



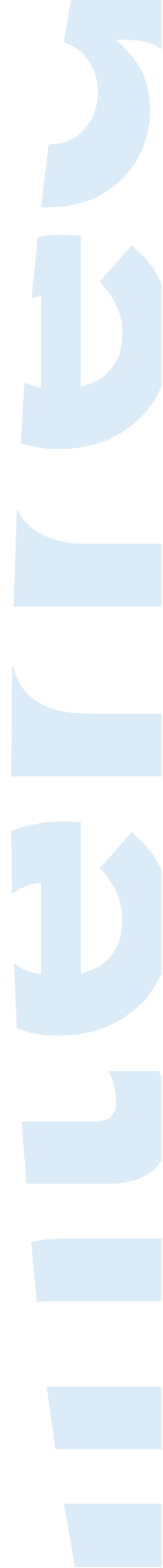
GUIDE FOR FILLING IN THE APPLICATION FORM - 5TH CALL

Central Baltic Programme 2014-2020

Version 5.0 (15.8.2019)



European Union
European Regional
Development Fund



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INTRODUCTION

Small and regular projects

The programme has two types of projects: small and regular projects. The characteristics of the two types of projects have been presented in the Programme Manual. Based on the characteristics of your project, you will apply either as a **small project** or **regular project**.

For both types of projects during 4th call 1-step application procedure is used and the full application should be completed and submitted.

A new simplified cost option for the 5th call

In the 5th call, the Central Baltic programme will introduce a new simplified cost option (SCO) possibility, which is called a 40% flat rate. This possibility is defined in the EU regulation, and its purpose is to simplify checking, certifying, and paying of the eligible costs for projects part-financed by the European Union, in this case the European Regional Development Fund. When using this method, a project will provide a detailed calculation of staff costs, and the other project costs will be calculated as a 40% share of the eligible staff costs of the project. Thus, the project budget finally consists of only two types of costs: Staff costs and costs under the flat rate.

For whom?

The use of the simplified cost option is voluntary. It will, however, not be possible for all types of projects. The suitability of it for any given project depends on the activity structure of the project. Typically, it is not suitable for projects that are heavy on investments, or which have a low share of salary costs. If a project chooses to apply the SCO, it must be applied for all project partners. Each project planning to utilise the SCO must carefully plan the project budget to determine the suitability. The project must also discuss it with the Joint Secretariat during the mandatory consultation.

How to apply?

Applying the 40% flat rate must not be a starting point for the planning of a project, but the project activities and needed resources should be planned first, and only after this is done, the project should see whether or not the use of the 40% flat rate seems feasible. If yes, the project partners must discuss and agree on indicating their joint interest to use it. This must be indicated by each partner separately in the Partner Contribution Statement, and also by the Lead Partner in the Confirmation Letter.

The projects should be aware that the 40% flat rate is calculated from the project staff costs. Applying the SCO does not mean that the project budget would consist of 60% staff costs and of 40% other costs. For example, if a project has budgeted a total staff cost of 600 000 euros, the flat rate will be 40% of that sum, in this case 240 000 euros. Thus, out of the total budget of the

project, in this example 840 000 euros, the actual share of the costs under the flat rate is 28,6 %.

The Lead Applicant will fill in the project application in eMS normally. Project activities and especially their timeline must be planned and presented in enough detail to enable efficient project monitoring. All projects must provide a full budget in the initial application form. If a project has indicated interest in using the SCO, the JS will assess the suitability of it. To be able to assess the reasonability of the staff costs with respect to the activities, a separate attachment regarding staff costs, staff tasks and their connections to the project work plan may be requested. After this, the Joint Secretariat will decide whether the use of the SCO for the project will be recommended. The final decision will be made by the programme Steering Committee upon approval of the project. If the use of the SCO is approved, the project application will be transferred to a new application form with a budget structure compatible with the SCO.

Reporting

Reporting of project activities and achievement of project results and outputs is done as usual, but the implementation of project activities in the planned timeframe will be more closely monitored. Regarding financial reporting, a project will only report staff costs. In the First Level Control only the staff costs are checked, and 40% of the approved staff costs will be paid to the project as flat rate costs. The project does not report invoices or book-keeping about the costs that are under the flat rate.

Even though the truthfulness of the flat rate costs is not monitored, the project partners must comply with relevant EU and/or national rules and regulations as well as all programme rules regarding for example public procurement and information regulations, avoid conflicts of interest and follow the principles of sound financial management. The project partners must retain all official files, documents and data about the project in a safe and orderly manner for possible audits.

Key points to consider regarding the use of the SCO:

- Discuss the suitability of the SCO to your project structure with your partnership, carefully considering the benefits and limitations
- Plan the staff tasks very carefully - e.g. staff positions and related responsibilities at different stages of the project
- Make a clear, concise work plan, carefully breaking the project plan down to activities and deliverables
- If you have any questions, contact the Joint Secretariat

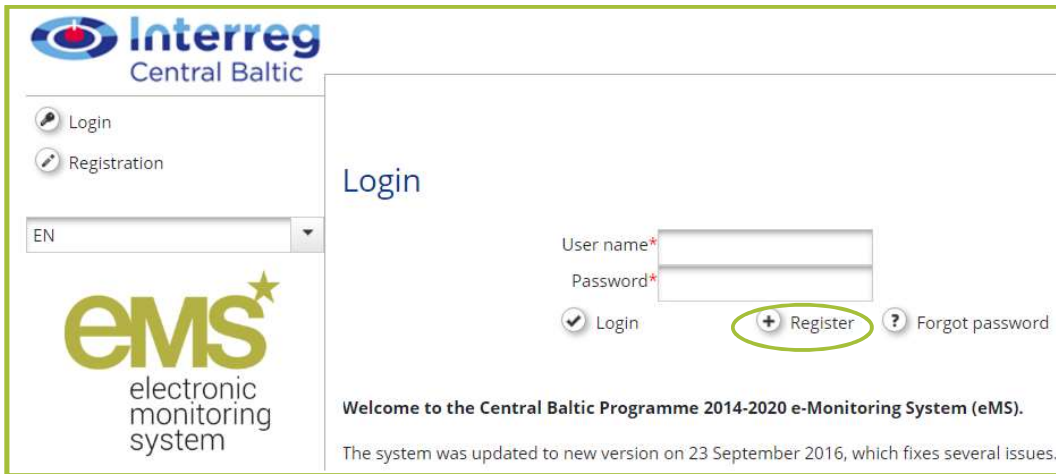
The eMonitoring System

For the period 2014-2020 the Central Baltic programme is using the eMonitoring System (eMS) for receiving applications and for the implementation and monitoring of the approved projects.

The eMS is a monitoring system developed by INTERACT for INTERREG programmes. It is a web based application that is used with a web browser. The two newest versions of Internet Explorer, Chrome and Firefox are supported.

Access to the eMS

To access eMS go to <http://ems.centralbaltic.eu>. Firstly, the lead applicant must register by clicking on 'Register' (Figure 1) and then fill in the requested information (Figure 2).



Interreg
Central Baltic

Login
Registration

EN

eMS
electronic
monitoring
system

Login

User name*

Password*

✓ Login

+ Register

? Forgot password

Welcome to the Central Baltic Programme 2014-2020 e-Monitoring System (eMS).
The system was updated to new version on 23 September 2016, which fixes several issues.

Figure 1. Registering to eMS.

The screenshot shows the registration interface of the eMS. On the left, there are navigation links for 'Login' and 'Registration', and a language dropdown menu set to 'EN'. The main area features the 'eMS electronic monitoring system' logo and a 'Register' button circled in green. The registration form on the right contains the following fields: Description, User name, Email *, Password *, Password again *, Firstname *, Lastname *, Title, and Language (set to EN).

Figure 2. Filling in the information to register in the eMS.

After the registration, an automatically generated e-mail will be sent to the indicated email address with a link to confirm registration to Central Baltic Programme 2014-2020 eMS.

User management

The applicant who creates the AF in the eMS is considered as the lead applicant. Please note that the lead applicant will automatically become a lead partner after the selection of the application for approval. Only one lead partner user will have rights to modify the AF before final approval.

Please note that the other applicant(s) has to first register to the eMS and provide a username to the lead applicant.

The lead applicant can assign user rights to other applicants by using the 'User management' section from the menu on the left-hand side (Figure 3). User rights can be assigned for only reading by clicking 'Add for reading' or editing data by clicking 'Add for modification' according to lead applicant needs. To do that the lead applicant needs to type the username of the person to whom the rights will be given.

The screenshot displays the 'Project users mapping' section. On the left, a navigation menu includes options like 'Submit checked project', 'Generated files (e.g. PDFs)', 'Project history', 'Attachments', 'User management', 'Bookmark project', and 'Toggle Tree'. The main area is divided into 'New user' (with an input field) and 'Assigned user'. The 'Assigned user' section contains a table with the following structure:

User name	Role	Option
	Applicant	Remove

Below the table are navigation controls. The 'Add for reading' and 'Add for modification' buttons are circled in green.

Figure 3. Assigning user rights for 'reading' or 'modification'.

It is possible for several partners to work in parallel in different sections of the AF (for example in different work packages). However, you should not work in parallel with other applicants on the same page (for example two partners filling in Project relevance page at the same time), as in that case information might be lost.

Filling in the Application Form

To start to fill in the AF, click on ‘Add a project’ (Figure 4).

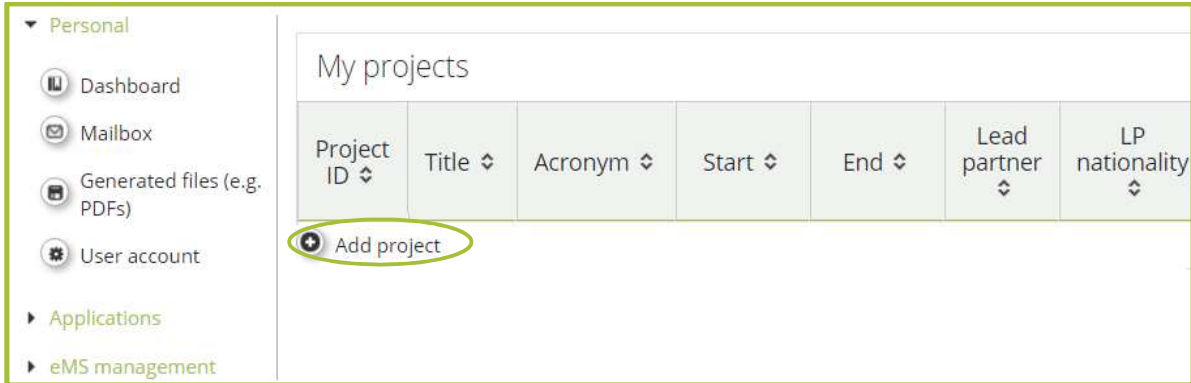


Figure 4. Adding a new project to start fill in the AF.

You will be directed to the page ‘Calls’ (Figure 5). Two separate calls will be open, one for small projects and the other for regular projects. Choose the right call for your project and click ‘Apply’.

Please note that you cannot work on an application you may have started on in an earlier call. Each call is unique and a new application for each call must be started.



Figure 5. Selection of the right call for applications.

Important issues to consider when filling in the Application Form

The following issues have to be considered when filling in the AF in the eMS:

- Due to technical characteristics, **save all changes regularly, but at least latest before moving on to another section of the application or logging out** (Figure 6). Note that the system will not give any warnings on unsaved changes. Saving must be done even in the cases where the website gives the option to return to a list or similar.

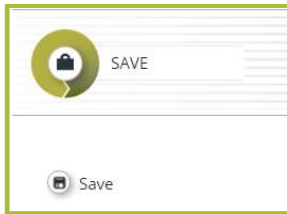


Figure 6. Saving the AF.

- Text fields allow to add a limited amount of characters, which is indicated in the text boxes (Figure 7). Be precise: if it is possible to provide requested information using only 1000 characters, there is no need to fill in all 2000 characters. Please note that limit of characters is indicated including the spacing characters and technically it is not possible to exceed that limit (it will not be possible to copy longer text than 2000 characters, to finish sentence, etc.).

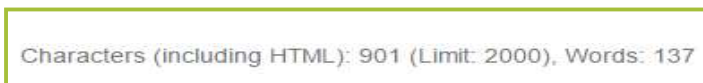


Figure 7. Number of symbols available for the input field.

- A PDF file for the AF can be generated by clicking 'Save as PDF file' on the menu on the left-hand side (Figure 8). This can take up to 30 minutes. Afterwards the generated PDF can be found in 'Generated files' on the left-hand side menu (you have to exit the project to see the full menu).
- Please note that in order to save server resources, PDF files under 'Generated files' will be automatically deleted after 90 days from their creation.

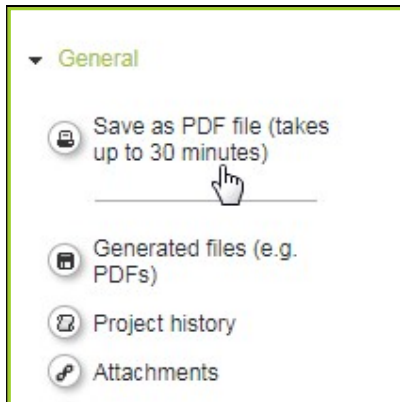


Figure 8. Generating a PDF from the AF.

- All fields of the AF should be filled in. There is a number of automatic checks in place, but since they do not cover the whole AF, lead applicants are recommended to carefully check also manually.
- Do not copy similar/identical information to different fields of the AF. Such application will be considered as admissible (e.g. will go through technical check), but will get lower scores during quality assessment.
- Start filling the AF in due time. Be aware that necessary automatic checks have to be done before submitting the AF in the eMS. If automatic checks are being done very near the deadline, longer time might be needed to complete the checks due to the heavier use of system resources at that time.
- The eMS is not meant to be a project planning tool, therefore a good way to prepare the AF is to use this guide to prepare a word file that you can more easily exchange and discuss with your partners. Content can then easily be copy-pasted into the AF in the eMS.

Support when filling in the AF

All questions related to the content of the AF shall be directed to the project managers or coordinators of the programme. Questions related to the technical functioning of the eMS shall be directed to ems@centralbaltic.eu

Please note that the possibility to answer questions or to solve technical issues may be limited at times and especially towards the deadline of the call. Thus you should attempt to fill in and submit your application in due time and thus avoid any problems due to lack of time.

Submitting the application

Deadline

The eMS will be open for filling in the AF during specifically designated time for call for applications. The opening and closing dates can be found from the Central Baltic programme website. On the start and end dates specified, the eMS will be opened at midnight and closed at 15:00 in the afternoon Finnish time. The database will be able to receive an application until 15:00 on the end date of the call.

Applicants are strongly advised to start filling in the AF in good time and also to submit it as early as possible. The application cannot be submitted in the eMS after the set deadline.

What to submit?

Application Form

The AF must be filled in completely. An AF that is filled in but not submitted, will be considered as the draft only and not as received AF. Thus it will not be assessed.

Mandatory annexes

The following relevant mandatory annexes should be submitted together with electronic AF:

Confirmation Letter – the original of this document must be submitted with all applications (small projects and regular projects). It has to be signed by a person holding the right to sign documents on behalf of the lead applicant organisation.

Make sure that data included in the Confirmation Letter ('Project budget', 'ERDF applied' and 'Amount of partners' contribution') is matching with the AF (Figure 9).

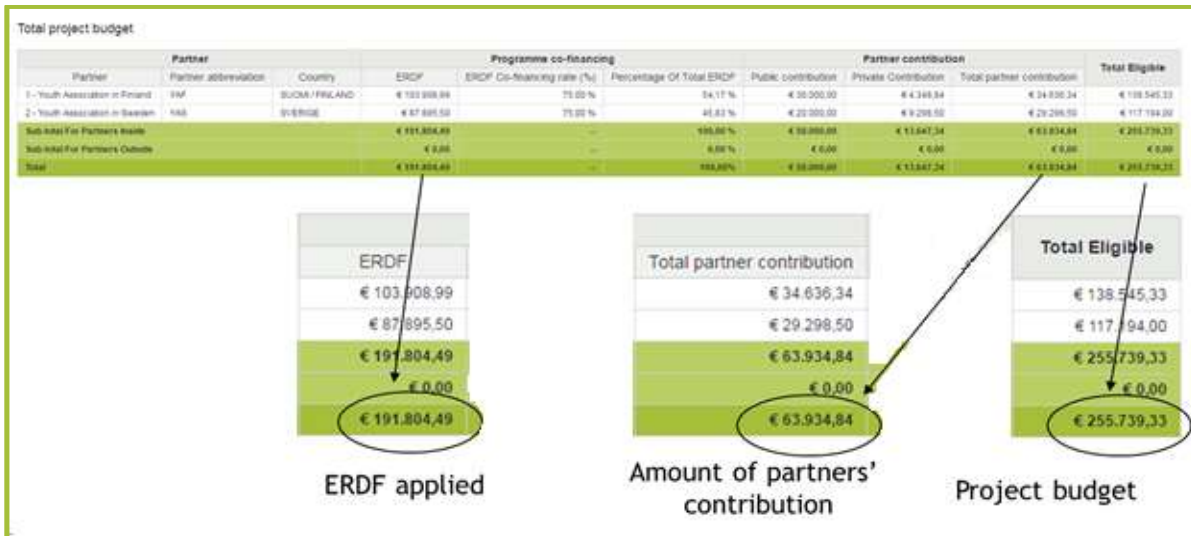


Figure 9. Information to fill in correct numbers to the Confirmation Letter can be found from the section 'Overview' sub-section 'Total project budget' of the AF.

Document verifying the right to sign on behalf of the lead applicant organisation.

Partner Contribution Statement – must be submitted by all partners (including the lead partner) for all (small projects and regular) project applications to confirm each partner's financial contribution to the project.

Data for filling in the Partner Contribution Statement have to be taken from the AF 'Partner contribution' sub-section (Figure 10). The Partner Contribution Statement must be submitted separately from each organisation contributing with financing to the partner.

Partner budget		
	Amount	Co-financing rate
Program co-financing	€ 103.908,99	75.00 %
Partner contribution	€ 34.636,34	
Total eligible partner budget	€ 138.545,33	

Source of contribution			
Source Of Contribution	Legal Status	% of total partner contribution	Amount
Youth Association in Finlan	public	87,34 %	€ 30.000,00
NGO in Finland	private	12,66 %	€ 4.348,84

Figure 10. Right amount of partner contribution can be found from 'Partner contribution' section of the AF.

Letter of Intent – to be submitted by associated partners of all projects. The Letter of Intent must be signed by a head of department or the head of the whole organisation. The person does not need to have the official right to sign documents on behalf of the organisation.

Declaration of Financial Capacity to Undertake Project Activities – must be submitted by NGOs and private partners in project applications to confirm that partners have the financial capacity required to implement a project.

De Minimis Declaration – must be submitted for all projects if planned activities fall under state aid to prove that de minimis threshold will not be exceeded. If the partner is the for-profit company (including SME-s) then De Minimis Declaration should always be submitted. Also, if a stakeholder participating in the project receives De Minimis aid and the stakeholder is already known at the time of the submission of the AF, they must submit a declaration.

Supporting documentation for investments – permits and other detailed documentation related to an investment must be submitted for all projects with investments before the investment can be finally approved.

Template for Applying for Lump Sums – an annex with the detailed explanation of the activities, the calculation methods and indicator of each lump sum for each partner having planned to use the lump sum option in the application must be submitted for all project.

Verification of jurisdiction and role of partners located outside programme area – must be submitted for all partners who by their legal address are located outside the programme area for all project applications. The annex shall include the information required in Chapter 2.4. of the Programme Manual and may be provided in a free form.

How to submit?

The original signed Confirmation Letter must be sent within the opening and closing dates of the call (confirmed by postal stamp) **by post** to:

Joint Secretariat
Central Baltic Programme
PO BOX 273
20101 Turku
FINLAND

The AF and relevant obligatory annexes can be submitted through the eMS only.

Relevant obligatory annexes in the form of PDF documents have to be uploaded in the eMS section 'Attachments' (for more information which obligatory annexes have to be submitted see chapters 'Attachments' of this document).

Automatic checks for the AF have to be made before the submission. To do that, press 'Check saved project' (Figure 11). The system will then perform a number of controls and will ask you to correct any errors or missing data found. Once the checks are completed, press 'Submit checked project'. Both buttons can be found in the left-hand side menu. Please note that you will still have to check your AF carefully, as the automatic checks do not cover all aspects. Note also that using the 'Check saved project' function does not mean that the application must be submitted after that. You can use this function at any point to check if all necessary fields in the AF are filled in.

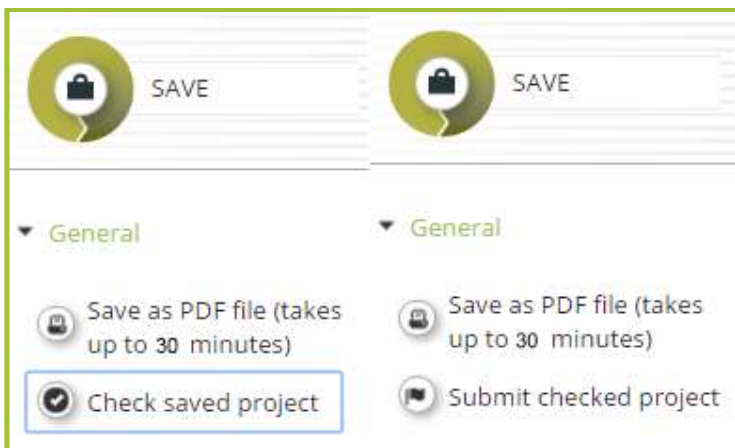


Figure 11. Automatic check and submission of the AF.

Note that all relevant information has to be provided in the AF and only obligatory annexes will be taken into account during assessment. Any other additional annexes uploaded in the eMS will not be considered unless this has been separately agreed with the Joint Secretariat.

The Joint Secretariat uses a set of criteria to check that the project is technically admissible. The criteria are listed below, so before submitting the application carefully check the following:

- The Confirmation Letter is submitted to the right location (Joint Secretariat office in Turku, Finland) by the set deadline.

- The Confirmation Letter is signed by the authorised signatory.
- All obligatory annexes are attached in eMS.
- The application package is compiled in English.
- The AF is correctly filled in (all fields have been filled in).

If a project does not meet these criteria, complementary questions will be sent to the project with a short deadline. If satisfactory answers are not received, the project will not move on to content assessment.

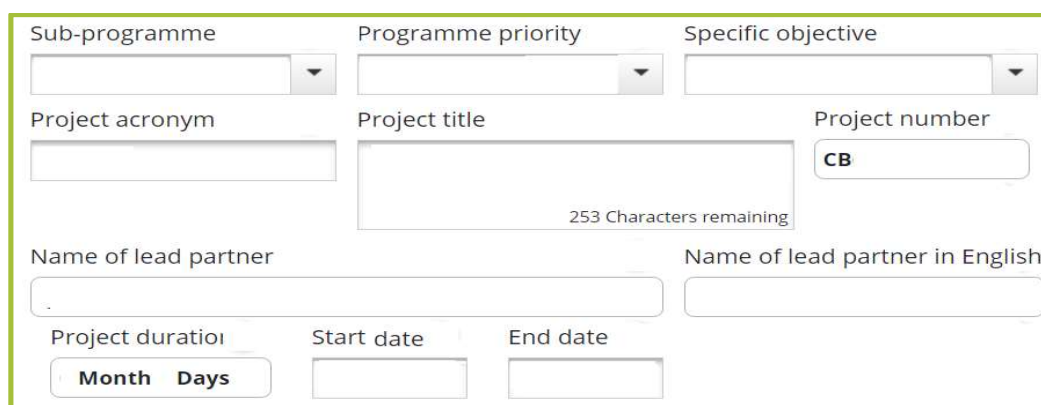
SMALL PROJECTS

Project overview

This section contains basic information about the project: project identification data, project summary, overview of the total project budget and project outputs.

Project identification

Following data have to be provided in the sub-section 'Project identification' (Figure 12)



The form is titled 'Project identification' and contains the following fields:

- Sub-programme: A dropdown menu.
- Programme priority: A dropdown menu.
- Specific objective: A dropdown menu.
- Project acronym: A text input field.
- Project title: A large text input field with a character count of '253 Characters remaining'.
- Project number: A text input field containing the value 'CB'.
- Name of lead partner: A text input field.
- Name of lead partner in English: A text input field.
- Project duration: A section with two sub-inputs: 'Month' and 'Days'.
- Start date: A date input field.
- End date: A date input field.

Figure 12. Data to be filled in 'Project identification'.

Sub-programme: choose from the drop-down menu, pick the relevant one based on where the partners are from. For more information, refer to the chapter 2.4 of Programme Manual.

Programme priority: choose from the drop-down menu.

Specific objective: choose from the drop-down menu. Please note that a project can choose only one specific objective.

Project acronym: create and insert in the input field.

An acronym is an abbreviation formed from the words or content of the project title. It will be used in communication and will help to identify the project. It is recommended that the acronym will be kept quite short, at max. 18 characters. The acronym:

- should be pronounceable and easy to remember
- should have a connection to the full title of the project (e.g. first letters of words) or be a word related to the project theme, or both
- may include recognisable words in English
- can include numbers
- should not be a confusing mix of capital and small letters
- should not be a web address

Project title: insert short and understandable description of the basic idea of the project. It should consist of real words in English (recommended length would be max. 60 characters including spaces).

Project number: will be given automatically by the eMS when the project is saved.

Name of the lead partner: will appear automatically when information is provided in section 'Partner'.

Name of the lead partner in English: will appear automatically when information is provided in section 'Partner'.

Project duration: will be calculated automatically when start date and end date are provided.

Start date, end date: enter either manually typing or choosing from the calendar. If you have problems filling in the end or start dates, type the date into the input field rather than use the calendar menu. For the 4th call projects, the earliest start date of the project can be 01.04.2019 and the latest end date can be set at 30.06.2021. Maximum duration of the small project is 2 years (24 months).

Project summary

This part gives a brief overview of the project. The information written here will be used to produce content for various platforms, such as the programme project database, booklets etc. Therefore, make sure that the information provided in the project summary input field is coherent, well-structured, catchy and understandable for an external reader taking into account all the topics mentioned below:

- Project challenge and why do you need a cross-border approach to tackle it
- What is new/original in your project?
- How are you planning to reach your results?
- Short description of the main project results; in what way is the change visible and who will benefit from it?

It is advisable to fill in the summary after the whole AF is completed.

Total project budget

Summary information on the project budget is automatically generated by the eMS when information on partners and their budgets is provided (Figure 13) in sections 'Partner' and 'Project budget'.

Partner			Programme co-financing			Partner contribution		
Partner	Partner abbreviation	Country	ERDF	ERDF Co-financing rate (%)	Percentage Of Total ERDF	Public contribution	Private Contribution	Total partner contribution

Figure 13. Automatically generated total project budget.

Project outputs

Overview of the project outputs and their linkage to the programme outputs will be automatically generated by the eMS when data are provided in the WPs in section 'Work plan' (Figure 14).

Programme output indicators	Project output indicator target value	Measurement unit	Project output target value	Project output number	Project output title
Number of new enterprises supported	0.0	Number	0.00	O.T1.1	
			0.00	O.I1.1	

Figure 14. Automatically generated project outputs table.

Partner

The section contains formal data and contact data, as well as description of role, competence, planned benefit and relevant experience of each partner organisation.

The eMS will automatically create a list of partners after information on the project partners is provided and saved in the eMS. To start to fill in data about project lead partner or project partner/associated partner click on 'New partner' or 'New associated partner' (Figure 15).

Number	Name	Country	Inside programme area	Abbreviation	Role	Associated to	View partner
<input type="button" value="New partner"/> <input type="button" value="New associated partner"/>							

Figure 15. Adding new partners or associated partners.

Lead partner (or Project partner)

Please note that a section 'Project overview' has to be partially filled in or at least AF saved to be able to fill in 'Partner' section.

The following form has to be filled in separately for each partner (Figure 16).

Lead partner 1

Partner role in the project
Lead partner

Partner name
248 Characters remaining

Partner name in English
248 Characters remaining

Abbreviation
LP abbreviation

Department
248 Characters remaining

Figure 16. Filling in the 'Partner' section: role, name, abbreviation and department.

Partner role in the project: choose the role of lead partner or project partner from the drop-down menu.

Partner name: insert the name of the partner organisation in national language.

Partner name in English: provide translation of partner name in English.

Abbreviation: indicate an abbreviation of the partner organisation (official or unofficial). Abbreviation in this case refers to a short title of the partner organisation (for example UNESCO is an abbreviation of ‘United Nations Educational, Scientific and Cultural Organization’).

Department: indicate which department of the partner organization will be in charge for the implementation of the project.

Address

In the subsection ‘Address’ applicants are asked to provide information on the legal address of partner organization and provide information on NUTS region (Figure 17).

The screenshot shows a form titled 'Address'. On the left side, there are three dropdown menus labeled 'NUTS 0', 'NUTS 2', and 'NUTS 3'. Below the 'NUTS 0' dropdown is a text input field for 'Name of other region' and a checkbox labeled 'From all regions'. On the right side, there are four text input fields: 'Street', 'House number', 'Postal code', and 'City'. At the bottom, there is a text input field for 'Home page'.

Figure 17. Filling in the ‘Partner’ section: information on NUTS and address.

NUTS: firstly, choose the country from the dropdown menu in the section ‘NUTS 0’ and then region from the sections below: either ‘NUTS 2’ or ‘NUTS 3’.

If the partner organisation on exceptional bases (see chapter 2.4 of the Programme Manual) comes from outside the programme area, tick the box ‘From all regions’ to choose a region outside the programme area.

Legal and financial information

Information on type of partner, legal status, co-financing rate and VAT have to be provided in this sub-section as explained below (Figures 18, 19).

Legal and financial information

Type of partner ?
 local public authority
 regional public authority
 national public authority
 sectoral agency

Legal status
 public
 private
 public

Co-financing % (partners FI/SE max=75.00%, EST/LV max=85.00%)
 (max=85.00 %)
 85,00%

Figure 18. Filling in the 'Partner' section: legal and financial information.

Type of partner: choose from the drop-down menu. Several options may apply; in such case choose the most appropriate or descriptive one. If choosing 'other', provide an explanation.

Legal status: choose from drop-down menu either private or public, depending on the main source of financing of the partner organisation and/or whether the organisation is governed by public or private law. The definition can be found in the Programme Manual, chapter 2.6 section 'Eligibility of funding'.

Co-financing rate: **fill in manually.** The maximum is 75% for Finnish and Swedish partners and partners from Åland islands, and 85% for Estonian and Latvian partners.

Choose the correct co-financing rate according to the country where partner comes from and fill in it manually!

The project's maximum combined ERDF rate should not exceed 79%.

VAT: indicate VAT number, if a partner organisation has it. If the partner organisation uses another identification number (registration number etc.), uncheck the box, provide the number and its definition to the text fields as shown below (Figure 19):

VAT number ?

Possibility to recover VAT
 yes
 no
 partly
 yes

Figure 19. Filling in the 'Partner' section: VAT.

Possibility to recover VAT: indicate by choosing 'yes' if your organisation is entitled to recover VAT based on national legislation for the activities implemented in the project, or choose 'no' if this is not the case. If VAT is partially recoverable, choose 'partly' and provide information on the preconditions of recovery.

For information about VAT eligibility check Programme Manual chapter 3.6.

Legal representative, contact person

Contact data for the legal representative and project contact person have to be provided in this sub-section (Figure 20).

The form is divided into two columns: 'Legal representative' and 'Contact person'. Each column has a 'Title' dropdown menu (with 'Mr' selected) and a '?' icon. Below the title are text input fields for 'First name', 'Last name', and 'E-mail address'. The 'Contact person' column also includes a 'Name' field and a 'Telephone' field. All input fields are empty.

Figure 20. Filling in the 'Partner' section: legal representative and contact person.

Legal representative: provide contact information. The legal representative is the official representative of a partner organisation, with rights to sign documents.

Contact person: provide contact information. Through the lead partner's contact person day-to-day communication between the project and the programme will be held. Contact persons of the other project partners will be responsible for the internal communication within the project partnership.

Besides the formal data and contact information, each partner has to provide a clear description of main competences and role of each partner in the project, planned benefits and relevant experience:

Relevant competences and role of the partner in project

Avoid providing general information about the partner organisation. Indicate concrete know-how of partner which will be used to implement project activities instead of naming all fields/most common fields of expertise/interest, introducing history of organisation, describing size of partner organization, annual turnover, etc.

Remember to describe what role the partner will take in the project (indicate if the partner will be responsible for some WP or activity or will support project partnership with some concrete knowledge and/or know-how).

Explain what is the partner's main role (why the partner is best to fulfil the specific role and implement the tasks) and what are the key competences relevant for that.

Benefit from participating in the project

Provide specific information on what benefit the partner organisation will gain from the project. When describing it consider the main project results and outputs and other important project

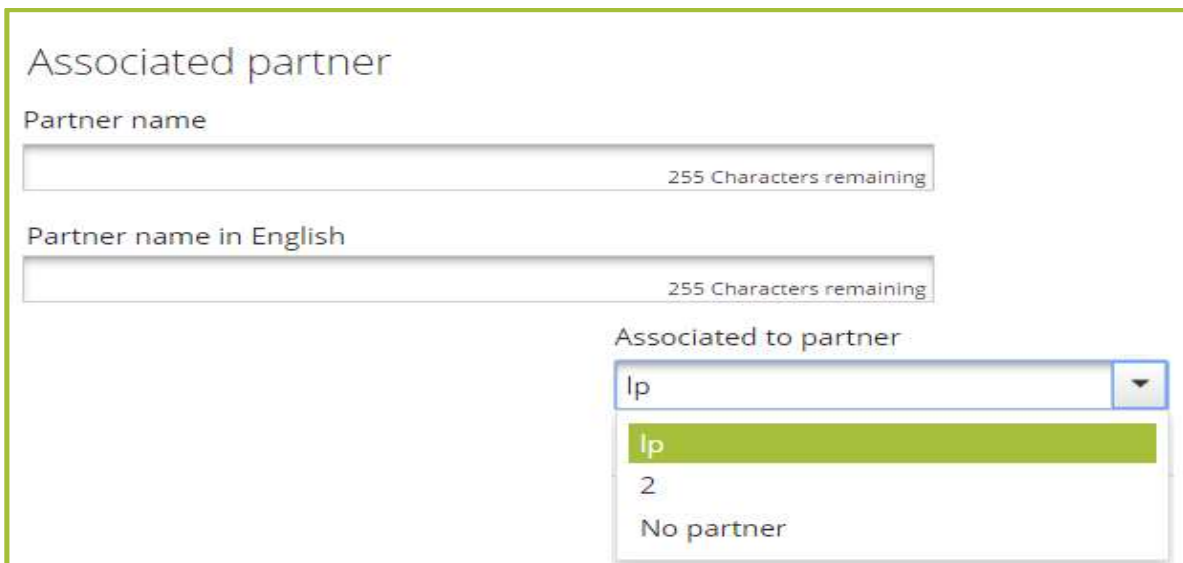
outcomes after the project end instead of providing information on such benefits as capacity building in international project management, international communication etc.

Relevant experience

Mention the most relevant experience of the partner organisation from the relevant field, in management and participation of international projects (EU co-financed or other projects).

When the formal data on partner organisation are filled in, remember to save before moving on to the next partner. To add information of another partner, return to the 'List of partners', from where you can add new partners. Repeat the process described above for each project partner.

If the project will include associated partners (see chapter 2.4 in the Programme Manual), indicate also if the associated partner is especially associated to some other partner (Figure 21).



The screenshot shows a form titled "Associated partner". It contains three main input areas:

- Partner name:** A text input field with a "255 Characters remaining" indicator.
- Partner name in English:** A text input field with a "255 Characters remaining" indicator.
- Associated to partner:** A dropdown menu with a downward arrow icon. The current selection is "lp". The dropdown list is open, showing the following options: "lp" (highlighted in green), "2", and "No partner".

Figure 21. Filling in the 'Partner' section: associated partner.

Project description

This section provides information about the project content on a strategic level. Here project has to explain why the project is needed, how it links to the programme and to other strategies and why it should be implemented in cross-border cooperation. All these are extremely important factors when prioritising projects that will be selected for funding. Please consider each question carefully and provide all relevant information in the input fields.

Project relevance

Cross-border challenge and opportunity

Provide a **concrete and specific description** of the cross-border challenges and opportunities that **will be tackled by the project** (in relation to the needs of project target groups). Explain why your project is necessary for the involved regions/countries in terms of common challenges and/or joint assets addressed.

Avoid a **general description of challenges in the field** the project is working in (for example, cultural and natural heritage, vocational education, etc.), avoid especially providing a list of all challenges in the field or naming challenges which will not be tackled within the project. Defined cross-border challenges and opportunities shall be the basis for setting the project objectives, and therefore a clear linkage between challenges and project objectives should be ensured.

Project approach

Describe how the project will address the common cross-border challenges and/or joint assets, e.g. describe main project activities to achieve project results. Explain how activities will be organised in the project (e.g., how they will be structured, what will be their sequence, what specific methods will be applied, etc.).

In addition, describe if/to what extent new or innovative solutions will be developed and/or applied during the project, e.g. highlight if/to what extent and in what way the project solutions go beyond existing practice in the sector/programme area/participating countries.

Cooperation reason

Provide information on why cross-border cooperation is needed to achieve the project's objectives and results. From the information in this section it should be clear why project objectives and results cannot be achieved on local/regional/national level alone.

Explain the logic behind the partnership structure: why certain countries/partners/types of organisations were chosen; how main responsibilities will be divided in the partnership.

The programme does not support pure networking projects (for more information about cooperation see Programme Manual). Therefore exchange of experience is not alone enough to justify cooperation reason. Project partners have to devote attention to align their needs during preparation phase in order to capture the real need for cooperation, to establish potential cooperation structure (how joint work will be organised) and prove the benefits.

Cooperation criteria

Tick the boxes and describe how the project fulfils each cooperation criteria (Figure 22). More information on the different criteria and their definition is available in chapter 2.1 of the Programme Manual.

Joint development	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint implementation	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint staffing	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint financing	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining

Figure 22. Cooperation criteria.

Project focus

Project's contribution to the specific objective of the programme

Provide the overall objective of the project and explain how does it link to the chosen programme objective. The project overall objective should be a **long term strategic objective** revealing **what project aims to support**.

The programme will only fund projects that directly support the achievement of programme specific objectives. Therefore a project should define its overall objective in relation to the selected programme specific objective.

Result indicator of the specific objective

During 4th call the following specific objectives are open for application: SO 1.1., SO 1.3., SO 2.1., SO 3.1. and SO 4.1.

The relevant result indicator of chosen specific objective will appear automatically based on chosen priority and specific objective in the section ‘Project overview’:

Figure 23. Specific objective.

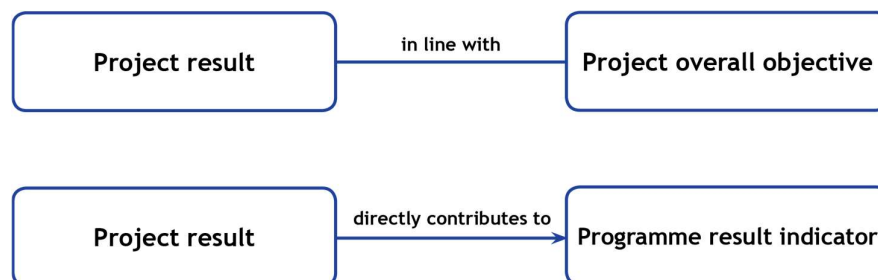
except priority 3 specific objective 3.1 where applicants are required to choose relevant result indicator from drop-down menu as shown below (Figure 24):

Figure 24. Choosing programme result indicator for SO 3.1.

Project main result

Define one or more project main results. Explain their contribution to the programme result indicator and indicate target value. Explain how the target value was calculated.

The project result is a change compared to the initial situation deriving from the use of project outputs by target groups and stakeholders (it could be formulated as a statement describing improvement of a current state or condition). The project result should be coherent to the overall project objective. It should directly contribute to the achievement of programme result indicator(s).



The results should be in proportion to the resources available for project partners and to the factors that they can actually influence with their work. Nonetheless, it should be something that last in the long run and thus will provide a benefit even after project is finished.

The programme will only fund projects that are in line with the programme indicators!

Project specific objectives

Define up to three project's specific objectives by clicking 'Add project specific objective' as shown below in picture (Figure 25):



Figure 25. Defining specific objectives.

Then formulate project specific objectives and provide description how it is planned to achieve each project objective (Figure 26).

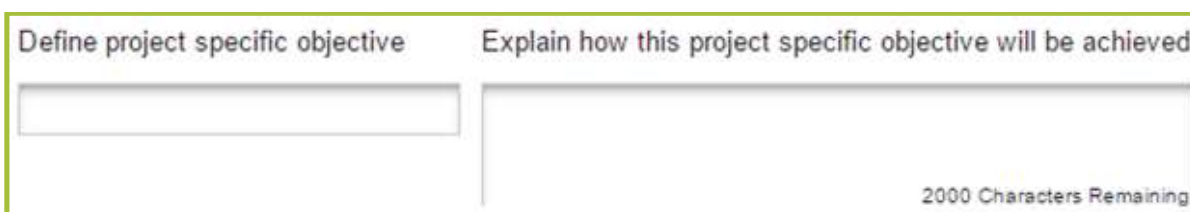
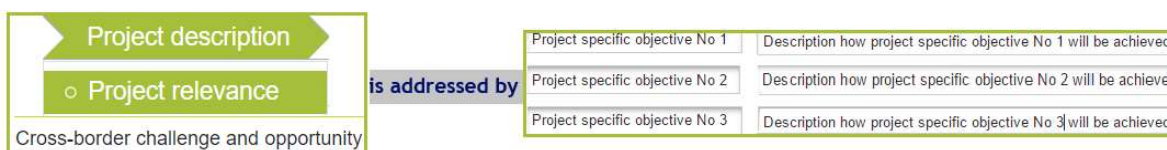


Figure 26. Defining and describing project specific objectives.

Project specific objectives should be immediate or short term objectives which have to be achieved within the project duration by developing project outputs. Ensure that formulated objectives are coherent and specific, measurable, achievable, relevant and can be achieved within the project life time.

Please note that project specific objectives **should directly address** the defined problems and challenges which are described in the AF section 'Cross-border challenge and opportunity':



Moreover, project specific objectives have to be clearly and directly interlinked with project overall objective and main project results:



Clearly and coherently set specific objectives will set solid bases for defining a project work plan - project outputs, activities and deliverables.

Durability and transferability of the main outputs

The project needs to ensure that project outputs and results have a lasting effect beyond project duration. Describe concrete measures (including institutional structures, financial resources,

etc.) during and after project implementation to ensure and/or strengthen the durability of the project outputs and results, possible continuation of activities etc. If relevant, explain who will be responsible and/or who will be the owner of results and outputs.

Give a description of the transferability of the project results and outputs, if applicable, i.e. how they can be used in a wider context, in other countries or circumstances.

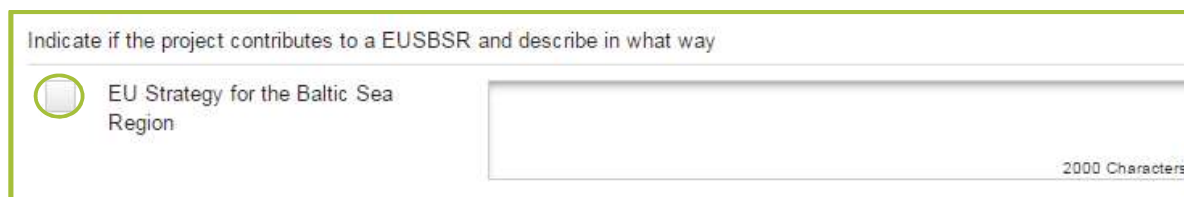
Project context

Project context

Demonstrate the priority status of your project topic in local and/or regional and/or national level strategy documents.

Project contribution to EUSBSR

If project activities and results contribute to the EU Strategy for the Baltic Sea Region (EUSBSR), tick the box and provide information on targeted policy areas and horizontal actions and elaborate on how the project is going to contribute to them (Figure 27).



The screenshot shows a form titled "Indicate if the project contributes to a EUSBSR and describe in what way". On the left, there is a radio button next to the text "EU Strategy for the Baltic Sea Region". To the right of this is a large text input field with a "2000 Characters" limit indicator at the bottom right corner.

Figure 27. Information on EUSBSR.

The Programme Manual chapter 2.3 section on the EUSBSR provides a good overview of the linkages between the programme and the strategy. For more information on the added value your project may bring to the strategy, go to the EUSBSR website www.balticsea-region-strategy.eu.

If you think your project could be considered as a flagship project, get in touch with the relevant organisations to establish this status. Indicate also if flagship status has been granted to your project already.

Synergies with other projects

Describe if the project has any synergies with other past or current EU and/or other projects or initiatives. Explain if and how the project will use/further develop/complement results of other projects. Describe what kind of added value will be created in this project.

Participation of countries

If not all sub-programme countries are participating in the project, justify why it was not possible or considered relevant to have partners also from those countries.

Horizontal principles

The project has to self-assess the extent and the way it will contribute to the horizontal principles of the programme, namely sustainable development, equal opportunities and non-discrimination, gender equality, low-carbon economy and information and communication technologies.

Projects are asked to define the impact of the project on each of these principles by choosing 'neutral', 'negative' or 'positive' from the dropdown menu (Figure 28). In general projects are expected not to have negative effect on any of those principles. If there are some specific

measures planned to make positive contribution then 'positive impact' has to be chosen from drop-down menu and explanation provided.

Horizontal principles

Choose project impact to each of the programme horizontal principles from drop-down menu and provide description

Sustainable development (environment)	<input type="text" value="neutral"/> negative positive	<input type="text"/>	2000 Characters remaining
Equal opportunity and non-discrimination	<input type="text" value="neutral"/>	<input type="text"/>	2000 Characters remaining
Equality between men and women	<input type="text" value="neutral"/>	<input type="text"/>	2000 Characters remaining
Low-carbon economy	<input type="text" value="neutral"/>	<input type="text"/>	2000 Characters remaining
Information and communication technologies	<input type="text" value="neutral"/>	<input type="text"/>	2000 Characters remaining

Figure 28. Contribution to the programme horizontal principles.

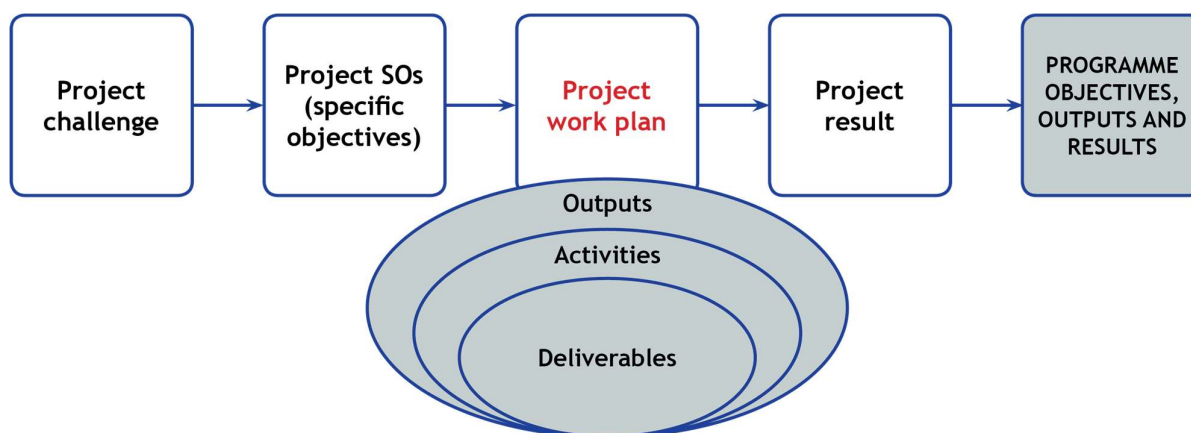
For more information on horizontal principles look into the Programme Manual chapter 2.3.

Be realistic - projects are not supposed to have 'positive' impact for all horizontal principles. Choose 'positive' impact only if your project plans specific emphasis or measures on any of the principles.

Work plan

This section provides information on activities and deliverables which are necessary to implement in order to create project outputs, results, achieve specific project objectives, as well as information on responsibilities of project partners. Target groups have to be defined, benefit to each target group described and project reporting periods set.

In order to prepare a good and coherent work plan, the project intervention logic has to be considered. E.g., project partners should closely consider identified project challenge, defined project specific objectives and results when structuring activities into work packages (WPs), making an activity plan for each WP. Only those activities which are directly relevant and necessary to achieve project objectives and results can be included in the work plan.



List of work packages

The work plan is structured into WPs (Figure 29). A WP is a group of activities defined in the work plan. There are several types of WPs, which can be found in the sub-section 'List of work packages':

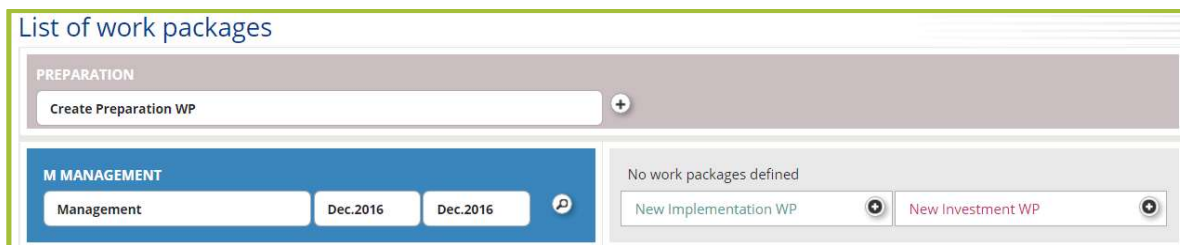


Figure 29. View when 'List of work packages' is opened (WP Management is predefined, other WPs have to be created).

There are several types of WPs, namely

- Management - this is mandatory for all small projects
- Implementation - small projects may choose to have only one Implementation WP in addition to the mandatory WPs
- Investment - this is mandatory for projects with infrastructure and works-related activities
- Preparation - all projects will be given a lump sum (EUR 10.000 ERDF) for preparation costs, for which this mandatory WP must be filled in

Along with the mandatory Preparation and Management WPs, small projects may choose to use only one WP Implementation and include all of their project activities (also communication activities) and all costs into it. This is recommended as it is a main tool to simplify the budget section of the application. However, management activities should still be described in WP Management.

WPs are split into activities. Activities refer to dividing a project into a number of individual tasks which must be completed to reach the deliverables. A deliverable is a tangible or intangible object produced as a result of the activity that is intended to be delivered to a target group or a stakeholder. A deliverable could be a report, a document, a server upgrade or any other building block of a project.

All project activities should be finalised three months before the project end. Only WP Management may have activities and costs during these three final months (see Chapter 2.5 in the Programme Manual). Make sure you include this three-month closing period, as it is mandatory for all projects to have.

Please note that 'Project overview' sub-section 'Project identification' and titles of partners in the section 'Partner' have to be filled in before the WPs can be opened.

WP Management

WP Management is mandatory and it appears automatically in the 'List of work packages'. Please note that for this WP you do not need to include WP start and end dates - they appear automatically when project start date and end date is inserted in the section 'Project overview'.

WP details

Project management	WP start date Dec.2016	WP end date Dec.2016
---------------------------	----------------------------------	--------------------------------

Involvement of partners

Select a responsible partner for this WP

Select partner who will implement this WP activities

<input type="checkbox"/>	Number	Name	Role	Abbreviation
<input checked="" type="checkbox"/>	1	LP name	LP	LP abbreviation
<input type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation

Summary

Figure 30. Filling the WP Management: involvement of partners and summary.

Select a responsible partner for this WP: responsible partner for the WP Management is the lead partner and it will appear automatically (Figure 30) from the AF section 'Partner'.

Select the partner who will implement this WP activities: as a rule, all project partners should participate in the WP Management. Therefore, click the upper button and all partners will be automatically indicated as implementing activities of the WP Management or click on each partner separately from the list.

Summary: provide a summary description of project management according to the requirements mentioned below:

- Project management structures, procedures on operational level (project management group) and strategic level (project steering group)
- Responsibilities of project partners
- **Internal** communication within the partnership
- Identification and managing project risks
- Project quality management (common understanding of quality characteristics of the main project outcomes and results, monitoring it etc.)

The screenshot shows a form for creating an activity plan. It has three main input sections: 'Title of activity' with a character count of 255, 'Start date' set to December 2016, and 'End date' set to November 2018. Below these are three buttons: 'Remove activity', 'Add deliverable', and 'Add activity'. The 'Add deliverable' and 'Add activity' buttons are highlighted with green circles.

Figure 31. Filling in the WP Management: activity plan.

Fill in the activity plan (Figure 31): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking ‘Add deliverable’.

To add more activities, click ‘Add activity’. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

- Separate operational and steering functions, e.g. plan both project steering and project management groups, schedule their meetings. Ensure that personnel for project steering and project management groups differ (for more information on responsibilities of project steering group see chapter 3.2, on roles of project partners see chapter 2.4 of Programme Manual)
- Plan enough cooperation (meetings) to ensure joint implementation. It does not mean that always face to face meetings have to be organised, online meetings and other measures can also be planned
- Consider how to ensure project quality and plan respective activities in the activity plan
- Plan measures to identify and monitor project risks and plan respective activities
- List each activity separately (e.g. kick off, project management meetings, steering group meetings), etc.

WP Implementation

WP details

Title	WP start date	WP end date
<input style="width: 95%;" type="text"/>	Dec.2016	Dec.2016

Involvement of partners
Select a responsible partner for this WP

2 - PP2 name ▼

Select partner who will implement this WP activities

<input type="checkbox"/>	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input type="checkbox"/>	1	LP name	LP	LP abbreviation
<input checked="" type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation
<input checked="" type="checkbox"/>	3	PP3 name	PP	PP3 abbreviation

Summary

Figure 32. Filling in the WP Implementation: WP title, involvement of partners and summary.

Title: indicate title of the WP reflecting its content (Figure 32).

Select a responsible partner for this WP: tick from the list the partner who will be responsible for the implementation of the WP.

Select partner(s) who will implement this WP activities: click on each partner separately from the list who will implement this WP activities. Please note that partner which is marked as responsible partner for this WP above, will appear in this list automatically.

Summary: provide short summary of the WP activities (indicate the aim of the WP, present logical sequence of activities, indicate clear roles and responsibilities of involved project partners).

Project output O.T1.1 ⊖ Remove output

Title	Description	Programme output indicator of chosen specific objective
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	▼ Number of new enterprises supported
255 Characters remaining	2000 Characters remaining	Date ? Target value
		December 2016 <input style="width: 100px;" type="text" value="0,00 Number"/>
+ Add output		+ Add output indicator

Figure 33. Defining project output and programme output indicator.

Define project output(s) (Figure 33): indicate title and provide a description. Note that fields for the output (title, description, programme output indicator of chosen specific objective) are automatically created for every WP Implementation. Choose programme output indicator from the drop-down menu.

Remember that only one programme output indicator can be chosen for a project except for specific objectives 1.1, 1.3 and 2.1

Make sure to choose the correct programme output indicator, e.g. the one of the chosen specific objective - not the indicators from other specific objectives of that priority (see the list of specific objectives (SOs) and respective output indicators below:

PRIORITY 1		
SO 1.1	New Central Baltic knowledge intensive companies	Number of new enterprises supported Number of enterprises receiving support
SO 1.3	More exports by the Central Baltic companies to new markets	Number of enterprises receiving support Number of enterprises receiving non-financial support Number of enterprises supported to introduce new to the market products
PRIORITY 2		
SO 2.1	Natural and cultural resources developed into sustainable tourist attractions	Number of targeted joint attractions Increase in expected number of visits to supported sites of cultural and natural heritage and attractions
PRIORITY 3		
SO 3.1	Improved transport flows of people and goods	Number of developed and improved transport corridors and nodes
PRIORITY 4		
SO 4.1	More people benefiting from stronger Central Baltic communities	Number of participating people

Note that target values defined for the programme output indicator under each Implementation and Investment WPs automatically will be summed and appear in the table of 'Project outputs' as the target value indicated under 'Project output indicator target value' in the 'Project overview' section (Figure 34).

Programme output indicators	Project output indicator target value	Measurement unit	Project output target value	Project output number	Project output title
Number of new enterprises supported	0.0	Number	0.00	O.T1.1	
			0.00	O.I1.1	

Figure 34. Automatic summary of defined project outputs.

Make sure that the indicated **‘Project output indicator target value’ is correct** (marked in the Figure 33 above), e.g. correctly reflects how much the project contributes to the achievement of the programme output indicator. Therefore, if some WP does not directly contribute to the programme output indicator, delete the output by using the button ‘Remove output’. If two WPs contribute to the same output indicator, indicate target value only in one of the WP as this indicator will be calculated automatically adding up all output indicators form all WPs.

- In the ‘Summary’ section explain what activities will be implemented and in which sequence, and how different activities are interrelated.
- When defining activity plan, make clear structure for outputs, activities and deliverables, ensure their clear interlinkage considering the definitions provided below:
Output - the main achievement of a set of project activities
Activity - the actions or tasks which have to be implemented to achieve project outputs and results
Deliverable - the outcome or prove of implemented activity
- Group activities in the WP in a logical way and in chronological order
- Include only **relevant activities, e.g. only activities that directly contribute** to the achievement of project specific objectives and are essential to creating project results
- Make the time plan of activities clear and realistic for implementation and monitoring. For example, if the activity takes longer than 1 period, include intermediate deliverables for monitoring and indicate in which period it will be reported, or split into separate activities
- List each activity separately and indicate a deliverable for each activity
- Take into account the closure period - do not plan any thematic project activities during the last three months of the project duration

Target groups

▼

Specify how target groups (including stakeholders, if relevant) will be involved in development of foreseen output(s) and benefit from this WP activities

2000 Characters remaining

Figure 35. Information on target groups of WP Implementation.

Provide information on the WP target groups. Select target groups relevant to the WP from the drop-down menu (Figure 35).

Provide a description on how target groups (including stakeholders, if relevant) will be involved in WP activities and development of outputs, and what benefit to each target group is expected.

Target groups are the end users (individuals, groups and/or organisations) which will be positively affected by the project activities and outputs, although they might not always be directly involved in project activities. Stakeholders have to be considered also.

The screenshot shows a form titled "Activity A.M.1". It contains a text input field for the "Title of activity" with a "255 Characters remaining" indicator. To the right are "Start date" and "End date" dropdown menus. The "Start date" is set to "December 2016" and the "End date" is set to "November 2018". Below the title field are two buttons: "Remove activity" and "Add deliverable". The "Add deliverable" button is circled in green. At the bottom of the form is another button, "Add activity", which is also circled in green.

Figure 36. Filling in activity plan.

Fill in the activity plan (Figure 36): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking 'Add deliverable'.

To add more activities, click 'Add activity'. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

WP Investment

WP details

Title

WP start date Dec.2016

WP end date Nov.2018

Involvement of partners

Select a responsible partner for this WP

3 - PP3 name

Select partner who will implement this WP activities

<input type="checkbox"/>	Number	Name	Role	Abbreviation
<input type="checkbox"/>	1	LP name	LP	LP abbreviation
<input checked="" type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation
<input checked="" type="checkbox"/>	3	PP3 name	PP	PP3 abbreviation

Summary

Figure 37. Filling in WP Investment: WP title, involvement of partners and summary.

Title: indicate title of the WP reflecting its content (Figure 37).

Select a responsible partner for this WP: tick from the list partner who will be responsible for the implementation of this WP.

Select partner who will implement this WP activities: click on each partner separately from the list who will implement this WP activities.

Summary: provide short summary of the WP activities.

Justification of investment: explain why the investment is relevant and necessary for the project (what is the current situation on the site and what will change due to the investment). Explain what added value the investment will bring to the project and its results. Describe in what way the investment is a **joint** investment.

Location of the investment (Figure 38): if it is not a permanent structure or will be moved from one region to another, tick 'From all regions', choose 'Other' from the drop-down menu and provide a more detailed description on the nature of the investment in the text box. This option can also be used when a project wants to present two or more similar investments in different locations under a single WP.

Location of investment

Location
NUTS 0

Name of other region

From all regions

NUTS 2

NUTS 3

Figure 38. Location of investment.

Risks associated with investment(s): describe risks in relation to the steps to complete planned investments. Be realistic in your assessment, as this provides the best outset for preparing the timeline of implementation.

Investment documentation: provide information what documentation is necessary according to the provisions of the national legislation (feasibility study, technical project, technical drawings, environmental impact assessments, permits, etc.). If documents are ready, attach them to the section 'Attachments'. If documents will be developed during beginning of the project, specify indicative time table.

Ownership: provide information about the ownership of the investment during the project and also after the project, in case you foresee any changes in ownership.

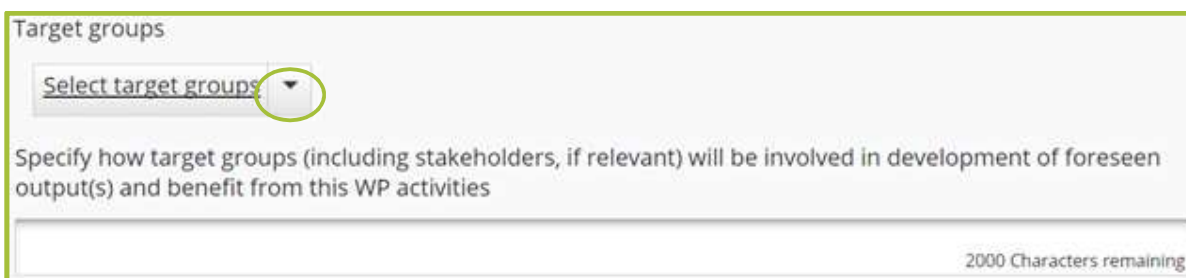


Figure 39. Selection and description on target groups of WP Investment.

Provide information on the WP target groups (Figure 39). Select target groups relevant to the WP from the drop-down menu. Provide a description how target groups (including stakeholder, if relevant) will be involved in activities and development of outputs, what benefit to each target group is expected.

Target groups are the end users (individuals, groups and/or organisations) which will be positively affected by the project activities and outputs though not always being directly involved in project activities. Stakeholders have to be considered also.

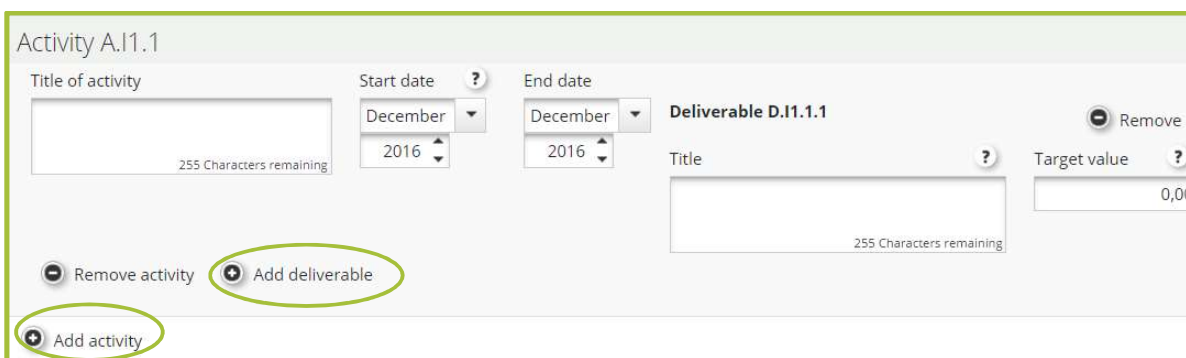


Figure 40. Filling in WP Investment activity plan.

Fill in the activity plan (Figure 40): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking 'Add deliverable'.

To add more activities, click 'Add activity'. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

- Provide description of investments, explain in which way the investment is joint.
- Provide justification why the investment is needed.
- Provide concrete information on the status of technical documentation, attach available technical documentation to the section 'Attachments' in the eMS.

WP Preparation

Define the responsible partner(s) and other partners' involvement in it. Give a summary on the WP and its activities, and also provide an overview on how the project has used these costs. Activities and related costs in this WP are those that have occurred before the submission of the project application, but not before 1.1.2014.

The preparation cost lump sum of EUR 10.000 ERDF per project has been set by the programme, and it will be paid to all projects that are selected for funding. Projects are required to include this cost into the budget, where it should be presented under the BL 'Travel and accommodation' for each relevant partner(s). Co-financing has to be added to the preparation cost according to the relevant partner co-financing rates. Please note that projects that have already received and used seed money funding from other sources for preparatory activities cannot cover the same preparation costs from the Central Baltic programme.

Preparation costs will be counted on top of the budget and will not decrease the maximum ERDF budget of EUR 200.000.

Target groups

Target groups will be added automatically after they have been defined in WPs (Figure 41). Describe each target group and provide a target value. When indicating the target value, refer to the number of institutions not the number of people involved from each institution.

Target groups		
Target groups	Description	Target value
local public authority	<input type="text" value="255 Characters remaining"/>	<input type="text" value="0"/>
national public authority	<input type="text" value="255 Characters remaining"/>	<input type="text" value="0"/>
business support organisation	<input type="text" value="255 Characters remaining"/>	<input type="text" value="0"/>

Figure 41. Description and quantification of project target groups.

Reporting periods

The project reporting periods will be generated automatically. The first period is six months from the start of the project, the second period the next six months after that etc. until the project end date. Reporting periods need to be recreated by the lead applicant if project start or end dates are modified. If the system does not generate the periods automatically, it can be done manually by clicking the 'Recreate periods' button (Figure 42).

PROJECT START (02.07.2017)

PERIOD 1 (6 MONTHS 0 DAYS)

(automatic) Start date	End date	Reporting date
02.07.2017	01.01.2018	01.01.2018

PERIOD 2 (6 MONTHS 0 DAYS)

(automatic) Start date	End date	Reporting date
02.01.2018	01.07.2018	01.07.2018

PERIOD 3 (4 MONTHS 29 DAYS)

(automatic) Start date	End date	Reporting date
02.07.2018	30.11.2018	30.11.2018

PROJECT END (30.11.2018)

 Recreate periods

 Save

Figure 42. Defining project reporting periods.

Partner budget

Before starting to fill in the budget make sure that reporting periods are created, otherwise you will not be able to fill in budget. If periods are not created automatically, create them manually by clicking ‘Recreate periods’ (Figure 42).

Select a partner from the partner list and click ‘Define budget’ (Figure 43). Fill in the budget for each partner. The budget will be shown from three different aspects: the budget lines (BLs), project periods and WPs. You may choose any of these aspects as your starting point for filling in the budget. When filling in the table, the eMS will transfer the information to the other two tables as well.

Project overview > Partner > Project description > Workplan > Project budget						
List of partners						
Number ↕	Name ↕	Country ↕	Inside programme area	Abbreviation ↕	Role ↕	Budget
1	LP name	SUOMI / FINLAND	Yes	LP abbreviation	Lead partner	<p> Define budget</p> <p> Define contribution</p>
2	PP2 name	LATVIJA	Yes	PP2 abbreviation	Project partner	<p> Define budget</p> <p> Define contribution</p>

Figure 43. Defining partner budget.

Once the whole table is filled in, move on to the next partner on the partner list and repeat the process on every project partner.

The budget should be filled in with enough detail for the Joint Secretariat to be able to assess if the budget is realistic and if it links to the activity plan. This means that for each cost item, a basic calculation method should be provided. You can create sub-budget lines according to your need. It is advisable to add sub-budget lines according to logical entities and then fill in the costs for the periods.

When preparing the budget, read the Programme Manual closely. It contains detailed information about what costs considered eligible under each BL.

The budget lines

Staff costs

Staff costs have to be calculated according to the given methods described in the Programme Manual. Project staff salary calculation is based on different staff types:

- **Full-time**
Calculation method: total gross employment cost (gross salary + social and other eligible employment cost)
- **Part-time with a fixed percentage**
Calculation method: fixed percentage of the gross employment cost (gross salary + social and other eligible employment cost)

Staff costs should be filled into relevant WPs (WP Management, WP Implementation, WP Communication, WP Investment). You can add project staff (sub-budget lines) by clicking '+' (Figure 44) and adding Staff function (for example 'project manager') and 'Description' (Figure 44). Add each staff member to a separate sub-budget line.

Budget line	Sub-budget line	WP M - Management	WP T1 -	Sum
Staff costs	+			
	Sum	€ 0,00	€ 0,00	€ 0,00

Figure 44. Adding project staff (sub-budget line).

Create sub-budget line for Staff costs ✕

Staff function

Description
 255 Characters remaining

Figure 45. Adding 'Staff function' and 'Description'.

In the sub-budget line provide information on monthly or hourly salary level, estimated workload (full or part time work), additional costs and indicate the task of the worker in the project (Figure 46).

Budget line	Sub-budget line
Staff costs	<div style="display: flex; align-items: center;"> <div style="text-align: center; width: 20px;">+</div> <div style="flex-grow: 1;"> Project manager / 100%, 3500 eur/month x 1,3 ← Full-time coefficient </div> </div>
	<div style="display: flex; align-items: center;"> <div style="flex-grow: 1;"> Financial manager / 25%, 3200 eur/month x 1,3 ← Partime with a fixed percentage coefficient </div> </div>

Figure 46. Sub-budget line description according to different types of staff cost.

Save and click the pencil figure on the relevant WP to enter 'Staff type' and salary information. Information on the salary is to be entered for each period:

- Unit type: choose full time or part time as well as period, month (Figure 47).
- Total: the total amount of funding used for the specific sub-budget line in the specific period.

Add the information to all relevant periods. Add project staff as relevant to your project and repeat the process for each partner.

Update Work package budget for 'WP T1 -' - 'Staff costs ()'

Period	Unit type	Total
Period 1 - 02.07.2017 - 01.01.2018	Select one staff type Full-time Part time with a fixed percentage	€ 0.00

Figure 47. Defining 'Unit type' (Staff type).

Office and administration

This cost will be automatically calculated as 15% flat rate on top of the salary costs after ticking the box 'Budget flat rate Office and administration'. You cannot change the value of this budget line manually. If you make changes to 'Staff costs' remember to click 'Recalculate budget' in order to update the flat rate calculation. (Figure 48.)

Budget flatrates

Budget flatrate Office and administration

Flatrate Office and administration
15.00%

Recalculate budget

Budget line	Sub-budget line
Staff costs	Project manager / 100%, 3500 eur/month x 1,3 coefficient

Figure 48. Office and administration cost automatic calculation.

Travel and accommodation

Click '+' to add a sub-budget line and name it (for example 'Steering group meetings x 3, 3 persons') (Figure 49). Insert information to each WP and period:









Travel and accommodation	+	Central Baltic seminars (2 seminar, 2 persons)		
		Local travels to pilot sites (approx. 50 travels)		
		Project management team meetings (6 meetings, 3 persons)		
		Steering group meetings (3 meetings, 3 persons)		

Figure 49. Defining travel and accommodation sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example 'Participation in conference x, 2 persons') is added to the sub-budget line, not to the Unit type box/field.

Total: the total amount used for the specific sub-budget line in the specific period.

Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for Travel and accommodation costs.

Preparation costs are added into the budget line as a lump sum on a single sub-budget line. Name the preparation costs as 'LUMP SUM preparation'. The total amount ERDF should be no more and no less than EUR 10.000 for each project. Add the partner contribution of each partner receiving the preparation money to this sum. An example of the calculation method when a single partner is receiving the preparation cost, or when it will be divided between partners (Figure 50).

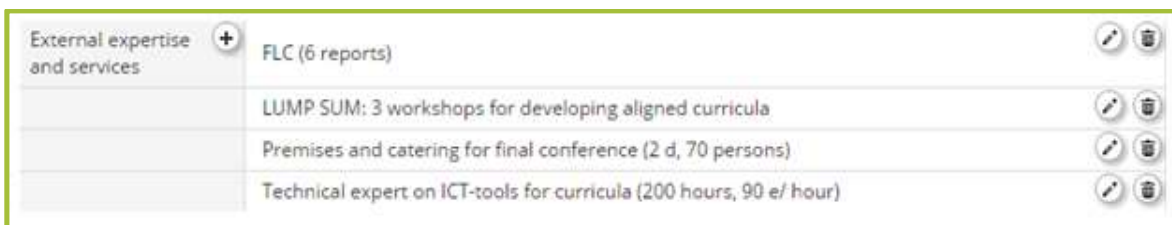
PARTNER	BUDGET in EUR	ERDF RATE	ERDF in EUR
LP SE	13 333,33	75 %	10 000,00
TOTAL	13 333,33		10 000,00

PARTNER	BUDGET in EUR	ERDF RATE	ERDF in EUR
LP LV	8 235,29	85 %	7 000,00
PP FI	4 000,00	75 %	3 000,00
TOTAL	12 235,29		10 000,00

Figure 50. Example calculation of preparation cost.

External expertise and services

Click '+' to add a sub-budget line and provide a description (for example, 'Publications, 5 in 2 languages' (Figure 51)). Insert information to each WP and period where your project is planning to have these costs:



External expertise and services	+	FLC (6 reports)		
		LUMP SUM: 3 workshops for developing aligned curricula		
		Premises and catering for final conference (2 d, 70 persons)		
		Technical expert on ICT-tools for curricula (200 hours, 90 e/ hour)		

Figure 51. Defining external expertise and services sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example '2 reports on the natural values of site x' or 'Lump sum: 3 trainings for target group x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

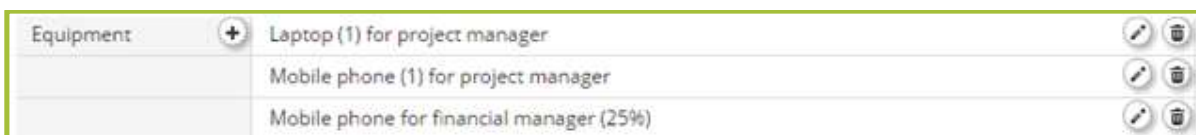
Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for External expertise and services.

- A separate sub-budget line should be created for all external expertise or service cost items exceeding EUR 5.000 (total).
- The costs for the Finnish First Level Control go under this BL.

Equipment

Click '+' to add a sub-budget line and provide a description of its contents, for example 'Computers for project staff (2 pieces)' (Figure 52). Insert information to each WP and period where your project is planning to purchase equipment:



Equipment	+	Laptop (1) for project manager		
		Mobile phone (1) for project manager		
		Mobile phone for financial manager (25%)		

Figure 52. Defining equipment sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example, 'computer for project manager' or 'xx bottles for water samples for activities in WP x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for Equipment.

Please note that the maximum cost for a regular laptop computer is EUR 1.000, and for a mobile phone EUR 500. If more expensive equipment is needed, it should be justified. All items purchased under BL 'Equipment' should be listed separately unless they are similar and of same value.

Leasing is recommended as a primary way to acquire equipment for project purposes.

Infrastructure and works

Click '+' to add a sub-budget line and describe its contents, for example 'Installing electricity in a small port'. Insert information to each WP and period where your project is planning to have investments:

Unit type: no information is needed. Information describing the cost item (for example '200 m of cable installed to small port x' or 'sewage system to tourist attraction x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Repeat the process for each period if relevant and move on to define other sub-budget lines for investments.

Net revenue

When talking about income, the programme refers to net revenues. Net revenue means cash inflows directly paid by users for the goods and services provided by the project, such as charges borne directly by the users of the project goods or services less any operating costs and replacement costs of short-life equipment incurred during the corresponding period. Thus, if a project receives income, the net revenue is what should be taken into account. Income is not typical for Central Baltic programme projects, but may occur in some cases.

If your project will create net revenue (income), click '+' to add a sub-budget line and describe its content, for example 'Ticket sales'. Insert information to each WP and period where your project is anticipated to have net revenue:

Unit type: no information is needed. Information describing the kind of net revenue you will have (for example '100 tickets sold, 20 € each') is added to the sub-budget line, not to the Unit type box.

Total: the estimated net revenue for the specific period.

Repeat the process for each period if relevant and move on to define other sub-budget lines for Net revenue.

Define contribution

Define the partner contribution when the partner budget is filled in. Select a partner from the partner list and click 'Define contribution' (Figure 53).

If the partner budget is updated during the preparation of application and the total amount of it changes remember that the partner contribution must be re-defined as it is not updated automatically.



Number	Name	Country	Inside programme area	Abbreviation	Role	Budget
1	LP name	SUOMI / FINLAND	Yes	LP abbreviation	Lead partner	 Define budget  Define contribution
2	PP2 name	LATVIJA	Yes	PP2 abbreviation	Project partner	 Define budget  Define contribution

Figure 53. Defining partner contribution.

Indicate the 'Amount' and 'Source(s) of contribution' of each project partner. Click '+' if there are several sources of contribution and enter the name and legal status of the additional contributor.

Check that the own contribution target value is reached and 'Total' is identical with 'Total target value of partner contribution' (Figure 54). Check also that the amount of partner contribution is identical to the amount presented in the Partner Contribution Statement(s). Please note that in the 'Source of contribution' only the partner contribution is shown, divided by public and private contribution, not the programme contribution (ERDF).

Source Of Contribution	Legal Status	% of total partner contribution	Amount
Youth Association in Finl	public	87,34 %	€ 30.000,00
NGO in Finland	private	12,66 %	€ 4.348,84
Sub total public contribution		87,34 %	€ 30.000,00
Sub total private contribution		12,66 %	€ 4.348,84
Total			€ 34.348,84
Total target value of partner contribution			€ 34.348,84
Total eligible partner budget			€ 133.046,49

Figure 54. Defining partner contribution.

Applying for lump sums

The programme allows so-called lump sums. It means that the partner plans an activity and calculates a budget for it. Indicators are set to prove that activity took place in the planned way. Once the activity has taken place it will be reported. If the indicators for the activity are fulfilled completely, the project will be reimbursed with the full amount that was budgeted. The project is advised to set the indicators very carefully, as no reimbursement of costs will be made in case any of the indicators would not be completely fulfilled.

No supporting documents have to be provided for the actual costs during the reporting. Therefore emphasis is put on the calculation methods of the lump sum and setting appropriate indicators. The calculations must be provided to the Joint Secretariat for assessment and they must be detailed enough to assess that they are realistic and relevant.

Lump sums are especially useful for bigger sets of costs where a lot of different individual costs are foreseen (for example, a series of trainings with catering, premises, several lecturers, etc.).

The maximum limit for one lump sum is EUR 100.000. The project can, however, include several lump sums. Lump sums cannot be used for the BLs 'Staff costs' or 'Equipment' to cover the full unit cost of project staff or purchase/leasing of equipment (such as one person's full salary or the purchase of a laptop). Staff and equipment related costs can, however, form part of a lump sum if they refer to rent, leasing or other running costs of equipment or to covering staff costs as minor hourly rates related to the activity defined as the lump sum. Costs for one person's salary cannot be covered as both direct and indirect cost (lump sum).

Lump sums should be filled in the budget in the following way:

- Choose the BL most appropriate for your lump sum. If the lump sum includes costs from several BLs, choose the one which is most representative of the costs. In most cases this would probably be the BL 'External expertise and services'
- Present the cost as 'LUMP SUM: name of lump sum' For example, 'LUMP SUM: training for SME's' or 'LUMP SUM: 3 study visits'
- For each lump sum prepare an annex and explain in detail what activities and costs will be included in the lump sum, the calculation method how the cost of the lump sum were

defined. This calculation method must be detailed and provide explanations, examples and justifications for each activity/cost item foreseen.

- Add information about the indicator in the annex

Template for Applying for Lump Sums is available at www.centralbaltic.eu

The preparation cost lump sum of EUR 10.000 ERDF per project has been set by the programme, and it will be paid to all projects that are selected for funding. The programme has set the calculation method and the indicator for this lump sum, so projects are not required to attach an annex regarding the preparation cost lump sum, but a description on how this money has been used is to be provided in the preparation WP description.

Activities outside

If applicable, list project activities to be carried out outside the programme area. Describe why these activities are necessary and what benefit it will bring to the project and the programme area.

Add the total budget of these activities as well as their ERDF share after you have defined this information in the partner budgets. The percentage related to the project total ERDF will be calculated automatically. Note, that travel costs are never calculated towards this limit.

Remember to indicate the same cost clearly in partner budget part and mark reference if the cost is related to activities outside, e.g. 'Catering for the seminar in Germany, 20 persons, 2 days'.

Project budget overview

This part will be calculated automatically by the eMS. The project BL etc. Please note that in-kind contributions are not eligible in the Central Baltic projects.

Attachments

Please be aware that the assessment of the small projects is done only based on the information provided in the actual AF (eMS) and the mandatory attachments described in this chapter. Information provided in additional annexes will not be used for the assessment. Therefore it is extremely important that you fill in the AF carefully and provide all information requested.

Attachments and uploads can be added by clicking 'Choose', which lets you browse through the files on your computer. Choose the right file and upload it. Repeat the process until all necessary attachment files have been uploaded. There is an option to add a comment to each attachment.

The mandatory attachments depending on the type of the project are:

- **Confirmation Letter**
- **Document verifying who has a right to sign** on behalf of the lead applicant organisation
- **Partner Contribution Statement**
- **Letter of Intent**
- **Declaration of Financial Capacity to Undertake Project Activities**
- **Template for Applying for Lump Sums**
- **De Minimis Declaration**
- **Verification of jurisdiction and role of partners located outside programme area**
- **Supporting documentation for investment**

The annexes have to be submitted as electronic (PDF) versions, except for the Confirmation Letter, which must be submitted as an original signed paper copy.

For more information about mandatory attachments see chapter Submitting the application of this document.

REGULAR PROJECTS

Project overview

This section contains basic information about the project: project identification data, project summary, budget per partner.

Project identification

Following data have to be provided in the sub-section 'Project identification' (Figure 55):

The form contains the following fields:

- Sub-programme: dropdown menu
- Programme priority: dropdown menu
- Specific objective: dropdown menu
- Project acronym: text input field
- Project title: text input field with a character count of 253 Characters remaining
- Project number: text input field with a 'CB' button
- Name of lead partner: text input field
- Name of lead partner in English: text input field
- Project duration: dropdown menu with 'Month' and 'Days' options
- Start date: text input field
- End date: text input field

Figure 55. Data to be filled in 'Project identification'.

Sub-programme: choose from the drop-down menu, pick the relevant one based on where the partners are from. For more information, refer to the chapter 2.4 of Programme Manual.

Programme priority: choose from the drop-down menu.

Specific objective: choose from the drop-down menu. Please note that a project can choose only one specific objective.

Project acronym: create and insert in the input field.

An acronym is an abbreviation formed from the words or content of the project title. It will be used in communication and will help to identify the project. It is recommended that the acronym will be kept quite short, at max. 18 characters. The acronym:

- should be pronounceable and easy to remember
- should have a connection to the full title of the project (e.g. first letters of words) or be a word related to the project theme, or both
- may include recognisable words in English
- can include numbers
- should not be a confusing mix of capital and small letters
- should not be a web address

Project title: insert short and understandable description of the basic idea of the project. It should consist of real words in English (recommended length would be max. 60 characters including spaces).

Project number: will be given automatically by the eMS when the project is saved.

Name of the lead partner: will appear automatically when information is provided in section 'Partner'.

Name of the lead partner in English: will appear automatically when information is provided in section 'Partner'.

Project duration: will be calculated automatically when start date and end date are provided.

Start date, end date: enter either manually typing or choosing from the calendar. If you have problems filling in the end or start dates, type the date into the input field rather than use the calendar menu. For the 4th call projects, the earliest start date of the project can be 01.04.2019 and the latest end date can be set at 30.06.2021.

Project summary

This part gives a brief overview of the project. The information written here will be used to produce content for various platforms, such as the programme project database, booklets etc. Therefore, make sure that the information provided in the project summary input field is coherent, well-structured, catchy and understandable for an external reader taking into account all the topics mentioned below:

- Project challenge and why do you need a cross-border approach to tackle it?
- What is new/original in your project?
- How are you planning to reach your results?
- Short description of the main project results; in what way is the change visible and who will benefit from it?

It is advisable to fill in the summary after the whole AF is completed.

Total project budget

Summary information on the project budget is automatically generated by the eMS when information on partners and their budgets is provided (Figure 56) in sections 'Partner' and 'Project budget'.

Partner			Programme co-financing			Partner contribution		
Partner	Partner abbreviation	Country	ERDF	ERDF Co-financing rate (%)	Percentage Of Total ERDF	Public contribution	Private Contribution	Total partner contribution

Figure 56. Automatically general Total project budget.

Project outputs

Overview of the project outputs and their linkage to the programme outputs will be automatically generated by the eMS when data are provided in the WPs in section 'Work plan' (Figure 57).

Programme output indicators	Project output indicator target value	Measurement unit	Project output target value	Project output number	Project output title
Number of new enterprises supported	0.0	Number	0.00	O.T1.1	
			0.00	O.I1.1	

Figure 57. Automatically generated project outputs table.

Partner

The section contains formal data and contact data, as well as description of role, competence, planned benefit of each partner organisation.

The eMS will automatically create a list of partners after information on the project partners is provided and saved in the eMS. To start to fill in data about project lead partner or project partner/associated partner click on 'New partner' or 'New associated partner' (Figure 58).

Number	Name	Country	Inside programme area	Abbreviation	Role	Associated to	View partner
<input type="button" value="New partner"/> <input type="button" value="New associated partner"/>							

Figure 58. Adding new partners or associated partners.

Lead partner (Project partner)

Please note that a section 'Project overview' has to be partially filled in or at least AF saved to be able to fill in 'Partner' section.

The following form has to be filled in separately for each partner (Figure 59).

Partner role in the project: (dropdown menu)

Partner name:

Partner name in English:

Abbreviation:

Department:

Figure 59. Filling in the 'Partner' section: role, name, abbreviation and department.

Partner role in the project: please choose the role of lead partner or project partner from the drop-down menu.

Partner name: insert the name of the partner organisation in national language.

Partner name in English: provide translation of partner name in English.

Abbreviation: indicate an abbreviation of the partner organisation (official or unofficial). Abbreviation in this case refers to a short title of the partner organisation (for example UNESCO is an abbreviation of ‘United Nations Educational, Scientific and Cultural Organization’).

Department: indicate which department of the partner organization will be in charge for the implementation of the project.

Address

In the subsection ‘Address’ applicants are asked to provide information on the legal address of partner organization and provide information on NUTS region (Figure 60).



The screenshot shows a form titled 'Address'. On the left side, there are three dropdown menus labeled 'NUTS 0', 'NUTS 2', and 'NUTS 3'. Below the 'NUTS 0' dropdown is a checkbox labeled 'From all regions'. To the right of these dropdowns are several text input fields: 'Street', 'House number', 'Postal code', and 'City'. At the bottom of the right side is a 'Home page' field.

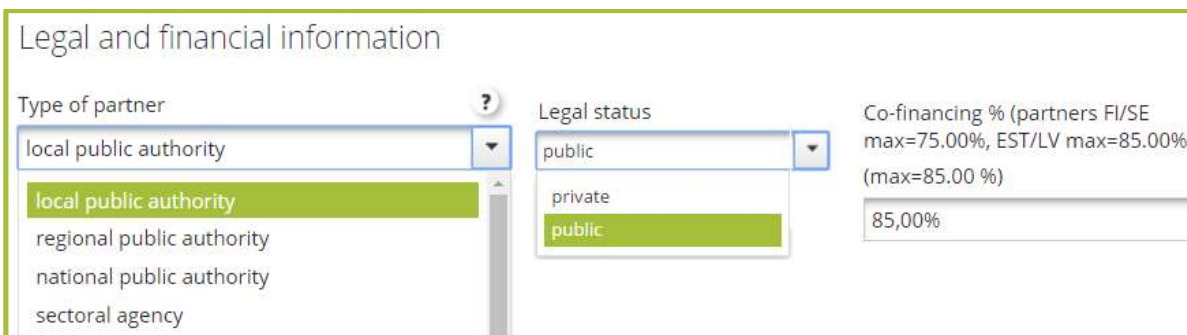
Figure 60. Filling in the ‘Partner’ section: information on NUTS and address.

NUTS: firstly, choose the country from the dropdown menu in the section ‘NUTS 0’ and then region from the sections below: either ‘NUTS 2’ or ‘NUTS 3’.

If the partner organisation on exceptional bases (see chapter 2.4 in the Programme Manual) comes from outside of the programme area, tick the box ‘From all regions’ (Figure 60) to choose a region outside of the programme area.

Legal and financial information

Information on type of partner, legal status, co-financing rate and VAT have to be provided in this sub-section as explained below (Figures 61, 62).



The screenshot shows a form titled 'Legal and financial information'. On the left, there is a dropdown menu for 'Type of partner' which is open, showing a list of options: 'local public authority', 'regional public authority', 'national public authority', and 'sectoral agency'. To the right of this is a dropdown menu for 'Legal status' which is also open, showing 'public' and 'private'. Further to the right is a text input field for 'Co-financing % (partners FI/SE max=75.00%, EST/LV max=85.00%) (max=85.00 %)' with the value '85,00%' entered.

Figure 61. Filling in the ‘Partner’ section: legal and financial information.

Type of partner: choose from the drop-down menu. Several options may apply; in such case choose the most appropriate or descriptive one. If choosing 'other', provide an explanation.

Legal status: choose from drop-down menu either private or public, depending on the main source of financing of the partner organisation and/or whether the organisation is governed by public or private law. The definition can be found in the Programme Manual, chapter 2.6 section 'Eligibility of funding'.

Co-financing rate: fill in manually. The maximum is 75% for Finnish and Swedish partners and partners from Åland islands, and 85% for Estonian and Latvian partners.

Choose correct co-financing rate according to country where partner comes from and fill it in manually!

The project's maximum combined ERDF rate should not exceed 79%.

VAT: indicate VAT number, if the partner organisation has it. If the partner organisation uses another identification number (registration number etc.), uncheck the box, provide the number and its definition to the text fields as shown below (Figure 62):

The image shows a screenshot of a web form. On the left, there is a checked checkbox with a small 'x' icon. Below it is the label 'VAT number' followed by a question mark icon in a circle. Underneath is a text input field. To the right of the text field is a dropdown menu with the title 'Possibility to recover VAT'. The dropdown is open, showing four options: 'yes', 'no', 'partly', and 'yes'. The bottom 'yes' option is highlighted in green. The entire form area is enclosed in a thin green border.

Figure 62. Filling in the 'Partner' section: VAT.

Possibility to recover VAT: indicate by choosing 'yes' if your organisation is entitled to recover VAT based on national legislation for the activities implemented in the project or choose 'no' if this is not the case. If VAT is partially recoverable, choose 'partly' and provide information on the preconditions of recovery.

For information about VAT eligibility check Programme Manual chapter 3.6.

Legal representative, contact person

Contact data for the legal representative and project contact person have to be provided in this sub-section.

Contact person: give the personal and contact information of project contact person. Contact person within the lead partner is the day-to-day contact between the project and the programme. Other partners will have contact persons for internal communication within the project consortium.

Legal representative: give the personal and contact information of project legal representative (Figure 63). The legal representative is the official representative of a partner organisation, with rights to sign documents.

Legal representative		Contact person
Title ?	<input type="text" value="Mr"/>	Title <input type="text" value="Mr"/>
First name ?	<input type="text"/>	Name <input type="text"/>
E-mail address ?	<input type="text"/>	E-mail Address <input type="text"/>
	Telephone ?	
	<input type="text"/>	

Figure 63. Filling in the 'Partner section': legal representative.

Relevant competences and role of the partner in project

Avoid providing general information about the partner organisation. Indicate concrete know-how of partner which will be used to implement project activities instead of naming all fields/most common fields of expertise/interest, introducing history of organisation, describing size of partner organization, annual turnover, etc.

Remember to describe what role the partner will take in the project (indicate if the partner will be responsible for some WP or activity or will support project partnership with some concrete knowledge and/or know-how).

Explain what is the partner's main role (why the partner is best to fulfil the specific role and implement the tasks) and what are the key competences relevant for that.

Benefit from participating in the project

Provide specific information on what benefit the partner organisation will gain from the project. When describing it consider the main project results and outputs and other important project outcomes after the project end instead of providing information on such benefits as capacity building in international project management, international communication etc.

Relevant experience

Mention the most relevant experience of the partner organisation from the relevant field, in management and participation of international projects (EU co-financed or other projects).

When the formal data on partner organisation are filled in, remember to save before moving on to the next partner. To add information of another partner, return to the 'List of partners', from where you can add new partners. Repeat the process described above for each project partner.

If the project will include associated partners (see chapter 2.4 in the Programme Manual), indicate also if the associated partner is especially associated to some other partner (Figure 64).

Associated partner

Partner name

255 Characters remaining

Partner name in English

255 Characters remaining

Associated to partner

lp

- lp
- 2
- No partner

Figure 64. Filling in the 'Partner' section: associated partner.

Project description

This section provides information about the project content on a strategic level. Here the project has to explain why the project is needed, how it links to the programme and with other strategies and why it should be implemented in cross-border cooperation. All these topics are extremely important factors when prioritising projects that will be selected for funding. Please consider each question carefully and provide all relevant information in the

Project relevance

Cross-border challenge and opportunity

Provide a **concrete and specific description** of the cross-border challenges and opportunities that **will be tackled by the project** (in relation to the needs of project target groups). Explain why your project is necessary for the involved regions/countries in terms of common challenges and/or joint assets addressed.

Avoid a **general description of challenges in the field** the project is working in (for example, cultural and natural heritage, vocational education, etc.), avoid especially providing a list of all challenges in the field or naming challenges which will not be tackled within the project. Defined cross-border challenges and opportunities shall be the basis for setting the project objectives, and therefore clear a linkage between challenges and objectives should be ensured.

Project approach

Describe how the project will address the common cross-border challenges and/or joint assets, e.g. describe main project activities to achieve project results. Explain how activities will be organised in the project (e.g., how they will be structured, what will be their sequence, what specific methods will be applied, etc.).

In addition, describe if/to what extent new or innovative solutions will be developed and/or applied during the project, e.g. highlight if/to what extent and in what way the project solutions goes beyond existing practice in the sector/programme area/participating countries.

Cooperation reason

Provide information on why cross-border cooperation is needed to achieve the project's objectives and results. From the information in this section it should be clear why project objectives and results cannot be achieved on local/regional/national level alone.

Explain the logic behind the partnership structure: why certain countries/partners/types of organisations were chosen; how main responsibilities will be divided in the partnership.

The programme does not support pure networking projects (for more information about cooperation see Programme Manual). Therefore exchange of experience is not enough to justify cooperation reason. Project partners have to devote attention to align their needs during preparation phase in order to capture the real need for cooperation, to establish potential cooperation structure (how joint work will be organised) and prove the benefits.

Cooperation criteria

Tick the boxes and describe how the project fulfils each cooperation criteria (Figure 65). More information on the different criteria and their definition is available in chapter 2.1 of the Programme Manual.

Joint development	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint implementation	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint staffing	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining
Joint financing	<input type="checkbox"/>	?	<input type="text"/>	255 Characters Remaining

Figure 65. Cooperation criteria.

Project focus

Project's contribution to the specific objective of the programme

Provide the overall objective of the project and explain how does it link to the chosen programme specific objective. The project overall objective should be a **long term strategic objective** revealing **what project aims to support**.

The programme will only fund projects that directly support the achievement of programme specific objectives. Therefore a project should define its overall objective in relation to the selected programme specific objective.

Result indicator of the specific objective

During 4th call the following specific objectives are open for application: SO 1.1., SO 1.3., SO 2.1., SO 3.1. and SO 4.1.

The relevant result indicator of chosen specific objective will appear automatically based on chosen priority and specific objective in the section 'Project overview':

except priority 3 specific objective 3.1. where applicants are required to choose relevant result indicator from drop-down menu as shown below (Figure 65):

Figure 65. Choosing programme result indicator for SO 3.1.

Project main result

Define one or more project main results. Explain their contribution to the programme result indicator and indicate target value. Explain how the target value was calculated.

The project result is a change compared to the initial situation deriving from the use of project outputs by target groups and stakeholders (it could be formulated as a statement describing improvement of a current state or condition). The project result should be coherent to the overall project objective. It should directly contribute to the achievement of programme result indicator(s).

Project specific objectives

Define up to 3 project specific objectives.

There are no specific objectives created

 Add project specific objective

The results should be in proportion to the resources available for project partners and to the factors that they can actually influence with their work. Nonetheless, it should be something that last in the long run and thus will provide a benefit even after project is finished.

The programme will only fund projects that are in line with the programme result indicators

Project specific objectives

Define up to three project's specific objectives by clicking 'Add project specific objective' as shown below (Figure 66):

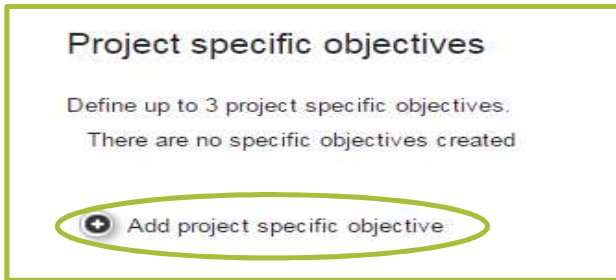


Figure 66. Defining specific objectives.

and provide description how it is planned to achieve each project objective (Figure 67).

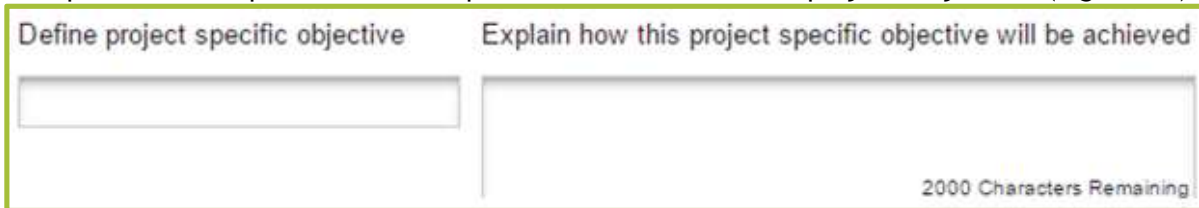
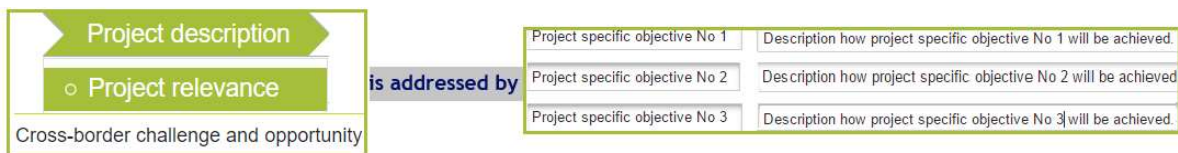


Figure 67. Providing description for project specific objectives.

Project specific objectives should be immediate or short term objectives which have to be achieved within the project duration by developing project outputs. Ensure that formulated objectives are coherent and specific, measurable, achievable, relevant and can be achieved within the project life time.

Please note that project specific objectives **should directly address** the defined problems and challenges which you have described in the AF section ‘Cross-border challenge and opportunity’:



Moreover, project specific objectives have to be clearly and directly interlinked with project overall objective and main project results:



Clearly and coherently set specific objectives will set solid bases for defining a project work plan - project outputs, activities and deliverables.

Durability and transferability of main outputs

The project needs to ensure that project outputs and results have a lasting effect beyond project duration. Describe concrete measures (including institutional structures, financial resources, etc.) during and after project implementation to ensure and/or strengthen the durability of the project outputs and results, possible continuation of activities etc. If relevant, explain who will be responsible and/or who will be the owner of results and outputs.

Give a description of the transferability of the project results and outputs, if applicable, i.e. how they can be used in a wider context, in other countries or circumstances.

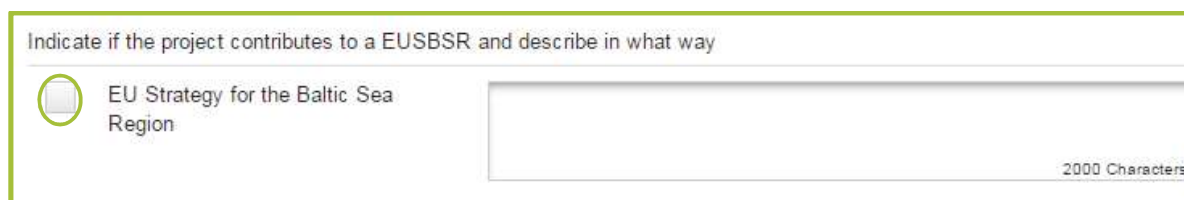
Project context

Project context

Demonstrate the priority status of your project topic in local and/or regional and/or national level strategy documents.

Project contribution to EUSBSR

If project activities and results contribute to the EU Strategy for the Baltic Sea Region (EUSBSR), tick the box and provide information on targeted policy areas and horizontal actions and elaborate on how the project is going to contribute to them (Figure 68).



The screenshot shows a form with the heading "Indicate if the project contributes to a EUSBSR and describe in what way". Below the heading is a table with one row. The first column contains a checkbox and the text "EU Strategy for the Baltic Sea Region". The second column is a large text input field with a "2000 Characters" limit indicator at the bottom right.

Figure 68. Information on EUSBSR.

The Programme Manual chapter 2.3 section on the EUSBSR provides a good overview of the linkages between the programme and the strategy. For more information on the added value your project may bring to the strategy, go to the EUSBSR website www.balticsea-region-strategy.eu.

If you think your project could be considered as a flagship project, get in touch with the relevant organisations to establish this status. indicate also if flagship status has been granted to your project already.

Synergies with other projects

Describe if the project has some synergies with other past or current EU and/or other project or initiatives. Explain if and how the project will use/further develop/complement results of other projects. Describe what kind of added value will be created in this project. Describe how the project intends to use knowledge and experience acquired from the previous work of the organisation, including implemented co-operation projects. Describe clearly the new value added.

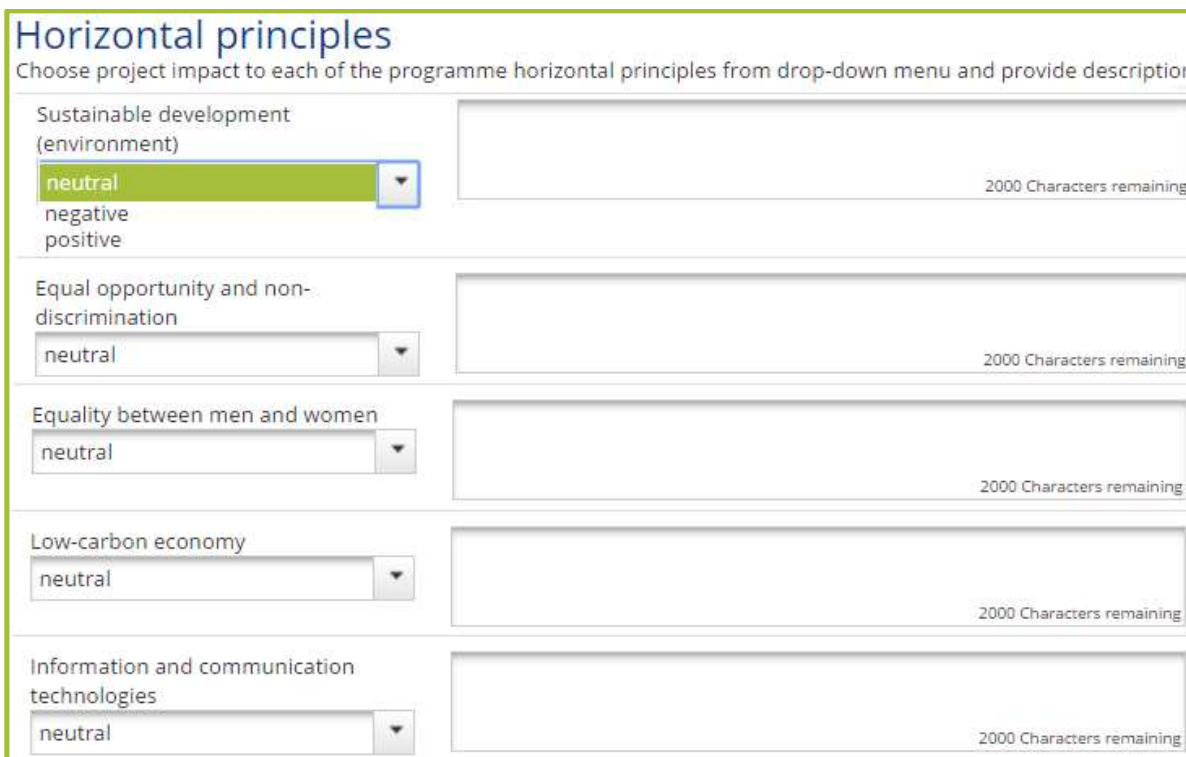
Participation of countries

If not all sub-programme countries are participating in the project, justify why it was not possible or considered relevant to have partners also from those countries.

Horizontal principles

The project has to self-assess the extent and the way it will contribute to the horizontal principles of the programme, namely sustainable development, equal opportunities and non-discrimination, gender equality, low-carbon economy and information and communication technologies.

Projects are asked to define the impact of the project on each of these principles by choosing 'neutral', 'negative' or 'positive' from the dropdown menu (Figure 69). In general projects are expected not to have negative effect on any of those principles. If there are some specific measures planned to make positive contribution, then 'positive impact' has to be chosen from drop-down menu and explanation provided.



The screenshot shows a form titled "Horizontal principles" with the instruction "Choose project impact to each of the programme horizontal principles from drop-down menu and provide description". The form contains five rows, each for a different principle:

- Sustainable development (environment):** Dropdown menu with options "neutral", "negative", and "positive". The "neutral" option is selected and highlighted in green. A text box to the right is empty, with "2000 Characters remaining" at the bottom right.
- Equal opportunity and non-discrimination:** Dropdown menu with "neutral" selected. Text box is empty, with "2000 Characters remaining" at the bottom right.
- Equality between men and women:** Dropdown menu with "neutral" selected. Text box is empty, with "2000 Characters remaining" at the bottom right.
- Low-carbon economy:** Dropdown menu with "neutral" selected. Text box is empty, with "2000 Characters remaining" at the bottom right.
- Information and communication technologies:** Dropdown menu with "neutral" selected. Text box is empty, with "2000 Characters remaining" at the bottom right.

Figure 69. Information on programme horizontal principles.

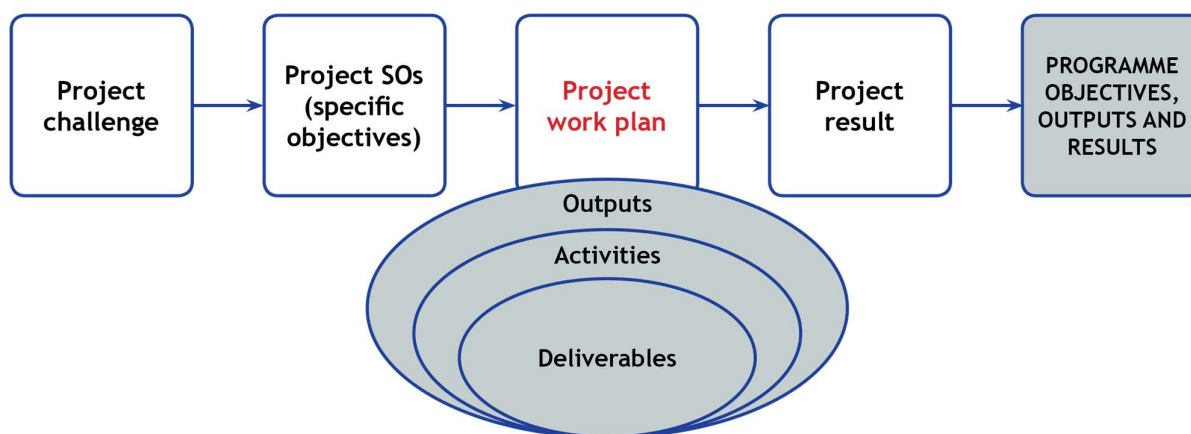
For more information on horizontal principles look into the Programme Manual chapter 2.3.

Be realistic - projects are not supposed to have 'positive' impact for all horizontal principles. Choose 'positive' impact only if your project plans specific emphasis or measures on any of the principles.

Work plan

This section provides information on activities and deliverables which are necessary to implement in order to create project outputs, results, achieve specific project objectives, as well as information on responsibilities of project partners. Target groups have to be defined, benefit to each target group described and project reporting periods set.

In order to prepare a good and coherent work plan, the project intervention logic has to be considered. E.g., project partners should closely consider identified project challenge, defined project specific objectives and results when structuring activities into work packages (WPs), making an activity plan for each WP. Only those activities which are directly relevant and necessary to achieve project objectives and results can be included in the work plan.



List of work packages

The work plan is structured into WPs (Figure 70). A WP is a group of activities defined in the work plan. There are several types of WPs, which are visible in the sub-section 'List of work packages':

List of work packages

PREPARATION

Create Preparation WP +

M MANAGEMENT

Management

Jan.2017 Jan.2018

No work packages defined

New Implementation WP + New Investment WP +

COMMUNICATION

Create Communication WP +

Figure 70. View when 'List of work packages' is opened (WP Management is predefined, other WPs have to be created).

Partially WPs are defined by the programme and have to be filled in obligatory:

- Preparation
- Management
- Implementation at least one

- Communication
- Investment (to be filled in if some investments are planned in the project)

Yet project can decide how many Implementation and Investment WPs are needed.

WPs are split into activities. Activities refer to dividing a project into a number of individual tasks which must be completed to reach the deliverables. A deliverable is a tangible or intangible object produced as a result of the activity that is intended to be delivered to a target group or a stakeholder. A deliverable could be a report, a document, a server upgrade or any other building block of a project.

All project activities should be finalised three months before the project end. Only WP Management may have activities and costs during these three final months (see Chapter 2.5 in the Programme Manual). Make sure you include this three-month closing period, as it is mandatory for all projects to have.

Please note that 'Project overview' sub-section 'Project identification' and titles of partners in the section 'Partner' have to be filled in before the WPs can be opened.

WP Management

WP Management is mandatory and it appears automatically in the 'List of work packages'. Please note that for this WP you do not need to include WP start and end dates - they appear automatically when project start date and end date is inserted in the section 'Project overview'.

WP details

Project management	WP start date Dec.2016	WP end date Dec.2016
---------------------------	----------------------------------	--------------------------------

Involvement of partners

Select a responsible partner for this WP

Select partner who will implement this WP activities

<input type="radio"/>	Number	Name	Role	Abbreviation
<input checked="" type="checkbox"/>	1	LP name	LP	LP abbreviation
<input type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation

Summary

Figure 71. Filling the WP Management: involvement of partners and summary.

Select a responsible partner for this WP: responsible partner for the WP Management is the lead partner and it will appear automatically (Figure 71) from the AF section 'Partner'.

Select the partner(s) who will implement this WP activities: as a rule, all project partners should participate in the WP Management. Therefore click the upper button and all partners will be automatically indicated as implementing activities of the WP Management or click on each partner separately from the list.

Summary: provide a summary description of project management according to the requirements mentioned below:

- Project management structures, procedures on operational level (project management group) and strategic level (project steering group)
- Responsibilities of project partners
- **Internal** communication within the partnership
- Identification and managing project risks
- Project quality management (common understanding of quality characteristics of the main project outcomes and results, monitoring it etc.)

The screenshot shows a form for creating an activity in a project management system. It has three main input fields: 'Title of activity' with a character count of 255, 'Start date' set to December 2016, and 'End date' set to November 2018. Below these fields are three buttons: 'Remove activity', 'Add deliverable', and 'Add activity'. The 'Add deliverable' and 'Add activity' buttons are highlighted with green circles.

Figure 72. Filling in the WP Management: activity plan.

Fill in the activity plan (Figure 72): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking ‘Add deliverable’.

To add more activities, click ‘Add activity’. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

- Separate operational and steering functions, e.g. plan both project steering and project management groups, schedule their meetings. Ensure that personnel for project steering and project management groups differ (for more information on responsibilities of project steering group see chapter 3.2, on roles of project partners see chapter 2.4 of Programme Manual)
- Plan enough cooperation (meetings) to ensure joint implementation. It does not mean that always face to face meetings have to be organised, online meetings and other measures can also be planned
- Consider how to ensure project quality and plan respective activities in the activity plan
- Plan measures to identify and monitor project risks and plan respective activities
- List each activity separately (e.g. kick off, project management meetings, steering group meetings), etc.

WP Implementation

WP details

Title	WP start date	WP end date
<input style="width: 95%;" type="text"/>	Dec.2016	Dec.2016

Involvement of partners
Select a responsible partner for this WP

2 - PP2 name ▼

Select partner who will implement this WP activities

<input type="checkbox"/>	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input type="checkbox"/>	1	LP name	LP	LP abbreviation
<input checked="" type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation
<input checked="" type="checkbox"/>	3	PP3 name	PP	PP3 abbreviation

Summary

Figure 73. Filling in the WP Implementation: WP title, involvement of partners and summary.

Title: indicate title of the WP reflecting its content (Figure 73).

Select a responsible partner for this WP: tick from the list the partner who will be responsible for the implementation of this WP.

Select partner(s) who will implement this WP activities: click on each partner separately from the list who will implement this WP activities. Please note that partner which is marked as responsible partner for this WP above, will appear in this list automatically.

Summary: provide short summary of the WP activities (indicate the aim of the WP, present logical sequence of activities, indicate clear roles and responsibilities of involved project partners).

Project output O.T1.1 ⊖ Remove output

Title	Description	Programme output indicator of chosen specific objective	
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	Number of new enterprises supported	
255 Characters remaining	2000 Characters remaining	Date	Target value
		December ▼ 2016 ▼	<input style="width: 80%;" type="text" value="0,00 Number"/>
⊕ Add output		⊕ Add output indicator	

Figure 74. Defining project output and programme output indicator.

Define project output(s) (Figure 74): indicate title and provide a description. Note that fields for the output (title, description, programme output indicator of chosen specific objective) are automatically created for every WP Implementation. Choose programme output indicator from the drop-down menu.

Remember that only one programme output indicator can be chosen for a project except for specific objectives 1.1, 1.3 and 2.1

Make sure to choose the correct programme output indicator, e.g. the one of the chosen specific objective - not the indicators from other specific objectives of that priority (see the list of specific objectives (SOs) and respective output indicators below:

PRIORITY 1		
SO 1.1	New Central Baltic knowledge intensive companies	Number of new enterprises supported Number of enterprises receiving support
SO 1.3	More exports by the Central Baltic companies to new markets	Number of enterprises receiving support
		Number of enterprises receiving non-financial support Number of enterprises supported to introduce new to the market products
PRIORITY 2		
SO 2.1	Natural and cultural resources developed into sustainable tourist attractions	Number of targeted joint attractions Increase in expected number of visits to supported sites of cultural and natural heritage and attractions
PRIORITY 3		
SO 3.1	Improved transport flows of people and goods	Number of developed and improved transport corridors and nodes
PRIORITY 4		
SO 4.1	More people benefiting from stronger Central Baltic communities	Number of participating people

Note that target values defined for the programme output indicator under each Implementation and Investment WPs automatically will be summed and appear in the table of 'Project outputs' as the target value indicated under 'Project output indicator target value' in the 'Project overview' section (Figure 75).

Programme output indicators	Project output indicator target value	Measurement unit	Project output target value	Project output number	Project output title
Number of new enterprises supported	0.0	Number	0.00	O.T1.1	
			0.00	O.I1.1	

Figure 75. Automatic summary of defined project outputs.

Make sure that the indicated **‘Project output indicator target value’ is correct** (marked in Figure 75 above), e.g. correctly reflects how much the project contributes to the achievement of the programme output indicator. Therefore, if some WP does not directly contribute to the programme output indicator, delete the output by using the button ‘Remove output’. If two WPs contribute to the same output indicator, indicate target value only in one of the WP as this indicator will be calculated automatically adding up all output indicators form all WPs.

- When filling in the ‘Summary’ section explain what activities will be implemented and in which sequence, and how different activities are interrelated.
- When defining activity plan, make clear structure for outputs, activities and deliverables, ensure their clear interlinkage considering the definitions provided below:
Output - the main achievement of a set of project activities
Activity - the actions or tasks which have to be implemented to achieve project outputs and results
- **Deliverable** - the outcome or prove of implemented
- Group activities in the WP in a logical way and in chronological order
- Include only **relevant activities, e.g. only activities that directly contribute** to the achievement of project specific objectives and are essential to creating project results
- Make the time plan of activities clear and realistic for implementation and monitoring. For example, if the activity takes longer than 1 period, include intermediate deliverables for monitoring and indicate in which period it will be reported or split into separate activities
- List each activity separately and indicate a deliverable for each activity
- Take into account the closure period - do not plan any thematic project activities during

Target groups

Select target groups ▼

Specify how target groups (including stakeholders, if relevant) will be involved in development of foreseen output(s) and benefit from this WP activities

2000 Characters remaining

Figure 76. Information on target groups of WP Implementation.

Provide information on the WP target groups. Select target groups relevant to the WP from the drop-down menu (Figure 76).

Provide a description on how target groups (including stakeholder, if relevant) will be involved in WP activities and development of outputs and what benefit to each target group is expected.

Target groups are the end users (individuals, groups and/or organisations) which will be positively affected by the project activities and outputs, although they might not always be directly involved in project activities. Stakeholders have to be considered also.

The screenshot shows a form titled 'Activity A.M.1'. It contains the following elements:

- Title of activity:** A text input field with a character count of '255 Characters remaining'.
- Start date:** A date selector with a dropdown for the month (currently 'December') and a spinner for the year (currently '2016').
- End date:** A date selector with a dropdown for the month (currently 'November') and a spinner for the year (currently '2018').
- Buttons:** Three buttons are located at the bottom: 'Remove activity' (with a minus icon), 'Add deliverable' (with a plus icon and circled in green), and 'Add activity' (with a plus icon and circled in green).

Figure 77. Filling in activity plan.

Fill in the activity plan (Figure 77): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking 'Add deliverable'.

To add more activities, click 'Add activity'. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

WP Investment

WP details

Title

WP start date Dec.2016

WP end date Nov.2018

Involvement of partners

Select a responsible partner for this WP

3 - PP3 name

Select partner who will implement this WP activities

<input type="checkbox"/>	Number	Name	Role	Abbreviation
<input type="checkbox"/>	1	LP name	LP	LP abbreviation
<input checked="" type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation
<input checked="" type="checkbox"/>	3	PP3 name	PP	PP3 abbreviation

Summary

Figure 78. Filling in WP Investment: WP title, involvement of partners and summary.

Title: indicate title of the WP reflecting its content (Figure 78).

Select a responsible partner for this WP: tick from the list the partner who will be responsible for the implementation of this WP.

Select partner who will implement this WP activities: click on each partner separately from the list who will implement this WP activities.

Summary: provide the short summary of the WP activities.

Justification of investment: explain why the investment is relevant and necessary for the project (what is the current situation on the site and what will change due to the investment). Explain what added value the investment will bring to the project and its results. Describe in what way the investment is a **joint** investment.

Location of the investment: if it is not a permanent structure or will be moved from one region to another, tick 'From all regions', choose 'Other' from the drop-down menu and provide a more detailed description on the nature of the investment in the text box. This option can also be used when a project wants to present two or more similar investments in different locations under a single WP.

Location of investment

Location NUTS 0

Name of other region

From all regions

NUTS 2

NUTS 3

Figure 79. Location of investment.

Risks associated with investment(s): describe risks in relation to the steps that have to be taken to complete planned investments. Be realistic in your assessment, as this provides the best outset for preparing the timeline of implementation.

Investment documentation: provide information what documentation is necessary to be implemented according to the provisions of the national legislation (feasibility study, technical project, technical drawings, environmental impact assessments, permits, etc.). If documents are ready, attach them to the section 'Attachments'. If documents will be developed during beginning of the project, specify the indicative time table.

Ownership: provide information about the ownership of the investment during the project and also after the project, in case you foresee any changes in ownership.

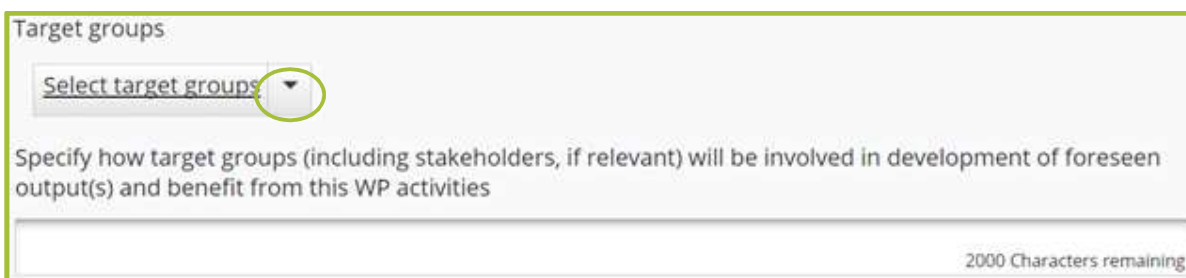


Figure 80. Selection and description on target groups of WP Investment.

Provide information on the WP target groups. Select target groups relevant to the WP from the drop-down menu (Figure 80). Provide description how target groups (including stakeholder, if relevant) will be involved in WP activities and development of outputs, what benefit to each target group is expected.

Target groups are the end users (individuals, groups and/or organisations) which will be positively affected by the project activities and outputs though not always being directly involved in project activities. Stakeholders have to be considered also.

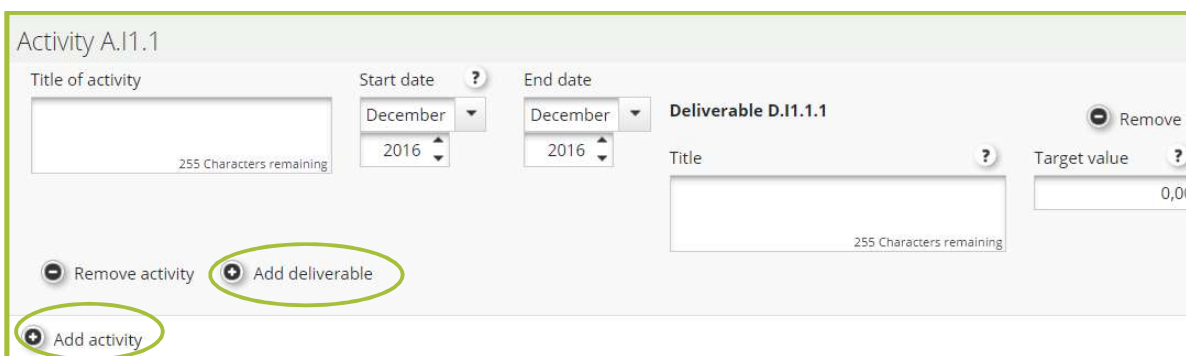


Figure 81. Filling in WP Investment activity plan.

Fill in the activity plan (Figure 81): provide activity title, indicate start and end date of each activity and add deliverable for each activity by clicking 'Add deliverable'.

To add more activities, click 'Add activity'. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

- Provide description of investments, explain in which way the investment is joint.
- Provide justification why the investment is needed.
- Provide concrete information on the status of technical documentation, attach available technical documentation to the section 'Attachments' in the eMS.

WP Communication

WP details

Communication WP start date: Jul.2017 WP end date: Nov.2018

Involvement of partners

Select a responsible partner for this WP

2 - PP2 name ▼

Select partner who will implement this WP activities

<input checked="" type="checkbox"/>	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input checked="" type="checkbox"/>	1	LP name	LP	LP abbreviation
<input checked="" type="checkbox"/>	2	PP2 name	PP	PP2 abbreviation
<input checked="" type="checkbox"/>	3	PP3 name	PP	PP3 abbreviation

Summary

Figure 82. Filling in the WP Communication: involvement of partners.

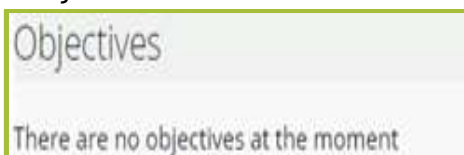
Select a responsible partner for this WP: tick from the list the partner who will be responsible for the implementation of this WP (Figure 82).

Select partner(s) who will implement this WP activities: tick from the list all partners who will implement this WP activities.

Summary: provide a short summary of the WP activities

Define communication objectives for each project specific objective.

Information in section 'Project focus' under point 'Project specific objectives' have to be filled in beforehand. Otherwise you will see the message:



When information in 'Project focus' is provided on the project specific objectives it appears in the Communication WP and the communication objectives can to be added (Figure 83).

Objectives

Project objectives	Communication objectives	Describe how it is planned to meet project communication objectives
Project specific objective 1 defined	<input checked="" type="radio"/> Add Communication Objective	
Project specific objective 2 defined	<input checked="" type="radio"/> Add Communication Objective	
Project specific objective 3 defined	<input checked="" type="radio"/> Add Communication Objective	

Figure 83. Adding communication objectives.

Click on 'Add communication objective'. Choose a communication objective from drop-down menu (raise awareness, influence attitude, increase knowledge or change behaviour) for each project specific objective separately (Figure 84):



Figure 84. Choosing communication objective.

Provide the description how it is planned to meet the chosen communication objectives.

A screenshot of a web form for creating a communication activity. The form includes fields for 'Title of activity', 'Start date', and 'End date'. The 'Start date' is set to July 2017 and the 'End date' is set to November 2018. There are buttons for 'Remove activity', 'Add deliverable', and 'Add activity'. The 'Add deliverable' button is circled in green. To the right, there is a section for 'Deliverable D.C.1.1' with a 'Title' field (255 Characters remaining) and a 'Target value' field set to 0,00. A 'Remove' button is also present for this deliverable.

Figure 85. Filling in the WP Communication activity plan.

Fill in the activity plan (Figure 85): provide activity title, indicate start and end date of each activity, and add a deliverable for each activity by clicking 'Add deliverable'.

To add more activities, click 'Add activity'. It is however recommended not to have many deliverables under one activity, but rather to split the activity into separate activities with less deliverables.

- Plan communication measures closely considering the specific features of project target groups and the effect you need to achieve (inform, change behavior etc.)
- Describe different activities separately
- Include only communication activities and avoid splitting of project communication activities in the WP Implementation and WP Communication without clear reasoning
- Include activities in the activity plan to meet obligatory information and publicity requirements set by the programme (for more information see chapter 3.7 of Programme Manual and Guide for Project Communication)
- Take into account the closure period, e.g. do not plan any communication activities during the last three months of project implementation

WP Preparation

Define the responsible partner(s) and other partners' involvement in it. Give a summary on the WP and its activities, and also provide an overview on how the project has used these costs. Activities and related costs in this WP are those that have occurred before the submission of the project application, but not before 1.1.2014.

The preparation cost lump sum of EUR 10.000 ERDF per project has been set by the programme, and it will be paid to all projects that are selected for funding. Projects are required to include this cost into the budget, where it should be presented under the BL 'Travel and accommodation' for each relevant partner(s). Co-financing has to be added to the preparation cost according to the relevant partner co-financing rates. Please note that projects that have already received and used seed money funding from other sources for preparatory activities cannot cover the same preparation costs from the Central Baltic programme.

Target groups

Target groups will be added automatically after they have been defined in WPs. Describe each target group and provide a target value. When indicating the target value, refer to the number of institutions not the number of people involved from each institution (Figure 86).

Target groups	Description	Target value
local public authority	<input type="text"/> 255 Characters remaining	<input type="text" value="0"/>
national public authority	<input type="text"/> 255 Characters remaining	<input type="text" value="0"/>
business support organisation	<input type="text"/> 255 Characters remaining	<input type="text" value="0"/>

Figure 86. Description and quantification of project target groups.

Reporting periods

The project reporting periods will be generated automatically. The first period is six months from the start of the project, the second period the next six months after that etc. until the project end date. Reporting periods need to be recreated by the lead applicant if project start or end dates are modified. If the system does not generate the periods automatically, it can be done manually by clicking the 'Recreate periods' button (Figure 87).

PROJECT START (02.07.2017)		
PERIOD 1 (6 MONTHS 0 DAYS)		
(automatic) Start date	End date	Reporting date
02.07.2017	01.01.2018	01.01.2018
PERIOD 2 (6 MONTHS 0 DAYS)		
(automatic) Start date	End date	Reporting date
02.01.2018	01.07.2018	01.07.2018
PERIOD 3 (4 MONTHS 29 DAYS)		
(automatic) Start date	End date	Reporting date
02.07.2018	30.11.2018	30.11.2018
PROJECT END (30.11.2018)		
<input type="button" value="Recreate periods"/>		
<input type="button" value="Save"/>		

Figure 87. Defining project reporting periods.

Partner budget

Before starting to fill in the budget make sure that reporting periods are created, otherwise you will not be able to fill in budget. If periods are not created automatically, create them manually by clicking ‘Recreate periods’ (Figure 87).

Select a partner from the partner list and click ‘Define budget’ (Figure 88). Fill in the budget for each partner. The budget will be shown from three different aspects: the budget lines (BLs), project periods and WPs. You may choose any of these aspects as your starting point for filling in the budget. When filling in the table, the eMS will transfer the information to the other two tables as well.



Number	Name	Country	Inside programme area	Abbreviation	Role	Budget
1	LP name	SUOMI / FINLAND	Yes	LP abbreviation	Lead partner	 Define budget  Define contribution
2	PP2 name	LATVIJA	Yes	PP2 abbreviation	Project partner	 Define budget  Define contribution

Figure 88. Defining partner budget.

Once you have filled in the whole table, move on to the next partner on the list of partner and repeat the process on every project partner.

The budget should be filled in with enough detail for the Joint Secretariat to be able to assess if the budget is realistic and if it links to the activity plan. This means that for each cost item, a basic calculation method should be provided. You can create sub-budget lines according to your need. It is advisable to add sub-budget lines according to logical entities and then fill in the costs for the periods.

When preparing the budget, read the Programme Manual closely. It contains detailed information about what costs considered eligible under each budget line.

The budget lines

Staff costs

Staff costs have to be calculated according to the given methods described in the Programme Manual. Project staff salary calculation is based on different staff types:

- **Full-time**
Calculation method: total gross employment cost (gross salary + social and other eligible employment cost).
- **Part-time with a fixed percentage**
Calculation method: fixed percentage of the gross employment cost (gross salary + social and other eligible employment cost).

Staff costs should be filled into relevant WPs (WP Management, WP Implementation, WP Communication, WP Investment). You can add project staff (sub-budget lines) by clicking ‘+’ (Figure 89) and adding Staff function (for example ‘project manager’) and ‘Description’ (Figure 90). Add each staff member to a separate sub-budget line.

Budget line	Sub-budget line	WP M - Management	WP T1 -	Sum
Staff costs	+			
	Sum	€ 0,00	€ 0,00	€ 0,00

Figure 89. Adding project staff (sub-budget line).

Create sub-budget line for Staff costs ✕

Staff function

Description
 255 Characters remaining

Figure 90. Adding ‘Staff function’ and ‘Description’.

In the sub-budget line provide information on monthly or hourly salary level, estimated workload (full or part time work), additional costs and indicate the task of the worker in the project (Figure 91).

Budget line	Sub-budget line
Staff costs	<div style="display: flex; align-items: center;"> <div style="text-align: center; width: 30px;">+</div> <div style="flex-grow: 1;"> Project manager / 100%, 3500 eur/month x 1,3 ← Full-time coefficient </div> </div>
	<div style="display: flex; align-items: center;"> <div style="flex-grow: 1;"> Financial manager / 25%, 3200 eur/month x 1,3 ← Partime with a fixed percentage coefficient </div> </div>

Figure 91. Sub-budget line description according to different types of staff cost.

Save and click the pencil figure on the relevant WP to enter ‘Staff type’ and salary information. Information on the salary is to be entered for each period:

Unit type: choose full time or part time as well as period and month (Figure 92).

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Add the information to all relevant periods. Add project staff as relevant to your project and repeat the process for each partner.

Figure 92. Defining Unit type (Staff type).

Office and administration

This cost will be automatically calculated as 15% flat rate on top of the salary costs after ticking the box ‘Budget flat rate Office and administration’. You cannot change the value of this budget line manually. If you make changes to ‘Staff costs’ remember to click ‘Recalculate budget’ in order to update the flat rate calculation. (Figure 93.)

Figure 93. Office and administration cost automatic calculation.

Travel and accommodation

Click ‘+’ to add a sub-budget line and name it (for example ‘Steering group meetings x 3, 3 persons’) (Figure 94). Insert information to each WP and period:

Figure 94. Defining travel and accommodation sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example 'Participation in conference x, 2 persons') is added to the sub-budget line, not to the Unit type box/field.

Total: the total amount used for the specific sub-budget line in the specific period.

Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for Travel and accommodation costs.

Preparation costs are added into the budget line as a lump sum on a single sub-budget line. Name the preparation costs as 'LUMP SUM preparation'. The total amount ERDF should be no more and no less than EUR 10.000 for each project. Add the partner contribution of each partner receiving the preparation money to this sum. An example of the calculation method when a single partner is receiving the preparation cost, or when it will be divided between partners (Figure 95).

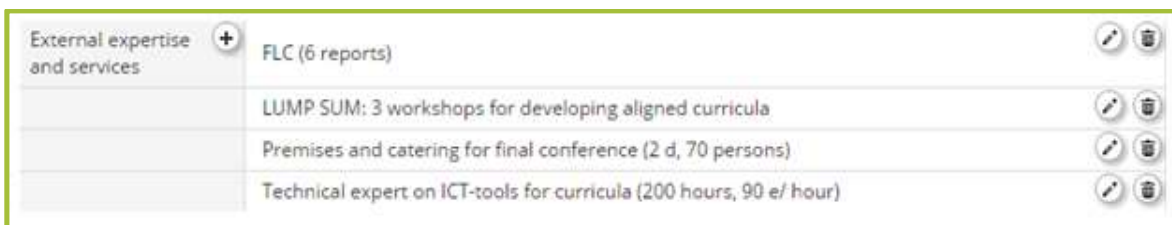
PARTNER	BUDGET in EUR	ERDF RATE	ERDF in EUR
LP SE	13 333,33	75 %	10 000,00
TOTAL	13 333,33		10 000,00

PARTNER	BUDGET in EUR	ERDF RATE	ERDF in EUR
LP LV	8 235,29	85 %	7 000,00
PP FI	4 000,00	75 %	3 000,00
TOTAL	12 235,29		10 000,00

Figure 95. Example calculation of preparation cost.

External expertise and services

Click '+' to add a sub-budget line and provide a description (for example, 'Publications, 5 in 2 languages' (Figure 96). Insert information to each WP and period where your project is planning to have these costs:











External expertise and services	+	FLC (6 reports)	 
		LUMP SUM: 3 workshops for developing aligned curricula	 
		Premises and catering for final conference (2 d, 70 persons)	 
		Technical expert on ICT-tools for curricula (200 hours, 90 e/ hour)	 

Figure 96. Defining external expertise and services sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example '2 reports on the natural values of site x' or 'Lump sum: 3 trainings for target group x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for External expertise and services.

A separate sub-budget line should be created for all external expertise or service cost items exceeding EUR 5.000 (total).

The costs for the Finnish First Level Control go under this BL.

Equipment

Click '+' to add a sub-budget line and provide a description of its contents, for example 'Computers for project staff (2 pieces)' (Figure 97). Insert information to each WP and period where your project is planning to purchase equipment:




Equipment	+	Laptop (1) for project manager	 
		Mobile phone (1) for project manager	 
		Mobile phone for financial manager (25%)	 

Figure 97. Defining equipment sub-budget line.

Unit type: no information is needed. Information describing the cost item (For example, 'computer for project manager' or 'xx bottles for water samples for activities in WP x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Comment: no information is needed. Information describing the cost item is added to the sub-budget line.

Repeat the process for each period if relevant and move on to define other sub-budget lines for Equipment.

Please note that the maximum cost for a regular laptop computer is EUR 1.000, and for a mobile phone EUR 500. If more expensive equipment is needed, it should be justified. All items purchased under BL 'Equipment' should be listed separately unless they are similar and of same value.

Leasing is recommended as a primary way to acquire equipment for project purposes.

Infrastructure and works

Click '+' to add a sub-budget line and describe its contents, for example 'Installing electricity in a small port'. Insert information to each WP and period where your project is planning to have investments:

Unit type: no information is needed. Information describing the cost item (for example '200 m of cable installed to small port x' or 'sewage system to tourist attraction x') is added to the sub-budget line, not to the Unit type box.

Total: the total amount of funding used for the specific sub-budget line in the specific period.

Repeat the process for each period if relevant and move on to define other sub-budget lines for investments.

Net revenue

When talking about income, the programme refers to net revenues. Net revenue means cash inflows directly paid by users for the goods and services provided by the project, such as charges borne directly by the users of the project goods or services less any operating costs and replacement costs of short-life equipment incurred during the corresponding period. Thus, if a project receives income, the net revenue is what should be taken into account. Income is not typical for Central Baltic programme projects, but may occur in some cases.

If your project will create net revenue (income), click '+' to add a sub-budget line and describe its content, for example 'Ticket sales'. Insert information to each WP and period where your project is anticipated to have net revenue:

- **Unit type:** No information is needed. Information describing the kind of net revenue you will have (for example '100 tickets sold, 20 € each') is added to the sub-budget line, not to the Unit type box.
- **Total:** the estimated net revenue for the specific period

Repeat the process for each period if relevant and move on to define other sub-budget lines for Net revenue.

Define contribution

Define the partner contribution when the partner budget is filled in. Select a partner from the partner list and click 'Define contribution' (Figure 98).

If the partner budget is updated during the preparation of application and the total amount of it changes remember that the partner contribution must be re-defined as it is not up-dated automatically.

Project overview	Partner	Project description	Workplan	Project budget		
List of partners						
Number	Name	Country	Inside programme area	Abbreviation	Role	Budget
1	LP name	SUOMI / FINLAND	Yes	LP abbreviation	Lead partner	 Define budget  Define contribution
2	PP2 name	LATVIJA	Yes	PP2 abbreviation	Project partner	 Define budget  Define contribution

Figure 98. Defining partner contribution.

Indicate the ‘Amount’ and ‘Source(s) of Contribution’ of each project partner. Click ‘+’ if there are several sources of contribution and enter the name and legal status of the additional contributor.

Check that the own contribution target value is reached and ‘Total’ is identical with ‘Total target value of partner contribution’. (Figure 99.) Check also that the amount of partner contribution is identical to the amount presented in the Partner Contribution Statement(s).

Please note that in the ‘Source of Contribution’ only the partner contribution is shown, divided by public and private contribution, not the Programme contribution (ERDF).

Source Of Contribution	Legal Status	% of total partner contribution	Amount
Youth Association in Finl	public	87,34 %	€ 30.000,00
NGO in Finland	private	12,66 %	€ 4.348,84
Sub total public contribution		87,34 %	€ 30.000,00
Sub total private contribution		12,66 %	€ 4.348,84
Total			€ 34.348,84
Total target value of partner contribution			€ 34.348,84
Total eligible partner budget			€ 133.046,49

Figure 99. Defining partner contribution.

Applying for lump sums

The programme allows so-called lump sums. It means that the partner plans an activity and calculates a budget for it. Indicators are set to prove that activity took place in the planned way. Once the activity has taken place it will be reported. If the indicators for the activity are fulfilled completely, the project will be reimbursed with the full amount that was budgeted. The project is advised to set the indicators very carefully, as no reimbursement of costs will be made in case any of the indicators would not be completely fulfilled.

No supporting documents have to be provided for the actual costs during the reporting. Therefore emphasis is put on the calculation methods of the lump sum and setting appropriate indicators. The calculations must be provided to the Joint Secretariat for assessment and they must be detailed enough to assess that they are realistic and relevant.

Lump sums are especially useful for bigger sets of costs where a lot of different individual costs are foreseen (for example, a series of trainings with catering, premises, several lecturers, etc.).

The maximum limit for one lump sum is EUR 100.000. The project can, however, include several lump sums. Lump sums cannot be used for the BLs 'Staff costs' or 'Equipment' to cover the full unit cost of project staff or purchase/leasing of equipment (such as one person's full salary or the purchase of a laptop). Staff and equipment related costs can, however, form part of a lump sum if they refer to rent, leasing or other running costs of equipment or to covering staff costs as minor hourly rates related to the activity defined as the lump sum. Costs for one person's salary cannot be covered as both direct and indirect cost (lump sum).

Lump sums should be filled in the budget in the following way:

- Choose the BL most appropriate for your lump sum. If the lump sum includes costs from several BLs, choose the one which is most representative of the costs. In most cases this would probably be the BL 'External expertise and services'
- Present the cost as 'LUMP SUM: name of lump sum' For example, 'LUMP SUM: training for SME's' or 'LUMP SUM: 3 study visits'
- For each lump sum prepare an annex and explain in detail what activities and costs will be included in the lump sum, the calculation method how the cost of the lump sum were defined. This calculation method must be detailed and provide explanations, examples and justifications for each activity/cost item foreseen.
- Add information about the indicator in the annex

Template for Applying for Lump Sums is available at www.centralbaltic.eu

The preparation cost lump sum of EUR 10.000 ERDF per project has been set by the programme, and it will be paid to all projects that are selected for funding. The programme has set the calculation method and the indicator for this lump sum, so projects are not required to attach an annex regarding the preparation cost lump sum, but a description on how this money has been used is to be provided in the preparation WP description.

Activities outside

If applicable, list project activities to be carried out outside the programme area. Describe why these activities are necessary and what benefit it will bring to the project and the programme area.

Add the total budget of these activities as well as their ERDF share after you have defined this information in the partner budgets. The percentage related to the project total ERDF will be calculated automatically. Note, that travel costs are never calculated towards this limit.

Remember to indicate the same cost clearly in partner budget part and mark reference if the cost is related to activities outside, e.g. 'Catering for the seminar in Germany, 20 persons, 2 days'.

Project budget overview

This part will be calculated automatically by the eMS. The project budget is broken down and presented here in different ways: per partner, WP, period, BL etc. Please note that in-kind contributions are not eligible in the Central Baltic projects.

Attachments

Please be aware that the assessment of the regular projects is done only based on the information provided in the actual AF (eMS) and the mandatory attachments described in this chapter. Information provided in additional annexes will not be used for the assessment. Therefore it is extremely important that you fill in the AF carefully and provide all information requested.

Attachments and uploads can be added by clicking 'Choose', which lets you browse through the files on your computer. Choose the right file and upload it. Repeat the process until all necessary attachment files have been uploaded. There is possibility to add a comment to each attachment.

The relevant mandatory attachments are:

- **Confirmation Letter**
- **Document verifying who has a right to sign** on behalf of the lead applicant organisation
- **Partner Contribution Statement**
- **Declaration of Financial Capacity to Undertake Project Activities**
- For projects with lump sums
- **De Minimis Declaration**
- **Verification of jurisdiction and role of partners located outside programme area**
- **Supporting documentation for investments**

The annexes may be submitted as electronic (PDF) versions, except for the Confirmation Letter which must be submitted as an original signed paper copy.

For more information on mandatory attachments see chapter 'Submitting the application' in the beginning of this document.