



# Get started! Seminar - Q&A

23-24 June 2026 | Salzburg, Austria

*During the Get started! Seminar, participants submitted questions via Slido. This document provides an overview of all questions submitted, together with the corresponding answers from the JS/MA. If you have any further questions, please do not hesitate to contact us.*

## Project management

- **Q: Should the project management team represent the different countries/partners?**  
A: There are no programme requirements regarding country or partner representation in the project management team. The team should align with the roles defined in the Application Form (section C.7 on project management) and include staff with proven competence and experience in project management, financial management, and communication. Representation across countries/partners is optional and should be guided by operational effectiveness, clarity of responsibilities, and the skills needed to deliver the work.
- **Q: Do you advise to have 3 persons for the three management roles, or can they be in one or two persons?**  
A: Because these three roles cover distinct aspects of project management and are time-intensive, we recommend appointing three separate managers, each with expertise in their respective area.
- **Q: In Jems, non-ERDF partners then don't need to fill in bank account details, but they should also fill in where they store documents, right?**  
A: Yes. In the contracting section, non-ERDF partners will have to fill in the section "Location of documents".
- **Q: Can we consider the Programme Manual as THE source of information, or could we also be asked to refer to the general Interreg regulation?**  
A: Use the Interreg Alpine Space Programme Manual and its annexes as your primary reference for project implementation. For portal-related matters, consult the [Jems Guidance for Approved Projects](#); for branding, use the [Project Corporate Design Manual](#). If an issue is not covered or clarification is needed, contact your project officer(s), who can advise on the matter.
- **Q: Should every partner be represented in the project steering group?**  
A: Yes, as outlined in Article 6 (2) of the Partnership Agreement.



## Jems

- **Q: Shouldn't all PP have had access to Jems already when the AF was submitted?**

A: Not necessarily. While it is recommended that all Project Partners (PPs) are onboarded to Jems before submitting the Application Form (AF), in practice this may not happen - particularly in larger institutions where internal approvals, IT/security checks, and user management processes can take longer. Additionally, the team responsible for implementing the project and using Jems day to day can be different from the team that prepared the AF; those implementation users may need to be identified and set up with the correct roles and permissions after submission, which can delay initial access.

**Q: Can we upload the Partnership Agreement that was submitted for Step 2, or is there any modification that we need to do?**

A: Yes - you may upload the same Partnership Agreement submitted at Step 2, provided nothing has changed in the partnership (e.g. partners, roles) and your letter of deficiencies or any formal feedback did not request specific amendments. If there were any changes or the letter flagged issues (such as missing clauses, signature requirements, dates, or annexes, court locations and applicable laws), please update the agreement accordingly and ensure the final version reflects all corrections and current project details before uploading and do not forget to share the latest version with the partnership.

- **Q: The automatic email notifications do not indicate what was changed exactly and from whom.**

A: The automatic email notifications are only alerts to signal that an action occurred; they are not designed to provide a detailed changelog. For traceability, while you will have a good overview in Jems itself with AF versioning, rely on your internal system for project management and trackability. Remember Jems is not a management but a reporting/application and monitoring tool.

## Project reporting

- **Q: For the mid-term review, should the steering group decide, whether all PP should participate or does LP alone decide to do it with or without PP?**

A: As stated in the Programme Manual, the mid-term review is preferably carried out online at the midpoint of project implementation between the JS and the Lead Partner (LP). Should the need arise, the JS may request the participation of other PPs and extend the invitation to the MA and the ACP from the LP's country.

- **Q: Do we have to get in contact with all the controllers or wait for the certificates?**

A: Each project partner should request its controller to make every effort to issue the certificate within the internal deadline established by the LP, so that it can be included in the project report.



There is no obligation for the LP to contact the various controllers. This task lies exclusively with the project partner.

## Financial management

- **Q: Is it recommended that in decentralised systems all project partners in the same country use the same controller?**

A: No. This is not a requirement. In decentralised control systems, project partners from the same country may have different controllers, for example because they are located in different regions or belong to different types of institutions that fall under different control arrangements. However, if the same institution is participating in more than one Interreg Alpine Space project, it is advisable to appoint the same controller for all of its projects where possible. This can help ensure continuity and efficiency in the control process, as the controller is already familiar with the institution and the programme requirements.

- **Q: For national control systems: can we have the information for Swiss partners in the presentation?**

A: Switzerland and Liechtenstein do not have national control systems in the sense applied to EU Member States under the Interreg Alpine Space programme. The reporting arrangements for project partners from Switzerland and Liechtenstein are described in the [Jems Guidance for Approved Projects](#). Partners from these countries should follow the procedures outlined there.

- **Q: What power holds the financial manager in the project?**

A: The financial manager is a project role without any formal decision-making or approval powers under the Interreg Alpine Space programme. Typical tasks may include coordinating financial reporting, monitoring budgets and expenditure, ensuring compliance with programme rules, and supporting communication with project partners and controllers. Further specific responsibilities may be defined internally by the project partnership.

- **Q: Project assignment: for projects starting in June/July, is there some margin for signing them after the period started?**

A: As a general rule, project assignments must be issued and signed before the staff member starts working on the project. During the project starting phase, particularly in the first reporting period, minor delays in signing project assignments may be accepted in duly justified cases. However, this should remain an exception rather than the rule. Please note that if a project assignment is signed after the assignment has already started, the related staff costs may be considered ineligible and may be subject to a financial correction.



- **Q: Is it possible to hire observers/associated partners for external services?**

A: The Programme Manual clearly states that costs related to contracts between project partners of the same project for the delivery of services, supplies or works are ineligible and cannot be co-financed. This restriction does not formally apply to observers or associated partners, as they are not part of the project partnership. Therefore, it is in principle possible to contract an observer or associated partner for external services.

In such cases, the costs regularly have to be reported under the External Expertise and Services budget line and must comply with the eligibility conditions set out in Chapter B.3.7 of the Programme Manual, including the applicable public procurement rules and the avoidance of conflicts of interest.

## Public procurement

- **Q: Can partners jointly contract and pay an external service provider, e.g. project communication support, and how is the process for that?**

A: Yes. Project partners may jointly procure external services. In a joint cross-border procurement, the participating partners must conclude an agreement defining the responsibilities of each party, the applicable national procurement law and the organisation of the procurement procedure. Typically, one partner is designated to manage the procurement procedure and conclude the contract, while the other partners purchase the services through that arrangement. Further guidance on joint cross-border procurement can be found on page 77, Chapter D.2 of the Programme Manual.

- **Q: We have external costs for an IT specialist of digital tools. We have to work with the specialists, who developed the tool. How could this work in the procurement?**

A: If the original developer is the only provider technically capable of carrying out the work, a non-competitive procedure may be possible, but this must be thoroughly justified and documented (technical reasons, lack of alternatives, intellectual property or exclusive know-how, etc.).

- **Q: If 3 offers are requested but not all answer, is it still valid as adequate market research? Or do 3 offers need to be provided?**

A: Yes, it can still be valid if fewer than three offers are received, as long as you can prove that you requested offers from several suitable suppliers, allowed a reasonable period for them to respond, and properly documented the market search and the responses received.