report, you will have to justify not only the realisation of the outputs and deliverables but also the financial aspects, like the overspending or underspending. You should collect the information from your partners on an ongoing basis during the project life.



4. GLOSSARY

- AA:** Audit Authority
- AHE:** Ad Hoc Expert
- APN:** Action Planning Network
- CA:** Certifying Authority
- FLC:** First Level Controller
- IAP:** Integrated Action Plan
- IN:** Implementation Network
- JS:** Joint Secretariat
- LE:** Lead Expert
- LP:** Lead Partner
- MA:** Managing Authority
- MC:** Monitoring Committee
- MS:** Member State
- NUP:** National URBACT Point
- PP:** Project Partner
- PR:** Progress Report
- PS:** Partner State
- TN:** Transfer Network
- ULG:** URBACT Local Group



5. ANNEXES

Annex 1 – Project Timeline for IN Phase 1

Annex 1 bis – Project Timeline for APN Phase 1

Annex 1 ter – Project Timeline for TN Phase 1

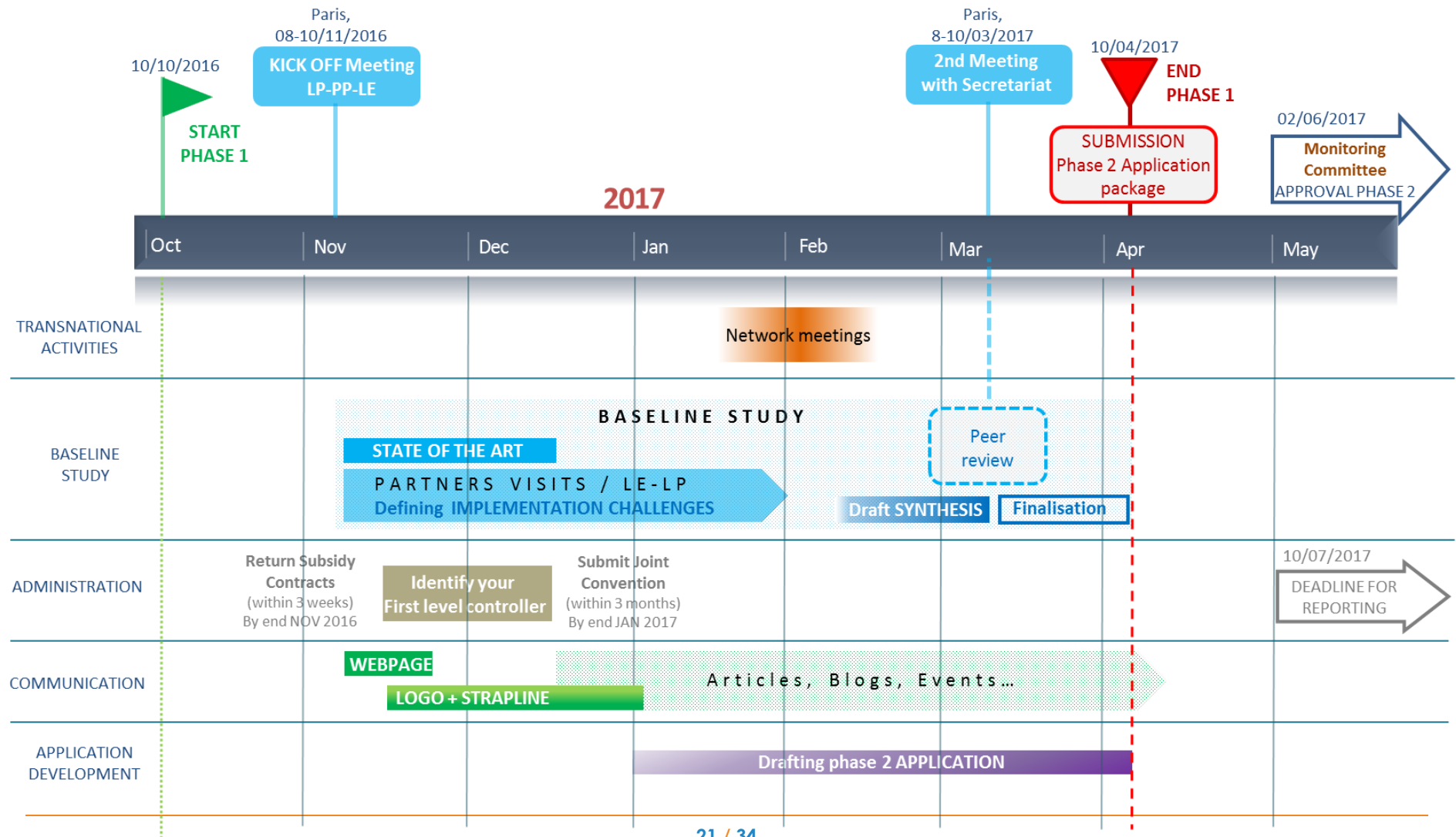
Annex 2 – Overview tasks & responsibilities LP/PP

Annex 3 – List of Documents Required for Audit

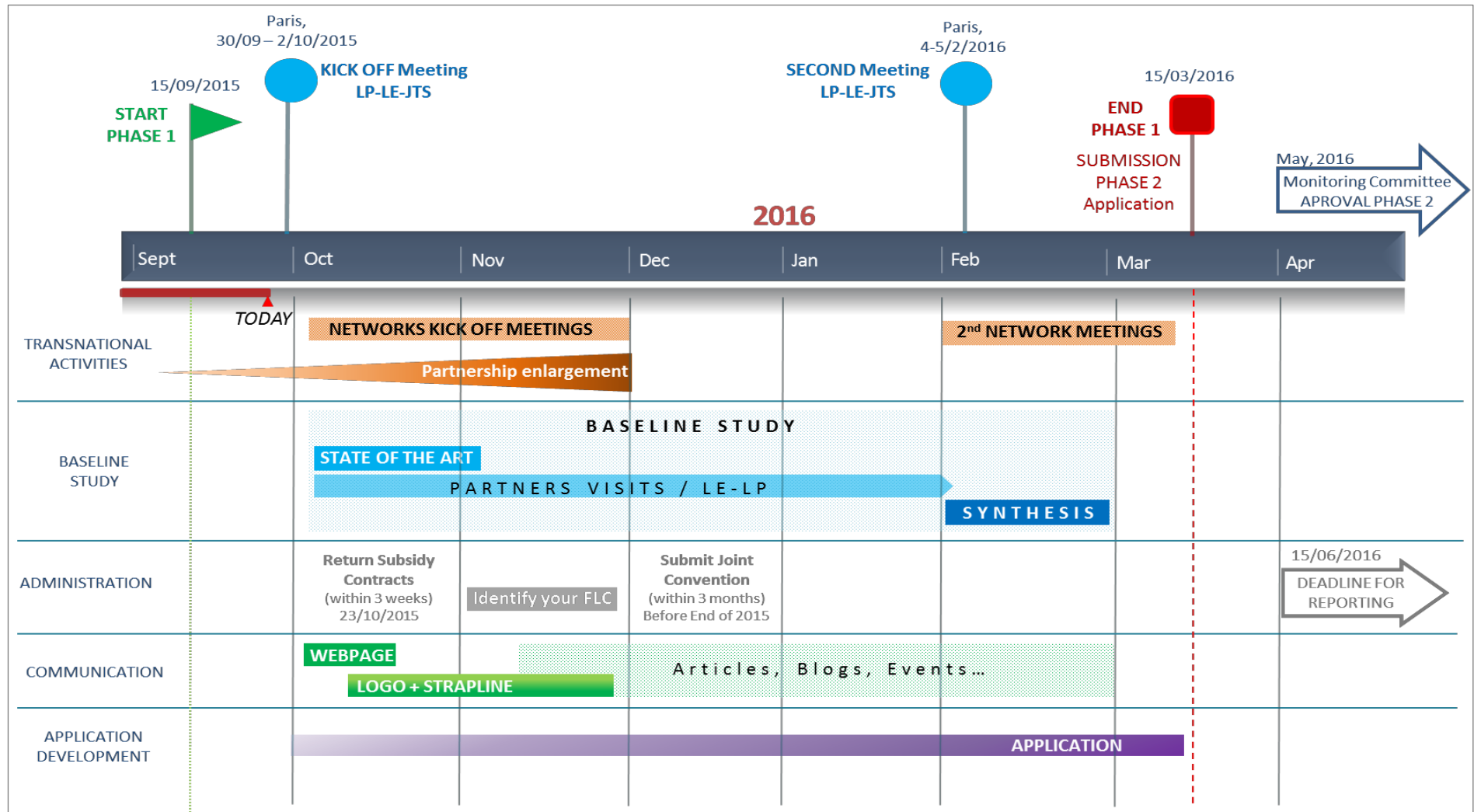
Annex 4 – Overview table of the FLC systems in each Member State



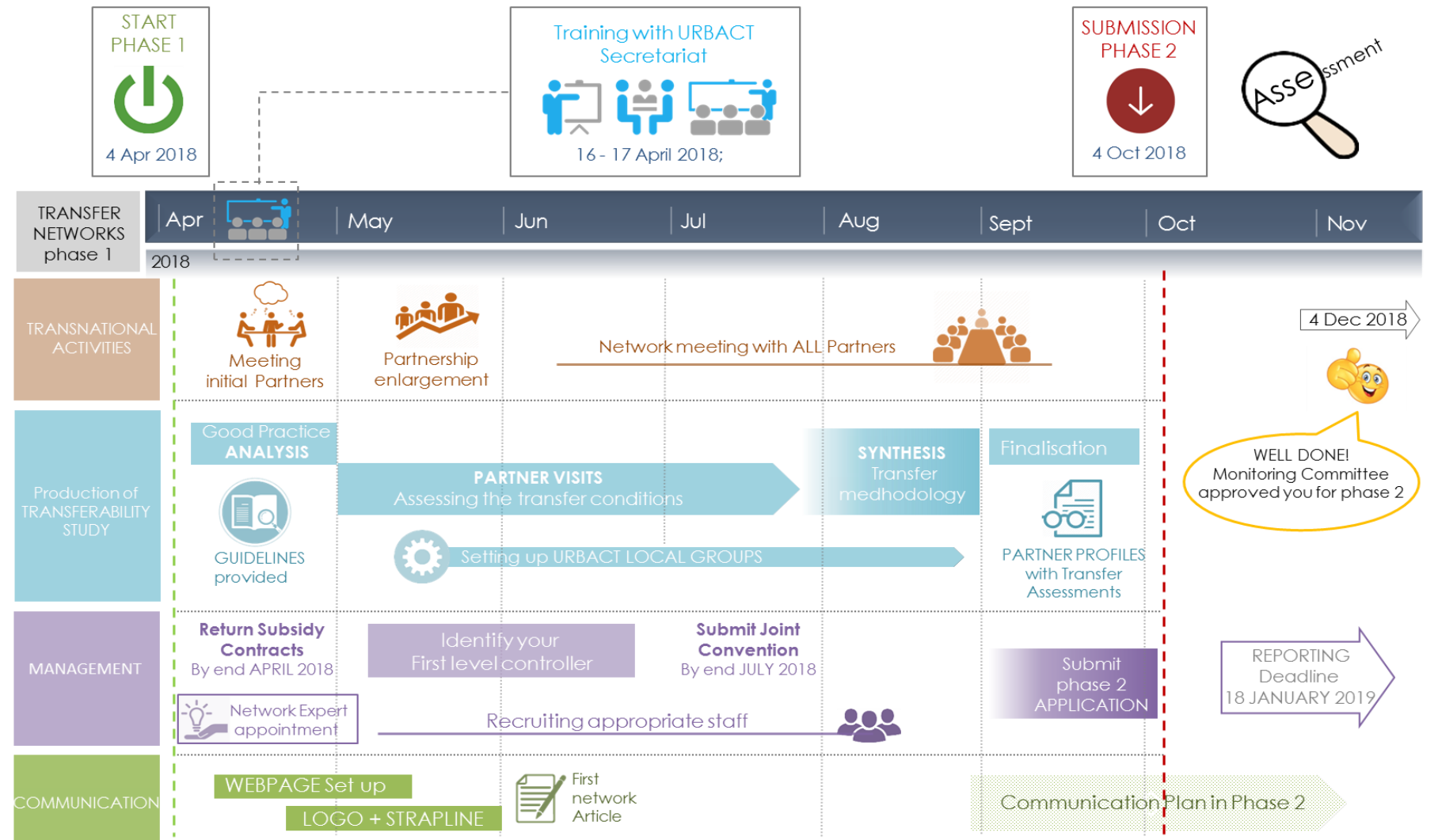
Annex 1 – Project Timeline for IN Phase 1



Annex 1 bis – Project Timeline for APN Phase 1



Annex 1 ter – Project Timeline for TN Phase 1



Annex 2 - Overview tasks & responsibilities LP/PP

Lead Partner (LP)	Project Partner (PP)
General responsibilities <ul style="list-style-type: none"> ✓ LP ensures the implementation of the entire project according to the responsibilities defined in the subsidy contract and joint convention ✓ LP informs JS in good time if any changes are foreseen 	General responsibilities <ul style="list-style-type: none"> ✓ PP fulfill the project activities responsible for or involved in as defined in the project application and joint convention ✓ PP inform LP in good time if any changes are foreseen
Legal responsibility <ul style="list-style-type: none"> ✓ LP shall sign a subsidy contract to formalize the responsibilities between the project and the Programme ✓ LP is responsible for drafting a joint convention (joint convention) setting mutual rights, obligations and duties between project partners ✓ LP is liable for its own actions and related expenditure 	Legal responsibility <ul style="list-style-type: none"> ✓ PP sign and respect the joint convention covering mutual duties, responsibilities and provisions for sound project and financial management, and recovery of funds ✓ PP are liable for their own actions and related expenditure
Financial responsibility <ul style="list-style-type: none"> ✓ LP is responsible for ensuring that expenditure is eligible, however, partners remain liable for their own actions and related expenditure ✓ All partners have their own controls done by a designated controller ✓ LP is responsible for reporting and other administrative tasks towards to JS ✓ LP distributes ERDF to partners as quickly as possible and in full 	Financial responsibility <ul style="list-style-type: none"> ✓ PP have their own expenditure verified by the first level controller ✓ PP assume responsibility in case of any irregularity in the declared expenditure ✓ PP repay the LP amounts unduly paid in accordance with the joint convention with the LP
Management structure <ul style="list-style-type: none"> ✓ LP allocates sufficient resources and time to fulfill its role as leading partner properly ✓ LP appoints or sub-contracts a project coordinator to act as a driving force in the partnership and to mobilize the partners to achieve the project objectives ✓ LP sets up an efficient and reliable system for the project management and coordination (incl. thematic activities, administrative and financial management) ✓ LP monitors performance of the project partners within the given timeframe and against budget forecasts 	Management structure <ul style="list-style-type: none"> ✓ PP allocate sufficient resources to fulfill their role as partner properly in both content and management of the project ✓ PP nominate a coordinator being the contact point between the other project partners and the project coordinator ✓ PP ensure their involvement and their active contribution to their respected part of project implementation within the time schedule and according to their budget
Progress and financial reporting <ul style="list-style-type: none"> ✓ LP produces regular project progress report and payment claims ✓ LP FLC certifies LP expenditure and sign the Progress Reports ✓ LP (as all others partners) keeps available all its documents related to the project until 2025 	Progress and financial reporting <ul style="list-style-type: none"> ✓ PP provide information on progress of activities and finances to the LP ✓ PP carry out its financial administration (accounting, production & storing of documents required) ✓ PP account the expenditure incurred in the framework of their participation to the project and produce regular partner certificate of expenditure ✓ PP FLC certifies the expenditure ✓ Partners keep available all documents related to the project until 2025

Project Information and communication

- ✓ LP shall take time to communicate all responsibilities, procedures and duties (reporting, audit trail, FLC, monitoring, communication and payment flows) to partners at an early stage. Methods include: project manuals, guidelines, financial partner meetings and checks.
- ✓ The LP responsibilities often include that all contact with the Programme takes place via the LP. In such cases, it is the responsibility of the LP to pass on all information relevant to the other project partners as soon as possible
- ✓ LP is responsible for communication and dissemination of results. It is very important to show European involvement in project results and for the LP to translate this into tailored messages for the PP. It must be clearly stated that the project has been co-financed by ERDF through the URBACT III Operational Programme in addition to using the European emblem, the Programme logo and slogan and applying the URBACT graphic charter.

Project Information and communication

- ✓ PP are expected to inform the LP and possibly other project partners about any changes and/or problem in a timely and effective way
- ✓ In public statements (reports, publications etc.) PP have to point out that the project has been co-financed by ERDF through the URBACT III Operational Programme in addition to using the European emblem, the Programme logo and slogan and applying the URBACT graphic charter.



Annex 3 – List of Documents Required for Audit

You can find below the list of documents that you will have to make available for auditors. Please note that there is the possibility to be audited until 5 years after the closure of the project.

Administrative documents to be placed at the disposal of the auditors:

- Approved Application Form
- Approved Application Form amendments, if applicable (i.e. budget line modifications, budget modifications, activity plan amendments)
- Subsidy Contract, Joint convention and their amendments (budget and/or partners shifts...)
- Relevant project correspondence (financial, contractual, activities-related)
- Original Payment Claim. For Lead Partners: original payment claims, FLC certificates and checklist from all partners
- For Project Partners: FLC control reports
- Decentralised FLC approval documentation (checklist, approbation letter)
- Progress Reports
- Details on budget per partner, list of declared expenditure per partner (all follow-up tools, all documents used and all changes of project)
- Bank account statements proving the reception and the transfer of EU funds for Lead Partners and proof of receipt for Project Partners
- Original invoices for every claimed expenditure or other probative value documents (ex: train or flight tickets). Copies are not allowed (unless it is duly justified)
- Original Bank account statements or proof of payment for each invoice
- Staff costs: information on actual annual working hours, labour contracts, payroll documents, staff costs calculation methods (i.e. 1720 hours, real rate details...) and time records of personnel working for the project (mission letters)
- List of subcontracts and copies of all contracts with Lead Experts, Ad Hoc experts, ULG members/coordinators, external experts and/or service providers
- Documents relating to public procurement, public procurement procedure, information and publicity: public procurement notes, terms of reference, offers/quotes, order forms, contracts, call for tender, publicity, gridline for analysis, notification...
- Proof of delivery of services and goods: studies, brochures, newsletters, minutes of meetings, letters, participant lists, travel tickets, etc.). ALL outputs have to mention the ERDF and URBACT logos (refer to Factsheet 4C – Communication)
- Record of assets, physical availability of equipment purchased in the context of the project
- Proof of ULG meetings (minutes, reports, agenda, signed attendance lists, invitations)
- All project outputs

Documents of which copies must be given to the auditors

Please prepare the following copies in advance:

- Project Application Form (Phase I and Phase II)
- Subsidy Contract, amendments to the Subsidy Contract, and the reprogramming proposals, if applicable
- All Progress Reports (which include progress report and payment claim) which had been submitted to the Joint Secretariat
- All certificates of the Financial Progress Reports/Reports on expenditure and the controllers' reports to the controls of the Financial Progress Reports/Reports on expenditure
- List of declared expenditure (included in the certificates)
- Bank account statements proving the reception and/or the transfer of EU funds, see above
- List of staff costs, see above
- List of subcontracts, see above
- Breakdown of transnational financial transactions
- All costs justification



Annex 4 – Overview table of the FLC systems in each Member State

Different control systems have been proposed by Member/Partner States.

Before submission to the Joint Secretariat, each cost has to be verified and confirmed by an independent first level controller compliant with the first level control system set up by each Member State and Norway/Switzerland in accordance with Article 125 of Regulation (EU) No 1303/2013 and Article 23 of Regulation (EU) No 1299/2013.

It entails the following checks:

- Verification of the delivery of the products and services co-financed (as described in the approved Application Form);
- Verification of the soundness of the expenditure declared;
- Verification of the compliance of such expenditure with Programme, community and national rules.

It is the responsibility of each Member State and Norway/Switzerland to designate the controllers responsible for verifying that the expenditure declared by each partner participating in a network complies with the applicable law and the Programme rules and that the funded products and services were delivered and paid.

In principle, two systems are possible, depending on the Member State:

- (1) A centralised control system at national/regional level through a public administrative/private body.
- (2) A decentralised system where the controller is proposed by each partner to a central national/regional approbation body. The controller can be internal or external, private or public as long as (s)he is qualified and from a unit independent of network activities and finances.

In a few other cases, there are some variations within these 2 models, notably decentralized control system where the controller has to be confirmed from a list of nominated first level controllers established at national level.

A contact person is mentioned for each Member State in the description of the national systems below for the partners to have more information.



CENTRALISED CONTROL SYSTEM

In a centralised system, a national/regional central public/private body will control the costs of all partners of the same country.

In this case, the costs of the control are normally borne by the Member State.

CENTRALISED		
COUNTRY	FLC COSTS CHARGED TO PROJECT	CONTACT PERSON
BELGIUM –BRUSSELS CAPITAL REGION	Yes	Ilias LAMDOUAR Brussels Regional Public Service First-level control unit for ETC programmes Rue du Progrès, 80/1 1035 BRUXELLES + 32 2 204 24 34 / controlepremierniveau@sprb.brussels
BELGIUM –WALLOON REGION	Yes	Carmelo SCIFO WBI – Wallonie-Bruxelles International Head of Unit ETC – Audits & Controls 2 Place Saintelette – 1080 BRUXELLES + 32 2 421 8343 / C.Scifo@wbi.be
		Frédéric LAMBERT WBI - Wallonie-Bruxelles International ETC - Audits & Controls +32 2 421 8482 / f.lambert@wbi.be
		Dominique NEEF DE SAINVAL WBI - Wallonie-Bruxelles International ETC - Audits & Controls +32 2 421 8604 / d.neefdesainval@wbi.be
CROATIA	Yes	Josip MALOGORSKI Agency for Regional Development of the Republic of Croatia (ARD) Directorate for First Level Control Ulica grada Vukovara 284 (Objekt A) 10 000 Zagreb CROATIA +385 (0)1 64 00 668 / josip.malogorski@arr.hr Andrijana JURIN VIDOVIĆ Agency for Regional Development of the Republic of Croatia (ARD) +385 (1) 4811 285 / andrijana.jurinvidovic@arr.hr
CZECH REPUBLIC	No	Jiří JANSÁ Centre for Regional Development Department of the European territorial cooperation U Nákladového nádraží 3144/4, 130 00 Praha 3 CZECH REPUBLIC +420 225 855 309 / jiri.jansa@crr.cz Jiří RŮŽEK +420 225 855 351 / jiri.ruzek@crr.cz Marek PAVLIK +420 225 855 310 / marek.pavlik@crr.cz



ESTONIA	No	Nele IVASK Ministry of Finance of Estonia Regional Development Department Interreg Programmes Supervision Unit Endla 13, Tallinn 10122, ESTONIA +372 611 3113 / nele.ivask@fin.ee
GREECE	No	Christos TSIKMANLIS Single Paying Authority for CSF 11 Navarchou Nikodimou str. 105 58 Athens GREECE +30 213 15 00 471 / 475 / ctsikmanlis@mneec.gr
HUNGARY	No	Márta GORDOS Széchenyi Programme Office Consulting and Service Non-Profit Limited Liability Company (Széchenyi Programiroda Non-profit Ltd.) European Cooperation Programmes Control Department Central Control Unit H-1053 Budapest, Szep utca 2 HUNGARY + 36 1 224 32 10 / mgordos@vati.hu
IRELAND	Yes	Michael BUCKLEY Southern Regional Assembly ETC FLC Unit Assembly House O'Connell Street Waterford IRELAND +35 351 860 700 / mbuckley@southernassembly.ie
LATVIA	No	Imants KLAVS Investment Supervision Department Ministry of Environmental Protection and Regional Development Peldu street 25 Riga, LV- 1494 LATVIA + 371 66016734 / imants.klavs@varam.gov.lv Kristine RUSKULE Investment Supervision Department Ministry of Environmental Protection and Regional Development Peldu street 25 Riga, LV- 1494 LATVIA +371 66016772 / kristine.ruskule@varam.gov.lv
LUXEMBOURG	No	Patrick GILLEN Ministère des Finances Direction du Contrôle financier 2, rue de la Congrégation L-1352 Luxembourg (+352) 247-82725 / patrick.gillen@dcf.etat.lu / interreg@dcf.etat.lu
POLAND	No	Centrum Projektów Europejskich Wydział Kontroli ul. Domaniewska 39a 02-672 Warszawa POLAND

		<p>Piotr PIJAS +48 22 378 31 45 / Piotr.Pijas@cpe.gov.pl</p> <p>Szymon DENIS +48 22 378 31 86 / Szymon.Denis@cpe.gov.pl</p>
ROMANIA	No	<p>Marieta ENACHE Ministry of Regional Development and Public Administration Directorate of First Level Control Bvd. Libertatii nr.12, sector 5 040129, Bucarest ROMANIA +40 372 111 324 / Marieta.Enache@mdrap.ro</p>
SLOVAKIA	No	<p>Patrik ROMAN Ministry of Transport, Construction and Regional Development of the Slovak Republic DG for Housing Policy and Urban Development Unit of State Public Works Supervision Namestie slobody c. 6, P.O. BOX 100 810 05 Bratislava SLOVAK REPUBLIC +421-2-5949 4566 / patrik.roman@mindop.sk</p>
SLOVENIA	No	<p>Tanja PETEK Ministry of the Environment and Spatial Planning Head of Finance Service Dunajska 47 1000 Ljubljana SLOVENIA +386 1 478 7335 / tanja.petek@gov.si</p> <p>Nataša MRAVLJAK Ministry of the Environment and Spatial Planning Finance Service - Financial Officer +386 1 478 7336 / Natasa.Mravljak@gov.si</p>
SWEDEN	No	<p>Tommy ANJEVALL Tillväxtverket - Swedish agency for economic and regional growth Internationell regionsamverkan Box 3034 SE-83103 Östersund SWEDEN +46 8 68 19 616 / tommy.anjevall@tillvaxtverket.se</p> <p>Mårten SANDSTRÖM +46 8 68 19 377 / marten.sandstrom@tillvaxtverket.se</p> <p>Filip INGELSTRÖM +46 8 68 19 256 / Filip.Ingelstrom@tillvaxtverket.se</p>
SWITZERLAND	No	<p>Sarah BERGER Federal Office for Spatial Development (ARE) Directorate Sector 2 - Mobility, Spaces and Infrastructures 3003 BERN +41 58 463 11 36 / sarah.berger@are.admin.ch</p>

DECENTRALISED CONTROL SYSTEM

- FLC chosen by Partner & approved by approbation body

In a decentralized system, each Member State (acting as central national/regional approbation body) has to confirm the controller after checking that the controller proposed complies with all the qualification and independence requirements.

In this case, the costs of the control are normally charged to the project however are eligible to claim in the regular certificates.

DECENTRALISED		
COUNTRY	INTERNAL/ EXTERNAL	CONTACT PERSON
CYPRUS	External	Ioulia FLOURI Ministry of the Interior Accounts department Elma Hous, Mnasiadou 10, 1065 Nicosia CYPRUS +35722409921 / iflouri@treasury.gov.cy
DENMARK	External	Anja VINDUM Danish Business Authority Vejløvej 29 DK-8600 Silkeborg DENMARK +45 35 29 17 00 / AnjVin@erst.dk
FINLAND	Internal/ External	Tuula MANELIUS Ministry of Employment and the Economy Regional Department Coordination and Finance Unit P.O. Box 32 FI – 00023 Government +358 29 50 64909 / tuula.manelius@tem.fi
FRANCE	Internal/ External	Mathilde RONDEAU CGET – Commissariat Général à l'Egalité des Territoires DVCU-bureau de la programmation budgétaire et élaboration de la stratégie financière 20, avenue de Ségur TSA 10717 75334 Paris Cedex 07 FRANCE +33 (0)1 85 58 61 41 / Mathilde.RONDEAU@cget.gouv.fr
GERMANY	Internal/ External	Judith NITSCHKE Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety Stresemannstraße 128-130 10117 Berlin ZII2@bmub.bund.de
ITALY	Internal/ External	Paola FAVALE Ministero delle Infrastrutture e dei Trasporti Dipartimento per le infrastrutture, i sistemi informativi e statistici Direzione generale per lo sviluppo del territorio, la programmazione ed i Progetti Internazionali- Div. VI - Autorità di pagamento ai sensi dei Regolamenti Comunitari + 39 06 44124440 / paola.favale@mit.gov.it
LITHUANIA	External	Deimante JANKUNAITE Ministry of the Interior of the Republic of Lithuania Regional policy



		department Territorial Cooperation Programmes Unit Sventaragio str. 2 LT-01510 Vilnius LITHUANIA + 37052718966 / deimante.jankunaite@vrm.lt
NETHERLANDS	Internal/ External	Hanjo BLOM Netherlands Enterprise Agency European Processes P.O. Box 93144 2509 AC The Hague THE NETHERLANDS +31 70 378 40 88 / Hanjo.Blom@rvo.nl
UNITED KINGDOM ¹	Internal/ External	Arni NARAIN Neil MARSH DCLG - Department for Communities and Local Government ERDF - Central Monitoring Authority, Strategy and Systems 1st Floor SW Qtr., Fry Building 2 Marsham Street London SW1P 4DF +44 303 44 42706 / +44 303 44 43875 / arni.narain@communities.gsi.gov.uk Neil.Marsh@communities.gsi.gov.uk

¹ For UNITED KINGDOM, only fees that are agreed in the service agreement would be considered eligible. The selection of the FLC will have to be done respecting the applicable public procurement rules of the organisation. DCLG will provide guidance on the scope of FLC work and a model service agreement.



DECENTRALISED CONTROL SYSTEM

- FLC from shortlist & approved by approbation body

In other cases, there are some variations within these 2 models, notably decentralised control system where the controller has to be confirmed from a list of nominated first level controllers established at national level.

In this case, the costs of the control are normally charged to the project however are eligible to claim in the regular certificates.

COUNTRY	DESIGNATION PROCEDURE	CONTACT PERSON
AUSTRIA	Project partners are not free to choose from a list of nominated FLCs	<p>Luise FASCHING Federal Chancellery Austria Department IV/4 – Spatial Planning and Regional Policy Ballhausplatz 2; 1010 Vienna AUSTRIA +43 1 53115 202915 / luise.fasching@bka.gv.at</p> <p>Sandra JOVIC Federal Chancellery Austria Department IV/4 – Spatial Planning and Regional +43 1 53115 202912 / sandra.jovic@bka.gv.at</p>
BELGIUM – FLANDERS REGION	Partner proposal – internal/external on a shortlist established by the approbation body	<p>David GRZEGORZEWSKI Agentschap Innoveren on Ondernemen / Flanders Innovation and Enterprise Entiteit Europa Economie / Division Europe Economy (EFRO) Head of Division Koning Albert II laan 35 bus 12 1030 Brussel +32 2 553 39 96 / david.grzegorzewski@vlaio.be</p> <p>Ahmed ABDELHAKIM ahmed.abdelhakim@vlaio.be</p>
BULGARIA	Project partners are not free to choose from external FLCs enlisted on a shortlist	<p>Maria DUZOVA Ministry of Regional Development Directorate General "Territorial Cooperation Management" 17 - 19 "Sv. Sv. Kiril i Metodi" St. Sofia - 1202 BULGARIA +359 2 94 05 487 / mduzova@mrb.government.bg</p>
MALTA	Partner proposal – external on a shortlist established by the approbation body	<p>Robert TABONE Department for Local Government EU & International Affairs Dar l-Ghaqda, Castle Street, Victoria, Gozo MALTA +2200 2330 / robert.tabone@gov.mt</p>
NORWAY	Partner proposal – external on a shortlist established by the approbation body	<p>Terje TVEDT BDO AS Audit/Oslo Vika Atrium, Munkedamsveien 45 PB 1704 Vika 0121 Oslo +47 98 20 62 91 / terje.tvedt@bdo.no</p> <p>JUDY BJÅEN STEEN BDO AS Munkedamsveien 45 C</p>



		P.O.Box Postboks 1704, Vika 0250 Oslo NORWAY +47 23 11 91 00 / Judy.Bjaen.Steen@bdo.no
PORTUGAL	Partner proposal – external only (must be members of The Order of Statutory Auditors)	Raquel ROCHA Cohesion and Development Agency Territorial Cooperation Unit Av. 5 de Outubro 153, 1050-053 Lisbon PORTUGAL +351 218801150 / Raquel.rocha@adcoesao.pt
SPAIN ¹	Partner proposal – internal/external (shall be registered in the ROAC)	Pablo Rodriguez MARTI Ministerio de Hacienda y administraciones Publicas Paseo de la Castellana 162 Planta 21. 28071 Madrid SPAIN +3491-5835190 / PRodriguezMa@sepg.minhap.es

¹ For SPAIN, the costs resulting from the control can be reported as eligible costs depending on the case :
YES – for external or internal controllers in the case of controllers specifically hired to perform these tasks
NO – for internal controllers in the case of controllers not specifically hired to perform these tasks

