



# Joint Action Plans

**MS Authorities Training**  
**05.12.2014**

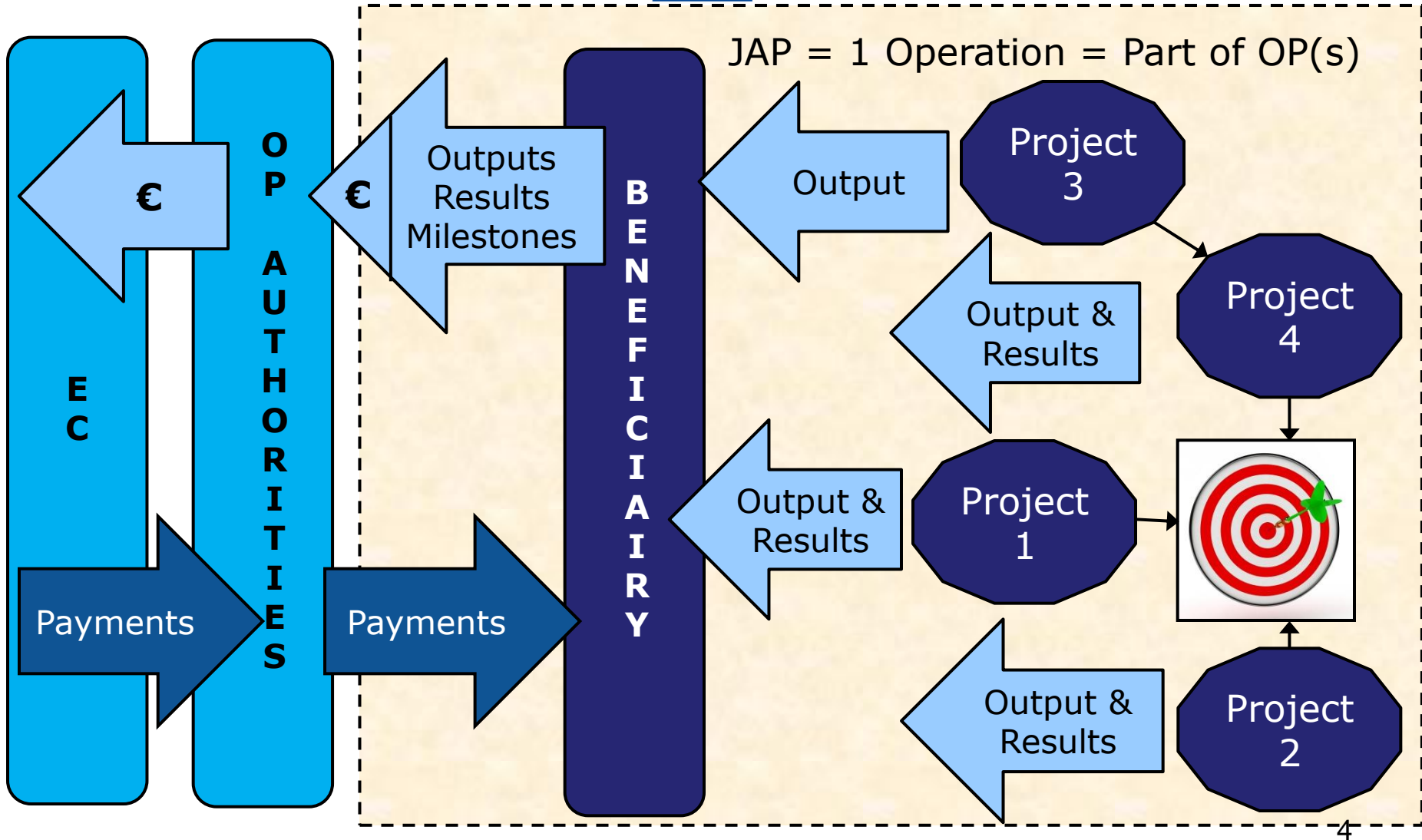
## What is a JAP?

- An **operation** (one or more projects) which can combine resources from one or more OPs to achieve pre-defined objective
- Focus is placed on results:
- Projects should produce the outputs and results necessary to achieve JAP objective – role of **intervention logic**
- Payments take the form of **unit costs and/or lump sums**, linked to outputs and results of each project
  - => shift in the focus of management
  - => entire operation will be implemented via a set of UC/LS related to projects

## How can a JAP be set up?

- JAP beneficiary prepares the JAP proposal containing:
  - Intervention logic
  - SCOs defined for each project
- JAP is submitted to Commission for approval
- Commission decision approving a JAP contains the costs for each SCO to be used
- JAP is implemented and reimbursed on the basis of the progress achieved through agreed unit costs and lump sums

# How does it fit together?



Commission Decision

## Basic requirements

- Financing from ESF, ERDF, and or Cohesion fund  
=> multifund JAPs are possible, but no infrastructure
- Beneficiary = public law body, can work with partners
- JAP thresholds
  - 10 MEUR/20% of OP
  - 5 MEUR per programme for a pilot JAP
  - No threshold for a YEI JAP
- Legal basis: Art. 104-109 CPR + [JAP model]

# The JAP Intervention Logic



- Related to logic of programmes, but set at the level of operation
- Use of assumptions to justify selection of projects
- Outputs and results of projects should be quantified through the use of indicators (link with SCOs)
- A milestone conditioning payment can be set for a particular output/result

# Example of a JAP



## Analysis of needs

Youth unemployment rate above 25% in all regions of a MS.

Large share of NEETs in the 15-24 age group.

Lack of qualifications and professional experience.

## JAP objectives

**General objective:**  
Provide 10,000 NEETs under 25 with a Youth Guarantee offer

**Specific objectives:**  
1. Increase the skills of young NEETs to meet the labour market demand, with a focus on low-skilled participants

2. Increase the number of young NEETs, aged 20-24, gaining first work experience

## Beneficiary: PES

## (Types of) Projects

Individualized pathways (obligatory)

Professional skills training

Traineeships/  
apprenticeships

Recruitment aid

## Example of a JAP (2)

(Types of)  
projects

Individualized  
pathways

Professional  
skills training

Traineeships/  
apprenticeships

Recruitment  
aid



Outputs	Results
Participants with defined pathways	
Participants who take part in a training	Participants who gain a qualification
Participants who take part in a traineeship/ apprenticeship	
Participants receiving recruitment aid	Participants in employment 6 months after leaving



## Making use of SCOs

- Payments take the form of unit costs and/or lump sums (no flat rates), defined for indicators

=> depend on level of achievement!

- Costs for SCOs based on art.67(5) CPR and art. 14 ESF
- No capping for lump sums (can exceed EUR 100,000)
- Regardless of how projects are implemented, beneficiary is reimbursed on the basis of agreed UC/LS

=> also applicable to fully procured projects

## Example of JAP SCOs

(Types of)  
projects

Individualized  
pathways

**Professional  
skills training**

Traineeships/  
apprenticeships

Recruitment aid



Indicator	Target	Unit cost or Lump sum	Indicative Maximum amount
Participants who take part in training (up to 102/120 hours per participant)	9,500	Unit Cost: EUR 8/hour/person	$9500 * 8 * 102 =$ EUR 7,752,000
Participants who gain a qualification	9,000	Unit Cost: EUR 144/participant	$9,000 * 144 =$ EUR 1,296,000

- SCOs defined for every (type of) project within a JAP
- Milestones conditioning payment can also be defined

## Example of a JAP milestone

(Types of)  
projects

### Individualized pathways

Professional  
skills training

Traineeships/  
apprenticeships

Recruitment aid



Indicator	Milest one	Target	Unit cost or Lump sum	Indicative Maximum amount
Participants with a defined individualized pathway	4,500	12,000	Unit Cost: EUR 25/person	Milestone $4,500 \times 25 =$ EUR 112 500 + $7,500 \times 25 =$ EUR 187 500

- A milestone can be defined for an indicator (depends on JAP intervention logic)
- Milestones condition payments and have an effect on eligibility

## Some flexibility for SCOs

- Up to 10% flexibility within allocation to outputs / allocation to results

Indicator	Type	Target	Max. amount	Unit cost	Achievement	Payments
Participants with defined pathways	Output	1000	2 000 000	(2 000 EUR/person)	<b>1050</b>	2 100 000
Participants in training	Output	1000	2 000 000	(2 000 EUR/person)	<b>900</b>	1 800 000
Participants in employment 6 months after leaving	Result	1000	2 000 000	(2 000 EUR/person)	<b>1050</b>	2 000 000

## Audit of JAPs

- Financial audit pertains **only to the conditions of payment** defined in the **Commission Decision**: achievement of outputs and results
- => **reliable monitoring systems** to collect/store data and **common interpretation** of indicators
- For costs incurred by the beneficiary, national accounting practices apply - **not subject to audit** by AA or Commission
- Audit of **public procurement issues** in case of a specific risk of irregularity

## How is a JAP approved?

- A JAP proposal can be sent together with OPs or later
- Proposal should be based on [JAP model]
- No specific requirement on duration, but shorter than OP
- Approval within 4 months of submission (+ observations)
- COM decision to contain main JAP elements:
  - Beneficiary and objectives
  - Milestones/targets for outputs and results and their costs
  - Financing plan and implementation period
- Informal discussions ahead of submitting a JAP possible

## Steering and amending a JAP

- A Steering committee will monitor implementation and review progress
- Distinct from monitoring committee(s)
- Involve relevant stakeholders
- Approves proposals to amend a JAP
  
- Amendment to be approved within 3 months of request
- Change in elements of Commission decision
- Amendment should be linked to improving JAP performance

## Some final remarks

- Suitable when a challenge requires integrated actions/ cooperation between partners
- Expected outputs and results can be defined and quantified
- Reliable data exists to justify unit costs and lump sums
  
- Commission decision will provide legal certainty
- Funds not reimbursed within a JAP can be used for other operations
  
- Draft JAP guidance/SCO guidance/dialogue with EC can aid preparation





Thank you for your attention!

Plamen Kolev

Unit E.1 ESF and FEAD policy and legislation

DG Employment, social affairs and inclusion

[Plamen.Kolev@ec.europa.eu](mailto:Plamen.Kolev@ec.europa.eu)