

Kolarctic CBC Programme 2014–2020

Monitoring and Evaluation Plan 2018–2019



Approved by the JMC in its 7th Written Procedure
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ACRONYMS

AA	Audit Authority
BOs	Branch Offices
CCP	Control Contact Point
COI	Common Output Indicators
EC	European Commission
EU	European Union
ENI CBC Programmes	European Neighborhood Instrument Cross border Cooperation Programmes
GA	Group of Auditors
PQM	Project Qualitative Monitoring
JOP	Joint Operational Programme
JMC	Joint Monitoring Committee
LF Matrix	Logical Framework Matrix
M&E Plan	Monitoring and Evaluation Plan
MA	Managing Authority
NA	National Authority
PCM	Project Cycle Management
PROMAS	Programme Management System
RAG	Regional Assessment Group
RMP	Risk Management Plan
RBM	Result Based Management
RI	Result Indicators
ROM	Result-Oriented Monitoring
SOI	Specific Output Indicators
TO	Thematic Objective

1. INTRODUCTION

The Kolarctic Cross Border Cooperation (CBC) 2014–2020 Programme (the Programme hereinafter) complements national cross-border activities by focusing on cooperation between the European Union Member States (Finland and Sweden) and Norway and Russia. Within the Programme context, Norway participates as an EEA and Schengen country and has an equal status with the EU Member States of Finland and Sweden. The CBC is a practical implementation of the strategic partnership between the European Union and the Russian Federation, who have a large boundary.

Cross-border cooperation is oriented on principles such as multi-annual programming, equal partnership and co-financing. Furthermore, the Programme is based on the experiences and best practices gained during the implementation of its predecessors, Kolarctic Neighbourhood Programme during the 2004–2006 and Kolarctic ENPI CBC Programme 2007–2013. As in the previous programmes, Norway is contributing national funding equal to the community funding for Norwegian project activities.¹

The main objective of the Monitoring and Evaluation (M&E) Plan is defined to improve the quality of monitoring and evaluations actions carried out by the Managing Authority (MA) during the Programming period.

Towards this objective, the M&E Plan is expected to:

- provide Programme, projects and other relevant parties with common framework for monitoring and evaluation to be carried out by the MA for the whole Kolarctic CBC Programme's duration;
- elaborate on the monitoring and evaluation methods to be used, frequency and responsibility;
- ensure the management of the Programme in order to deliver the Programme in an efficient manner;
- assist in collecting of data to assess and demonstrate progress made in achieving expected results;
- incorporate the Programme indicators, baselines targets and their means of verification;
- highlight mechanism for monitoring the achievement of outputs and contribution towards achievement of expected results;
- contribute in increasing the quality and effectiveness of monitoring and evaluation actions.

An indicative M&E Plan shall be included in the Programme for its whole duration. The M&E Plan corresponds to the Kolarctic CBC Programme 2014–2020 Document,

¹ Kolarctic CBC Programme 2014 – 2020 Joint Operational Programme

Risk Management Plan (RMP) and ENI CBC Implementing Regulation (EU) No 897/2014. The lessons learned of the Kolarctic ENPI CBC Programme 2007–2013 is taken into account during setting the framework for monitoring and evaluation activities.

Since the M&E Plan is relevant for the whole Programme duration and provides the overall information on the M&E activities for the year 2018–2019, the MA with assistance of BOs is responsible for drafting the Project Implementation Manual with detailed description on M&E activities prior to the contracting phase of projects.

2. PLANNING, MONITORING AND EVALUATION TOWARDS EXPECTED RESULTS

Good planning and design alone do not ensure results. Progress towards achieving results needs to be monitored. Monitoring and Evaluation are seen as a necessary and vital tool for the Programme management. The internal and external monitoring at the projects and Programme level along with evaluation are planned, developed and implemented to a certain extent in correlation between each other in order to ensure the quality of information and data collected.

Without effective planning, monitoring and evaluation, it is impossible to follow the Programme's progress to ensure that Programme objectives and expected results are being achieved.

The development of M&E Plan consists of several steps:

- Defining Programme vision, objectives (overall and specific), expected results and activities within Logical Framework (LF) Matrix²;
- Identifying Result and Output Indicators (Specific and Common Output Indicators) and their sources of the data, the frequency of their collection and how their will be analyzed;
- Developing the M&E activities at the projects and Programme level;
- Defining Programme Management System PROMAS;
- Determining management structure;
- Describing application selection procedure;
- Identifying budget for monitoring and evaluation activities.

The detailed description of the steps in the current document are presented in the sequential manner.

² Annex 5. Logical Framework (LF) Matrix, Kolarctic CBC Programme 2014–2020 Joint Operational Programme

2.1 PURPOSE OF MONITORING AND EVALUATION

Monitoring and evaluation performed by the Programme is a process of continued gathering of information and its analysis, in order to determine whether progress is being made towards specific objectives and expected results. Programme monitoring and evaluation aims at improving the quality of the design and implementation, as well as at assessing and improving its consistency, effectiveness, efficiency and impact.

Monitoring and evaluation are entitled to fulfil several purposes. Planning for monitoring and evaluation starts at the initial stage of the Programme and continues while its implementation and finalizing step. The findings of monitoring and evaluation shall be taken into account in the programming and implementation phases.

Monitoring provides relevant information about the day-to-day management and progress of the projects and of the Programme and makes it available for the programme bodies. Monitoring along with the evaluation provides opportunities on a regular basis to deliver information to the Programme management bodies, such as the JMC members and the MA and Branch Offices (BOs), as well as for both project stakeholders and other relevant Programme stakeholders.

As an added value, the monitoring provides constant lessons learnt and data collected that can be utilized for the capitalization process.

Evaluation complements monitoring by providing an in-depth assessment of what worked and what did not work, and why this was the case, in its turn Information from systematic monitoring also provides critical input to evaluation. Scope of evaluation is broader than in monitoring. Evaluation provides information about the strategic choices and their relevance like selection of Thematic Objectives (TOs) and Programme priorities. It evaluates whether the right choices were made and is conducted by external/independent persons.

2.2 RESULT BASED MANAGEMENT

Planning, monitoring and evaluation come together as Result Based Management (RBM). RBM is defined as 'a broad management strategy aimed at achieving performance and demonstrable results'³.

There is constant feedback, learning and improving based on ongoing process of the RBM. Existing plans are regularly modified based on the lessons learned through monitoring and evaluation, and future plans are developed based on these lessons. Monitoring is also an ongoing process. The lessons from monitoring are discussed systematically and used in Programme management actions and decisions-making process. Evaluation should be done for improvements of the Programme while it is still ongoing and on the finale phase of its implementation.

³ UNEG, 'The Role of Evaluation in Results Based Management,
<http://www.unevaluation.org/document/detail/87>

This ongoing process of doing, learning and improving is RBM life-cycle approach. It starts with setting the vision and defining the expected results. Once it is done and agreed, implementation starts and monitoring becomes an essential task to ensure results are being achieved (**Figure 1**). Planning, monitoring and evaluation are not necessarily approached in a sequential manner. Evaluation can take place not only at the final stage of the Programme, but at any point of its implementation phase.

Since there are many risks and opportunities involved in following expected results, RBM is concerned as well with Risk Management. Hence, RBM should promote awareness of these risks and opportunities, and provide tools to mitigate risks.

Furthermore, RBM focused not only on the Programme outcomes and internal performance, but also on the expected results, to go beyond the Programme management. It allows encourage development on greater collaboration and coherence of planning, monitoring evaluation and Risk Management.

To ensure the effectiveness of the monitoring and evaluation, the RBM should be accompanied with clear responsibility division and systematic reporting.

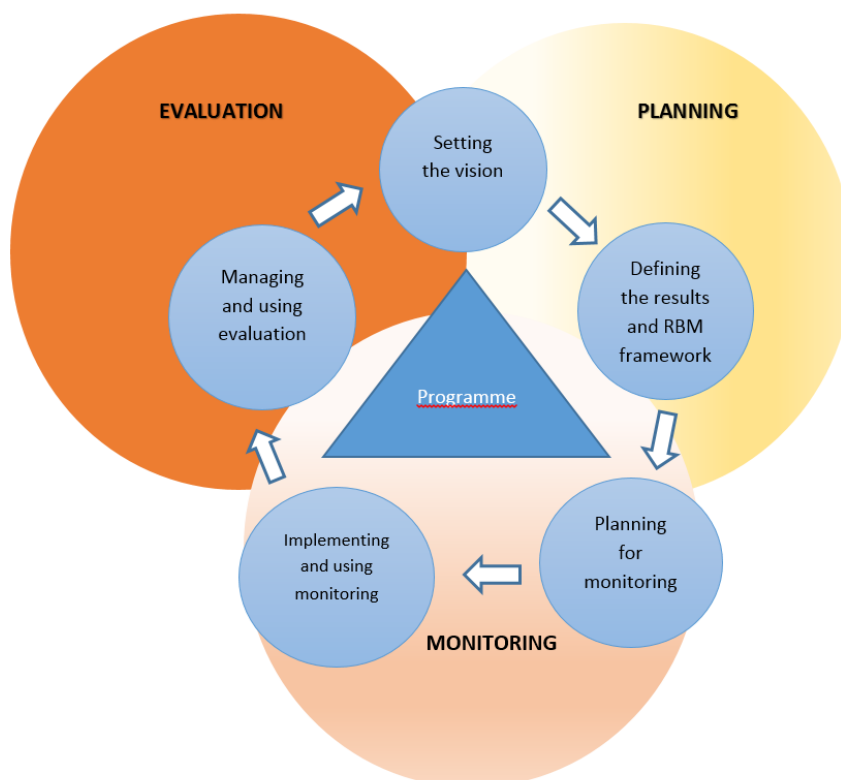


Figure 1. The RBM life-cycle approach

2.3 KEY USERS AND RESPONSIBILITIES

An effective M&E Plan is required to determine how well the Programme meets its objectives and produces the desired effect. The main key users of the M&E are MA, projects' beneficiaries, committees' members, auditors, evaluators, EC and other relevant programme stakeholders.

Based on the results of monitoring and evaluation, the MA will gain information about the general level of management in the Programme and will be able to use this information to develop reporting procedures and provide appropriate guidance to projects. Through assessment of project's management and its follow-up within internal monitoring, projects' beneficiaries will also directly benefit from monitoring and evaluation activities.

The JMC will benefit from by taking into account the lessons learned, which will support well-informed decision-making and recommendation to the MA on Programme implementation and evaluation.

The M&E Plan drawn up by the MA shall reflect detailed specification on the monitoring and evaluation process based on the data gathered from the internal monitoring, including Programme-level indicators in terms of progress made towards the set indicator target values. The M&E Plan shall be updated by the MA and approved by the JMC and EC on the annual basis.

The MA is responsible for organizing the internal monitoring on the projects and Programme level along with providing the detailed guidance for projects beneficiaries. The internal monitoring will be implemented by a designated team comprised of MA's representatives and its BOs. They shall carry out this task by reference to indicators and targets specified in the Programme and with the use of Programme Management System (PROMAS) where data on implementation necessary for monitoring and evaluation is collected.

3. MONITORING

Monitoring is a continuing process that uses systematic collection of data to provide the Programme management and its relevant stakeholders with indications on the extent of progress and achievement of objectives and progress in the use of allocated funds.

The monitoring needs to be used:

- to follow-up whether outputs being produced as planned;
- to identify risks and issues that have to be taken into account to ensure the achievements of expected results;
- to follow-up whether output and result indicators continued to be relevant for the achievements of the expected results and make adjustments as needed⁴;

⁴OECD/DAC, 2002. Glossary of Key Terms in Evaluation and Results Based Management

- to foster improvements;
- to provide lessons learned;
- to cluster data for capitalization process;
- information from systematic monitoring also provides critical input to evaluation.

Monitoring identifies the strength and weaknesses in projects/Programme implementation, enabling decision makers to deal with problems, find solutions and adapt to changing circumstances in order to improve project/Programme performance. Hence, there are two types of monitoring to be implemented at the project and Programme level.

4. EVALUATION

Evaluation is the systematic and objective assessment of an on-going or completed project, Programme or policy, its design, implementation and results.⁵ Evaluation provides wider information about the strategic choices made in the Programme. Evaluations are conducted by external/independent experts mainly on completion phase or ex post. It includes also the mid-term review conducted by the EC and Programme.

The evaluation serves to provide feedback that can be used:

- to improve Programming; to explain in details the reasons for success or failure of the actions;
- to draw lessons and provides meaningful recommendations for on-going or future actions;
- to identify unexpected results and its consequences, which may not be obvious in regular monitoring.

Effective monitoring and evaluation is important as it provides data to apply required changes through management decision.

Evaluation along with monitoring is a necessary and vital tool for the Programme management. Evaluation complements monitoring by providing an in-depth assessment of what worked and what did not work, and why this was the case.

⁵ OECD/DAC, 2002. Glossary of Key Terms in Evaluation and Results Based Management

Table 1. Indicative timetable of the Monitoring and Evaluation Activities

Years	Timing	M&E activities	Responsible body
2018–2022	<i>continuous</i>	Internal Project Monitoring and Evaluation	Project Lead Partner and partners
2019–2022	<i>ongoing</i>	Risk analyze of the selected projects (flag system)	MA
2018–2022	<i>continuous</i>	Day-to-Day monitoring	MA and BOs, NAs (if required)
2019–2022	<i>continuous</i>	PQM of the ongoing projects	MA and BOs
2018–2023	<i>regular and upon completion</i>	External Audit	MA (internal and external experts) , EC, CCP, AA, GA
2019–2022	<i>continuous</i>	ROM	MA/external experts
2018–2022	<i>ongoing</i>	Monitoring of expected results at Programme level	MA and BOs
2020	<i>mid-term</i>	Mid-term evaluation	EC
2019–2022	<i>tbc</i>	ROM	EC
2020	<i>mid-term</i>	Mid-term evaluation by Programme	MA (external experts)
2024–2025	<i>completion</i>	Ex-post evaluation of the Programme and administration	MA (external experts), EC

5. MONITORING AND EVALUATION AT PROJECT LEVEL

5.1 INTERNAL PROJECT MONITORING AND EVALUATION

A key element to ensure the smooth implementation of projects especially in the context of cross border cooperation, where projects involve several organizations from different countries, is the internal project monitoring (**Table 1**). The key player in this regard is the lead beneficiary, who needs to steer the partnership towards taking the appropriate measures to solve arising implementation issues in time and achieve the planned results. The use of LF and implementation plans are highly recommended as practical tools, which directly support effective management, monitoring and review.

In accordance with article 43 of the ENI CBC Implementing Rules, the project applications shall contain a description of monitoring and evaluation arrangements. Projects should describe the way in which the lead beneficiary will collect information on the progress of the activities implemented by all partners, aggregate this information and assess the risks related to possible under-performance of the project in terms of delays, cash flow issues or nonrealization of outputs. This assessment should take into account the assumptions formulated in the project LF.⁶

The arrangements for monitoring the projects progress to ensure timely reporting should be laid down in the partnership agreement to be concluded between the lead beneficiary and its partners.

While setting up a project-level monitoring system, the following steps could be considered⁷:

- review project activity/implementation plan and logical framework before the project start-up;
- appoint the responsible person for designing the system, organizing data collection, analysing information, preparing the project reports;
- establish the sources for data monitoring;
- establish rules and procedures with the partners;
- define the internal reporting system.

The project level evaluation is also an important tool as its purpose is to review the achievements of a project against the planned expectations. It assesses the relevance, efficiency, effectiveness, and sustainability of the project in relation to its objectives.

⁶ Working paper on Monitoring and Evaluation 2014–2020, INTERACT ENPI

⁷ Regional Capacity Building Initiative (RCBI) - "ENPI CBC Project implementation manual – A comprehensive guide to successful management and implementation of ENPI CBC projects", 27 October 2011.

To facilitate the set up of good internal monitoring systems, the MA shall prepare the Project Implementation Manual and organize trainings on the use of the LF as a support tool for the management of projects.

5.2 DAY TO DAY MONITORING BY MA

Internal monitoring includes day-to-day monitoring that provides relevant information on the project's progress in relation to agreed schedules and expected results for the MA (**Table 1**). The MA is responsible for day-to-day monitoring of project implementation in relation to agreed schedules and expected results. It provides MA and projects beneficiaries with continuous feedback on projects' implementation.

In their day-to-day monitoring activities, the MA review project progress through the analysis of the reports submitted as well as have regular contacts with the Lead beneficiary by e-mail and telephone and, whenever possible with the support of the National Authorities (NA), conduct the monitoring visits and attend important project events. In this process, all project partners must be kept adequately informed.

The MA shall manage all requests for project modifications and perform spot checks - when needed - in relation to the payment claims of the beneficiaries and to verify the respect of the grant contract provisions.

In order to systematic aggregation of data for Programme level indicators (COIs and SOIs), the information on the realization of outputs and achievement of projects results will be requested to submit timely in the progress reports via PROMAS.

5.3 PROJECT QUALITATIVE MONITORING (PQM)

In addition to the day-to-day monitoring, the MA shall carry out Result-Oriented Programme and Project Monitoring⁸ (**Table 1**). The Result-Oriented Monitoring (ROM) of project is performed by Project Qualitative Monitoring (PQM), which is based on Project Cycle Management (PCM) approach and will be integrated in the Programme Management System (PROMAS). PQM meets the needs not only the projects implementers but also allows the MA to get better understanding of the progress of the projects in relation to what was originally planned.

IPQM is aimed to help and advice projects to guarantee delivering planned results and successful outputs by:

- improving design and implementation of projects;
- providing the systematic feedback to lead beneficiary;
- constant interaction between MA and lead beneficiary;
- stimulating thinking in ROM terms of the projects implementers;

⁸ ENI CBC Implementing Rules, Article 78.3

- awareness of the lead beneficiary (and project partners) and MA on the progress of the projects.

As an added value, IPQM provides constant lessons learnt and collected data that can be utilized in the future evaluation and audit on the projects' as well as Programme's level.

The detailed description of the IPQM including methodology and guidelines shall be given in the Project Implementation Manual.

5.4 RISK ANALYSE OF SELECTED PROJECTS

It is important from the stage the projects are selected to monitor its implementation based on certain, such *size of grant, number of partners, duration of the project*. It will allow to define what project are in need of an additional follow up from the beginning of its implementation. It does not mean that these projects are in the category of not delivering results and/ automatically have/will have problems. It is just giving an additional support to those projects where e.g. partnership consist of many partners (see criteria below), since naturally it requires LP to pay more attention to coordination and communication processes. Moreover, the big size value of the grant implies many activities in the project and/ high cost value of activities, that in turn require smooth coordination and financial follow up of the Lead Partner.

The flag system will be used in the risk analyse of the selected projects. Each selected project is given a flag: red, yellow, green, based on the certain criteria:

- Size of grant:

over 2 000 000 €	1 000 000 - 2 000 000 €	before 1 000 000 €
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- Number of Partners:

over 10	5-10	3-5
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- Duration:

34-36	21-24	12-18
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The flag system is easy and efficient at the same time. By giving a flag with particular colour, it provides a snapshot on the result of the risk analyse: red (risk is high); yellow (risk is average), green (risk is low).

5.5 EXTERNAL AUDIT

The MA (external experts) Audit Authority (AA) and Group of Auditors (GAs) are responsible for the audit on sample of the projects.

The audit on sample of the projects are carried out in order to re-perform the expenditure verification and examine whether the costs declared by the Lead Partners and the revenue of the project are real, accurately recorded and the eligibility rules are followed. Audits on sample of projects will, where applicable, include on the spot visit and interviews with responsible personnel in the projects. The sample selection method of projects for audit is a matter for the AA's professional judgement.

The AA will follow the Sampling Guidance provided by the European Commission and will use professional judgment to evaluate the programme's population to choose most appropriate sampling method.

The following principles are to be followed:

- Non-statistical sampling
- High-value stratification
- Equal probability selection method (Random)
- Sampling unit: Project partner

The Partners shall allow verifications to be carried out by the EC, AA, GAs and any representatives or external auditor authorised by the Managing Authority. The Partners have to take all steps to facilitate the verifications. The Partners shall allow the above bodies to:

- Access the sites and locations at which the Project is implemented;
- Examine its accounting and information systems, documents and databases concerning the technical and financial management of the Project;
- Take copies of documents;
- Carry out on-the-spot-checks;
- Conduct a full audit on the basis of all accounting documents and any other document relevant to the financing of the Project;

Where appropriate, the findings may lead to recovery of funds already paid by the Managing Authority.

5.6 RESULT-ORIENTED MONITORING (ROM) BY PROGRAMME AND EC

The Programme will be the subject of the ROM (**Table 1**). The MA is responsible for carrying out the necessary activities. The ROM conducted by the Programme provides information on the Programme implementation at a given moment. It serves as a support tool for MA by informing Programme bodies about the performance, implementation and lessons learnt to ensure the well-grounded decision-making process.

Each project sets up its own specific and overall objectives. Project's progress towards this objective is followed not only by risk analyze, *day-to-day monitoring (checking and monitoring project reports)*, *PQM*, *External Audit*, but also in some cases by result-orientated monitoring (ROM). The purpose of the ROM is to monitor the project performance and provide recommendations on the possible actions to improve it with focus on results. The ongoing projects to be ROMed are selected based on the results of all Monitoring activities at the project level (*Figure 2*). The ROM is conducted once, not earlier than six months after the project start. In practice, this means personal visits in premises of partner organizations. The detailed description of the ROM will be performed in the Monitoring and Evaluation Plan 2019 – 2020.

It is not only the Programme itself, but also the EC that will carry out monitoring and evaluation activities. ROM missions by external experts contracted by the EC will continue for ENI CBC programmes, as they were carried out for the ENPI CBC 2007–2013.

In accordance with the ENI CBC Implementing Rules the EC may also launch other monitoring and evaluation exercises. The results of these exercises, which will be communicated to the JMC and the MA of the Programme, may lead to adjustments in the Programme.

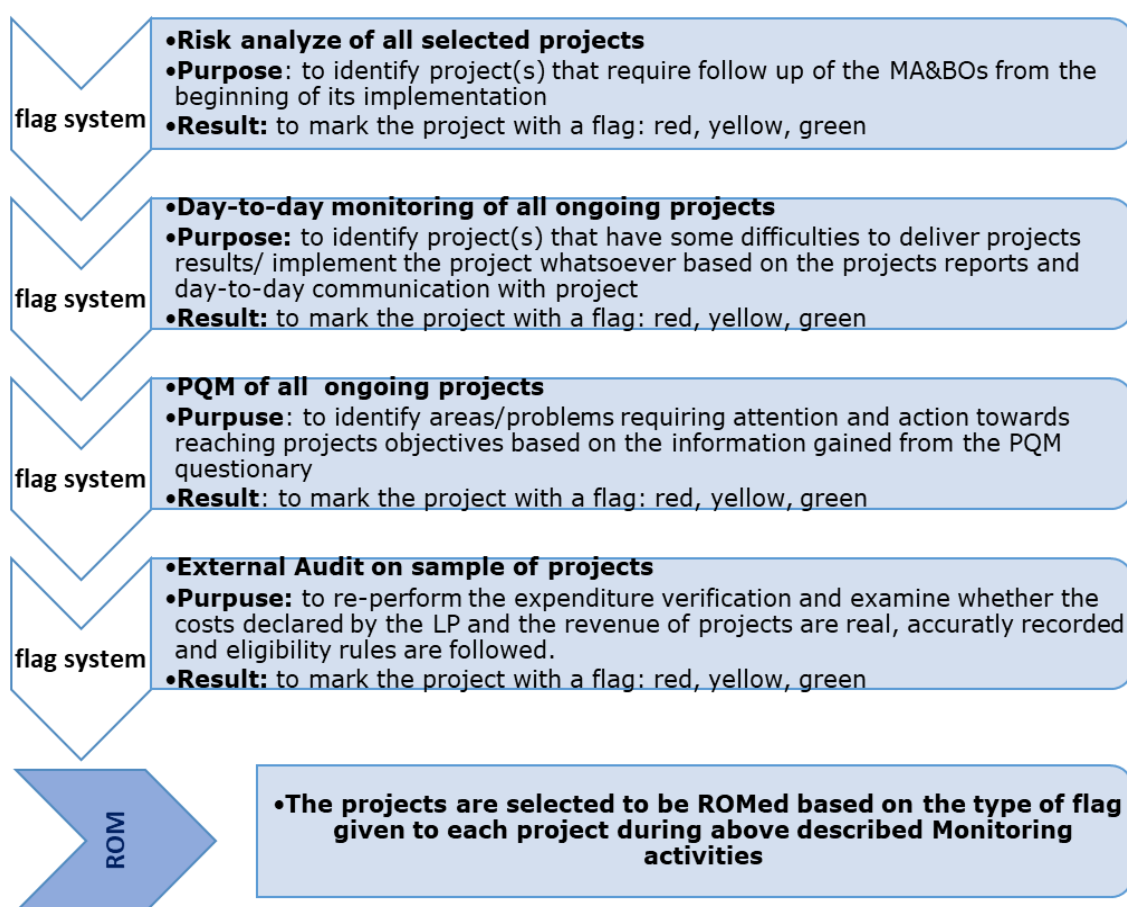


Figure 2. The sum of the Monitoring activities for projects selection to be ROMed.

6. MONITORING AND EVALUATION AT PROGRAMME LEVEL

6.1 MONITORING OF EXPECTED RESULTS AT PROGRAMME LEVEL

An important basis for the monitoring and evaluation activities at the Programme level are the expected results (**Table 1**), which are defined in the Programme strategy. They, along with the indicators supposed to measure their achievement, show what the programme was planning to accomplish with the available financial resources when its strategy was designed.

The MA shall be responsible for the data collection and review of the progress towards the set indicator targets. This information along with the financial absorption data will help to see if the Programme is well on track and if its strategy is still relevant or it has to be changed. The results shall be reflected in the Annual Report and presented to the JMC as to the main decision making body to decide on the possible actions to take.

The defined Programme Common Output Indicators (COIs), Specific Output Indicators (SOIs) and Result Indicators (RIs) are allowing to follow up the Programme implementation and progress towards its priorities by Programme

bodies. The detailed description of the COIs, SOs and RIs and the source of verification is indicated in sub-chapters 7.2 and 7.3.

The MA shall monitor the delivering of Programme expected results by conducting the 3 level comparison analyse of Programme target values of SOIs and COIs to what projects are promising to deliver. The data shall be collected from the contracted projects. In duly justified cases, the MA might collect data from the selected projects, but not contracted yet.

The 1st level comparison analyse shall be conducted on the results of implemented 2 Calls for Proposals. It shall provide the MA and JMC with a clear picture on differences between the expected target values of COIs, SOIs set by the Programme and expected target values of COIs, SOIs of 1-2 Calls projects. At this stage, depends on the results of analyse the JMC shall take the necessary actions whether to put efforts in promotion one of the two Priorities/TOs in order to reach expected results. The MA shall present results in the Annual report 2017 – 2018.

The 2nd level comparison analyse shall be conducted during the project implementation. The MA shall collect data on indicators from the reports of the ongoing projects. The result of the analyse will provide the JMC with an information on whether the Programme is on track to reach its objectives.

The 3rd level comparison analyses shall be conducted after project closure. The MA shall collect data on indicators from the final reports of the ongoing projects.

6.2 MONITORING OF PROGRAMME IMPLEMENTATION

Monitoring of Programme implementation is an important part of the monitoring activities at the Programme level. The Programme cannot exist without the projects in the same way, as the projects cannot happen without the Programme implementation and the Programme whatsoever. Thus, the quality of Programme implementation has impact on reaching the Programme strategy.

For the reason of following the Programme implementation towards reaching its strategy, the **progress indicators** are developed by MA&BOS and consulted with JMC. The progress indicators are based on the critical points (presented below) that are essential for the Kolarctic CBC Programme operation:

1. Administration
2. Call for Proposals
3. Applications
4. Assessment and selection process
6. Ongoing projects
7. Financial issues

These points are interdependent and cannot exist one without another. Progress indicators measure what happens during Programme implementation under each critical point and focus on the activities executions. Data for progress indicators are collected once a year and results are presented to JMC. It provides JMC with

indications of the extent of Programme progress and if needed to “steer” Programme implementation to the right direction. The results also shall be reported in the Annual Report.

The progress indicators are serves as:

- alarm whether Programme implementation is improving or not
- help to define priority activities
- make Programme progress measurable and easy to communicate to JMC
- help JMC to make decisions
- assist National Authorities with data for internal reporting on the Programme implementation
- help Programme bodies to define the ownership of the performance (responsible body)

Table 2. Progress indicators

Objective	Progress Indicator	Baseline / Target values	Owner
Critical point: administrative issues			
Well-coordinated decision making process	<ul style="list-style-type: none"> • Number of the physical JMC meetings (at least 1 meeting per year) • Number of the JMC Written procedures 	2018: 5 meetings 2022: 10 meetings 2018: 7 WPs 2022: 14 WPs	JMC, MA&BOs
Well-coordinated MA and BOs work: meetings on regular basis, exchange of information, etc	Number of the MA and BOs meetings	2018: 5 meetings 2022: 20 meetings (4 meetings a year)	MA&BOs
Critical point: Calls for proposals			
All planned Calls for Proposals are launched	Number of Calls for Proposals	2018: 2 CFP 2022: 3 CFP	JMC, MA&BOs
Efficient dissemination of information about the Programme (overall info about the programme are provided to the audience during relevant events)	<ul style="list-style-type: none"> • Number of events covering the needs and requests of applicants per country (other events) • Number of participants of events covering the needs and requests of applicants per country 	2018: 41 2022: 50 2018 160 2022: 220	MA&BO

	<ul style="list-style-type: none"> Number of applications received Number of visitors on the website Number of followers on social media 	<p>2018: 70 2022: 95</p> <p>March 2018: 488 per mon July 2018 – April 2019: 550 per mon</p> <p>2018: 458 2019: 650</p>	
<p>Active involvement of MA and BOs in fulfilment of task on dissemination of information on the eligibility requirements and what applications are expected by the programme and how to apply in the 3rd Call</p> <p>(consultations on the Call for proposals for potential applicants)</p>	<ul style="list-style-type: none"> Number of implemented consultations by MA (discussion about the project) Number of implemented consultations by BOs per country 	<p>2018: 20 2022: 30</p> <p>2018: RU 20, SE 20, NO 20 2022: RU 20, SE 20, NO 20</p>	MA&BOs
Critical point: applications			
Increased Cross-border cooperation relevance of the applications	Average score for the Cross-border cooperation relevance in the project quality assessment of the received applications (the Evaluation Grid is used)	<p>2018: 3.43 / weighted 6.9 2022: 3.43 / weighted 6.9</p>	MA&BOs
Improved synergy of financed projects by the Kolarctic Programme between projects of other Programmes in the Barents region	Number of ongoing projects with potential for synergy effects with projects of other Programmes	<p>2018: 12 2022: 15</p>	MA&BOs
Involvement of organisations that have not participated in the Kolarctic programme previously in the	Number of new (to the programme) organisations acting as applicants or partners in the approved applications	<p>2018: 45 2022: 48</p>	MA&BOs

approved applications			
Critical point: assessment and selection process			
Efficient project assessment process	Time from after the Call is closed to the award decision (max 4 months)	2018: 2,8 months 2022: 2,8 months (on-time scheduled assessment according to the work plan)	JMC, RAGs, MA&BOs
Efficient contracting process	Duration of GC negotiation	2018: 2 mos 2022: 2 mos	MA&BOs
The projects with high RAGs score and ready to be selected for financing by JMC have got the national co-financing approval	Number of applications that have not been selected by the JMC to be financed due to the lack of national co-financing	2018: 3 2022: 0	NA, JMC, MA&BOs
Visibility of decision making process of JMC	Number of applications that have got high RAGs scores and available national co-financing but have not been selected by JMC due other justified reasons	2018: 4	JMC
Critical point: ongoing standard projects and LIPs			
Efficient implementation of the ongoing projects	<ul style="list-style-type: none"> Number of ongoing projects implemented without delay Number of projects (per country and total) marked with "red flag" (projects with risks of not delivering results) during the risk assessment Number of projects with amendment in regards of declared project results in the application form 	2018: 0 2022: set after the 3rd Call 2018: 0 2022: set after the 3rd Call 2018: 0 2022: set after the 3rd Call	MA&BOs, AAs

	<ul style="list-style-type: none"> • Number of LIPs implemented without delay • Number of LIPs marked with "red flag" during the risk assessment 	2018: 0 2022: set after the 3rd Call 2018: 0 2022: set after the 3rd Call	
All ongoing projects have been finalised	<ul style="list-style-type: none"> • Number of on-time finalised standard projects • Number of standard project with extended implementation period • Number of finalised LIPs 	2018: 0 2022: set after the 3rd Call 2018: 0 2022: set after the 3rd Call 2018: 0 2022: set after the 3rd Call	MA&BOs
On-time delivered interim reports (narrative and financial parts)	<ul style="list-style-type: none"> • Percentage of on-time delivered narrative reports of ongoing projects • Percentage of on-time delivered narrative reports of LIPs 	2018: 0 2022: 70% 2018: 0 2022: 70%	MA&BOs
Critical point: financial issues			
Payments to projects is efficient	How soon the payment order is made after the payment request has been received and the report approved	2018:0 2022: max 30 days	MA, BO Norway
Projects recoveries are paid	Amount of the recoveries related to the payments	2018: 0 2022: Less than 1% of the payments	MA, BO Norway
TA budget is used in accordance with the sound financial management	The relation of the estimated TA budget to the incurred costs	2018: Realized costs vs. budget, less or equal to 100 % 2022: Realized costs vs. budget, less or equal to 100 %	JMC, MA, BO Norway
Level of the use of financing in the projects	How well the costs are estimated and approved budget is realistic	2018: 0 2022: 100% (or over 95 %)	MA, BO Norway

related to the budgeted			
Level of the needed budget amendments	How well the estimated budget relates to the activities	2018: 0 2022: max 1 per project	MA, BO Norway

6.3 MID-TERM EVALUATION BY EC

European Commission and European External Action Service have launched the mid-term review to ENI Cross-border Cooperation Programmes in April 2017 and it shall be finalized by the end of 2017. Review is conducted as a desk review by the EEAS and EC personnel (**Table 1**). This mid-term review (MTR) should take into consideration any changes in co-operation priorities, socio-economic developments in the geographical areas supported by ENI CBC programmes, results observed from the implementation of the measures concerned and from monitoring and evaluation processes, as well as any need to review the financing available⁹.

The results of this review may lead to adjustments of the Joint Operation Programme (JOP) Document of the Kolarctic CBC Programme, including Programme SOIs and Programme RIs in order to ensure their relevance towards expected results.

6.4 MID-TERM EVALUATION AND EX-POST EVALUATIONS

In addition to the mid-term review carried out by EC, a separate mid-term evaluation around the middle of the Programme implementation may be carried out by Programme (**Table 1**), if seen necessary, with the aim to evaluate its performance.

The Programme will perform ex-post evaluations on both the Programme priorities as well as on TOs and the Programme as a whole. These evaluations will be carried out by external experts and will focus on relevance, effectiveness, impact and sustainability of benefits. The evaluation of the entire Programme will produce information that can be used both for preparation of future Programme and improving the existing one.

7. LOGICAL FRAMEWORK (LF) MATRIX

The LF Matrix is an extremely useful tool to support the design and establishment of effective monitoring and evaluation activities. The LF is used to examine and follow-up the progress of the Programme and co-relate the activities carried out and results achieved.

⁹ Note to the Managing Authorities of the 2014–2020 ENI Cross Border Cooperation programmes, Ref. Ares(2017)1632069 - 27/03/2017

Furthermore, the definition of the Programme strategy is based on the LF approach methodology, which includes an analysis of the needs and problems for the programme area, establishing the cause-effect relations between them, and using these for definition of the programme strategy.

The central element of the LF Matrix is the hierarchy of objectives which encourage to reflect on how the Programme is supposed to contribute to achieving the expected results. The intervention logic of the LF Matrix development starts from the top to down and from the left to right with the following elements¹⁰:

- **Joint Vision** – represents the basis on which the Programme strategy is built. It describes the desired positive situation in the Programme area after the implementation of the Programme;
- **Thematic Objectives (TOs)** – are aligned to European Territorial Cooperation goals and reflect the different circumstances and needs in terms of cooperation of the ENI CBC Programmes. The Kolarctic CBC Programme will contribute to the needs of the Programme area by supporting projects under selected TOs ;
- **Priorities** – represent the specification of the topics addressed by the selected TOs to suite the common needs of the Programme area. Priorities define what change is to be delivered by the Programme in the field of each Priority.
- **Overall Objective(s)** – indicates relevance to the Priorities and is broader, to which the Programme will contribute;
- **Specific Objective(s)** – is directly related to the needs of the Programme area and ensures the achievements of the Overall Objective;
- **Expected results** – are direct consequence of the activities necessary to achieve the Programme Specific Objective (s);
- **Activities** – indicative activities leading to Expected Results.

Another element of the LF Matrix are assumptions. Assumptions specify factors and conditions outside the Programme responsibility that are necessary to achieve Specific Objective; to obtain the Expected Results and required before the activities start.

7.1 INDICATOR DEFINITIONS AND MEASUREMENTS

Indicators are used to measure progress towards goals. They specify what to measure in order to monitor and evaluate the performance in quantitative and qualitative way. The indicators are defined in the Objectively Verifiable way, particularly the information collected will be the same if collected by different people (not open to the subjective opinion) as well as realistic and easy to verify.

Furthermore, the defined indicators are SMART:

¹⁰ Inputs mean the Programme financing and the essential element, even though it is not indicated in the LF Matrix

- Specific to the objective it is supposed to measure;
- Measurable either quantitatively or qualitatively;
- Available at an acceptable cost;
- Relevant to the information needs;
- Time-bound.

To monitor the Programme achievements and report on Programme progress towards the defined goals, the objectively verifiable indicators that reflect Programme needs have been defined as follows:

- **output indicators** for each thematic objective, including the quantified target value, which are expected to contribute to the results;
- **result indicators** with a baseline value and a target value that correspond to the expected results for each priority.

Indicators will be collected systematically and reported in the Annual Report.

7.2 OUTPUT INDICATORS

Output indicators measure the direct products of the projects implemented within the Programme and capture what the Programme is expected to deliver. They are only affected by the Programme and are in principle insensitive to any external impact. There are two types of output indicators: **COIs** and **Programme SOIs** covering the aspects that are not covered by the common indicators.

1) Common Output Indicators (COI)

In response to strengthened EU accountability requirements and in order to allow the aggregation of output indicators across the programmes for monitoring and evaluation it is necessary to set a common framework for reporting programme progress towards the defined goals. A list of common output indicators for the use of the ENI CBC Programmes¹¹, taking in to account of standard EU indicators for external assistance has been communicated to all ENI CBC Programmes to choose the ones which best fit their programmes. This framework of common indicators will pave the way for improved communication of achievements both at programme and instrument levels.¹² Actions reflected in common indicators are not more important than other actions reflected by programme specific indicators. The common output indicators assume implicitly that all actions undertaken by the programmes do have a specific cross border value-added character or dimension, even if this is not explicitly reflected in the wording and/or definition of a particular individual indicator.

2) Programme Specific Output Indicators (SOI)

¹¹ A list of common output indicators for ENI CBC Programmes, EEAS

¹² ENI CBC Programming Document, chapter 6.5

As the list of COIs covers some, but not all actions, the Programme identified its Programme SOIs that reflect the specific actions of the Programme.

The following section provides the description including detailed definitions and comments of the SOIs that has been identified for **Priority 1. Viability of Arctic economy, nature and environment** under the **TO 1. Business and SME development and TO 6. Environmental protection, climate change mitigation and adaption**; along with chosen relevant COI to reflect Programme actions. Based on the source of information, COIs and SOIs shall be collected from the Programme Management System (PROMAS), where data from the projects reports are aggregated. The target value is defined based on the indicators collected from the Kolarctic ENPI CBC Programme 2007 – 2013 and external sources of information.

Output Indicator name:	SOI 1. Number of participating institutions/organizations cooperating across borders for viability of Arctic economy, nature and environment
Measurement unit:	Institutions/organizations
Definitions/comments:	<p>Definitions/comments: Based on data taken from PROMAS, number of organizations/institutions receiving Programme support and using it for cross-border activities towards viability of Arctic economy, nature and environment.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the projects¹³.</p> <p>Institution: any form of institution of which R&D¹⁴ or education is a primary activity. May hence include universities or other similar research milieux, higher educational institutions, public, private, or third sector R&D institutions, etc.</p> <p>Organization: it includes <i>business development organizations</i> i.e chambers of commerce, business incubators, regional or local development agencies, as well as, depending on national structures and practices, regions and municipalities providing similar services for the local business community; <i>Enterprises</i> - organizations producing products or services to satisfy market needs in</p>

¹³ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014A, Article 39 Conditions for financing

¹⁴ OECD (2002): Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimenta IDevelopment. The Measurement of Scientific and Technological Activities, OECD Publishing.

	<p>order to reach profit. The legal form of enterprise may vary (also incl. self-employed persons, partnerships, cooperatives, etc.). Subcontractors of business development organisations are not counted as enterprises; public organizations¹⁵, NGOs, etc.</p> <p>Participants: Participation implies active involvement in the activities produced by the projects. Persons with indirect involvement (e.g. receiving e-mails or leaflets, visiting websites, and other similar engagement) are not to be considered.</p> <p>Cross-border activity: that is obligatory for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting needs to be eliminated. An organization/institution receiving support more than once is still only one organization/institution.</p>
Baseline value (2014):	zero
Target value (2023):	310
Target value for sub- SOI 1.1 ¹⁶ (2023 ¹⁷):	males – 2 000 females – 2 000
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area ¹⁸

Output Indicator name:	SOI 2. Number of participating young entrepreneurs/SMEs cooperating across borders for business cooperation and development
Measurement unit:	Young entrepreneurs/SMEs
Definitions/comments:	Definitions/comments: Based on data taken from PROMAS, number of young entrepreneurs/SMEs receiving Programme support for cross-border activities in order to

¹⁵ The detailed definition shall be given prior to the first Call for Proposals

¹⁶ To promote the cross-cutting issue gender equality of the Programme, this indicators includes sub- **SOI 1.1** Number of participating males and females in the activities under **SOI 1.**

¹⁷ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014A , Article 19 Closure of the programme

¹⁸ The Kolarctic CBC Programme 2014–2020 Document, chapter 2. Description of the Programme area

	<p>strengthen their competitiveness and capacity building in cross-border business cooperation and development.</p> <p>At least one young entrepreneur and/or SMEs from both side of the border participate in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Young entrepreneur and SME: Young entrepreneurs and Small and Medium size enterprises (SMEs)¹⁹ are producing products or services to satisfy market needs in order to reach profit. The origin of the enterprise (inside or outside of the EU) does not matter. In case one enterprise takes the formal lead and others are subcontractors but still interacting within the project, all enterprises should be counted.</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Participants: Participation implies active involvement in the activities produced by the projects. Persons with indirect involvement (e.g. receiving e-mails or leaflets, visiting websites, and other similar engagement) are not to be considered.</p> <p>Multiple counting needs to be eliminated. An organization/institution receiving support more than once is still only one organization/institution.</p>
Baseline value:	zero
Target value (2023):	15
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

¹⁹ Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises
(<http://eurlex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:EN:PDF>)

Output Indicator name:	COI 2. Number of enterprises substantially and actively involved in projects as final beneficiaries
Measurement unit:	Enterprises
Definitions/comments:	<p>Definitions/comments: Based on data taken from the project reports (PROMAS), number of enterprises directly involved as final beneficiaries in cross-border activities receiving Programme support produced by the business development organisations and/ or public institutions.</p> <p>At least one Enterprise from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Enterprise: Organisation producing products or services to satisfy market needs in order to reach profit. The legal form of enterprise may vary (also incl. self-employed persons, partnerships, cooperatives, etc.). Subcontractors of business development organisations are not counted as enterprises.</p> <p>Substantial and active involvement: To be counted as an enterprise “substantially and actively involved” in the activities produced by the projects, the enterprise belongs to the target group of the project and/or has been a direct beneficiary of support of any kind (incl. all forms of non-financial support such as such as guidance, consultancy, etc). Enterprises taking passively and/or occasionally part in smaller training or information events, business fairs, networking occasions, receiving leaflets, and other similar intermittent engagement, are not to be considered.</p> <p>Participants: Participation implies active involvement in the activities produced by the projects. Persons with indirect involvement (e.g. receiving e-mails or leaflets, visiting websites, and other similar engagement) are not to be considered.</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>

	Multiple counting needs to be eliminated at the project level. An enterprise being involved more than once is still only one involved enterprise.
Baseline value:	zero
Target value (2023):	35
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

Output Indicator name:	SOI 3. Number of participants in cross-border activities implemented by projects enhancing the culture and/or traditional livelihoods of indigenous people
Measurement unit:	Persons
Definitions/ comments:	<p>Definitions/comments: Based on data taken from the project reports (PROMAS), number of participants in cross-border activities implemented by projects receiving Programme support and using it to enhance the culture and/or traditional livelihoods of indigenous people; to strength their competence, maintain and develop their traditional livelihoods and create new source of income.</p> <p>At least one Partner from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the projects²⁰.</p> <p>Institution: any form of institution of which R&D²¹ or education is a primary activity. May hence include universities or other similar research milieux, higher educational institutions, public, private, or third sector R&D institutions, etc.</p> <p>Organization: include <i>business development organizations</i> i.e. chambers of commerce, business incubators, regional or local development agencies, as well as, depending on national structures and practices, regions and municipalities providing similar services for the local</p>

²⁰ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014A, Article 39 Conditions for financing

²¹ OECD (2002): Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimental Development. The Measurement of Scientific and Technological Activities, OECD Publishing.

	<p>business community; <i>Enterprises</i> - organizations producing products or services to satisfy market needs in order to reach profit. The legal form of enterprise may vary (also incl. self-employed persons, partnerships, cooperatives, etc.). Subcontractors of business development organisations are not counted as enterprises; public organizations²², NGOs, etc.</p> <p>Participants: Participation implies active involvement in the activities produced by the projects. Persons with indirect involvement (e.g. receiving e-mails or leaflets, visiting websites, and other similar engagement) are not to be considered.</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting at the project level needs to be eliminated. A person participating in more than one activity is still only one person.</p>
Baseline value:	zero
Target value (2023):	676
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

Output Indicator name:	SOI 4. Population benefiting from cross-border activities in the field of renewable energy and energy efficiency solutions
Measurement unit:	Persons
Definitions/ comments:	Definitions/comments: Based on data taken from the project reports (PROMAS), covers the population of a certain area expected to benefit from cross-border activities in the field of renewable energy and energy efficiency solutions. The cross-border activities in the field

²² The detailed definition shall be given prior to the first Open Call for Proposals

	<p>of renewable energy and energy efficiency solutions must be a direct consequence of the Programme support.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Institution: any form of institution of which R&D²³ or education is a primary activity. May hence include universities or other similar research milieux, higher educational institutions, public, private, or third sector R&D institutions, etc.</p> <p>Organization: any form of organizations of which renewable energy and energy efficiency solutions issues is a primary activity</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, the Kolarctic CBC Programme 2014 – 2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting at the project level needs to be eliminated. Persons allotted to several beneficiary groups should be counted only once.</p>
Baseline value:	zero
Target value (2023):	660
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers and regions outside of the Programme area)

Output Indicator name:	COI 16. Surface area covered by improved shared environmental monitoring capacity or joint monitoring actions
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²³ OECD (2002): Frascati Manual 2002: Proposed Standard Practice for Surveys on Research and Experimental Development. The Measurement of Scientific and Technological Activities, OECD Publishing.

Measurement unit:	km ²
Definitions/ comments:	<p>Definitions/comments: Based on project reports (PROMAS), surface area covered by joint monitoring actions or actions Programme receiving support and leading to an improved capacity in joint monitoring as a direct consequence of the support. May e.g. include setting up compatible data, information exchange systems, new equipment, etc., in the fields of biodiversity loss, pollution, environmental risks, climate change and ecosystems transformation.</p> <p>Programme support: Programme financing that is granted to the projects²⁴.</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix, Activities; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
Baseline value:	zero
Target value (2023):	1 650 000
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

Output Indicator name:	COI 17. Number of persons actively participating in environmental actions and awareness raising activities
Measurement unit:	Persons
Definitions/ comments:	<p>Definitions/comments: Based on project reports (PROMAS), number of citizens/students/pupils etc. actively participating in environmental actions receiving Programme support and awareness-raising activities as well as with regard to the promotion of energy efficiency.</p> <p>Programme support: Programme financing that is granted to the projects²⁵.</p>

²⁴ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014A, Article 39 Conditions for financing

²⁵ Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014A, Article 39 Conditions for financing

	<p>Active participation: implies participants take part in the environmental action e.g. cleanup campaigns and/or awareness-raising activities e.g. drawing competition, participation in events, etc. Receiving leaflets, being on an e-mail, or other passive actions is not considered active participation. The activities must be a direct consequence of the support.</p> <p>Cross-border activity: that is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of the TO 1, TO 6 and undertaken under Priority 1. Viability of Arctic economy, nature and environment (see Annex 5. LF Matrix; The Kolarctic CBC Programme 2014 – 2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting at the project level needs to be eliminated. A person participating in more than one activity is still only one person.</p>
Baseline value:	zero
Target value (2023):	536
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

The following section provides the description including detailed definitions and comments of the Programme SOIs that has been identified for **Priority 2. Fluent mobility of people, goods and knowledge** under the **TO 1. Business and SME development and TO 6. Environmental protection, climate change mitigation and adaption, TO 7. Improvement of accessibility to the regions, development of sustainable and climate – proof transport and communication networks and systems, TO 10. Promotion of border management and border security, mobility and migration management** along with chosen relevant COIs to reflect Programme actions. Based on the source of information, COIs and SOIs shall be collected from the Programme Management System (PROMAS), where data from the projects reports are aggregated. The target value is defined based on the indicators collected from the Kolarctic ENPI CBC Programme 2007–2013 and external sources of information.

Output Indicator name:	SOI 5. ²⁶ Number of participating institutions/organizations cooperating across borders towards fluent mobility of people, goods and knowledge
Measurement unit:	Institutions/organizations
Definitions/ comments:	<p>Definitions/comments: Based on data taken from PROMAS, number of organizations and/or institutions receiving Programme support and using it for cross-border activities to enhance fluent, well-functioning efficient and safe traffic and logistics, as well as fluent mobility of people, goods and know-how/expertise across the borders.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Institution: any form of institutions, including universities or other similar research milieux, higher educational institutions, public, private, or third sector R&D institutions; etc of which transport/logistics/communication issues is a primary activity.</p> <p>Organization: any form of organizations of which transport/logistics/communication issues is a primary activity.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014 – 2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting needs to be eliminated. An organization/institution receiving support more than once is still only one organization/institution.</p>
Baseline value (2014):	zero
Target value (2023):	140
Target value for sub- SOI 5.1 ²⁷	males – 700 females – 700

²⁶ To promote the cross-cutting issue gender equality of the Programme, this indicators includes sub-**SOI 5.1** Number of participating males and females in the activities under **SOI 5.**

(2023):	
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers and regions outside of the Programme area)

Output Indicator name:	COI 27. Total length of reconstructed or upgraded roads
Measurement unit:	Km
Definitions/ comments:	<p>Definitions/comments: Based on project reports (PROMAS), the length of roads where the capacity or quality of the road (including safety standards) was improved as a direct consequence of the support.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
Baseline value (2014):	zero
Target value (2023):	230
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers and regions outside of the Programme area)

²⁷ To promote the cross-cutting issue gender equality of the Programme, this indicators includes sub-**SOI 5.1** Number of participating males and females in the activities under **SOI 5**.

Output Indicator name:	SOI 6. Population covered by developed transport and communication networks as the direct consequence of the Programme support
Measurement unit:	Persons
Definitions/ comments:	<p>Definitions/comments: Based on data taken from the project report (PROMAS) covers the population of a certain area that benefit from cross-border activities receiving Programme support and targeted to development of transport and communication networks. The developed transport and communication networks must be a direct consequence of the Programme support. It includes improvement of existing transport and communication networks or introduction of new transport and communication networks as a direct result of activities.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014 – 2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting at the project level needs to be eliminated. Persons allotted to several beneficiary groups should be counted only once.</p>
Baseline value:	zero
Target value (2023):	2 162 448
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers and regions outside of the Programme area)

Output Indicator name:	COI 29. Number of additional ICT based tools developed supporting cross-border cooperation
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Measurement unit:	ICT based tools
Definitions/ comments:	<p>Definitions/comments: Based on project reports (PROMAS), additional ICT based tools developed supporting cross-border cooperation. May include new joint databases, information exchange portals, other joint logistics or decision-support systems, etc. The developed tools must be a direct consequence of the support.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
Baseline value (2014):	zero
Target value (2023):	15
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

Output Indicator name:	SOI 7. Number of participants in cross-border activities implemented by projects improving the border management and border security, mobility and migration management
Measurement unit:	Persons
Definitions/ comments:	<p>Definitions/comments: Based on data taken from the project reports (PROMAS), number of participants in cross-border activities implemented by projects receiving Programme support and using it for cross-border activities to improve the border management and border security, mobility and migration management; development of border crossing corridors and joint networks between authorities.</p> <p>At least one organization/institution from both side of the</p>

	<p>border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Participants: Participation implies active involvement in the activities produced by the projects. Persons with indirect involvement (e.g. receiving e-mails or leaflets, visiting websites, and other similar engagement) are not to be considered.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p> <p>Multiple counting at the project level needs to be eliminated. A person participating in more than one activity is still only one person.</p>
Baseline value:	zero
Target value (2023):	480
Time:	by the year 2020
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers and regions outside of the programme area)

Output Indicator name:	COI 35. Number of border crossing points with increased throughput capacity
Measurement unit:	Border crossing point
Definitions/comments:	Definitions/comments: Based on project reports, the number of border crossing points with increased throughput capacity as a result of new or improved efficiency and security measures, improvement of infrastructure and/or equipment at the border crossing points, improvement of border management operations, customs and visas procedures, etc. Also includes newly constructed border crossing points.

	<p>The increased capacity must be a direct consequence of the Programme support. The crossing point must be located within the eligible area. However, improvements in only one side of that border are still improvements at the crossing point and should be included in the indicator. A crossing point implies in general the crossing points on both sides of a particular border and should be counted as one crossing point.</p> <p>At least one organization/institution from both side of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Border crossing point: any crossing-point authorized by the competent authorities for the crossing of national borders. May include land (road & rail), sea, river, lake, or air border crossing points.</p> <p>Throughput capacity: the maximum number of transport units, persons or goods that can pass a point in a fixed time.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
Baseline value (2014):	zero
Target value (2023):	2
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

Output Indicator name:	COI 36. Increased throughput capacity of private cars on land border crossing points
Measurement unit:	Private cars/24 hours
Definitions/	Definitions/comments: Based on project reports, the

<p>comments:</p>	<p>estimated additional increase of the throughput capacity of private cars during 24 hours. The indicator measures the additional estimated theoretical maximum 24 h capacity and not actual traffic flows. The increase in capacity must be a direct consequence of the support. Increased capacity in two directions over a border should be reported as summated throughput capacity increase for the entire crossing point.</p> <p>At least one organization from both sides of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Private car: A passenger vehicle assigned for private use. Includes motorcycles but not bicycles, buses or trucks. A taxi or other comparable form of small vehicle intended for transport of persons is also considered a private car.</p> <p>Land border crossing point: any crossing-point authorized by the competent authorities for the crossing of national borders over land or fixed bridge. Ferry crossing points are hence excluded.</p> <p>Throughput capacity: the maximum number of private cars that can pass a point in a fixed time.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
<p>Baseline value (2014):</p>	<p>zero</p>
<p>Target value (2023):</p>	<p>120</p>
<p>Place:</p>	<p>Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area</p>

<p>Output Indicator</p>	<p>COI 38. Increased throughput capacity of persons on land border crossing points</p>
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name:	
Measurement unit:	Persons/24 hours
Definitions/ comments:	<p>Definitions/comments: Based on project reports, the estimated additional increase of the throughput capacity of persons during 24 hours. The indicator measures the additional estimated theoretical maximum 24 h capacity and not actual flows of persons. The increase in capacity must be a direct consequence of the Programme support. Increased capacity in two directions over a border should be reported as summated throughput capacity increase for the entire crossing point.</p> <p>At least one organization from both sides of the border participates in the project. The cooperation may be new or existing. The cooperation should last at least for the duration of the project.</p> <p>Programme support: Programme financing that is granted to the project.</p> <p>Land border crossing point: any crossing-point authorised by the competent authorities for the crossing of national borders over land or fixed bridge. Ferry crossing points are hence excluded.</p> <p>Throughput capacity: the maximum number of persons that can pass a point in a fixed time.</p> <p>Cross-border activity: is conditional for receiving the financial support. Any cross-border activity that is suitable for the needs of TO 1, TO6, TO7, TO10 and undertaken under the Priority 2. Fluent mobility of people, goods and knowledge (see Annex 5. LF Matrix; the Kolarctic CBC Programme 2014–2020 Document, 3.2 Justification for the chosen strategy, Priority axes).</p>
Baseline value (2014):	zero
Target value (2023):	350
Place:	Programme area (core regions, adjoining regions, major social, economic or cultural centers) and regions outside of the Programme area

7.3 RESULT INDICATORS

Defined **result indicators** measure the broader societal impact of priorities and correspond with the expected results of the Programme. They span beyond the direct beneficiaries of the support and cover a wider group of society. Defined result

indicators to a certain extent are affected by the outputs of the Programme, but in general, they are also affected by other external factors that lay beyond the activities of the Programme. There is a causal link between the output and the result indicator, meaning that changes in the output indicator exert effect on its corresponding result indicator.

7.4 RESULT INDICATORS UNDER PRIORITY 1

The following section provides the measurement unit, baseline value and target value²⁸ of each RI that has been identified for Specific Objective and Expected Results under the **Priority 1. Viability of Arctic economy, nature and environment** and related **TO1 Business and SME development** and **TO6 Environmental protection, climate change mitigation and adaption**. The method of defining baseline and target value of each RI is described in the Final Report of Nordregio, dd. 08.09.2016.

²⁸ The Nordic Centre for Spatial Development Nordregio has been outsourced to set the baseline and target values for nine result indicators of the Kolarctic CBC Programme 2014–2020.

RI1. Expert panel statement on the cooperation between economic and environment fields within common interest	
Measurement unit	Discussion points score average - on a scale of 1 to 5 (<i>5-best; 1-worst</i>), the experts were asked to assess the current state of the cooperation between economic and environment fields with common interest.
Baseline value (2016)	2.50
Target value (At the end of the Programme period)	2.75

Context: The Programme specific objective corresponds with the Programme Strategy is to identify the regional needs of the Kolarctic CBC Programme area which shall be implemented by the strategic objectives of the Programme. An essential factor in the future development of the North-Calotte and the North-West Russia is viability and attractiveness of the area with respect to the economy and the arctic nature. Prerequisite for multispectral development of the viability within the Programme area is promotion and utilizing the existing arctic knowledge, as well as cooperation between business sector and environmental authorities and NGOs via seeking to common interests and implementation of sustainable development activities in the area.²⁹

RI2. Number of young people employed in the Programme area	
Measurement unit	Employed persons aged 15–24
Baseline value (2013)	481 841
Target value (At the end of the Programme period, using the latest data available)	491 478

Context: The Programme aims to promote better employment opportunities for young people in the Programme area by providing support of cross-sector innovations in cross-border business; young entrepreneurship and SMEs³⁰; cross-border business development, including public-private partnership; business

²⁹ The Kolarctic CBC Programme 2014–2020 Joint Operational Programme

³⁰ Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises (<http://eur.lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:EN:PDF>)

enhancing the cultures and/or traditional livelihoods of indigenous people; entrepreneurship in creative industries.

The output indicators identified under **Priority 1. Viability of Arctic economy, nature and environment (TO 1)** and corresponded with **RI 2** are **SOI 1. Number of participating institutions/organizations cooperating across borders for viability of Arctic economy, nature and environment; SOI 2. Number of participating young entrepreneurs/SMEs cooperating across borders for business cooperation and development; SOI 3. Number of participants in cross-border activities implemented by projects enhancing the culture and/or traditional livelihoods of indigenous people; and COI 2. Number of enterprises substantially and actively involved in projects as final beneficiaries.**

RI3: Electricity production in GWh of facilities using renewable energy and energy efficient solutions	
Measurement unit	GWh
Baseline value (2011)	39 097
Target value (At the end of the Programme period, using latest data available)	41 052

Context: The Programme aims to develop environmental innovations, technologies and services by joint activities that relate to support environmental innovations, technologies and services in the fields as *energy efficiency, renewable energy waste and waste water management, cleansing and improvement of the quality of drinking water, low carbon economy, eco-efficient development of industries, bioeconomy, etc.* towards sustainability and environmental impact reduction. Additionally, joint activities to provide information and/or education on environmental issues to local population are an essential part to explain of using the energy-saving appliances.

The output indicator identified under Priority 1. Viability of Arctic economy, nature and environment (**TO 6**) and corresponded with **RI 3** are **SOI 4. Population benefiting from cross-border activities in the field of renewable energy and energy efficiency solutions; COI 17. Number of persons actively participating in environmental actions and awareness raising activities.**

RI4: Number of synchronized interregional practices on the example of oil spill response system	
Measurement unit	Number of practices
Baseline value (2016)	0
Target value (At the end of the Programme period, using the latest data available)	1

Context: The Programme aims to develop environmental innovations, technologies and services by joint education and research activities supporting sustainable development and environmental activities; joint activities towards sustainable management of arctic natural resources; joint activities towards nature/environmental protection.

The output indicator identified under Priority 1. Viability of Arctic economy, nature and environment (**TO 6**) and corresponded with **RI 4** is **COI 16**. Surface area covered by improved shared environmental monitoring capacity or joint monitoring actions.

7.5 RESULT INDICATORS UNDER PRIORITY 2

The following section provides the measurement unit, baseline value and target value³¹ of each RI that has been identified for Specific Objective and Expected Results under the **Priority 2. Fluent mobility of people, goods and knowledge** and related **TO1. Business and SME development, TO6. Environmental protection, climate change and adaption, TO7. Improvement of accessibility to the regions, development of sustainable and climate-proof transport and communication networks and systems, TO10. Promotion of border management and border security, mobility and migration management**. The method of defining baseline and target value of each RI is described in the Final Report of Nordregio, dd. 08.09.2016.

RI5: Expert panel statement on the East West Transport Corridor and communication services	
Measurement unit	Discussion points score average - on a scale of 1 to 5 (<i>5-best; 1-worst</i>), the experts were asked to assess the current state of the East Transport Corridor and communication services.
Baseline value	2.40

³¹ The Nordic Centre for Spatial Development Nordregio has been outsourced to set the baseline and target values for nine result indicators of the Kolarctic CBC Programme 2014–2020.

(2016)	
Target value (At the end of the Programme period)	2.50

Context: Fluent mobility of people, goods and knowledge are preconditions for the overall development of different sectors in the Programme area, such as business, research, innovations and technological development, as well as environmental awareness. Also daily life security and safety on local level in the border regions require fluent In order to facilitate cross-sectoral cooperation within the Programme area, in particular east-west connections and cross-border logistic corridors require investments and development activities. Traffic and cargo flows to and from the Kolarctic programme regions, connected to mining industry and tourism business, for example, have increased remarkably during the past few years. Aim of the priority axis 2 is to facilitate joint activities, which enhance fluent, well-functioning, efficient and safe traffic and logistics, as well as fluent mobility of people, goods and know-how/expertise across the borders within the Programme area.

RI6: Estimation of tourism flows in the Programme area	
Measurement unit	Overnight stays
Baseline value (2013)	8 943 570
Target value (At the end of the Programme period, using the latest data available)	9 390 749

Context: The Programme aims to enhance the equal living standards by developed ICT services throughout the Programme area by innovations, joint research and development activities on long-term and relevant transport/logistics solutions in the Programme region; facilitating cross-border mobility in the Programme area.

The output indicator identified under Priority 2. Fluent mobility of people, goods and knowledge (TO 1, TO 6, **TO 7, TO 10**) and corresponded with **RI 6** is **SOI 5**. Number of participating institutions/organizations cooperating across borders towards fluent mobility of people, goods and knowledge.

RI7: Estimated travel time on the reconstructed or upgraded roads	
Measurement unit	Minutes
Baseline value (2016)	236
Target value (At the end of the Programme period, using the latest data available)	224

Context: The Programme aims to improvement of traffic lanes/roads to cross-border points by joint development activities in order to improve accessibility to and from the region (East-West connections); eliminating bottlenecks in transport and border crossings.

The output indicator identified under Priority 2. Fluent mobility of people, goods and knowledge (TO 1, TO 6, **TO 7, TO 10**) and corresponded with **RI 7 is COI 27**. Total length of reconstructed or upgraded roads.

RI8: Qualitative survey regarding quality of ICT services/infrastructure, conducted among a sample of population in the Programme area	
Measurement unit	Rating
Baseline value (2016)	3.36
Target value (At the end of the Programme period, using the latest data available)	3.45

Context: The Programme aims to support to development of ICT infrastructure, which enhances introduction of remote services in peripheral or sparsely populated areas in relevant fields by peripheral or sparsely populated areas in relevant fields, such as *e-health; e-government; e-learning; e-inclusion; virtual culture services, e-marketing*.

The output indicators identified under Priority 2. Fluent mobility of people, goods and knowledge (TO 1, TO 6, **TO 7, TO 10**) and corresponded with **RI 8** are **SOI 6**. Population covered by developed transport and communication networks as the

direct consequence of the Programme support; **COI 29**. Number of additional ICT based tools developed supporting cross-border cooperation.

RI9: Annual number of private cars crossing the border as a ration to number of customs personnel directly employed at the border crossing points	
Measurement unit	Ratio of personal cars to custom personnel
Baseline value <i>(arithmetic average if 2014-2015)</i>	555
Target value <i>(At the end of the Programme period, using the latest data available, arithmetic average of two years)</i>	572

Context: The Programme aims to improve:

- the functionality of border-crossing points and cooperation and exchange of best practices between border authorities (border guards, customs and other authorities and relevant stakeholders) by facilitation of required veterinary and phytosanitary check point equipment at the relevant border crossing points;
- utilization of modern technology and innovations using ICT;
- enhancing cooperation and networking of the border authorities with professional international rescue teams/ authorities;
- reconstruction of relevant border-crossing points and traffic lanes directing to them;
- joint competence and capacity building projects improvement of customer service skills of the border authorities;
- language trainings for authorities;
- joint education and trainings for border crossing authorities (for example, on cross-border legal framework, preparedness for changes in regulations of visa regime etc.);
- projects, improving the exchange and dissemination of information about custom regulations between authorities and to the public (for example, tourists, cross-border business actors, companies within cross-border transportation and logistics etc.);
- establishing a joint network between relevant authorities (border authorities, customs, search and rescue authorities), NGOs (such as voluntary rescue services), companies and educational institutions in order to improve and develop cross-border tourism safety and emergency preparedness.

The output indicator identified under Priority 2. Fluent mobility of people, goods and knowledge (TO 1, TO 6, **TO 7, TO 10**) and corresponded with **RI 9** are **SOI 7**. Number of participants in cross-border activities implemented by projects improving the border management and border security, mobility and migration management; **COI 35**. Number of border crossing points with increased throughput capacity; **COI 36**. Increased throughput capacity of private cars on land border crossing points; **COI 38**. Increased throughput capacity of persons on land border crossing points.

8. PROGRAMME MANAGEMENT SYSTEM (PROMAS)

The Programme Management System (PROMAS) is a tool for administration of Programme's financial frames, payments to projects and technical assistance on Programme level. As well as on project level it serves as a tool for monitoring and the evaluation procedure of the applications, project implementation and payments.

The MA defines the duration of the Call for Proposals to the system and within this period applicants can register to the system and fill in the applications.

Project applications are submitted to MA through PROMAS and the results of the evaluation procedure is recorded to the system. During the implementation of the project, narrative and financial reports, project updates and payment requests are submitted through the system. The approval of reports is recorded to system as well as the payments. PROMAS is interactive and can be used in the communication between MA and Projects.

Most of the COIs, SOIs and RIs are aggregated and collected from PROMAS. On application phase the project indicate estimated target values and during the implementation they record achieved results to the interim reports. The MA shall follow and collect the data on project and Programme level.

PROMAS will include different user groups with different level of user rights. The MA will have the main user(s) with full rights. Each individual project has its own number (KO1XXX) and each user has a personal user code and password.

PROMAS is based on Microsoft share point and it's a common system with other Karelia CBC Programme and South-East Finland-Russia CBC Programmes. Each Programme has its own data base and the user rights defined the access to appropriate programme data.

9. MANAGEMENT STRUCTURE

9.1 JOINT MONITORING COMMITTEE (JMC)

The JMC are composed of a maximum of six persons per country. As a rule, each country shall be represented by four regional representatives and two representatives of the central government level. Each country will have one vote.

European Commission representatives will be involved in the JMC as observers. The JMC may invite other observers if requested.

The JMC follows the implementation of the Programme and gives recommendations to the Managing Authority (MA) for the Programme implementation and evaluation. The JMC approves the criteria for project selection, is responsible for evaluation and for the selection procedure, makes the final decision on project selection, approves the MA's work programme and financial plan, approves the Technical Assistance budget and monitors the MA's implementation of the work programme and financial plan. The JMC examines and approves the annual reports, the annual monitoring and evaluation plans and the annual information and communication plans.

The main principles governing the work of the JMC are confidentiality, equal treatment, impartiality and compliance with the Programme rules. The JMC is the final decision making body of the Programme.

The JMC meets at least once a year. The JMC draws up and adopts its Rules of Procedure. The decisions shall be made unanimously.

The JMC will carry out the following tasks:

- Programme and financial management;
- Selection and management of projects;
- Approval of the Technical Assistance budget and its adjustments as well as the planned use of Technical Assistance.

9.2 REGIONAL ASSESSMENT GROUPS (RAG)

The participating countries have decided to establish Regional Assessment Groups (RAGs) in each participating country to carry out the evaluation of the quality and relevance of the project applications.

The JMC makes the decision to establish RAGs. The members of each RAG are nominated by the respective participating country. External experts might also be involved in the evaluation procedure if decided by the JMC.

The RAGs or external experts will evaluate the quality and relevance of the project applications vis-à-vis the Programme priorities and the strategies of the Programme regions.

9.3 NATIONAL AUTHORITIES (NA)

The management of the Programme is based on full equality and partnership between the participating countries. This equality and partnership is reflected in the composition and designation of the Programme bodies and the selection of consensual decision-making as a rule.

Efficient decision-making is a precondition for the successful implementation of a Programme involving regions from four countries. Each participating country

appoints a National Authority (NA) to support the Managing Authority in the management of the Programme in accordance with the principle of sound financial management.

The countries participating in the Kolarctic CBC Programme 2014–2020 have designated the following bodies as their respective National Authorities:

- **Finland:** Ministry of Economic Affairs and Employment, Enterprises and Regional Development department, Structural funds and Cohesion Policy –group
- **Russia:** Ministry of Economic Development, Department for Regional and Cross-Border Cooperation Development, Unit for coordination and legal support of regional and cross border cooperation
- **Sweden:** Ministry of Enterprise and Innovation, Department for Sustainable Growth, Division for Regional Growth and Cohesion Policy
- **Norway:** Ministry of Local Government and Modernisation, Department of Regional Development, International Cooperation team.
-

The task of the NA is multidimensional, it:

- supports the Managing Authority in the management of the Programme in accordance with the principle of sound financial management;
- is responsible for the set up and effective functioning of management and control systems at the national level;
- ensures the overall coordination of the institutions involved at national level in the Programme implementation, including the institutions acting as Control Contact Points and as members of the Group of Auditors;
- represents the country in the Joint Monitoring Committee;
- In the Russian Federation the national authority is the ultimate responsible body for implementing the provisions set out in the Russia-EU financing agreement.

Participating countries will prevent, detect and correct irregularities, including fraud and the recovery of amounts unduly paid on their territories and notify these irregularities without delay to the Managing Authority and the European Commission and keep them informed of the progress of related administrative and legal proceedings.³²

9.4 MANAGING AUTHORITY (MA)

The Regional Council of Lapland in Finland acts as the Managing Authority (MA) of the Programme and thus ensure continuation of practices developed during the period 2007–2013 in the management of the Kolarctic ENPI CBC Programme. The Regional Council of Lapland is a regional organization. It operates as an authority for regional development and planning and looks after the interests of the region and its communities. In addition to these tasks, it also has other important

³² The Kolarctic CBC Programme 2014–2020 Joint Operational Programme

international tasks and contacts that support the implementation of the Kolarctic CBC Programme.

The MA has the responsibility for managing the Programme in accordance with the principle of sound financial management and for ensuring legality and regularity of its operations. It is also responsible for the compliance of the decisions of the JMC with the regulations and provisions in force.

The Managing Authority will carry out the following tasks:

- Programme management;
- Selection and management of projects;
- Technical Assistance (manage the contract award procedures; sign contracts with contractors; manage contracts);
- Financial management and control of the Programme.

Verifications of financial management and control of the Programme will include the administrative verifications for each payment request by beneficiaries and on-the-spot project verifications.

The frequency and coverage of the on-the-spot verifications will be proportionate to the amount of the grant to a project and the level of risk identified by these verifications and audits by the Audit Authority for the management and control systems as a whole. On-the-spot project verifications may be carried out on a sample basis.

The MA and the Branch Offices in cooperation work with the public and the stakeholders in all languages of the Programme region, in addition to the English language.

9.5 BRANCH OFFICIES (BOs)

Branch Offices (BO) are established in Norway, Russia and Sweden. The Branch Offices shall work in cooperation and under the guidance of the Managing Authority. The BOs will report on their activities in the annual report to be submitted for approval of the JMC.

Branch Offices will:

- assist the Programme MA in fulfilling its Programme management tasks on the Norwegian, Russian and Swedish side;
- assist the MA in the project selection procedures and in the follow-up and monitoring of on-going projects;
- work with communication and information in line with the Programme's communication strategy and annual communication plans;
- provide information to project partners and give guidance to potential applicants;
- assist the national and regional authorities in their work with the Programme;
- assist the MA in its contacts with Norwegian, Russian and Swedish beneficiaries;

- provide the national and regional authorities with the information they need to carry out their tasks in the Joint Monitoring Committee;
- The Russian BOs shall send reports on Programme implementation to the Russian authorities on a quarterly basis and at their request;
- The Russian BOs will organise events on the Russian side of the Programme area; the events and the participation of Russian authorities in Programme events etc. will be covered from the TA budget within the limits of the approved annual TA budget;

Procurement by branch offices shall be limited to ordinary running costs and costs for communication and visibility activities. The procurement rules to be used by the Russian BOs are set out in the Russia-EU financing agreement.

9.6 THE AUDIT AUTHORITY (AA) AND THE MEMBERS OF THE GROUP OF AUDITORS (GOA)

The Audit Authority (AA) is situated in Finland and is functionally independent from the Managing Authority. The participating countries have appointed the Control function of the Ministry of Finance (Finland) to act as the Audit Authority in the Kolarctic CBC Programme. The Audit Authority ensures that audits are carried out on the management and control systems, on an appropriate sample of projects and on the annual accounts of the Programme. The Audit Authority will be assisted by a Group of Auditors comprising a representative of each participating country in the Programme. The Audit Authority ensures that the audit work complies with internationally accepted auditing standards. A Group of Auditors comprising a representative of each participating country assists the Audit Authority. Where audits are carried out by a body other than the Audit Authority, the Audit Authority will ensure that this body has the necessary functional independence.

The Audit Authority draws up an audit opinion on the annual accounts and an annual report providing a summary of audits carried out, including an analysis of the nature and extent of errors and weaknesses identified, both at the system level and for projects, as well as the corrective actions taken or planned. The European Commission and if it is needed the Government of the Russian Federation cooperates with the Audit Authority to coordinate its audit plans and methods and will share the results of the audit carried out on management and control systems of the Programme.

Relevant audit bodies of the Russian Federation and Finland may conduct documentary and on-the-spot check on the use made of the Programme funding, used in Finland and Russia, and may carry out a full audit in these countries, throughout the duration of the Russia-EU financing agreement and for five years after the date of the last payment according to the principles defined in the financing agreement signed between the EU and the Russian Federation.

Swedish and Norwegian beneficiaries will not benefit from Russian national co-financing within the Kolarctic CBC Programme. As a consequence the Russian Federation will not participate in verifications and checks carried out on activities funded within the Kolarctic CBC Programme on the territory of Sweden and Norway.

The following institutions will be represented in the Group of Auditors:

- **Finland:** Ministry of Economic Affairs and Employment, Enterprises and Regional Development department, the Coordination –group;
- **Russia:** Ministry of Finance, Department for International Financial Affairs;
- **Sweden:** Swedish National financial management authority, Department for Audit of EU funds under shared management;
- **Norway:** The Office of the Auditor General.

9.7 CONTROL CONTACT POINTS (CCP)

The participating countries will appoint CCPs for supporting the MA in its control tasks. Tasks of the CCPs may include, for example, providing clarification on national rules, supporting controls conducted by the MA on the national territory, preselection of independent auditors, quality control of the work of auditors and endorsement of independent auditors selected by beneficiaries, varying in each participating country.

The Participating countries have nominated the following organizations to act as CCPs:

- **Finland:** Ministry of Economic Affairs and Employment, Enterprises and Regional Development department, the Coordination –group
- **Russia:** Ministry of Economic Development, Separate Deputy Head of Department for Regional and Cross-Border Cooperation Development
- **Sweden:** Swedish Agency for Economic and Regional Growth, Department for Regions, Division for Interreg and Regional Cooperation
- **Norway:** Ministry of Local Government and Modernization, Department of Regional Development, Regional Development team.

10. APPLICATION SELECTION PROCEDURE

Selection and award criteria of the application along with the timetable for each step of the selection procedure will be defined in the Guidelines for Calls for Proposals. Nevertheless, the indicative Programme implementation timetable is presented in **Table 2. Indicative Programme implementation timetable**. The RAGs and JMC's Rules of Procedure shall frame the meeting procedure including time and place of these bodies.

Table 3. Indicative Programme implementation timetable

June 2015	December 2015	2016	2017–2021	2022–2023
JOP submission	JOP approval	<ul style="list-style-type: none"> • JMA designation • JMC designation • FA signing • Preparatory action for launching the Programme 	<ul style="list-style-type: none"> • Calls for Proposals • Selection phase • Contracting phase 	Programme closure

The selection procedure (**Figure 3**) consists of four steps and defined as follows:

1. Project applications are submitted to the MA via PROMAS, as well as a hard copy. The MA with the assistance of the BOs will conduct administrative check of the applications and evaluate applications eligibility. The MA may request applicants to submit missing information or/and clarification by a set deadline if essential information is missing. If the applicant did not submit an additional information or/and clarification to the MA by the set deadline, the application will not pass administrative and eligibility check.
2. The RAGs or external experts will evaluate applications quality and relevance towards the Programme priorities and strategies of the Programme regions. The MA shall submit additional information to RAG if necessary.
3. JMC makes the final decision on approval or rejection of the project applications and decides on the final sums granted to them. Decisions of the JMC shall be made unanimously. Each participating country has one vote and the decision making procedure bases on full equality and partnership between the participating countries, which is reflected in the composition and designation of members and the selection of consensual decision-making.

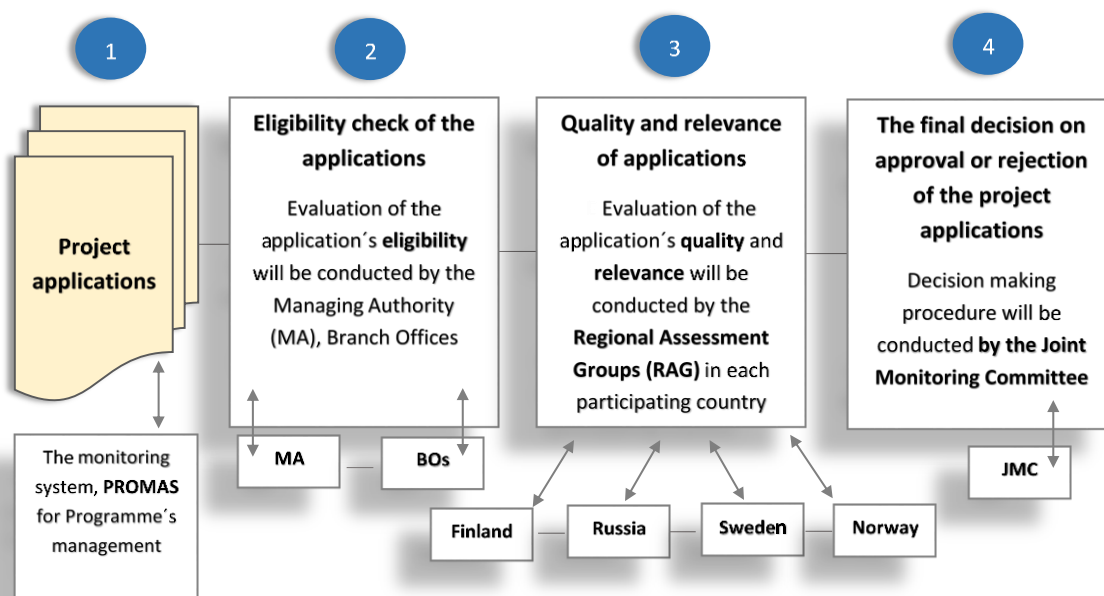


Figure 3. Application selection procedure of the Kolarctic CBC 2014–2020 Programme

All applicants will be informed about the results of the selection process. If the grant requested is not awarded, the MA provides a justification for the rejection of the application with reference to the selection and award criteria that are not met. List of awarded contracts will be published by the MA on the Programme website and updated on regular basis

11. BUDGET OF MONITORING AND EVALUATION ACTIVITIES

The costs of the M&E activities for the year 2017–2018 shall be paid from the TA budget. Part of the work is done by the personnel of the MA and BOs and thus costs are covered from the personnel budget line.

PROMAS is developed by the IT-company as an external service. System will require licences for users and the costs of them are also paid from the external services/monitoring.

External evaluation can be purchased from experts. Part of the work can be done by personnel of the MA and BOs and thus allocated to salaries.

The annual budget for M&E will be prepared by MA and approved by JMC within the frame of Programme budget for TA.