



# Ex-Post Evaluation of the South-East Finland – Russia ENPI CBC 2007–2013 Programme



## Oxford Research

Knowledge for a better society

Oxford Research is a specialized knowledge company focusing on the areas of industrial and regional development and welfare. Within these areas we work with knowledge and innovation systems, development of municipalities and regions, and social, educational, and labour market policies.

Oxford Research carries through evaluations and analyses, and offers consultancy on strategy. We also pass on our knowledge at different kinds of seminars.

We combine academic depth, excellent communication and strategic understanding.

Oxford Research was established in 1995 in Denmark. It has offices in Finland, Latvia, Norway and Sweden.

Oxford Research  
Fredrikinkatu 61 A  
00100 HELSINKI  
+358 40 7342 555  
arttu.vainio@oxfordresearch.fi  
[www.oxfordresearch.fi](http://www.oxfordresearch.fi)

# Table of Contents

Summary.....	3
1. Background.....	5
1.1 South-East Finland – Russia 2007 – 2013 ENPI CBC Programme .....	5
1.2 Carrying out the evaluation.....	6
1.3 Methods, data and reporting .....	7
2. Implementation and management of the programme.....	9
2.1 Organizational structure.....	9
2.2 Financial data.....	10
3. Relevance and consistency of priorities and projects .....	12
4. Results and impacts of the projects .....	13
4.1 Application rounds .....	14
4.2 Preparation of projects.....	15
4.3 Project implementation.....	16
4.4 Effectiveness and impact of projects.....	17
4.5 Programme management from the projects’ point of view .....	18
5. Regional impacts.....	19
5.1 Economic impacts.....	19
5.2 Impacts on networks, know-how and expertise .....	19
6. Programme’s impact on the cooperation between Finland and Russia .....	20
7. Case studies.....	20
7.1 GATE – Entrepreneurship Development in Gatchina District.....	21
7.2 Blesk.....	22
7.3 Rescop – Development of Rescue operations in the Gulf of Finland.....	24
7.4 Border-crossing development projects .....	26
7.5 DATIS.....	27
7.6 Green Hit .....	29
7.7 St.Petersburg – Savonlinna Ballet Days.....	31
8. Conclusions.....	34
ANNEX 1: List of funded projects (by priority). .....	37
ANNEX 2: Sources of Information.....	40

## Summary

Objective of the South-East Finland – Russia ENPI CBC 2007–2013 Programme was to promote the programme area's position as an integrated economic zone and a centre for transportation and logistics in order to strengthen its competitiveness and attractiveness to investors, as well as improving the state of the environment and the standard of living and welfare of its citizens. The objective was approached by funding 55 projects under three Priorities (Economic Development; Common Challenges; and Social Development and Civil Society). The South-East Finland – Russia ENPI CBC 2007–2013 was a development programme focusing on developing activities cross the Finnish–Russian border. The programme was financed by the European Union, Russian Federation and Finland.

This ex-post evaluation provides an independent overall assessment of the impacts of South-East Finland – Russia ENPI CBC 2007–2013 Programme. In addition to the primary evaluation questions concerning programme's relevance, consistency, value added, impact and sustainability, the evaluation shall also discuss programme's impact on the cooperation between Finland and Russia and regional impacts. The evaluation provides also recommendations to the implementation of future programmes.

**Relevance and consistency** of the Joint Operational Programme (JOP), its priorities and projects under each priority were assessed by comparing them to regional development plans and European level target setting (ENPI). According to our analysis all planned actions were relevant and consistent with the needs and objectives of regional development plans; and funded projects were well in line with the objectives described in the Programme. The programme produced **European added value** on several main objectives including promoting economic and social development, environmental issues, public health, and ensuring efficient and secure borders. If the Programme funding would not have been available the needs addressed by the projects would not have been met.

Most planned activities were conducted in projects and most of the objectives were achieved. It seems that most projects have reached their initial targets in terms of **results, Impacts and sustainability** of the projects and the whole programme is not as clear. E.g. border-crossing development projects have reached their objectives in terms of more smooth and safe border-crossings. They created sustainable structures for improving cross-border cooperation also in the future. However, immediate could not be measured due to changes in economic and political circumstances which decreased trade and tourism between Finland and Russia. Sustainability of projects aimed at improved cooperation is more difficult to show since they are based on development of networks or providing know-how. Their impact can be seen in longer timespan and even then they are difficult to measure.

Programme had positive impact on **local and regional development**. The project activities supported starting new companies, establishing information points to SMEs, new ways of organizing activities, and creating new networks on both sides of the border. Programme actions produced better conditions for economic growth and employment. According to all interviewees the programme's impact on regional development was positive. **Cooperation between Finland and Russia** improved during the

programme implementation through creating better connections and more constant cooperation across the border. These connections were created mainly between regional actors and offices.

Programme management was organized through the work of four main organizations: the Joint Monitoring Committee, the Joint Selection Committee, The Joint Managing Authority and the Branch Office in St. Petersburg. The **Joint Monitoring Committee (JMC)** consisted of equal number of members from both Finland and Russia. It formed a motivated cross-border cooperation oriented decision-making body which was capable of making decisions on all issues which were brought to discussion. It was in charge of making decision on project funding based on recommendations of the **Joint Selection Committee (JSC)**. The decision making process on project funding worked well and decision-makers were able to reach unanimous decisions in their meetings both in JMC and JSC. The **Joint Managing Authority (JMA)** was the responsible body for management of the programme. It was also the interface to project managers, press, and other external parties. According to all sources of information JMA managed well in all of its main duties. Project managers and JMC members were very satisfied with the JMA's work. The **Branch Office (BO)** in St. Petersburg received mainly positive feedback as well. It was considered to be an important link between Russian partners and the programme. Its tasks included advisory tasks to projects and project applicants as well as being a contact point and source of information on the Russian side.

Generally speaking the programme management succeeded well in its work. Most of the projects were concluded and they reached their targets in terms of produced activities and results. Also eligibility of costs did not seem to form a major problem for project managers. However, more than 5 million euros of project funding was unused due to several reasons, like difficulty to predict the need of resources in the application phase, changes in working environments of the projects caused changes, as well as administrative problems like organizational changes or financial problems, even bankruptcy.

Following paragraph points out some general **recommendations** for future programming. Some of them may be impossible or difficult to implement. However, they are based on the results of this evaluation and especially on the interviews of project managers and experts.

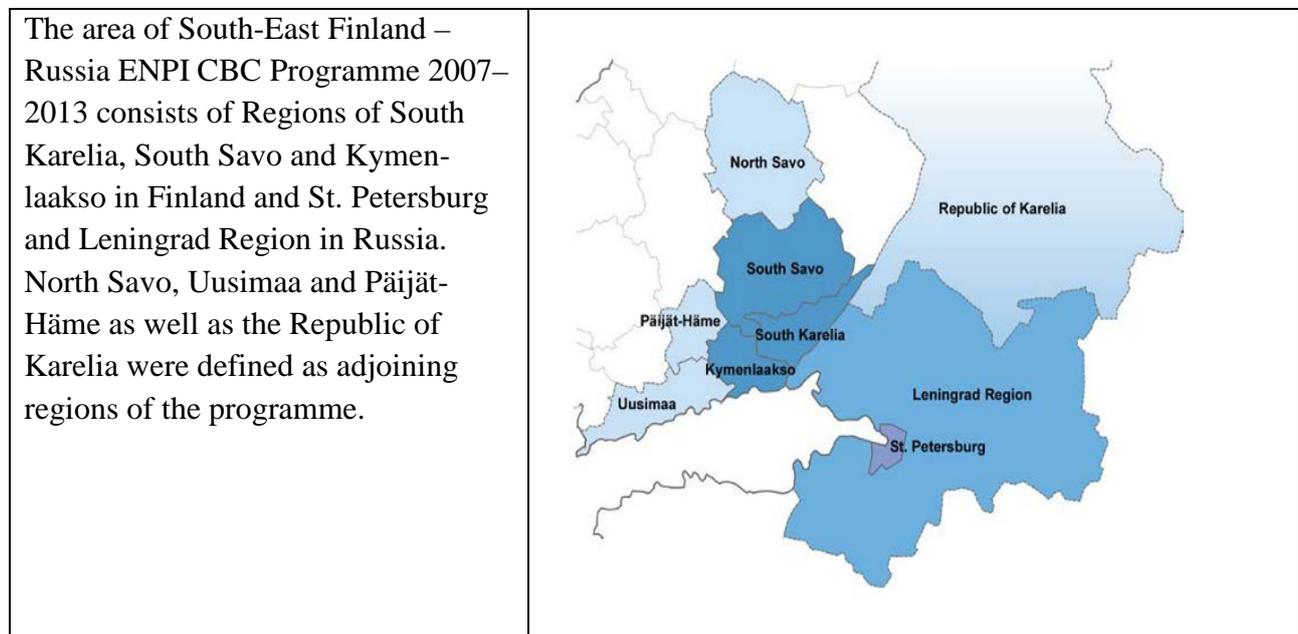
- (1) EMOS system (database for project applications and reporting) should be made more user-friendly. EMOS received good feedback for its reliability but not for its functionality.
- (2) Decision-making concerning funding of the project applications should be a bit faster. Long timespan between project planning and project implementation may cause problems due to changes in organizations or in circumstances.
- (3) Increasing the volume of connections between projects and programme management might prevent some problems at the end of the project implementation (e.g. unused funds). This was referred to also in monitoring reports.
- (4) It would be useful to maintain cooperation networks also after the projects end. Project partners can't be forced to do that but it might be useful to prioritize project applications which seem to lead to more permanent cooperation structures.
- (5) Differences between EU and Russia especially as it comes to legal questions (accounting, taxes etc.) should be more clearly informed to Russian applicants during/before the application process.
- (6) Developing availability of advance payments would support the project managers' work.

# 1. Background

## 1.1 SOUTH-EAST FINLAND – RUSSIA 2007 – 2013 ENPI CBC PROGRAMME

Objective of the Programme was promoting the programme area's position as an integrated economic zone and a centre for transportation and logistics in order to strengthen its competitiveness and attractiveness to investors, as well as improving the state of the environment and the standard of living and welfare of its citizens. The objective was approached by funding 55 projects presenting activities under the following three priorities. The South-East Finland – Russia ENPI CBC 2007–2013 was a development programme focusing on developing activities cross the Finnish–Russian border. The programme was financed by the European Union, Russian Federation and Finland.

**Figure 1.** Programme area of the South-East Finland – Russia ENPI CBC Programme 2007–2013.



The programme consisted of three Priorities:

1. Economic Development (with 21 standard development projects)
2. Common Challenges: Border crossing and the environment (with 18 standard development projects and 8 large scale projects)
3. Social Development and Civil Society (with 8 standard development projects)

Project selection was made in three Open Calls for Proposals. Altogether 47 standard development projects were selected through this procedure. Additionally eight Large Scale Projects were selected through invitation procedure.

Key decision making body of the South-East Finland – Russia 2007–2013 ENPI CBC Programme was the Joint Monitoring Committee with participants from all relevant ministries both in Finland

and Russia as well as Regional Councils and Centres for Economic Development, Transport and the Environment in Finland, and Regional Committees in Russia. As a Joint Managing Authority (JMA) the Council of South Karelia Region was responsible for the management of the programme. Programme had also a branch office in St. Petersburg. Its task was to support management bodies in the implementation of the programme.

Legal frame for the programme was formed by (1) Commission Regulation (EC) No 951/2007 of 9 August 2007 laying down implementing rules for cross-border cooperation programmes (CBC IR), (2) Regulation (EC) No 1638/2006 of the European Parliament and of the Council laying down general provisions establishing a European Neighbourhood and Partnership Instrument (ENPI Regulation), (3) Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities, and (4) Commission Regulation (EC, Euratom) No 2342/2002 laying down detailed rules for the implementation of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities.

Implementation of the programme is based on Joint Operational Programme (JOP) and Financial Agreement (FA) signed by the European Union and Russian Federation. Implementation process was guided by Practical Guide to Contract Procedures for EU External Actions (PraG), which explains the contracting procedures applying to all EU external actions.

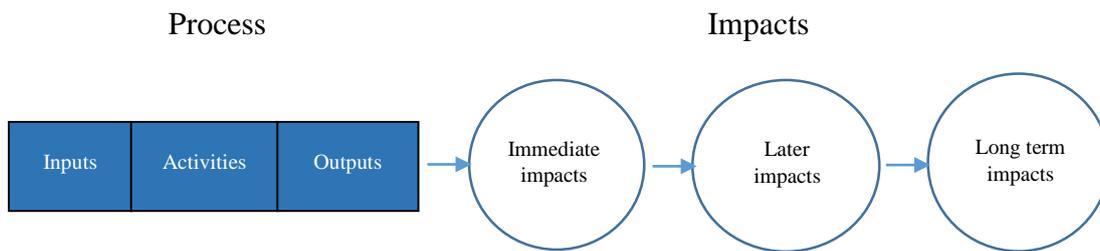
## 1.2 CARRYING OUT THE EVALUATION

The ex-post evaluation provides an independent overall assessment of the impacts of South-East Finland – Russia ENPI CBC 2007–2013 Programme. Its objective is to serve the decision makers. In addition to the primary evaluation questions the evaluation shall also discuss programme's impact on the cooperation between Finland and Russia in general as well as the programme's added value to the European level overall objectives. The evaluation provides also recommendations to the implementation of future programmes.

The evaluation is focused on the following primary questions: (1) relevance and consistency of the selected themes compared to the Joint Operational Programme, (2) results and impacts of each theme compared to the set objectives, (3) sustainability of the achieved results and impacts, (4) local and regional impacts concretized on both sides of the border, (5) effectiveness of the cross-border nature and its complementarity on programme as a financing instrument of implemented projects, (6) transparency, effectiveness and fluency of the programme administration, and (7) long-term impacts of the programme actions.

The total number of personal interviews was 25. They were targeted to programme administration members (8 interviews targeted to JMC, JSC, JMA, BO) and to project managers (17 projects). Personal interviews played a big role also in using the TBIE method for presenting how the results were achieved and in which circumstances it took place. This approach will be further deepened in case studies – which are partly built on the prior personal interviews but mainly written based on in-depth discussions with programme managers, project managers and other relevant parties.

**Figure 2.** Linear programme-theory.

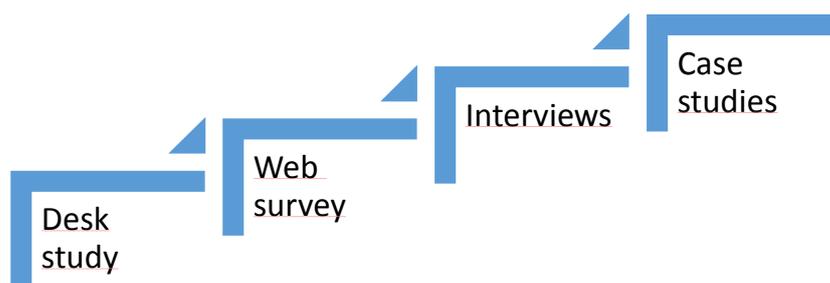


Evaluating the programmes' and projects' impact requires good understanding of the whole chain of actions from project inputs to long-term impacts of the programme. Figure 2 demonstrates the path from processes to impacts through different phases. This was the idea that was used also in interviews targeted to the projects. Therefore each of the interviews followed its own logic in order to produce the required information.

### 1.3 METHODS, DATA AND REPORTING

Different methods and sources of information were used cumulatively (Figure 3). The study was launched with a desk research of all relevant programme documentation. Focus was on going through guidelines and manuals, selection criteria, project applications, project reports, and other relevant material, Programme document for the period 2007–2013, Mid-term evaluation of cross-border cooperation programmes under the ENPI, and other relevant material.

**Figure 3.** Stepwise approach of data collection in the evaluation.



The second method of the evaluation task is the implementation of a web survey. It was directed to relevant actors in all 55 projects. This survey was sent to all project owners and their partners in order to assure a customer oriented approach where all voices can be heard. The web surveys were constructed in Finnish, Russian and English and they mainly addressed questions related to results and impacts of the programme.

Interviews was the third main method of data collection. Evaluating results and impacts of the programme required a highly qualitative approach. Interviews were conducted in order to understand how, where and why the results were achieved. This approach was drawn from the European

Commission's guidelines (Evalsed 2013) for using TBIE (theory-based impact evaluation) methods in Programme evaluation.

Interviews were conducted mainly as personal in-depth interviews at the location of the respondent or using ICT applications (e.g. Skype). Our experience is that personal in-depth interviews provide more thorough information and offer better chance to catch nuances of the respondents' answers compared e.g. to a telephone interview. Interviews both in Finland and Russia were conducted in the language of the respondent.

The fourth and last method of data collection was writing short case studies out of limited number of projects. They provide precise and informative analysis on single projects and their results and impacts – and what can we learn. Measuring the impact is difficult due to complexity of the operating environment. Understanding the whole impact required case studies to illuminate the change in practice. Varying external factors, constantly changing working environments as well as long timespan between activities and the expected impact made the task complicated. The best way to detect and to describe the impacts of the Programme was to approach the subject with in-depth case studies of relevant projects.

Case studies were chosen based on the covering all three priorities, two lead partner locations (Finland and Russia), and different sizes of budget. Therefore we created a sample of projects covering each aspect in the best possible way. Seven case studies are included with this report. They will give an overall description of the projects' abilities to create results and impact.

In addition to providing thorough data of the programme implementation the case studies enlighten the readers with thorough information on the practical situations of project planning and management as well as the circumstances where the development work takes place. They offer a possibility to learn from the previous experiences also during later programming periods.

Different methods of data collection were used to increase the reliability of our evaluation and give a better understanding of the programme. Evaluation was conducted in four parts:

- **Chapter 3** analyzes the relevance and consistency of the selected priorities, and projects under each priority, in comparison to the Joint Operational Programme.
- **Chapter 4** consists of evaluation of the results of the projects in comparison to their target-setting as well a preliminary analysis of their impacts.
- **Chapter 5** discusses regional impacts answering questions like how the impacts of each priority are concretized on different sides of the border.
- **Chapter 6** discusses the Programme's impact on the cooperation between Finland and Russia in general and what is its added value to the European level overall objectives.

Methods used in this evaluation were:

- Desk research; especially for Chapter 3.
- Web survey: especially for Chapter 4.
- Interviews: especially for Chapters 4, 5 and 6
- Case studies: especially for Chapters 5 and 6

Different methods and sources of information will be used cumulatively. Therefore e.g. data collection and analysis for Chapter 3 supports data collection and analysis in Chapters 4-6. This approach will be more thoroughly described in following chapters.

Results of the Programme evaluation are based on combination of different sources of information. The report is based on information collected in phases of desk study, internet inquiries, interviews and case studies. Therefore the evaluation advances from general to more specific level through analyzing the programme's actions, outcomes and impacts both on short and on long timespan.

## 2. Implementation and management of the programme

### 2.1 ORGANIZATIONAL STRUCTURE

Management structures of the programme are described here very briefly. More information is available in the programming document. This brief introduction is presented here in order to describe the position of different bodies in relation to each other and to clarify the meaning of the abbreviations JMC, JSC and JMA. Their work will be discussed more in detail later in this report.

Both Finland and Russia designated responsible national level ministries. The coordinating body for the whole programme was the Regional Council of South Karelia. Implementation of the programme was organized through work of Joint Monitoring Committee (JMC), Joint Selection Committee (JSC) and Joint Managing Authority (JMA). In brief:

1. JMC was responsible of programme level decision making on issues like budget allocations, monitoring activities of JMA and discussing issues like targeting resources. It consisted of both central level and regional level representatives from both participating countries as well as a representative of the European Commission. Its decisions were based on unanimity. Examples of its tasks are approving the work plan and monitoring the work of JMA, appointing members of JSC, making decision about the budget and suggestions for alterations to the programme as well as monitoring the progress of the programme towards its objectives. JMC also selected the projects to be funded based on recommendations made by JSC.
2. JSC was responsible of evaluating project proposals and providing recommendations to the JMC. JSC consisted of an equal number of experts from both participating countries. Their task was to make quality assessment of the applications and to make unanimous suggestion to JMC which made the final decision of funding projects. Project selections were made on "one basket principle". It means that JSC selected the best projects out of all available applications without taking into account the location of lead partner or any other issues related to the nationality of the applicants.

3. JMA took care of the practical programme implementation work. That included issues like opening application rounds, taking care of communication and information tasks, guiding project managers, preparing and signing the grant contracts as the Contracting Authority, organizing JMC and JSC meetings as well as taking responsibility of daily routines. Thus, JMA was responsible for the management and implementation of the joint operational programme in accordance with the principle of sound technical and financial management and ensuring the legality and consistency of its operations. These were just few examples of the JMA tasks – JMA was the interface between the programme administration and project managers.

The JMA established a branch office (BO) in St. Petersburg in 2011. The BO was responsible for ensuring contacts between the JMA and the participants in the Russian regions and other sectoral authorities. The branch office helped the JMA in the distribution of information to prospective beneficiaries on the Russian side. The JMA entrusted its branch office in Russia with tasks related to information activities for potential applicants with regard to issues such as applying for a grant, implementation of projects, contracting procedures, reporting, budget and payment issues, and supporting the activities of the JMA in Russian programme area.

## 2.2 FINANCIAL DATA

As discussed previously the programme was implemented through three Priorities. The aim of Priority 1 was promoting economic development through activities supporting e.g. SME and business development, trade and investment promotion, transport and logistics, research and education, innovations and technology, energy cooperation, tourism industry and rural development.

Priority 2 combatting common challenges related to border-crossing and the environment was targeted firstly to improve e.g. efficient and secure borders by improving infrastructure projects at border crossing points, improving equipment at border crossing points, promoting training and networking between border authorities; promoting efficient and secure controls and smooth border crossings and launching joint rescue actions such as accident risk management and emergency preparedness. Secondly it was targeted to support the environment and nature protection by promoting rational use and research in the field of natural resources and the implementation of sustainable systems of waste and water management and developing cooperation between industrial enterprises, SMEs, and R&D institutions in using environmentally safe and eco-efficient technologies.

Priority 3 enhancing social development and civil society was designed to fund e.g. actions promoting cultural exchange to strengthen the cooperation networks between cultural institutions and organisations and practical cooperation and exchange of arts and culture and promoting educational cooperation: student and teacher exchange as well as enhancing cross-border contacts between civil society organisations and NGOs to support mutual understanding and knowledge about the programme area.

The above mentioned list is not exhaustive. It is presented in order to give an understanding of the target setting in each of the Priorities. Programme's initial funding plan is presented in Table 1.

**Table 1.** Initial funding scheme.

	Community funding	Russian funding	Co-financing (FI)	Total
Priority 1. Economic Development	14 474 144	7 236 992	7 237 072	28 948 208
Priority 2. Common Challenges: Border Crossing and the Environment	12 664 876	6 332 368	6 332 438	25 329 682
Priority 3. Social Development and Civil Society	5 427 805	2 713 872	2 713 903	10 855 580
Technical Assistance	3 619 536	1 809 268	1 809 269	7 237 072
<b>Total</b>	<b>36 185 361</b>	<b>18 092 500</b>	<b>18 092 681</b>	<b>72 370 542</b>

The initial funding plan was altered during the programme period (Table 2). Funding share of Priority 1 was reduced from 40% to below about 18%, Priority 2 share raised from 35% to about 68 % and the share of Priority 3 lowered from the original 15% to below 7%. Also the share of Technical assistance was set down from 10% to about 8%.

Reason for the changes was that additional need for funding of LSP projects (Large Scale Projects) in Priority 2 on both sides of the border. On the other hand, interviews of JMC members showed that there were several reasons to make the changes. One of them was reasonably late launch of the programme and differences in demand of project funding for different types of projects. LSP projects in Priority 2 had shown need for additional funding. At the same time Priorities 1 and 3 did not have large numbers of high-quality project plans. However, JMC also decided that the Programme allocation spent on LSP projects should be limited up to 50% of the total Programme budget in its 3rd JMC meeting in June 2010.

**Table 2.** Funding scheme after reallocations.

	Community funding	Russian funding	Co-financing (FI)	Total
Priority 1. Economic Development	6 368 624	3 184 312	3 184 312	12 737 248
Priority 2. Common Challenges: Border Crossing and the Environment	23 737 597	12 656 118	12 656 118	49 049 833
Priority 3. Social Development and Civil Society	2 460 604	1 230 302	1 230 302	4 931 208
Technical Assistance	3 618 536	1 021 768	1 021 949	5 662 253
<b>Total</b>	<b>36 185 361</b>	<b>18 092 500</b>	<b>18 092 681</b>	<b>72 370 542</b>

About 5,5 million euros of funding was unused (Table 3). These resources were allocated to projects but for various reasons part of the funding was not reimbursed. This question was approached in interviews. Reasons for large amounts of unused funds were related to three main problems: difficulty to predict the need of resources in the application phase, changes in working environments, and administrative problems like organizational changes or financial problems.

**Table 3.** Unused funds at the end of the programme period.

	Total
Priority 1. Economic Development	1 531 592
Priority 2. Common Challenges: Border Crossing and the Environment	3 530 158
Priority 3. Social Development and Civil Society	395 903
<b>Total</b>	<b>5 457 653</b>

### 3. Relevance and consistency of priorities and projects

Based on analysis of the programme document it appears that it is well in line with actual regional development needs in the participating regions presented e.g. in Regional Strategic Programmes. Similar challenges and target-setting including enhanced cross-border cooperation and growing tourism as well as skills improvement and nature protection are presented as key development targets both in the ENPI CBC programme document and in Regional Strategic Programmes.

The alignment between target setting was actually to be expected due to the fact the regional decision makers were actively involved in conducting the ENPI CBC programme document. This fact was proposed also in expert interviews – according to JMC members the regional decision makers had a very strong role in preparation of the programme.

Mid-Term Evaluation of Cross Border Cooperation Programmes Under ENPI (2013) presents the same view. It states that “*Representatives of the participating countries ... agreed a set of priorities in line with the Strategy Paper objectives and the specific CBC needs of the programme area identified through consultations with national and regional stakeholders. The priorities, together with agreed measures prescribing the action to be taken, were spelled out in the Joint Operational Programmes.*” It seems that the programming process itself guaranteed the alignment between regional needs and ENPI CBC Programmes – not only in South-East Finland – Russia Programme but also in other ENPI CBC Programmes.

However, Mid-Term evaluation of ENPI CBC Programmes raises the question whether the Objective on Efficient and Secure Borders is always in line with the regional needs. Therefore this question was discussed in expert interviews conducted for this evaluation. Discussions with public authorities and experts in Finland and Russia show that in South-East Finland – Russia programme it was one of the key issues for the participating regions and for the development of the border region in general.

Consistency between with European level ENPI CBC objectives and the programme priorities was proven strong in the Mid-Term Evaluation. Consistency of the priorities and projects were considered to be at high level also in the South-East Finland – Russia ENPI CBC Monitoring Mission 2014 conducted by SACO / IBM BCS Belgium.

All in all it seems that relevance and consistency of the chosen priorities was good. The chosen priorities were well in line both with regional development needs and ENPI CBC objectives. Logically, the same conclusion can be made regarding the funded projects. This was verified by going through project plans and reports of a large number of funded projects and comparing their target setting and other project specific data to the programme document and its requirements.

These findings were later discussed with JMC members and programme officials (JMA and BO) in personal interviews. Apart from the point of view the conclusion was always the same: South-Finland – Russia ENPI CBC 2007-2013 Programme and all its priorities and projects addressed to relevant questions and they were consistent to European level target setting for improving cross-border cooperation.

## 4. Results and impacts of the projects

This chapter describes implementation of projects under the South-East Finland – Russia ENPI CBC 2007-2013 programme. In order to maintain an extensive approach also issues related to programme management (especially JMA) are discussed here. This choice was made in order to describe the programme implementation from one perspective, in this case from the applicants' point of view. However, data collected from different sources and in various phases of evaluation are being used in this chapter. Main sources of information are a web survey sent to all projects as well as interviews of project managers and members of JMA, JSC and JMC.

Web surveys were conducted at the same time in both countries. They were sent out to all known project partners. Web survey was launched in early April 2016 using e-mail addresses found in the EMOS system as well as additional contact information which was found in cases where partner or responsible position did not exist anymore. Several recipients had changed jobs, retired or changed e-mail addresses after registration of their e-mail addresses into the EMOS system. However, large number of inquiries reached their targets and more than fifty project partners completed the inquiry within five weeks after launching the web survey. About half of them (25) were submitted by Finnish project partners, half of them by Russian (27). The exact response rate could not be counted due to large number of those who never received the survey.

Other background variables in addition to the nationality of the respondents were not used due to the fairly small amount of replies (52). Splitting the data into smaller parts might have caused misunderstandings and insufficient reliability. However, the following discussion formed an interesting background to the latter phases of the evaluation by indicating the strengths and weaknesses of projects and the whole programme.

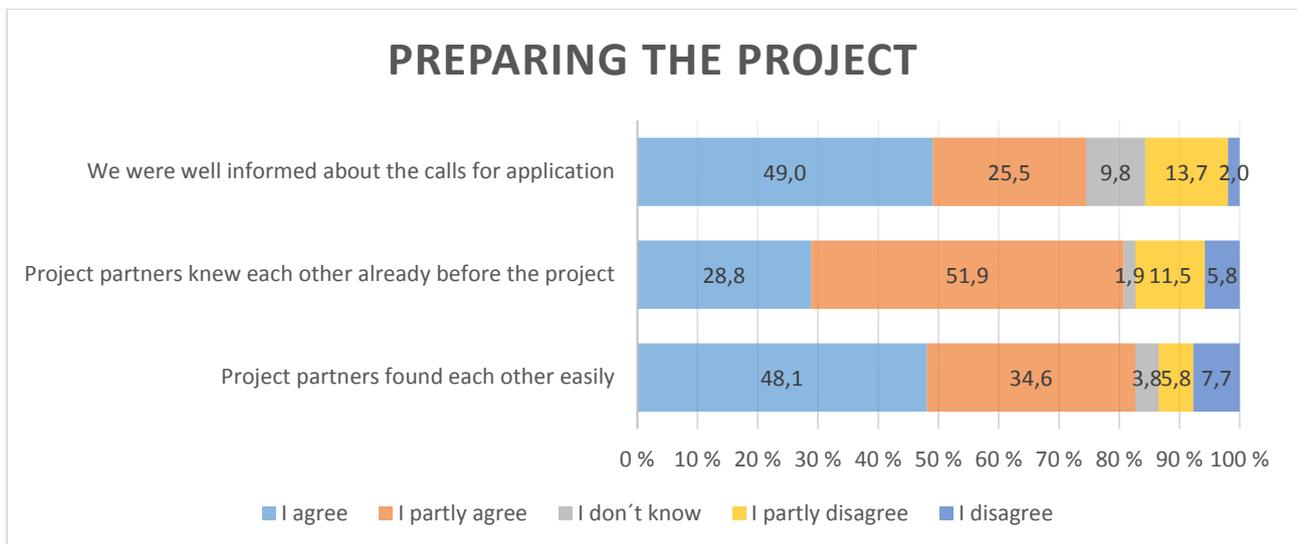
Following five figures show the distribution of answers on five main points of view. The first of them is targeted to project preparation phase, the second to planning and writing the project application, the third to project implementation, the fourth to projects' effectiveness and impact, and the fifth to programme management and payments. Each of them shows the distribution of answers on the whole survey material. There were some slight differences between the answers from nationalities of respondents. They will be discussed separately on each statement.

## 4.1 APPLICATION ROUNDS

The programme was implemented through three application rounds organized by the Joint Managing Authority (JMA). First of them took place in late winter and early spring of 2010, second almost exactly one year later in 2011 and the third in autumn 2011. Altogether 47 standard projects were launched based on project applications received in these three application rounds. Joint Selection Committee (JSC) was responsible for the initial project selection process. Their choices were later approved by the Joint Monitoring Committee (JMC). Joint Managing Authority (JMA) was responsible for practical tasks of programme management, contacts to the applicants and providing information and guidance to the projects. Project selection was based on so called “one basket principle” meaning that all funds were considered as one source and the project selection was made based on the quality of applications – not on the nationality of applicants. All funding of the standard development projects consisted of shares of the EU, Russia and Finland. Large Scale Projects with large investment shares were not funded over border.

The web survey shows that there were no major problems related to the application phase (Figure 4). Most respondents were clearly happy with the availability of information when the calls for applications were published. About 75 to 83 percent agreed fully or at least partly on the views related to statements presented. About 10% of the respondents answered “I don’t know” on the statement related to calls of applications. In this case it actually showed that not all of them were active in the project preparation phase.

**Figure 4.** Distribution of answers related to actions taken before submission of applications.



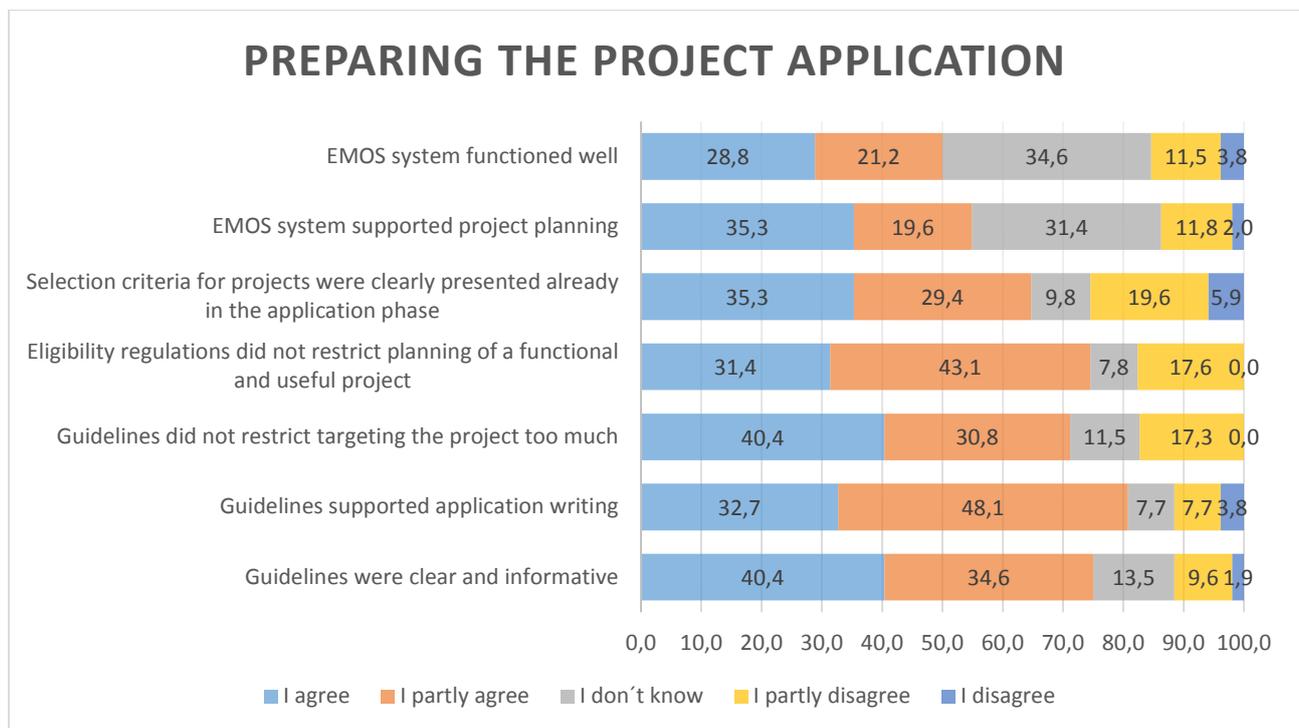
The Finnish participants had found it slightly more easy to find project partners than the Russian participants. Up to 96% of the Finnish respondents considered finding project partners as an easy task as only 71% of the Russian respondents shared the same positive view (answering I agree or I partly agree). According to the interviews of project managers and discussions with programme management this was mainly due to longer experience in cross-border cooperation and applying for EU funding on the Finnish side of the border. Project partners also knew each other before project

planning slightly more often in Finland than in Russia. The reason for this was the same: longer experience brings better connections. However, the difference between positive answers from Finland (88%) and Russia (74%) was not that remarkable after all.

## 4.2 PREPARATION OF PROJECTS

As it comes to phase of preparing the project applications (Figure 5) the degree of contentment showed clearly lower figures than in almost anything else. Especially functionality of EMOS system was not that highly appreciated. Most of the criticism was presented from the Finnish side of the border. In some cases applicants may also have expected more precise instructions in the application phase. However, that would not have been possible due to PraG instructions (Practical Guide to Contract Procedures for EU External Actions) which restricted the scope of advisory work to giving technical advice to the applicants.

**Figure 5.** Distribution of answers related to project application phase.



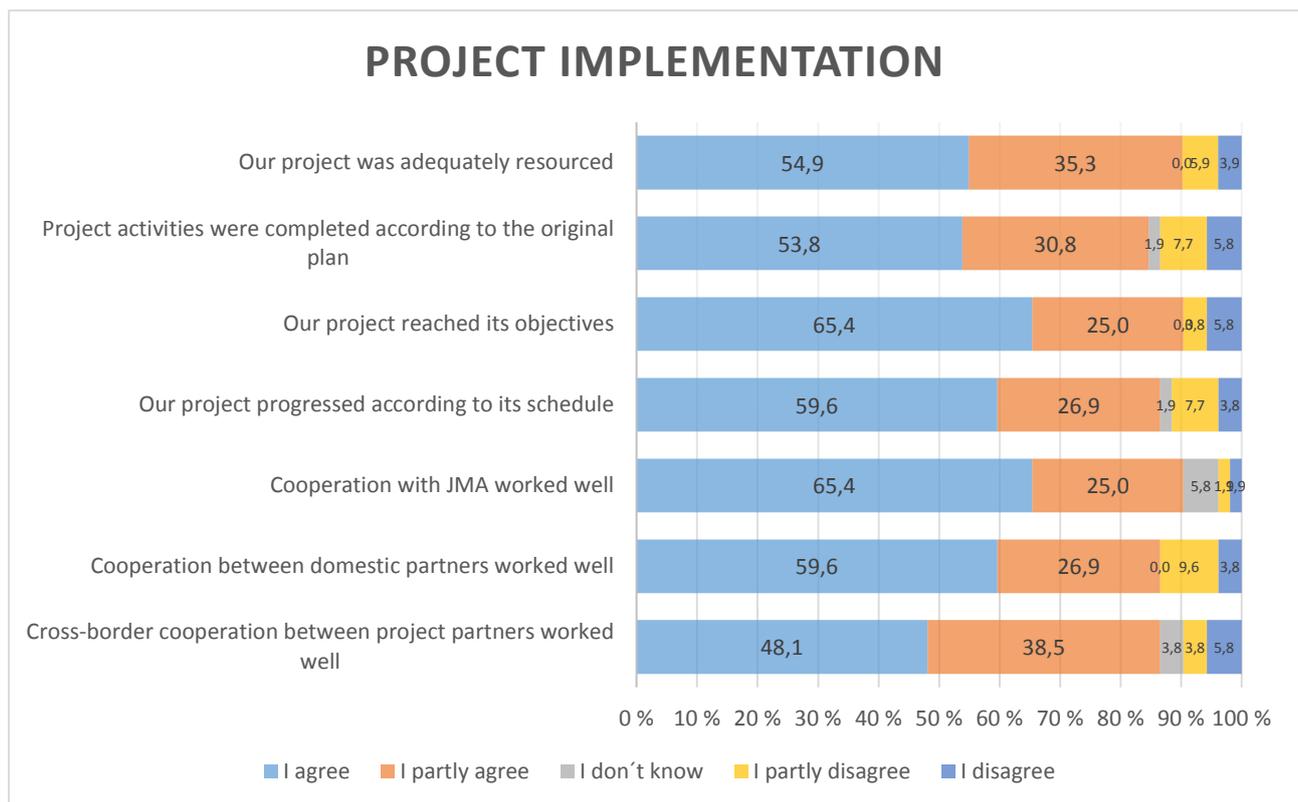
Reasons for criticism towards EMOS were further clarified in personal interviews. According to both project managers and the programme administration the EMOS system was considered to be reliable and robust – on the other hand it was described as clumsy and to some extent complicated to use. Some of the project implementers reported of overlapping parts in the EMOS system. However, none of the respondents stated that EMOS would have caused any severe problems for project planning or project management.

Most (70-80%) of the respondents shared the view that the guidelines were informative and supported application writing. Remarkable detail is that the Russian project partners were more often happy with the guidelines than the Finnish partners. The rates given from Russia were in average 10 percentage points higher than those from Finland. Based on interviews this probably indicates differences in expectations concerning the content of the guidelines.

### 4.3 PROJECT IMPLEMENTATION

Project implementation was widely seen as a very smooth and successful project phase (Figure 6). Large majority (up to 90% agreeing or partly agreeing) of respondents shared the view that cooperation with the Joint Managing Authority (JMA) was successful, projects were adequately resourced and they reached most of their objectives. There were almost no differences between Finland and Russia in this set of statements – however the Russians seemed to be even a bit more contented to the cooperation with the JMA than the Finns.

**Figure 6.** Distribution of survey answers related to the project implementation phase.



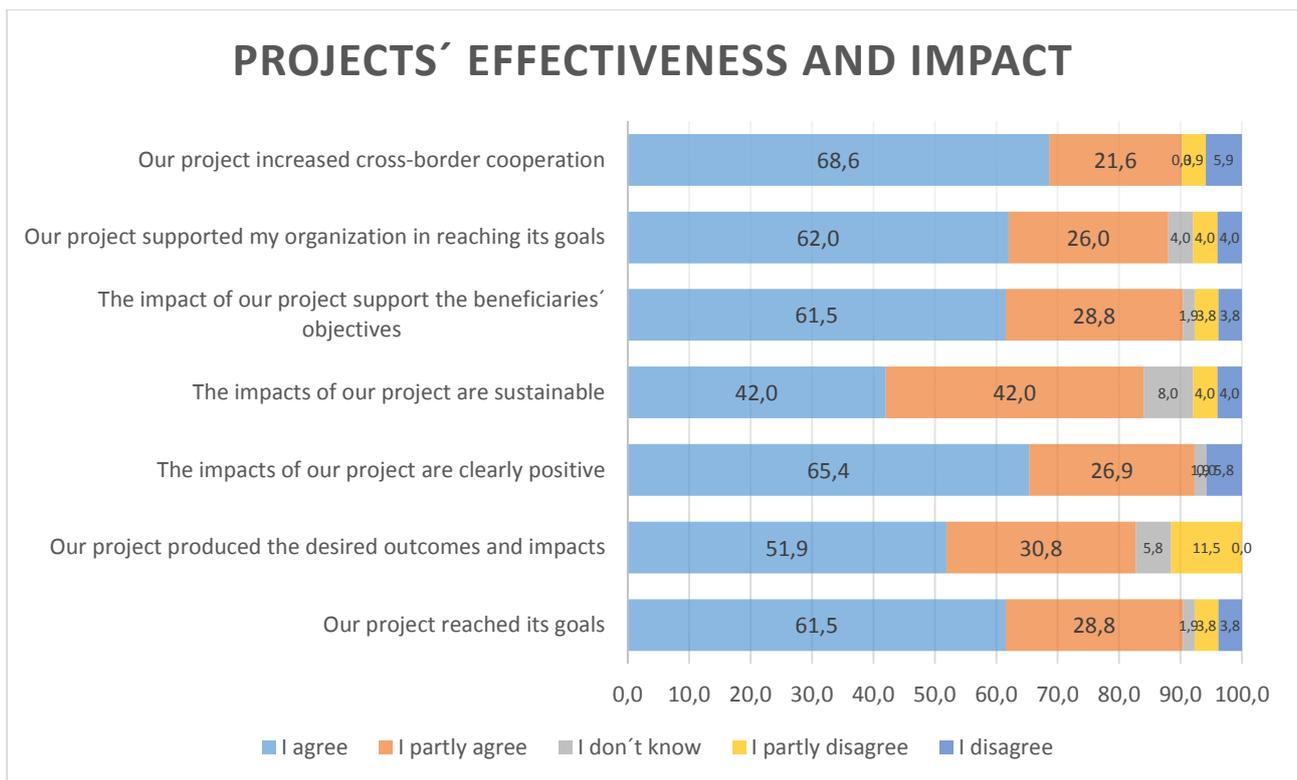
The same unanimity can be seen in cooperation both with domestic and cross-border partners, and following original schedules as well as availability of resources. Based on the survey most of the project partners consider the project implementation phase was quite successful.

#### 4.4 EFFECTIVENESS AND IMPACT OF PROJECTS

Most of the respondents consider their project fairly successful in terms of effectiveness and impact (Figure 7). The survey answers show that a vast majority of respondents consider that objectives were met completely or partly – and more than half of them answer that they agree with the statement on almost each and every point of view. The only statement in which there was some degree of uncertainty was the sustainability of the impact. About 42% fully agreed with the statement “the impacts of our project are sustainable” and another 42% partly agreed with the same question. Only some insignificant differences were detected in answers from Finland and Russia. The Finnish respondents considered more often that the project had reached its objectives. On the other hand they did not regard the reached impact sustainable as often as the Russian partners did.

Views on reaching project objectives were further discussed in the personal interviews of project managers. Some of them referred to difficulties in maintaining some forms of cooperation and cross-border partnerships after the end of the project. That was at least partly due to cultural differences and practical obstacles of cooperation.

**Figure 7.** Distribution of survey answers related to the projects’ effectiveness and impact.

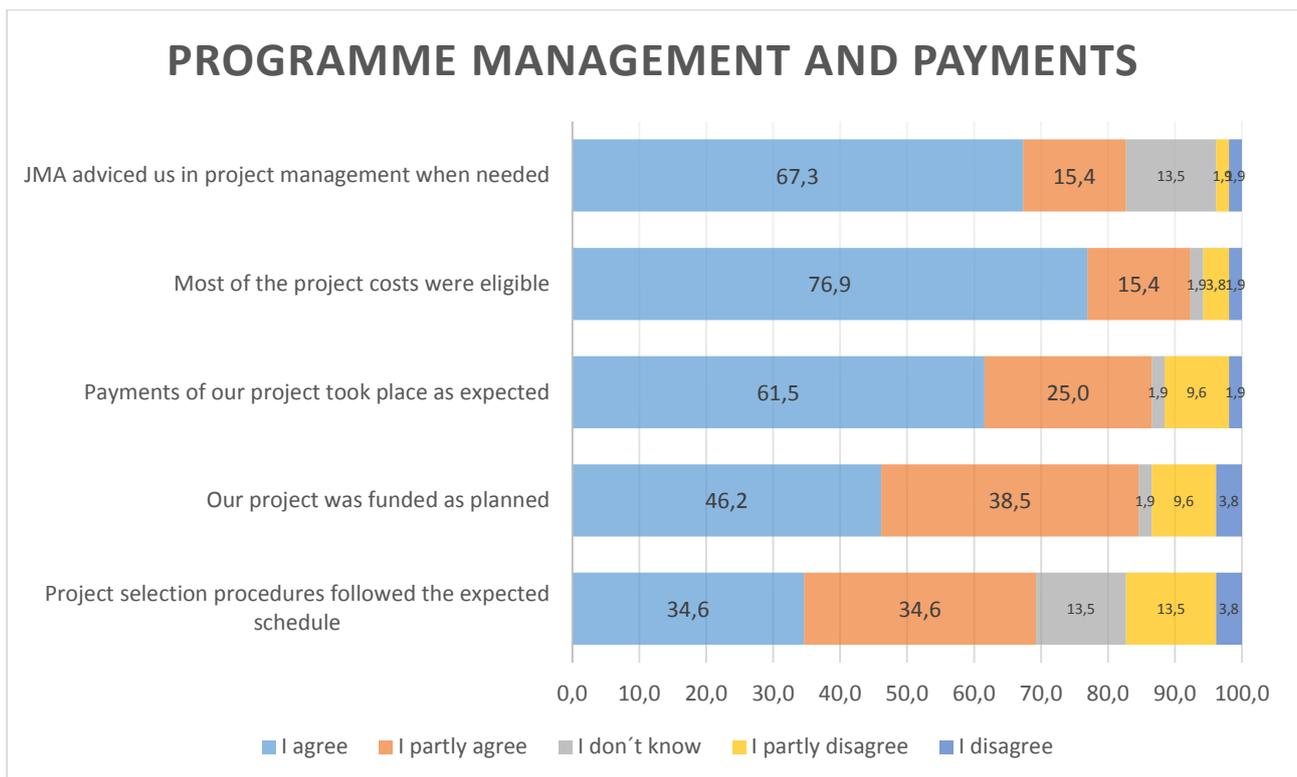


## 4.5 PROGRAMME MANAGEMENT FROM THE PROJECTS' POINT OF VIEW

Figure 8 shows that a clear majority of project managers were fairly satisfied with the actions of the programme management. In most cases the JMA was considered being able to advise the projects when needed and also the payments took place in expected timetable; and most of the projects' costs were considered eligible. However, it seems that the decision-making schedules have caused some delays to the projects. The project personnel considered in one case out of six that the decision-making took longer time than expected. Despite that about 70% of the respondents agreed or partly agreed with the statement "project selection procedures followed the expected schedule".

An interesting fact is that the Russian respondents were more satisfied with the decision-making schedules than the Finnish. On the other hand the Finnish project people considered more often that the project funding took place as planned. This question was raised in some of the expert interviews which will be discussed more precisely later in this report. However, it may be briefly stated that the difference may be caused by different expectations and different levels of experience of the past project work.

**Figure 8.** Distribution of survey answers related programme management and payments.



## 5. Regional impacts

### 5.1 ECONOMIC IMPACTS

Trade and tourism have decreased during the programme period due to economic and political crises. Therefore the economic impact of programme activities was overrun by unexpected changes in the operating environment. On the other hand the programme created lots of possibilities for future cooperation in various economic activities. As presented in the case studies (see Chapter 7) and list of funded projects (see Annex 1) several projects were launched in order to create new types of cooperation in fields where technological, commercial and administrative cooperation seems to have lots of opportunities. Renewable energy, nature preservation, road and maritime safety, RDI, tourism, ICT, cultural development and many other issues were developed and new networks and infrastructure was created for future cooperation. These changes support not only the present and past economic development but also future economic growth.

At the moment there are no remarkable changes which could be measured from regional or even local statistics. However, based on project specific data described e.g. in the case descriptions (Chapter 7) the impact on the economy was positive compared to a situation without any programme based cross-border cooperation. Improvements in logistics and cross-border relations as well as creation of new companies and new ways of cooperation between the companies and administrative bodies in both countries generate new possibilities for future growth in economic terms.

### 5.2 IMPACTS ON NETWORKS, KNOW-HOW AND EXPERTISE

Several development projects lead to enhanced exchange of expertise and new networks for changing information. Creation of new small enterprises in Russia and providing the new entrepreneurs know-how will probably cause some positive effects not only in economic terms but also through improved know-how. Positive results may be expected from improved personal level connections between units of public administration in both countries.

Projects funded from South-East Finland – Russia ENPI CBC 2007–2013 Programme have reached some impacts on regions' economic development. However, these impacts can't be reliably measured in terms of money or numbers of created jobs or new companies (even though there are some). It seems that the major impact will come in following few years as result of improved connections between companies, between public authorities, through exchange of know-how and experiences.

The border zone between Finland and Russia differs from many other border regions. Improvements in cross-border cooperation in this border zone may produce remarkable changes in conditions of economic, social and technical development.

## 6. Programme's impact on the cooperation between Finland and Russia

According to interviews of the JMC, JSC, JMA and BO members as well as discussion with project managers South-East Finland – Russia ENPI CBC 2007–2013 Programme increased the cooperation between Finnish and Russian actors both in public and private sectors – especially on regional and local level. The programme activities provided the participants with a chance for exchanging experiences and knowledge through practical target-oriented cooperation.

New ways of communication and cooperation improved cross-border networks between not only organizations but also between individuals. Improved personal level contacts may increase cooperation and exchange of views across the border and therefore create possibilities for future development. One example of this were the projects which were targeted to improve border-crossing points. The long-lasting cooperation between Finnish and Russian experts and public officials increased exchange of information and even personal connection across the border. According to an interview these connections have proven to be useful also apart from the project work.

One of the key impacts on Finnish-Russian cooperation was related to transfer of knowhow between Finland and Russia. Exchange of knowledge in business development, nature preservation or safety at sea are examples of practical regional level cooperation which improves the connections, relations and cooperation also on national level. Cooperation, communication and connections on different levels of administration will be useful also in development work of the future.

Improved logistics especially on border-crossing points as well as on roads and bridges near them are maybe the most visible result of cooperation. They have a positive impact also on cooperation since they make border-crossings easier and smoother – and therefore create improved physical conditions for cooperation.

As stated in the Mid-Term Evaluation, the European value added of the Programme depends on many factors which make it difficult to track the precise area and level of CAV (Community Added Value). However, it seems that if the Programme funding was not available the needs addressed by the projects would not have been met. Therefore we can conclude that the programme produced European added value on several main European level objectives including promoting economic and social development, environmental issues, public health, and ensuring efficient and secure borders.

## 7. Case studies

This chapter presents a set of case studies built following the project logic as described in Chapter 1.2. Each of them discusses inputs, outputs and results created in each of the selected projects – and finally reaching to assess short-term and longer term impacts.

## 7.1 GATE – ENTREPRENEURSHIP DEVELOPMENT IN GATCHINA DISTRICT

**Project:** GATE – Entrepreneurship Development in Gatchina District

**Priority 3.** Social Development and Civil Society

**Participating regions:** South-Savo and Leningrad region

**Budget:** 677 868 €

**Timeframe:** 1.1.2012–31.3.2014

**Partners:** ESEDU, South Savo Vocational College (Lead), Aalto University School of Business / Small Business Centre and Gatchina Municipal District Administration.

**Context:** Lack of entrepreneurship tradition in Gatchina Municipal District, especially in producing social care services, as well as lack of counseling services for new entrepreneurs in the region. Need of new ideas and tools to improve service production in preventive and rehabilitative social care.

**Objective (target):** Development of small and medium sized entrepreneurship in Gatchina Municipal District and increased interest and know-how related to business operations, identification and implementation of new innovations as well as commercialization of rehabilitative social care entrepreneurship.

**Inputs and activities:** Creating development partnership to aggregate, strengthen and assure the use of skills needed to strengthen entrepreneurship in Gatchina Municipal District. Providing knowledge of entrepreneurship as well as preventive and rehabilitative social care through development and training programmes as well as workshops organized in Mikkeli and Gatchina.

**Outputs:** Short training modules, targeted counseling, study visits, and work shadowing. Training in Start-up Entrepreneurship, New Venture Creation, Business Development Program for SMEs, Entrepreneurship in Social Sector and two training programs for Preventive and Rehabilitative Methods for Social Care Staff. Based on a project evaluation report the education programs within this project received very good feedback from the participants.

**Results:** Eight companies were started during or right after the project in Gatchina. Three of them are directly connected with social care services while the rest of them provide other services to tourists and local customers. Some of the companies employed the entrepreneurs only part-time. A municipal entrepreneurship support service office was launched at the end of project in Gatchina District.

**Impacts:** Some of the newly started companies in Russia have had difficulties at the early stage. Despite the number of new jobs is not very high the impact of the programme may grow later due to improved know-how in professional skills and entrepreneurship. According to a project evaluation the project GATE changed the way of thinking of many participants and increased interest to entrepreneurship in the region. Attitude towards entrepreneurship turned more positive and this may increase the number of companies in the future. Cooperation provided the Finnish partners increased contacts and networks which may turn out to be more profitable in the future.

**Sustainability:** Changes in attitudes and growth of business oriented thinking may lead to emerging of new companies in Gatchina Municipal District.

## 7.2 BLESK

**Project:** Blesk

**Priority:** 1. Economic Development

**Participating regions:** Kymenlaakso, South Karelia, South Savo, Leningrad region, St. Petersburg

**Budget:** 1 711 028 €

**Timeframe:** 23.3.2011 – 23.3.2014

**Partners:** Cursor Oy (Lead), St. Petersburg Foundation for SME Development, OJSC Technopark of St. Petersburg, St. Petersburg State Polytechnical University, Russian Association of Wind Power Industry, Kymenlaakso University of Applied Sciences.

**Context:** Need to deepen cross-border cooperation between SMEs in renewable, especially wind energy sector. So far, there have been cooperation in the region but not the roles of all the actors have been that clear. The unclear role for public economic development actors have been a reason that not all the potential of public-private cooperation can be utilized.

**Objective (target):** The general objective was to increase cross-border cooperation between South-East Finland and Russia in order to improve regions competitiveness in SMEs and renewable energy. More specific object for WP1 is to improve SMEs' know-how in importing business, creating 10 pilot cases to extend SMEs' pilot markets, establishing cross-border contacts for clients and partners, strengthening capacity of regional business services, launching Russian business center Rubicon in Kotka, and promoting regional investment potential. The specific objectives for WP2 are to overcome the barriers in co-operation in renewable energy sector, to create cross-border wind energy cluster with investments of hundreds of millions euros, to promote use of renewable energy especially bio energy and wind energy, to combine Finnish and Russian knowhow in the wind energy, creating a first wind energy farm in Leningrad region or St. Petersburg, implementing the pilot plant for bio energy to test selected innovation, to benchmark leading European wind power clusters.

**Inputs and activities:** WP1 included training for internationalization for SMEs, creating cross-border pilots for selected SMEs in cross border business, creating several events to support international business infrastructure, organizing three international innovation competitions, informal support like creating guides for international business investments, supporting business support network through training, benchmarking and sharing best practices as well as promoting cross-border investment potential by creating marketing material and participating investment events.

WP2 consisted of collecting information of renewable energy sector and publishing info material, promoting international wind energy cluster by networking events and creating cluster management model, starting a pilot project in wind energy for creating a wind energy farm, promoting wind energy and cross-border action in wind energy for customers.

**Outputs:** Training of 60 SMEs, research of "Development of technology parks, and public-private partnerships models for complex development of urban territories in EU and their capability of similar project in Russia", nine internationalization plans for SMEs, nine international business-to-business event with at least 200 participating companies, three guides for doing international business

including online actions, three training sessions for consultants and business support people for cross-border operations, Working plan and info material for Rubicon, registering at least three Finnish companies in Ingria and 3 Russian companies to Rubicon, Annual web contest “Web ready” for cross border SMEs, six road show events in Finland.

Analysis of current situation of Finnish-Russian wind energy, information package of wind energy for relevant stakeholders, proposal of legislation improvement and a study trip to Finland, implanting a pilot project aiming to create a wind farm in Leningrad region of St. Petersburg, pilot case in bio energy to test bio gas commercialization, at least 3 networking sessions for companies in wind energy sector, at least 5 contact and knowledge exchange events in Finland and Russia in renewable sector, at least 2 road show to promote wind energy in Russia and Europe.

**Results:** The project had tangible results. Evaluating the results was challenging because the project is not the only contributor to the results. In the renewable energy the impact was transferring the knowledge from Finland to Russia. The cross-border cluster did not emerge. In Finland the cluster has gone down due to the bankruptcy of lead company WinWind. On the other hand In Russian side the wind energy sector has developed significantly after the project. During the project and after it many wind energy farms have been built in Russia, also in Leningrad oblast. Blesk has contributed to that by transferring knowledge from Finland.

SME work package was successful. The Rubicon concept was created to support cross-border cooperation and Rubicon forum is still running and one of the most significant forum for SMEs doing business both in Russia and Finland. The cooperation model created for business development agencies continues now in MOCT-project funded by Ministry of Economy and Labor and it is being run by Invest in Finland. All in all, 5 Russian companies invested in Kotka-Hamina region during the project. Kotka-Hamina region is considered to be an interesting route from Russia to Western markets. Other way around the concept is not working – European companies are not interested to locate into region.

The competition “web-ready” is still running every year. Russian companies are still asking for Cursor same type of projects which were organized in the Blesk.

**Impacts:** The clearest leverage can be found in wind energy. Russian wind energy sector has grown in significant way during and after the Blesk project. However, Blesk was not only thing contributing the fast growth of wind energy in Russia but it has helped to transfer western knowledge to Russia.

**Sustainability:** Improved knowhow in renewable energy production has created possibilities for further development of wind energy especially in Russia.

## 7.3 RESCOP – DEVELOPMENT OF RESCUE OPERATIONS IN THE GULF OF FINLAND

**Project:** Rescop – Development of Rescue operations in the Gulf of Finland

**Priority 2.** Common Challenges

**Participating regions:** Kymenlaakso, Uusimaa, St. Petersburg, Leningrad region

**Budget:** 1 624 994 €

**Timeframe:** 22.03.2011–21.3.2014

**Partners:** Kotka Maritime Research Association (Lead), Kymenlaakso University of Applied Sciences, Aalto University – School of Engineering, The Finnish Lifeboat Institution, Admiral Makarov State University of Maritime and Inland Shipping, Regional Public Organization “Russian Voluntary Maritime Rescue Society KRONSTADT”, Saint-Petersburg State Marine Technical University, Central Marine Research & Design Institute Ltd., Committee for Nature Use, Environmental Protection and Ecological Safety, St. Petersburg State University, Division of International Baltic and Arctic Projects, Saint-Petersburg State Unitary Enterprise “PILARN”

**Context:** The sea traffic has been growing in the Gulf of Finland. That traffic includes vessels of different size; boats, yachts, tankers, passenger ships etc. Increased traffic has also increased the risk of accidents including the risk of oil spills. Prevention of maritime accidents, improvement of search and rescue services and strengthening oil combating systems are common challenges of the bordering countries. In the Eastern Gulf of Finland there have not been a strong culture of search and rescue activities. That has weakened the attractiveness of the region for leisure boaters.

**Objective (target):** The main objective of the project was to enhance Finnish-Russian cooperation regarding risk management to improve maritime safety and reduce transboundary environmental risks through research, development and training. The project aimed at strengthening the competitiveness and sustainable economic development of the maritime transport system around the Gulf of the Finland.

**Inputs and activities:** The core of the cooperation was to develop a voluntary based search and rescue and lifeboat association in Russia. Before the project, such association did not exist in Russia. The key activity was to train the voluntary SAR personnel.

In the wider context the activities included development of knowledge based tool for maritime transport risk management in various environmental condition, to create accurate models of ship movements in ice; to develop simulator based training and cooperation, to test the new curriculum in partner organizations; to improve safety and security level in the Gulf of Finland, to enhance capabilities of the newly established voluntary rescue services, to raise the prerequisites of the new Russian voluntary rescue service by training program between countries, to develop a training program for the rescue society, to develop investment program for required equipment; to establish and train voluntary land based oil combating team, to prepare a guidebook to give necessary base line

**Outputs:** In WP1: a report giving the statistics of small craft movement, a report based on the proposed risk assessment giving the evaluation of accidents in the Gulf of the Finland area, survey

for expected oil spills, risk control options will be listed and analyzed, the mathematical model for ship motion in ice and very tight waterways, the most likely point for accidents in Gulf of Finland. WP2: The crisis management simulator centers network between Russia, Finland and Estonia (based on several EU-funding projects) for oil spill prevention and rescue operation, a study of network for rescue: methodology of CMS Network implementation for rescue operations, a set of response scenarios and requirements to number and properties and of response resources will be identified. WP3: program and text book to train voluntary maritime rescues, navigators, etc. definition of pilot boat and necessary equipment, assessment of training vessel requirement, enhancement of SAR operation effectiveness of the Russia SAR units, enhancement of SAR operation effectiveness at the border zone of Russia, Finland and Estonia. WP4: the organization of land based voluntary oil combating teams, a study of the possibilities to use the voluntary rescue personnel having the motivation to participate the SAR and oil spill operations, practical field training for the volunteers, model training courses, an assessment of the oil spill combatting and spreading dynamics related to the task.

**Results:** The safety on the sea has improved especially in Russia. Before the project there was no such voluntary SAR culture like in Finland. Concrete result is that a voluntary SAR association was established in Russia. Another concrete results is the training of voluntary oil combat teams in Russia. The result seems to be relatively permanent even though the voluntary work in Russia is suffering from the lack of funding and for that reason it is not evident that those voluntary association can work according to their goals. So far that has not been tested in real situation.

The training material created in project is still in use at Admiral Makarov State University of Maritime and Inland Shipping. The project also extended the training simulation used at Ekami and Maravi. When it comes to results, those should be also evaluated in the long run. A key question, when Merikotka was established 10 years ago, was to improve oil spill response. That has improved over time and project by project.

**Impacts:** Better maritime safety improves conditions for travel. Long term target for improving SAR activities in Eastern Gulf of Finland is to increase the attractiveness of the region for leisure boaters. There is some evidence that more yachts are sailing to east – however, not only due to this project.

## 7.4 BORDER-CROSSING DEVELOPMENT PROJECTS

**Project:** Three Large Scale projects for Border Crossing Development on Finnish-Russian border

1. Imatra Border Crossing Development, budget 13 970 000 €
2. Nuijamaa Border Crossing Development, budget 3 000 000 €
3. Nuijamaa Border Crossing Development, Phase II, budget 1 130 000€

**Priority 2.** Social Development and Civil Society

**Participating regions:** South Karelia and Leningrad region

**Partners:** The Finnish Transport Agency (Lead). Finnish Customs, The Finnish Border Guard, Leningrad Oblast Road Committee (+ City of Lappeenranta (#2, #3), City of Imatra (#1), Senate Properties (#1, #2), Centre for Economic Development, Transport and the Environment in Southeast Finland (#3)).

**Context:** Insufficient capacity of the border-crossings had went on for years. It had caused delays and unsafety in border crossing both for transport of goods and tourism traffic.

**Objective (target):** Development of border crossing facilities in order to improve conditions for enhanced cross-border trade and transportation and tourism. Improved mobility and better connections across the border, and growth of trade. Development of local and regional economies through new business opportunities. Better safety in border-crossing areas.

**Inputs and activities:** Improvement of border-crossing points in cooperation between Finnish and Russian authorities. Planning and construction of physical border-crossing points including new lanes, parking areas, and buildings for customs and border guard.

**Outputs:** Improved and more efficient border-crossing facilities offering better, faster and safer connection across the border.

**Results:** The traffic between Finland/EU and Russia has become more fluent the transport and parking areas were extended and new lanes were built. From the final beneficiaries point of view this saves time and money. Improved overall efficiency of the border-crossing points.

**Impacts:** Short-term impact was better and safer conditions for border crossing as well as saving time both for passengers and transport. Long-term impacts of border-crossing development projects will depend on future traffic volumes in Finnish-Russian border. Political situation and especially the economic crisis with the devaluation of Russian ruble has caused decrease in the traffic volumes during past few years – therefore impact on the economy is unclear. Present capacity of the border crossings will be sufficient for several years even if traffic would start increasing again. Cooperation and dialogue between authorities in Finland and Russia was strongly improved during the process which will make future cooperation easier.

**Sustainability:** Improved infrastructure will serve effectiveness of border-crossing points for years.

## 7.5 DATIS

**Project:** International System Development of Advanced Technologies Implementation in Border Regions (DATIS)

**Priority 1.** Economic development

**Participating regions:** St.Petersburg, South Karelia, Uusimaa.

**Budget:** 1 064 620 €

**Timeframe:** 30.12.2011 - 29.12.2014

**Partners:** Ioffe Institute (Lead), Lappeenranta University of Technology and AALTO University

**Associate(s):** Centre for Support of Innovations LLC, NT-MDT JSC, Elfolum LLC, Ioffe LED LLC, Committee for Science and Higher Education of St. Petersburg, Committee for Economic Development, Industrial Policy and Trade of St. Petersburg

**Context:** Low competitiveness of innovative SMEs, low level of RDI and lack of some specific research equipment in St. Petersburg which is the second largest center of science and highest education in Russia. The new restrictions of the customs limit possibilities to export Russian high-tech products to the European Union and also limit the import high-tech products or equipment from EU to Russia. That is one of the reasons why many innovative SMEs prefer to start their business in the neighboring border regions. Not in Russia. Favorable environment for development of high technologies and products can be found in Finland but the introduction of advanced technologies is limited because of high costs for R&D.

**Objective (target):** Project's main target was development of a broad platform for long-term cooperation between Russian and Finnish science and business societies (HEI, RDI, SME) in order to transfer advanced technologies and to provide an effective use of partners' competences within the implementation of joint projects.

**Inputs and activities:** Joint research in the area of the principles of virtual laboratory and training on research equipment using Approach for Promotion through Experiment towards Market (APEM); setting up International Innovation Service Center and developing its web based component for providing relevant services and virtual networking platform for the target groups. Launching start-up companies and providing information and consultations in order to support their activities.

**Outputs:** Methodology for evaluation and prioritizing of Piloting joint research projects (PRP) and Approach for Promotion through Experiment towards Market (APEM) as methodology to promote results of experiments to competitive products; APEM methodology as supplementary material is published; 4 pilot start-up companies established; International Innovation Service Center (IISC) developed; center is responsible for internationalization of science and innovative business, providing virtual platform of intranet and extranet services which contain remote learning, virtual lab, remote consulting and business networking service; different conferences, workshops and exchange trips for talented students and young researchers organized; 5 science articles issued during DATIS project.

Output indicators are even better than planned in the beginning: more people involved, more workplaces created, thus e.g. we could say also higher impact. On the other hand, there are no clear data about sustainability yet.

**Results:** Established high tech start-up companies provide new workplaces and 8 piloting joint research projects initiated; created web portal Datis.pro is providing services for researchers' collaboration, educational activities and relevant experts' involvement in creation and participation in existing or new projects; launched International Innovation Service Center (IISC) which is using Datis.pro as a web-based platform links up with 276 users already in the end of the project.

**Impacts:** Launched under DATIS start-up projects have following positive impacts for environment and healthcare: power consumption reduction, new tools for air and water pollution control, possibility to diagnose sugar diabetes at early stage. There are no clear data measuring the impact of the project results to the regional development whether the aim of the project is achieved in long-term and the competitiveness of the innovative SMSs increased.

Development: There are ideas about further cooperation projects within the next programme. On the other hand, no real long-term benefit for the Finnish side identified therefore we see the risk of the sustainability and the expected cross border effect of the similar projects in the future.

**Sustainability:** Datis.pro web portal and its services are available. There is an expectation that IISC will operate after DATIS project termination and provide services according points of agreements e.g. it will be defining the prospects of commercialization in other innovation fields, establish cooperation/ business ties with relevant national and international networks and organizations and work out and implement effective financial mechanisms. Level of financial viability by the target groups and stakeholders will be increasing during next 1 or 2 decades because Russian and Finnish authorities understand all importance of innovative initiatives support. APEM methodology is made available during relevant events in Russia and Finland. After project life-time costs of maintenance are covered by self-financing (ICIS services, training courses), special (venture) funds (national and international); the objective is to attract resources from the other international programmes, state innovation development programmes.

Project team is already inactive because no one reacts on communication requests, results of the web-survey shows that the Lead partner has been satisfied with almost everything, including cooperation with partners, at the same time, checking of the Datis.pro, it seems that the platform is used by Russian part only e.g. there are new publications (the last one from April, 2016), but in Russian only, related to topics which concerns Russia and, probably, has a tendency to be used for different purposes which has no direct link to the project area.

## 7.6 GREEN HIT

**Project:** Green Hit: Renewable energy for small localities

**Priority 2.** Common challenges

**Participating regions:** South Karelia and Päijät-Häme, St.Petersburg and Leningrad region

**Budget:** 1 186 307 €

**Timeframe:** 01.01.2012 - 31.12.2014

**Partners:** Non-commercial partnership North-West Funding Service Centre (Lead), Lappeenranta University of Technology Finland, REK-International, Municipal formation Pashozerskoe village of the Tikhvin district of the Leningrad Region, Not-for-profit partnership Science and Technology Business Corporation, OOO Bazis-energo. Associate partner: Association of Wood Processing Industry and Renewable Energy.

**Context:** Environmental tension in the border proximity areas in both Leningrad Oblast and South-East Finland due to air pollution in Russia caused by differences in environmental standards and tools used in heat and power generation in both countries. Pilot district is one of the most economically depressed territories of Leningrad Oblast which does not have sufficient resources to assess the situation properly and start developing corresponding local strategies. Although it has all necessary preconditions for economic growth (road and the railway lines and connections, etc.) and is rich in natural resources with high potential in utilization of renewable wood fuel supplies.

**Objective (target):** To enable regional and local authorities and other stakeholders of Leningrad Oblast and Tikhvin district to improve their capacities and methods in relation to environmentally friendly renewable energy technologies thus contributing to healthier and qualitative life environment of the citizens of small localities of the Finnish-Russian neighboring area. The sub-objectives of the project are to introduce target groups with environmentally friendly renewable technologies motivating to substitute use of coal and oil with bio-fuel as well as to build sustainable partnerships between enterprises in order to exchange and transfer know-how in the biofuel based models for municipal heating facilities which suit demands of the small localities in rural areas.

**Inputs and activities:** Planned activities of the project were research on available facilities and options for the production and use of biofuel in the pilot-region, planning, establishment, equipping, making operational the pilot-project – Biofuel Heating facility, staff trainings, development of the training materials, dissemination activities about bioenergy, wood fuel production, storage and burning including round tables, study tours, publications, project website etc.

**Outputs:** Project produced following outputs: survey of municipalities and available facilities of biofuel production and use in the pilot region, research report of possibilities for biofuel production and use in the pilot region, feasibility study and technical documentation for the biofuel heating facility in the pilot municipality of Tikhvin district, established of the biofuel heating facility, trained more than 10 persons working in the new established facility and also from municipalities, 2 round tables, 3 workshops and 2 conferences conducted/participated, training and information materials elaborated and published, study tour to Finland organized, 1 leaflet (500 pc), 3 newsletters and 3

articles in mass-media published, project website developed, contacts between producers, suppliers and consumers established in order to attract advanced technologies and practices developed in Russia and Finland.

Analyzing project reports as well as interview with the project implementers, there are few additional remarks e.g. project has been complicate because of requested and not accepted budget changes (e.g. about increasing of the hourly rate of the salaries), unexpected necessity to change the location of the pilot-project etc. That caused delays of the implementation, remaking of the documentation related to the pilot-project, additional investments etc. The project was completed with delay which means all the activities were not implemented in a full amount during the project lifetime.

Partners faced a number of problems that led to the delay of the installation and revealed a number of factors that might influence the efficiency of this project: due to numerous changes of ownership of the generating facilities objects in the beginning of 1990's considerable amount of technical documentation was lost – this required additional efforts from subcontractors preparing project and design documentation for such objects; limited options to form the private-public partnerships in Russia; although the procedures of preferable taxation (incl. customs payments exemption) for the ENPI cross-border cooperation projects have been claimed by the Russian Government, actual mechanisms of providing such preferences are not working on the federal level; no legal background for stimulating renewable energy utilization for communal services is created in Russia (e.g., budget subsidies for RES generation objects construction and maintenance, “green” tariffs, etc.).

**Results:** Although the process of the biomass boiler house construction was not finalized within the project period, the project still ensured positive results – the awareness of local public, local and regional authorities, communal managing companies and heating experts about using of biofuel has been raised by the information and dissemination activities. A mapping of availability of the biofuel in at least two districts of Leningrad Oblast was formed on the base of actual studies of the situation. The decision makers of the Leningrad Oblast Government started to change the regional fuel supply policies paying more attention to the local RES, incl. consideration of long-term target programmes in order to change municipal heating systems from using fossil to biofuel. Even if it wasn't planned, networking and contacts for the further cooperation agreements among the producers and customers (municipalities) were created.

**Impacts:** The real impact of the project can be measured after few years when it will be visible if the project results have an expected result - decreased use of fossil fuel in local communities and cleaner territories due to utilization of waste wood in local forests; decreased costs of het production by using of more effective technical facilities requiring less efforts and costs for their maintenance, developed new supplementary businesses like wood chips production and bio-fuel equipment maintenance; manufacturers of bioenergy equipment and technology providers from both sides of the border etc.

Looking from the cross-border aspect, the main expected impact is environmental sustainability by transfer from the fossil fuel to the renewable energy and considerable reduction of the emissions of CO<sub>2</sub>, NO<sub>2</sub> and hard particles. Better management of the wood products (e.g. processing of the waste woods to the wood chips) will considerable reduce the methane emissions and fire threats in the cross-border territories.

**Sustainability:** The boiler house built within the project will be maintained as the main element of the district heating system of the municipality. There is also an agreement that two more municipalities are going to reconstruct the existing boiler houses to the new ones using biofuel during 1-2 years after the project life time<sup>1</sup>. Also the investment programme (initially developed for the previous target site in Tikhvin District) will be implemented in 2016. The positive show case of using biofuel for district heating in small localities raised considerable interest of the Oblast Government (Heat and Energy Committee) since the project result is in line with the overall Russian energy sector development concept till 2030 and other planning documents related to increasing of the renewable energy resources.

At the same time, one of the main risk in these type of projects is political, incl. lack of supporting legislation (e.g. regulations of PPP, unstable human resource policies at different levels; weak links between the local and regional levels of power). Lessons learned should be taken into account by the regional authorities, municipalities and potential investors in energy sector in further actions.

**Development:** Partners did find synergy with another project (SE562), also supported by the ENPI CBC programme; a potential of the further cooperation is identified.

## 7.7 ST.PETERSBURG – SAVONLINNA BALLET DAYS

**Project:** St.Petersburg - Savonlinna Ballet Days

**Priority:** 3. Social development and civil society

**Participating regions:** St.Petersburg, South Savo, Uusimaa, South Karelia, North Savo.

**Budget:** 597 350 €

**Timeframe:** 27.3.2012 - 26.12.2014

**Partners:** Non-profit Partnership “Dance Open Festival” (Lead), Savonlinna Opera Festival Patrons' Association. Associated partners: The Vaganova Ballet Academy, Ministry of Culture of Russian Federation, Finnish National Opera Ballet School, Tanssiopisto Sonja Tammela, Municipality of Savonlinna, Savonia University of Applied Sciences, Dance School La Carmencita, The Helsinki dance institute

**Context:** The project has been initiated by Russian lead partner in order create a new cooperation network in the specific area – ballet - in order to increase cooperation level in both sides of the border, to promote it, to share existing experience in the level of students and professionals, to find a new versions of the performances (e.g. dance technique, music, stages etc.).

**Objective (target):** Target was to promote ballet as an important sector of arts and culture in general as well as to motivate the young generation to learn ballet and modern dance, to improve their skills in cooperation with world-wide known experts. Tourism promotion was another important target.

---

<sup>1</sup> Information about the current status is missing; the contact person left her position in the LP's institution.

**Inputs and activities:** Project was focused on implementation of such activities like masterclasses for students of different age, exchange of experience among exerts, organizing of the common events e.g. Gala concert, promotion activities. Project had very long life time – 3 years which isn't a typical case for cross-border cooperation projects. At the same time, taking into account the specific area covered by project where repeating-type of activities are necessary, it helped to implement project. There was a risk of implementation because of two changes of the Finnish partner (once because of bankruptcy of the partner, the second time – because of the different understandings about the content of the project). Project activities e.g. Gala concert had high revenue covering most of the costs for organizing it. This fact raises a risk of sustainability of the project results.

**Outputs:** Series of Master Classes were organized in St. Petersburg and also in Finland where students were able to choose different coaches and methods, or fix with one coach and get the most profound result from one method. In Finland the classes were more concentrated around one particular technique still following different styles and skills. In the two final years of the project the Character Dance was added to the classical set of skills on demand of the participants. Medium level teachers and trainers got new rich experience, learn profound effective methods and increase their pedagogical level.

Ballet stars and students of both countries get new creative perspectives through new artistic international tandems e.g. for the Olavinlinna gala a number of ballet pieces were either created on purpose or reconstructed after a long silence. Thus, Olavinlinna castle and Savonlinna received the reputation of an artistic laboratory for the world ballet stars. If the tradition is continued, Olavinlinna could get a steady reputation of a stage where ballet stars may try something new and fresh, something that is not always possible in their companies with strict repertory.

New contacts between ballet professionals and students are achieved motivating to work hard in order to deserve an opportunity of the close cooperation with world-wide known ballet stars; the level of ballet education in both countries starts to increase; program areas, especially South Savo district's, attractiveness for tourists has considerably increased owing to high-level ballet star galas in the festival program. The cooperation between partners has identified real problems in the cross-border ballet management. New opportunities for Russian-Finnish ballet relations and ballet management were discussed in the media.

**Results:** The students, participating in the project, got a very strong training and improvement of their ballet skills, considerably increasing their possibilities to develop a professional carrier later on. The same can be stated about the teachers because the only way for a ballet teacher to increase its set of skills is practicing or assisting in the classes of other coaches and then implementing in practice what they learned.

New personal and professional contacts between ballet professionals and students and their parents created for the further individual cooperation, however, there is a deviation of expectations - the logic of the project did not allow the presence of parents during master classes therefore the link between teachers and parents might be too weak for most of students; only the most motivated ones will be working further together. The Internet page of the project turned out to be the least popular way of communication, almost all young participants preferred to use specific groups on social networks like Facebook instead and they proved to be there very active users.

**Impacts:** People-to-people links are established through personal contacts of young Finnish and Russian ballet students participating in master classes and also performing in a joint students Concert; they learned also communication in the situation of another language and another professional attitude which will be a value in their further professional life. Touristic attractiveness of the Savonlinna region and all the Program area is considerably enlarged thanks to the World Star Ballet Gala. Spectators came not only from all over the Finland, but also from abroad. World ballet stars got the new point at the European map to pay attention to.

**Sustainability:** At the moment new cooperation projects are not identified and there is a high risk that the achievement – attractive place for tourism because of high qualitative ballet performances – can be lost because of lack of investments for organizing. In the geopolitical context such projects like St.Petersburg-Savonlinna Ballet Days, of course, facilitates mutual understanding and tolerance in both sides of the border because culture is a commonly understandable language speaking about humanity; as the culture project with events attracting many visitors, this project can be stated as a good example of the publicity of the Programme as well.

## 8. Conclusions

Conclusions include a synthesis of all data collected in this evaluation. Therefore each of the following paragraphs contains information collected in desk research, web survey, personal interviews and case studies. Together they form a solid background for analyzing different phases of the programme. Following paragraphs present a short description of key issues of the evaluation, including relevance and consistency of the priorities and projects; implementation of the programme; activities, results, impacts and sustainability of the actions; and programme's impact to development of regional and to cooperation between Finland and Russia. The last paragraph presents evaluators' recommendations.

**Relevance and consistency** of the selected priorities, and projects under each priority were compared to the Joint Operational Programme (JOP). According to our analysis all priorities were clearly in line with the target setting of the Joint Operational Programme. They were also relevant to the needs and objectives of regional development in the Programme area. Also the projects which had received funding were well in line with the objectives described in the Priorities. Therefore it can be stated that relevance and consistency of the priorities and projects with JOP was found very satisfactory. It may also be pointed out that the programme itself was not very strict or limiting. However, that was considered to be a strength to the programme since its operating conditions changed during the programming period due to economic and political developments.

Implementation of the programme was discussed and analyzed in all phases of evaluation. Since the implementation process may be viewed from different perspectives the conclusions are presented here briefly from each perspective:

**Joint Monitoring Committee (JMC)** consisted of equal number of members from both Finland and Russia representing different levels and standpoints of decision making. According to the interviews of JMC members it formed a highly motivated and genuinely cross-border cooperation oriented body. Cooperation in the JMC worked well and it was capable of making decisions on all issues which were brought to discussion. One of the JMC's key tasks was making final decision on project funding based on recommendations of **Joint Selection Committee (JSC)**. The decision making process on project funding worked well and decision-makers were able to reach unanimous decisions in their meetings. However, some criticism was presented to the schedules of decision making - it took quite a while (several months) to get a positive decisions on funding applications. This was mainly due to the fixed decision-making procedures which required JMC to make final funding decisions based on the JSC's recommendations. Additionally, JMC's decisions had to be dispatched to the Commission's internal consultation process before the project could be launched.

**Joint Managing Authority (JMA)** was the responsible body for management of the programme. It was also the interface to project managers, press, and other external parties. According to all sources of information JMA managed well in all of its main duties. Project managers were satisfied with guidance during the project. They gave good feedback of the JMA being active (even proactive), supportive and friendly in its actions. Also JMC members were satisfied with JMA's work. JMA was considered

experienced and highly professional in its work. **Branch Office (BO)** in St. Petersburg received mainly positive feedback as well. It was considered to be an important link between Russian partners and the programme. Its tasks included advisory tasks to projects and project applicants as well as being a contact point and source of information on the Russian side.

Most of the projects were concluded and they reached their targets in terms of produced activities and results. Also eligibility of the costs did not seem to form a major problem for project managers. However, more than 5 million euros was returned unused due to several reasons. One of them was the difficulty to predict the need of resources in the application phase. Also changes in working environments of the projects caused changes, as well as administrative problems like organizational changes or financial problems (like bankruptcy). This kind of problems are difficult to handle with as the average size of project is fairly large and most of the projects are reasonably long-lasting. On one hand these features actually support successful project management but on the other hand they also make detailed financial planning difficult.

Evaluation of Programme's **Activities, Results, Impacts and Sustainability** were approached through several research methods: scanning existing project evaluation reports, web survey, and interviews of programme managers. Case studies (in Chapter 7) forms an interesting set of data describing the whole process from each project's point of view.

Most projects have carried out the planned **activities** and most of the **results** were achieved as well. Due to the diversity of projects and their targeted activities and aimed results only few examples are mentioned here: planning and construction of border-crossing points; organizing training or education or launching web portals; or organizing cultural cooperation are all just examples of well organized activities which also lead to first stage of results during and right after the projects (outputs). It seems that most projects have reached their initial targets in terms of activities and results.

**Impacts and sustainability** of the projects and the whole programme is more difficult to measure. That is partly due to the diversity of projects but it is also a question of changing circumstances and the nature of the created networks. It has become evident that e.g. border-crossing development (BCD) projects have reached their objectives in terms of more smooth and safe border-crossings – but it is very difficult to tell whether it developed regional co-operation or increased other cross-border activities very much. It is clear that the BCD projects created sustainable structures for improving cross-border cooperation also in the future. In this case project's impact is clearly positive and sustainable. However, its impacts are impossible to measure quantitatively.

An issue which seems to limit impacts and sustainability seems to be related to the nature of the cross-border networks. The project partners on both sides of the border are often fairly small organizations without sufficient resources (or will) to keep up the cooperation after the end of the project. Therefore the results sometimes turn to parts of regional work without any cross-border nature. This does not mean that the work would have been useless. However, keeping up the networks would strengthen also the sustainability of results.

Regional impacts and co-operation between Finland and Russia were approached using interviews of experts, state officials and experienced project managers.

Programme's impact on regions and **regional development** is positive. The project activities have supported exchange of knowledge which has led to starting new companies, launching information points to SMEs, learning new ways of organizing activities, and new connections between decision makers on both sides of the border. This kind of development produces better conditions for economic growth and employment – partly in short term but mainly in long term. The volume of this change is very difficult to measure due to other changes in economic conditions during the programme period. Therefore the question “what would have happened in the regions without the programme” remains unanswered. However, the interviewees consider the impact positive.

**Cooperation between Finland and Russia** has improved during the process. National and regional level officials reported that they have been able to create better connections across the border and that the cooperation has come to more practical level. These connections were created mainly between regional actors and offices and they produce better possibilities for future cooperation.

The programme produced **European added value** on several main objectives including promoting economic and social development, environmental issues, public health, and ensuring efficient and secure borders. If the Programme funding would not have been available the needs addressed by the projects would not have been met.

Following bullet points show some general **recommendations** for future programming. Some of them may be impossible or difficult to implement. However, they are based on the results of this evaluation and especially on the interviews of project managers and experts.

- EMOS system should be made more user-friendly. EMOS received good feedback for its reliability but not for its functionality.
- Decision-making concerning funding of the project applications should be a bit faster. Long timespan between project planning and project implementation may cause problems due to changes in organizations or in circumstances.
- Increasing the volume of connections between projects and programme management might prevent some problems at the end of the project implementation. This was referred to also in monitoring reports.
- It would be useful to maintain cooperation networks also after the project ends. Project partners can't be forced to do that but it might be useful to prioritize project applications which seem to lead to more permanent cooperation structures.
- Differences between EU and Russia especially as it comes to legal questions (accounting, taxes etc.) should be more clearly informed to Russian applicants during/before the application process.
- Developing advance payments would help project managers' work.

## ANNEX 1: List of funded projects (by priority).

Pr.	Contract number	Project title	Lead	Lead Partner	Budget €
1	2010-016-SE113	Ladoga Initiative	Fin	Ruralia Institute, University of Helsinki	594 917
1	2010-020-SE178	BLESK	Fin	Cursor Oy, Kotka-Hamina Regional Development Company	1 711 028
1	2010-010-SE312	Innovation and Business Cooperation	Fin	WIRMA	1 721 524
1	2010-028-SE400	Finnish-Russian Forest Academy preparation	Fin	Lappeenranta University of Technology (F)	250 000
1	2011-023-SE424	Efficient use of natural stone in the Leningrad region S-E Finland	Fin	Geologia research center (F)	947 137
1	2011-031-SE478	EdNet-Cross-border Networks and Resources for Common Challenges in Education	Rus	Corporate Training Systems	935 037
1	2011-045-SE490	Moving Towards Wellbeing	Fin	Lahti Region Educational Consortium	451 016
1	2011-021-SE502	EDUSTROI-Development of construction and real estate sector education	Fin	Edustroi Finland Ltd.	1 285 700
1	2011-052-SE549	Special crop education for economic development in North-West Russia and South-East Finland SPECICROP	Fin	MTT Mikkeli	500 000
1	2011-057-SE562	Arctic Material Technologies Development	Fin	Lappeenranta University of Technology	1 028 572
1	2011-012-SE604	International System Development of Advanced Technologies Implementation in Border Regions DATIS	Rus	Ioffe Institute	1 460 624
1	2011-009-SE631	Open Innovation Service for Emerging Business - OpenINNO	Rus	Association of Centers for Engineering and Automation	860 620
1	2011-025-SE635	Digital Sphere - A Finnish-Russia ecosystem for television over broadcast and Internet	Rus	Saint Petersburg Electrotechnical University LETI	1 671 060
1	2011-047-SE653	Cross-Border Road Traffic Safety	Fin	The Finnish Transport Agency	1 318 000
1	2011-087-SE691	Cross-Border Photonics Initiative	Rus	Saint-Petersburg National Research University ITMO	693 013
1	2011-107-SE707	EcoPark	Rus	St.Petersburg state budgetary institution "Management of construction projects"	576 434
1	2011-095-SE688	Finnish-Russian Forest Academy - Extension and Piloting	Fin	Lappeenranta University of Technology	483 392

1	2011-091-SE693	EFEM - Efficient Energy Management	Fin	Lappeenranta University of Technology	396 740
1	2011-100-SE718	LENEDU - Education of employees in construction and real estate sector in Leningrad Region	Fin	Edustroi Finland Ltd.	973 078
1	2011-075-SE726	WOPE - Wood procurement entrepreneurship	Fin	Mikkeli University of Applied Sciences	537 809
1	2011-074-SE703	IMU - Integrated Multilingual E-services for Business Communication	Fin	University of Helsinki, Palmenia Centre for Continuing Education	603 814
2	2010-001-SE107	Rivers and fish - our common interest (RIFCI)	Fin	Centre for Economic Development, Transport and the Environment for S-E Finland	1 486 200
2	2010-024-SE248	RescOp - Development of rescue operations in the Gulf of Finland	Fin	Kotka Maritime Research Association	1 624 994
2	2010-018-SE380	Two-way Railway cargo Traffic via Imatra/Svetogorsk Border-crossing Point	Fin	Imatra Region Development Company Ltd	346 847
2	2010-002-SE391	Envi Info-Centre for Enterprises	Fin	Mikkeli Region Business Development Centre Miset Ltd	893 138
2	2011-029-SE465	ECOFOOD	Rus	St.Petersburg Chamber of Commerce and Industry	445 376
2	2011-033-SE497	Climate Proof Living Environment (CliPLivE)	Rus	SC Mineral	568 497
2	2011-027-SE500	Waste Management	Rus	St.Petersburg Informational and Analytical Centre	861 463
2	2011-022-SE511	TOPCONS	Fin	Kotka Maritime Research Association	1 716 755
2	2011-010-SE512	Green Hit: Renewable energy for small localities	Rus	Non-Commercial Partnership North-West Funding Service Centre (FSC)	1 186 307
2	2011-028-SE558	Clean Oil (CO) - Improvement of waste management in North-West Russia 27and South-East Fin28land	Rus	Ecotrans JSC	820 018
2	2011-046-SE590	Imatra-Svetogorsk RBCs' Development	Fin	The Finnish Transport Agency	824 000
2	2011-106-SE704	Intercluster Laboratory on Environmental Protection and Risks Assessment (ILEPRA)	Rus	Saint-Petersburg Chamber of Commerce and Industry	565 695
2	2011-105-SE747	Ecologically Friendly Port	Rus	Russian State Hydro-meteorological University	570 140
2	2011-101-SE717	Clean Rivers to Healty Baltic Sea	Rus	Administration of Luga Municipal County	683 796
2	2011-092-SE748	EMIR- Exploiting Municipal and Industrial Residues	Fin	Lappeenranta University of Technology	505 287
2	2011-078-SE670	Step to Ecosupport	Fin	University of Helsinki, Palmenia Centre for Continuing Education	543 321

2	2011-086-SE680	WINOIL	Fin	Kotka Maritime Research Association	693 353
2	2011-090-SE709	Regional Development and Spatial Planning in the area of Eastern Gulf of Finland	Fin	Regional Council of Kymenlaakso	100 000
2	2011-061-LSP_SE768	Imatra Border Crossing Development	Fin	The Finnish Transport Agency	13 970 000
2	2011-062-LSP_SE769	Nuijamaa Border Crossing Development	Fin	The Finnish Transport Agency	3 000 000
2	2011-064-LSP_SE770	Vainikkala-Simola Road Rehabilitation	Fin	The Finnish Transport Agency	6 800 000
2	2011-068-LSP_SE771	Development of the Imatra-Svetogorsk International Automobile Cross-Border Point and its approach roads (Bridge across Storozhevaya river at the Vyborg-Svetogorsk road)	Rus	The Road Committee of the Leningrad region	7 600 000
2	2011-066-LSP_SE772	Reconstruction of the Ihala-Raivio-State border road, km 14-km 28	Rus	Public Institution of the Republic of Karelia "Roads Administration of the Republic of Karelia"	4 000 000
2	2012-002-LSP_SE774	Nuijamaa Border Crossing Development, Phase II	Fin	The Finnish Transport Agency	1 130 000
2	2011-069-LSP_SE775	Reconstruction of the automobile BCP Svetogorsk	Rus	The Federal Agency for the Development of the State Border Facilities of the Russian Federation	1 900 000
2	2013-001-LSP_SE776	Improvement of the Vyborg-Lappeenranta road	Fin	The Finnish Transport Agency	500 000
3	2010-003-SE141	Empowerment of Families with Children	Fin	University of Helsinki, Palmenia Centre for Continuing Education	1 320 736
3	2010-030-SE280	Castle to Castle	Fin	University of Eastern Finland	1 349 197
3	2010-031-SE332	Step Up - Cross Border City in Action	Fin	City of Lappeenranta	991 171
3	2010-021-SE396	Improving Social Services	Rus	Non-Commercial Partnership North-West Funding Service Centre (FSC)	770 480
3	2011-058-SE425	Cross-Border Citizen Scientists	Fin	Lappeenranta University of Technology	256 258
3	2011-026-SE450	St.Petersburg-Savonlinna Ballet Days	Rus	Non-Profit partnership 'Dance Open Festival' (R)	597 350
3	2011-043-SE499	Entrepreneurship Development in Gatchina District –GATE	Fin	South Savo Education ESEDU	677 868
3	2011-089-SE754	Imatra-St.Petersburg: Cultural Flow	Fin	City of Imatra	483 748
	Total				77 059 986

## ANNEX 2: Sources of Information

CBC Monitoring reports of Large Scale Projects (LSPs) (2014).

European Commission (2012). On-the-Spot Verification of the Joint Managing Authority for CBC Programme South-East Finland – Russia.

European Commission (2013). Mid-Term Evaluation of Cross Border Cooperation Programmes under the European Neighbourhood and Partnership Instrument (ENPI) 2007-2013. Final Report, Volume 1.

European Commission (2014). European Neighbourhood and Partnership Instrument. Overview of Activities and Results.

European Neighbourhood & Partnership Instrument (2007). Cross-Border Cooperation Strategy Paper 2007-2013.

Evalsed (2013). The resource for the evaluation of Socio-Economic Development - Evaluation guide Guidelines and Instructions to three application rounds.

Ongoing Monitoring Reports and Project Synopses of several Standard Projects (2011–2013).

Personal interviews of members of JMC, JSC, JMA and BO in spring 2016.

Personal interviews of project managers in Finland and Russia in spring 2016.

Project evaluation reports (2012–2014) of several projects.

Programme document: South-East Finland – Russia ENPI CBC 2007-2013 Programme. Endorsed by the Joint Monitoring Committee on the 24 May 2012.