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Project Management Handbook (Εγχειρίδιο Διαχείρισης Έργου)

in the framework of the project “Remote Healthcare Service Provision” with acronym “RemoteCARE” within the Cooperation Programme INTERREG V – A Greece – Bulgaria 2014 – 2020



Table of Contents

1. Introduction	3
1.1. The Programme “Greece-Bulgaria 2014 - 2020”	3
1.2. Scope of the project “REMOTECARE”	10
1.3. “REMOTECARE” Partnership	13
1.4. Partnership Responsibilities & Partners Tasks.....	14
2. Project Management Approach for the project “REMOTECARE”	18
2.1 Project Management Methodologies	18
2.2 Phases Project Management	21
2.3 “REMOTECARE”'s Project Management Approach	25
3. Management plan on the Scope of the project	28
4. Milestones.....	34
5. Project structure and scheduling.....	37
5. Change Management Plan	40
6. Communication Management Plan.....	47
7. Cost Management Plan	53
8. Procurement Management Plan	64
8. Management of the Programme.....	89
9. Reporting methodology.....	92
10. Document templates	97
ANNEX	98

1. Introduction

1.1. The Programme “Greece-Bulgaria 2014 - 2020”

The Cooperation Programme “Greece-Bulgaria 2014-2020” was approved by the European Commission on 13/12/2016 by Decision C(2016)8708.

Budget

The total budget (ERDF and national contribution) for the European Territorial Programme “Greece-Bulgaria 2007-2013” is €130,262,835.00 .The total financing consists of €110.723.409,75 (85%) ERDF funding and €19.539.425,25 (15%) national contribution.

The Programme Area

The eligible area of the Programme consists of the Region of Eastern Macedonia and Thrace (Prefectures of Evros, Kavala, Xanthi, Rodopi and Drama) and the Region of Central Macedonia (Prefectures of Thessaloniki and Serres) in Greece and the South-Central Planning Region and South-West Planning Region (Districts of Blagoevgrad, Smolyan, Kardjali and Haskovo) in Bulgaria. The Greece-Bulgaria cross-border cooperation area for the programming period 2014-2020 is identical to the current ETC programme. It extends to 40.202 km² and has a total population of 2.7 million inhabitants. It covers four territorial units at NUTS II level (Regions), and 11 territorial units at NUTS III level (Districts). The eligible area extends across the entire Greek-Bulgarian border and is neighbouring with Turkey (east) and FYROM (west), both countries aspiring to access to the EU. It is part of the most south-eastern non-insular area of EU, and it is situated between three seas: the Black Sea, the Mediterranean Sea and the Ionian-Adriatic Sea. Finally, it sits at the crossroad of strategic fossil fuel pipelines supplying the EU market and TEN transport axes. The settlement structure of the area is characterized by the presence of 10 medium-large cities (>50.000 inhabitants) which accumulate 38,2% of total population, and 25 small cities (10.000-50.000 inhabitants). Despite the historically relatively small amounts of funds allocated, there is a long history of cooperation in the eligible area, which started with Community initiative INTERREG I (1989-1993).

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Diagnostic Analysis And Programme Area SWOT

General Level of Development

The Greece-Bulgaria cross-border cooperation area is one of the poorest in the European Union, as the GDP per capita is below 50% of the E28 average. This has not changed considerably in the last 10 years, even though short-lived improvements were noted during 2002-2004 and then again in 2006-2009. The CB area is also characterized by large internal disparities, especially as it concerns the dichotomy between Bulgarian and Greek territories. Bulgarian districts exhibit a much lower level of economic development (below ¼) than their Greek counterparts, mainly attributable to the fact that Bulgaria has long been a transition economy. The 2006-2009 period was marked by economic growth on both sides of the border, as was the general trend all over Europe. After 2009, the global recession effects resulted in slowing down the growth rates in the Bulgarian part (0,25% annually) and in negative growth rates in the Greek part (-9% annually).

Economy

Even though the CB area has been gradually converting from an agricultural/industrial economy to an industrial/service economy, this conversion has been rather slow. Compared to EU28, the economy

remains considerably more agricultural, less industrial, and more service-dependant. However, this is far from being homogeneous. The Greek CB-area is considerably less agricultural and industrial than the BG CB-area part, and more service-oriented. This heterogeneity is even more pronounced at district level. We can discern 2 types of districts in the BG part, and 3 types of districts in the GR part:

- Blagoevgrad/Haskovo: industry and trade dominated
- Smolyan/Kardzhali: industry and agriculture dominated
- Exros/Drama/Thessaloniki: public administration and industry dominated
- Xanthi/Rodopi: public administration and agriculture dominated, and
- Kavala/Serres: industry and public administration dominated.

More than half of GVA produced in the CB area (59%) is produced in the district of Thessaloniki. All other areas exhibit low percentages. Particularly low percentages are observed in the Bulgarian districts Haskovo, Smolyan and Kardzhali (1-2%). Some of the noteworthy intra-territorial structural developments that have taken place recently include:

- A gradual conversion between the two parts in terms of the portion of GVA attributable to the primary sector. Still, there remains a large differential between the two sides, with the Bulgarian territories being more heavily agricultural than the Greek territories, and even more heavily agricultural than the national (BG) average.
- A significant diversion between the two parts in the secondary sector, mainly attributable to the considerable losses of industrial activity experienced in the Greek part after 2006 (mainly due to relocations of labour-intensive industries in cheaper neighbouring countries). Total labour productivity in the CB area is significantly lower than the EU28 avg. (approx. 1/5) and exhibits high differentials between the Greek (32800€/employee) and Bulgarian (5800€/employee) parts. CB area productivity is also below the respective national averages for both parts:
for the Bulgarian part: ranging from 60% to 78% of the BG national average, and
for the Greek part: ranging from 60% to 84% of the GR national average.

Tourism – and especially eco-tourism - has long been heralded as the “growth-industry” of the CB area, as it includes a significant number of pristine areas of high ecological value. Yet, it has a rather modest number of accommodation establishments compared to its population (43

establishments/100.000 inhabitants, when the EU28 average is 111), and unevenly distributed. The largest concentrations of accommodation establishments and beds are in the districts of Kavala, Thessaloniki and Smolyan.

Innovation

Both Greece and Bulgaria have outlined national or regional strategies for innovation in the context of “smart specialization”. Yet, Bulgaria is lagging far behind the other EU countries and is listed as a “modest innovator” in the 2014 “Innovation Union Scoreboard”, while Greece, although in a somewhat better position, falls below the EU average and is listed as a “moderate innovator”. Yet, the CB area possesses significant research facilities currently which are however not collaborating with each other or with the business community. It also possesses similar productive systems, therefore exhibiting important opportunities for coupling entrepreneurship initiatives with innovation. The critical mass of research centres and other academic structures is located in Thessaloniki with the following fields of excellence: biotechnology, advanced production systems for chemical processes, energy and environmental technologies, information processing, virtual reality, security services, etc. R&D activities in East Macedonia and Thrace are concentrated in the public sector and particularly in the Demokritos University of Thrace (with a unique Genetics Department) and to a lesser degree in the Technical Education Institute (TEI) of Kavala. On the Bulgarian part, most important research infrastructure is located outside the CB area (mainly in Sofia and Plovdiv) and only Blagoevgrad seems to have any significant research structures. The South-West University “Neofit Rilski” - with nine faculties[1] – offers PhD programmes in many liberal arts fields (Education and Pedagogy, Literary Studies and Linguistics, History and Archaeology, Social Sciences, Law, etc. and Arts - with a specializations in choreography and cinema). Of particular importance for the CB area are the programmes in Economics (with a specialization in Tourism), Geography and Environmental Sciences, and IT technologies. Also, in Smolyan there are branches of the In Smolyan there are branches of the "Paisii Hilendarski" University of Plovdiv with its Technical College and the Varna Free University "Tchernotisets Hrabar".

Climate change

According to the ESPON-CLIMATE project, the programme area is substantially more vulnerable to climate change both compared to EU 28 and the Greek and Bulgarian national levels as well. The districts with the highest vulnerability are Thessaloniki, Serres, Kardzhali and Haskovo. Climate change will have major negative impacts to the CB area. It is estimated that it will affect the majority of the urban centers, by rising the number of heat-wave days to more than 50 by 2071-2100. Natural

hazards in the area include flood risk zones (mainly in the vicinity of Nestos/Mesta and Evros/Maritsa rivers), wildfire risk areas (mainly in the mountain ranges) and erosion risk areas (especially on the coast). Floods and wildfires can quickly spread across borders and their effective management is of crossborder importance. Finally the areas with the highest risk of landslides are located in the basin of Maritsa East and in the coal development area in the South-west region. The largest studied landslide is located in the district of Smolyan at the location "Smolyan's Lakes".

In addition, the combined adaptive capacity of the CB area to climate change is similar to the national levels and the lowest in Europe. On the Greek side the district of Thessaloniki and on Bulgarian side the district of Blagoevgrad show a rather high adaptive capacity relative to the national values but still lower than the EU28 average.

Environment

The CB area is characterized by many and important natural resources, including a large number of protected natural sites (86 Natura 2000 areas, 5 Ramsar wetlands, etc), many of which are of pristine character. The CB landscape consists of densely forested mountains, straits of rivers, valleys, plains, lakes, coastal wetlands, seashores and river deltas. The area comprises the mountain ranges of Rila, Pirin and Rhodopi, featuring outstanding forests, the cross-border rivers Strymon (Struma), Nestos (Mesta), Ardas (Arda) and Evros (Maritsa) and more than 400 kilometers of coastline. These important natural resources have not been sufficiently exploited for development purposes in the past. In terms of the state of the environment, industry is among the major polluters on both parts of the border, and pollution hot-spots are concentrated in southwestern Bulgaria and near the Kavala urban area. Both cross-border rivers - Nestos and Evros - are polluted with urban as well as industrial effluents (e.g. BOD). The major problems in the management of urban wastewater result from the lack of sewage treatment infrastructure in settlements between 2,000-10,000 inhabitants. The problem is more acute on the Bulgarian portion of the CB area. In Bulgaria only 46% of the population is covered by wastewater treatment systems and most of the treatment capacity (71%) is located in the Danube and Black sea river basins (which are outside the CB area). On the Greek portion 88% of the population is covered by wastewater treatment systems.

Accessibility

The area possesses significant transport infrastructures. It is served by three ports of national/international importance (the Thessaloniki port, the double port of Kavala and the port of Alexandroupolis) and three main airports (the International Airport "Makedonia", at Thessaloniki, the Airport "Great Alexander" at Kavala and the Airport "Democritus" at Alexandroupolis), all of them on

the Greek side. The most important transport infrastructure is the road network and overall connectivity has improved significantly in the past:

- with the construction of the Egnatia motorway and several vertical axes connecting Greece to Bulgaria and
- the construction of large portions of motorways A3 and A4 in Bulgaria.

Nevertheless, lower-level roads are at various stages of disrepair (especially on the Bulgarian part) making interconnections difficult and reducing mobility especially in the mountain ranges. At the same time, several Egnatia vertical axes as agreed in the Transnational Agreement between Greece and Bulgaria in 1998 still missing or under construction (such as the connection of II-86 to the Greek transport system) and the motorways on the Bulgarian part are incomplete. The area is deficient in terms of railway and multi-modal infrastructure (despite the existence of important ports and airports). Both Greece and Bulgaria have been recently investing in the CB area railway network but it requires considerable investment which is outside the financial capabilities of the present programme. This heavy dependence on road transport also increases considerably the environmental footprint of transport activities in the area, especially at the border crossings (e.g. long lines of trucks) and especially during the tourist season. Last but not least, the area lacks accessible public transport for people with disabilities and cross-border public transport services.

Labour Market, Poverty and Social Inclusion

While in 2007 unemployment rates for the CB districts were on the average near or below the national rates and below the EU27 average rate, unemployment started to rapidly increase – especially in Greece - soon after the wake of the economic crisis in 2008 reaching record high levels in 2013. The Bulgarian districts succeeded to keep unemployment rates near or lower than the EU27 average. Currently, the high disparities among the CB districts have not dissipated. The latest data exhibit the following high unemployment rates (2013): Xanthi 37,5%, Drama 36,8%, Thessaloniki 32,1%, Serres 22,9%, Kavala 22,8%, Evros 22%, Smolyan 20,3% and Rodopi 16,8%. In addition, long term unemployment rates have increased sharply - especially for the Greek regions - after 2009, indicating a risk of large structural unemployment which in turn implies the existence of inefficient labour markets and a mismatch between labour market demand and the available skills and locations of the workers seeking employment. According to the ESPON DEMIFER project the CB area shows significantly higher values of long-term unemployed persons compared to the EU28. Youth unemployment rates display similar trends and are attributed to the lackluster economic growth, the

rigid labour market, and the mismatch between potential employee skills and employers' needs in Greece and Bulgaria.

In addition, the CB area exhibits considerably higher than EU28 percentages of population at risk of poverty or social exclusion (3-4 times higher). The main reason for the large divergence is the comparatively higher long term unemployment rates, and the higher share of people living in areas with low work intensity and low income levels. With respect to the latter, the share of people living in areas with low work intensity has been rising since 2010 in Bulgarian and Greek territories alike.

The large number of people experiencing poverty and social exclusion in the CB area is also attributable to the presence of various vulnerable groups such as minorities, internal migrants, asylum seekers and foreign persons under subsidiary protection. The higher risk of poverty and social exclusion among these groups is primarily connected to long-term unemployment and economic inactivity.

The rising incidence of poverty has many social consequences, one of which is the deteriorating public health conditions. Even though the CB area enjoys the availability of basic health care resources (e.g. hospitals and doctors) at levels near, or even better in several cases, than the EU28 average, the average life expectancy is lower than EU28 levels and many epidemiological indicators record higher values. Overall, Greek districts have exhibited higher life expectancy than Bulgarian districts in the past, but since poverty forces more people to resort to hospital care (more than a 20% increase has been documented in Greece after 2010), it appears that Greek districts may be more at risk of deteriorating health care conditions in the near future, thereby lowering overall public health levels in the CB area.

The priority axes of the Programme are:

- ⇒ PA 1: A Competitive and Entrepreneurship Promoting Cross-Border Area
- ⇒ PA 2: A Sustainable and climate adaptable Cross-Border area
- ⇒ PA 3: A better interconnected Cross-Border Area
- ⇒ PA 4: A socially inclusive Cross-Border area
- ⇒ PA 5: Technical Assistance

The project “RemoteCARE” was submitted and approved under the **Priority Axis “4. A Socially Inclusive Cross-Border Area”** and particularly at the **Thematic Objective “09 - Promoting social inclusion, combating poverty and any discrimination”**, the Investment Priority “9a. Investing in health and social infrastructure which contribute to national, regional and local development, reducing inequalities in terms of health status, promoting social inclusion through improved access to social, cultural and recreational services and the transition from institutional to community-based

services” and the Specific Objective “8.To improve access to primary and emergency health care (at isolated and deprived communities) in the CB area”.

1.2. Scope of the project “REMOTECARE”

The cross-border area has similar geographic conditions with high rough mountains and disperse small villages with difficult access to urban centers. Furthermore, no local primary healthcare facilities exist in these areas. As a result, the rural population of the cross border area does not have access to primary healthcare services as they are provided only in the large urban centers. Municipality of Oraikastro includes in its territory areas with difficult access to urban centers, e.g. villages of Petroto, Mesaio, Filaphelphia, Neoxorouda, Pentalofos. These villages are mainly inhabited by elder people as well as immigrants with low income.

Municipal Authority of Oraikastro is aware of this problem and always wished to provide their rural citizens with these type of health services. After the announcement of the GR-BG Programme, LB realized that one of its objectives (specific objective 8 namely) corresponds exactly to their need. LB realized that it is also a great opportunity to cooperate with a Bulgarian partner facing the same problem. Such a cooperation could greatly contribute to the transferability of the project approach in other regions or countries with similar characteristics. The area of municipality of Petrich and municipality of Sandanski is served by MPHAT "SOUTHWEST HOSPITAL". The territory includes plenty mountainous and remote villages. These villages are also inhabited by elder and low-income people. Authorities in the regions are interested in confronting this common problem. The methodology to be followed in order to realize the project objective (the provision of healthcare services to the rural population) is the development of mobile healthcare units that staffed with a multidisciplinary team that will visit the target population on a regular basis. The mobile unit will be supported by innovative ICT tools for recording patient’s health history and data.

The main target group of the project is the rural population that don’t have easy access to healthcare providers of the urban centers, mainly the elderly, the unemployed, the disabled and the poor people of the rural areas. The project directly contributes to specific objective 8 “improve access to primary and emergency health care (at isolated and deprived communities) in the CB area” as it provides the rural deprived population with primary healthcare services on a regular basis.

The project has multiple effects: improvement of the residences’ health, decrease of hospital admissions and reduction of health costs.

The starting point for determining the project was the common planning. Partners' previous experience in implementation of cross-border projects had created the adequate cooperate conditions, in order to submit the proposal. Some technical meetings took place where the partners prepared and submitted the proposal of the project, taking into account context, priorities, joint

objectives and key measures, so as to reflect their own needs.

They analyzed the areas of intervention, effectiveness and lessons learned from the previous period, and finally, the needs and priorities set by the recent economic crisis. During the partners' meetings, the project idea was step-by-step developed and consolidated, the proposing partnership was formulated, the roles among the partners were determined, and, finally, the project was structured and the activities were shared among the partners, in accordance with the specific needs of each area and the experience and capacity of each partner. As both partners have a low experience but are eager to learn to deal with the advantages digital ICT devices offer, the support of Demokritos was requested and accepted to support them with their ICT know-how by developing a digital system for the recording and monitoring of the patients' health status. To underline their intention of joint collaboration in the future, a joint committee of both regions was proposed to ensure to work from a common view, finding common guidelines for the new way of organizing of health services in combination with utilizing the advantages the nowadays digital ICT technology offers.

It is noted here that well-known medical protocols for recording patients' data, e.g. HL7, Peppol standards, will be utilized. These standards will be adjusted to the specificities of the CB area.

The main objective of the project "REMOTECARE" is to improve access to primary health care in the rural cross border areas where population has difficult access to healthcare units. In particular, in both regions a mobile health care unit will be purchased. Each mobile unit will be properly configured and equipped with medical and ICT equipment. Additionally, each unit will be staffed with health care professionals. An information system for recording the medical history and the exams of the patients will also be developed. The system will utilize well-known medical protocols for recording patients' data, e.g. HL7, Peppol standards.

The mobile units will operate through a regulated plan (protocol, under supervision of the installed joint committee on both regions), with responsible care professionals who place an emphasis on early diagnosis and prevention (e.g. not only vaccination but also learning elementary self-management techniques to remain healthy) and utilizing the nowadays Information and Communication technologies. Within the framework of a common strategy (roadmap), each region will formulate its business plan for the mobile unit service including the service-, the technical- unit's soft/hard ware requirements. According to this plan, the pilot application of the mobile health units is set up in order to form a well-functioning network with the other primary health care organisations.

The project promotes social inclusion and combats poverty and discrimination as it provides healthcare services to people of remote areas who do not have easy access to healthcare structures.

Consequently, it reduces inequalities in terms of health status.

However, RemoteCare's more significant contribution to the Programme is the improvement access to primary health care at isolated and deprived communities in the cross border area.

The expected outputs of the project “REMOTECARE” are tangible and measurable, relating to the project activities and objectives. According to the work packages and to activities that the project contain, the expected outputs are the following:

- Decrease of the number of hospital admissions and consequently decrease of secondary and tertiary health costs
- Protection of vulnerable social groups from hospital infections and provision of information to these groups about self-management techniques to handle their own health situations
- Improvement of the psychological condition of vulnerable social groups
- Improvement of the quality of life for the habitats of the rural areas
- Promotion of prevention and early diagnosis
- Reduction of health care costs
- Training of the caregivers and health professionals to incorporate a professional responsible attitude and to handle ICT smart devices,
- Collection and production of the documentation procedure of the patients’ medical history and the medical treatments they received from the mobile unit.
- Developments of a feasibility study of the mobile health units.
- An interregional MoU and forming the starting points for further joint actions.
- It is noted here that the project main objective is the provision of primary healthcare services to remote population. One of the pillars of the reformation of the health system in Greece is the authorization of municipalities to provide health care services.

Therefore, the project offers a great opportunity, among others, to test the feasibility of this type of intervention. Even more, the cross border approach will give the Consortium the opportunity to evaluate and compare the provision of primary healthcare services by a local authority and a hospital and come to useful conclusions that could be used in the future.

The project's added value stem from the similar living conditions (many remote villages populated mostly by elderly and deprived families) in the CB area.

The project partners will share human and economic resources, competences and know-how,

experiences and best practices in order to achieve the optimum results.

In particular, the approach we follow in this project is the primary integrated healthcare, an innovative concept that has been implemented with success in many European countries. However, Greece and Bulgaria have not implemented such an approach yet.

The expected results from the project's implementation could be described as follows: Improvement of cooperation to respond to common problems regarding social integration issues, exchange of best practices, networks creation and joint health & social integration protocols, improvement of provided primary health services and elimination of the conditions excluding sensitive social groups, by the introduction of mobile units for those social sensitive groups which are not able to reach the nearest primary health centers. Project's results are mainly focuses on equal opportunities and battling discrimination, as the project aims to improve services and conditions providing on sensitive social groups.

In particular, the project leads to: a) the reorganization of two healthcare institutions: MPHAT "SOUTHWEST HOSPITAL" and the healthcare provision unit of the Municipality of Oraikastro, b) the development of two health ICT systems, one for Greece and one for Bulgaria and c) the provision of primary healthcare services to the rural population of the area, i.e. 24.686 Bulgarian and 16.584 Greek citizens, total 41.270 citizens that live to the rural cross border areas.

Furthermore, the project will implement an innovative approach for the provision of primary healthcare services by a local authority and a hospital in the CB area. Thus, we will come to useful conclusions that could be used in the future.

1.3. “REMOTECARE” Partnership

The bodies that participate in project “REMOTECARE”, are:

1. Municipality of Oraikastro (Lead Beneficiary - LB)
2. Institute of Informatics and Telecommunications (IIT)-National Centre of Scientific Research "Demokritos" (Project Beneficiary 2 – PB2)
3. MPHAT "SOUTHWEST HOSPITAL" (Project Beneficiary 3 – PB3)

The projects partnership was carefully selected in an effort to involve actors from different, however,

complementary 'know-how', experience and 'point of view', in order for the implementation of the project which will lead to sustainable results, even after its completion, to both countries, public authorities and local population.

1.4. Partnership Responsibilities & Partners Tasks

Lead Beneficiary's Tasks

The Lead Beneficiary (LB) is responsible for coordinating the overall implementation of the cross-border project and submitting the complete Progress Report for both participating countries in the Programme to the JTS.

Lead Beneficiary (LB) should also appoint a General Project Manager, who has the operational responsibility for the coordination of the sound implementation of the entire project and should also set up a Joint Management Team (Project Management Team/ Project Management Committee) for the successful management of the entire partnership.

Moreover, the Lead Beneficiary (LB) shall assume the following responsibilities:

- be directly responsible for the preparation and management of the entire project, not acting as an intermediary;
- ensure the timely commencement of the project and the sound implementation of the entire project, in compliance with all obligations and rules that derive towards the JS and the Managing Authority;
- prepare a standard work plan setting out tasks to be undertaken by each PB;
- comply to all reporting and auditing requirements;
- submit to the JS progress reports on the implementation of the entire project, based on the data that it receives from all partners;
- record and store project documents;
- provide the MA/JTS with all monitoring data required;
- act as the contact point with the Program Management Bodies (Managing Authority,

Joint Secretariat, etc.) for monitoring, reporting and general information purposes.

In addition the Lead Partner shall assume the following responsibilities:

- (i) lay down all arrangements and provisions required, in order to guarantee the sound financial management of the funds allocated to the operation, including the arrangements for recovering amounts unduly paid;
- (ii) Implementation of the operation in the respective participating country;
- (iii) Transferring the European Union's contribution to the partners participating in the operation, of the respective participating country;
- (iv) Ensure that the expenditure presented by the beneficiaries participating in the part of the action taking place in the respective country has been paid for the purpose of implementing the operation and corresponds to the activities agreed between those partners.

The Lead Beneficiary (LB) ensure that the verification of the expenditure presented by the beneficiaries participating in the operation has been validated by the controllers.

Project Beneficiaries' Tasks

The partners' responsibilities entail that they:

- Ensure the implementation of the project activities under their responsibility according to the project plan, the Partnership Agreement and the relevant contracts signed by the Project Lead Partners
- Cooperate with the other project partners in the implementation of the project, the reporting and monitoring as necessary;
- Participate in the joint key project conclusions, changes to project strategy and other important decisions ;
- Prepare and submit to the Lead Beneficiary (LB) financial and progress reports, including all supporting documentation required, (according to the official Progress report Templates provided).

- Assume responsibility in the event of any irregularity in the expenditure they have declared, and repay the Lead Partner the amounts unduly received.

Partnership Tasks

For the “REMOTECARE” the Leader Partner (LB) – Municipality of Oraioikastro has, according to the approved Application Form, the responsibility for the general management and coordination, as well as the responsibility for the prompt implementation of every WP and Action of the Project.

"REMOTECARE" is a project of strategic importance in terms of the provision of healthcare services to the rural population through the development of mobile healthcare units for the eligible area, and given the nature of the project requires:

- a) The excellent cooperation and coordination between the project beneficiaries
- b) The implementation of clear project management rules
- c) Compliance with the rules and directives of the European Territorial Cooperation Program "Greece - Bulgaria 2014-2020".

Understanding the specific requirements of the project organizational level, coordination and management, it is imperative the use of a user-friendly and practical handbook, based on the principles of project management Project Management Institute (PMI). PMI was founded in 1969 and has since been promoting the development and standardization of project management through internationally recognized standards, certification, resources, tools, academic research, publications, professional development courses and networking opportunities.

The purpose of the handbook, to be distributed to all “REMOTECARE” project partners, is to provide a common reference guide for all executives involved in the implementation of this project, which will offer:

- A clear framework of rules and guidelines for coordinating, implementing and managing the project
- Design of all the main project management processes
- Standard documents and methodologies to be used by partners to optimize processes

Using a project management methodology ensures the creation of a framework that allows:

- ❖ The efficient management of the project
- ❖ Management of changes
- ❖ Effective communication between the parties involved
- ❖ Risk management
- ❖ Quality assurance
- ❖ To meet the needs for continuous provision of progress data
- ❖ Management of Deliverables
- ❖ Managing suppliers / partners

However, it is necessary to take under consideration:

- (A) The co-funded and collaborative nature of the project
- (B) The management rules established by the European Territorial Cooperation Program "Greece - Bulgaria"
- (C) The administrative and organizational structure of the main stakeholders (beneficiaries) of the project
- (D) The particular requirements of the project in terms of physical object

For these reasons, it is necessary to adapt the methodology to the specific needs and size of the project in order to:

- Focus on those processes that add value to the successful outcome of the project and facilitate its management
- avoiding excessive use of bureaucratic procedures (complex and crowded forms) and replacing them with electronic tools to continuously monitor the progress of implementation
- avoiding the use of many non-flexible decision-making structures that create delays and additional bureaucratic burden

Taking under consideration the aforementioned, in the following chapters will be presented analyzed the tools for the effective management and coordination of the implementation of actions, that will be adopted by project beneficiaries of "REMOTECARE".

2. Project Management Approach for the project “REMOTECARE”

2.1 Project Management Methodologies

A project is a unique, temporary endeavor with a definite beginning and end that’s undertaken to fulfill a specific set of goals and objectives. As such, the Project Management Institute defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements.”

There are a wide variety of projects and organizational structures, so there’s no one-size-fits-all approach to project management. For project management to be effective, it must be tailored to partnership’s project type, human resource capabilities, and body’s culture. And because it has always been practiced informally, several approaches have been developed through the years.

1. Agile

The Agile Project Management Process is a value-centered methods of project management that allows projects to get processed in small phases or cycles. The methodology is one that is extremely flexible and projects that exhibit dynamic traits would benefit from this process as you would find that project managers working in this environment treat milestones as “sprints”; the goal being to continuously adapt to abrupt changes from client feedback. It is best suited for small software projects made up of a highly collaborative team or a project that requires frequent iteration.

2. Waterfall

The Waterfall Methodology, on the other hand, is a traditional approach to project management and more commonly used in the manufacturing or construction sectors. A lot of experts believe that it was the first model to have been adopted in software engineering. The model takes a linear approach towards project management with the project being broken down into sequences with the kickoff of a phase dependent on the completion of the preceding one.

This method primarily consists of 5 stages: Idea Engineering – System Design – Implementation – Testing & Validation – Maintenance

3. Scrum

The Traditional Waterfall method reveals a more lengthy process where planning alone could take a

couple of months before moving to the next stage – design. The design phase could also take a couple of months; this could lead to the launch of a product that could be termed obsolete in the current marketplace.

With Scrum, however, the planning is just enough to kick off the project as it is based on the Agile framework that was discussed earlier. It's a great way to prevent delays in product launch because the entire process focuses on team collaboration. The Scrum master facilitates the scrum sessions (sprints) which occur within a time frame of 1-3 weeks. The result is an iterative process that significantly saves the company a lot of time and money.

4. PRINCE2

PRINCE2 is an acronym for PProjects IN Controlled Environments; it originated from the UK and has come to be accepted in the UK as best practice for project management thanks to its very flexible nature. With Prince2 the outputs are clearly defined and there is a business justification for every project.

This project management method is also characterized by products that are delivered on time and well within cost estimates. The roles are predetermined before the kickoff of the project and every member of the project is well aware of their responsibilities towards to successful execution of the project.

5. PERT

PERT stands for Project Evaluation Review Technique; in an earlier paragraph, it is stated stated, that it most often combined with the Critical Path Method. This project management method is a favorite of most manufacturing companies as it takes into cognizance the time it takes to complete a task. Time is an important factor in project management as it also determines the budget for the project.

6. Adaptive Project Framework

Robert K. Wysocki is an authority on the Adaptive Project Management Framework and in his book, Adaptive Project Framework: Managing Complexity in the Face of Uncertainty, he talks about the discovery of new applications for which the traditional linear approach may not be suitable for. He goes further to identify "...the difficulty in specifying complete requirements at the beginning of the project" as the major reason why present-day projects fail to meet the requirements of the Traditional Project Management Approach. The solution to this dilemma lies in the adaptive project

framework; a process that was created out of the need to adapt to the continuously changing phases of a project.

7. Extreme Programming (XP)

This methodology which also has its roots in the agile framework was developed by in the 1990s by Kent Black. This short life-cycle method has as its main objective, the improvement of product quality, client satisfaction. Its characteristics and principles make for a project management team that strives for excellence in the development process. In his book – Extreme Programming Explained, Kent explains that the methodology is becoming more prominent because “...XP is particularly well-suited to help the small software development team succeed.”

8. Kanban

The Kanban project management process does away with the sprints and milestones that are attributed to the scrum and traditional methods of managing projects respectively. What you would find, is a more visual approach to managing time, project scope and budget; these 3 factors determine the success of any project. Kanban, a lean scheduling project management method was developed by the Japanese Toyota Corporation based in the 1940s. The idea behind Kanban is continuous delivery, especially when combined with the scrum methodology. It uses a system of visual cues that let the project team know what is expected of tasks within the project in relation to quantity and quality as well as when the tasks are expected to be accomplished.

Choosing the Right Project Management Method for the project “REMOTECARE”

The project management methods outlined above are by no means exhaustive; there are quite a lot of offshoots and hybrids out there that have churned out fantastic results. The issue, however, lies in the identification of a suitable approach for managing your projects because these approaches serve as blueprints and the approach utilized could mean the difference between the failure and the success of the project so here are a few points to guide the partnership.

1. Find out from team members what has worked and have experience in past INTERREG projects
2. Clearly, define the needs or expectations of the project deliverables
3. Outline organizational goals, keeping in mind project costs as well.
4. Consider the structure of the Project Management Team
5. Lastly, you need not decide on a one size fits all kind of approach; keep in mind that it is

perfectly acceptable to pick the various positive elements from all the individual methodologies to create a process that could work marvelously well for your team.

2.2 Phases Project Management

According to PMI, “project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project.” There are five phases of project management and if the lifecycle provides a high-level view of the project, the phases are the roadmap to accomplishing it.



PHASE 1: PROJECT INITIATION

This is the start of the project, and the goal of this phase is to define the project at a broad level. This phase usually begins with a business case. This is when you will research whether the project is feasible and if it should be undertaken. If feasibility testing needs to be done, this is the stage of the project in which that will be completed.

Important stakeholders will do their due diligence to help decide if the project is a “go.” If it is given the green light, you will need to create a project charter or a project initiation document (PID) that

outlines the purpose and requirements of the project. It should include business needs, stakeholders, and the business case. Note: There are plenty of PID templates that adhere to PMBOK guidelines available online that you can download to help you get started.

PHASE 2: PROJECT PLANNING

This phase is key to successful project management and focuses on developing a roadmap that everyone will follow. This phase typically begins with setting goals. Two of the more popular methods for setting goals are S.M.A.R.T. and CLEAR:



S.M.A.R.T. Goals – This method helps ensure that the goals have been thoroughly vetted. It also provides a way to clearly understand the implications of the goal-setting process.

Specific – To set specific goals, answer the following questions: who, what, where, when, which, and why.

Measurable – Create criteria that you can use to measure the success of a goal.

Attainable – Identify the most important goals and what it will take to achieve them.

Realistic – You should be willing and able to work toward a particular goal.

Timely – Create a timeframe to achieve the goal.

C.L.E.A.R. Goals – A newer method for setting goals that takes into consideration the environment of today's fast-paced businesses.

Collaborative – The goal should encourage employees to work together.

Limited – They should be limited in scope and time to keep it manageable.

Emotional – Goals should tap into the passion of employees and be something they can form an emotional connection to. This can optimize the quality of work.

Appreciable – Break larger goals into smaller tasks that can be quickly achieved.

Refinable – As new situations arise, be flexible and refine goals as needed.

During this phase, the scope of the project is defined and a project management plan is developed. It involves identifying the cost, quality, available resources, and a realistic timetable. The project plans also includes establishing baselines or performance measures. These are generated using the scope, schedule and cost of a project. A baseline is essential to determine if a project is on track.

At this time, roles and responsibilities are clearly defined, so everyone involved knows what they are accountable for. Here are some of the documents a PM will create during this phase to ensure the project will stay on track:

Scope Statement – A document that clearly defines the business need, benefits of the project, objectives, deliverables, and key milestones. A scope statement may change during the project, but it shouldn't be done without the approval of the project manager and the sponsor.

Work Breakdown Schedule (WBS) – This is a visual representation that breaks down the scope of the project into manageable sections for the team.

Milestones – Identify high-level goals that need to be met throughout the project and include them in the Gantt chart.

Gantt Chart – A visual timeline that you can use to plan out tasks and visualize your project timeline

Communication Plan – This is of particular importance if your project involves outside stakeholders. Develop the proper messaging around the project and create a schedule of when to communicate with team members based on deliverables and milestones.

Risk Management Plan – Identify all foreseeable risks. Common risks include unrealistic time and cost estimates, customer review cycle, budget cuts, changing requirements, and lack of committed resources.

PHASE 3: PROJECT EXECUTION

This is the phase where deliverables are developed and completed. This often feels like the meat of the project since a lot is happening during this time, like status reports and meetings, development updates, and performance reports. A “kick-off” meeting usually marks the start of the Project Execution phase where the teams involved are informed of their responsibilities.

Tasks completed during the Execution Phase include:

- Develop team
- Assign resources
- Execute project management plans

- Procurement management if needed
- PM directs and manages project execution
- Set up tracking systems
- Task assignments are executed
- Status meetings
- Update project schedule
- Modify project plans as needed
- While the project monitoring phase has a different set of requirements, these two phases often occur simultaneously.

PHASE 4: PROJECT PERFORMANCE/MONITORING

This is all about measuring project progression and performance and ensuring that everything happening aligns with the project management plan. Project managers will use key performance indicators (KPIs) to determine if the project is on track. A PM will typically pick two to five of these KPIs to measure project performance:



- Project Objectives: Measuring if a project is on schedule and budget is an indication if the project will meet stakeholder objectives.
- Quality Deliverables: This determines if specific task deliverables are being met.
- Effort and Cost Tracking: PMs will account for the effort and cost of resources to see if the budget is on track. This type of tracking informs if a project will meet its completion date based on current performance.
- Project Performance: This monitors changes in the project. It takes into consideration the amount and types of issues that arise and how quickly they are addressed. These can occur from unforeseen hurdles and scope changes.

During this time, PMs may need to adjust schedules and resources to ensure the project is on track

PHASE 5: PROJECT CLOSURE

This phase represents the completed project. Contractors hired to work specifically on the project are terminated at this time. Valuable team members are recognized. Some PMs even organize small work events for people who participated in the project to thank them for their efforts. Once a project is complete, a PM will often hold a meeting – sometimes referred to as a “post mortem” – to evaluate what went well in a project and identify project failures. This is especially helpful to understand lessons learned so that improvements can be made for future projects.

Once the project is complete, PMs still have a few tasks to complete. They will need to create a project punchlist of things that didn’t get accomplished during the project and work with team members to complete them. Perform a final project budget and prepare a final project report. Finally, they will need to collect all project documents and deliverables and store them in a single place.

2.3 “REMOTECARE”’s Project Management Approach

The approach that will be suitable during the project “REMOTECARE”, is PERT Method (Program Evaluation and Review Technique) that is one of the standard methods of network analysis. PERT Method is a generalization of the Critical Path Method (CPM). PERT is used to manage complex actions having stochastic nature. Here, the duration of each sub-activity is understood as a random variable having a probability distribution. Empirically it was found that in practice the beta distribution describes it the best because it better reflects the variability of operating conditions (e.g. mining operations).

The aim of the PERT models is such an arrangement of activities that would ensure a compliance with the deadline of the project with sufficiently high probability. The basic difference from the CPM is, that the duration of the activity is not precisely known but it is given only with a certain probability. This duration is not constant but a random variable with a certain probability distribution. Due to the nature of issues addressed in the project management, the beta distribution was chosen for the classical practices. This distribution is very close to the normal distribution, it is continuous, single, slightly, asymmetrical, but unlike normal it is bounded on both sides.

PERT method can be used, as well as other methods of network analysis, to estimate the project

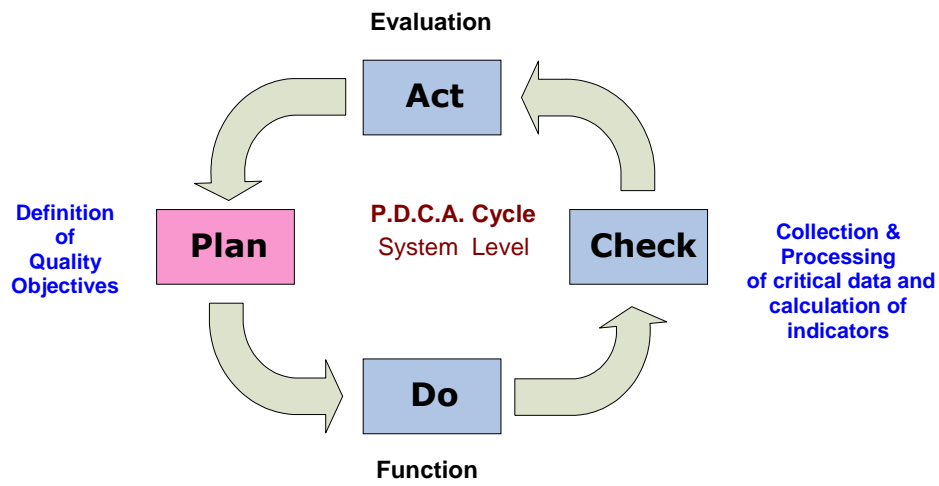
duration. It is used as an alternative to CPM. PERT is a method mainly used in project management of Interreg projects.

Complementary with PERT method will be used the Gantt Chart. Gantt Chart is practically a synonym for a graphical representation of the planned sequence of activities in time, which is used for project or program management. The author is Henry Laurence Gantt. Gantt chart displays in columns (horizontal) time period in which it is planned. Depending on the length of the planned project, it is displayed as a period in the corresponding details (years, months, weeks, days). In lines (vertical) are then displayed partial activities (sometimes called tasks) - the steps, activities or subprojects in the order corresponding to their logical sequence in the planned project. The duration of the activity is then related to the time period.

Use of the Gantt Chart in practice: it is not exactly prescribed when and how the Gantt chart is used. It is commonly used for planning activities within the project or the coordination of the projects within the program. In practice, a simple form of the Gantt chart for a graphical representation of the activities within the project in time is used. It can be realized using the table in simple office applications. A more complex form of the Gantt chart represents a display of different continuities (capacity, material, technological, etc.) between different activities. This method of planning activities comes from the CPM method. Some of the tools for the project management support for such views are usually used.

Moreover, another project methodology that will be used for the proper management of the project “RemoteCARE” is the methodology P.D.C.A. The general principle underlying the approach of each institution’s operating system is the quality of the operational activities, through the concept of process management. Within this framework, each activity which uses resources and is managed with the aim to reach to certain outputs and results, is a process. The process applied in “RemoteCARE” project is characterized by energy flow and corresponding specific administrative powers which are categorized (by applying the methodology P.D.C.A. (Plan-Do-Check-Act) in four sections:

- Planning / Programming Activities (Plan)
- Implementation Actions (Do)
- Activities for Results Monitoring (Check)
- Correction / Improvement Actions (Act)



3. Management plan on the Scope of the project

In the framework of the project “RemoteCARE” will be jointly implemented by all beneficiaries through parallel & integrated activities and it is divided in 6 well-structured thematic Work Packages, each of which concerns an integrated and complete group of activities.

Work Package 1 - Project Management & Coordination, concerns the management of the project and includes the preparatory activities undertaken by the PBs for increasing the maturity of proposed interventions, the organization of six project meetings in Thessaloniki (Oraiokastros) (four meetings), in Petrich (one meeting) and Sadanski (one meeting), with the participation of all PBs, day-to-day management of the project, reporting procedures to the JS of the Programme, audit and the verification of expenditures. Regarding reporting, LB will prepare semi-annual progress reports with input provided by the rest of the PBs and will be responsible for the overall coordination of activities.

WP2 - Communication & Dissemination includes a series of actions for promoting project results, raising awareness among the population of the cross border area on healthcare services in remote areas and promoting the cooperation between competent authorities of the two countries. Communication and dissemination actions will be further analyzed in the communication plan that will be elaborated by the LB. The milestones of the project include the supply of the van, medical and IT equipment, the beginning and completion of 12-month pilot operation in the intervention areas, training action for the participants on the pilot operation (doctors, nurses, social workers, IT experts who will undertake the smooth operation of the IT equipment), raising awareness actions in which stakeholders will participate in order to be informed by and the final event international closing conference, where project results and outputs will be presented. Complementary actions of Work Package 2 include the creation of dissemination and communication material (project logo, 2 project banners, 1.000 leaflets, pen, blocks, folders), as well as the development of project’s official website.

The following two Work Packages (**Work Package 3 - Establishment of a common strategy & road map for the establishment of the mobile health units and Work Package 4 - Procurement of equipment**), include actions concerning the development of the operation and business plan of the mobile healthcare units as well as 2 Workshops in order to be established a common Framework for the operation of mobile health units/and digital recording of the patient’s health status in the 2 regions. Furthermore, the aforementioned work packages includes the core action of the project “RemoteCARE” that regard the supply of van and IT and medical that will be incorporated in the van that will operate as a mobile healthcare unit. Moreover, in the framework of the aforementioned work packages will be developed (by PB2) the software for the Greek and Bulgarian mobile unit and a

requirements analysis will be elaborated.

The last two Work Packages and particularly the WP5 (**Pilot operation & training for the services to be provided by the mobile health units**) and the WP6 (**Evaluation and future planning for the services of the mobile health units**), includes actions for the pilot operation of the mobile healthcare units that will last for 12 months, organization of seminars that will contribute to the training of the responsible healthcare professionals, an evaluation & assessment report in which the results of the pilot operation will be analyzed as well as feasibility study through which a plan will be submitted with the view to extending the operation of the healthcare unit after the official end date of the project “RemoteCARE”. Last but not least, it should be mentioned that in WP6 an action regarding the development of a MoU (Memorandum of Understanding) is included. The MoU will be developed and signed by all partners and it will be a mean of commitment for future actions and cooperation between the partners with the view to continuing the mobile healthcare units’ operation and the transferability of the project outputs in other regions that have characterized by the same similarities with the project region.

Actions of WP1 and 2 will run throughout the life of the project, with the intensification of publicity and dissemination actions towards the end of the project (when the main outputs will have been completed). Actions from WPs 3, 4, 5 and 6’s duration depends on the scope of each action. WP6 will be conducted the last six months of the project and in reference to the implementation of the pilot operation of the mobile healthcare units.

WP	WP
WP 1	Project Management & Coordination
WP 2	Communication & Dissemination
WP 3	Establishment of a common strategy & road map for the establishment of the mobile health units
WP 4	Procurement of equipment
WP 5	Pilot operation & training for the services to be provided by the mobile health units
WP6	Evaluation and future planning for the services of the mobile health units

At the aforementioned Work Packages are included the following Actions – Deliverables for each partner:

WORK PACKAGE 1 - PROJECT MANAGEMENT & COORDINATION**LEAD BENEFICIARY**

1.1.2 - Project Management

1.1.3 - Project Management Handbook

1.1.4 - Project meetings

1.1.5 - FLC (Audits)

PROJECT BENEFICIARY 2

1.2.2 - Project Management

1.2.3 - Project meetings

1.2.5 - FLC (Audits)

PROJECT BENEFICIARY 3

1.3.1 - Preparation activities

1.3.2 - Project Management

1.3.3 - Project meetings

WORK PACKAGE 2 - COMMUNICATION & DISSEMINATION**LEAD BENEFICIARY**

2.1.1 - Communication Plan

2.1.2 - Final Event

2.1.3 - Dissemination Material

2.1.4 - Project website

2.1.5 - Raising Awareness Actions

PROJECT BENEFICIARY 2

2.2.1 - Dissemination Events

PROJECT BENEFICIARY 3
2.2.1 - Dissemination Events
2.3.2 - Dissemination Material
2.3.3 - Raising Awareness Actions

WORK PACKAGE 3 - ESTABLISHMENT OF A COMMON STRATEGY & ROAD MAP FOR THE ESTABLISHMENT OF THE MOBILE HEALTH UNITS

LEAD BENEFICIARY
3.1.1 - Workshops
3.1.2 - Mobile Health Unit Operation Plan
3.1.3 - Business Plan on the provision of primary healthcare services
PROJECT BENEFICIARY 2
3.2.2 - Requirements Analysis
3.2.3 - Contribution to Feasibility Study
PROJECT BENEFICIARY 3
3.3.1 - Workshops
3.3.2 - Contribution to Operation Plan
3.3.3 - Contribution to Business Plan

WORK PACKAGE 4 - PROCUREMENT OF EQUIPMENT

LEAD BENEFICIARY
4.1.1 - Supply of vehicle
4.1.2 - Supply of medical equipment
4.1.3 - Supply of IT infrastructure

PROJECT BENEFICIARY 2
4.2.1 - Software for the Greek mobile unit
4.2.2 - Software for the Bulgarian mobile unit
PROJECT BENEFICIARY 3
4.3.1 - Supply of vehicle
4.3.2 - Supply of medical equipment
4.3.3 - Supply of IT infrastructure

<u>WORK PACKAGE 5 - PILOT OPERATION & TRAINING FOR THE SERVICES TO BE PROVIDED BY THE MOBILE HEALTH UNITS</u>
LEAD BENEFICIARY
5.1.1 - Mobile Unit
5.1.2 - Seminars
5.1.3 - Pilot operation
PROJECT BENEFICIARY 3
5.3.1 - Mobile Unit
5.3.2 - Seminars
5.3.3 - Pilot operation

<u>WORK PACKAGE 6 - EVALUATION AND FUTURE PLANNING FOR THE SERVICES OF THE MOBILE HEALTH UNITS</u>
LEAD BENEFICIARY
6.1.1 - Evaluation & Assessment
6.1.2 - Contribution to Feasibility Study

6.1.3 - MoU
PROJECT BENEFICIARY 3
6.3.1 - Contribution to Evaluation
6.3.2 - Feasibility Study
6.3.3 - MoU

All the above mentioned deliverables must be produced and delivered in accordance with the approved Application Form and Justification of the Project. All project partners shall contribute to the project implementation procedures, supporting all “RemoteCARE” partnership, whenever judged necessary or asked by the Lead Beneficiary-Municipality of Oraikastro. The implementation of deliverables should be assigned to external experts by following the submitted to JS Procurement Plan.

4. Milestones

In the framework of the project “RemoteCARE” and after the completion of the detailed presentation of the physical object of the project, and the definition of the relations of dependence between the project actions, the milestones will be presented.

Milestones are tools used in project management to mark specific points along a project schedule. These points can mean anchors such as project start and end date, need for external review or input and budget control, among others. In many cases, milestones do not affect the duration of the project. Instead, they focus on the important milestones to be achieved to achieve success.

Milestones can add value to project planning. When combined with a scheduling methodology such as the Critical Route Method (CPM), milestones allow project managers to better define whether the project is scheduled or not. By limiting milestone milestones, the critical path can be set for large scheduling intervals apart from the entire project. This time division of the project in time allows timely display of timetable problems and a better visibility in the activities of which integration is critical.

Milestones can add significant value to project scheduling. When combined with a scheduling methodology such as Program Evaluation and Review Technique (PERT) or the Critical Path Method (CPM), milestones allow project managers to much more accurately determine whether or not the project is on schedule. By constraining the dates associated with milestones, the critical path can be determined for major schedule intervals in addition to the entire project. Slack/float can also be calculated on each schedule interval. This segmentation of the project schedule into intervals allows earlier indication of schedule problems and a better view into the activities whose completion is critical.

Milestones are frequently used to monitor the progress, but there are limitations to their effectiveness. They usually show progress only on the critical path, and ignore non-critical activities. It is common for resources to be moved from non-critical activities to critical activities to ensure that milestones are met. This gives the impression that the project is on schedule when actually some activities are being ignored.

Milestones are like dashboard reviews of a project. Number of activities which were planned at the beginning of the project with their individual timelines are reviewed for their status. It also gives an opportunity to check the health of the project.

The following template for the project milestones and scheduling will be used by all project beneficiaries. It should be mentioned that according to the aforementioned theoretical part, milestones coincide with the main deliverables of the project.

WPs & Deliverables/ months		2018				2019												2020								
		9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
WP 1 Project management and Coordination																										
1.1	Preparation Activities																									
1.2	Management Activities and reporting					20/01/2019 : 3rd Progress Report					20/07/2019 : 4th Progress Report						20/01/2020 : 5th Progress Report						20/07/2020 : 6th Progress Report		10/09/2020 : 7th Progress Report/ Final Report	
1.3	Administrative Costs																									
1.4	Project meetings				Komotini					Haskovo					Komotini			Kardjali					Smolyan			Thessaloniki
1.5	Title of the Deliverable																									
WP 2 Communication and Dissemination																										
2.1	Title of the Deliverable																									
2.2	Title of the Deliverable																									
2.3	Title of the Deliverable																									
2.4	Title of the Deliverable																									
WP 3 Integrated Infrastructure measures flood protection for River Strouma/Strymon and Kerkini Lake																										
3.1	Title of the Deliverable																									
3.2	Title of the Deliverable																									
3.3	Title of the Deliverable																									
3.4	Title of the Deliverable																									
3.5	Title of the Deliverable																									
WP 4 Integrated infrastructure measures flood Protection for River Maritza/Evros/Arda																										
4.1	Title of the Deliverable																									
4.2	Title of the Deliverable																									
4.3	Title of the Deliverable																									
4.4	Title of the Deliverable																									
4.5	Title of the Deliverable																									
WP 5 Impact Assessment																										
5.1	Impact assessment study																									

Instructions to project partners for the proper completion of **“Project Schedule & Milestones”**:

Each partner should complete the file **“Project Schedule & Milestones”**, as it will be used as a tool for the monitoring of the timely implementation of project’s actions. The file will be sent to Lead Beneficiary who is responsible for the consolidation of information that comes from all partners.

- ❖ The information that should be inserted is :
 - Name of the partner (No)
 - Numbers and titles of the Partner's deliverables in each Working Package

- ❖ The cells should be colored according to the start and end date/ month of each deliverable. For instance, the start date for constructions works could be the date the tender was launched and the end date the date the construction works are completed and paid.

- ❖ During the scheduled timetable, each partner should define the milestones by using an intense color. Examples for the definition of the project milestones are indicatively:
 - The publishing of the tenders
 - The signing of the contracts
 - The start of the works/ implementations of the deliverable
 - The completion of the works/ Deliverables
 - The delivery of equipment.
 - The finalization of payments

It should be mentioned that the main deliverables of the project “RemoteCARE”, (1.2 Project Management, 1.3 Project meetings, 3.1 Supply of vehicle, 3.2 Supply of medical equipment, 3.3. Supply of IT infrastructure, 5.3 Pilot Operation will have already been inserted in the template and will be followed by all bodies participating in partnership.

5. Project structure and scheduling

Main project activities of the project “RemoteCARE” cover the Municipality of Oraioakastro as well as the Municipality of Sandanski. It is notable that both Municipalities are a significant part of the Greek-Bulgarian eligible border area and are characterized by difficult access to the primary health during the daily life in the wider area.

It is noted here that the project main objective is the provision of primary healthcare services to remote population. One of the pillars of the reformation of the health system in Greece is the authorization of municipalities to provide health care services. Therefore, the project offers a great opportunity, among others, to test the feasibility of this type of intervention. Even more, the cross border approach will give the Consortium the opportunity to evaluate and compare the provision of primary healthcare services by a local authority and a hospital and come to useful conclusions that could be used in the future.

Proper project structure and scheduling is one of the most critical success factors of a project “RemoteCARE”, taking into consideration that its physical object is strictly connected with external factors. Particularly, Lead Beneficiary and Project Beneficiary 3, will both supply a vehicle, medical equipment and IT infrastructure. Project Beneficiary 2 will be responsible for the development of the software for Greek and Bulgarian mobile unit.

Delays in project implementation are the most common problem during project’s life. Effective time management in the implementation of the project requires three interrelated processes:

1. Development of a detailed and realistic start-up schedule taking into account the links between actions, the sequence of actions, internal and external constraints as well as the total time limit for the implementation of the project (the entire project "RemoteCARE" should be completed by 31/12/2020).
2. Continuous monitoring of the development of the project on a timetable (template: project schedule), taking regular reports from all the partners on the course of implementation of the actions aimed at timely detection of deviations from the initial planning.
3. Application of measures in order to adjust the timetable. In addition, for the purpose of the optimal scheduling of the project beneficiaries should take into account the critical path method (CPM), which in international terminology is also defined as critical path scheduling, an algorithm developed in 1950 as a tool for the design and control of projects, for the effective management of the project.

The critical path method (CPM) is a project modeling technique developed in the late 1950s by Morgan R. Walker of DuPont and James E. Kelley Jr. of Remington Rand. Kelley and Walker related

their memories of the development of CPM in 1989. Kelley attributed the term "critical path" to the developers of the Program Evaluation and Review Technique which was developed at about the same time by Booz Allen Hamilton and the U.S. Navy. The precursors of what came to be known as Critical Path were developed and put into practice by DuPont between 1940 and 1943 and contributed to the success of the Manhattan Project.

Critical Path Analysis is commonly used with all forms of projects, including construction, aerospace and defense, software development, research projects, product development, engineering, and plant maintenance, among others. Any project with interdependent activities can apply this method of mathematical analysis. The first time CPM was used for major skyscraper development was in 1966 while constructing the former World Trade Center Twin Towers in New York City. Although the original CPM program and approach is no longer used, the term is generally applied to any approach used to analyze a project network logic diagram.

CPM identifies:

- the total duration of the project
- the best combination of duration costs
- the possibilities of delaying certain activities without increasing the overall duration of the project
- time spent using resources

The critical path method also has three main benefits:

- Identifies the Most Important Tasks: First, it clearly identifies the tasks that you will have to closely manage. If any of the tasks on the critical path take more time than their estimated durations, start later than planned, or finish later than planned, then your whole project will be affected.
- Helps Reduce Timelines: When the results from a critical path method are displayed as a bar chart, like a Gantt chart, it is easy to see where the tasks fall in the overall timeframe. You can visualize the critical path activities (they are usually highlighted), as well as task durations and their sequences. This provides a new level of insight into your project's timeline, giving you more understanding about which task durations you can modify, and which must stay the same.
- Compares Planned with Actual: And lastly, the critical path method can also be used to compare planned progress with actual progress. As the project proceeds, the baseline schedule developed from the initial critical path analysis can be used to track schedule progress. Throughout a project, a manager can identify tasks that have already been

completed, the predicted remaining durations for in-progress tasks, and any planned changes to future task sequences and durations. The result will be an updated schedule, which, when displayed against the original baseline, will provide a visual means of comparing planned with actual progress.

In the following table is presented the timetable (structure and scheduling) the template for actions; scheduling that will be also submitted in electronical version. In the template for the project schedule is included in Annex. The electronic file (excel file) will be sent to all partners, in order to complete it according to the project's progress, accompanied with the necessary comments.

The actions that will delay the whole project, in case they will not be implemented on scheduled time are actions related to infrastructure and works:

LB

- 4.1.1 - Supply of vehicle
- 4.1.2 - Supply of medical equipment
- 4.1.3 - Supply of IT infrastructure
- 5.1.3 - Pilot operation

PB2

- 4.2.1 - Software for the Greek mobile unit
- 4.2.2 - Software for the Bulgarian mobile unit

PB3

- 4.3.1 - Supply of vehicle
- 4.3.2 - Supply of medical equipment
- 4.3.3 - Supply of IT infrastructure
- 5.3.3 - Pilot operation

5. Change Management Plan

During the lifetime of the project “RemoteCARE”, internal or external causes may bring minor or major changes. These changes are usually evident in the case of innovative actions. Nevertheless, in order to secure success during the implementation phase, all project partners need to follow a structured Form with a precise timetable and well defined actions and results. In particular, the Application Form describes each project in detail, providing specific information such as timetables, financial information, budget forecasts, indicators etc. and with the Subsidy Contract and Partnership Agreement provide the basis for project implementation. The Program’s Monitoring Committee approves projects based on the information provided in the Project Proposal comprising the Application Form. Therefore, the Lead Beneficiary and the Project Beneficiaries have a maximum degree of freedom to develop the projects but are expected to follow the Call for Proposals. For instance, changes occurring during the lifetime of a project in general should not affect this basis of it. Nonetheless, there may be cases for an inevitable exception leading to a project modification. The main objective of this chapter is to describe the procedures for the different categories of modifications related to project changes. It is important to note that approval of project changes should not be considered as an automatic procedure.

In detail, there are three levels of the project changes, considering the effect on the project structure and the body that will provide at each time the decision:

1. Modifications by the Beneficiaries with notification of the Joint Secretariat / Managing Authority
2. Modifications approved by the Managing Authority
3. Modifications approved by the Monitoring Committee

In all cases, the Lead Beneficiary must inform the JS any requests for modification of the project and, according to the proposed changes, the respective JS officer will define the procedure to be followed. In any of the above-mentioned cases, the request for modification must be duly justified and the Lead Beneficiary should ensure the consent of the partnership for its submission.

It must be noted that the discounts of the contracts are not subject to modifications and any respective savings shall be returned to the Programme. Only in exceptional cases and in case of force majeure, these discounts can be reused and/or re-allocated in the project through a modification approved by the Monitoring Committee.

The specifications of each level, along with procedure to be followed are described in the following paragraphs.

❖ **Modifications by the Beneficiaries with notification of the JS/ Managing Authority**

The beneficiaries during the implementation of the project can proceed to the following adjustments:

- Administrative Information in the Application form such as changes of contact details, addresses and other data of minor significance.
- Modification of bank accounts
- Adjustment of the Specification/justification of budget cost that does not affect the scope of the project or any information in the Application form.
- Adjustment of starting and ending dates of work packages without affecting the overall end date of the project.
- Adjustment between the respective budget categories and/or work packages for amounts up to 10% of the total budget of the project. The percentage of the requested for reallocation amounts will be calculated compared to the initial Application form as approved with the signature of the Subsidy Contract. This will be applied only in cases where there is no change of the scope of the project.

The procedure for the approval of the above mentioned cases of project modifications is as follows: In order to proceed for the adjustment, the Lead Beneficiary should get the consent of the Project Management Team (Project Management Committee). The Lead Beneficiary has the responsibility to ensure the consent of these adjustments by the Project Management Team when requested by relevant authorities (JS, MA, FLC, etc). This consent can be in the form of meeting minutes, written communication, etc.

After the consent of the adjustment by the Project Management Team, an official notice must be submitted by the Lead Beneficiary to the JS electronically, stating and justifying the proposed adjustments. The Lead Beneficiary should notify the JS prior to the request for verification of expenditures.

These changes should be reflected also in the next progress report. The JS/MA reserves the right not to approve adjustments in the following cases:

- a. They affect the objectives and expected results of the project (physical activities).
- b. The adjustment of budget is above 10% compared to the initial Application form as approved. For the above mentioned cases, the JS officer will inform the Lead Beneficiary of the modification procedure that should be followed. The folder for verification of expenditures shall include the endorsement of JS/MA provided via e-mail. These changes shall be integrated in the Application whenever considered necessary by the JS Project Officer, or with the next official version of Application Form, as to be derived by any subsequent modification falling into the levels of the

Managing Authority approval or the Monitoring Committee approval. As regards to bank accounts, the JS/MA reserves the right to object the choice of the type of account opened by the beneficiary. Bank account data of the interest-free account of the Lead Beneficiary must be submitted to the JS as soon as it becomes available and whenever it changes.

❖ **Modifications approved by the Managing Authority**

The beneficiaries during the implementation of the project can proceed to the following adjustments:

- Reallocation between the respective budget categories and/or among work packages for amounts up to 20% of the total budget. The percentage of the requested amounts for reallocation will be calculated compared to the initial Application Form as approved with the signature of the Subsidy Contract. For reallocations between the respective budget categories and/or among work packages for amounts greater than 20% of the total budget, the Managing Authority will, initially, examine the level of significance of the requested reallocation. If the significance is deemed of low importance, the approval is going to be decided by the Managing Authority. If it is deemed of high importance, the request for modification will be proposed by the Managing Authority to the Monitoring Committee to decide on its approval.
- Extension of the date set for closing project implementation activities, if not affecting the achievement of the target set by the n+3 rule.
- Reallocation of resources between beneficiaries from the same Member State, at the same ERDF rate of contribution, which may result in a change equal to or less than 10% of the project budget (ERDF + National Co-financing). Reallocation of funds between beneficiaries may be accepted only if it does not involve an increase in the ERDF contribution of the project.

The procedure for the approval of the above mentioned cases of project modifications is as follows: After the approval of the modification proposal by the Project Management Team, the Lead Beneficiary submits an electronic request (which must also be submitted in hardcopy) to the Joint Secretariat that forwards it according to its internal rules of procedures to the Managing Authority of the Programme. The Managing Authority decides upon the approval of the request, taking under consideration the information provided by the JS and replies to the JS about the decision. Subsequently, the JS informs the Lead Beneficiary via email about the final decision and the next steps to be followed.

❖ **Modifications approved by the Monitoring Committee**

The beneficiaries during the implementation of the project can proceed to the following adjustments:

- Reallocation between the respective budget categories or between actions for amounts greater than 20% of the total budget of the project. Budget reallocation between Budget Lines over 20% of the total budget may occur only if the requested change does not alter the minimum requirements, the planned action, outputs and results and does not endanger the general project principle of co-operation. In addition to the above it is crucial for a project to keep constant those categories that are of crucial importance for the project implementation and the beneficiaries' cooperation.
- Reallocation of resources between beneficiaries from the same Member State, at the same ERDF rate of contribution, which may result in a change greater than 10% of the project budget (ERDF + National Participation).
- Changes to the nature of the project and in particular to the objectives and the expected results. In principle, it is not allowed to change the content of the project, especially the objectives and the expected results. However, in some cases, modification of the approved project structure might be necessary. These changes must be well justified and described as soon as they become evident.
- Modification to the composition of the partnership: In duly justified cases stemming from beneficiary's or Lead beneficiary incapability or failure to meet the undertaken responsibilities to implement the project's activities, a modification of the partnership's composition may be approved. In order to replace a beneficiary from the already established project partnership, or add a new beneficiary, an important precondition is the agreement of all remaining beneficiaries. The Lead Beneficiary of the project should inform the JS in writing, by submitting a request for modification in the partnership, providing a sound justification on the need of replacement of the beneficiary in question. In addition, the Lead Beneficiary should submit a written agreement of the partnership on the proposed replacement. The new proposed beneficiary should carry at least the same expertise and preferably be active in the same field of work as the one withdrawing, proving its competency to implement the allocated project activities without changing their nature, nor affecting the described deliverables and results, included in the approved Application Form. The JS will evaluate the new proposed beneficiary, taking into account the implementation of the project and the evaluation criteria set in the Project Implementation Manual. Therefore, all necessary documents foreseen for each beneficiary by the Call have to be submitted, as

well. The final decision will be made by the Monitoring Committee. The withdrawing beneficiary should return any funds received to the Lead Beneficiary or to the appointed by the Joint Secretariat bank account

- Budget modifications decided by the Monitoring Committee on the basis of sound financial management of the Programme.
- Reallocation of resources between beneficiaries from different Member States: In duly justified cases stemming from certain beneficiaries incapability to meet the undertaken responsibilities related to the implementation of project activities, reallocation of activities and corresponding funds might be approved among beneficiaries even from different Member States. Such a transfer of activities and accompanying budgets could be accommodated only within the framework of already approved project budget. The Lead Beneficiary should submit an official electronic request for modification to the JS (which must also be submitted in hardcopy), providing a comprehensive justification on the necessity of such activity transfer(s) among beneficiaries, together with a signed agreement of the partnership. The proposed changes in the project's implementation must not affect the nature of the project, the deliverables and the results as approved by the Monitoring Committee of the Programme. The JS will assess the proposal, taking into account all project parameters and will submit it to the Managing Authority. Should agreement is granted, the request will be submitted for approval to the Monitoring Committee. The beneficiary, whose activities/funds are withdrawn, must return the corresponding national co-financing. Reallocation of funds among beneficiaries may be accepted only when there is no increase in the ERDF contribution.
- Addition of new activities leading to the increase of the project budget: In case a project under implementation requires additional activities that will bring added value to the project but will lead to the increase of the budget of the project, the MA/JS will first review these additions of new activities/deliverables before submitting them to the MC. The increase of the budget may be acceptable only if these new activities/deliverables aim also to the enhancement of the successful implementation of the entire Programme, its expected achievements and the capitalization of its outcomes.

The procedure for the approval of the above mentioned cases of project modifications is as follows: After the approval of the modification proposal by the Project Management Team, the Lead Beneficiary submits an electronic request (which must also be submitted in hardcopy) to the Joint Secretariat that checks and pre-assesses the proposal in cases of necessary adjustments. The

template document is included in Annex. Subsequently, the request is forwarded according to the internal rules of procedures to the Managing Authority of the Programme. The Managing Authority will take under consideration the information provided by the Joint Secretariat, present its proposal to the Monitoring Committee that will decide on the approval of the request. It must be noted that for all the modifications requiring approval by the Monitoring Committee, these shall be pre-assessed by the JS/MA. The modification proposals that will be processed to the MC for approval will be accompanied by the proposal and views of the JS/MA about the changes.

❖ **Modifications related to procurement works**

Taking under consideration that “RemoteCARE” project’s main action concerning procurement works, it should be pointed out that for any modifications related to procurement works’ contracts, the National Legislation applies to all cases and the responsibility for approval remains to the legal bodies concerned and set by the legislation and not by the MA/JS. However, the MA/JS shall be informed before the initiation of the National legislation procedure about the necessary changes that need to be applied, in order to assess whether there is a modification to the scope and content of project. In case of objection, the aforementioned respective legal bodies will need to be informed

A Programme specific methodology can be developed in cooperation between the JS/MA and the National Authority, in case a participating country requires a more active involvement by the Programme in the process of infrastructure works modifications. If applicable, this process will be integrated in the Project Implementation manual as an Annex.

❖ **Modifications requiring Subsidy Contract and Partnership agreement amendment**

The Subsidy Contract and Partnership Agreement are only modified when a specific article compared to the one in force is modified. Indicatively, these cases are the following:

- Article concerning the project duration
- Article concerning the partnership composition
- Article concerning the beneficiaries’ budget for modifications leading to a beneficiary’s overall budget increase or decrease.

No modification of these documents is required for internal budget modifications of the Application form (e.g. budget changes among deliverables or budget lines), given that none of their articles are modified.

In addition, there is no need for a Subsidy Contract modification in case the Application Form, as

annex of the Subsidy Contract, is modified if there is no modification of any of its articles. The Managing Authority reserves the right to consider the possibility of reducing the approved project budget in the following cases:

- a. In case that one year after signing of the Subsidy Contract the total verified expenditure reported in the progress reports, as regards to the previous year, is less than 20% of the total project budget, the Monitoring Committee, based on the proposal of the Managing Authority, may decide to reduce the budget of the project. If the reduction of the project budget is decided, this contract and respective annexes will be modified accordingly.
- b. In case the ERDF annual contribution (as stated in the Cooperation Programme) is automatically de-committed by the European Commission, in accordance with Regulation (EU) 1303/2013 for ERDF budget of the approved project whose expenditure does not correspond to the one indicated in the approved timetable, the Monitoring Committee based on the proposal of the Managing Authority, may decide to reduce the budget of the project. Once the reduction of a project's budget is decided, this contract and its respective annexes will be modified accordingly.
- c. In case the assessment of the Start-up time plan in the end of the start-up period, submitted to the JS/MA before the signing of the present contract, shows significant delays in project implementation the Monitoring Committee based on the proposal of the Managing Authority, may decide to reduce the budget of the project and the project scope, given that the project remains operational.

A template document for the project "RemoteCARE" was created and will be used by the beneficiaries in cases of requests for modifications. The letter for request for modifications will be sent by the respective members of PMT/PMC of each partner to those of Lead Beneficiary's. The General Project Manager will send the letter for request for modification, signed and stamped by LB's Legal Representative to all the rest members of the PMT/PMC a first stage and after their approval will be forwarded to the Project Officer. Furthermore, the members of the Lead Beneficiary as soon they receive JS/MA's answer, they will forward it to the partnership.

6. Communication Management Plan

Project communication is the exchange of project-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project. The project team must provide timely and accurate information to all stakeholders. Members of the project team prepare information in a variety of ways to meet the needs of project stakeholders. Team members also receive feedback from these stakeholders. The base for the proper and successful communication plan is the establishment of a Project Management Team (PMT)/ Project Management Committee (PMC), through which, communication will be conducted.

In particular, in the framework of "WP1: Management & Coordination", a Project Management Committee (PMC) should be established, securing the prompt implementation of the project "RemoteCARE".

Lead Beneficiary 1 (LB) is responsible for the establishment of Project Management Committee (PMC) and will be the leader of the PMC, as defined in the approved application Form. At the same time PB2, PB3, PB4, PB5, PB6 and PB7 will participate in the PMC.

The Project Management Committee (PMC) will be responsible for the realization and facilitation of project works, as following:

- project management
- facilitation of communication issues
- decision making
- monitoring of the project activities
- coordinated efforts of all involved parties and stakeholders

Role of the PMC will be to secure the successful project implementation, effectiveness, coordination and the achievement of its goals, according to the predefined time schedule and quality plan.

Establishment of the PMC

The Project Management Committee (PMC) is composed from representatives of each Project Partner, in order for all PPs to participate in the decision making procedures, coordination and management activities of "RemoteCARE" Project:

The constitution of the PMC should be as following:

- One Project Manager (PM), who will also be the General Project Manager (GPM), One Financial Manager (FM), one Communication Manager and One Assistant Manager (AM) from LB,
- One Project Manager (PM), One Financial Manager (FM), one Communication Manager and One Assistant Manager (AM) from PB2
- One Project Manager (PM), One Financial Manager (FM), one Communication Manager and One Assistant Manager (AM) from PB3

The above form will ensure a proper project cross-border management, a shared communication and coordination system, support to the partners in the content-wise activities to achieve the objectives agreed and a lasting coordination among project administrative and financial units. PMC set up will hold regular meetings and on-going communication throughout the project's development.

Roles and Tasks of the PMC

PMC will have the authority to delegate specific tasks or responsibilities to other sub-committees or working groups, should it judged necessary.

PMC evaluates the status of the quality project lifecycle and advancement, review activities and progress against the defined deliverables and timetable and is responsible for approval of changes to the project and suggesting approved changes to the MA / JTS, dully justified.

PMC is also responsible for collecting all project's supporting documentation, resolution of project conflicts, acceptance of project deliverables and formal submission to the JTS.

The Project Management Committee shall meet on regularly, ensuring flow of information, setting up a monitoring system of project progress, in order to evaluate states of advancement and any corrections and reassessment needed. The JTS may also be invited to attend the meetings.

In particular, PMC tasks will involve, at least the following:

- ❖ Prompt implementation of PBs activities as described in the approved Application Form and the Partnership Agreement, according to project plan, respecting all relevant contracts signed by the Project Lead Partners;
- ❖ Data collection from partners;

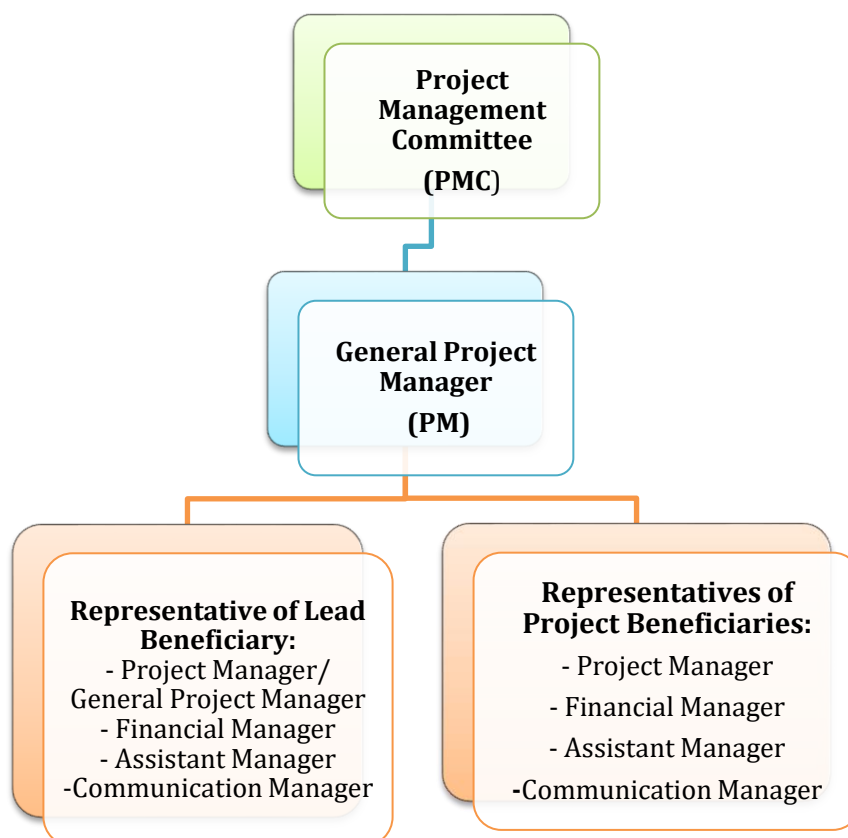
- ❖ Examination and synthesis of progress reports, financial reports and project reviews;
- ❖ Definition of a clear financial and administrative guideline for the entire project, in order to guarantee a regular financial and administrative project flow;
- ❖ Coordination and ultimate review of all project deliverables;
- ❖ Provision to the MA/JTS and the Delegation of European Union in the Former Yugoslav Republic of Macedonia with all monitoring data required;
- ❖ Acting as the contact point with the Programme Management Bodies (Managing Authority, Joint Technical Secretariat, etc.) for monitoring, reporting and general information purposes;
- ❖ Responsible for providing all data required for Project Auditing.

The project communication management processes provides the critical links among people and information that are necessary for successful communications.

Project managers use project communication management to:

- Develop a communication plan for the project
- Distribute information via the methods that reach customers most effectively
- File data using the Project Development Uniform Filing System and Construction Organization of Project Documents
- Archive records in accordance with Department Records Retention policies

The structure of the PMC is depicted in the next figure. The Project Management Committee will be chaired by the Lead Partner and report to the JTS/Managing Authority.



Project Management Committee (PMC)

The communication manager, will be responsible for the overall publicity and dissemination activities of the project, as well as the capitalization of its results. In this respect, the communication manager must make sure that project's communication plan is followed by every partner at all levels (e.g.: local, regional, national, and transnational). The communication manager must have experience in the field of communication, public relations, information and/or media.

In particular, the Communication Manager of each beneficiary will be responsible for the direct communication with the General Project Manager or the Assistant Manager that is defined by The Lead Beneficiary.

The internal communication will be necessary to reach the goals set by the project. In order to be effective, the communication between all project partners has to work well at all levels. The first level is the day to day communication, which will be the basic way of communication. The second level will be partner meetings and similar events to discuss more complex topics. As already mentioned each partner will appoint responsible persons for project management, communication and financing issues who will be in direct contact with the lead partner for any prompt reply and involvement in problem financial issues. There are several tools used in the internal communication between «RemoteCARE» partners, as described below:

Project Committee mailing list

In order to facilitate Steering Committee's internal communication, there will be a mailing list containing contact details (name, organization, position and e-mail address) of all Steering Committee members. This mailing list will be sent to all Project Committee members.

Project Meetings

At the beginning of the project, a kick-off meeting was organized in Oraikastro, Thessaloniki Greece on 23/11/2018. During the kick-off meeting, all project partners presented themselves, made an overview of the project, the management procedures and the first steps for the implementation of the project. The second project meeting took place in Petrich on 24/04/2019 and the third meeting took place in Oraikastro on 6/11/2019.

For meaningful and good communication between project partners, better coordination and in order to arrange all activities for the upcoming period, seven more meetings are planned within the project duration.

The meetings will be set to discuss the results, which have been reached during the previous reporting period, as well as for planning the tasks and responsibilities for the next period. Before each meeting, an agenda will be prepared. Additionally, minutes will be taken from each meeting to report the outline of discussions and the decisions taken. Both agenda and minutes will be sent to all partners and the JS.

In regard to their scope and the level of issues to be solved, PMC meetings may be divided into two categories:

- Management and coordination meetings. These meetings take place in order to verify the work progress, to keep the project on track and to make the appropriate corrective actions, should it judged necessary. These meetings will be invited by the PMC and each partner has the necessity to participate in each meeting and to actively collaborate, providing all necessary information.
- Working Group meetings. The main purpose of these meetings is to discuss and solve technical problems that might arise during the period of the project. Within this section, different approaches will be examined with respect the European and International procedures. These meetings will be called by the PMC and each partner has the necessity to participate in each meeting and to actively collaborate, providing all necessary information.

The meetings can be at the same time, both Management and Coordination meetings and Working Group meetings. The agenda of these meetings will be derived by all Project Partners and the final

approval will be made by the General Project Manager of the PMC. The Minutes of the Meeting will be issued by the PMC, after approval by the GPM.

The success of the project is based on the effective cooperation, effective communication and flow of information between Project Partners. Within this concept the PMC will facilitate the project implementation, in accordance with the approved application form and all relevant European and Internal Regulation.

Trouble Shooting

In case, there will be any problem in the communication between two or more PBs, in case of a dispute or in cases when troubles might harm the successful implementation of the project, the Lead Beneficiary will be contacted. The Lead Beneficiary will either try to provide a solution, or will contact a JTS representative for help. PSMC decisions must be reached preferably unanimously or at least by a majority vote of 2/3 of its members.

The official language of the communication is English. Additionally, the national languages of the participating countries can also be considered as working languages (Greek and Bulgarian).

7. Cost Management Plan

In the framework of the project “RemoteCARE” the approved budget after the negotiation phase, for each partner and for each budget line is been analyzed at the following tables, according to the approved Application Form.

It should be mentioned that prerequisite regarding the absorption of the budget is the verification of expenditures that will be realized during the project implementation.

The first time that a Beneficiary submits to the Unit C of the Managing Authority (MA) a Request for Verification of expenditure, the Unit C estimates the verification needs in terms of specialties, areas of expertise and professional experience of the Controllers, taking into account the nature and specificities of each project and identifies the categories of the members of the Register which will be activated. Then, the Controller is appointed on the basis of a random selection from the Register. Depending on the nature of the project and where deemed appropriate for the verifications of its physical and financial object, a group of controllers with different specialties may be appointed. In order to facilitate the conduction of the verifications (e.g. refusal/lack of ability of the Controller to undertake his/her duties), the Unit C proceeds preferably, with a random selection of at least three members of the Register. Then, the MA issues a Decision for the selection of controller/s, in which the framework of cooperation with the controllers is also described. This Decision is communicated to the Beneficiary, in order to proceed to the relevant award of the service contract with a Controller according with its legal framework. The remuneration of the Controller for the administrative and on-the-spot verifications shall be determined by a Ministerial Decree and shall be paid by the project’s budget.

The award of the service contract from the Beneficiary shall be copied to the Unit C of the MA. Then, the Unit C shall forward the electronic file to the Controller for verification (and/or shall inform him/her for the submission of the appropriate data to the MIS) and shall determine whether an administrative and/or an on – the – spot verification shall be carried out, keeping the Beneficiary always informed.

In order for the next verifications to be carried out, the Beneficiary shall forward the electronic file, directly to the Controller, putting always in copy the Unit C of the MA and the Unit C shall determine whether an administrative and/or an on – the – spot verification shall be carried out.

Concerning the expenditure reporting procedure, the Lead Beneficiary submits to the Joint Secretariat (JS) progress reports on project implementation activities in accordance with the timetable referred to in the approved Application Form and the Programme Manual as in force.

Payment requests for project expenditure actually made are not necessarily linked to the relevant

reporting period progress reports consisting of activities report and a financial report. Prior to filling in a progress report, the Lead Beneficiary will collect the expenditure made by all beneficiaries including itself, which must be accompanied by the relevant verifications signed by the competent controller of the respective country. The verified expenditure of all beneficiaries must be attached to the relevant progress reports. The Lead Beneficiary will use the official forms (Progress Reports) as in force, which are provided by the MA.

Should the beneficiaries delay in submitting to the Lead Beneficiary their activity and financial reports, the Lead Beneficiary will still abide by the deadlines for submission.

The beneficiary submits to the controller for verification the Table of Verified Expenditure. The beneficiary also submits all the necessary documents required for the realization of the expenditure as well as the following documents:

1. Completeness of the folder

1. The approved Application Form
2. The Subsidy Contract
3. The Partnership Agreement
4. The Agreement to cooperate, where required
5. The regulatory framework of the beneficiary's operation in force and the legislation the beneficiary follows for recruiting temporary staff or paying its staff additional remuneration.
6. The Table of Verified Expenditure, filling in accordingly the white parts
7. Supporting documents of the expenditure (as described below)
8. The necessary documents, for expenditure declared in a budget line that does not exist in the approved application form, where required
9. The necessary documents, for the use of the flexibility rule, where required.

Documents 1-5 are submitted only during the first request for expenditure verification.

2. Compliance of the expenditure with the project - realization of the expenditure

1. Supporting documents or copies of these e.g. invoices, dispatch notes, discharge notes, payrolls, checks, bank extraits, bank deposit, remittances and other bank documents which prove that the expenditure has been realised and paid (reservation on the depreciation). In case expenditure is paid in cash, accounting data of the cashier is provided and the cash movements or the equitable documentation according to the national accounting rules.

2. The necessary documents, as described in the Programme Manual, when there is an amendment in the approved application that the expenditure has been agreed and that the progress of the beneficiary's work justifies the level of expenditure. The certificate must be original, signed and stamped and it must mention the level of expenditure per budget line.
3. Certificates of acceptance of the deliverables by the beneficiary or the lead beneficiary or by the person in charge of the deliverable, in which the part of the deliverable produced by the beneficiary forms part.
4. In case the controller is required to verify expenditure where there is no deliverable, e.g. in interim payments to third parties or staff cost, data from which the declared man-hours are derived, e.g. interim progress reports approved by the beneficiary or the person in charge of the deliverable are submitted.

3. Supporting documents per budget line

3.1 Staff cost

For the documentation of expenditure of the co funded project paid for staff cost, the following are submitted:

1. Decision of the beneficiary 's management which specifies the working team, including specific reference to the staff who will work for the project, the division of work, the allocation of working hours, the project manager and the person in charge for accepting the activities/deliverables. The aforementioned could be replaced by labour contracts for each member of the working team which are approved and signed by the responsible body or person according to the institutional framework of the beneficiary.
2. Labour contracts and data on the selection procedure (e.g. Call, evaluation, decisions etc.) when staff have been hired for the project.
3. Decisions of the management regarding the recruitment of staff with reference to the relevant legislation that specifies the recruitment process.
4. Monthly timesheets, which present the actual hours worked, the venue of the work and the nature of the work per employee. These should be signed by the employee, the beneficiary's responsible and the responsible for the activity.
5. Data on the total hours worked per month and date, per each employee working on the project broken down to all the co funded activities/projects he/she has been involved. These are submitted at the end of the value period in printed and electronic version, signed by the employee and validated by the responsible of the beneficiary. The

determination of the cost of the shared staff is conducted based on the actual total time of employment and the total staff cost of the beneficiary.

6. Reports on the produced, by the staff, work during the respective period. The reports should be verified by the responsible for the activity.
7. Signed payrolls or payslips or proofs of bank deposits or other supporting documents.

In case of flat rate, there is no requirement for expenditure justification (i.e. Staff time sheets). The only required documents are the decision of the beneficiaries managing administration which specifies project team and the project reports.

3.2 Travel, accommodation and meetings

For the documentation of expenditure of co funded project paid for travel and accommodation the following are submitted:

1. Invitation/Agenda and/or minutes, presenting the time, duration, venue as well as signed list of participants for all the days of the meetings.
2. Decision for travelling according to the institutional framework of the beneficiary.
3. Travel report/Report on the travel expenditure according to the institutional framework of the beneficiary.
4. The beneficiary's regulation on the level of the subsistence allowances, the kilometer allowance for using private car etc.
5. Tickets, invoices of tickets and supporting documents for payments of tickets, toll invoice, invoices of taxi when using taxi or when renting a car or kilometer allowance for using private car when private car is used. In case of travelling by plane, boarding pass is also required.
6. The use of taxi or the rent of a car shall be justified when there is no public transport (including strikes etc.) or the beneficiary is travelling to subsequent destinations or because it is the most economic way of travelling. In case of insufficient justification, the value of the most economic mean of travelling is paid.
7. Hotel invoices and supporting documents for hotel payment only for their stay (room service is not included) and for those travelling who should be mentioned by name in the hotel invoice. In case a voucher is issued, a copy of it should be submitted with the travel agency invoice. Cost for travelling and accommodation of external experts is paid according to the aforementioned rules only when this is explicitly in their contracts.
8. Subsistence allowances (only for staff)

9. When field work or similar activities are foreseen the programme of field work that the body has approved prior to their commencement shall be submitted, the results of the field work should be kept and should be attached to the travel report.
10. In case of travelling outside the eligible Programme area, decisions by the approved Programme bodies are required.
11. In case beneficiaries or participants from countries outside the EU travel to the eligible area of the Programme in order to participate to events, justification from the responsible of the beneficiary and the responsible for the activity for their participation.

In case of public procurement for the organization of workshops, conferences, meetings etc. the following are also examined:

1. Photographs of workshops, conferences etc.
2. Contracts and documents for the award procedure (call, tenders, evaluation, decision etc.),
3. Invoices which should state the project and the Programme,
4. Certificate of acceptance of products and services,
5. Documents of payment.

The publicity and information documents that address the general public shall respect the rules on publicity of Regulation 1303/2013 (Community emblem, Programme logo, ERDF co funding)

3.3 Publicity, information, promotion

For the documentation of expenditure of co funded project paid for publication, information and promotion the following are submitted:

1. Contract and documents for the award procedure (call, tenders, evaluation, decision etc.)
2. Certificate of acceptance of products and services
3. Invoices and dispatch notes which should state the project and the Programme
4. Documents of payment
5. Deliverables of the services offered
6. Website of the Programme
7. Invitation and agenda
8. Minutes

9. Signed list of participants
10. Photographs of the meeting

The publicity and information documents that address the general public shall respect the rules on publicity of Reg. 1303/2013 (Union emblem, Programme logo, ERDF co financing). The publicity limitations of Directives 24/2014 and 25/2014 apply to public procurements with value estimated to be equal or greater than the thresholds. In public procurements with value estimated to be lower than the Directives thresholds, national public procurement legislation applies.

3.4 Equipment and depreciation

For the documentation of expenditure of co funded projects paid for equipment the following are submitted:

1. Contract and documents for the award procedure (call, tenders, evaluation, decision etc.)
2. Certificate of acceptance of products
3. Registration of the equipment in the accounting system according to the national accounting rules (e.g. Register of fixed assets presenting the registration of the equipment)
4. Invoices and dispatch notes with reference to the Serial Number of the equipment.
5. Documents of payment
6. Licenses to set and operate the equipment, where required.

In addition to the aforementioned, for the documentation of depreciation the following are submitted:

1. Documentation of the method for depreciation according to the national accounting rules
2. Method of partitioning the use of the equipment in the project.

3.5 External experts

For the documentation of expenditure of co funded project paid for external experts the following are submitted:

1. Contract and documents for the award procedure (call, tenders, evaluation, decision

- etc.),
- 2. Receipts or Invoices which state the given project by name,
- 3. Deliverables and certificate of acceptance of deliverables,
- 4. Documents of payment,
- 5. Photographs in case of workshops, conferences etc.

3.6 Office and Administration expenditure (Overheads)

For the documentation of expenditure of co-funded project paid for overheads the following are submitted:

1. In case of simplified cost proof that the adopted flat rate is in accordance with Programme rules or subsidy contract, and not exceed the limit set in Art. 68(1) of Reg. 1303/2013 (15%).
2. In case of indirect cost of article 68 of 1303/2013 Regulation they are submitted the proof that the method is based on a fair, equitable and verifiable calculation,
3. In case of real cost, the following are submitted: invoices, receipts and documents of payment.

3.7 Public works and Services expenditure

For the documentation of expenditure of co funded project paid for public goods and services the following are submitted:

1. Contract and documents for the award procedure (call, tenders, evaluation, decision etc.)
2. Certificate of acceptance of products,
3. Invoices, contractor's accounts, summary tables and diaries of works
4. Documents of payment
5. The required by the national legislation licenses (environmental authorisations, permission to set and operate equipment where required)
6. In case of public projects implemented in house, diary of works,
7. Any other documents according to National legislation.

The controller is designated according to the provisions of the First Level Control System of the Member States. The controller should verify the soundness of the expenditure declared, the delivery of products and services concerned according to the Application Form and their compliance with the

Union and National rules according to specific guidelines provided in Guidance on Management Verifications. The verification should equally ensure that double financing is avoided. The controller confirms the eligibility of all expenditure, and does not verify expenditure which are not supported by the respective documentation.

The beneficiaries shall submit their claim for verification preferably on a trimester basis. The controller fills in and signs the Table of Verified Expenditure, signs the Certificate of Expenditure and forwards these documents to the beneficiary, who, in turn, forwards them to the Lead Beneficiary. A copy of these documents is kept on the premises of the beneficiary. The verification must be finalized within a period of three months from the date of receipt of the request for verification.

Below are presented the tables with the approved budget of the project "RemoteCARE" for the bodies: Municipality of Oraikastro (Lead Beneficiary - LB), Institute of Informatics and Telecommunications (IIT)-National Centre of Scientific Research "Demokritos" (Project Beneficiary 2 – PB2), MPHAT "SOUTHWEST HOSPITAL" (Project Beneficiary 3 – PB3).

Lead Beneficiary (LB)	Deliverable Title	Staff Costs	Office and Administration	Travel and Accommodation	External Expertise and Services	Equipment	Infrastructure and Works	TOTALS
Greece								
WP 1	Project Management & Coordination	0,00 €	1.500,00 €	221,00 €	33.800,00 €	0,00 €	0,00 €	35.521,00 €
Deliverable 1.1.1	Preparation Activities							0,00 €
Deliverable 1.1.2	Project Management		1.500,00 €		24.000,00 €			25.500,00 €
Deliverable 1.1.3	Project Management Handbook				3.000,00 €			3.000,00 €
Deliverable 1.1.4	Project Meetings			221,00 €	4.800,00 €			5.021,00 €
Deliverable 1.1.5	FLC (Audits)				2.000,00 €			2.000,00 €
WP 2	Communication & Dissemination	0,00 €	0,00 €	501,00 €	31.500,00 €	0,00 €	0,00 €	32.001,00 €
Deliverable 2.1.1	Communication Plan				3.000,00 €			3.000,00 €
Deliverable 2.1.2	Final Event			501,00 €	10.000,00 €			10.501,00 €
Deliverable 2.1.3	Dissemination Material				8.000,00 €			8.000,00 €
Deliverable 2.1.4	Project website				2.500,00 €			2.500,00 €
Deliverable 2.1.5	Raising Awareness Actions				8.000,00 €			8.000,00 €
WP 3	Establishment of a common strategy &	0,00 €	0,00 €	442,00 €	37.000,00 €	0,00 €	0,00 €	37.442,00 €
Deliverable 3.1.1	Workshops			442,00 €	5.000,00 €			5.442,00 €
Deliverable 3.1.2	Mobile Health Unit Operation Plan				16.000,00 €			16.000,00 €
Deliverable 3.1.3	Business Plan on the provision of prime				16.000,00 €			16.000,00 €
Deliverable 3.1.4								0,00 €
Deliverable 3.1.5								0,00 €
WP 4	Procurement of equipment	0,00 €	0,00 €	0,00 €	0,00 €	195.000,00 €	0,00 €	195.000,00 €
Deliverable 4.1.1	Supply of vehicle					140.000,00 €		140.000,00 €
Deliverable 4.1.2	Supply of medical equipment					28.000,00 €		28.000,00 €
Deliverable 4.1.3	Supply of IT infrastructure					27.000,00 €		27.000,00 €
Deliverable 4.1.4								0,00 €
Deliverable 4.1.5								0,00 €
WP 5	Pilot operation & training for the service	70.020,00 €	0,00 €	0,00 €	22.980,00 €	0,00 €	0,00 €	93.000,00 €
Deliverable 5.1.1	Mobile Unit				17.000,00 €			17.000,00 €
Deliverable 5.1.2	Seminars				5.980,00 €			5.980,00 €
Deliverable 5.1.3	Pilot operation	70.020,00 €						70.020,00 €
Deliverable 5.1.4								0,00 €
Deliverable 5.1.5								0,00 €
WP 6	Evaluation and future planning for the service	0,00 €	0,00 €	0,00 €	23.000,00 €	0,00 €	0,00 €	23.000,00 €
Deliverable 6.1.1	Evaluation & Assessment				15.000,00 €			15.000,00 €
Deliverable 6.1.2	Contribution to Feasibility Study				3.000,00 €			3.000,00 €
Deliverable 6.1.3	MoU				5.000,00 €			5.000,00 €
Deliverable 6.1.4								0,00 €
Deliverable 6.1.5								0,00 €
TOTALS		70.020,00 €	1.500,00 €	1.164,00 €	148.280,00 €	195.000,00 €	0,00 €	415.964,00 €

P2								
Greece	Deliverable Title	Staff Costs	Office and Administration	Travel and Accommodation	External Expertise and Services	Equipment	Infrastructure and Works	TOTALS
WP 1	Project Management & Coordination	9.800,00 €	0,00 €	1.390,00 €	4.000,00 €	0,00 €	0,00 €	15.190,00 €
Deliverable 1.2.1	Preparation Activities							0,00 €
Deliverable 1.2.2	Project Management	9.800,00 €						9.800,00 €
Deliverable 1.2.3	Project Meetings			1.390,00 €				1.390,00 €
Deliverable 1.2.4								0,00 €
Deliverable 1.2.5	FLC (Audits)				4.000,00 €			4.000,00 €
WP 2	Communication & Dissemination	0,00 €	0,00 €	2.360,00 €	0,00 €	0,00 €	0,00 €	2.360,00 €
Deliverable 2.2.1	Dissemination Events			2.360,00 €				2.360,00 €
Deliverable 2.2.2								0,00 €
Deliverable 2.2.3								0,00 €
Deliverable 2.2.4								0,00 €
Deliverable 2.2.5								0,00 €
WP 3	Establishment of a common strategy &	36.000,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	36.000,00 €
Deliverable 3.2.1								0,00 €
Deliverable 3.2.2	Requirements Analysis	30.000,00 €						30.000,00 €
Deliverable 3.2.3	Contribution to Feasibility Study	6.000,00 €						6.000,00 €
Deliverable 3.2.4								0,00 €
Deliverable 3.2.5								0,00 €
WP 4	Procurement of equipment	92.500,00 €	0,00 €	1.620,00 €	0,00 €	0,00 €	0,00 €	94.120,00 €
Deliverable 4.2.1	Software for the Greek mobile unit	52.500,00 €		1.620,00 €				54.120,00 €
Deliverable 4.2.2	Software for the Bulgarian mobile unit	40.000,00 €						40.000,00 €
Deliverable 4.2.3								0,00 €
Deliverable 4.2.4								0,00 €
Deliverable 4.2.5								0,00 €
WP 5	Pilot operation & training for the service	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
Deliverable 5.2.1								0,00 €
Deliverable 5.2.2								0,00 €
Deliverable 5.2.3								0,00 €
Deliverable 5.2.4								0,00 €
Deliverable 5.2.5								0,00 €
WP 6	Evaluation and future planning for the service	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €
Deliverable 6.2.1								0,00 €
Deliverable 6.2.2								0,00 €
Deliverable 6.2.3								0,00 €
Deliverable 6.2.4								0,00 €
Deliverable 6.2.5								0,00 €
TOTALS		138.300,00 €	0,00 €	5.370,00 €	4.000,00 €	0,00 €	0,00 €	147.670,00 €

P3								
Bulgaria	Deliverable Title	Staff Costs	Office and Administration	Travel and Accommodation	External Expertise and Services	Equipment	Infrastructure and Works	TOTALS
WP 1	Project Management & Coordination	0,00 €	1.000,00 €	740,00 €	41.155,94 €	0,00 €	0,00 €	42.895,94 €
Deliverable 1.3.1	Preparation Activities				25.155,94 €			25.155,94 €
Deliverable 1.3.2	Project Management		1.000,00 €		15.000,00 €			16.000,00 €
Deliverable 1.3.3	Project Meetings			740,00 €	1.000,00 €			1.740,00 €
Deliverable 1.3.4								0,00 €
Deliverable 1.3.5								0,00 €
WP 2	Communication & Dissemination	0,00 €	0,00 €	690,00 €	10.800,00 €	0,00 €	0,00 €	11.490,00 €
Deliverable 2.3.1	Dissemination Events			690,00 €	3.800,00 €			4.490,00 €
Deliverable 2.3.2	Dissemination Material				4.000,00 €			4.000,00 €
Deliverable 2.3.3	Raising Awareness Actions				3.000,00 €			3.000,00 €
Deliverable 2.3.4								0,00 €
Deliverable 2.3.5								0,00 €
WP 3	Establishment of a common strategy &	0,00 €	0,00 €	580,00 €	6.000,00 €	0,00 €	0,00 €	6.580,00 €
Deliverable 3.3.1	Workshops			580,00 €	3.000,00 €			3.580,00 €
Deliverable 3.3.2	Contribution to Operation Plan				1.000,00 €			1.000,00 €
Deliverable 3.3.3	Contribution to Business Plan				2.000,00 €			2.000,00 €
Deliverable 3.3.4								0,00 €
Deliverable 3.3.5								0,00 €
WP 4	Procurement of equipment	0,00 €	0,00 €	0,00 €	0,00 €	201.700,00 €	0,00 €	201.700,00 €
Deliverable 4.3.1	Supply of vehicle					140.000,00 €		140.000,00 €
Deliverable 4.3.2	Supply of medical equipment					34.700,00 €		34.700,00 €
Deliverable 4.3.3	Supply of IT infrastructure					27.000,00 €		27.000,00 €
Deliverable 4.3.4								0,00 €
Deliverable 4.3.5								0,00 €
WP 5	Pilot operation & training for the service	0,00 €	0,00 €	1.750,00 €	87.500,00 €	0,00 €	0,00 €	89.250,00 €
Deliverable 5.3.1	Mobile Unit				7.500,00 €			7.500,00 €
Deliverable 5.3.2	Seminars			1.750,00 €				1.750,00 €
Deliverable 5.3.3	Pilot operation				80.000,00 €			80.000,00 €
Deliverable 5.3.4								0,00 €
Deliverable 5.3.5								0,00 €
WP 6	Evaluation and future planning for the service	0,00 €	0,00 €	0,00 €	12.000,00 €	0,00 €	0,00 €	12.000,00 €
Deliverable 6.3.1	Contribution to Evaluation				2.500,00 €			2.500,00 €
Deliverable 6.3.2	Feasibility Study				5.000,00 €			5.000,00 €
Deliverable 6.3.3	MoU				4.500,00 €			4.500,00 €
Deliverable 6.3.4								0,00 €
Deliverable 6.3.5								0,00 €
TOTALS		0,00 €	1.000,00 €	3.760,00 €	157.455,94 €	201.700,00 €	0,00 €	363.915,94 €

8. Procurement Management Plan

Taking under consideration the theories that will be analyzed below, regarding the procurement management plan according to PMP standards and adjust them to the INTERREG V-A COOPERATION PROGRAMME GREECE – BULGARIA 2014 2020, it should be pointed out that procurement management includes the processes necessary to obtain the products, services or results required to implement the project and come from funds apart from the project team (expenditure categories according to the program: external expertise and services, equipment and infrastructure). Under this project, the project partners may only be service, equipment and / or infrastructure contracting authorities 'buyers'.

Procurement management includes the management and monitoring of the contracts to be awarded under the project. It should be mentioned that European and national legislation governing supply contracts in Greece and Bulgaria, should be followed in each case. Other factors that should be taken under consideration are the instructions issued by the Joint Secretariat of the Greece-Bulgaria INTERREG Program as well as the internal procurement procedures of the partners.

The main principles of public procurement are:

TRANSPARENCY: The contracting authority (=subsidy beneficiary) must ensure fair competition. All the conditions of the procedure need to be transparently presented in advance.

- **EQUAL CHANCES FOR ALL TENDERERS:** The conditions of the procedure need to be drafted in a way that no advantage is given to any potential tenderer (avoiding restrictive criteria)
- **AVOIDING CONFLICT OF INTEREST:** No connection is allowed between persons participating in the procurement process at the side of subsidy beneficiaries and the potential tenderers
- **EXCLUSION CRITERIA:** If the tenderer is in any condition defined as exclusion (bankrupted, convicted of an offence, professional misconduct etc.) it will be excluded from competition.
- **ORIGIN AND NATIONALITY:** Supplies and experts need to correspond to the rule of nationality and origin (waiver for up-to 20.000 EUR orig.)

Procurement management follows a logical order. First, project beneficiaries should plan what they should to contract and particularly to start with a plan for the whole project. Before doing anything

else, they need to think about all of the work that they will contract out for the project “RemoteCARE”.

In the following tables the procurement plans for “RemoteCARE” partnership are presented:

		Project Lead Beneficiary (PB1)	Municipality of Oraikastro		Project Start date:	12/10/2017					
		Beneficiary Country	Greece		Project End date:	10/7/2020					
		Total Beneficiary budget in AF	415.964,00 €		Project duration (months):	32,9					
		Total Amount to be procured	415.964,00 €		Start-up period end:	31/12/2019					
WP	Del.	Budget line	Brief description of the tender- Steps to be followed, etc	Tender Nr.	Type of tender	Amount of tender (€)	Estimated Date of launching (MM/YYYY)	Estimated Date of tender closure (MM/YYYY)	Estimated Date of Contract granting (MM/YYYY)	Estimated tender Procedure duration (months)	Milestone to be achieved within start-up period
WP1	D1.1.2	External Expertise and Services	1.Preparation of the call according to Law 4412/2016 2. Approval of the Terms of call 3. Send call to 3 companies 4. Assessment of the offers 5. Invitation to the contractor to sign the contract 6. Signing of the contract	Tender 2	Call of interest	24.000,00 €	17/4/2018	25/4/2018	16/5/2018	1,0	Signing of the contract
WP1	D1.1.2	Office and Administration		Not required		1.500,00 €					
WP1	D1.1.3	External Expertise and Services	1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraikastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraikastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract	Tender 1	Open	3.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
WP1	D1.1.4	Travel and Accommodation		Not required		221,00 €					
WP1	D1.1.5	External Expertise and Services	FLC (Audits)	Tender 3	Direct of suppliers list	2.000,00 €					
WP2	D2.1.1	External Expertise and Services	1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraikastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraikastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract	Tender 1	Open	3.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract & Development of the communication plan

			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP2	D1.2	External Expertise and Services		Tender 1	Open	10.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
WP2	D2.1.2	Travel and Accommodation		Not required		501,00 €					
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP2	D2.1.3	External Expertise and Services		Tender 1	Open	8.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP2	D2.1.4	External Expertise and Services		Tender 1	Open	2.500,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract & Development of the project website
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP2	D2.1.5	External Expertise and Services		Tender 1	Open	8.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP3	D3.1.1	External Expertise and Services		Tender 1	Open	5.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract

WP3	D3.1	Travel and Accommodation		Not required		442,00 €					
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP3	D3.1.2	External Expertise and Services		Tender 1	Open	16.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP3	D3.1.3	External Expertise and Services		Tender 1	Open	16.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP4	D4.1.1	Equipment		Tender 4	Open	140.000,00 €	1/3/2019	2/4/2019	1/11/2019	2,0	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP4	D4.1.2	Equipment		Tender 1	Open	28.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract

			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP4	D5.1.3	Equipment		Tender 1	Open	27.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP5	D5.1.1	External Expertise and Services		Tender 1	Open	17.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP5	D5.1.2	External Expertise and Services		Tender 1	Open	5.980,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
WP5	D5.1.3	Staff Costs		Not required		70.020,00 €					
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraioastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraioastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP6	D6.1.1	External Expertise and Services		Tender 1	Open	15.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract

			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraiakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraiakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP6	D6.1.2	External Expertise and Services		Tender 1	Open	3.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of tender documents according to Law 4412/2016 2. Approval of the Terms and tender documents by the Municipal Council and the Economic Committee of the Municipality of Oraiakastro 3. Publication of procurement 4. Tender day approximately 35 days after publication. 5. Offers evaluation by Tender Committee 6. Approval of the results by the Economic Committee of the Municipality of Oraiakastro 8. Invitation to the contractor to sign the contract 9. Signing of the contract								
WP6	D6.1.3	External Expertise and Services		Tender 1	Open	5.000,00 €	21/8/2019	12/9/2019	1/11/2019	2,5	Signing of the contract
			1.Preparation of the call according to Law 4412/2016 2. Approval of the Terms of call 3. Send call to 3 companies 4. Assessment of the offers 5. Invitation to the contractor to sign the contract 6. Signing of the contract								
WP1	D1.1.4	External Expertise and Services		Tender 5	Call of interest	4.800,00 €	25/10/2018	1/11/2018	15/11/2018	1,0	Signing of the contract & Organization of Kick off meeting

		Project Beneficiary 2 (PB2)	ns (IIT)-National Centre of Scientific Research "Demokritos"		Project Start date:	12/10/2017					
		Beneficiary Country	Greece		Project End date:	10/7/2020					
		Total Beneficiary budget in AF	147.670,00 €		Project duration (months):	32,9					
		Total Amount to be procured	147.670,00 €		Start-up period end:	31/12/2019					
WP	Del.	Budget line	Brief description of the tender- Steps to be followed, etc	Tender Nr.	Type of tender	Amount of tender (€)	Estimated Date of launching (MM/YYYY)	Estimated Date of tender closure (MM/YYYY)	Estimated Date of Contract granting (MM/YYYY)	Estimated tender Procedure duration (months)	Milestone to be achieved within start-up period
WP1	D1.2.2	Staff Costs		Not required		9.800,00 €					
WP1	D1.2.3	Travel and Accommodation		Not required		1.390,00 €					
WP1	D1.2.5	External Expertise and Services	FLC (Audits)	Tender 1	Direct of suppliers lis	4.000,00 €					
WP2	D2.2.1	Travel and Accommodation		Not required		2.360,00 €					
WP3	D3.2.2	Staff Costs		Not required		30.000,00 €					
WP3	D3.2.3	Staff Costs		Not required		6.000,00 €					
WP4	D4.2.1	Staff Costs		Not required		52.500,00 €					
WP4	D4.2.1	Travel and Accommodation		Not required		1.620,00 €					
WP4	D4.2.2	Staff Costs		Not required		40.000,00 €					

		Project Beneficiary 3 (PB3)	MPHAT "SOUTHWEST HOSPITAL" Ltd.		Project Start date:	12/10/2017					
		Beneficiary Country	Bulgaria		Project End date:	10/7/2020					
		Total Beneficiary budget in AF	363.915,94 €		Project duration (months):	32,9					
		Total Amount to be procured	363.915,94 €		Start-up period end:	31/12/2019					
WP	Del.	Budget line	Brief description of the tender- Steps to be followed, etc	Tender Nr.	Type of tender	Amount of tender (€)	Estimated Date of launching (MM/YYYY)	Estimated Date of tender closure (MM/YYYY)	Estimated Date of Contract granting (MM/YYYY)	Estimated tender Procedure duration (months)	Milestone to be achieved within start-up period
WP1	D1.3.2	External Expertise and Services	<p>Provision of project management services</p> <p>An external organization will be responsible for the overall management of the project for the entire duration of the project. The organization will be responsible for:</p> <ul style="list-style-type: none"> - the overall management of the project; - preparation and conduction of tender procedures for selection of project subcontractors; - preparation of request for payments <p>Following the amount of the budget line and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.</p>	Tender 1	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	15000,00	Aug/18	Aug/18	Aug/18	1,00	Successful assignment
WP1	D1.3.2	Office and Administration	No tender procedure is required.	Not required		1000,00					
WP1	D1.3.3	External Expertise and Services	<p>Organization of technical meetings</p> <p>An external organization will be responsible for the organization of 2 technical meetings (venue, catering, meetings).</p> <p>Following the amount of the budget line and the requirements in Art. 20, para. 4 of the Public Procurement Law the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.</p>	Tender 2	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	1000,00	Apr/19	Apr/19	Apr/19	1,00	Successful assignment

WP1	3.3	Travel and Accommodation	No tender procedure is required.	Not required		740,00					
WP1	D1.3.1	External Expertise and Services	Preparation Activities - the services are successfully provided.	Not required		25155,94					
			<u>Provision of communication and dissemination services</u> An external organization will be responsible for the organization of an international dissemination event that will be held in Petrits. Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.								
WP2	D2.3.1	External Expertise and Services		Tender 2	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	3800,00	Apr/19	Apr/19	Apr/19	1,00	Successful assignment
WP2	D2.3.1	Travel and Accommodation	No tender procedure is required.	Not required		690,00					
			<u>Provision of communication and dissemination services</u> An external organization will be responsible for the preparation of dissemination and communication material (translation of leaflets in BG, production of 1000 leaflets, 1000 cd. Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.								
WP2	D2.3.2	External Expertise and Services		Tender 2	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	4000,00	Apr/19	Apr/19	Apr/19	1,00	Successful assignment
			<u>Provision of communication and dissemination services</u> An external organization will be responsible for the organization of one public event. Local stakeholders will be invited. Partners of previous projects on health issues (e.g. INTERSYC, BEHEALTH) will be invited to present their experience. Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.								
WP2	D2.3.3	External Expertise and Services		Tender 2	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	3000,00	Apr/19	Apr/19	Apr/19	1,00	Successful assignment

WP3	D3.1	External Expertise and Services	<p>Organization of workshops</p> <p>An external organization will be responsible for the organization of 2 Workshops in Petrits in order to establish a common Framework for the operation of mobile health units/and digital recording of the patient's health status in the 2 regions.</p> <p>Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.</p>	Tender 2	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	3000,00	Apr/19	Apr/19	Apr/19	1,00	Successful assignment
WP3	D3.3.1	Travel and Accommodation		Not required		580,00					
WP3	D3.3.2	External Expertise and Services	<p>Provision of expertise</p> <p>An external organization / expert will contribute to the Mobile health units operation plan.</p> <p>Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria there will not be a selection process, but a direct assignment.</p>	Tender 3	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	1000,00	Nov/19	Nov/19	Nov/19	1,00	Successful assignment.
WP3	D3.3.3	External Expertise and Services	<p>Provision of expertise</p> <p>An external organization / expert will contribute to the overall business plan.</p> <p>Following the total amount of the budget lines that will be included in this tender and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.</p>	Tender 3	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	2000,00	Nov/19	Nov/19	Nov/19	1,00	Successful assignment.
WP4	D4.3.1	Equipment	<p>Supply of equipment</p> <p>An external company will supply a vehicle (van). The small unit will be built on light cabin chassis so that a person with driver's license B is allowed to drive the car.</p> <p>The open procedure is the procedure where all interested parties can submit an offer.</p>	Tender 4	Open procedure pursuant to Art. 20, para. 1, point 1 of the Public Procurement Law	140000,00	May/19	Jun/19	Nov/19	5,00	Signed contract
WP4	D4.3.2	Equipment	<p>Supply of equipment</p> <p>An external organization will supply the necessary medical equipment for the mobile unit as exam table, autoclave, ENT scope kit, BP cuff, pelvic exam light scope, thermometer, sharps container, AED emergency equipment, Oxygen - portable kit, (all wall mounted) and other.</p> <p>The open procedure is the procedure where all interested parties can submit an offer.</p>	Tender 4	Open procedure pursuant to Art. 20, para. 1, point 1 of the Public Procurement Law	34700,00	May/19	Jun/19	Nov/19	5,00	Signed contract
WP4	D4.3.3	Equipment	<p>Supply of equipment</p> <p>An external organization will supply the necessary equipment (e.g. computers, transmission device) for the installation of the ICT application.</p> <p>The open procedure is the procedure where all interested parties can submit an offer.</p>	Tender 4	Open procedure pursuant to Art. 20, para. 1, point 1 of the Public Procurement Law	27000,00	May/19	Jun/19	Nov/19	5,00	Signed contract

WP5	D5.1	External Expertise and Services	Provision of assembling services An external organization will be responsible for the Preparation of mobile unit services, ie. Assembling of all the parts into a total working system (bus, medical equipment, software to be used, connection to primary health organisation), test drives etc. The open procedure is the procedure where all interested parties can submit an offer.	Tender 4	Open procedure pursuant to Art. 20, para. 1, point 1 of the Public Procurement Law	7500,00	May/19	Jun/19	Nov/19	5,00	Successful assignment
WP5	D5.3.2	Travel and Accommodation	No tender procedure is required.	Not required		1750,00					
WP5	D5.3.3	External Expertise and Services	No tender procedure is required.	Not required		80000,00					
WP6	D6.3.1	External Expertise and Services	Provision of Scientific studies An external organization / expert will be contribute the evaluation expressed in health terms, in served population rate ,in economic terms, in accessibility rates, etc. Following the amount of the budget line and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.	Tender 3	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	2500,00	Nov/19	Nov/19	Nov/19	1,00	Successful assignment
WP6	D6.3.2	External Expertise and Services	Conduction of a feasibility study An external organization / expert will be responsible for the preparation of a feasibility study of the mobile health units in locating sources of funding to continue providing their services without charging a fee. Following the amount of the budget line and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.	Tender 3	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	5000,00	Nov/19	Nov/19	Nov/19	1,00	Successful assignment
WP6	D6.3.3	External Expertise and Services	Provision of services of Drafting, Monitoring and Completion of the MoU signing procedure and complying with the standards of the European reference sites for healthy ageing. Following the amount of the budget line and the requirements in Art. 20, para. 4 of the Public Procurement Law of Bulgaria the beneficiary is not obliged to apply the Public Procurement Law procedures, including the terms and conditions of Chapter twenty-sixth of the Public Procurement Law (collecting offers with announcement or invitation to certain individuals) and can directly assign. In addition, the beneficiary is not obliged to sign a contract with the contractor.	Tender 3	Direct assignment pursuant to Art. 20, para. 4 of the Public Procurement Law	4500,00	Nov/19	Nov/19	Nov/19	1,00	Successful assignment

The procurement management plan details how the procurement process will be managed. It includes, according to PMI standard the following information:

- The types of contracts project beneficiaries plan to use and any metrics that will be used to measure the contractors' performance
- The planned delivery dates for the work or products/ services project beneficiaries are contracting
- The body's standard documents project beneficiary will use
- The number of vendors or contractors involved and how they will be managed
- How purchasing may impact the constraints and assumptions of the project plan
- The coordination of purchasing lead times with the development of the project schedule
- The identification of prequalified sellers (if known)

It should be mentioned that the attached procurement plans of the project beneficiaries, are completed according to the template given by the JS of the Programme INTERREG Greece – Bulgaria 2014 – 2020 and will be updated according to Project Officer's instructions.

Nevertheless, the following are referred as complementary theory according to PMI standard and in some cases could be used respectively.

The procurement management plan, like all other management plans, becomes a subsidiary of the project management plan. Some tools and techniques project beneficiaries may use during the procurement planning stage including the definition of the contract type.

Contract Types

You should know a little bit about the major kinds of contracts available the client so that you choose the one that creates the most fair and workable deal for you and the contractor. Some contracts are fixed price: no matter how much time or effort goes into them, the client always pay the same. In Figure 1 the cost to the client stays the same, but as more effort is exerted the profit to the contractor goes down. Some are cost reimbursable also called cost plus. This is where the seller charges you for the cost of doing the work plus some fee or rate. Figure 2 illustrates this by showing that as efforts increase, costs to the client go up but the contractor's profits stay the same. The third major kind of contract is time and materials. That's where the client pays a rate for the time spent working on the project and also pays for all the materials used to do the work. Figure 3 shows that as

costs to the client go up, so does the profit for the contractor.

Fixed-Price Contracts

The **fixed-price contract** is a legal agreement between the project organization and an entity (person or company) to provide goods or services to the project at an agreed-on price. The contract usually details the quality of the goods or services, the timing needed to support the project, and the price for delivering goods or services. There are several variations of the fixed-price contract. For commodities and goods and services where the scope of work is very clear and not likely to change, the fixed-price contract offers a predictable cost. The responsibility for managing the work to meet the needs of the project is focused on the contractor. The project team tracks the quality and schedule progress to ensure the contractors will meet the project needs. The risks associated with fixed-price contracts are the costs associated with project change. If a change occurs on the project that requires a change order from the contractor, the price of the change is typically very high. Even when the price for changes is included in the original contract, changes on a fixed-price contract will create higher total project costs than other forms of contracts because the majority of the cost risk is transferred to the contractor, and most contractors will add a contingency to the contract to cover their additional risk.

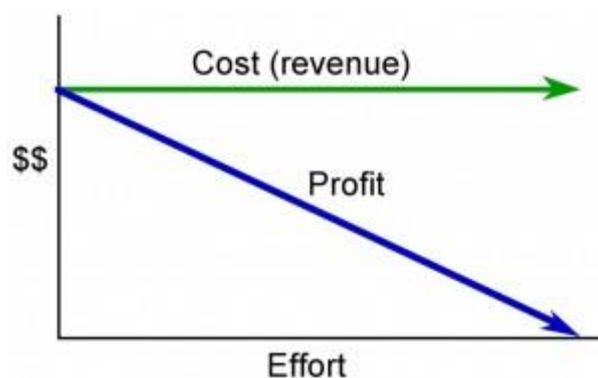


Figure 1: A fixed-price contract the cost to the client is constant regardless of effort applied or delivery date.

Illustration from Barron & Barron Project Management for Scientists and Engineers, <http://cnx.org/content/col11120/1.4/>

Fixed-price contracts require the availability of at least two or more suppliers that have the qualifications and performance histories that ensure the needs of the project can be met. The other requirement is a scope of work that is most likely not going to change. Developing a clear scope of

work based on good information, creating a list of highly qualified bidders, and developing a clear contract that reflects that scope of work are critical aspects of a good fixed-priced contract.

If the service provider is responsible for incorporating all costs, including profit, into the agreed-on price, it is a **fixed-total-cost contract**. The contractor assumes the risks for unexpected increases in labor and materials that are needed to provide the service or materials and in the materials and timeliness needed.

The **fixed-price contract with price adjustment** is used for unusually long projects that span years. The most common use of this type of contract is the inflation-adjusted price. In some countries, the value of its local currency can vary greatly in a few months, which affects the cost of local materials and labor. In periods of high inflation, the client assumes the risk of higher costs due to inflation, and the contract price is adjusted based on an inflation index. The volatility of certain commodities can also be accounted for in a price-adjustment contract. For example, if the price of oil significantly affects the costs of the project, the client can accept the oil price volatility risk and include a provision in the contract that would allow the contract price adjustment based on a change in the price of oil.

The **fixed-price contract with incentive fee** provides an incentive for performing on the project above the established baseline in the contract. The contract might include an incentive for completing the work on an important milestone for the project. Often contracts have a penalty clause if the work is not performed according to the contract. For example, if the new software is not completed in time to support the implementation of the training, the contract might penalize the software company a daily amount of money for every day the software is late. This type of penalty is often used when the software is critical to the project and the delay will cost the project significant money.

If the service or materials can be measured in standard units, but the amount needed is not known accurately, the price per unit can be fixed—a **fixed-unit-price contract**. The project team assumes the responsibility of estimating the number of units used. If the estimate is not accurate, the contract does not need to be changed, but the project will exceed the budgeted cost.

Type	Known Scope	Share of Risk	Incentive for Meeting Milestones	Predictability of Cost
Fixed Total Cost	Very High	All Contractor	Low	Very High
Fixed Unit Price	High	Mostly Project	Low	High
Fixed price with Incentive Fee	High	Mostly Project	High	Medium-high
Fixed Fee with Price Adjustment	High	Mostly Project	Low	Medium

Figure 2 Table of Fixed Price Contracts and Characteristics

Source: <http://pm4id.org/9/5/>

Cost-Reimbursable Contracts

In a **cost-reimbursable contract**, the organization agrees to pay the contractor for the cost of performing the service or providing the goods. Cost-reimbursable contracts are also known as **cost-plus contracts**. Cost-reimbursable contracts are most often used when the scope of work or the costs for performing the work are not well known. The project uses a cost-reimbursable contract to pay the contractor for allowable expenses related to performing the work. Since the cost of the project is reimbursable, the contractor has much less risk associated with cost increases. When the costs of the work are not well known, a cost-reimbursable contract reduces the amount of money the bidders place in the bid to account for the risk associated with potential increases in costs. The contractor is also less motivated to find ways to reduce the cost of the project unless there are incentives for supporting the accomplishment of project goals.

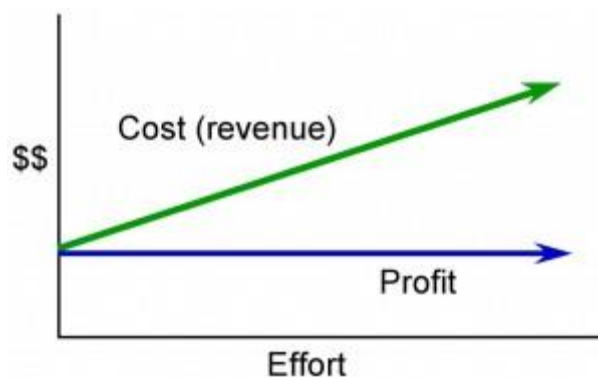


Figure 3: In a cost-reimbursable or cost-plus contract, the contractor is guaranteed a fee, but the client's costs can increase based on effort. Illustration from Barron & Barron Project Management for Scientists and Engineers, <http://cnx.org/content/col11120/1.4/>

Cost-reimbursable contracts require good documentation of the costs that occurred on the project to ensure that the contractor gets paid for all the work performed and to ensure that the organization is not paying for something that was not completed. The contractor is also paid an additional amount above the costs. There are several ways to compensate the contractor.

- A **cost-reimbursable contract with a fixed fee** provides the contractor with a fee, or profit amount that is determined at the beginning of the contract and does not change.
- A **cost-reimbursable contract with a percentage fee** pays the contractor for costs plus a percentage of the costs, such as 5% of total allowable costs. The contractor is reimbursed for allowable costs and is paid a fee.
- A **cost-reimbursable contract with an incentive fee** is used to encourage performance in areas critical to the project. Often the contract attempts to motivate contractors to save or reduce project costs. The use of the cost reimbursable contract with an incentive fee is one way to motivate cost-reduction behaviors.
- A **cost-reimbursable contract with award fee** reimburses the contractor for all allowable costs plus a fee that is based on performance criteria. The fee is typically based on goals or objectives that are more subjective. An amount of money is set aside for the contractor to earn through excellent performance, and the decision on how much to pay the contractor is left to the judgment of the project team. The amount is sufficient to motivate excellent performance.

On small activities that have a high uncertainty, the contractor might charge an hourly rate for labor, plus the cost of materials, plus a percentage of the total costs. This type of contract is called **time and materials (T&M)**. Time is usually contracted on an hourly rate basis and the contractor usually submits time sheets and receipts for items purchased on the project. The project reimburses the contractor for the time spent based on the agreed-on rate and the actual cost of the materials. The fee is typically a percentage of the total cost.

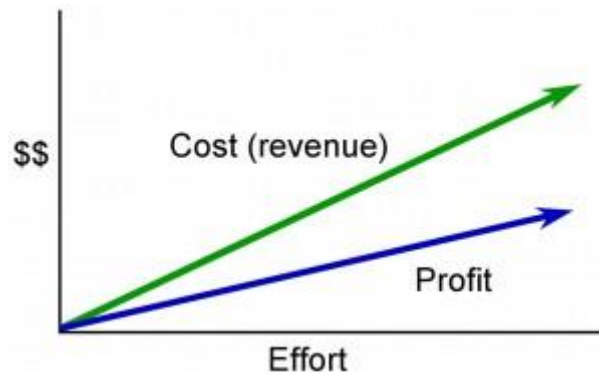


Figure 4: In a time-and-materials contract the profit to the contractor increases with increased effort, as does the costs to the client. Illustration from Barron & Barron Project Management for Scientists and Engineers, <http://cnx.org/content/col11120/1.4/>

T&M contracts are used on projects for work that is smaller in scope and has uncertainty or risk. The project, rather than the contractor, assumes the risk. Since the contractor will most likely include contingency in the price of other types of contracts to cover the high risk, T&M contracts provide lower total cost to the project.

Cost Reimbursable (CR)	Known Scope	Share of Risk	Incentive for Meeting Milestones	Predictability of Cost
CR with Fixed Fee	Medium	Mostly Project	Low	Medium-high
CR with Percentage Fee	Medium	Mostly Project	Low	Medium-high
CR with Incentive Fee	Medium	Mostly Project	High	Medium
CR with Award Fee	Medium	Mostly Project	High	Medium
Time and Materials	Low	All Project	Low	Low

Figure 5: Table of cost-reimbursable contracts

Source: <http://pm4id.org/9/5/>

To minimize the risk to the project, the contractor typically includes a not-to-exceed amount, which means the contract can only charge up to the agreed amount. The T&M contract allows the project to make adjustments as more information is available. The final cost of the work is not known until sufficient information is available to complete a more accurate estimate.

Progress Payments and Change Management

Vendors and suppliers usually require payments during the life of the contract. On contracts that last several months, the contractor will incur significant cost and will want the project to pay for these costs as early as possible. Rather than wait until the end of the contract, a schedule of payments is

typically developed as part of the contract and is connected to the completion of a defined amount of work or project milestones. These payments made before the end of the project and based on the progress of the work are called *progress payments*. For example, the contract might develop a payment schedule that pays for the design of the curriculum, then the development of the curriculum, and then a final payment is made when the curriculum is completed and accepted. In this case there would be three payments made. There is a defined amount of work to be accomplished, a time frame for accomplishing that work, and a quality standard the work must achieve before the contractor is paid for the work.

Just as the project has a scope of work that defines what is included in the project and what work is outside the project, vendors and suppliers have a scope of work that defines what they will produce or supply to the company. (Partners typically share the project scope of work and may not have a separate scope of work.) Often changes occur on the project that require changes in the contractor's scope of work. How these changes will be managed during the life of the project is typically documented in the contract. Capturing these changes early, documenting what changed and how the change impacted the contract, and developing a change order (a change to the contract) are important to maintaining the progress of the project. Conflict among team members may arise when changes are not documented or when the team cannot agree on the change. Developing and implementing an effective change management process for contractors and key suppliers will minimize this conflict and the potential negative effect on the project.

Source: <http://pm4id.org/9/5/>

Procurement Process

The project procurement cycle reflects the procurement activities from the decision to purchase the material or service through to the payment of bills and closing of procurement contracts.

Procurement Plan

After the decision has been made to purchase goods or outsource services, the procurement team develops a plan that includes the following:

- Selecting the appropriate relationships and contract approaches for each type of purchased goods or outsourced service
- Preparing requests for quotes (RFQs) and requests for proposals (RFPs) and evaluating partnership opportunities
- Evaluating RFQs, RFPs, and partnerships

- Awarding and signing contracts
- Managing quality and timely performance
- Managing contract changes
- Closing contracts

Depending on the complexity level of the project, each of these steps can take either hours or sometimes weeks of work to complete. Each of these steps is also included in the project master schedule. The time involved in the procurement cycle can influence the scheduling of critical activities, including the decision to self-perform the work or contract the work to others. The delivery dates for equipment and materials and the work completion dates for contracted works are placed on the project schedule. Any procurement activities that create a project delay or fall on the project critical path may require special attention.

Selecting the Contract Approach

The technical teams typically develop a description of the work that will be outsourced. From this information, the project management team answers the following questions:

- Is the required work or materials a commodity, customized product or service, or unique skill or relationship?
- What type of relationship is needed: supplier, vendor, or partnership?
- How the supplier, vendor, or potential partner should be approached: RFQ, RFP, or personal contact?
- How well known is the scope of work?
- What are the risks and which party should assume which types of risk?
- Does the procurement of the service or goods affect activities on the project schedule's critical path and how much float is there on those activities?
- How important is it to be sure of the cost in advance?

The procurement team uses the answers to the first three questions listed above to determine the approach to obtaining the goods or services and the remaining questions to determine what type of contract is most appropriate.

A key factor in selecting the contract approach is determining which party will take the most risk. The

team determines the level of risk that will be managed by the project and what risks will be transferred to the contractor. Typically, the project management team wants to manage the project risk, but in some cases, contractors have more expertise or control that enable them to better manage the risk associated with the contracted work.

Soliciting Bids

A **solicitation** is the process of requesting a price and supporting information from bidders. The solicitation usually takes the form of either an RFQ or an RFP. Partnerships are pursued and established differently on a case-by-case basis by senior management.

Qualifying Bidders

Potential bidders are people or organizations capable of providing the materials or performing the work required for the project. On smaller, less complex projects, the parent company typically has a list of suppliers and vendors that have successfully provided goods and services in the past, and the project has access to the performance record of companies on that list. On unique projects, where no supplier lists exist, the project team develops a list of potential suppliers and then qualifies them to become eligible to bid on project work. Eligible bidders are placed on the bidders list and provided with a schedule of when work on the project will be put out for bid.

The eligibility of a supplier is determined by the ability to perform the work in a way that meets project requirements and demonstrates financial stability. Ability to perform the work includes the ability to meet quality specifications and the project schedule. During times when economic activity is high in a region, many suppliers become busy and stretch their resources. The project team investigates the potential suppliers, before they are included on the bidder's list, to ensure that they have the capacity and track record to meet deadlines.

The potential supplier must also be financially stable to be included on the bidders list. A credit check or a financial report from Dun and Bradstreet (D&B)—a well-known provider of financial information about individual companies—will provide the project with information about the potential bidder's financial status. D&B services include the following:

- D&B proprietary rankings and predictive creditworthiness scores
- Public filings, including suits, liens, judgments, and UCC (uniform commercial code) filings—standardized financial disclosure documents that conform to the uniform commercial code
- Company financial statements and history

Request for Quote

An RFQ focuses on price. The type of materials or service is well defined and can be obtained from several sources. The bidder that can meet the project quality and schedule requirements usually wins the contract by quoting the lowest price.

Request for Proposal

An RFP accounts for price but focuses on meeting the project quality or schedule requirements. The process of developing a proposal in response to an RFP can be very expensive for the bidder, and the project team should not issue an RFP to a company that is not eligible to win the bid.

Evaluating Bids

Evaluation of bids in response to RFQs for commodity items and services is heavily graded for price. In most cases, the lowest total price will win the contract. The total price will include the costs of the goods or services, any shipping or delivery costs, the value of any warranties, and any additional service that adds value to the project.

The evaluation of bids based on RFPs is more complex. The evaluation of proposals includes the price and also an evaluation of the technical approach chosen by the bidder. The project team evaluating the proposal must include people with the expertise to understand the technical aspects of the various proposal options and the value of each proposal to the project. On more complex projects, the administrative part of the proposal is evaluated and scored by one team, and the technical aspect of the proposal is evaluated by another team. The project team combines the two scores to determine the best proposal for the project.

Awarding the Contract

After the project team has selected the bidder that provides the best value for the project, a project representative validates all conditions of the bid and the contract with the potential contractor. Less complex awards, like contracts for printed materials, require a reading and signing of the contract to ensure that the supplier understands the contract terms and requirements of the project schedule. More complex projects require a detailed discussion of the goals, the potential barriers to accomplishing those goals, the project schedule and critical dates, and the processes for resolving conflicts and improving work processes.

Managing the Contracts

The contract type determines the level of effort and the skills needed to manage the contract. The manager of supplier contracts develops detailed specifications and ensures compliance with these specifications. The manager of vendor contracts ensures that the contractors bidding on the work have the skills and capacity to accomplish the work according to the project schedule and tracks the

vendor's performance against the project needs, supplying support and direction when needed. The manager of partnering arrangements develops alignment around common goals and work processes. Each of these approaches requires different skills and various degrees of effort.

Items that take a long time to acquire—**long-lead items**—receive early attention by the project leadership. Examples of long-lead items are equipment that is designed and built specifically for the project, curriculum that is created for training a new workforce, and a customized bioreactor for a biotech project. These items might require weeks, months, or years to develop and complete. The project team identifies long-lead items early to begin the procurement activities as soon as possible because those procured through the normal procurement cycle may cause delays in the project.

After the contract is awarded, the project team tracks the performance of the contractor against performance criteria in the contract and his or her contribution to the performance of the project. Usually, contractors deliver the product or service that meets the quality expectations and supports the project schedule. Typically, there are also one or two contractors that do not perform to project expectations. Some project managers will refer to the contract and use it to attempt to persuade the contractor to improve performance or be penalized. Other project managers will explore with the contractor creative ways to improve performance and meet project requirements. The contract management allows for both approaches to deal with non-performing contractors, and the project team must assess what method is most likely to work in each situation.

Managing contractor performance on a project is as important to the overall project outcomes as the work performed by the project team.

Logistics and Expediting

Equipment and materials that are purchased for use on the project must be transported, inventoried, warehoused, and often secured. This area of expertise is called *logistics*. The logistics for the project can be managed by the project team or can be included in the RFP or RFQ. On international projects, materials may be imported, and the procurement team manages the customs process. On smaller projects, the logistical function is often provided by the parent company. On larger projects, these activities are typically contracted to companies that specialize in logistical services. On larger, more complex projects, the procurement team will include logistical expertise.

The project work often depends on materials procured for the project. The delivery of these materials influences the scheduling of the project, and often some materials are needed earlier than normal procurement practices would deliver. On long-lead items, the project schedule is included in

the contracting plans and contractors must explain how they will support the project schedule.

On large, complex projects, critical items might be scheduled for delivery after they are needed on the project. The procurement team then explores ideas with the contractor to expedite the manufacturing or transportation of the equipment or materials. The contract can often place a priority on the fabrication of the equipment and delivery of the equipment to meet the project schedule. The project logistics team can also explore ways of shortening the transportation time. For example, a project in Argentina flew some critical equipment from Sweden rather than transport the equipment by ship to save several weeks in transit. The logistics costs were higher, but the overall value to the project was greater.

The Procurement Management Plan is a part of the overall Project Management Plan. The document describes how items will be procured during the project and the approach you will use to managing vendors on the project. Specific areas to describe include:

- Procurement process. This section provides a brief overview of the process requirements necessary to manage procurement of the identified needs. This process should include:
 - Initiating a request
 - Development of requirements (technical, timing, quality, constraints)
 - Request approval
 - Purchasing authority
 - Bid / proposal review
 - Contract management responsibility
 - Contract closure requirements
 - Procurement process flowchart
- Roles and responsibilities. This section describes the various roles on the project that have some connection to procurement. This section should describe who can request outside resources, who can approve the requests, any secondary approvers, etc.
- Identified procurement needs. This section details the material, products or services identified for outside procurement. Each listed item should include a justification statement explaining why this should be an outside purchase if there is the possibility of inside sourcing (make vs. buy decision).

- Timing. This section will describe the timeframe that resources are needed. This will provide a better sense for when the procurement process needs to be started for each item.
- Change review and approval process. Describe how changes are made to procurement documents to ensure the changes are valid, understood and approved by the appropriate people.
- Vendor processes. Describe the processes that the vendors should use for timesheet approval, invoice processing, contract renegotiation, status reporting, scope change requests, etc.

There may be additional information in the plan as well to ensure the procurement process is understood and managed effectively.

8. Management of the Programme

The management and implementation of the Cooperation Programme Interreg V-A Greece - Bulgaria 2014-2020 is based on the structure applicable for a Cooperation Programme. This consists of the following bodies:

The Managing Authority of the Cooperation Programme Interreg V-A Greece-Bulgaria 2014-2020 is the Managing Authority of the European Territorial Cooperation Programmes, Leoforos Georgikis Scholis 65, 57001 Pilea, Thessaloniki, www.interreg.gr.

It is under the auspices of the Greek Ministry of Economy, Infrastructure, Maritime Affairs and Tourism. The MA is responsible for coordination of the Programming Document elaboration, its submission for approval by the EC, for the overall management of the implementation, for the comprising of the annual Reporting to the EC, the approval of implementation manuals and certain projects' modifications.

The National Authority on the Bulgarian side is the Ministry of Regional Development and Public Works, "Stefan Karadja" str., No 9, Sofia 1202, www.mrrb.government.bg. The NA supports the MA in management and implementation of the Programme with a specific accent on Bulgarian priorities and beneficiaries. The NA participates in the Programming Document elaboration, ensures the Bulgarian share of the national co-financing, manages the procedure for recruitment and operation of first level controllers for verification of costs of the Bulgarian beneficiaries and performs quality checks on implementation of projects in Bulgaria. The Certifying Authority is an administrative part of the General Secretariat of Public Investments and National Strategic Reference Framework (NSRF), within the Ministry for Economy, Infrastructure, Maritime Affairs and Tourism. The Certifying Authority shall be responsible for certifying statements of expenditure and applications for payment before being sent to the Commission. In this context, the certifying authority shall carry out the functions envisaged in article 24 of ETC and 126 of CPR, and in particular for:

- a) certifying that they result from reliable accounting systems are based on verifiable supporting documents and have been subject to verifications by the Managing Authority;
- b) drawing up the accounts referred to in point (a) of Article 59(5) of the Financial Regulation;
- c) certifying the completeness, accuracy and veracity of the accounts and that the expenditure drawing up and the submitting of payment applications to the Commission and entered in the accounts comply with the applicable law and have been incurred in respect to the operations selected for funding, in accordance to the criteria applicable to the cooperation programme and complying with applicable law;
- d) ensuring that there is a system, which records and stores, in computerized Form, accounting

records for each operation, and which supports all the data required for drawing up payment applications and accounts, including records of amounts recoverable, amounts recovered and amounts withdrawn, following cancellation of all or part of the contribution for an operation or operational/cooperation programme;

- e) ensuring, for the purposes of drawing up and submitting payment applications, that it has received adequate information from the Managing Authority on the procedures and verifications carried out in relation to expenditure included in statements of expenditure;
- f) taking account, when drawing up and submitting payment applications, of the results of all audits carried out by or under the responsibility of the audit authority;
- g) maintaining in computerized Form accounting records of expenditure declared to the Commission and of the corresponding public contribution paid to beneficiaries;
- h) keeping an account of amounts recoverable and of amounts withdrawn following cancellation of all or part of the contribution for an operation. Amounts recovered shall be repaid to the budget of the European Union, prior to the closure of the Cooperation programme, by deducting them from the subsequent statement of expenditure;

According to Law 4314 / 2014 (Governmental Gazette 265 / 23-12-2014), Chapter A “For the management, control and application of developmental interventions for the programming period 2014-2020”, article 10 defines the framework of the Certifying Authority duties.

The Audit Authority (AA) of the CP GR-BG 2014-2020 is the Financial Control Committee (EDEL) - Secretariat General for Fiscal Policy (General Accounts of the State) at the Ministry of Finance. The AA is responsible for verifying the effective functioning of the management and control system of the operational Programme and it is assisted by the Group of Auditors (GoA) comprised by representatives from the Bulgarian Executive Agency “Audit of EU Funds”. The GoA performs verifications on the management and control systems related to the implementation of projects by Bulgarian beneficiaries. The AA approves and executes annual plans of audits on beneficiaries and management structures and may impose financial corrections in cases of breach of EU, national procurement legislation and programme implementation rules. The Monitoring Committee of the CP GR-BG 2014-2020 is set up according to the provisions of article 47 par.1 of CPR. Its composition is decided by the participating Member States, taking into account that Member States shall be equally represented and complying with the partnership principle in managing, monitoring and evaluating the operations in all stages of programme implementation, as laid down in article 5 of CPR. It comprises representatives of the two member states on an equal basis. Representatives of the MA, NA, regional governors, mayors, NGOs may be members. The MC is co-chaired by Senior position representatives of the Greek MEIMAT and the Bulgarian MRDPW. The Bulgarian Minister of Regional

Development and Public Works informs the MA about the Bulgarian nominations. The MC monitors the implementation of the CP GR-BG 2014-2020, approves the Rules of Procedures of the MC, and approves material related to the Call for Proposals, Manuals for Implementation of the Programme at its annual or biannual meetings or by written procedures. The Monitoring Committee may establish the Steering Committee according to article 12(1) of Regulation 1299/2013, in order to support the Monitoring Committee in fulfilling its tasks with regard to the selection of projects. The Joint Secretariat (JS) of the CP GR-BG 2014-2020 is situated at the Leoforos Georgikis Scholis 65, 57001 Pilea, Thessaloniki, website: www.greece-bulgaria.eu.

The JS consists of experts from both countries. The JS is the direct link with the potential and actual beneficiaries, providing consultations on project preparation, implementation, technical and financial Reporting. The JS performs the selection of projects to be financed under the various procedures and assists the Managing Authority, the Monitoring Committee, the Certifying Authority and the Audit Authority in carrying out their respective duties by collecting, checking and preparing draft decisions, payment claims, payment forecasts and implementation Reports. The JS approves minor changes in the projects' contents during implementation. The Info Point, the main responsibilities of the Information Point are: a) to provide support to beneficiaries from the Bulgarian side during the preparation of proposals and throughout the period of implementation of operations; b) to implement information and publicity actions in cooperation with the Joint Secretariat. c) To support JS/MA/NA activities as required. The Info Point consists of two experts.

The addresses of the Info-point are:

- Office in Sofia: "Stefan Karadja" str., No 9, p. code: 1202 Sofia, Bulgaria, Ministry of Regional Development and Public Works, "Territorial Cooperation Management" DG
- Regional office in Smolyan: 14, Bulgaria Boulevard, 3rd floor, office 309, p. code: 4700, Smolyan, Bulg

9. Reporting methodology

The Lead Partner is the Lead beneficiary in accordance with to Article 13 par.1 of Regulation 1299/2013, is responsible for the submission to the Joint Secretariat (JS) of the progress Reports on project implementation activities, according to the timetable referred to in the approved Application Form and the Project Implementation Manual as in force.

Prior to filling in the progress report, the Lead Beneficiary should collect data regarding the expenditure made by all project partners including itself, during the specific period, which must be accompanied by the relevant verifications, signed by the competent controller of the respective country. The verified expenditure of project partners must be attached to the relevant progress reports. The official forms (Progress Reports) as in force, should be used for reporting, which are provided by the MA/JS. The Lead Partner complies an integrated Progress Report on project implementation activities and expenditures, for both participating countries.

Should the Project Beneficiaries delay in submitting to the Lead Partner their activity and financial reports, the Lead Partner will still abide by the deadlines for submission, updating and sending to the Joint Secretariat the reports when the missing information becomes available. However, should the Project Partners delay in submitting to the Lead Partner their table of verified expenditure, the Lead Partner will add the missing information to the statement of the next reporting period.

All reports must be submitted in English, which is the official language of the Program.

Considering that payment of ERDF contribution is made by the European Commission in accordance with the Community provisions, concerning the budget commitments of the Structural Funds, the Lead Beneficiary will submit one consolidated progress report to the JTS **every six (6) months** in accordance with the following schedule:

Reporting Periods	Deadlines for the submission of progress reports
January – June	20 th of July of the respective year
July – December	20 th of January of the respective year

As indicated in the above table, the deadline for the submission of the Progress Report is 20 days after the end of the Reporting Period. The Joint Secretariat receives and processes progress reports, together with the necessary supporting documents.

The Joint Secretariat, Managing Authority, Certifying Authority, the National Coordinators, the Cross-border Info Point and the European Commission may at any time ask for supplementary information concerning payment claims or the project itself and the LB is responsible to provide such data and information.

The Final Report of the project (template and guidelines to be provided as Annex to the Project Implementation Manual when available) will be submitted to the JS/MA for approval at a certain time after the contractual end of the project and given that all verifications have been completed. The deadline for the submission of the Final Report will be 2 months after the issuance of all the certificates of all the project beneficiaries.

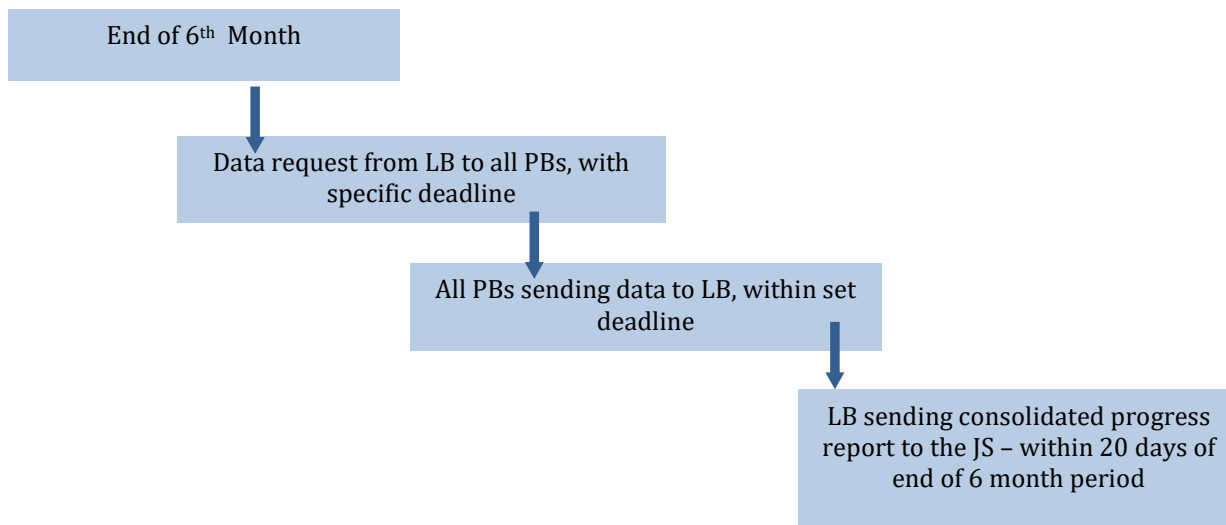
After the issuance of all certificates there still may occur deviations from the budget tables of the Application Form in force (i.e. deviation from deliverable's budget or deviation from the "budget line" budget, etc). The beneficiary must justify these deviations in the Final Report before acceptance by the JS/MA. After approval, the Final Report will comprise the final modification of the project. If not, the amounts exceeding the approved budget tables of the Application Form in force will be deemed ineligible and a procedure to correct the certificates should be initiated.

For control and audit purposes, the Lead Beneficiary shall retain all files, documents and data relevant to the project on customary data storage media in a safe and orderly manner for at least three years from 31st December following the year of the submission of the accounts to the European Commission in which the final expenditure of the concluded operation is included without prejudice to any relevant provisions of the national legislation of Greece and Bulgaria.

Financial Reporting Methodology

Project Management entails the obligation of collecting all necessary data, regarding the financial progress of the project. The Lead Beneficiary also submits all financial data, accompanied by Tables of Verified Expenditures of all PBs to the JS for checking. Financial reporting is also carried out every six months, with data for sending the data the 20th day after the end of six months period. Financial reporting is included in the Consolidated Progress Report for all PBs, which is submitted to the JS by the LB.

The above procedure, is schematically depicted below:



From the procedure as described above, is clear the existence of time-margin-inclusion observations and optimization of application process, in order to achieve the accuracy of the data sent by all PBs to the LB, securing minimization of errors and corrections requested from the JS.

The sending of the Progress Reports to the JTS, will be communicated to all PBs, while JS comments and corrections required, will be only notified to the relevant Beneficiary. In order to ensure achievement of objectives, planning activities will be communicated directly to all parties involved, both internally (for actions that involve the interaction and coordination) and externally (for actions relating to operations - tasks & actions-external participants namely other project partners, interaction and coordination).

Payment Requests

Payment requests includes the obligation for data collection of project financial progress, by each partner. Each PB is responsible for the collection of all paid out eligible expenditures and the processing of request to the Paying Authority for verification, after the collection of certain amount of payment orders. This procedure, concerns verification and financial return of paid out eligible expenditures, to each Project Beneficiary by the Paying Authority, once checked and verified.

For control and audit purposes, the Lead Beneficiary and the project partners shall:

1. Retain all files, documents and data concerning the project for a period of at least three years after the closure of the Program, according to art. 90, par.1 of EC Regulation 1083/2006.

2. Make all the necessary arrangements to ensure that any controls and audits, notified by the duly authorized regional, national, and Community Authorities, can be carried out.
3. Give the controlling/auditing authorities any information about the project they request and give them access to the accounting books, supporting documents and other documentation related to the project.

It is noted that the information concerning the reality and validity of actions and expenses eligible for ERDF funding provided by each project Beneficiary shall engage only each partner's own responsibility.

ERDF

The Certifying Authority receives ERDF contribution payments from the European Commission. The Certifying Authority will transfer the European Union's contribution to an interest-free bank account indicated by the Lead Beneficiary in the application Form. Payments from the Certifying Authority to the Lead Beneficiary will be made in Euro (€). The Lead Beneficiary shall further transfer the respective European Union's contribution to the Project Beneficiaries within one month of its receipt. The amounts will be paid according to the flow of funds from the European Commission. In case of unjustified delays of the transferring the Managing Authority reserves the right to propose correction. The procedure and the percentage is defined in the Subsidy Contract. To provide a sound financial management, all Project Beneficiaries must have a dedicated interest-free bank account for the purpose of their project implementation. Payment of the eligible preparation cost should be included preferably in the first progress Report or in the following ones during the implementation of the project. In case that the ERDF annual contribution is automatically de-committed by the European Commission, in accordance with the EC Regulation 1303/2013, the Managing Authority reserves the right to consider the possibility of reducing the approved ERDF budget of the project with respect to expenditure not carried out in accordance with the stipulated timetable. In both cases the Monitoring Committee, after the proposal of the Managing Authority, may decide to reduce the budget of the project. If the reduction of the project budget is decided, the subsidy contract and respective annexes will be modified accordingly. Eligibility of expenditures is subject to Commission Delegated Regulation (EU) No 481/2014 of 4 March 2014 supplementing Regulation (EU) No 1299/2013 of the European Parliament and of the Council with regard to specific rules on eligibility of expenditure for cooperation programmes.

National Contribution

For Greek Beneficiaries the national contribution (15%) will be granted through the Public Investments Programme. The national contribution of Bulgaria (15%) to the Bulgarian beneficiaries is ensured by the Ministry of Regional Development and Public Works.

10. Document templates

It is important for the dissemination of the project, that a variety of documents which are regularly used throughout the implementation of the project, are common for all partners and actions, so that there is cohesion among all publicity material. The templates that were developed for the needs of the “RemoteCARE” project are the following:

- ❖ Letter /document page
- ❖ Press Release
- ❖ Presentation
- ❖ Attendance List
- ❖ Agenda
- ❖ Project contact list
- ❖ Project schedule
- ❖ Personnel Timesheet
- ❖ Project deliverable
- ❖ Invitation
- ❖ Template for submission of requests from partners

Successful implementation of selected project management methods and tools requires the development and use of document templates that will facilitate communication between the project's stakeholders. Official project templates are to be used for the following purposes:

- Communication between project partners
- Communication with the Joint Secretariat
- Contact with suppliers / contractors
- Publicity and Dissemination of the project to the public of the cross-border area
- Monitoring the project timetable
- Monitoring the project's progress
- Recording of interest entities
- Recording of problems during the implementation of the project

The aforementioned templates are available at the annex and they will be sent to all project partners in digital version.

ANNEX