



CBC 2014-2020  
SOUTH-EAST FINLAND - RUSSIA

# PROGRAMME MANUAL

Guide for applicants and project partners responding to the  
calls for proposals of the South-East Finland – Russia CBC 2014-2020

Published by the Managing Authority  
Publication date 7 November 2017

Version 4.0

## HOW TO USE THIS PUBLICATION

This Programme Manual is designed to provide information in all aspects to those applying for programme funding, implementing projects, taking part in the programme management or/and monitoring or having any interest towards the cross-border cooperation between Finland and Russia. The manual is divided into the following chapters, providing information at different stages relevant to the readers:

- A. PROGRAMME SUMMARY
- B. HOW TO APPLY FOR FUNDING
- C. BUDGETING AND FINANCIAL REPORTING
- D. IMPLEMENTING OF PROJECT – *chapters 4-8 to be complemented later*
- E. TOOLBOX FOR COMMUNICATION
- F. SERVICES FOR APPLICANTS AND PROJECTS – *to be complemented later*
- G. ANNEXES – *to be complemented later*

The manual is published as a pdf –document at the Programme’s web site [www.sefrcbc.fi](http://www.sefrcbc.fi) upon its each completed chapter in English as the official version, and in Finnish and in Russian as complementary translations.

Throughout the manual, a clear structure is repeated to help the reader catching key notes. Based on existing experience, some examples of good practices are also given to increase the quality level of the applications and projects. Applicants and project partners are encouraged to read the entire manual carefully, to learn relevant and useful information for preparing an application and implementing and closing a CBC project.

The information will also help to decide if the Programme is right for your needs, and if the eligible criteria meets in your case.

The Programme Manual is a guide that will not substitute individual assessment of each particular case. Programme personnel will act as advisers in any questions (contact information in the part F).

Funded projects are implemented, according to the written grant contracts, this manual being referred to as the complementary and mandatory document (Conditions, Article 19). In case the Managing Authority makes changes to the manual, it shall publish a new version and inform the projects’ lead partners accordingly. The changes shall enter into force 30 days after the publication of the new version. Any such changes shall not be observed retroactively. Tracks on changes are provided as an annex to the manual, listed in the the part G.

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## Abbreviations

List of used abbreviations (in alphabetical order)

AA	Audit Authority
BO	Branch Office
CBC	Cross Border Cooperation
CCP	Control Contact Point
ENPI	European Neighbourhood and Partnership Instrument
ENI	European Neighbourhood Instrument
EC	European Commission
EU	European Union
GOA	Group of Auditors
ICT	Information and Communication Technology
IT	Information Technology
JMC	Joint Monitoring Committee
JOP	Joint Operational Programme
JSC	Joint Selection Committee
LFA	Logical Framework Approach
LIP	Large Infrastructure Project
MA	Managing Authority
NA	National Authority
NGO	Non-Governmental Organisation
PROMAS	Programme Management System
ROM	Result Oriented Monitoring
RACI	Responsibility Assignment –matrix (Responsible, Accountable, Consulted, Informed -partners)
RSS	Rich Site Summary -feed
SME	Small and Medium-sized Enterprise
SWOT	Strengths, Weaknesses, Opportunities, Threats-analysis
VAT	Value Added Tax

## A. PROGRAMME SUMMARY

### 1. Programme and its objectives

The South-East Finland – Russia CBC 2014–2020 is one of the three cross-border cooperation programmes implemented between Finland and Russia. It is jointly prepared and approved by the Finnish and Russian regional and national authorities participated in the process during 2013-2015. In addition to officials' contributions, the preparation phase involved public hearings and an assessment of the environmental impacts in both countries. The European Commission endorsed the Joint Operational Programme (JOP) on 18.12.2015 following its approval by the governments of Finland and Russia.

Cross-border cooperation (CBC) is based on principles, such as multi-annual programming, equal partnership and co-financing. Furthermore, the Programme is developed on the experiences and best practices gained during the previous programmes, Neighbourhood Programme during 2004-2006 and ENPI CBC Programme during 2007-2013.

Cross-border cooperation is an integral component of the EU-Russia cooperation. It aims to promote cooperation across the borders between the EU Member State Finland and the Russian Federation.

There are three overarching strategic objectives:

- 1) Promote economic and social development in regions on both sides of common borders
- 2) Address common challenges in the environment, public health, safety and security
- 3) Promotion of better conditions and modalities for ensuring the mobility of persons, goods and capital

Based on these objectives, defined for cross-border cooperation in the EU regulation and in the Russian and Finnish strategic documents, the following overall objective is set for the South-East Finland – Russia CBC 2014-2020 Programme:

*The Programme will contribute to economic and social development, mitigate common challenges and promote mobility among actors of regional relevance to further improve cross-border cooperation and the sustainable prerequisites of the Programme area.*

## 2. Eligible area and financing frame

The Programme's core region, including South Karelia, South Savo, Kymenlaakso, Saint Petersburg and Leningrad region, is in the key focus and all funded actions should primarily benefit this area. Actors from the adjoining regions, including North Karelia, North Savo, Uusimaa, Päijät-Häme and the Republic of Karelia, may participate in projects when they have at least one partner from the core region from both countries. Turku and Moscow are included in the programme area as major economic and cultural centres.

The Programme's total funding frame is 72.3 million euros, of which the EU co-financing is 50%. State co-financing from Finland and Russia covers the other half equally. The additional allocation, subject to the availability of financing and the Programme's mid-term review in 2018 would be a maximum of 37.4 million euros.

### MAP OF PROGRAMME AREA



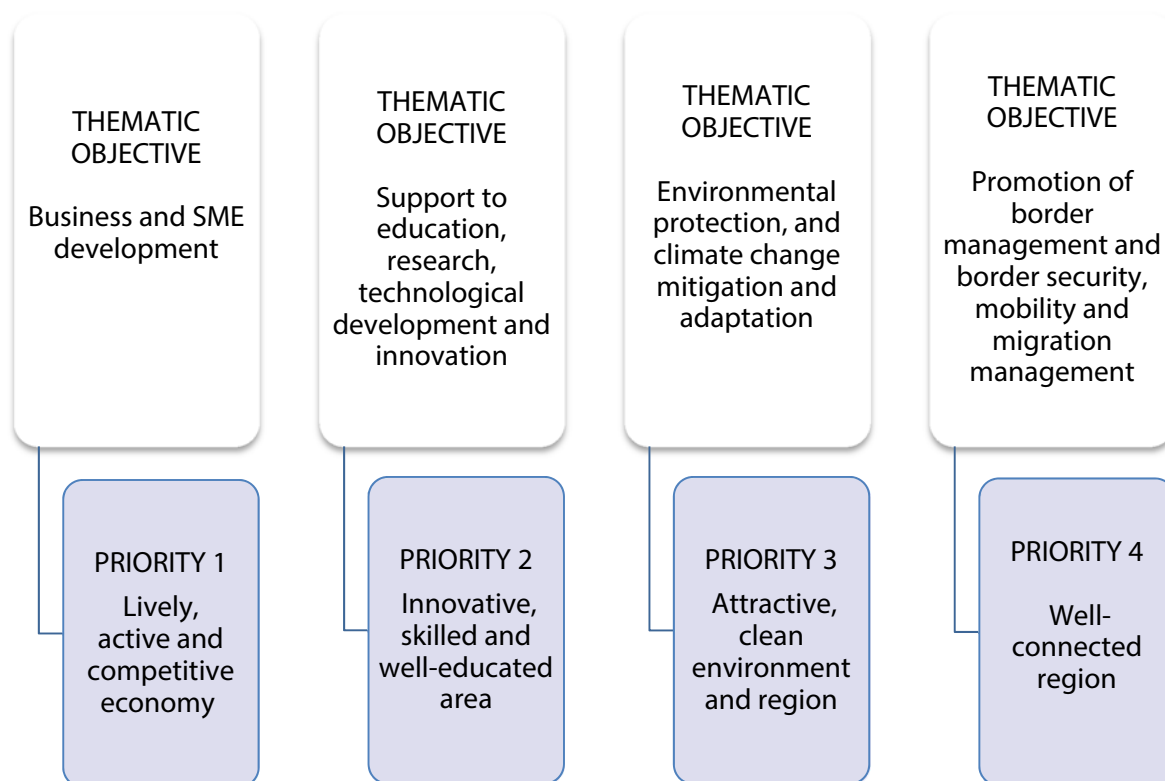


### 3. Thematic objectives and priorities

The South-East Finland – Russia CBC 2014–2020 Programme has chosen four thematic objectives, selected according to the SWOT analysis, the region’s characteristics, and the identified needs and challenges, that may potentially be addressed with the cross-border cooperation. In terms of practice, themes are translated into priorities to be addressed by the content of applications and further on, funded projects.

The potential applicants are recommended to become familiar with more detailed information of the thematic objectives and priorities in the Joint Operational Programme – document (JOP) chapter 3 Programme strategy, available at the website [www.sefrcbc.fi](http://www.sefrcbc.fi).

#### PROGRAMME THEMATIC OBJECTIVES AND PRIORITIES



#### 4. Managing structures

Implementation of the cross-border cooperation programme requires several organizational bodies for various tasks. The structure, roles and responsibilities of the programme bodies are set according to the legal framework referred in the JOP -document and agreed along the programming process jointly with the Finnish and Russian parties. The responsibilities, functions and roles of each body are presented in more details on the website [www.sefrcbc.fi](http://www.sefrcbc.fi) and in this manual.

##### PROGRAMME BODIES



## Joint Monitoring Committee

The Joint Monitoring Committee (JMC) is the central decision-making body of the programme. The JMC will monitor and follow the programme implementation and progress and it will approve the selection criteria, the evaluation and selection procedures, as well as the result of the selection. The JMC consist of two central government representatives from Russia and Finland and a maximum of four regional level representatives from the core area of both participating countries. The European Commission will participate in the work of the JMC as an observer. The JMC will meet at least once a year and it may take decisions through a written procedure. Decision-making follows the JMC's adopted rules of procedure by unanimity. The members and deputies of the JMC are presented on the programme website.

## Joint Selection Committee

The Joint Selection Committee (JSC) consist of a maximum of four regional level representatives from the core area of both the participating country and of two representatives of the national authorities. The JSC shall evaluate the quality of the applications and it will provide the JMC with the recommendations of the projects to be funded. The JSC shall meet according to the annual plan of the calls for proposals and it may also take decisions through a written procedure. The decisions are taken in unanimity and without voting.

## Managing Authority

The Managing Authority (MA) of the Programme is part of the Regional Council of South Karelia's organization and located in Lappeenranta, Finland. The MA carries out the majority of operational and financial day-to-day tasks related to the overall implementation of the Programme. The MA works according to the annual work programme, which is approved by the Joint Monitoring Committee. The MA manages the projects' application, evaluation and decision-making process, and it signs contracts with lead partners of the awarded projects. It verifies that performed services, supplies and/or works have been paid and that the procedures comply with applicable laws, rules and conditions for supporting cross-border cooperation actions. The MA also ensures that all relevant information is available for all target groups, draws up needed reports, records and stores data on each project necessary for monitoring, evaluation, financial management, control and audit. The MA is also responsible of the Programme's visibility and communication activities.

## Branch Office

The programme's Branch Office (BO) is set up in Saint Petersburg, Russia and it works in close cooperation and under the supervision of the Managing Authority. The BO assists the Managing Authority as well as the Russian national and regional authorities in their tasks on the Russian side and provides assistance in projects' preparation, application and evaluation

processes, as well as in Programme's communication activities. Branch office personnel also take part in the activities that provide support to on-going projects and missions on their monitoring.

#### National Authorities

National Authority (NA) in Finland and Russia support the Managing Authority in the management of the programme, in accordance with sound financial management. NA is responsible for the set up and effective functioning of management and control systems at a national level. The NAs also assist the Managing Authority in the recovery process and they support the Managing Authority in the prevention, detection and correction of irregularities by notifying irregularities immediately to the Managing Authority and the European Commission and keep them informed of the progress of related administrative and legal proceedings.

#### Audit Authority and the Group of Auditors

Audit Authority (AA) ensures that audits are carried out on the management and control systems, on an appropriate sample of projects and on the annual accounts of the Programme. The AA ensures that the audit work complies with internationally accepted auditing standards. The Group of Auditors (GOA), comprising a representative of each participating country in the programme, assists the AA.

#### Control Contact Points

Control Contact Points (CCPs) support the Managing Authority to fulfil its project level control and verification tasks. The CCPs provide information and clarifications on the national rules that have consequences on the manner in which audits or additional checks on projects are conducted. The CCPs also help the Managing Authority to organize trainings for the projects' auditors, if necessary, and receive information about the quality of expenditure verifications from the Managing Authority.

## 5. Project selection

Standard projects funded via a call for proposals are selected according to the indicative Roadmap for the years 2017–2020, approved by the Joint Monitoring Committee. It sets the indicative timetable of seven rounds of call for proposals, as well as their evaluation, assessment and decision-making procedures. The Programme's financial frame is allocated for standard projects during 2017–2020, providing a possibility to implement 1-3-year projects during the Programme's whole operational period. The indicative timetable of calls include the annual submission deadlines of applications in February and June (exc. in 2017 March and June). The exact dates on at least the next two submission deadlines shall be made available through the Programme's website.

The Programme uses a 1-step application procedure for standard projects and a 2-step application procedure for large infrastructure projects (LIP).

- 1-step procedure (open call): applicants submit a complete application with all required mandatory annexes in one phase;
- 2-step procedure (restricted call): applicants first submit a concept note. The concept notes are evaluated and those applicants with the best scores will be invited to submit a complete application with all required mandatory annexes.

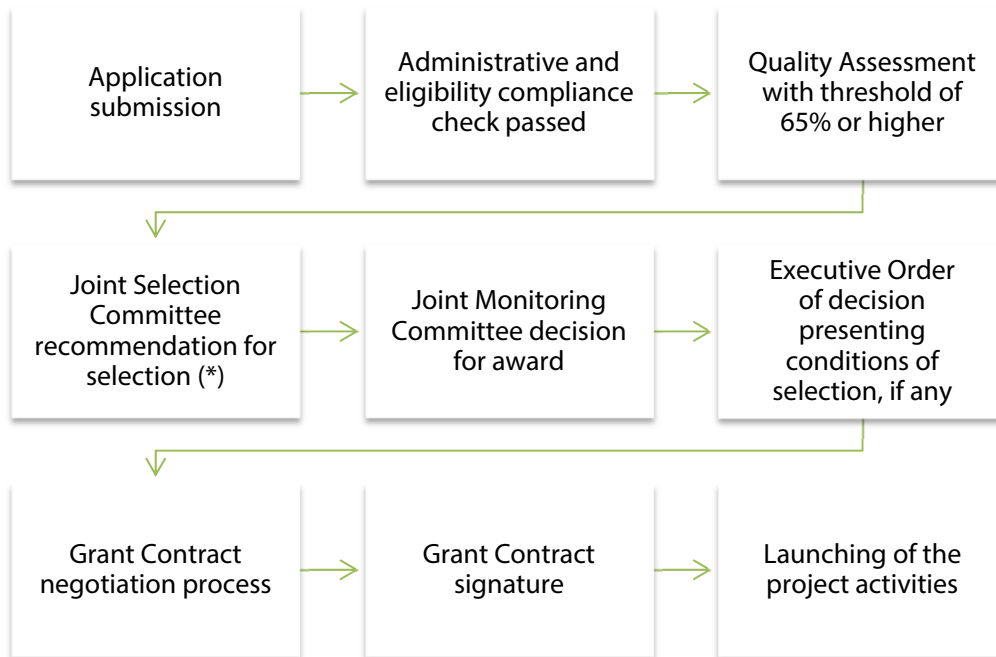
Lead partners of the large infrastructure projects, included in the Joint Operational Programme, have submitted the concept notes in 2016. Their evaluation and assessment procedure shall be concluded during 2017 and the final decisions on the full applications to be submitted for the European Commission consultation shall be taken by the JMC, so that the completed applications and all required annexes of the selected LIPs are approved, and the Grant Contracts are prepared by 30 June 2019.

All Grant Contracts for the standard projects must be signed by the end of 2021 and all project activities must be concluded by the end of 2022.

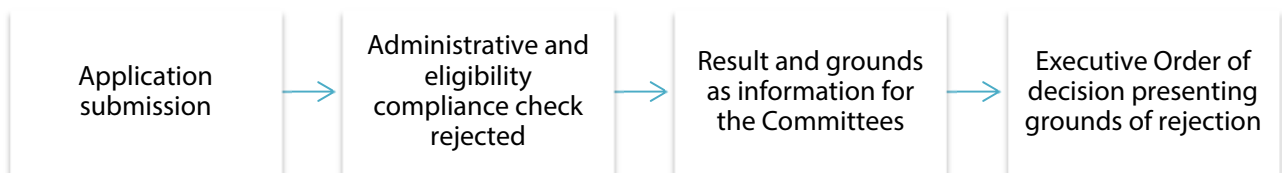
All submitted applications undergo an evaluation procedure, according to the steps and criteria described in this chapter. In order to ensure equal treatment of all applicants, the evaluation and assessment is carried out solely based on information provided in the application form and its mandatory annexes described in the programme manual chapter B. The process includes several steps and the outcomes of different phases are informed to the lead applicants who are responsible of informing their partners.

The evaluation process from the beginning of the administrative checks until the Joint Selection Committee meeting takes up to a maximum 60 days as a principle (holiday seasons may effect the timetable, but not by more than 30 days). The recommendation of the JSC is validated by the JMC, and according to JMC's final decisions, the MA shall provide an Executive Order, acting as the administrative notice of either a rejection or selection of the application, to all lead applicants of the round of call in question. The grounds for rejection and conditions on selection, if any, are presented in the notice.

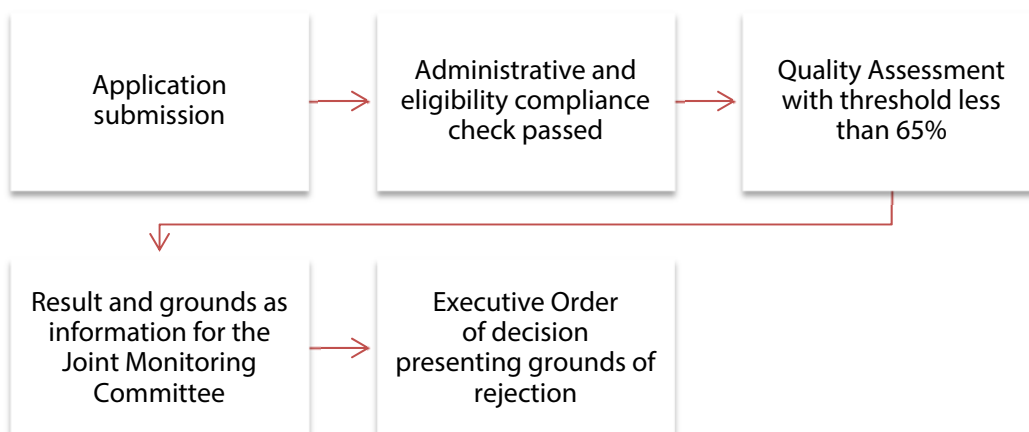
## PROCESS WHEN THE PROPOSAL IS AWARDED



## PROCESS WHEN ADMINISTRATIVE AND ELIGIBILITY CRITERIA ARE NOT MET



## PROCESS WHEN THE QUALITY ASSESSMENT CRITERIA ARE NOT MET



*(\*) In case the total amount of requested financing of the proposals with a threshold of 65 % or higher exceeds the available Programme funding, the JSC may leave project(s) out of the Recommendation for selection -list. When the lack of funds is the sole ground for rejection, the JMC may approve the proposal(s) to the Reserve -list. The reserve-listed proposal(s) may be funded in case not all awarded projects receive the Grant Contract at the round of the call in question.*

## 6. Evaluation and selection criteria

### ADMINISTRATIVE AND ELIGIBILITY CHECK

Applications are processed, according to the pre-informed yearly timetables. On each informed date, the MA registers a list of the submitted applications in the PROMAS system for the administrative and eligible compliance checks. The MA carries out the check of the applications, during which the formal administrative and eligibility requirements will be examined and the following will be assessed:

NO	CHECKLIST	Yes	No	Na <sup>1</sup>	Comments <sup>2</sup>
<b>A</b>	<b>ADMINISTRATIVE CRITERIA</b>				
A.1	Correct application form has been used.				
A.2	Original printed and signed application has been received to Managing Authority.				
A.3	The application has been signed by the authorised person.				
A.4	Electronic version of the application has been locked to the PROMAS system, and paper and electronic versions are identical.				
A.5	The application is in English.				
A.6	Administrative and formal data in the application is consistent.				
A.7	All required mandatory annexes are downloaded to the PROMAS system and enclosed in the document package.				
<b>B</b>	<b>ELIGIBILITY CRITERIA</b>				
B.1	Project fulfils the requirements set for the partners, including their number and location.				
B.2	Lead partner and partners are legal entities.				
B.3	Duration of the project corresponds to the defined criteria.				
B.4	Project is assigned to the correct thematic objective and priority.				
B.5	Co-financing is secured and presented according to the requirements.				
B.6	Budget requirements are respected.				
B.7	Estimated costs of the project activities are assigned to each partner and the project budget is done per partner.				
B.8	There is no evidence of the partners not having liability.				
B.9	There is no evidence of double funding of the proposed activities.				

<sup>1</sup> NA = not applicable. If certain criteria is not relevant, it is noted when the announcement of available funding is published.

<sup>2</sup> Comments = if follow up is needed (in case of unfulfilled criterion) option No is ticked and the requirement is described in this field.

An application that does not meet the criteria of the checklist, is missing or contains misleading information or missing signature of the application and/or partnership statement may be rejected on that sole base. The application will not be forwarded to the quality assessment.

Issues such as; annex/annexes are missing or misplaced in the PROMAS, but included to the paper document delivery or, the other way around, are missing in paper and downloaded to the PROMAS, are not considered as a ground for rejection.

However, the applicants are highly recommended to act with diligence in order to avoid a loss of information and to consider the PROMAS as a comprehensive database of all project documentation. When submitting the application, the lead partner guarantees that all persons mentioned in the application document or any other document related to the project have given their consent that their personal data may be collected, recorded, stored and transferred in databases of the Programme authorities and management bodies. Such a consent will also be secured from any person, whose name will be included in any future document related to the project.

## QUALITY ASSESSMENT

Applications that pass the administrative and eligibility compliance check are forwarded to the quality assessment. The quality of each project proposal will be assessed by three experts (one Finnish expert, one Russian expert and a representative of the MA or an outsourced expert for the MA) in terms of relevance, quality and capacity, based on the information described in the application and its mandatory annexes. As the result, the evaluation provides the total score for each application.

The assessment criteria evaluate the compatibility of the project proposal with the Programme requirements, taking into account transparency, equal treatment, non-discrimination, objectivity, fair competition, sustainability and that the project can be properly managed and implemented.

In order to be selected for funding, the application must reach a quality threshold of 65 % (score 130 or more).

Based on the quality assessment and the completed evaluation grids in the PROMAS system, the Managing Authority prepares a list of applications, ranked by score, and draws up the agenda for the Joint Selection Committee. The evaluation report of the JSC will be forwarded for the Joint Monitoring Committee, including the grounds for the recommendations to approve or reject the application. The quality assessment is conducted by the following criteria and weighted scoring:



## ASSESSMENT AND SELECTION CRITERIA

NO.	QUESTION	MAX. SCORE
1.	PROJECT'S CONTEXT, RELEVANCE AND STRATEGY: HOW WELL IS A NEED FOR THE PROJECT JUSTIFIED?	10
	Weighting x 3, weighted final score	30
	<ul style="list-style-type: none"> <li>– The proposal is relevant to the objectives of the programme and to the chosen priority.</li> <li>– The proposal promotes the cross-border cooperation and has an impact on the development of the border regions (change of experience, new practices, creation of networks, etc.).</li> <li>– The proposal is relevant to the particular needs and constraints of the target regions and their development strategies (including synergy with other EU and national initiatives implemented in the area and avoidance of duplication).</li> </ul>	
2.	COOPERATION AND CROSS-BORDER CHARACTER: WHAT KIND OF ADDED VALUE DOES THE COOPERATION BRING?	10
	Weighting x 3, weighted final score	30
	<ul style="list-style-type: none"> <li>– The importance of the cross-border approach is clearly demonstrated: <ul style="list-style-type: none"> <li>• The results cannot be achieved without cooperation.</li> <li>• There is a clear benefit from cooperating for the project partners, target groups, the project/programme area.</li> </ul> </li> <li>– Cooperation criteria are fulfilled: joint development (mandatory), joint implementation (mandatory).</li> <li>– The proposal contains elements of added value, such as innovative approaches, models of good/best practice, new targets or tools of development, etc.</li> </ul>	
3.	PROJECT'S CONTRIBUTION TO PROGRAMME'S OBJECTIVES, EXPECTED RESULTS AND OUTPUTS: TO WHAT EXTENT WILL THE PROJECT CONTRIBUTE TO THE ACHIEVEMENT OF PROGRAMME'S OBJECTIVES?	10
	Weighting x 3, weighted final score	30
	<ul style="list-style-type: none"> <li>– The project's results and main outputs clearly link to programme priority and its indicators.</li> <li>– The activities proposed are appropriate, practical, and consistent with the objectives and expected results.</li> <li>– Results and main outputs are realistic (time, partners, budget) and concrete.</li> <li>– Project main outputs are durable.</li> <li>– The proposal contains objectively verifiable indicators for the outcome of the action.</li> </ul>	
4.	PARTNERSHIP RELEVANCE: TO WHAT EXTENT IS THE PARTNERSHIP COMPOSITION RELEVANT FOR THE PROPOSED PROJECT?	10
	Weighting x 2, weighted final score	20
	<ul style="list-style-type: none"> <li>– The project involves the relevant partners.</li> <li>– The project partnership is balanced.</li> <li>– The lead partner and partners have proven experience in the field concerned, as well as the capacity to implement the project (financial, human resources etc.).</li> <li>– All partners play a defined role in the partnership.</li> </ul>	

5.	MANAGEMENT: TO WHAT EXTENT ARE MANAGEMENT STRUCTURES AND PROCEDURES IN LINE WITH THE PROJECT SIZE, DURATION AND NEEDS?	10
	Weighting x 3, weighted final score	30
	<ul style="list-style-type: none"> <li>– Management structures are proportionate to the project size and needs and allow partners’ involvement in decision-making.</li> <li>– The lead partner demonstrates a capacity to manage EU co-financed projects or other international projects or can ensure adequate measures for management support.</li> <li>– Project management includes regular contact between project partners and ensure the transfer of funds and information across the partnership.</li> </ul>	
6.	COMMUNICATION: TO WHAT EXTENT ARE COMMUNICATION ACTIVITIES APPROPRIATE AND FORCEFUL TO REACH THE RELEVANT TARGET GROUPS AND STAKEHOLDERS?	10
	Weighting x 1, weighted final score	10
	<ul style="list-style-type: none"> <li>– The approach chosen is appropriate to reach communication objectives.</li> <li>– The communication objectives clearly link to the project objectives.</li> <li>– Communication activities are appropriate to reach the relevant target groups and stakeholders.</li> </ul>	
7.	WORK PLAN: TO WHAT EXTENT IS THE WORK PLAN REALISTIC, CONSISTENT AND COHERENT?	10
	Weighting x 2, weighted final score	20
	<ul style="list-style-type: none"> <li>– Proposed activities are relevant and lead to planned main outputs and results.</li> <li>– Distribution of tasks among partners is appropriate (e.g. the sharing of tasks is clear, logical, in line with the partners’ role in the project, etc.)</li> <li>– Time plan is realistic (activities and outputs are in a logical time-sequence).</li> <li>– The importance of investments and their cross-border relevance is demonstrated to reach the project objectives.</li> <li>– Activities outside the programme area clearly benefit the programme area.</li> </ul>	
8.	BUDGET: TO WHAT EXTENT IS THE BUDGET COHERENT AND PROPORTIONATE?	10
	Weighting x 3, weighted final score	30
	<ul style="list-style-type: none"> <li>– Sufficient and reasonable resources are planned to ensure project implementation.</li> <li>– Project budget appears proportionate to the proposed work plan and the main outputs and results.</li> <li>– Total partner budgets reflect the real partners’ involvement (are balanced and realistic).</li> <li>– The need for external expertise is justified and the costs are realistic.</li> <li>– The need for equipment purchases is justified and the costs are realistic.</li> <li>– The budget is clear and realistic.</li> <li>– Financial allocation per budget line is in line with the work plan.</li> <li>– Distribution of the budget per period is in line with the work plan.</li> </ul>	
	<b>TOTAL SCORE:</b>	<b>200</b>
	<b>QUALITY THRESHOLD (65 %):</b>	<b>130</b>

## B. HOW TO APPLY FOR FUNDING

### 1. General principles

Planning a cross-border cooperation project is an important phase and it requires time and resources, as it sets the basis for the whole project implementation period. Finding the right partners, agreeing on activities, roles and responsibilities, preparing the budget and securing the co-financing is a time-consuming task and requires relevant people to both operational and financial sides. There are many ways to organise the planning and preparation phase at a practical level, but the overall objective should be a successful outcome that is fully understood by all parties.

Financial contributions by the programme to projects shall be provided through grants. Grants shall be awarded to projects selected through calls for proposals. Projects may receive a financial contribution from the programme, provided that they meet the following conditions:

- they deliver a clear cross-border cooperation impact and benefits;
- they demonstrate added value to the strategies;
- they are implemented in the programme area.

### 2. How do the calls for proposals work?

The term “Calls for Proposals” refers to the mechanism, whereby a selection process is launched to choose candidates on a competitive basis. In practice, actors are invited (or 'called' upon), at regular intervals, to submit project proposals. Calls for proposals are publicly announced (e.g. in the major newspapers, Programme website). Information is provided on the type of projects that will be considered for funding and on specific conditions to be met in each call for proposals. Only part of the proposed projects will pass the selection test.

#### **Types of calls for proposals in the Programme**

##### **Open calls**

Open calls are calls for proposals, where projects can apply for all programme priorities where funds are still available.

##### **Ongoing calls**

Ongoing calls are calls, which do not have a specific “deadline” for submission. Applicants may submit their proposal any time and they are registered for the evaluation, assessment and decision-making procedure, according to the announced timetable (deadline) complying with the Roadmap approved by the Joint Monitoring Committee of the Programme.

### **One-step application procedure**

A one-step application procedure is used. This means that all project proposals received are assessed to the full extent, provided that they are compliant with the programme rules (Administrative and Eligibility Check).

## **3. Who is eligible to request funding?**

### **3.1 Eligible project partners**

The Programme sets specific requirements for project partners, project lead partners and the partnership of projects as a whole. Every organisation that takes part in a project or a project partner has to fulfil the requirements. Finding the right partners and the right mix of partners to work on a joint project is a key to success. Potential applicants and project partners must be:

- legal persons;
- registered, either in Finland or Russia;
- directly responsible for the preparation and implementation of the project and not acting as intermediary bodies.

### **3.2 Geographical location**

The funding is provided to project partners located in the Programme area (core area, adjoining area or cultural, social and economic centres). At least one partner from the core area in Finland and one from the core area in Russia are required in every project.

### **3.3 Lead partner principle**

The Programme is based on a lead partner principle. This means that each project should appoint one organisation as a lead partner. This organisation will be responsible for a number of tasks. The lead partner, in cooperation with other project partners, is responsible for the drafting of the project application. It is also the lead partner's responsibility to submit the application to the MA. After approval of a project, the lead partner will sign a grant contract with the MA and launch the project implementation. During the implementation, the main task is the coordination of the project. In addition, the lead partner should guarantee communication among the partnership and enable the delivery of outputs.

#### **The main tasks and responsibilities of a lead partner:**

- signing and submitting the application to the MA;
- signing a grant contract with the MA;
- making obligatory written agreements (partnership agreements) with project partners;

- developing and maintaining a reliable implementation and securing efficient use of project’s resources;
- coordination of activities and ensuring that tasks are fulfilled;
- delivering information and ensuring continuous communication to the project partners;
- serving as a contact point for the MA;
- ensuring the planned progress;
- making sure that the expenditure has been incurred by implementing the project and corresponds to activities set in the contract and agreed between partners;
- following the visibility rules;
- reporting on the activity, the finance and expenditure to the MA;
- ensuring that the expenditure presented has been verified;
- making available all documentary evidence required for audits and payments;
- receiving the financial contribution from the MA and being responsible for the internal allocation and further disbursement of grants to project partners without delay;
- keeping all documents available until the end of year 2030.

**The main tasks and responsibilities of a partner:**

- cooperating actively in the development and implementation;
- cooperating in the staffing and/or financing;
- delivering project outputs planned in the application and agreed upon in the partnership agreement;
- ensuring durability of main outputs;
- assuming responsibility of any irregularity in the expenditure which it has declared;
- repaying the lead partner any amounts unduly paid in accordance with the partnership agreement signed between the lead partner and the project partner;
- carrying out information and communication measures about the project activities, according to the visibility rules;
- keeping all documents available until the end of year 2030.

### 3.4 Financial capacity of project partners

The funding rate of the Programme is a maximum of 80%. The project partners have to have sufficient financial resources to provide their own financial contribution, despite the pre-financing possibility of the Programme.

### 3.5 Risk mitigating measures

One of the Managing Authority's tasks is risk assessment. Checking the financial capacity of applicants is a key part of the risk assessment and assessment for the grant award and a powerful tool to avoid set-backs during implementation for lack of cash availability. The assessment of the financial capacity is necessary during the evaluation of the proposal. The financial capacity is assessed to verify that the applicants have stable and sufficient financial resources to maintain the activity throughout the whole duration of the project and, if appropriate, to participate in the project's funding. Risks of all projects are also assessed during the whole implementation period, according to risk management procedures described in the Description of Management and Control Systems of the Programme, by means of reports, on-the-spot checks, monitoring and follow-up. These assessments are carried out by the personnel of the Managing Authority and its Branch Office. The results of risk management are forwarded on an annual basis to the Audit Authority and the Joint Monitoring Committee. As a result of the formulations in the Financing Agreement concerning the recoveries and the Russian non-public entities, the following procedures and arrangements related to risk mitigation will be followed.

The Russian non-public entities are divided into three categories:

#### 1 Non-public organisations receiving state public funding

No special arrangements are required.

#### 2 SMEs

A maximum of 50% of the project's total budget can be directed to SMEs. As part of the administrative and eligibility compliance check, the status of a SME is verified by using the Russian unified register of legal entities. In addition to the mandatory annexes of the application, an extract from the company protocol or rules of procedure providing information when the entity was created and annual financial statements from three previous years may be required in original copies and accompanied by the English translation.

#### 3 NGOs

As part of the administrative and eligibility compliance check, in addition to the mandatory annexes of the application, the statutes of the NGO and annual financial statements from three previous years may be required in original copies and accompanied by the English translation.

Based on these information and documents, the Managing Authority assesses the financial capacity of applicants. In case of uncertainty, the Managing Authority contacts the Russian National Authority and the assessment is made, case by case, together. In case a project, having SME(s) and/or NGO(s) as a partner, is awarded a grant, the Partnership Agreement between the lead partner and mentioned partner is required before signing the Grant Contract.

### 3.6 Non-eligible applicants

Individuals, private traders, self-employed persons, informal alliances e.g. political coalitions, initiative groups and organisations outside the programme area are not eligible to apply for funding in the Programme.

### 3.7 Eligible actions

The project delivers a clear cross-border cooperation impact and benefits and it demonstrates added value to the strategies. The actions are mainly implemented in the Programme area. If actions are implemented outside, they should benefit the Programme area and they are necessary to achieve the Programme's objectives.

## 4. How to define a project?

A project is a series of activities defined and managed in relation to the objectives, outputs, results and impacts, which it aims at achieving within a defined time-period and budget. The objectives, outputs, results and impacts shall contribute to the priorities identified in the Programme. A project can also be interpreted with other words as a planned set of interrelated tasks to be executed over a fixed period and within a certain cost and other limitations and to achieve a particular aim.

A project is **temporary**: it has a defined beginning and end in time, and, therefore, defined scope and resources. A project is **unique**: it is not a routine operation, but a specific set of operations designed to accomplish a singular goal.

The maximum duration of projects is 36 months. All standard projects' contracts shall be signed before 31 December 2021 and all project activities shall end on 31 December 2022 at the latest.

### 4.1 Types of projects

The main project type in the Programme is a **standard project** (=development project). The majority of the Programme funding is devoted to these projects. When preparing the Joint Operational Programme **Large Infrastructure Projects** (LIPs) were included in the Programme. These projects are listed in the JOP and they are selected in a direct award process.

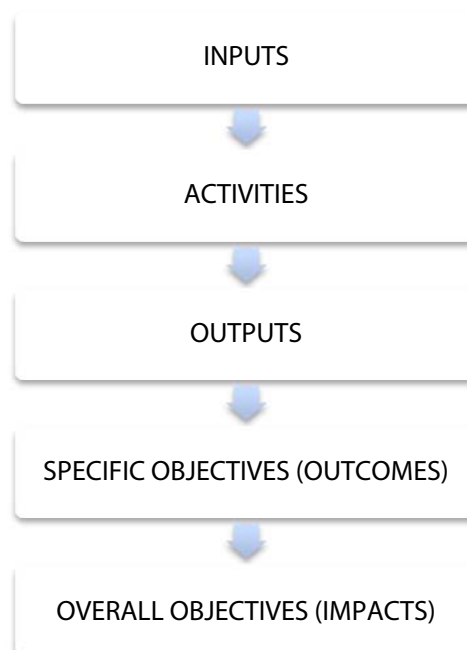
## 5. How to prepare a good application?

Project ideas typically originate from the acknowledgement of a problem, a need or an intended result. Project ideas are often put forward by the organisation, which will become the lead partner and which is searching for adequate partners. The ideas can originate from different types of stakeholders, and they largely differ in their purpose and scope. However, in order to be successful, project ideas must be consistent with the Programme's strategy since their inception. Once relevant partners have been gathered around a project idea, they are all engaged in developing the idea further through joint discussion and exchange (project development).

The objectives, results and outputs of the project are identified and refined. The roles and responsibilities within the partnership are agreed upon, as are the work plan and budget. Subsequently, a complete application form is prepared and ready for submission to the Programme. When thinking of a project idea, partners should be aware of the context and specificities of the Programme, therefore the MA shall provide a document setting out the conditions for the participation in a call, selection and implementation of a project.

The Programme reaches its objectives and results through project achievements. Hence, projects should define their objectives and results in relation to those of the Programme.

The Programme is using intervention logic and besides demanding a Logical Framework Approach for project design and planning. An intervention logic can be defined as a result's chain clarifying the interventions' objectives and translating them into a hierarchy of effects intended to be achieved (until a level of outputs), directly influenced (outcomes) and indirectly influenced (impacts) by a policy or action.



*A simplified results' chain of an action.*



The intervention logic is also defined with an upwards approach, explaining how the interventions' activities are expected to transform inputs into outputs and outputs into outcomes and impacts, through which mechanisms, and if assumptions hold.

The purpose to describe how an intervention is expected to lead to results is the same for the intervention logic and the logical framework approach. The logical framework provides a snapshot of intervention activities, outputs, outcomes and impacts and clarifies assumptions made. Intervention logics go one step forward and fill in the gap between each activity and the objectives linking inputs, activities, outputs, outcomes and impacts.

INTERVENTION	INDICATORS	SOURCE OF VERIFICATION	ASSUMPTIONS
<b>Overall objective (Impact)</b>	<i>How will the overall objectives be measured, including the quantity, quality, and time?</i>	<i>How will the information be collected, when and by whom?</i>	
<b>Specific objective (Outcome)</b>	<i>How will the specific objectives be measured, including quantity, quality, and time?</i>	<i>As above</i>	<i>If the specific objective is achieved, what assumptions must hold true to achieve the overall objective?</i>
<b>Results (Outputs)</b>	<i>How will the results be measured, including the quantity, quality, and time?</i>	<i>As above</i>	<i>If results are achieved, what assumptions must hold true to achieve the specific objective?</i>
<b>Activities</b>			<i>If activities are completed, what assumptions must hold true to deliver the results?</i>

*A structure of a logical framework.*

### **Steps of the Intervention Logic:**

1) Identification of needs (the overall objectives)

The starting point in setting up intervention logics is to identify the needs to be satisfied. These needs are translated into the overall objectives of your intended impacts.

2) Identification of the specific objectives (the outcomes)

Identification of the outcomes (specific objectives) that are needed for the overall objectives to be achieved. The assumptions leading from outcomes to impacts need to be decided.

- 3) Identification of the outputs  
Identification of the outputs that are needed for the outcomes to be achieved.
- 4) Identification of the activities  
Identification of the activities that are needed for the outputs to be produced.
- 5) Development of the indicators  
Development of the indicators with associated baselines, milestones and targets.

## 5.1 Defining indicators

### **Definition, purpose and use**

What is an indicator?

An indicator is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of an actor. The indicators are focused on desired change that the stakeholders expect. The indicators show what the improvement is and how far the target is.

The purpose and use of indicators during planning, monitoring and evaluation.

The main purpose is to give the possibility of verifying if, and to which extent, by means of action implementation, the expected outcomes and impact are going to be (or have been) achieved and therefore provide evidence to support a possible change. Putting in place effective and consistent indicators provides a tool that is capable of focusing attention on the desired change.

### **Type, components and characteristics of indicators**

Type of indicators

Quantitative versus qualitative indicators: A balanced indicator system includes both quantitative and qualitative indicators. Quantitative indicators can be easily counted and they are expressed in numerical form (absolute numbers, percentages, rate or ratio). Qualitative indicators measure quality, opinions, perceptions, stages in a process, or a status. They can be expressed in various forms (yes/no, compliance with, quality of, extent of, level of). They can also be expressed in numerical form, scores, or rankings.

The intervention logic levels: input, output, outcome and impact indicators.

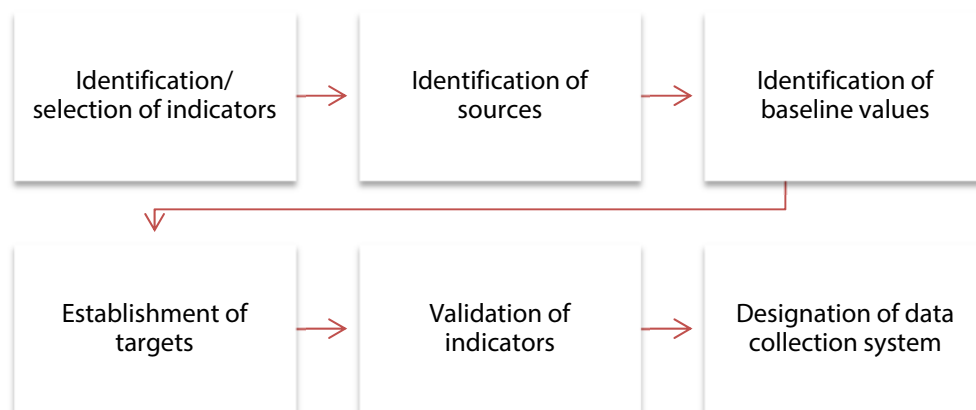
Indicators can be built at different levels and for different purposes. Input indicators measure the resources and means. Process indicators measure what happens during implementation and they mainly focus on the execution of activities. Output indicators show the degree of achievement of the direct products of an activity or set of activities.

They are by nature activity-specific. Outcome indicators signal whether the short to mid-term desired changes are happening. Impact indicators signal to what extent the overall objectives have been achieved.

### How to define an indicator?

An indicator comprises:

- a title: the name of the indicator;
- a definition, which describes the unit of measure, what is observed and how the value of the indicator is calculated;
- a baseline: the reference value at the start of the intervention against which progress will be assessed;
- a milestone: the path towards the final target;
- a final target, which signals how much change is expected and in what direction;
- the reference period to which the baseline, milestone and final target values refer;
- a source of verification;
- indication of the frequency by which the indicator is or needs to be updated;
- and the responsibilities for collecting the data and building the indicator.



*Defining indicators.*

## 5.2 Logical Framework Approach

The Logical Framework Approach (LFA) is a systematic approach for project design and planning. By following the LFA, projects will also document information that will help inform their monitoring and evaluation. The LFA is a tool that helps you understand why things are happening. It helps to find out what the core problem of an issue is and what the best way is to solve the problem. The LFA guides you to compile all the key information for your project into a table called the Logframe Matrix. The matrix helps to communicate what your project is about and how it will achieve its objectives. The matrix also contains monitoring and outcome indicators to help measure progress and success. The LFA also assists you to develop a project timeline and budget. If you follow all the steps of the Logical Framework Approach, you should have all the information required to include in a standard funding

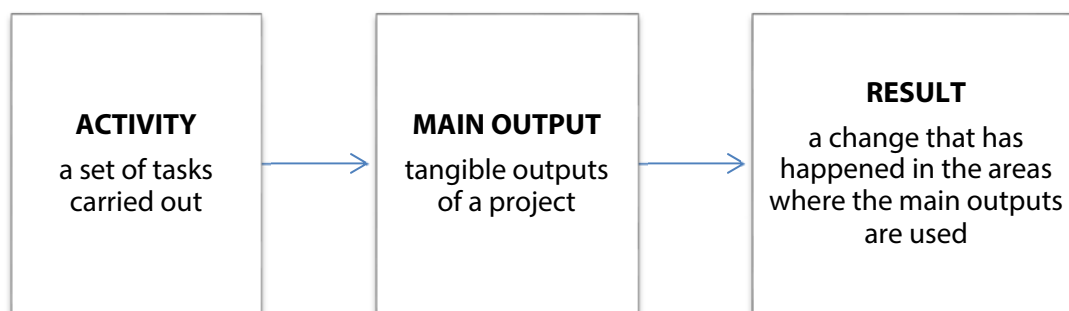
proposal. By following all the steps of the LFA and involving key stakeholders in various steps of the process, your project design is going to be logical and will likely have a greater chance of solving your core problem.

### **Steps of the Logical Framework Approach:**

- 1) Stakeholder analysis
- 2) Problem analysis
- 3) Solution analysis
- 4) Strategy analysis
- 5) Logframe matrix
- 6) Activity scheduling
- 7) Resource scheduling

Projects have to clearly define the tangible main outputs needed to reach their intended result.

### **THE STEPS LEADING TO A PROJECT RESULT:**



The main outputs may be different types of tools, methods, products or solutions developed by a project and used as a means to achieve expected results.

### **When preparing a project application, applicants should pay particular attention to:**

#### **1) The relevance and cross border added value of the project**

This is one of the key quality requirements for a project to be funded. Each project has to clearly contribute to the chosen Programme's overall objective, addressing development needs that are shared across the regions participating in the project. This means:

- The problems identified can be solved more efficiently jointly, instead of individual regions or a country acting alone.
- Solutions are jointly developed by organisations working together in a project, thereby showing a clear cross border added value going beyond the results independently achievable in the involved regions/areas.

- The cross border working approach should be reflected in the Project outputs.
- All partners have to actively participate in the project, according to their functions and competences, in order to achieve the project results.

*The relevance and cross border cooperation added value has to be clearly demonstrated throughout the entire application (including the project approach and work plan).*

## 2) Partnership relevance

In order to achieve tangible project results, it is essential to involve partners who are most relevant and competent for the development and implementation of the project activities, communication as well as capitalisation of the planned outputs and results. In this respect, for designing a relevant partnership, the thematic competence and expertise, geographical and institutional relevance have to be considered. All partners have to:

- have the capacity and required expertise to address the needs of the target groups and to achieve the project objectives and results;
- have the adequate experience and competence to implement the project;
- be involved in a way that demonstrates the joint implementation of the project.

*Partners with relevant competences (thematic expertise, institutional capacity, etc.) for reaching project objectives and results should be included in the partnership.*

## 3) Sustainability

Sustainability of project outputs and results is crucial for ensuring territorial impact and long-term benefits which continue after the project end in order to reach the project's overall objectives. Therefore, projects have to ensure that outputs obtained and results achieved are durable and suitable to be continued after project closure. In order to achieve sustainability, projects may adopt from the beginning a longer-term, strategic perspective that leads to desired results for the target groups over an extended period. Thus, it may be essential to consider the needs of key stakeholders, as well as the institutional context already when designing the project. Key stakeholders could be actively involved from the early stages of the project development, if the case. A distinction between the following dimensions of sustainability can be made:

- **Financial sustainability** - financing of follow up activities and/or investments, allocation of funds from different sources, resources for covering future operating and/or maintenance costs, etc.
- **Institutional sustainability** - "ownership" of project outputs - which structures (involved in the project) will allow the results of the project to continue to be in place after the project end? How will this be made?

*The sustainability of project outputs and results (at least financial or/and institutional) has to be ensured. Sustainability has to be considered already when designing the project and to be integrated in the work plan.*

#### 4) Knowledge

Projects shall aim at enhanced knowledge and skills, including e.g. the exchange of experience and good practice, innovations, capacity building. An important aspect in this regard is the involvement of relevant actors in the partnership and during the project design and implementation in order to ensure the availability of the relevant knowledge and expertise.

*Projects supported need to demonstrate that they adopt a knowledge based/ innovative (e.g. new tools, new methods) approach.*

## 6. How to fill in the application in PROMAS?

Programme Management System PROMAS, is a tailored web based application software published at <https://promascbc.fi>. It is developed for planning and submitting applications, payment requests, change requests and project reports. The majority of requests for additional information are also processed by using the system. The Managing Authority and its branch office use the system to perform checks and assessments on applications and to monitor funded projects. Other stakeholders, like the members of the committees, experts and auditors use the system for quality assessments, as a source of information for selecting funded projects and for the verifications of the programme and project implementation.

Key principles for using the PROMAS:

- Registration to the system as a user for the South-East Finland – Russia CBC Programme is possible from 30 January 2017 onwards, until the MA announces the closure of the Programme’s application period.
- Registration is done by providing an email address that is used for submitting automatically generated username (KS + four digits) and initial password.
- The username is application-specific and, in case the proposal is awarded a grant, the username shall apply as the project’s PROMAS id.
- The lead partner is responsible for the content of the information presented in the application.
- The lead partner can create and manage partner rights by maintaining read or read/write rights.
- All the forms in the system may be filled in during several sessions.
- All information must be filled in English.
- In order to meet the administrative and eligible check criteria, all questions must be answered and the requested information must be completed.
- Pay attention to the Annexes section, where all mandatory annexes must be downloaded before the submission of the application.

Technical instructions on how to use PROMAS are available at the Programme’s website. PROMAS manual includes a technical description for registration, maintaining basic

information and partner rights, and filling in and submitting different forms. It also includes a description on how the system serves the user as the source of information during the application evaluation-process and project implementation. In addition to the manual, short video tutorials are provided by the different application sections.

First level user-support for all target groups is the Managing Authority according to contacts via official(at)sefrcbc.fi. MA's admin user shall analyse all contacts and solve the problems as first level solutions, or forward issues for more technical troubleshooting to the system provider. To comply with the application, questions in eight main sections should be noted and filled in.

## 6.1 Basic Information

In this section, the applicants are asked to provide information that identifies the action and sets it to certain programme related objective and indicators. Requested information in this section are the name and acronym of the project, the name and location of the lead partner and partners, the programme related priority of the action, and the duration of the project in months. The Basic Information section also contains the Requested financing table that is automatically filled when the section Budget and Financing is completed.

Useful tips for Basic Information section:

- The project's name and acronym are an important part of the branding activities and outcomes. Formulate them by revealing the core of the actions and by keeping the name short and acronym (preferably 3-8 characters) readable.
- There is no maximum amount for the partners, but it is good to note that a large partner-circle is not a value as such. Partners' contribution against aimed results are relevant and to be highlighted.
- In general, the maximum duration of the project is 36 months. Before proceeding with the application, check from the latest announcement for any limitations concerning this matter.

## 6.2 Partner information

The Partner Information section contains questions that identify all the partners of the project, according to their legal status. Requested information in this section are contact details of the partners, their motivation to participate in the project and their operational and financial capacity to carry out the role they are committed to implement. EC regulations (DE Minimis rule) on the use of public funding also apply to CBC projects, and, therefore, all public funding allocated to each partner during the last three years must be identified in the Other public financing table.

Useful tips for Partner information section:

- In order to pass the administrative and eligibility check, a project must include in minimum of one partner from the programme's core area in Finland and in Russia.
- The name of the organization in original language is requested for the communication purposes and to ensure that correct forms are used in the press releases that are published in the language of activities and target group.
- Only partner having contractual obligations towards the Managing Authority can be the lead partner.
- When submitting information of the partners' capacity, the lead partner is recommended to reflect the facts, also from the liability perspective.
- The role of partners is also provided in the RACI -table (Responsibility matrix) in the section Implementation. It is developed to visualize the responsibilities of each partner per work package and to help understanding of the division of the tasks.

### 6.3 Summary

This section should include an overview of the project. A maximum of 12 000 characters should include comprehensive information providing answers to the following questions:

- What is the problem that the project is planning to solve and how it has been identified?
- What are the objectives of the project?
- What is the expected change that the project will contribute for the current situation?
- Which are the target groups and beneficiaries?
- Which are the main outputs of the project?
- What is the planned approach and what kind of activities are used?
- Why cross-border cooperation is needed for this problem?

Useful tips for the Summary section:

- The information described in the summary should comply with the information given in the logical framework.
- In terms of quality assessment, the description of the proposed project in this section provides information on the justification and expected benefits, therefore all mentioned questions should be answered.

### 6.4 Relevance

This section includes questions relating to the objective of the project, the programme related thematic objective that the proposal is planned to approach and project specific indicators that the proposal is planned to reach. Sustainability of the proposed actions must also be estimated in this section. The Work plan is a tool to provide a timely frame for the activities and to identify outputs from each work package.



Useful tips for the Relevance section:

- In terms of quality assessment, this section provides information on the relevance and sustainability of the proposed project.
- When selecting Project specific indicators, pay attention to the reliability of the data that is used for setting target values and later on, the results.
- When developing the Work plan table, do collect the individual activities into 5-10 reasonable packages, instead of providing, for example, each meeting or field visit as one activity.
- Each work package should have a clear objective, result and output, which, in total, form achievements and impacts of the whole project.

## 6.5 Implementation

This section should include the descriptions of structures for the project management, monitoring, evaluation and analysing possible environmental impacts. A communication plan is also provided as a comprehensive work plan of visibility channels, tactics and tools planned to be used (toolbox for communication as the manual part E). During the project preparation phase, it is important to note if any permits (for example, ones related to building, land purchasing etc.) will be required. If so, they may be listed in this section to support the effective launching of the respective procedures once the project starts.

## 6.6. Budget

Before preparing a budget for the project, please study carefully the information about costs and financing in the part C of the programme manual, and read the instructions “how to fill in the budget Excel-table”. The budget should be always prepared along with the project plan and the following questions should be considered:

- What kind of resources are needed for each activity/work package of the project?
- What is needed to achieve the wanted results and outputs in a cost-effective way?

The budget table in PROMAS includes only the budget main headings of the whole project.

- A detailed budget, including specified costs under each main heading, shall be presented in an Excel-table.
- Each partner of the project must fill in its own Excel-budget.
- Applicant/Lead Partner is responsible for summing up the figures and presenting the consolidated project budget, including the costs of all partners. Budget-Excels shall be attached to the grant application.
- Excel-budgets should be prepared first, before filling in the amounts of the budget main headings into PROMAS. Add the needed amount of years.

Note that the columns of the budget table in PROMAS (year 1, year 2, year 3) do not represent calendar years. They are supposed to indicate cost estimates for each 12-month period from the start of the project. During the project implementation, the 12-month cost estimates shall be updated and pre-financing payments are usually made based on them.

If a project is going to have revenues of any kind, they shall also be presented in the budget. Revenues will be deducted from the total eligible costs. More information about revenues among other budget lines in the part C.

## 6.7. Financing

A financing plan of the project shall be presented after the budget in PROMAS. Fill in the amount you request as Programme financing to the project. Note that it can be a maximum of **80.0% of the total budgeted costs** (i.e. Net eligible costs).

The own contribution/co-financing of the lead partner and partners must also be indicated in the financing plan. If the project is going to receive co-financing from other sources than the partners themselves, it shall be presented on its own line.

PROMAS automatically shows the total amount of co-financing, which has to be **at least 20.0% of the total budgeted costs**. See more information about the co-financing/own contribution of project partners in the part C chapter 5. If a project has an investment part of any kind, the amount of investment shall be indicated separately in the financing plan.

## 6.8 Annexes

The following documents are mandatory to the application of the standard development project and they should be attached to the application package, both in electronic form to the PROMAS and in one original copy to the paper delivery.

### Annex 1A) PARTNERSHIP STATEMENT FOR THE LEAD PARTNER AND PARTNER

Prepared and signed by the lead partner and each partner mentioned in the application.

### Annex 1B) PARTNERSHIP STATEMENT FOR THE LEAD PARTNER

Prepared and signed by the lead partner mentioned in the application.

### Annex 2) COST ESTIMATE

Excel-budgets of each partner and the consolidated budget, including costs of the whole project

### Annex 3) LOGICAL FRAMEWORK MATRIX

Providing overall objective and impact, specific objective(s) and outcomes and activities and their expected outputs of the project; presenting selected indicators, their current values and targets and what are the sources and means of verification.

Annex 4) STATEMENT FOR CO-FINANCING FROM OTHER SOURCES (if applicable)  
A statement, which identifies co-financing from other sources than project partners.

## 6.9 Signature

An authorized person of the lead partner organization signs the application. When conducting administrative and eligibility checks, the Managing Authority may request further clarification on this matter (for example, the statutes of the organization or other official document that identifies the right to sign). PROMAS system has no electronic signature. Therefore, the application must be signed before sending paper copies to the MA.

## 7. Submitting application

The lead partner will deliver a completed application and its annexes as an electronic submission to PROMAS at <https://promascbc.fi> by the announced date of a call they decide to apply and the whole document package in one signed paper copy to the MA within ten (10) days of the electronic submission.

**Delivery address for the paper documents** (via post, courier service or hand delivery)

Managing Authority  
South-East Finland – Russia CBC Programme  
Regional Council of South Karelia / Etelä-Karjalan liitto  
Cross-border cooperation unit  
Kauppakatu 40 D, 1<sup>st</sup> floor, 53100 Lappeenranta Finland  
(Office hours Mon-Fri 8-16 Finnish time)

## 8. Decision-making

Decision-making takes place according to the following steps (processes in chapter A):

### 1. Submission deadlines

In principle, a call for proposals follows the Roadmap of 2017-2020 providing applications' submission deadlines twice a year. For each year, the JMC adopts the dates of its meetings and following that time window, the MA publishes the information on exact deadlines for submitting project proposals.

### 2. Administrative and eligibility check

The MA verifies the completeness and eligibility of the submitted proposals. The work is launched by recording and diarising locked/submitted applications in the PROMAS by the announced deadline of the respective round of call.

### 3. Quality assessment

Applications, which pass the administrative and eligibility compliance check, are forwarded to the quality assessment. Quality assessment includes content-wise assessment and a detailed assessment of the operational feasibility of the project. Quality assessment is done by three assessors to each project proposal.

### 4. Approval of project proposals

The Joint Selection Committee approves and recommends the projects to receive Programme funding. The approval of the JSC may contain requirements, which have to be fulfilled during the contracting phase. After the JSC recommendation, the Joint Monitoring Committee takes the final decision on the projects to be funded from the respective round of a call.

### 5. Information about the outcomes

Applicants will receive approval or rejection letters (Executive Order) from the MA. The list of awarded project proposals will be published on the Programme website after the JMC decisions.

## 9. Complaint and claim procedures

### 9.1 Right to complain

Complaints may be made if failures during the assessment process of an application affecting the funding decision are suspected. A failure means that the project assessment did not comply with the assessment criteria and/or the procedures laid down in the Programme Manual and in the call's documents. Also, technical mistakes may occur, resulting in an incomplete or wrong assessment. If a project is not selected to receive Programme financing as a consequence of such failures, the applicant has the right to submit a complaint. The lead partner is entitled to submit a complaint as the lead partner is the legal representative of the project partnership. The lead partner will collect information and bring forward the complaint on behalf of all project partners. The complaint has to be submitted by the lead partner via e-mail to the Board of the Regional Council of South Karelia and as a copy to the MA within 30 calendar days after the publication of the list of awarded project proposals of the respective round of call. The lead partner has to specify what failures or mistakes have happened during the assessment of the project and include clear references to the Programme Manual and/or call's documents.

### 9.2 Handling of a complaint

After the receipt of the complaint, the MA confirms to the lead partner in writing that the complaint has been received. The MA notifies the JMC accordingly. The Board examines the complaint on the basis of the information brought forward by the lead partner, the MA and JSC. The Board may request additional information from all. The MA informs the JMC about the result of the examination. Based on the examination, the Board will decide if the

complaint is justified or not. If the complaint is considered justified, the case will be sent back to the MA and JSC to review the project application and its assessment. The MA and

JSC have to provide the JMC with an updated assessment. Based on these, the JMC has to take a new decision. The decision on the complaint will be communicated to the lead partner by the MA in writing. If the complaint is considered unjustified, the lead partner can complain to an administrative court in Finland. An overview of complaints examined and answered will be provided to the JMC regularly. Detailed instructions on how to make a complaint will be on the programme's webpage and annexed to the relevant official decisions.

## 10. Contracting

The contracting phase starts on the day after the JMC approval. Within this phase, the grant contract is expected to be concluded. The end of the contracting phase is directly followed by the start of the implementation phase.

### 10.1 Negotiation procedure

After the project has been approved by the JMC, the contracting phase starts. During this phase, negotiations of the application are carried out. A successful completion of the negotiation process is a precondition for the award of a grant contract.

The negotiation may concern:

- Submission of documentation;
- Technical clarifications to the information in the application (e.g. unclear description of particular activity, minor adjustments);
- Recommendations (e.g. inclusion of a particular target group, widening of coverage of outputs);
- Conditions set by the JMC (e.g. decrease of budget, removal of a particular activity).

The difference between recommendations and conditions is that the latter are compulsory and must be undertaken before signing of the grant contract. At the stage of contracting, the projects have to provide information on how and to what extent recommendations will be addressed during the project implementation.

### **Ensuring the information flow**

The only contractual party towards the Managing Authority is the lead partner, but to complete a successful project, the contribution of all partners is required. The above mentioned concerns are informed to the lead partner in writing, provided with the deadline to submit the documentation, and further clarifications, etc. After the deadline, the lead partner and the representative of each partner are invited to the kick off meeting with the Managing Authority. The meeting is aimed to support the transparency and internal communication of the project and to answer any questions that might occur at the stage

before the grant is signed. During the negotiation phase, no substantial alteration of the approved projects is possible.

## 10.2 Grant contract

The grant contract is signed between the Managing Authority of the Programme and the lead partner of the approved project. The contract sets out the obligations and rights of the contracting parties and constitutes the main agreement between the project and the Programme. The grant contract confirms the final commitment of the co-financing to each project and forms a legal and financial framework for the implementation of project activities.

Each project receiving a grant is obliged to produce required reports. Reports must be submitted regularly in order to provide up-to-date information about the progress of project implementation, as well as justify the expenditures that are claimed in the payment requests. **All Partners must give their input to project reporting.** The reports inform MA on the progress of the project, delivered outputs, achieved results, faced challenges and spent resources, and help it monitor the implementation of actions and the Programme, as well. Please note that reports are not only a means of providing MA with information on the implementation of the project, but they are a pre-requisite to receive payments. All beneficiaries awarded a grant under the Programme will have to submit three kinds of reports; Project Update(s) (on the request of the MA), Interim Report(s) (reporting period no longer than 12 months) and Final Report (covering the whole implementation period).

Detailed instructions on the content of the reports and their submission deadlines are provided in the manual part D.

## C. BUDGETING AND FINANCIAL REPORTING

Guidance for budgeting is given in chapter 2.5.9 and in a separate instruction “how to fill in the project Excel-budget”.

It is recommended to start working with the financial reporting immediately from the start of the project. Financial reports should be prepared during the reporting period, so that they would be ready for expenditure verification in time. Making an interim report and expenditure verification is time-consuming and after they have been completed and submitted, the Managing Authority examines the reports. Usually, payments are made only after approval of the report.

### 1. Project accounting

All project expenditures shall be recorded into accounting records, in accordance with the accounting and bookkeeping policies and rules that apply in the country concerned. The usual accounting practices of the organisation shall also be used in the project. It is recommended to establish an own cost centre for the project to the accounting records. In case it is not possible, the expenditure must be at least recorded with a special project code to the accounting system.

All partners shall keep accurate and regular accounts on the implementation of the project, by using an appropriate accounting and double-entry bookkeeping system. All accounts shall be up-to-date, reliable and easily identifiable and verifiable. All project costs need to be documented (with original invoices, memo verifications, explanatory notes). There must be a clear audit trail between the original invoice, accounting system and financial report of the project. The general ledger of the project costs needs to be provided to the Managing Authority.

The project auditor should be given:

- Full and free access to the accounting and bookkeeping system and underlying accounts and records to verify expenditures, revenues, interests and own-contribution of the partners.
- All receipts related to the project, employment contract, timesheets, salary statements, procurement documents, contracts, invoices, proof of payments, proof of delivery of services and proof of completion of works.

### 2. Use of euro

Financial reporting of the project must be made in euros. The Managing Authority only makes grant payments in euros. All costs incurred in any other currency shall be converted into euros by using the monthly exchange rates published by the European Commission (InforEuro). The official rates are available at the following internet address:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/index\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm)

*Conversion into euros shall be done by using the exchange rate of the month during which the expense was originally incurred. Note that this does not mean the date of payment.*

#### Example

An expense in rubles was incurred in October 2016 and paid to the supplier in November. It shall be converted into euros by using the average rate of October, which is 70.8848.

Please note the difference compared with the procedures used in the ENPI programme; the average rate of the reporting period is no longer going to be used. The exchange rate will be different for each month's costs that will hopefully reduce the risk of exchange losses. When converting the non-euro amounts into euros, an exchange rate with 4 decimals shall be used, as published on the InforEuro page. Expenditure in euros shall be reported with 2 decimals, no rounding is allowed. Note also that the currency exchange losses are not eligible costs.

### 3. Eligibility of the costs

Basic requirements for eligibility are that the costs are:

- in line with the project plan and budget;
  - necessary for the project implementation;
  - incurred during the project implementation period (note the exceptions to this rule);
  - identifiable and verifiable by project auditor, in particular, recorded into the accounting records of partner organization and paid out, in accordance with the accounting standards and practices of the country;
  - reasonable, justified and comply with the requirements of sound financial management, in particular, regarding economy and efficiency.
- More detailed information about the cost eligibility is presented in chapter 4 Budget lines – types of costs.

#### **Ineligible costs**

The following costs are **not** eligible:

- costs incurred and/or paid before or after the project implementation period (except costs related to making the final report and final expenditure verification, and preparation costs of LIPs specified in Grant Contract);
- duties, taxes and charges, including recoverable VAT;
- interest on debt;
- purchase of land or buildings for an amount exceeding 10% of the total eligible costs of the project concerned;
- fines, financial penalties or expenditure on legal disputes and litigation;



- currency exchange losses;
- representational/entertainment expenses, costs of gifts etc.;
- costs that have already been financed by other sources, including other EU programmes;
- costs of passport applications;
- costs of trips outside the programme area, unless they are specifically included into the project plan and budget;
- contracting of employees of the partner organizations as external experts (consults); Project partners may not buy services from each other!
- in kind contributions (meaning any payment in kind, voluntary work etc.).

#### 4. Budget lines – types of costs

The following budget lines shall be used when making the grant application, as well as during the financial reporting of the project. Financial reports must follow the same classification of costs as defined in the budget.

##### 4.1 Staff

Staff costs include the salaries of project staff, employer's social security charges and other remuneration-related costs. Social security charges refer to all obligatory social security and pension related payments, incurred and paid by the employer.

Employees can work **full-time** or **part-time** for the project. Persons working part-time for the project must fill in timesheets, including project work, as well as other working hours. Job descriptions of project staff must be presented in PROMAS and kept up-to-date.

Reported salary costs must always be based on an **employment contract** and the **actual working time for the project**.

Note that the salaries shall be at the normal level used in the organization, meaning the salary normally paid for each position in the organization. Salaries may not be raised or bonuses paid because the project has got extra funds in the budget! Payroll shall be done according to national currency.

If a person works full-time for the project (100% of her/his working time), the budgeted and reported cost will be the gross salary with the employer's social security charges.

During project implementation, the amount of months worked for the project and the monthly gross salary including employer's social security charges shall be reported in the project financial report.

### Example

An organization acting as the lead partner in a project funded by South-East Finland – Russia CBC programme has assigned a project manager who works full-time for the project.

- Monthly gross salary is 80 000 rubles.
- Employer’s social security charges in the organization are 30%.
- Monthly employment cost is 104 000 roubles (80 000\*1.30) and it will represent the “unit cost” in the financial report.
- In case the financial report is made for a reporting period of 12 months and the project manager has worked full time for the project every month, “unit” in the financial report is 12.
- Reported salary cost of the project manager during the reporting period will thereby be: 12\*104 000 rubles = 1 248 000 rubles.

Salaries of annual holiday or holiday compensations are eligible costs in relation to the actual working time for the project, provided that the holiday salaries are in line with normal practices of the organisation and in accordance with the applicable national rules and laws. Holiday salaries must be reported separately on their own lines by each person in financial reporting. Note that reservations concerning holiday payments are not eligible, only actual costs incurred and paid out. Also, holiday salaries accrued before or after the implementation period of the project are not eligible.

Salary costs related to maternity, paternity or sick leave are eligible, based on the actual working time for the project, in accordance with the national laws and regulations applicable to the lead partner/partner organisation and in accordance with the normal practices the organisation uses with these types of payments. If the organisation receives reimbursements or compensation related to maternity, paternity, or sick leaves from national/state authority, they must be reported to the project as revenues.

The following salary-related payments and procedures are not accepted:

- Salary raises or extra bonuses paid because a project has got extra funds in the budget.
- Project work is supposed to be done during normal daily working times. Overtime work can be accepted only in duly justified cases.
- Sub-contracting between partners is not allowed; project partners may not buy services from each other! Project staff may not act as consultants or service providers in the project.
- Reservations concerning holiday salaries and compensation are not eligible costs.
- Private traders or self-employed persons may not act as project partners, because of reporting requirements.
- Administrative overheads or any indirect costs may not be reported under the heading 1 Staff.

- In kind contributions (meaning any payment in kind, voluntary work etc.) are not eligible.
- No voluntary social charges are eligible.
- Stipends, scholarships are not eligible.

For audit/control purposes, the following documents must be provided:

- Accounting records of the project identifying the salary costs
- Employment contracts
- List of employees working for the project and job descriptions
- Timesheets / time recording system for part-time employees
- Calculations of allocating holiday salaries to the project, as well as salaries concerning maternity, paternity or sick leaves
- Salary and payroll data, pay slips
- Proof of payment of salaries and employer's social security charges

## 4.2 Travel costs

Travel and accommodation expenses of project staff shall be budgeted and reported under the heading 2, such as:

- tickets (train, plane, bus);
- accommodation costs;
- daily allowances;
- kilometre allowances;
- taxi expenses;
- visa costs.

All travel expenses must be necessary and directly linked to the project implementation. Project related trips should be justified in the action plan and specified in the budget. If the project has nominated a steering group, the travel expenses of its members may also be included under this heading. Travel costs of external experts and service providers shall be reported under the heading 4 Outsourcing costs, services.

The normal travel policy of the organization shall be used, cost-efficiency as the leading policy. The most advantageous way of travelling should be used, business class travel is not accepted. The maximum rates of tax-free daily allowances may not be exceeded. Normal daily allowances, according to the national legislation, shall be used.

- Finnish lead partners and partners: daily allowance and kilometre allowance rates, according to the Official Decision of the Finnish Tax Administration on tax-exempt allowances for travel expenses.
- Russian lead partners and partners: travels abroad 2500 rubles\*/day, domestic trips 700 rubles\*/day.

Per Diems (covering also accommodation costs and local travelling) are not accepted. Travel costs may not be used as an additional salary. Trips outside the programme area are always exceptional; they must be identified in the project budget.

The travel costs of guests or participants of the project events are not usually eligible costs. They may only be accepted if the participants clearly contribute to achieving the project's objectives. In this case, they should be indicated in the project budget.

The cost of passport applications are not eligible for the project – a passport is a personal document.

For audit/control purposes, the following documents must be provided:

- Accounting records of the project, identifying the travel costs
- Agenda or report of the meeting/seminar/conference
- Travel reports of trips abroad
- Invoices, tickets
- Proof of payment

### 4.3 Equipment and supplies

Purchases or rentals of equipment, supplies and materials directly needed for the project implementation and corresponding to market prices are accepted under the heading 3 Equipment and supplies.

Note that standard CBC projects are not intended to be investment projects. Leasing/renting equipment should be used for project needs, if possible. In general, investments may not exceed 50% of the total costs in the budget. The purchase of land or buildings may not exceed 10% of the total eligible costs of the project. The amount exceeding 10% will be rejected. Note also that depreciations are not eligible costs.

*National legislation and rules for public procurements must be followed, both in Russia and Finland, as well as the programme rules and guidelines. More detailed guidelines concerning project procurements will be published later in chapter D of the programme manual. Basic principles of transparency, non-discrimination and equal treatment of service providers must always be respected.*

Pay attention to the documentation of the procurement process: invitation to tender, received tenders, evaluation/giving scores and awarding the contract (i.e. selecting the supplier/service provider). The ownership shall remain with the lead partner or partners; the equipment and supplies may not be sold after the project implementation period.

For audit/control purposes, the following documents must be provided:

- Accounting records identifying the costs of equipment and supplies
- Receipts, invoices
- Documentation of the procurement process: invitation to tender, received tenders, evaluation grid and awarding the contract
- Contract / written agreement of the purchases
- Proof of payment and delivery

#### 4.4 Outsourcing costs, services

Heading 4 includes costs based on contracts/written agreements and against invoices. The following costs can be included under the Outsourcing costs, services:

- studies, surveys, trainings;
- evaluations;
- project seminars, conferences, meetings;
- expenditure verification (mandatory project audits): note that it is recommended to reserve 2.5-3% of the total eligible costs for expenditure verifications;
- information and visibility actions, publications;
- translation, interpretation of project events;
- participation fees of conferences/seminars;
- specific expertise and services needed for project purposes;
- accounting/bookkeeping as an outsourced service;
- financial services; bank charges for opening a bank account for project purposes and charges of international financial transactions, bank guarantees (if needed).

*National legislation and rules for public procurements must be followed, both in Russia and Finland, as well as programme rules and guidelines. More detailed guidelines concerning project procurements will be published later in chapter D of the programme manual. Basic principles of transparency, non-discrimination and equal treatment of service providers must always be respected.*

Sub-contracting between partners is not allowed; project partners may not buy services from each other! Project staff may not act as consultants or services providers in the project!

For audit/control purposes, the following documents must be provided:

- Accounting records of the project identifying the outsourced costs and services
- Documentation of procurement process: invitation to tender, received tenders, evaluation grid and awarding the contract
- Contract / written agreement of the service
- Invoices
- Proof of payment and delivery
- Outputs

## 4.5 Infrastructure investments

Heading 5 is intended mainly for the Large Infrastructure Projects (LIPs). Note that the common project purchases, such as computers etc. are not considered as investments; they shall be presented under the heading 3 Equipment and supplies. In case of the standard development project, the total costs of the investments cannot exceed one million euros and they should be less than 50% of the total budget.

Costs budgeted and reported under the heading infrastructure investments shall include ***all the materials, works, labour costs, external expertise and services related to the investment in infrastructure.***

When preparing a project including an infrastructure component, note that the grant application must contain the following documents:

- a detailed description of the infrastructure investment and its location;
- a detailed description of the capacity building component of the project;
- investment feasibility study;
- environmental impact assessment;
- building permit;
- evidence of ownership by the beneficiaries or access to the land.

*National legislation and rules for public procurements must be followed, both in Russia and Finland, as well as programme rules and guidelines. More detailed guidelines concerning project procurements will be published later in chapter D of the programme manual. Basic principles of transparency, non-discrimination and equal treatment of service providers must be always respected.*

Purchases/procurements may not be artificially spited so that the value of contract would be below bidding thresholds.

Note that the purchase of land or buildings for an amount exceeding 10% of the total eligible costs of the project concerned is not eligible. The amount exceeding 10% will be rejected.

Any project including an infrastructure component shall repay the programme financing, if, within five years of the project closure or within the period of time set out in state aid rules, where applicable, it is subject to a substantial change affecting its nature, objectives or implementation conditions, which would result in undermining its original objectives. The sums unduly paid in respect of the project shall be recovered by the Managing Authority in proportion to the period for which the requirement has not been fulfilled.

For audit/control purposes, the following documents must be provided:

- Accounting records of the project identifying the outsourced costs and services

- Documentation of the procurement process: invitation to tender, received tenders, evaluation grid and awarding the contract
- Contract / written agreement of the service
- Invoices
- Proof of payment and delivery
- Outputs

#### 4.6 Administrative costs (overheads)

Heading 7 Administrative costs is supposed to cover all indirect expenses related to project administration, such as:

- Office rent
- Telecommunication (telephone, internet, fax)
- IT systems
- Office consumables, postal services
- Heating, electricity, water
- Maintenance, cleaning, repairs
- Archives, security

Administrative costs is a **flat-rate based cost item**, which means that it does not need to be supported by accounting documents during the project implementation. Administrative overheads will be reported as a fixed rate, **a maximum of 7 % of the total direct costs per project and per partner**, excluding the costs related to the provision of infrastructure. The percentage used for flat-rate and the maximum amount of overheads will be set in the Grant Contract.

In the application phase, lead partner and partners must provide detailed information about the expenses that are supposed to be covered by administrative overheads. Calculations and methods how the costs are estimated shall be presented; the amount of overheads need to be justified. Budgeted administrative costs must be real and reflect the actual overheads that are going to be incurred. The Managing authority may ask additional information concerning them during the preparation of the Grant Contract (in case the project is financed by the Programme).

The idea of using flat-rate is to simplify reporting procedures. When making financial reports during the project implementation, project partners do not need to provide any receipts or other accounting documents concerning administrative costs. The costs that are covered by administrative overheads may not be presented under any other cost heading.

Accounting/bookkeeping as an outsourced service can be reported under heading 4 Outsourcing services. Salary costs of persons responsible for accounting/bookkeeping can be presented under heading 1 Human resources. Bank charges for opening bank account for project purposes and charges of international financial transactions can be reported under heading 4 Outsourcing services.

## 4.7 Income, revenues

In some cases, project activities may bring income to the lead partner or partners. Project revenues mean cash inflows directly paid by users for the goods and services provided by the project. Typical revenues are participation fees of project seminars and income gained from selling publications. Revenues should already be estimated in the application phase by including them to the budget. The actual income during the project implementation period must be reported under the line 12 of Financial Report. Note that revenues will be deducted from the total eligible costs. The grant is paid, based on the total net eligible costs.

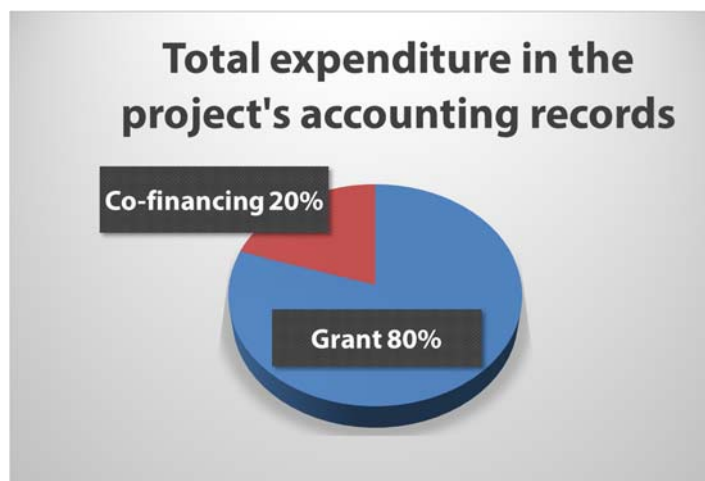
### Example

The project has reported 100 000 euros of eligible costs during its reporting period. Also, the partners have gained revenues of 10 000 euros from tickets of project events and selling publications. According to the Grant Contract, the grant of the project is 80.0% of the total eligible costs. Revenues are deducted from the total costs, so the net eligible costs will be  $100\,000 - 10\,000 = 90\,000$  euros. The grant is 80.0% of the net eligible costs:  $0.8 * 90\,000 = 72\,000$  euros.

## 5. Own contribution / co-financing of project partners

Each CBC project must be co-financed by the project partners. The own contribution of lead partner and partners shall be **at least 20.0% of the total net eligible costs**. If the lead partner or partners are going to receive co-financing from other sources than themselves, it must be estimated in the financing plan and reported during the project implementation. Note that EU funding or state aid received from another project cannot be used as co-financing, i.e. EU projects may not finance each other.

**In kind contributions**, payments in kind, voluntary work etc., will not be accepted as co-financing and they are not eligible costs either. Please also note the difference between co-financing and income. **Non-profit principle** must be followed within projects; CBC projects may not make a profit nor give any competitive advantage to the beneficiaries (i.e. applicant or partners).





## 6. Value Added Tax (VAT)

Value Added Tax is an eligible cost only if it remains a final cost to the beneficiary (lead partner or partner). If VAT is recoverable in any way, it cannot be considered as eligible, even if the beneficiary does not actually recover it. In other words: VAT is eligible only when the beneficiary has no right to deduct it or recover it.

If the lead partner or partner includes VAT in the project costs, it must provide the necessary documents to the auditor and the Managing Authority to prove the organization's VAT status. Most preferably, a statement given by the tax authority should be presented.

The auditor of the project should comment on the VAT issue in their check-list for an expenditure verification.

## 7. Payment procedures

The project will receive three types of payments:

- The first pre-financing payment
- Interim payments
- Final payment

All payment requests with required annexes shall be prepared, saved and sent electronically in the PROMAS system. The documents of the payment request must also be printed, signed by an authorized person and delivered to the Managing Authority.

**The first pre-financing payment** will be made at the beginning of the project and it is supposed to contain the needed funds for the first 12-month period of project implementation. The advance payment may be a maximum of 80 % of the grant for the first 12-month period. Shorter reporting periods may also be used.

**Interim payment(s)** will be paid, based on the interim reports (narrative and financial), and they are supposed to cover the needed funds for the next 12-month period(s) of project implementation. Shorter reporting periods may also be used, if needed. The Managing Authority decides the amount of further payments, based on the project's progress, the amount of eligible costs incurred and the estimated costs for the upcoming reporting period.

The Managing Authority shall examine the interim report within 45 days at the latest. Payments must be made within 45 days after the approval of the interim report. The Managing Authority may request additional information concerning reports, payment requests and annexes that must be delivered within 30 days of the request.

**Request for the final payment** shall be submitted with the final report to the managing authority within 3 months after the end of project. The amount of pre-financing and interim payments may not exceed 90% of the grant, so the amount of the final payment is supposed to be at least 10% of the whole grant.

Note that the own contribution/co-financing of project partners is mandatory. In the end, the programme financing will be a maximum of 80.0% of the total eligible costs in the accounting records. The rate of programme funding to the project is set in the Grant Contract.

In case there will be any **interest accrued on received pre-financing payments**, a bank statement confirming the amount of interest must be submitted to the Managing Authority annexed to the interim and final report. Interests will be deducted from the interim/final payment.

Note that by signing a payment request, the lead partner assures that the information included into the request for payment and financial reports is complete, faithful and reliable, and it is substantiated by adequate supporting documents that can be checked. Giving false or incomplete statements, or providing reports that do not reflect reality, may lead to termination of the Grant Contract by the Managing Authority without giving notice and without paying compensation of any kind.

### ***Complaint procedures concerning payments - claim for a revised decision***

The Managing Authority of the programme, Regional Council of South Karelia, is a joint municipal authority. An appeal against its decision shall be made to the Board of the Regional Council, according to the Finnish Local Government Act (410/2015) chapter 16. The appeal shall be made within 14 days of being informed of the decision.

A further appeal against the decision made by the Board of the Regional Council shall be made by submitting an appeal against a municipal authority decision to the Administrative Court within 30 days of being informed of the decision. A further appeal may be made on the grounds that 1) the decision was not taken in the proper sequence; 2) the public authority that made the decision exceeded its powers; or 3) the decision is otherwise illegal.

*Remember that the decisions concerning cost eligibility and payments are always made based on the programme rules, so please negotiate with the representatives of the Managing Authority before making an appeal!*

## D. IMPLEMENTING OF PROJECT

### 1. General principles

Implementing a cross-border cooperation project is based on a written grant contract between the lead partner and the Managing Authority. The contract and its annexes form the basis of practices to be followed. Each project receiving a grant is obliged to produce required project reports.

Reports must be submitted regularly in order to provide up-to-date information about the progress of the project implementation, as well as to justify the expenditures claimed in the payment requests. The lead partner is responsible for delivering the reports and for assessing both their own and their partners' operation and the progress of the project as a whole. Even though the lead partner holds the responsibility, all partners must provide their input to the reporting.

*A good and interesting report does not limit itself to a list of project activities – it is not a copy-paste exercise! A good report places a high emphasis on the project results. Please quantify results as much as possible.*

How to use PROMAS for reporting?

Technical instructions on how to use PROMAS during the project's implementation phase are made available in the PROMAS manual published on the Programme's website. In principle, the system follows one logic throughout its functionalities. The majority of the requests from the MA for additional information on reports, payment requests and change requests are also processed by using the system.

Key principles

- ID number (KS + four digits) received in the application phase act as the project ID.
- All the forms in the system may be filled in during several sessions before the submission.
- Pay attention to the Annexes sections, where all mandatory documents must be downloaded before the submission of the report or request.
- The place for signing the templates appears after the electronic submission.
- The lead partner can maintain partners' rights, like in the application phase.

### 2. Organisation of project

To implement the project efficiently, the partners must consider what kind of project organisation is most appropriate and meets with the selected methods and desired results. A clear division of tasks and responsibilities helps managing the project as a whole and coordinating numerous individual activities within.

## 2.1 Project management group

Whatever methods and tools are chosen, it is recommended that each project forms a project management group, involving a representative of each partner.

The main focuses of the group's work should be to ensure the regular information flow and to provide a real cooperation component on internal discussions of practical issues of project implementation. When handling possible needs for changes, it is important to note that the project management group has no power to decide on contractual issues, but they can be discussed, prepared and forwarded to the lead partner to proceed with the MA.

The Managing Authority (in practice, the project's contact person in the MA) should be enclosed to the distribution of meeting notices and its representative (from the MA and/or branch office) has a right to attend the meetings, when considered necessary.

Reasonable costs due to project management group meetings are also acceptable costs for the project, however, the project is not liable to cover possible costs caused by the Managing Authority and/or branch office representative's participation in meetings.

*When organising meetings, do also consider modern technology for virtual participation. Not all topics may necessarily require face-to-face discussions and can be handled cost-effectively via the internet. It will be easier to draw up a report if a dated and regular record of the project activities has been kept!*

## 2.2 Partnership agreement

In accordance with the Implementing Regulation (EC) No 897/2014, the lead partner should make an agreement with other partners to guarantee the sound financial management of funds and the recovery of funds unduly paid. This requirement is advisable to turn into practical work, as soon as the Executive Order of the award is received.

Agreement(s) are mandatory documents and required before signing the grant contract, in cases where a Russian private entity is the partner, and, in other cases, soon after signing the grant contract. A copy of a partnership agreement(s) must be sent to the Managing Authority, and the process as a whole is expected to be finalised during the first six (6) months of the project implementation.

The lead partner may sign an agreement separately with each partner or collectively as one agreement countersigned by all partners. In both cases, the mutual responsibilities, rights and obligations are defined separately for each partner.

In order to respect the demands of the Implementing Regulations, at least the following issues are advised to be covered in the partnership agreement(s):

- subject of the agreement;
- duration of the agreement;
- full name, address and legal status of each party to the agreement;

- role and responsibilities (operational and financial) of each partner;
- rights and obligations (operational and financial) of each partner;
- means of decision-making and communication in partnership;
- working language(s);
- processing of possible needs for change(s);
- structure of financial administration;
- budget of the partner(s);
- payment procedures between partners;
- means of reporting and monitoring the responsibilities of each partner;
- means of expenditure verification and the reporting of the factual findings;
- procedures in case of recovery;
- industrial and intellectual property rights on the outputs of the project;
- ownership and maintenance of goods and deliverables after the project ends;
- revenue generation after the closure of project implementation;
- principles of tendering and contracting outsourced services and work;
- principles concerning bookkeeping;
- principles concerning the eligibility and non-eligibility of costs;
- principles concerning the own contribution, its accumulation, documentation and reporting;
- procedures relating to the used currencies (InforEuro, possible exchange losses);
- dispute settlement methods and possible compensation for a contract breach;
- modifications and termination of the agreement;
- applicable regulations and laws.

(Note: Not every detail mentioned above may necessary concern all partners.)

### 3. Reporting types and periods

All granted projects will have to submit three kinds of reports within given time limits.

Report type	Content and nature	Submission
Project update	Brief progress report with no mandatory annexes	Submitted within 15 days of the end of the reporting period. Only in electronic form in the PROMAS system.
Interim report(s)	Full report of the period in question with mandatory annexes listed in chapter 3.2.1 and 3.2.2	Submitted within three (3) months after the end of the reporting period. In electronic form in the PROMAS system and as one signed document package to the MA within 10 days after the electronic submission.
Final report	Full report of the whole implementation period with mandatory annexes listed in chapter 3.2.2 and 3.3	Submitted within three (3) months after the end of the project implementation period. In electronic form in the PROMAS system and as one signed document package to the MA within 10 days after the electronic submission.

The Interim reports and Final report must be signed by an authorized person of the lead partner organization (cf. to application).

A report is considered to have arrived in due time, when it has been submitted in the PROMAS system within the set time limit. However, the processing time of the Interim and Final reports in the Managing Authority only begins when they have received both the electronic and signed paper copies and, therefore, the document package must be delivered without any delays within 10 days of electronic submission. The examination of the reports (narrative and financial part) is performed within 45 days after receiving the signed documents.

By the end of the examination phase, the lead partner will be informed either of an approval of the report or of a request for further information. In case of the latter, the 45 days-clock stops on the date of the request. The lead partner must deliver the requested information within 30 days, and after receiving the information, and after considered it to be satisfactory, the MA shall finalise the approval process. The lead partner is responsible for communicating the results of the report examination and approval to its partner(s) and to ensure that the possible remarks and recommendations are noted.

*All annexes required for reporting are made available on the Programme's website [www.sefrcbc.fi](http://www.sefrcbc.fi) and they are published only in English. Before proceeding with the report, check the latest announcement and document versions.*

### 3.1 Project update

As a principle, the project should follow the granted work plan all the way from the start date to the end date. In order for this to hold true, the activities should be launched effectively and without delays. Project update is designed to act as a tool for the project partners to draw up a self-evaluation of the project's progress, and, on the other hand, for the Managing Authority to ensure that all planned measures are in place and working. The update is not a report, but a brief description of the project progress to serve as the documentable communication tool between the project and the MA.

#### First project update

Each project must draw up the self-evaluation and submit the project update after the first five (5) months of the implementation.

Supportive material (not mandatory annexes), such as minutes of the project management group meeting(s), acts as useful evidence of the project's progress during the period of the update and a source of further information for the MA's evaluation.

For the Managing Authority, the first update acts as information with the following viewpoints:

- the planned management structures of a project are organized and working;
- the first tasks and work-packages are in line with the granted plan (by their schedule and content);
- if there are any signs of challenges to reach the desired outputs or a need for a work-plan adjustment at the state of the first interim report.

While evaluating the first update, the MA shall draw up a project specific \*monitoring plan including the risk analysis, to indicate the issues that need special attention, if the on-the-spot verification is required and how the Result Oriented Monitoring (ROM) is provided for the project. The plan is communicated with the lead partner and its relevance is assessed annually.

*(\*descriptions of the different monitoring methods are made available in the manual part D, chapter 5 Audits and monitoring of the project)*

#### Following project update(s)

Following project update(s) may serve as the follow-up of the project progress and, when considered necessary, they are submitted according to the request of the Managing Authority.

For projects with a duration of 18 months or less, a following update is only requested if the issues that need special attention are notified from the first update. Projects with a longer duration are typically requested to submit the following update at the mid-term of their implementation.

## Content of project update

The project update consists of the following questions:

- Progress of the implemented activities in relation to total project activities ( % )
- The level of incurred expenditure, in relation to the project's total budget ( % )
- Description of the project progress; the execution level and outcomes of the tasks or work-packages timely applying to the reflected period, views for the implementation period until the interim or final report and information on any upraised challenges

## 3.2 Interim report

As a rule, the interim report is submitted together with a payment request (more information about payment requests in the manual part C). The reporting period may not be longer than 12 months. An interim report is prepared and submitted in the PROMAS system and delivered with all annexes in one signed copy to the MA.

The interim report consists of two separate parts – narrative and financial reports – and related annexes.

### 3.2.1 Narrative report

When preparing a narrative report, the lead partner assesses implemented measures and the results attained during the reporting period. Attention shall also be paid to the possible challenges and deviations towards the approved project plan.

#### Content of interim report narrative part

The interim report consists of six (6) main sections

- 1) Basic information  
A majority of the basic information is automatically shown in the electronic template of the report, though they need to be checked. The reporting period (start date and end date) is to be filled in manually.
- 2) Summary  
The summary field provides space to describe the project implementation. An assessment of the realisation by a partner also requires marking notes, if planned roles and responsibilities have proven to be true.
- 3) Activities  
Activities based on an approved project plan and executed during the reporting period shall be reviewed and assessed. In addition to the past period, an assessment of the prerequisites for a coming period is required. Needs for any adjustments, for example, to the partners' role in activities, to events or to the budget must be justified and consulted with the MA (more information about a change request in the manual part D chapter 6 Amendments).



4) Indicators

In the reporting phase, the indicators based on an approved project plan are reported in their quantified realization level. The narrative report includes a cumulative follow-up of indicator data.

5) Communication and visibility

This field provides space to describe the qualitative aspects on a project's communication and visibility activities and their impacts. Focus on the following topics; how visible the project has been, what kind of feedback it has received, which chosen methods have proven to be efficient and if any changes to them should be considered. Quantitative information on the communication and visibility activities is provided in a separate annex. (More information about the evaluation and reporting of communication and visibility in part E, chapter 4).

6) Annexes

The following annexes are required to the interim report's narrative part:

- A communication and visibility plan, complemented with the realization part of the reporting period in question.
- Lists of attendees of seminars and other events organised by the project.
- Copies of project outputs, such as press releases, books, leaflets, articles etc.
- 2-4 photographs showing the highlights of the reporting period, visualising the efficiency of the project and promoting positive reactions of the cross-border cooperation (more information about using photos is in part E, chapter 3).

### 3.2.2 Financial report

Financial reporting consists of the following documents:

- Payment request
- Financial report of each partner
- Consolidated financial report of the project
- Specification of the reported costs; "Key to the general ledger" of each partner
- Expenditure Verification Reports
- Check-lists of the Expenditure Verifications
- Timesheets
- Documents concerning all project procurements: invitation to tender, evaluation grid of the received tenders, decision on the selection of the supplier and the contract made with the supplier

**Payment request shall be filled in through the PROMAS system and all the other above-mentioned documents must be uploaded into the system as annexes to the payment request.**

Payment request and all the annexes must be delivered to the MA, also as a signed paper versions, excluding timesheets and procurement documents. In other words, timesheets and procurement documents are not needed in paper, they can be available only in PROMAS.

Each partner shall fill in its own financial report by using the template available on the programme website. Calculation formulas of the Excel-table may not be changed. The financial report may only include actual, eligible costs that are verified by the auditor. Reported costs shall be specified at the same level as used in the project budget, according to the separate instructions on how to fill it in. Financial report also includes columns for cumulated costs from all reporting periods, budget and the remaining funds of the budget. Financial reports shall be uploaded into PROMAS as Excel-files.

All expenses must be specified in detail in a separate form; Key to the general ledger. Each expense and receipt shall be reported on its own line, providing information about the dates when the expense has been recorded into accounting records and when it has been paid out. The conversion of roubles into euros shall also be made in the Key to the general ledger (according to the manual part C chapter 2 Use of Euro).

Note that if a partner has received revenues/income or co-financing from outside the organisation, it must also be reported in the reporting templates (see manual part C chapters 4.7 and 5)

The lead partner is responsible for submitting the consolidated financial report including the total costs of each cost heading of the project by using the template provided on the programme website. The lead partner's auditor shall verify the consolidated report.

Also, a model report for expenditure verification, as well as a check-list for the auditor, will be available on the programme website and they must be used. Both documents shall be signed and stamped by the auditor.

Persons working part-time for the project must fill in timesheets for every month. Project partners may use their own timesheets, if they contain the same information as templates provided by the programme.

### 3.3 Final report

The final report must be submitted to the Managing Authority once the project has ended, within three (3) months. The final report shall cover the entire duration of the project, collecting information from the reports submitted before and completed with the activities and outputs from the period after the last interim report.

The structure and required annexes are mainly the same as for the interim report with some additional sections. The final report consists of narrative and financial reports, like the interim report, however, the narrative part of the final report requires a wider analysis and assessment of the implementation of the project and other related issues.

In addition to what is included to the interim report, the following applies to the narrative part of the final report:

### Results

Focus on the final results is outlined in the final report. When reporting on them, use accurate expressions and provide evidence of how the reported results can be noted. Use logframed references and show if the objectives were met and if they were relevant. An analysis of the results that were not reached is also important. If any, make remarks and provide a description of the circumstances affecting the project's outcomes.

### Impacts

Describe what kind of impacts of project results are visible and measurable, if they are sustainable and whether they contain cross-cutting issues.

### Monitoring and evaluation

Provide a description of the monitoring and evaluation of the project (methods and results).

### Environmental impacts

Assess the possible environmental impacts of the project.

### Project achievements summary

The final report of the project is archived in the MA, and it is a public document, provided to anyone requesting it, excluding parts containing personal data and/or information under the commercial secrecy. Taking account of its quite wide content and technical nature, it seldom fits publicity purposes, as such. Therefore, the project must draw up a description of its achievements, which is used in the public databases maintained by the Managing Authority, the European Commission and the National Authorities of the Programme in Finland and Russia.

### Project administration, financing instrument and cooperation

The assessment of project administration and organisation, the financing instrument (its availability and functionality) and cooperation within the partner-circle and with other organisations closes the narrative part of the final report. Consider if there were any lessons to learn or if you can identify any good practices.

### Annexes

The following annexes are required for the final report's narrative part:

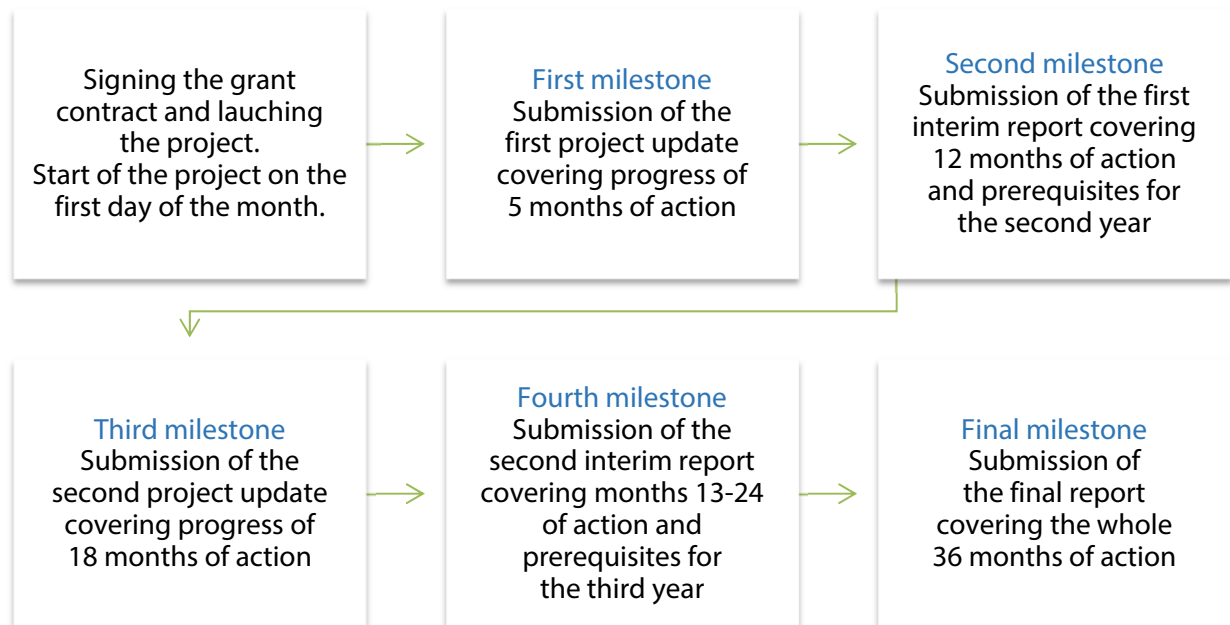
- A communication and visibility plan complemented with a realization part covering the whole implementation period.
- Lists of attendees of seminars and other events organised by the project from the period after the last interim report.
- Copies\* of project outputs, such as press releases, books, leaflets, articles etc.

- 2-4 photographs showing the highlights after the last reporting period, visualising the efficiency of the project and promoting positive reactions of the cross-border cooperation (more information about using photos is in part E, chapter 3).
- A list of goods and deliverables produced in the project and the description of their ownership and maintenance after the project ends.

\*Note: Copies of project outputs are not repeated, and only those not submitted before are enclosed to the final report.

*Project partners are experts in implementing a CBC project. Justified opinions and viewpoints in the final report are valued when developing further actions on cross-border cooperation!*

#### MILESTONES OF REPORTING (example of a project with the duration of 36 months)



## E. TOOLBOX FOR COMMUNICATION

### 1. General principles

The Managing Authority of the South-East Finland – Russia CBC, assisted by its branch office, is responsible for the implementation of the information and visibility measures relating to the Programme. The main objectives of the Programme's communication strategy are to strengthen the benefits of the cooperation between the EU and Russia, as well as the joint support from the EU, Russia and Finland as the financiers, provide knowledge of the programme as a relevant and reliable contributor in terms of regional development, attract a wide number of prospective beneficiaries and increase the transparency of the use of public funding.

Any action implemented with the financial support of the programme has responsibilities concerning the visibility. This applies to both the programme and the projects funded from it. When planning and implementing project visibility and communication activities, the following minimum requirements apply in terms of the eligibility of the actions:

All public financiers are to be presented in equal manners by placing the flags of the institute and the states in identical height in horizontal order of Finland, Russia and European Union, accompanied with the sentence *Funded by the European Union, the Russian Federation and the Republic of Finland.*

Where appropriate, the projects are recommended to utilize the programme logo and banners in their communication. The language of the publications should be considered according to the target groups and the location of the activity. English as the official language is in every case to be noted for the records and reporting.

The programme official parties (Managing Authority, the European Commission and the national authorities in Russia and Finland) should also be subject to project communication, since they have the right to receive and share information of the funded actions. By exploiting these opportunities, the projects will also receive visibility in a wider context.

#### COMMUNICATION PLAN

A communication plan is prepared and submitted as part of each application (Application chapter; Implementation) and complemented during the grant contract negotiation phase with the communication and visibility plan –matrix if the proposal is selected for funding.

The relevance and force of the plan presented in the application phase is evaluated during the quality assessment. It may be updated either during the grant contract negotiation process according to the recommendations of the quality assessment result and/or during the project duration, according to the recommendations from the Result Oriented Monitoring.

Communication should not be considered as a separate part of the project, but an integral linkage to project objectives and a tool for sharing information on outcomes and results to target groups and stakeholders. External and internal communication are equally important in order to make a project a success story.

Clear and log-framed analysis on “what we are doing, why we are doing this and how we can reach our goals”, most likely provides efficient ways to share and publish information of all important and newsworthy activities, outcomes and results. In addition, a careful study of the project target groups and their expectations allows choosing the most effective tools to communicate. It is also important to set communication activities to the project’s timeframe and field of action and agree on a clear division of responsibilities between the partners. When drawing the communication plan to the application, the above mentioned principles are a good starting point. The following information is provided to deepen the methodology and to help in choosing the most appropriate measures.

*All projects are funded by the European Union, the Russian Federation and the Republic of Finland. Remember to share this information in all communication!*

## 2. Objective and target groups

The objectives of communication and visibility activities may be approached from the internal and external communication point of views.

- Internal communication providing support to efficient project management, disseminating good practices and creating a positive image of the support from the European Union, Russia and Finland as the financiers of cross-border cooperation.
- External communication providing information on the project outcomes, results and impacts and disseminating good practices and benefits of the joint efforts in both countries in terms of general wellbeing and development of the border regions.

In order to get the best possible results, the projects are encouraged to make an analysis on the project’s target groups. Can you identify them, for example, by genders, certain ages, educational backgrounds or professions? These issues may help you to select the right tools to reach your aims. SWOT analysis of the strengths, weaknesses, opportunities and threats helps in the selecting of tools, especially when the project has several target groups.

## 3. Means and tools

A clear division of the project tasks between the partners is essential for the sound management of the actions. This fact also applies in communication, and good coordination may include different levels of participation. The most important thing is that all partners know when they are expected to act and who in their organization is responsible for the communication. Partners’ participation should also be reflected in the budget. There is no agreed upon threshold for the communication activities in projects and it may vary according to the project size, scope, subject, partners and expected impacts. It should also be balanced with the communication plan presented in the application.

## VISUALIZATION

It is often asked if the project needs its own visual outlook or its own logo? There is not one correct answer, but from the financiers' side, it is not mandatory. The question may be approached from the project's objectives' point of view. Visual planning is recommended if the result of the project would be something that is intended to continue as a product, service concept, data-portal, application software etc. By creating a clear visual outlook for the product or service, it may act as a promotion of the indented brand. In this case, remember to allocate visual planning costs to the project budget. If the project has more of a scientific, studying or benchmarking role, its actions may also be promoted under the partner organizations' visual umbrella.

More important than a project logo is to understand the identification factors of the actions and how they comply with the regional development and the Programme's objectives. When the actions are easy to recognize in the every-day life of the local community, they become more attractive in the eyes of public and media. CBC projects are also part of the larger context that aims to create sustainable development and cooperation for the future generations in Finland and Russia.

### Identification of the financiers



*Funded by the European Union, the Russian Federation and the Republic of Finland.  
Ohjelmaa rahoittavat Euroopan Unioni, Venäjän Federaatio ja Suomen Tasavalta.  
Финансируется из средств Европейского союза, Российской Федерации и  
Финляндской Республики.*

### Programme logo



## Programme web-banner



*Material is available at the Programme website Communication / Material library.*

## WEB AND SOCIAL MEDIA

The internet is a very cost-efficient and effective way to share information and it is recommended to be used to publish information of the project. There are several tools to select for the use of a project's internal and external communication. Social media has grown to be a recognized and important part of the communication. It has a low cost level, it is easy to use and it allows real time interaction with the project's target groups. Remember, though, that whatever tools are selected, the information should be accurate and updated and their maintenance requires human resources and time. A 'pros & cons list' of different apps can be used to help the selection.

## WEBSITE

When publishing information on the project on a website, note the following list of information at a minimum:

- Project title and acronym
- Duration of the project
- Location of project activities
- The amount of CBC grant
- Presentation of the project partners and their contact information
- Description of the project main activities
- Description of the expected results and their impacts

One section is recommended to be reserved for actual news of the project. This will keep the page interesting and vivid. To serve all viewers and stakeholders in the programme area, Finnish and Russian aside to English are recommended to be covered to some extent.



## PHOTOS AND VIDEOS

Nowadays, photos and videos are a natural and important part of the communication. With mobile devices, they are a fun and easy way to collect evidence of the project activities, both for reporting and communication purposes. When publishing photographic material of the project, add the following information aside:

- Title and acronym of the project
- Date and place of the photo
- Name of the photographer, if known

If you intend to publish material for external communication, inform the photographed audience about this. Individuals have the right to say no to public appearances.

*Empower the effectiveness of your actions by taking BEFORE & AFTER photos. It is a cost-efficient way to show the efficiency of the activities and to give concreteness to the project outcomes. Use the photos as evidence of the benefits gained from the cross-border cooperation!*

## EVENTS, PR AND PROMOTION

Meeting the target groups in person is valuable when the interaction and signals to develop the best practices are needed. Information events as such do not fit all projects, but they could also be executed, for example, on site at project management group meetings. The project can also take part in forums organized by other actors, or by the group of projects. Sometimes a one-day stand in a relevant forum with a well-involved spokesperson and project handouts may create more feedback than an advertisement in a national newspaper. Organizing a project information event requires careful planning and can be time consuming. In order to maximize the results of the event, the following tips could be considered:

### **Decision**

Take a moment to consider if the event is worth having. Is there a clear aim for it, are the plans realistic and will the event fit the project budget? If yes, then put full effort in its organisation. They will reserve the same amount of funds and resources, whether done well or poorly.

### **Date and time**

The date is crucial to the event's success. Try to avoid clashes with big events nearby and decide on the best time of the day when more people are available. Ensure that the stakeholders, target groups and partners are available and try to find out if it is good day for media coverage (avoid national event days, such as a parliament election or Independence Day etc.).

## **Venue**

Choose the venue carefully and make sure that its size is suitable, the needed furniture and equipment are available and it is easily accessed. Sometimes an extraordinary setting will lift up the event spirit, but if selecting such, possible risks (safety arrangements, weather conditions etc.) should be well analysed. Try to ensure that an event coordinator and/or technician is available from the service provider side during the whole event. It is not rare that something goes wrong – what matters is how quickly the problem can be solved.

## **Promotion**

When the event agenda and practical issues are set, it is time to release invitations and launch the enrolment. Ensure a suitable time for registration; remember to invite the media contacts and regional and local authorities involved in cross-border cooperation or/and in the project related industry.

## **Follow-up**

Arrange the participants' possibility to leave their contact details for further information. A registration list with a row for emails is a very efficient way and it will be needed if the event presentations are provided afterwards. Feedback form, web questionnaire or interactive interviews? There are several ways to follow up the success and impacts of the event.

## **MEDIA RELATIONS**

Media relations are an important part of the project communication. Although it may not always be easy to find a proper and working relationship with busy journalists, some efforts are in place. Media relations are also key to a wider publicity of the project. Direct e-mailing of press releases(\*) with a more or less regular schedule is a good way. RSS-feeds or social media tools are also available. To get started, map the regional and local journalists whom should be contacted. When sending a press release (the first one should be of the project launching), consider the following points:

- Write a capturing headline
- Get straight to the point
- Use easy, storytelling language
- Tell the journalists what the story means to their audience
- Offer resources (like photos\*, videos and interview opportunities)
- Keep the story short (only limited space is normally available)
- Use the local language (English could be offered as an additional version)
- Remember to add contact information for further information
- Remember to mention the financiers and add required elements to the press release

*(\*note that printed media has quality standards for photographic material)*

*(\*) Layout model is available at the Programme website Communication / Material library.*

## INFORMATION BOARDS

In case the project has an infrastructure element constructed with the support of the programme financing, an information board must be placed at the site of the work for the whole duration of the project. The board must include the following elements as a minimum:

- Title and acronym of the project
- Duration of the project
- Identification of the financiers
- Identification of the lead partner and partners

## PROMOTIONAL MATERIALS AND PRINTOUTS

Promotional material and printouts are recommended to some extent when they act as reminders of the project and as a positive sign of the cross-border cooperation. Pay attention to quality factors when ordering material and printouts; prefer sustainable and ecological products. It is also important to make a comparison of the prices, according to the instructions given in the manual part C Budgeting and Financing.

*Examples of promoting cross-border cooperation*



## 4. Evaluation and reporting

Evaluation is needed to determine if the communication objectives presented in the plan are met and how successful and forceful the project communication has been. For this purpose, easily and reliably measurable indicators should be set up with the proper timeframe of planned measures. This may be done, for example, on a yearly basis. Both, quantitative and qualitative indicators should be used.

Examples for quantitative indicators

- Number of website visits
- Number of distributed printouts
- Views/likes/mentions/retweets/downloads
- Number of articles (not depending on media distribution)
- Number of people attending the events

Examples for qualitative indicators

- Number of most visited platforms  
(indicating the behavioural factors of the target groups)
- Tone and position of articles/comments published of the project
- Visible change(s) in behavioural factors of the target groups and/or public

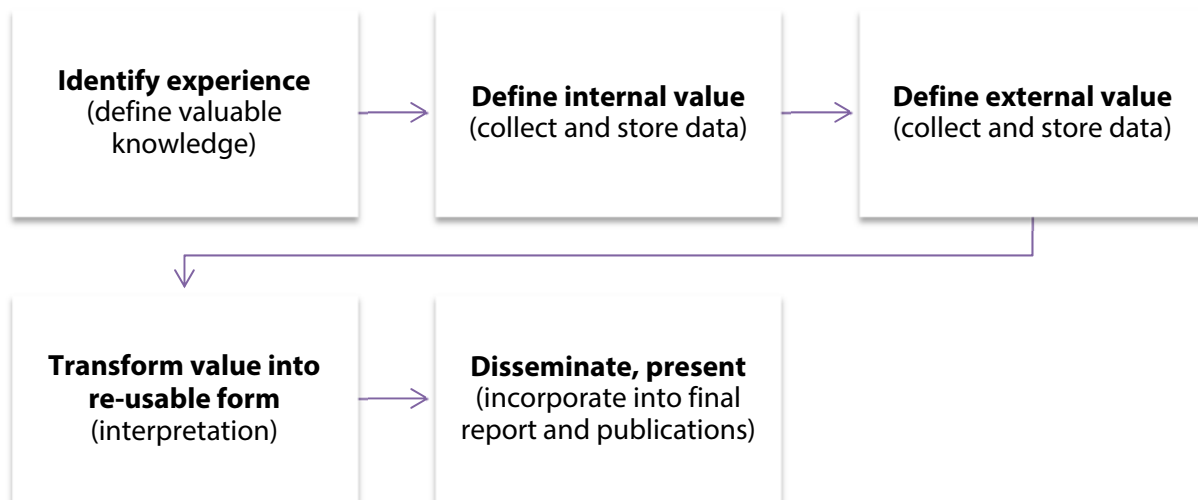
At some point in the project implementation, a qualitative survey of the action may be useful, also in terms of further development of the project log-framed objectives. An outsourced evaluation is possible and, sometimes, a better option, if approved in the project budget. An evaluation of the project communication would be a natural part of the survey.

Reporting requirements set for the granted projects also apply for the communication. Reporting can be fluent, when actions are already clearly defined in the project application phase. When they are an integral part of the project implementation, it is easy to follow set miles-stones and mark their execution into the report.

*Justification for the communication activities is set in terms of a Result based approach. Set clear miles-stones and mark their execution. Do not create or image more content than what has been realized. Stick to the facts and show their effect and impacts. Find out what the project means to people around you and wider.*

## 5. Capacity building and added-value

When the project implementation ends, it is useful to analyse the results and their impacts. The following methodology may be utilized when drawing up capacity-results and gained added-value of the cross-border cooperation:



## F. SERVICES FOR APPLICANTS

### 1. Programme's support to development of applications

The Programme organises two types of events aimed to provide support to applicants in preparing a project application.

#### 1.1 Open information events

The aim of the open information events is to help applicants understand the general requirements and rules, as well as the application procedure, to prepare a complete project application. On the other hand, they act as the checking point to find out whether the Programme is a suitable instrument for the project idea in question. These events can also act as partner search forums and as the source of empowering the cross-border cooperation tool for the regional development. Open information events, open to anyone interested in CBC, are organized at the launching of the Programme operations and after that, as an opening session in the Programme's Annual Events.

#### 1.2 Lead partner workshops

Lead partner workshops are organized in Russia and in Finland before the deadlines for the applications' submissions. Workshops aim to provide support for the partners planning to take a lead partner role. The content of the workshops is practical and case led, and reserving resources also to individual consultation per project. They are organized as "class-room" settings, limiting the number of participants to two persons per organization. Participants are provided with guidance on planning the Logical Framework and Budget for the project and on using the PROMAS. Key principles and responsibilities of the lead partner role are also viewed in terms of supporting fluent implementation of the project. Workshops include pre-questionnaire for the participants, to bring up any specific topics of interest.

#### 1.3 Other support

This manual, as well as the most frequently asked questions and answers published at the website, are also instruments, which allow the Programme to guide applicants. All the Programme documents and templates necessary for submitting a project application are available on the programme website with the complementary material library of downloads. The Managing Authority will arrange consultations via telephone and e-mail on any questions and inquiries relating to the Programme.

## 1.4 Contact information

The programme website is available at [www.sefrcbc.fi](http://www.sefrcbc.fi). Contact information of the Managing Authority and its Branch Office are available at the sub-page CONTACTS.

The official email address for all contacts and inquiries is [official@sefrcbc.fi](mailto:official@sefrcbc.fi). When using this address, the MA may ensure that all correct questions are replied to in proper time and the most suitable persons are engaged to the topic in question. Personnel addresses are in the form [firstname.lastname@sefrcbc.fi](mailto:firstname.lastname@sefrcbc.fi) and when proceeding with issues of more details and consultation, these emails are used as well.

## G. ANNEXES

Upon their publication date, all templates will be available on the Programme website at [www.sefrcbc.fi](http://www.sefrcbc.fi) / PROJECTS.

### 1. To be attached to application

- i. Partnership statement for the lead partner and partner
- ii. Partnership statement for the lead partner
- iii. Project budget/Cost estimate
- iv. Logical Framework matrix
- v. Statement for co-financing from other sources (if applicable)

### 2. To be submitted during the contract negotiation

- i. Financial identification
- ii. Legal entity statement
- iii. Partnership agreement (in case of Russian private entity as a partner)
- iv. Communication and visibility plan matrix

### 3. Supporting and guiding documents

- i. Model of application
- ii. Model of grant contract *to be published later*
- iii. PROMAS user manual for applicants *and projects (to be complemented later)*
- iv. Tracks on manual updates



## Tracks on manual updates

The first version 1.0 was published on 30/01/2017 for the opening of the call for proposals.

Version 2.0. Publication date 13/02/2017.	
Previous version	New version
-	New chapter B/3.5 Risk mitigating measures
Numbering of the chapter B/3.5	Numbering of the chapter B/3.6
Numbering of the chapter B/3.6	Numbering of the chapter B/3.7
C/4.6 Administrative overheads will be reported as a fixed rate, <i>a maximum of 7 % of the total direct costs and 60 000 euros* per project and per partner.</i>	C/4.6 Administrative overheads will be reported as a fixed rate, <i>a maximum of 7 % of the total direct costs per project and per partner, excluding the costs related to the provision of infrastructure.</i>
Version 3.0. Publication date 19/05/2017.	
B/6.8 Annexes Annex 1) PARTNERSHIP STATEMENT Prepared and signed by the lead partner and each partner mentioned in the application.	B/6.8 Annexes Annex 1A) PARTNERSHIP STATEMENT FOR THE LEAD PARTNER AND PARTNER Prepared and signed by the lead partner and each partner mentioned in the application. Annex 1B) PARTNERSHIP STATEMENT FOR THE LEAD PARTNER Prepared and signed by the lead partner mentioned in the application.
B/6.8 Annexes -	B/6.8 Annexes Annex 4) STATEMENT FOR CO-FINANCING FROM OTHER SOURCES (if applicable) A statement, which identifies co-financing from other sources than project partners.
B/7.0 Submitting application The lead partner will deliver a completed application and its annexes as an electronic submission to PROMAS at <a href="https://promascbc.fi">https://promascbc.fi</a> and the whole document package in one signed paper copy to the MA by the announced deadline of a call they decide to apply.	B/7.0 Submitting application The lead partner will deliver a completed application and its annexes as an electronic submission to PROMAS at <a href="https://promascbc.fi">https://promascbc.fi</a> by the announced date of a call they decide to apply and the whole document package in one signed paper copy to the MA within ten (10) days of the electronic submission.
G. ANNEXES 2. To be submitted during the contract negotiation I. Financial identification ( <i>published later</i> ) II. Legal entity ( <i>published later</i> )	G. ANNEXES 2. To be submitted during the contract negotiation I. Financial identification II. Legal entity statement
Version 4.0. Publication date 07/11/2017.	
-	List of abbreviations.
C/4.5 Infrastructure investments	C/4.5 Infrastructure investments addition: In case of the standard development project, the total costs of the investments cannot exceed one million euros and they should be less than 50% of the total budget.
-	Part D, chapters 1-3.
G. ANNEXES 2. To be submitted during the contract negotiation I. Financial identification II. Legal entity statement	G. ANNEXES 2. To be submitted during the contract negotiation I. Financial identification II. Legal entity statement III. Partnership agreement (in case of Russian private entity as a partner) IV. Communication and visibility plan matrix