APPROVED BY THE JMC
24.04.2018

Kolarctic CBC – Programme 2014-2020

GUIDELINES

3rd Call for Proposals for Standard Projects to thematic objectives:

TO1 Business and SME development;
TO6 Environmental protection, climate change mitigation and adaptation;
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.

Valid **92 days** during the 3rd Call for Proposals

from 21 September to 21 December 2018 inclusively

Updated 14.11.18

The Programme is co-financed by the EU, Finland, Norway, the Russian Federation and Sweden

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FREQUENTLY USED ABBREVIATIONS

Audit Authority	AA
Branch Offices	BOs
Cross Border Cooperation	CBC
Control Contact Point	CCP
Common Output Indicators	COIs
Specific Output Indicators	SOIs
European Neighbourhood Instrument	ENI
European Union	EU
European Commission	EC
Group of Auditors	GoA
Joint Monitoring Committee	JMC
Joint Operational Programme	JOP
Kolarctic Cross Border Cooperation 2014 – 2020 Programme	Kolarctic CBC Programme (or the Programme hereinafter)
Managing Authority	MA
National Authority	NA
Regional Assessment Group	RAG
Result Indicators	RIs
RACI	Responsible, Accountable, Consulted, Informed
Thematic Objective	TO

1 BACKGROUND

Guidelines includes information on *the focus of the programme; financial allocation on the programme and projects levels; rules for the 3rd Call for proposals; evaluation and selection of applications.*

The Kolarctic Cross Border Cooperation (CBC) 2014–2020 Programme (the Programme hereinafter) continues and strengthens cross-border cooperation between the countries in the North Calotte (Finland, Sweden, Norway) and northwest Russia. The Programme is mainly built on the experiences gained in long-term cooperation between the participating countries. Cooperation has been based on both bilateral agreements and on multilateral Programmes. The Programme is co-funded by the European Union from the **European Neighbourhood Instrument (ENI), Finland, Norway, Russia and Sweden**, each with their national and regional financing. Funding shall be granted to joint projects operating in line with the strategy and priorities jointly agreed by the Finnish, Swedish, Norwegian and Russian Partners.

The purpose of these Guidelines is to provide the applicants of the Programme with essential information regarding the Call for proposals process for standard projects.

The published information in the Guidelines is based on the:

- Kolarctic CBC 2014–2020 Joint Operational Programme is approved on 18.12.2015;
- Work Programme 2018-2019;
- Information and Communication Plan 2018-2019;
- Monitoring and Evaluation Plan 2018-2019;
- Logical Framework Matrix (LFM) of the Programme;
- RAGs' Rules of Procedure;
- JMC's Rules of Procedure;
- Administrative check template;
- Evaluation Grid;
- Grant Contract;
- Agreement on financing and implementation of the Cross-Border Cooperation Programme Kolarctic CBC 2014-2020 (signed on 29.12.2016 by the European Commission, the Government of the Russian Federation, The Government of the Republic of Finland and the Government of the Kingdom of Sweden);
- Commission Implementing Regulation (EC) No 897/2014 of 18 August 2014 laying down implementing rules for cross-border cooperation programmes (CBC IR).

Documents can be found on the Programme web-page at http://kolarctic.info/

2 FOCUS OF THE PROGRAMME

2.1 Vision and strategy

The Programme vision describes the expected positive change to be acknowledged in the Programme area after the implementation of the Programme - *the Kolarctic CBC Programme area is a flourishing, environmentally-friendly and diverse area with a viable economy, fluent mobility of people, ideas and technologies, and were people to people cooperation is an essential value.*

The Kolarctic CBC 2014–2020 vision is based on the Logical Framework (LF). The vision was developed combining the overall objectives of each Thematic objective (TO) selected for the Programme (***Figure 1***). The Overall objective of the Programme is **to promote a viable economy and the attractiveness of the region, where inhabitants and visitors are able to enjoy the arctic nature and where the natural resources are used in a sustainable way.**

The Programme Strategy responds to identified regional needs of the Kolarctic CBC Programme area, which shall be addressed by aiming at the strategic objectives of the Programme. The EU Programming document 2014–2020 sets out three ENI CBC strategic objectives for CBC activities:

A. Promote economic and social development in regions on both sides of common borders;
B. Address common challenges in environment, public health, safety and security;
C. Promote better conditions and modalities for facilitating the mobility of persons, goods and capital.

2.2 Priority axes and Thematic objectives (TOs)

The needs of the Programme area are reflected in Priority axes and Thematic Objectives (TOs).

The Programme contributes to the above-mentioned strategic objectives by financing actions aimed at addressing the identified needs of the Programme area within two **(2) Priority axes:**

1. Viability of arctic economy, nature and environment;
2. Fluent mobility of people, goods and knowledge. **The Kolarctic Programme encourages projects to participate in the Priority axis 2, TO7 and TO10.**

The aim of the **Priority axis 1** is to enhance a viable economy and a good quality of life by increasing the attractiveness of the region, as well as by maintaining the biodiversity and use of natural resources in a sustainable way.

The 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.

Furthermore, the Programme shall contribute to the Priority axes by financing activities under the following TOs:

- **TO1** Business and SME development;
- **TO6** Environmental protection, climate change mitigation and adaptation;
- **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.

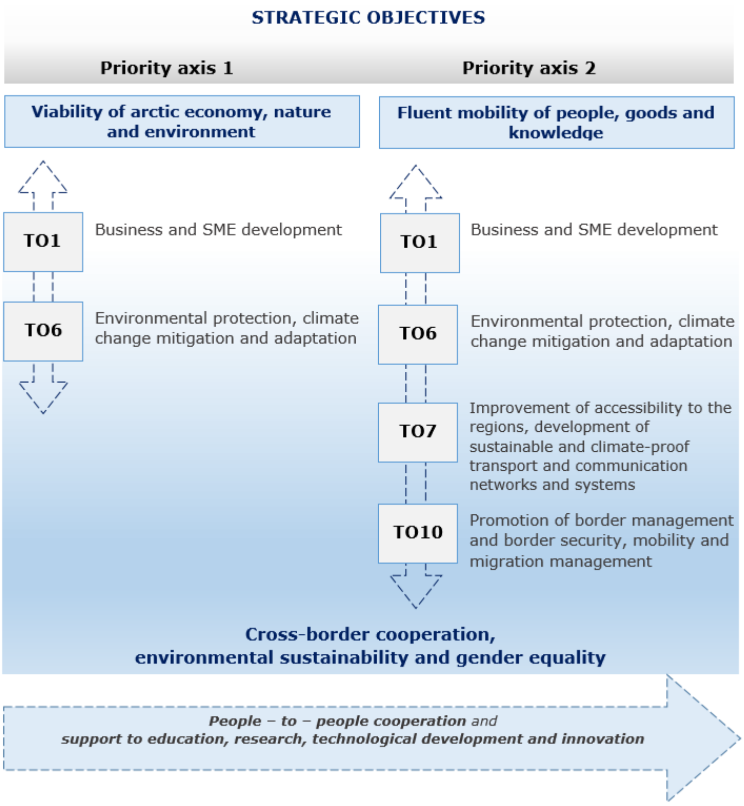

Figure 1. Structure of the Programme Priority axes and TOs

In addition to projects purely related to **TO1** Business and SME development (***Figure 1***), or projects only related to **TO6** Environmental protection, climate change mitigation and adaption, **Priority axis 1** is developed also to support and facilitate joint development activities between the business and the environmental sectors. Likewise, **Priority axis 2** supports **cross-sectoral projects between TO1, TO6, TO7 and TO10.**

Some examples of activities that can be supported by the means of Kolarctic CBC 2014–2020 Programme can be found in The Kolarctic CBC Programme 2014-2020 Joint Operational Programme, Priority axes of the Programme, *Section 3.2 Justification for the chosen Strategy, paragraph Priority axes of the Programme*, pp 42-48 (http://kolarctic.info/)

The common focus of any action carried out with the support of the Programme is on **cross-border cooperation (CBC)** within the implementation of the Priority axes.

A fundamental requirement for actions to be financed is the added **cross-border co-operation (CBC)** value of the Programme when compared to national strategies and support within the Programme area.

Cross-cutting issues are relevant to all aspects of activities carried out with the support of the Programme:

- **Environmental sustainability** shall be reflected throughout the Programme and financed projects, from the project selection process to the project implementation phase and beyond. Every project must be evaluated based on criteria that ensure environmental sustainability. Environmental sustainability concerns all aspects of cross border cooperation activities: economical, ecological, social and cultural cooperation. The Programme and projects impact on environment, climate and human wellbeing should be positive. Projects with a direct negative environmental impact shall not be financed under the Programme.

- **Gender equality** is a basic human right, and men and women must have the same rights, opportunities and obligations in different fields of society. The Programme aims to contribute to the integration of gender perspective in all stages of the implementation and monitoring of the Programme. Gender equality will be promoted by implementation of projects that strengthen the position of women and increase entrepreneurship among them, and thus facilitate women´s inclusion in the local and regional development and economic growth of the Programme area. Considerable emphasis shall also be put on activities concerning cross-border cooperation of young people and women in the Programme area. Projects with a direct positive impact on equality between men and women shall be promoted by the Programme.

Promotion of local **cross-border people to people actions and support to education, research, technological development and innovation** are considered as horizontal modalities ***(Figure 1)*** that can be applied, where relevant, across any of the selected Thematic Objectives. These horizontal modalities may include actions enhancing cooperation among local and regional authorities, public and private partnerships, NGOs and other civil society groups, universities, research institutions and schools, chambers of commerce, etc.

3 RULES OF THE THIRD CALL FOR PROPOSALS

These Guidelines set out the rules for submission, eligibility, selection and implementation of actions financed under the Third Call.

3.1 Eligibility of Partners

Partners refer to **Lead Partner and Partners.**

In order to be eligible to apply the financing from the Programme, Partners must:

- be legal persons/ legal entities (legally registered);
- comply with the eligibility criteria defined in this Guidelines for the selection procedure.

Partners can be e.g. national, regional or local public authorities or organizations, municipalities, joint municipal boards, public utility companies, chambers of commerce, organisations and associations, universities and higher education institutions, research institutes, private companies and networks that comprise these.

Partners will be excluded from participation in the Call and no grants will be awarded to them if they fall under any of the following exclusion situations:

a) during the grant awarding process they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
b) they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata (i.e. against which no appeal is possible);
c) they have been guilty of grave professional misconduct proven by any means which the Managing Authority can justify;
d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of the Managing Authority or those of the country where the contract is to be performed;
e) they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Community's financial interests or for serious breach of contract in procedures concerning funds granted from the Community budget;
f) they have been ascertained to be guilty of a breach of contract concerning a procurement procedure financed out of the Commission budget or other support[1].

As a rule, project activities cannot bring financial profit or create a competitive advantage to the participating organizations of Lead Partners and Partners of the project.

[1] REGULATION (EU, EURATOM) No 966/2012 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002, Article 106(1) and Article 107

By signing an application printed from the PROMAS, the applicant assures that it is not involved in any situations of the abovementioned kind.

3.2 Geographical eligibility of Partners

As a rule, each project shall have at least one Partner from the participating **Member State (Finland or Sweden) and at least one Partner from the Russian Federation. Partners from Norway may participate as equal Partners.**

Partners from the **core regions, the adjoining regions and from the major social, economic and cultural center** can participate in the Programme implementation as equal Partners ***(Figure 2).***

Core regions		Adjoining regions		Major social, economic and cultural centre	
FI	Lapland	FI	Oulu Region	RU	City of St. Petersburg
SE	Norrbotten	SE	Västerbotten		
NO	Finnmark, Troms, Nordland	RU	Republic of Karelia, Republic of Komi		
RU	Murmansk Region, Arkhangelsk Region, Nenets Autonomous District				

Figure 2. Kolarctic CBC eligible territory

Bilateral projects between Norway and Russia may be implemented in cases, when there is no possibility to find a relevant Partner from Finland or Sweden and when the project activities concern the oil and gas industry or fisheries. EU financing is not available to bilateral projects between Norway and Russia. These projects will be financed from Norwegian Kolarctic / Russian state co-financing and from other national co-financing.

National level public entities based in Helsinki, Moscow, Oslo and Stockholm can act as project Partners if they do not have their structural units in the Programme area.

When the substance of the project activities concerns implementation of the activities defined for Barents cooperation or support of Euro-Arctic development, partners from outside of the Programme area can participate as equal partners. As a part of the pilot inititiative from the European Commission in the Arctic Communication of 27.4.2016 (An integrated European Policy for the Arctic), programmes which are implemented on the European Arctic regions (e.g. Interreg North, Nothern Periphery and the Arctic, Interreg Botnia-Atlantica, Interreg Baltic Sea Region and ENI CBC Karelia) are regarded as support of Euro-Arctic development. Cooperation between these programmes' projects and Kolarctic projects can be eligible, including clustering between projects from these programmes.

3.3 Partners obligations

All Partners shall actively cooperate in the development and implementation of the project.

All Partners shall cooperate in the staffing and/or financing of projects. Each Partner shall be legally and financially responsible for the activities that it is implementing. All project Partners must sign a Partnership Agreement[2] prepared by the Lead Partner.

As a rule, each project shall designate one Lead Partner among Partners for representing the partnership.

The Lead Partner shall carry out the following obligations:
- submit the Grant application to the Managing Authority;
- receive the Programme financing from the Managing Authority for the implementation of project activities;
- act as a link between the Managing Authority and the project partners;
- ensure that the Partners receive the total amount of the Programme financing as quickly as possible and in full accordance with the arrangements referred to in the Partnership Agreement;
- no amount shall be deducted or withheld and no specific charge with equivalent effect shall be collected that would reduce these amounts from the Partners;
- prepare and sign the Partnership Agreement with all project Partners comprising provisions that guarantee the sound financial management[3] of the funds allocated to the project including the arrangements for recovery of funds unduly paid;
- conduct the responsibility for ensuring implementation of the entire project;
- ensure that the expenditure presented by the Partners has been incurred for the purpose of implementing the project and corresponds to activities set in the Grant Contract and agreed between all Partners;
- verify that the expenditure presented by the Partners has been examined by an auditor[4];
- provide all necessary documents and information to the Managing Authority before launching the project as well as throughout its implementation (e.g. project reports);
- ensure that the Partners have applied for national co-financing (where required) before it submits the Grant application to the Managing Authority.

If a Swedish organization acts as a Lead Partner, it can only receive the EU financing and Finnish national co-financing, but not Russian national co-financing. In that case, the Russian co-financing will be paid directly from the MA to the Russian partner.

[2] The Partnership Agreement has to be prepared during the contracting phase of the project

[3] Budgetary principle according to which budget appropriations must be used according to economy, efficiency and effectiveness (http://ec.europa.eu/budget/explained/glossary/glossary_en.cfm)

[4] COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014, Article 32(1) Audit and control structures

3.4 Eligible actions and duration

All activities implemented in the project must **contribute to the Programme Priority axes and Thematic Objectives** and benefit the **core Programme area.**

The Grant application can focus on any of the Programme Priority axes and TOs (*see Section 2.2 and 2.3 of the present Guidelines*).

Some examples of activities that can be supported by the means of Kolarctic CBC 2014–2020 Programme can be found in The Kolarctic CBC Programme 2014-2020 Joint Operational Programme, Priority axes of the Programme, *Section 3.2 Justification for the chosen Strategy, paragraph Priority axes of the Programme*, pp 42-48 (http://kolarctic.info/)

Along with the above-mentioned examples, the Programme can support other activities that correspond to the aim of Programme Priority axes and TOs.

The following types of projects are recommended by the Programme:

- integrated projects, where each partner carries out a part of the activities of the joint project on its own territory;
- symmetrical projects, where similar activities are implemented in parallel in Member States (Finland and Sweden), in the Russian Federation and in Norway.

The project duration depends on the actions to be implemented in the project. A project that is financed from the Programme is recommended to last no more than 36 months, whereas no minimum duration has been determined. A project can start only when the Managing Authority and the project Lead Partner have signed a Grant Contract.

All project activities financed by the Programme shall end on 31 December 2022 at the latest.

The following types of action are ineligible:

a) actions concerned only, or mainly, with individual sponsorships for participation in workshops, seminars, conferences, congresses;
b) actions concerned only, or mainly, with individual scholarships for studies or training courses;
c) actions concerning scientific research without specific direct benefit for the development of the Programme region;
d) actions, which bring profit or create a competitive advantage to the participating private enterprises.

3.5 Eligibility of costs

Project costs are eligible if they are actually incurred, related to the project and can be verified by supporting documents. Costs must be recorded in organization´s bookkeeping records and they can be identified e.g. by using a separate cost unit or a project code.

Project budget is an estimated ceiling for eligible costs and when preparing the budget, only eligible costs shall be included. All costs must be related to the planned activities and based on national level of prices and salaries. The final budget is approved during the Grant Contract negotiations, based on the recommendations from evaluators and the Managing Authority. The approved budget can never be bigger than the estimated one. The grant shall never exceed the eligible costs.

Eligible costs shall meet the following criteria[5]:

- eligible costs are incurred by the Partners during the implementation period of the project;
- they are indicated in the project estimated overall budget;
- they are necessary for the project implementation;
- they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the accounting standards of the country where the partner is established and usual cost accounting practices of the partner;
- they comply with the requirements of applicable tax and social legislation of the country where the partner is established;
- they are reasonable, justified, and comply with the requirements of sound financial management, in particular regarding economy and efficiency;
- they are supported by invoices or documents of equivalent probative value.

- **Eligible direct costs:**

- The costs of staff assigned to the project under the following cumulative conditions:
    - they relate to the costs of activities which the Partner would not carry out if the project was not undertaken;
    - they relate to actual gross salaries including social security charges and other remuneration-related costs;
    - salaries and social costs must not exceed those normally born by the Partner organization unless it is justified that this is essential to carry out the project;[6]
    - part-time work must be identified with the reliable follow up of the working hours (manual time-sheets or electronic system);

[5] Conditions applicable to Grant Contracts financed by the Kolarctic CBC Programme, Article 14(1) Eligible costs (available on the Programme web-page at http://kolarctic.info/)
[6] ibid. Article 14(2) Eligible costs (available on the Programme web-page at http://kolarctic.info/)

- travel and subsistence costs of staff and other persons taking part in the project, provided they do not exceed those normally paid by the Partner according to national rules and regulations. Lump sums (per diems) are not eligible;
- purchase or rental costs for equipment and supplies (new or used), specifically for the purpose of the project, and costs of services, provided they correspond to market prices;
- the cost of consumables specifically purchased for the project;
- costs entailed by contracts awarded by the Partners for the purposes of the project;
- costs deriving directly from the requirements of the Grant Contract (dissemination of information, project evaluation, audits) including financial service costs (costs of bank transfers and financial guarantees);[7]
- any tendering requirements have been respected;
- all purchased are related to the purposes of the project.

- **Eligible indirect costs**:

Indirect costs must fulfil the eligibility criteria and they cannot be identified to belong to any other category of eligible direct costs.

Indirect costs (administrative overheads) may be calculated on a flat-rate of up to 7 % of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure investments. The rate is calculated on the basis of a fair, equitable and verifiable calculation method and will be approved by the Managing Authority before the budget is approved.

For example, office costs (telephone costs, IT-costs and office supplies) of part-time employees shall be included to the indirect costs *(Budget line 8 Indirect costs).*

- **Eligible preparatory costs**:

To allow the preparation of stronger partnership, costs incurred after launching the call and before submission of the Grant Application, can be regarded as eligible in the budgets of those projects to which the Grant has been awarded[8].

Costs incurred before submission of the Grant Application must meet following conditions:

- costs are incurred after the Call for proposal is opened and before the Call is closed;
- costs are limited to travel costs (travel tickets, accommodation) of the staff employed by Partner organizations;
- costs do not exceed 2 000 € per project;
- costs must fulfil the eligibility requirements;
- costs are on Partners´ own risk until the Grant Contract is signed.

[7] ibid. Article 14(2) Eligible costs (available on the Programme web-page at http://kolarctic.info/)
[8] ibid. Article 48(4) Eligibility of costs

The following costs are regarded as non-eligible[9]:

a) debts and debts service charges (interests);
b) provisions of losses or liabilities;
c) costs already financed in another framework (for example by the European Union budget);
d) purchases of land or buildings for an amount exceeding 10% of the eligible costs of the project;
e) exchange-rate losses;
f) duties, charges and taxes, including VAT, except where non-recoverable under the relevant national tax-legislation;
g) loans to third parties;
h) fines, financial penalties and expenses of litigation;
i) contribution in kind[10].

3.6 Use of Euro

When preparing the project budget **Annex A: Budget specification**, as an exchange rate Lead Partners and Partners shall use the latest rate monthly published in InforEuro: http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm

During the implementation of the project, the Lead Partner shall do the financial reports of the project in Euro. Costs shall be recorded in the bookkeeping records with the currency used in the country in question and converted in Euro in the Financial report. The Managing Authority will provide the project with a template for financial report. The exchange rate shall be calculated on a monthly level.

3.7 Taxes

Taxes, including VAT (Value Added Tax) can be considered as eligible cost in the cases when the Partner can show that taxes cannot be reclaimed. The Lead Partner must submit to the Managing Authority a certificate from the taxation authority, after the project has been approved to be financed but before the Grant Contract is signed.

[9] ibid. Article 14(5) Eligible costs (available on the Programme web-page at http://kolarctic.info/)
[10] COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014, Article 14(1) Eligibility of costs

4 FINANCIAL ALLOCATION ON THE PROGRAMME LEVEL

The total budget of the Programme is 63 436 180 €[11].

The indicative allocation of European Union funding for the Kolarctic CBC 2014–2020 Programme is 24 718 090 € and The Norwegian equivalent funding is 7 000 000 €. The national co-financing from EU Member States (Sweden and Finland) is in total 12 359 045 € and the national co-financing from Russia is 12 359 045 €. National co-financing from Norway is 7 000 000 €.

The allocation of the Programme financing for the 3rd Call for Proposals is presented in the **Table 1.** Presented figures are the minimum financing to be allocated in the 3rd Call, the amounts may be slightly increased.

Table 1. Allocation of the financing, 3rd Call for Proposals

Indicative financial allocation for the 3rd Call for Proposals		
Combined Programme financing *)	**Norwegian Kolarctic financing**	**Total**
6,65 M€	**2,68 M€**	**9,33 M€**
*)EU-financing, Finnish and Russian state co-financing		

In addition to the Combined Programme financing and Norwegian Kolarctic financing, regional financing from Norway and Sweden is reserved and it has to be applied by the partners according to the instructions of respective financiers (***See chapter 5.2***).

According to the national legislations of the countries participating in the Programme, the national funding cannot be used as co-financing to the infrastructure investments implemented outside of the territory of the country in question. In the Programme this legislative definition means that the financial structure of infrastructure investment must be differentiated according to the country in which the investment locates.

[11] Additional ERDF allocations for years 2018–2020 (10 355 241 €) are available subject to the mid-term review of the CBC and availability of matching ENI funds.

5 FINANCIAL ALLOCATION ON THE PROJECT LEVEL

EU-financing: financing from the EU

Norwegian Kolarctic financing: financing from the state of Norway for Norwegian partners corresponds to EU-financing

State co-financing: co-financing from states of Finland and Russia

Co-financing from other sources: co-financing from public or private organizations. Financing can come from the Lead partners or partners themselves, state/regional/municipal resources; foundations, association; private entities

Own contribution: public or private financing from the own resources of the project partners or from other sources

Project financing consists of the **EU-financing/Norwegian Kolarctic financing, state co-financing, co-financing from other sources and own contribution**. Participating countries have two different co-financing systems. In Finland and Russia the state co-financing is applied from the Managing Authority. In Sweden and Norway the co-financing is applied from other sources.

The EU-financing, Finnish and Russian state co-financing are applied with the Programme Grant application in the PROMAS system and awarded by the JMC and contracted by the Managing Authority with a Grant Contract.

Norwegian Kolarctic financing is applied along with the Programme Grant application in the PROMAS system and also awarded by the JMC but contracted with County Council of Finnmark.

Swedish and Norwegian lead partners and partners can apply for national co-financing of their countries from other sources. These financiers shall grant their financing directly to these applicants in their countries. Public or private financing from Partners[12] or other financiers can be used as own contribution as well as co-financing. The Joint Monitoring Committee will only approve projects whose financing plan is confirmed in its total. Co-financing for the entire project period must be confirmed in writing at least 4 weeks before the application is processed in the JMC.

In all projects at least 10% of the financing must be own contribution **(Table 2, 3).** The Lead Partner´s or Partners' own contribution can be considered as co-financing if it exceeds the need of own contribution. Lead Partner and Partners jointly agree upon the structure of the own financing and each Partner´s contribution to it. Project partner's own contribution can consist of either/both public or private financing and each Partner´s share of the own contribution calculated from the Partner´s own costs can be different. In the Grant Contract the own contribution is indicated on the project level.

[12] **NOTE!** Partner in other relevant documents may refer as Beneficiary

5.1 Structure of the project financing

Table 2. Structure of the project financing

Source of financing	Share % of the budgeted costs	From whom to apply	Who applies
EU financing	Max 50%	Managing Authority	Finnish, Swedish and Russian Lead partners and Partners
Norwegian Kolarctic financing	Max 50%	Managing Authority	Norwegian Lead Partners and Partners
Finnish and Russian state co-financing	Max 40%	Managing Authority	Finnish and Russian Lead Partners and Partners (applied with the same Grant application as EU financing)
Co-financing from other sources from Finland, Sweden, Russia and Norway (public or private)	Max 40%	Public, Private financiers	Lead partners and partners can apply for co-financing from other sources of their countries.
Own contribution (public or private)	Min 10%	Lead Partner, Partners or other financiers	Calculated on project level, in practice each partner covers 10% of own costs.

Table 3. Example of the project financing

Financing	Amount, €
Project costs total (Finland and Russia 40 000 €, Sweden 20 000 €, Norway 40 000 €	100 000 €
EU-financing (Finland, Russia, Sweden)	30 000 €
Norwegian Kolarctic financing (Norway)	20 000 €
State co-financing (FI+RU)	16 000 €
Co-financing from other sources from Sweden	8 000 €
Co-financing from other sources from Norway	16 000 €
Own contribution 10 %	10 000 €
FINANCING TOTAL	100 000 €

The Joint Monitoring Committee (JMC) has not set any maximum or minimum amounts to the project budgets. And the minimum amount to the project budgets is not limited. When evaluating the project application, in all steps of the evaluation process close attention is paid to the cost efficiency of the projects. The selection process of the applications received includes an assessment of the operational and **financial capacity** of the applicants. The aim of this assessment is ensuring that all the institutions in the partnership have adequate means to implement the proposed activities without cash-flow restrictions, as well as minimizing the risk of awarding grants to non-solvent entities.

The financial capacity assessment is aimed at verifying that the applicants have stable and sufficient sources of finance to maintain their activity throughout the whole duration of the project and, where appropriate, to participate in its funding. The Partners of projects, which have NGO/private status have to fill in the **Annex J: Financial capacity figures form**. The MA will make the financial capacity assessment during an administrative and eligibility check.

The example of the project budget is presented in the ***Figure 3.*** *Example of the financing in relation to project budget.*

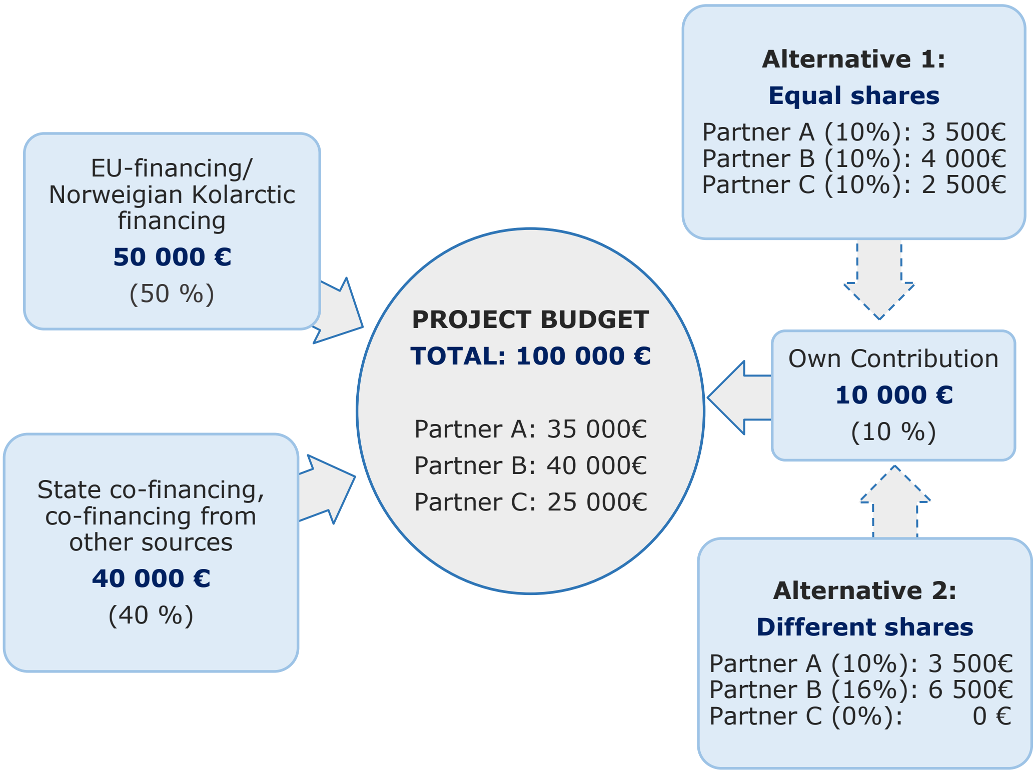

Figure 3. Example of the financing in relation to project budget

5.2 How to apply state co-financing and co-financing from other sources

SWEDEN

The MA recommends that Swedish Lead Partners or Partners apply for co-financing from other sources from Swedish public or/and private organizations at an early stage of Grant application preparation, but at the latest at the time of submitting the Kolarctic CBC application. It ensures the availability of the co-financing decision in time; at the phase when projects are selected to be approved or rejected. **NOTE! The regional Council of Norrbotten has the same deadline for submitting the application for the co-financing as Kolarctic CBC Programme application.**

Swedish Lead Partners and Partners may request Swedish co-financing **(Table 2, 3)** from several organizations, either public or/and private. Generally, the Swedish authorities have digital application forms and the applicant for the co-financing **must attach** a copy of the Kolarctic CBC application as well.

Swedish co-financing from other sources is granted by organizations, such as:

- Region Norrbotten, Region Västerbotten;
- Other regional state organizations;
- Municipalities of the programme region;
- Educational institutions and universities;
- Swedish Institute;
- Ministries;
- State central agencies;
- Foundations and public utility companies.

NORWAY

Norwegian Lead Partners and Partners may request Norwegian co-financing from several organizations, either public or/and private. Generally, the Norwegian authorities have digital application forms and the applicant for the co-financing must attach a copy of the Kolarctic CBC application as well.

Norwegian Kolarctic financing **(Table 2, 3)** corresponds to EU-financing and is awarded to Norwegian project Partners. If the Lead Partner is from Norway, it is also responsible for applying and managing the EU-financing even though the Norwegian Partners cannot use the EU-financing to cover their own costs. In the case of the Lead Partner is from other country than Norway, one of the Norwegian Partners must fill in **Annex D: State co-financing <u>or</u> Norwegian Kolarctic financing form** and apply for Norwegian Kolarctic financing on behalf of all other Partners from Norway.

Norwegian co-financing from other sources supplements the Norwegian Kolarctic financing. Co-financing must come from the Lead partner or Partner(s) themselves, or public or private financiers.

Norwegian co-financing from other sources can be granted by organizations, such as:

- Finnmark, Troms and Nordland County Authorities;
- Finnmark, Troms and Nordland County Governor;
- Innovation Norway;
- The Barents secretariat;
- Ministries;
- Municipalities of the programme region;
- Educational institutes and universities;
- The Sami Parliament.

The MA recommends that Norwegian Lead Partners or Partners, if applying for co-financing from other sources such as Norwegian public or/and private organizations, make the application at early stage of Kolarctic Grant application preparation.

For Sweden and Norway:
At the latest, an application for external co-financing must be received by the potential funding institution at the time of submitting the Kolarctic CBC application. If such an application has been submitted, a copy of the application should be attached to the Kolarctic CBC application. In the absence of such documentation, the Lead Partner or Partners may confirm temporarily co-financing from own resources in the application.

NOTE!
It is important to check application deadlines for the different organizations where you apply for co-financing, they may have different deadlines. Co-financing for the entire project period must be confirmed in writing at least 4 weeks before the application is processed in the JMC.

FINLAND

☑ Finnish Lead Partners and Partners apply for Finnish state co-financing with Grant application filled out in the PROMAS **(*see Chapter 6 of the Guidelines, 3rd Call For Proposals*).**

If the Lead Partner is from Finland, no other application is needed. In the case the Lead Partner is from other country than Finland, one of the Finnish Partners must fill in **Annex D: State co-financing <u>or</u> Norwegian Kolarctic financing form** and apply for Finnish state co-financing on behalf of all other Partners from Finland.

In addition, other sources by public and private organizations may grant Finnish co-financing. The applicant should check the requirements and formalities for applying from the organization in question.

Finnish co-financing from other sources is awarded by organizations such as:

- Municipalities and Joint municipal boards in the Programme region;
- Education institutions;
- Ministries;
- State central agencies;
- Enterprises and public utility companies;
- Foundations and publicly funded organizations.

RUSSIA

☑ Russia Lead Partners and Partners apply for Russian state co-financing with Grant application filled out in the PROMAS ***(see Chapter 6 of the Guidelines, 3rd Call For Proposals).***

If the Lead Partner is from Russia, no other application is needed. In the case the Lead Partner is from other country than Russia, one of the Russian Partners must fill in **Annex D: State co-financing <u>or</u> Norwegian Kolarctic financing form** and apply for Russian state co-financing on behalf of all other Partners from Russia.

In addition, other sources of public and private organizations may grant Russian co-financing. The applicant should check the requirements and formalities for applying from the organization in question.

Russian co-financing from other sources is granted by organizations, such as:

- Regional administrative authorities;
- Cities and districts;
- Municipal companies;
- Educational institutes and universities;
- Research institutes;
- Federal target programmes.

ALL COUNTRIES (Finland, Russia, Sweden and Norway)

Requirements and formalities of applying for co-financing from other sources may vary between financiers so it is important to check the requirements and formalities. Applying for co-financing from other sources should be done without delay, in order to be able to get the decision from the financiers before a Joint Monitoring Committee meeting.

Binding commitments of the co-financing from other sources (excluding Finnish and Russian state co-financing) have to be delivered to the Managing Authority before a meeting of the Joint Monitoring Committee. **Signed Annex E: Partnership statement is considered as a commitment of the Partner´s own contribution.**

6 THIRD CALL FOR PROPOSALS

The third Call for Proposals is open **92 days from 21 September to 21 December 2018 inclusively.**

This third Call for proposals (the Call hereinafter) is an open Call for standard projects applying the one-step application procedure, i.e. submission of an application and its Annexes. The Call is open to Priority Axes 1 and 2, and to Thematic Objectives:

- **TO1** Business and SME development; during the 3rd Call for Proposals the MA encourages the applicants to submit applications with a strong partner-involvement of SMEs and other target groups;
- **TO 6** Environmental protection, climate change mitigation and adaptation;
- **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 Kolarctic Programme encourages projects to participate in the Priority Axis 2.

All applications shall be submitted and evaluated at the same time, in an equal way throughout the entire decision-making process, regardless of their Priority axis or TO. The decision of the JMC is under a suspensive clause: the Financing Agreement between the EU and the Russian Federation needs to be ratified by Russian Federal Assembly before Grant Contracts can be signed.

All projects shall support the Priority axis that they have selected and at least one of the Thematic Objectives (TOs) and guarantee the clear contribution to ENI CBC objectives, bring benefits to the core area of the Programme, have cross-border impact, comply with the Programme objectives as well as EU, national and regional policies.

6.1 Grant application

The Grant application consists of:
(1) an application in the PROMAS system and
(2) its Annexes.

The Grant application must be completely **filled in in English**. The PROMAS manual is available on the Programme website http://kolarctic.info/.

The Grant application is used when applying for EU-financing, State co-financing of Finland and Russia, and Norwegian Kolarctic financing. Also, Swedish and/ Norwegian co-financing applied from others sources shall be indicated in the Grant application. Note, that other financier organizations may request to use other application form than the Programme application in PROMAS. The Branch Offices in Sweden and Norway **(*see Chapter 9 of the Guidelines, Contact information*)** shall provide more information by request on the procedure of applying co-financing from other sources.

(1) The application shall contain:

- an analysis of the problems and needs justifying the project, taking into account the Programme strategy;
- Project's expected contribution to address the corresponding priority, as well as regional /national /joint strategies;
- an assessment of its cross-border added value;
- information on the type of the project: integrated/symmetrical **(*see sub-chapter 3.4 Eligible actions and duration*);**
- an assessment of the sustainability of the project's expected results after project completion;
- objectively verifiable indicators including Programme Common Output Indicators (COI) and Programme Specific Output indicators (SOI)[13];
- information on the geographic coverage and target groups of the project;
- expected project implementation period and detailed work plan;
- an analysis of the effects of the project on the cross-cutting issues, particularly gender equality and environmental sustainability;
- identification of the Lead Partner and Partners, providing information about their administrative and financial management capacity;
- description of the project management and implementation structure;
- arrangements among Partners in line with sub-paragraph *3.3 Partners obligations;*
- monitoring and evaluation arrangements;

[13] Monitoring and Evaluation Plan 2017, available on the Programme web-page http://kolarctic.info/

- information and communication plans, in particular, measures to acknowledge that the Programme is co-financed by the EU, Finland, Norway, the Russian Federation and Sweden;
- detailed financing plan and budget.[14]

The above mentioned list of issues are described in details in the following chapters of the present Guidelines.

An application including an infrastructure component of at least EUR 1 million shall in addition contain:

- a detailed description of the infrastructure investment and its location;
- a detailed description of the capacity building component of the project, except in duly justified cases;
- a full feasibility study or equivalent carried out, including the options analysis, the results, and independent quality review;
- an assessment of its environmental impact in compliance with the Directive 2011/92/EU of the European Parliament and of the Council and, for the participating countries which are parties to it, UN/ECE Espoo Convention on Environmental Impact Assessment in a Transboundary Context of 25 February 1991. The Russian Federation reserves position on this issue;
- evidence of ownership by the Partners or access to the land;
- building permit.

Exceptionally and in duly justified cases, the Managing Authority may accept a later submission of building permit .[15]

(2) The following Annexes are part of the Grant application: (see chapter 10 for more instructions on the Annexes)

- Annex A: Budget specification;
- Annex B: Logical framework;
- Annex C: The registration certificate of the Lead Partner and Partner organizations
- Annex D: State co-financing or Norwegian Kolarctic financing form;
- Annex E: Partnership Statement;
- Annex F: Result indicators[16];
- Annex G: Decision (copy) of state aid granted within de minimis conditions (if applicable);
- Annex H: Building permit or any other permits needed for implementation of the project (if applicable);
- Annex I: Specification of Infrastructure Investment (if applicable. **NOTE!** There is no ready-made template);
- Annex J: Financial capacity figures form (**NOTE!** Partners, which have NGO/private status have to fill in this form).

Annexes A, B, D, E, F, J can be found on the Programme web-page http://kolarctic.info/.

[14] COMMISSION IMPLEMENTING REGULATION (EU) No 897/2014 of 18 August 2014, Article 43 Content of projects
[15] ibid.
[16] ibid.

6.2 The content of the application in the PROMAS

The technical instructions of filling in an application is presented in the PROMAS manual that can be found on the Programme web-page at http://kolarctic.info/

Progamme management system PROMAS https://promascbc.fi

Kolarctic CBC Programme in cooperation with Karelia CBC and South-East Finland – Russia CBC Programmes is hosting an electronic programme management system PROMAS which is used during the whole project cycle. Project partners can use the system when submitting Grant applications, reports, payment requests, amendment requests etc. The Managing Authority uses it for requesting additional information from the applicant, approving reports and making payment orders. In addition to the electronic version, certain documents have to be submitted also as a signed originals.

The Lead Partner fills in the application in the PROMAS system. Lead Partner applies for a username and password to each project separately; the username is application-specific. User rights can be applied from the system when the Call is opened.

6.2.1 BASIC INFORMATION

Application Form Status:
Do not fill in. The status of the application automatically inserted.

Name of the project:
Each project must have a name. Do not try to say everything about the project in its name. It is reasonable to use a name that you have used or will use in everyday language. Maybe, in everyday use, you will use an acronym. Indicate the name that will be used during the whole project duration. **NOTE!** The indicated name of the project might be used in Programme related information and communication activities/materials/databases including KEEP database[17]. **Note, that after saving the name of the project in PROMAS, it can't be changed.**

Acronym:
Give and acronym of 3-8 digits.

Project ID:
After registration in the PROMAS, the ID will be given automatically. The same ID number will be used during the whole project implementation.

Full legal name of the Lead Partner in English:
Indicate the name of the Lead Partner organization in English that will be used during the whole project duration. **NOTE!** The indicated name of the Lead Partner organization might be used in Programme related information and communication activities/materials/databases including KEEP database.

[17] http://www.keep.eu/keep/

Country of the Lead Partner:
Choose the country of the Lead Partner organization by using the drop-down menu:
1. Finland
2. Norway
3. Other
4. Russia
5. Sweden

If any of the country listed in the drop-down menu does not match the country of the Lead Partner organization, choose 'Other'.

Region of the Lead Partner:
Choose the region of the Lead Partner organization by using the drop-down menu, after you have selected the country listed above. If any of the regions listed in the drop-down menu does not match the region of the Lead Partner organization, choose 'Other'.

Priority:
Choose the relevant for your project Priority axes of the Programme by using the drop-down menu:

1. Viability of arctic economy, nature and environment, and
2. Fluent mobility of people, goods and knowledge.

Thematic objective:
Choose a Thematic Objective, which is relevant to your project after you have selected the Priority axis above:

1. TO1 Business and SME development;
2. TO 6 Environmental protection, climate change mitigation and adaptation;
3. TO7 Improvement of accessibility to the regions, development of sustainable and climate-proof transport and communication networks and systems;
4. TO10 Promotion of border management and border security, mobility and migration management.

Duration of the project in months:
There is no official maximum or minimum duration. Nevertheless, the project is recommended to last no more than 36 months.

PARTNERS

The geographical eligibility of the Partners is described in **this Guidelines, sub-chapter 3.2. and in the JOP, chapters 2.4. and 2.5.**

ADD NEW PARTNER

Full legal name of the Partner:
Indicate the name of Partner organization in English that will be used during the whole project duration. **NOTE!** The indicated name of the Partner's organization might be used in Programme related information and communication activities/materials/databases including KEEP database.

Country of the Partner:
Choose the country of the Partner organization by using the drop-down menu:
1. Finland
2. Norway
3. Other
4. Russia
5. Sweden

If any of the country listed in the drop-down menu does not match the country of the Partner organization, choose 'Other'.

Region of the Partner:
Choose the region of the Partner by using the drop-down menu, after you have selected the country listed above. If any of the regions listed in the drop-down menu does not match the region of the Partner, choose 'Other'.

REQUESTED FINANCING

Do not fill in. Automatically inserted from budget.

6.2.2 PARTNER INFORMATION

IDENTITY

Type:
Do not fill in. Automatically inserted.

Full legal name:
Do not fill in. Automatically inserted.

Name of the organisation in original language:
Indicate the name of the Partner organization in original language (if applicable).

Department/ unit in charge of the activities:
Indicate the name of the department/unit of the Partner organization that will be in charge of the activities during project implementation (if applicable).

Business ID:
All Partner organizations (those that can be granted financing) are registered in their countries according to national laws. Indicate legal entity's registration number or code applied in your country.

Legal status:
Choose if the Partner organization is public of private by using the drop-down menu.

Type of organization:
Choose the type of the Partner organization by using the drop-down menu:
Municipality
State authorities
Other public organization
Higher education institution
Other education institution
Research institute
Enterprise
Foundation
NGO
Other

Description of the organization:
Clarify the Partner organization background, tasks, size of personnel. If the organization is a public organization with no turnover, indicate it here.

Official address:
Accurately indicate the valid official address of the Partner organization. **NOTE!** The indicated official address might be used in Programme related information and communication activities/materials/databases including KEEP database.

Postal address:
Accurately indicate the valid postal address of the Partner organization. **NOTE!** The indicated postal address of the project might be used in Programme related information and communication activities/materials/databases including KEEP database.

Email of the organization:
Indicate the valid email of the Partner organization.

Telephone number:
Indicate the valid phone number of the Partner organization.

Website of the organisation:
Indicate the valid website of the Partner organization (if applicable).

CONTACT PERSON

Indicate the person who is able to answer questions about project proposal.

MOTIVATION

Provide in this section in your own words a justification why the Partner in question is in the project.

What is the role of the partner in the project?
Describe a reason why this Lead Partner/Partner has been involved / asked by other participants to join the planning of a project and participate in its implementation once it has been approved. Why does the project need this Partner organization? What kind of tasks this Partner is supposed to fulfill in the project?

Why does the organization participate in the project (reason and motivation)?
Describe the reason why this Partner(s) organization has decided to participate in the project. What is the motive?

How does the organization benefit from participating in the project?
Describe here what this Partner organization expects to gain by its participation and what the benefit is for it.

OPERATIONAL CAPACITY

What are the organisation's thematic competences and experiences relevant for the project?
Clarify the Partner organization field of expertise and experiences that is relevant for the implementation of the project.

Describe the projects previous experience in participating in and/or managing EU co-financed projects or other international projects.
Describe the involvement of the Partner organization in other projects co-financed by EU (if applicable).

In the case of partners from outside the programme core area: What is the added value of this partner for the project?
Describe the benefit that the Partner organization from outside of the programme core area brings to the programme core area by participating in the project.

FINANCIAL CAPACITY

Does the organisation have a euro based bank account or can it be established?
Answer the question *Yes, No, Not Applicable (NA)*
Partner should have ability to receive funds to their bank account from Managing Authority or Lead Partner in euros. If partner has bank account in Single Euro Payments Area (SEPA) choose NA.

Can the project costs be separately allocated and reported in the organisation's bookkeeping?
Answer the question *Yes, No, Not Applicable (NA)*
NOTE! Each Partner must be able to separate project expenditures in organizations bookkeeping records either with the separate accounting record or cost unit (followed with project code). External auditor must have an access to project bookkeeping document in order to carry on the expenditure verification.

Can the organisation transfer or receive programme funding to/from other project partners?
Answer the question *Yes, No, Not Applicable (NA)*

Does the organisation participate in the financing of the project?
Answer the question *Yes, No, Not Applicable (NA)*

Organisation's average annual turnover
Indicate the Partner organization's annual turnover in EUR. In the case of a state running organization or/and public non-commercial organization without turnover, indicate a "0", and write the explanation for no turnover in the field "Description of the organization".

Does the organisation have sufficient financial resources to implement the project taking into account both own contribution and final payment?
Answer the question *Yes, No, Not Applicable (NA)*
NOTE! The final payment to the project costs will be paid after the final report has been approved which might happen even 6 months after the project has ended. Pre-payments are maximum 80% of the financing so the Partner shall have a capacity to take care of the final costs until the final balance payment is paid by the Managing Authority.

OTHER PUBLIC FINANCING

Other public financing in the field of this application within 3 previous years.
Indicate *Financier Name, Name of the project, Amount* of the state aid within de minimis conditions that has been granted during the past 3 (2 previous and 1 ongoing) years to the Partner organization. Check the national regulation on de minimis conditions.
NOTE! Attach to the application in the PROMAS the decision (copy) of the state aid granted within de minimis conditions and name it as an **Annex G: Decision (copy) of the state aid within the de minimis conditions.**

Has public financing for same or similar activities been applied for?
Answer this question *Yes, No*
The previous financing in the same field does not necessarily prevent your project from being granted by Kolarctic CBC Programme.

6.2.3 SUMMARY

The summary is meant simply to summarize the project, not describe everything in it. More detailed information about the project is meant be given in other parts of the application. Even if the summary is first in the application, it is a good solution to write it last. Writing of the summary is easier for you if you write it only AFTER you have written the other parts of the application.

Summary is not an analysis or a scientific text! One appropriate way of making a summary is answering the following questions:

- **Who** does?
- does **what?**
- **for whom?**
- **why?**
- by **which means?**
- **with whom?**

If you succeed well, the text indicated here might be used in Programme related information and communication activities towards the wide audience.

There is an indicative list of topics in the summary description of the application form, but you need not include them in the summary. Please use maximum of 800 characters (half of a A4 page), regardless how many characters can be technically fit in the summary field.

6.2.4 RELEVANCE

NOTE! Generally, while describing the project in the following sections of the application, take into account the Logical Framework (LF). The LF is an obligatory **Annex B** of the Grant application, and it is sensible to do it simultaneously, side by side, with the application section **RELEVANCE** and **IMPLEMENTATION.**

Check out the Programme Logical Framework Matrix (http://kolarctic.info/) before developing project Logical Framework. The elements in the project LF (overall objective, specific objective, expected results, activities and indicators) shall contribute to the achievement of the Programme overall and specific objectives.

OBJECTIVE

Problem Analysis: Describe the problem that will be solved by the project and how it has been identified?

The problem analysis identifies the negative aspects of an existing situation and establishes the 'cause and effect' relationships between the identified problems. The problem analysis usually begins with identifying the main problems. These questions might help in problem analysis: i.e *which are the problems the project is addressing? What are the root causes of those problems? What is the larger picture in which those problems and their root causes exist? What are the links between the problems?*

Overall objective of the project:
Choose 'to be defined in the LF' by using the drop-down menu.
The overall objective analysis is based on the problem analysis. The more information you have learnt about identified problems, the more specifically you can formulate an overall objective.

An overall objective of the project is the long-term vision for the project. This question might help in defining an overall objective: i.e Why the project is important for the society (final beneficiaries)?

Specific objective of the project:
Defining a specific objective is based on the overall objective. A specific objective states the direct effects of the project and ensures the achievements of an overall objective. This question might help in defining a specific objective: i.e Why the project is needed by target group(s)?

Why is cross-border cooperation needed for reaching the objective of the project?
Describe the cross-border added value here. **Cross-border added value** is a reason why this project is most successful if it is implemented as a cross-border project, instead of implementation in one country. This question might help in describing cross-border added value: i.e You could carry out the project also inside the borders of one country – or could you?

Does the project contribute to the cross-cutting issues of the programme? If yes, to which and how?
The cross-cutting issues of the Programme are described **in the sub-chapter 2.2 of this Guidelines and in the JOP.**

THEMATIC INDICATORS

Check out the Programme Monitoring and Evaluation (M&E) Plan 2018–2019 (http://kolarctic.info/) before filling in this section. The M&E Plan 2018-2019 provides detailed definitions and comments for the Specific Output Indicators (SOI) and Common Output Indicators (COI).

Choose SOI and COI that are relevant for your project activities. Indicate the target value for chosen indicators that your project aims to achieve. The baseline value is considered as "0". The target value shall be realistic to achieve by implementing project activities. **NOTE!** Make sure, that information provided here complies with **Annex B: Logical Framework Matrix.**

PROJECT SPECIFIC INDICATORS

Indicate project output indicators and its target values that are needed to measure the project outputs. The target value shall be realistic to achieve by implementing project activities. **NOTE!** Make sure, that information provided here complies with **Annex B: Logical Framework Matrix.**

WORK PLAN

The Work Plan - part of the application form is a function that generates a RACI matrix to your project.

In Work plan you must describe the main activities to be implemented in the project. While indicating the main activities, it is good to take notice that each activity will be automatically copied to be an activity in a RACI matrix. To activities in the RACI matrix you must later define a responsible partner, an accountable partner, a consultant partner and an informed partner.

What is a RACI matrix? **A RACI** comes from an abbreviation of **R**esponsible, **A**ccountable**, C**onsulted, **I**nformed. It is a task list, that describes what tasks are going to be carried out in the project, which participant (organization, role, person) is responsible for carrying out a task, and by what deadline.

Without a RACI or a comparable way of defining the tasks, it can easily happen that the project consortium forgets what they have planned to carry out in the project, and especially, whose responsibility it is to carry out a task. If there is a lot to do (which is the case in all projects), it makes sense to collect the tasks into a RACI matrix. In a RACI matrix, each row corresponds a task to be carried out, and the columns indicate a person / project participant. Sometimes, in a RACI matrix, also roles can be indicated.

A RACI consists of the following responsibility roles:

Responsible: Those who carry out the task. Each task or deliverable has at least one responsible person.

Accountable (also Approver or final approving authority): the person, who is ultimately responsible for the accurate and thorough completion of the deliverables or task, and the one who delegates the work to those responsible persons in the section above. In other words, an accountable must sign off (approve) work that responsible persons provide. There must be only one accountable specified for each task or deliverable.

Consulted (sometimes Consultant or counsel): those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication.

Informed (also Informee): those who are kept up-to-date progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Very often the role that is accountable for a task or deliverable may also be responsible for completing it. It is generally recommended that each role in the project or process for each task receive, at most, just one of the participation types. (If you give more than one participation type to one participant / role in a single task, it may imply that you have not clearly resolved the division of tasks).

NOTE! The Partners will have to use and update the RACI matrix during the project implementation and in reporting phases.

ACTIVITY PLANNER

The activities that you have defined in the Work Plan appear automatically in the Activity Planner chart. It also provides you a visual schedule with the activities on a timeline.

SUSTAINABILITY

Sustainability can be defined as the ability of a project to maintain its outputs (i.e. capital goods and services) and results after the project has been finalized.

How and by whom will the project main outputs be further utilized once the project has been finalized?

How will the sustainability of the expected results be maintained financially and operationally?

6.2.5 IMPLEMENTATION

NOTE! Generally, while describing the project in the following parts of the application, take into account the Logical Framework (LF). The LF is an obligatory **Annex B** of the Grant application, and it is sensible to do it simultaneously, side by side, with the application section **RELEVANCE** and **IMPLEMENTATION.**

Describe the proposed team and the administration structure of the project
Answer e.g. the following questions: *How many full time employees will the project have in the different countries? Is there going to be working group(s), Who / which body is going to decide about activities and potential changes in the project; in short, who will decide what the project does?*

Describe the monitoring and evaluation arrangements; how will the project implementation and achieving of the expected results be monitored and evaluated?
It is important to agree on the task of collecting data on project specific indicators, Programme Specific Output Indicators (SOI) and Common Output Indicators (COI) and project result indicators. **NOTE!** Project Result Indicators, including target values and measurement units as well as description on how a project is going to contribute to reaching the Programme result indicators shall be indicated in the **Annex F**.

Describe also, how will the projects steering group or project consortium monitor and evaluate the project and its success and results? Is there a plan e.g. in the Lead Partner organization about external or internal monitoring and evaluation of projects? **NOTE!** The MA recommends to establish the project steering group to coordinate the project implementation.

Describe the communication and visibility channels, tactics and tools that will be used
All projects must carry out appropriate information and communication activities, which may focus on disseminating information of the project existence, content and results. **NOTE!** Each of the approved projects shall prepare an Information and Communication Plan.

Does the project have any negative or positive environmental impact? Analyze the environmental impact, if any.
The Programme and projects impact on environment, climate and human wellbeing should be positive. Projects with a direct negative environmental impact shall not be financed under the Programme. Describe the environmental positive/negative impact.

Are any permits, for example building permits, needed for implementing the proposed project activities?
Answer on this question *Yes, No*.

If yes, describe the process. NOTE! In case of the positive answer, attach Building permit or any other permits needed for implementation of the project and name it as **Annex H: Building permit or any other permits needed for implementation of the project.**

6.2.6 BUDGET AND FINANCING

NOTE! Before filling in **BUDGET AND FINANCING**, it is recommended to fill in the **Annex A: Budget specification.**

Project budget is indicated in the **Annex A: Budget specification** and it´s obligatory Annex of the Grant application. Project costs must be specified by countries and total amounts must equal with the amounts in an application in PROMAS, section **BUDGET AND FINANCING.** When implementing the projects, only budgets on country level and the total budget are followed by Managing Authority. The Budget by Partners has an informative role and should be also filled in. Costs are allocated for 12 months periods. The allocation is indicative and can be changed during the implementation.

In addition to the **Annex A**, it is recommended to prepare a more detailed budget for Partners' own use to ensure that all planned project activities can be covered with the budget presented in the application form.

Annex A: Budget specification includes technical instructions on its sheet "Instructions".

PROJECT BUDGET

Fill in the budget per each country by using own budget sheets in the **Annex A**. The table "Total budget" is filled in automatically. Allocate costs of the project between following budget lines:

1. Personnel
2. Travel
3. Equipment and purchases
4. Office costs
5. External services, sub-contracting
6. Infrastructure investments
7. Subtotal direct eligible cost
8. Indirect costs (max 7%)
9. Total eligible costs
10. Project revenues
11. Net eligible costs, total

Budget line 1 Personnel

This budget line consists of salaries paid to the staff employed to the project under employment contracts. They can be employees already working in the organization in other duties and are now planned to provide certain part of their working hours to the project or they can be hired separately for the project. Specify full-time and part-time employees separately to the budget, name the tasks and estimate their contribution from total working time they will provide to the project in percentages. Please don´t use the names of the employees, only indicate the task or the position **(Table 4).**

The calculation examples for part-time and full-time employees are provided in the sheet "Content and instructions" of Annex A.

Table 4. Budget line 1 Personnel

Budget lines	All years	Year 1 (first 12 months)				Year 2			
1. Personnel	**Total costs EUR**	Mon. salary	Project work %	Mon.	**Total costs EUR**	Mon. salary	Project work %	Mon.	**Tot. costs EUR**
1.1. Salaries									
Project manager	72 000	3 000	100 %	12	36 000	3 000	100 %	12	36 000
Financial secretary	9 000	2 500	20 %	6	3 000	2 500	20 %	12	6 000
1.2. Social security charges	19 440				9 360				10 080
Subtotal Personnel	**100 440**				**48 360**				**52 080**

Social security charges include the costs the employer must pay according to the national legislation. It is not necessary to indicate social costs per employee. The total percentage and the Euro amount is enough.

Salaries must not exceed the normal salary level of the organization and country in question. Natural benefits (telephone, car etc.) are not eligible costs. Salaries with holiday compensations are based on normal working hours of the organization in question (max 8h/day) and following the national legislation. The annual holiday payments, holiday bonuses and holiday compensations are eligible when they are based on national legislation. Other compensations like bonuses may be considered as eligible only if they are based on the national legislation and they are provided with equal conditions to all employees. Salary costs, which can be recovered from other authority (compensation of sick leave or maternity leave salaries, etc.) are not eligible.

Budget line 2 Travel

Travel costs of the project staff and other persons must be clearly related to the project activities and follow the principle of cost effectiveness. In the budget you can use average prices of the tickets (economy class) and accommodation – changes between the subheadings can be done during the implementation. Managing Authority will also organize common meetings (1-2) for all financed projects annually and advices projects to take the travel costs to the common meetings into account when preparing the project budget. Remember also to include the costs of the project´s steering/working groups meetings if any.

Travel reimbursements (daily allowances, kilometer allowances etc.) are approved according the criteria and amounts laid down in national legislation. They may not exceed the national tax-exempt level and must be recorded in project´s accounting records.

Preparatory costs

See chapter 3.5 Eligibility of Costs: Eligible preparatory costs.

Budget line 3 Equipment and purchases

Indicate expenses of equipment needed for the implementation of the project, purchases, rental or leasing of the computers, phones, office machines, furniture, production equipment etc. Items can be purchased, rented or leased. If these items are partly used in the project, only the share which is clearly justified as project cost, is eligible.

Purchases, rent and leasing contracts needs to be tendered according to the national and Programme procurement rules. Binding commitments of the purchases may not be done before the Grant Contract is signed. If the partner organization has framework contracts, they can be used if the procurement rules has been respected when they have been tendered.

As a main rule, these items are needed and meant to be used during the implementation of the project and thus they should be purchased in the beginning of the project or certain activity if not otherwise justified in the project plan.

Budget line 4 Office costs

Project can use existing premises of the Partner organization in question or a separate office premises can be rented. If the premises which the project uses are already rented by the Lead Partner or Partner for their regular operations, project costs are calculated by counting the actual cost per square meter multiplied with area used by the project. Rents of part-time employees are appraised in proportion to their working times. Internal rent is not eligible.

If the project staff works in the premises owned by the organization, only actual costs of full-time employees (warming, electricity, cleaning) can be allocated to the project with the same principles as in rental premises. The premise costs of part-time employees shall be included in the indirect costs.

Office costs include also the use of telephone and internet connections, IT-services, postage, copying (to be verified with a counter if a common copying machine) and other office supplies. Office costs, excluding rents, of part-time employees (use of telephone, internet, IT services, premises) are not appraised in proportion to their working time but included to the indirect costs **(Budget line 8).**

Budget line 5 External services, sub-contracting

The budget line includes outsourced services like consulting, design and publication services, audit, interpretation and translation, services for organizing events and meetings, sub-contracted construction services etc. These type of costs are paid according to invoices based on contracts/written agreements and shall be verified by receipts and bookkeeping documentation. Travel and accommodation costs of the external service providers are included in this budget line. Costs deriving direct from the regulations of the Programme (evaluation, external audit, financial services, translation) are included in this budget line when outsourced.

Evaluation is not obligatory for the projects, but it can be done as an internal evaluation made by the employees of the project (personnel costs) or the service can be outsourced to an external evaluator (external service).

Purchases between the project partners are eligible only in limited cases and Lead Partner must always ask a permission for that from the Managing Authority beforehand. In the case the service is bought from project partner, the eligible price may not include any profit, only justified real cost (working hours, materials) can be invoiced.

External services must be acquired through competitive tendering according to the national and Programme procurement rules. Therefore service providers are not named at this point. Organization´s valid contracts can be used, if the tender procedures fulfill Programme tendering requirements.

Binding commitments of the contracts for the supply may not be done before the Grant Contract is signed. If the partner organization has framework contracts, they can be used if the procurement rules has been respected when they have been tendered.

Auditing costs

External auditing is an obligatory requirement of the Programme. An auditor must verify each financial report of the project and the audit report is the requirement for interim and final payments. Reports must be submitted at least once a year but in two year projects we recommend at least 3 reports and in three year projects 4-5 reports. The reporting requirements and timetable will be agreed during the contract negotiations.

Each Partner can have their own auditor or Partners from the same country can use a common auditor. Partners can also use their organization external auditor within the limits of the existing framework contract. Audit costs shall be budgeted to each Partner.

Documents for the expenditure verification are listed below and available in the programme webpages.

EV1 Expenditure and revenue verification procedure
- Instructions for the auditor and project partners

EV2 Service contract for the expenditure and revenue verification
- Contract between the partner and auditor

EV3 Expenditure and revenue verification report
- To be filled in by the auditor

EV4 Checklist for the expenditure verification
- To be filled in by the auditor

EV5 List of factual findings
- To be filled in by the auditor

EV6 Report on suspected fraud and/or established fraud
- To be filled in by the auditor

Budget line 6 Infrastructure investments

This includes the costs of the investments in infrastructure. Infrastructure investments are for example construction of roads, bridges, water and sewage systems, energy production, telecommunication, IT networks etc. In this budget line an applicant estimates the costs of the equipment, the external services, work contracts, construction material etc. needed for the infrastructure investment. Please specify the costs of the infrastructure investment in a separate document, name **Annex I: Specification of Infrastructure Investment** and attach it to an application in PROMAS.

The investments shall be indicated in the PROMAS application, sections **BUDGET AND FINANCING, INVESTMENTS INCLUDED IN TOTAL COSTS.**

If the infrastructure component on the project level is more than 1 M€, the applicant must submit information described in sub-paragraph of this Guidelines ***6.1 Grant Application, An application including an infrastructure component of at least EUR 1 million.***

Budget line 7 Subtotal direct eligible cost

Filled in automatically.

Budget line 8 Indirect costs

Indirect costs (administrative overheads) may include project administration costs which cannot be included to budget lines **1. Personnel or 4. Office costs** because of the Programme regulations or impossibility to appoint the costs as direct cost to the project. Indirect costs may include salaries of financial management, IT services, office costs, etc. Note that office costs (excluding rents) of the part-time employees are covered from this budget line.

Indirect costs may be calculated on a flat-rate of up to 7 % of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure investments. Share of indirect costs of an individual Partner can differ, depending on the cost structure of the organization. The Indirect costs percentage is indicated in the Grant Contract on the project level. The content of the Indirect costs is checked before the Grant Contract is signed. During the Grant Contract negotiations Managing Authority will ask each partner to list the services included in Indirect costs and estimate the annual value (based on earlier realized costs). In the same way the costs must be verifiable afterwards to ensure that reported and approved Indirect costs do not exceed actual costs.

Budget line 9 Total eligible costs

Filled in automatically.

Budget line 10 Project revenues

Project can earn revenues from the sales of produced material, participation fees, entrance tickets etc. The revenues are deducted from the total eligible costs.

The revenues shall be indicated in an application in PROMAS, section **BUDGET AND FINANCING** and in the project Financing Plan of the **Annex A: Budget specification.**

Budget line 11 Net eligible costs, total

Filled in automatically.

FINANCING PLAN

There are separate table for Financing from Finland, Sweden and Russia, and other table for Financing form Norway. Indicate each source of financing separately in appropriate line with the name of financier and the amount of the financing requested/provided to the project partners from country in question. The example of the financiers listed in this *Guidelines*, ***sub-chapter 5.2 How to apply state co-financing and co-financing from other sources.***

The EU financing in project level may not exceed 50% of the total eligible costs of Finland, Sweden and Russia. As well as Norwegian Kolarctic financing in project level may not exceed 50% of the total eligible costs of Norway. Finnish and Russian state co-financing in total may not exceed 40 % of the total eligible costs of Finland and Russia.

In the **Annex E: Partnership statement,** the amount and share of the own contribution per each partner must be indicated. **NOTE** the amount should not be lower than the Partner's financing share in the sheet Financing Plan of Annex A.

Project total cost and total financing <u>must be equal.</u>

From the table of the **Annex A: Budget specification** you collect the amounts to the application in the PROMAS, section **FINANCING PLAN**

6.2.7 ANNEXES

Download all required Annexes of the Grant application in pdf, except **Annex A: Budget specifications** in Excel-file (***see 10. Annexes of Grant application***).

6.2.8 SIGNATURE

NOTE! The application has to be signed by an authorized representative (the person who has the right on behalf of the organization to sign documents).

By signing the application the Lead Partner on behalf of all partners, confirms that:

- the project partners have the sources of financing, professional competence and qualifications required by implementation of the proposed project;
- In case of approval of the project proposal by the Joint Monitoring Committee, our organisation will take the role of the Lead Partner with all the responsibilities assigned to it;
- our organisation is directly responsible for the preparation, management and implementation of the project and is not acting as an intermediary;
- neither our organisation nor the partners are in any of the situations excluding them from participating in contracts which are listed in the respective documents and we accept that if we participate in spite of being in any of these situations, we may be excluded from other procedures;
- if recommended to be awarded a grant, our organisation accepts the contractual conditions as laid down in the Grant Contract and in it's conditions;
- our organisation is fully aware of the obligation to inform without delay the Managing Authority if the same application for funding made to other financing programmes of the European Union or the participating countries has been approved after the submission of this application.

6.3 Submission procedure of a Grant application

The deadline for the submission of the Grant application to the PROMAS is **21.12.2018 at 16.00** (Finnish time).

An application must be filled in by using the Programme management system PROMAS[18] (https://promascbc.fi). Submission procedure of the Grant application comprises three steps:

Step 1. Fill in the application in the PROMAS. The application shall be filled in carefully, as instructed in the previous chapter "6.2 The content of the application in the PROMAS" and **all the questions/requests answered accurately**. Upload all required annexes to the application. A completed application with all required uploaded Annexes shall be submitted to the Managing Authority in the PROMAS system prior to the deadline. Once submitted in the PROMAS, the application can no longer be changed.

Step 2. After you have submitted the application in PROMAS, print it out and sign it. (The signature must be that of an authorized representative, see page 39.

Step 3. Send the printed and signed application to the MA. **Do not attach any annexes in the envelope, except the original signed Annexes D and E**, if they are available to you on the date of the deadline. The original signed annexes D and E must though be sent to the Managing Authority as soon as they are available.

Write the name of the Call, name and address of the Lead Partner and text in Finnish **'EI SAA AVATA'** ('Do not open') **on the upper left corner of the sealed envelope.**

OPTION I. BY MAIL

Post stamp **shall be not later than 21.12.2018**. It is recommended to send as a registered letter. It is the sender's responsibility to ensure that the sending date can be verified. **NOTE!** The post office might stamp and send the letter on the following day(s) after it is been registered for sending. Save the postal sending slip to prove that the application has been sent by the deadline!

The printed and signed application shall be sent to the following MA's postal address:

Lapin liitto/ Kolarctic CBC programme
PL 8056
FI-96101 ROVANIEMI

OPTION II. COURIER DELIVERY OR HAND-DELIVERY TO MA

Application can also be submitted to the MA by courier delivery or hand-delivery by the deadline in a sealed envelope, in which case the applicant must request a signed and dated certificate of receipt of having delivered the application.

[18] The instructions of the PROMAS system is available on the Programme website http://kolarctic.info/

The printed and signed application shall be sent by courier/hand delivery to the following MA's postal address:

Lapin liitto/ Kolarctic CBC programme
Hallituskatu 20 A (3rd floor)
FI-96100 ROVANIEMI

The MA's office hours in Finland (Rovaniemi) end at 16 o´clock and thus the applications have to be brought with courier deliveries and hand-deliveries before that.

OPTION III. HAND-DELIVERY TO BOs IN MURMANSK/ ARKHANGELSK/LULEÅ/VADSØ

Application can also be submitted to the BOs by hand-delivery by the **dead-line** in a sealed envelope, in which case the applicant must request a signed, dated (including time) **receipt – hand delivery** of having delivered the application.

The MA authorises the Branch Office in Murmansk, Branch Office in Arkhangelsk, Branch Office in Luleå, Branch Office in Vadsø to receive the printed and signed applications of the 3rd Call for Proposals before the deadline **21.12.2018 at 16.00** (Finnish time), in order to deliver received applications to the Managing Authority (Finland, Regional Council of Lapland, Hallituskatu 20A, 96100 Rovaniemi).

It is recommended to save the postal sending slip/courier delivery receipt/hand delivery receipt in order to prove the sending of the application by the deadline. The postmark on the envelope serves as an evidence for the MA of the sending date of the application.

The MA shall reject printed and signed application with Annexes sent by post/courier if it falls under the following cases:

a) printed and signed application is sent to the MA after deadline.
b) printed and signed application is delivered to the MA by some other means (e.g. by fax or e-mail);
c) a handwritten application is delivered to the MA by post/courier.

7 PROGRAMME BODIES

The Programme bodies participate in the implementation of the Programme and decision-making process:

1. **Managing Authority (MA)** has responsibility for managing the Programme and compliance of the decisions of the JMC with the regulations and provisions in force;

2. **Branch Offices (BOs)** assist the MA in fulfilling its Programme management tasks on the Norwegian, Russian and Swedish sides;

3. **Joint Monitoring Committee (JMC)** is the main decision making body of the Programme;

4. **Regional Assessment Groups (RAGs)** evaluate the quality and relevance of the project applications vis-à-vis the Programme priorities and the strategies of the Programme regions;

5. **National Authorities (NA)** support the MA 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.

6. **The Audit Authority (AA) And The Members Of The Group Of Auditors (GoA)** 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 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.

More detailed information on the Programme bodies and their functions can be found in **the JOP, chapter 4. Structures And Appointment Of The Competent Authorities And Management Bodies, p. 50.**

8 EVALUATION AND SELECTION OF APPLICATIONS

All Grant applications submitted within the set deadline will be assessed according to the eligibility and evaluation criteria valid for the course of the 3rd Call for Proposals.

8.1 Administrative and eligibility check

The Managing Authority carries out and Administrative and eligibility check, using an **Administrative and eligibility checklist.**

The administrative and eligibility check includes:

- application´s accordance with the formal requirements of the Call for Proposals;
- financial aspects of the application:
    - Eligibility of the planned activities, partners and costs;
    - Cost-effectiveness of the planned activities.

The MA may request applicants to submit clarification by a set deadline. The indicative timetable of the Third Call for Proposals and selection procedure is indicated in the **Table 5.** The result of the administrative and eligibility check will be available for the applicant in the PROMAS system.

During the administrative and eligibility check, the MA shall reject the Grant application that did not fulfil the administrative and eligibility check criteria and/or submit the requested clarification by the set deadline.

8.2 Quality and relevance evaluation

Quality and relevance evaluation is carried out by using an **Evaluation grid.** The Evaluation GRID for 3rd Call for Proposals is available on webpage http://kolarctic.info/applying/ under Guidelines for applicants.

The Managing Authority (MA) will send applications, which have passed administrative and eligibility check to the Regional Assessment Groups (RAGs) in each country for an evaluation of the quality and relevance of the application. Each application will be screened and scored by all RAGs using the criteria defined in the Evaluation grid. The MA will set a deadline for RAGs for reporting back on the quality evaluation.

Evaluation of the application´s quality includes assessment of the quality of the project plan according to the Project Cycle Management (PCM) principles; quality of the logical framework (LF); quality of the partnerships (for example number of partners from participating countries, added value of the partnership, role of partners in project implementation etc.)

Evaluation of the application´s relevance includes assessment of *the cross-border cooperation added value; relevance of the content in relation to regional/national/joint strategies; relevance of the timing of the implementation; relevance of the implementation and likelihood of achievement of the set goals; assessment of the expected results towards the Programme-specific indicators.*

The RAGs send their evaluations back to the MA who will aggregate these results and establish a ranking list based on the average of the total scores of all RAGs. In case a

RAG cannot complete the evaluation, external experts will do the assessment. In case of a significant difference in the total scores of RAGs the JMC may reassess the application using the same Evaluation grid as RAGs.

8.3 Decision making and approval

The Joint Monitoring Committee (JMC) makes the final decision on approval or rejection of the project application according to the ranking of projects based on the total average scores given by the RAGs.

The JMC creates the final list of projects to be financed and may also create a reserve list consisting of projects fulfilling the selection criteria but rejected because of the lack of funds. The decision of the JMC is under a suspensive clause until the Financing Agreement between the EU, Finland, Sweden and the Russian Federation is ratified by the Russian Federation.

If the Joint Monitoring Committee does not follow some or all of the Regional Assessment Groups´ or external experts´ recommendations when deciding on projects and the finance to be granted to them, it must state grounds for its decision in writing.

Each participating country will have one vote, regardless of the number of representatives it has appointed. The meeting and decision-making procedure is stated in the Rules of Procedure of the JMC. The decision-making procedure is based 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. Decisions of the JMC are made unanimously.

The Managing Authority will inform all applicants about the results of the selection process**.** The MA will also publish a list of awarded contracts on the Programme website. Results of the selection process will be available for the applicant in the PROMAS system in accordance with the timetable indicated in the **Table 5.**

The MA prepares Grant Contracts for the approved projects. The Grant Contract will be signed by the Managing Authority and the Lead Partner. All relevant information in regard to the Grant Contract preparation will presented in the Manual for ongoing projects of the Kolarctic CBC 2014 – 2020 Programme.

Table 5. Indicative timetable for the 3rd Call for Proposals and selection procedure

Name	Time
3rd Call for Proposals is open during	**21.09.2018 – 21.12.2018**
Administrative and eligibility check	**27.12.2018 – 18.01.2019**
Information to the applicants on the result of the Administrative and eligibility check	**available in the PROMAS**
Quality and relevance evaluation by RAGs	**21.01.2019 – 21.02.2019**
Information to the applicants on the result of Quality and relevance evaluation	**available in the PROMAS**
Decision making and approval by JMC	**April 2019**
Information to the applicants on the result of Decision making and approval	**April 2019 - a written executive order issued by Regional Council of Lapland and send by MA via e-mail (available also in the PROMAS after its issued)**

The Lead Partner will get an automatic e-mail from PROMAS when the application has been changed from one status to another (e.g. Administrative and eligibility check: approved). The Lead Partner will also get via PROMAS a message about the decision of the JMC. The MA will issue an executive order about approval or rejection of the application.

8.4 Rejection of a Grant application

All Grant applications submitted to the MA shall follow the criteria indicated in the present Guidelines. In case of the rejection of a Grant application, the Managing Authority shall provide an Applicant (Lead Partner) with a justification for the rejection with reference to the criteria that were not met. The MA may give RAGs' total scores of approved/rejected applications to the third party (an Applicant of another application) upon request.

9 CONTACT INFORMATION

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10 STEP-BY-STEP INSTRUCTIONS FOR LOGIICAL MATRIX FRAME-WORK AND RESULT INDICATORS

This is hands-on instruction on how to design the Annex B: Logical framework matrix and how to establish an intervention logic in only **8 STEPS;** and how to develop the project Result Indicators in the Annex F (see sub-chapter 10.2). It might not answer all your questions about the Logical framework matrix (LFM), but it definitely provides you with answers on frequently asked questions: **Why is LFM such a "must do" issue? How shall you develop the LFM step-by-step? What is the benefit for you, as applicant?**

10.1 Annex B: Logical Framework Matrix

The Kolarctic CBC Programme achieves its objectives through project results. Consequently, projects should **define their objectives in relation to those of the Programme.** The Programme is using intervention logic based on hierarchy of expected effects: **Outputs - Outcomes - Impacts** required for a successful programming. These are elements of the LFM.

The project LFM provides a snapshot of intervention activities of a project. It is aimed at showing the logic of reaching project results and links between **Impacts, Outcomes Inputs, Outputs and Activities (*Figure 4*)**. Hence, it will demonstrate on how well the project contributes to Programme objectives. The project LFM helps to communicate what your project is about and how it will achieve its objectives. It is also contains indicators to help measure progress and success.

Indicate the chosen Thematic objective	**Intervention logic**
Overall objectiv: Impact	
Specific objective(s): Outcome(s)	**Intervention logic**
Outputs	
Activities	

Figure 4. Intervention logic of the Logical Framework Matrix

If you follow **8 STEPS** of the intervention logic, you should have all the information required to include in an application. By following all steps, your project design is going to be **logical** and **provide the Programme bodies** (RAGs and JMC) with the **clear picture of the expected projects results**, as well as to show if your project **fits to the Programme objectives**. Love it or hate it, but the better you develop the project LFM, the better chances you have to be understood by the RAGs' assessors.

Therefore, the LFM is an obligatory Annex B of an application.

STEP 1 of the Intervention Logic: Identification of problem/need, target groups, final beneficiaries

The starting point in setting up an intervention logic is to identify a problem/need to be solved/fulfilled.

Project ideas usually come from a problem to be solved or a need to be fulfilled. Project ideas are often proposed by the organisation, which will become the Lead partner and which is searching for right partners. It might happen that the problem/need identified by a Partner from one country will not be a problem/need for Partners from other(s) countries.

WHAT YOU NEED TO DO is to define the problem/need that is **common for all Partner countries participating** in the project. Keep in mind that, the project shall always change the situation for the better ***(Figure 5).***

Let us take the hypothetical example for you to understand the intervention logic. We have to warn you that the used example sounds "artificial" to implement in our Programme area and you might find some flaws, which means you read it very carefully. Nevertheless, the example is natural enough to see the track of logic from one-step to another and link to the Programme objective.

Hypothetical example of the identified problem: The remote areas in Finland, Russia, Sweden and Norway have the lack of access to clean water. This has influence on the community health at large.

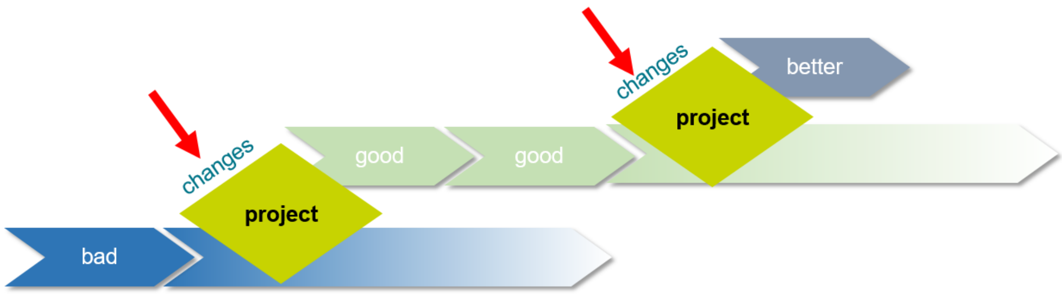


Figure 5. Logic of problem identification

Hypothetical example: in our example, the project is targeted at improving the situation with the lack of access to clean water for the better.

STEP 1.1 Identification of CBC added value of the project

This is one of the key quality requirements for a project to be funded. The CBC value is a key aspect that should be defined already at the stage of problem identification - *Can the identified problem be solved by one country or results will be achieved better by joining forces? Why is cross-border cooperation needed for reaching the objective of the project?*

WHAT YOU NEED TO DO is to ensure that already at the stage of problem identification, your project has the CBC added value and relevant Partners to implement the project.

Each project has to clearly contribute to the Programme Overall objective, addressing development needs that are shared across the regions participating in the project. This means:

- the problems identified can be solved more efficiently jointly, instead of individual regions or a country;
- solutions are jointly developed by Partners working together in a project by showing a clear cross-border added value.

Here, at this stage it is essential to involve **most relevant and competent partners during** the project planning and implementation in order to ensure the availability of the relevant knowledge and expertise. Your Partners:

- have to actively participate in the project, according to their functions and competences, in order to achieve the project results;
- have to have the capacity and required expertise to implement the project and achieve the project objectives and results.
- have to have a cross border working approach to be reflected in the **Project Outputs in LFM and RACI Matrix in PROMAS.**

Hypothetical example: in our example, the problem might be solved by one region/country, but it will be **more efficient** to develop the common solution with Partners who share the same problem. The project will contribute to the Programme Overall Objective, which is "To promote the attractiveness of the region by increasing viable economy, **good quality of life**, nature and environment" by improving community health of the remote areas. The project Partners composition consists of relevant authorities, organizations, research centres to ensure the balance of knowledge and competence to be able to implement the project.

For example, in our example there are representatives of:

- decision-making authorities that provide the knowledge on the current situation in the rural areas and ensure sustainability after the project closure;
- health organizations to provide the knowledge on change of the communities health due to the lack of access to the clean water;
- construction organizations to ensure the technical component of the project;
- research centres to ensure the research aspect of the project and ensure the sustainability on the knowledge availability in the future, etc.

STEP 1.2 Identification of target group(s) and beneficiaries

Target group(s) is a community/organizations/people whom the project is **targeted** to, who will be positively affected by the project implementation, and with whom the project will work very closely. Usually, target group(s) represents a subset of project stakeholders.

WHAT YOU NEED TO DO is to understand/find out the actual needs of your target group(s) and their problems. It will help you to justify the chosen problem/need that your project is targeted to solve/fulfil. The problems your target group(s) deals with shall correspond with the problem of your project.

The better you understand your target group(s) and its needs, the better you can define your activities so that they fit the target group(s) as much as possible. It increases the quality of your project and decreases the risk that target group(s) will not be interested in the project.

Final beneficiaries are organizations/people who get the **final benefit** from the project in a long-term prospective. In other words, the final beneficiaries are those who get advantage from the results of the projects in a long-term.

WHAT YOU NEED TO DO is to look at your identified problem from a "bird perspective" and determine community/organizations/people who will benefit from the results of your project, after the project implementation is over.

Target groups and Final beneficiaries comply with **Overall objective and Specific objective and** in the LFM**.**

Hypothetical example: in our example, the target groups are 1) households, which will have the direct access to the clean water and whose needs and problem correspond with project problem; 2) governmental authorities, whose problem correspond with the project problem as well. The final beneficiaries of the project are community of the targeted areas at large will benefit from the project results in a long-term.

Once you have identified the common problem/need, target group(s) and final beneficiaries, your following step is to translate it into an **Overall objective (see STEP 2).**

STEP 2. of the Intervention Logic: Identification of an Overall objective: Impact

An Overall objective of the project is the long-term vision for the project – *Why the project is needed for the society (final beneficiaries) of the participating countries?*

An Overall objective, most probably **will not be reached** by the end of project and only by project activities, but the project will contribute to reaching it. There are other external factors that influence on reaching an Overall objective. As well as, the scale of project is too small (activities and budget) to achieve such an Overall objective. Nevertheless, it is ok and it should not discourage you. Your project will contribute to reaching an Overall objective by the **Specific objective: Outcomes, Outputs and Activities** in the LFM **(see STEPS 3, 4, 5).**

WHAT YOU NEED TO DO is to define an Overall objective of your project, which is in other words, is **a desired situation** you want to get in a long term by solving the problem.

Hypothetical example: in our example, the Overall objective (desired situation) that project is targeted to get in a long term is **to improve community health on a sustainable basis.** Here, the society (final beneficiaries) is a community at large. It is clear that the community health will not be improved **only** by improving the access to the clean water. However, the project defiantly will contribute to community health improvements.

STEP 3 of the Intervention Logic: Identification of **Specific Objectives: Outcomes**

Identification of a Specific objective(s) that is needed for an Overall objective to be reached. A Specific objective(s) states the direct effect(s) of the project and ensures the achievements of an Overall objective - *Why the project is needed by target group(s)? What is the **solution** to the identified problem?*

Unlike an Overall objective, Specific objective(s) **shall be achieved(!)** by the end of the project implementation. The Specific objective(s) is a result that you will be asked for by the Managing Authority to present at the end of the project implementation. Consequently, you shall report on reached Specific objective(s) in the Final report.

WHAT YOU NEED TO DO is to define the Specific objective(s) that will be delivered by the end of the project implementation, and ensures reaching an Overall objective.

Sustainability of project Specific objective is crucial for ensuring long-term benefits, which continue after the project end. Therefore, projects have to ensure that Outputs obtained and Outcomes achieved are to be continued after the project closure.

WHAT YOU NEED TO DO is to spend sufficient time with your Partners on considering the sustainability and making it visible in the PROMAS, tab. Relevance, Work Plan - *How the results of your project to be continued after the project end? How will this be made?* Your efforts will be paid off during the evaluation of your application by RAGs' assessors.

Hypothetical example: in our example, the Specific objective is **to provide the households with adequate clean and sustainable supply of water.** The project will deliver the Specific objective by the end of the project, since it is the direct effect of the project. The project Partners already at this stage discuss the sustainability of the project and take some actions with regional authorities and decision makers on this issue. It will be described in PROMAS, tab. Relevance, Work Plan.

STEP 4 of the Intervention Logic: Identification of **Outputs**

Identification of Outputs that are needed for a Specific objective(s) be achieved.

Do not try to define as much Outputs as possible, keep only those ones that are **really needed** to achieve your Specific objective(s). Outputs shall be realistic to achieve by the end of the project and concreate enough. It will demonstrate that you know what you are talking about and have the precise plan to deliver them by the end of the project implementation.

WHAT YOU NEED TO DO is define realistic and precise Outputs that are needed to achieve the Specific objective(s). In other words, Outputs are the direct results of implemented activities **(see STEP 5).** Make sure, that Outputs will be delivered by the end of the project implementation.

Hypothetical example: in our example, Outputs are: 1) water supply established by [date]; 2) water supply technicians is at place [date]; etc.

STEP 5 of the Intervention Logic: Identification of **Activities**

Identification of Activities that are needed for Outputs to be produced. Activities are the operation of the project itself that utilize required resources: financial, human, etc.

WHAT YOU NEED TO DO is to plan Activities that will produce Outputs and will be implemented by the end of the project. Make sure that planned Activities in LFM are the same as in **RACI Matrix in PROMAS, tab Relevance, Work Plan** and comply with **Annex A: Budget specifications.**

Hypothetical example: in our example, Activities are: 1) to develop the plan for water supply. This Activity produces Output 1. (see STEP 4); 2) to construct tank. This Activity produces Output 2. (see STEP 4); etc.

STEP 6 of the Intervention Logic: Defining indicators

Development of indicators with targets and source of verification.

WHAT IS AN INDICATOR?

Indicator (quantitative or qualitative) is a clear and specific evidence to measure the level of achievement of your project. With indicators, you will be able to assess the performance of your project - *What kind of improvement are needed and how far the target is.*

The main purpose of indicators is to verify if the expected Specific objective and Overall objective are going to be (or have been) achieved and therefore provide evidence to support a possible change.

TYPE OF INDICATORS

There are quantitative and qualitative indicators. Both type of indicators can be used. Quantitative indicators can be easily counted and they are expressed in numerical form (numbers, percentages, etc.). Qualitative indicators measure quality, opinions, perceptions, stages in a process, or a status. They can be expressed in various forms (yes/no, compliance with, quality of, extent of, level of).

HOW TO DEFINE INDICATORS

Indicators are designed at different levels and for different purposes.

The intervention logic of indicators are **Project output indicators; Common output indicators (COIs), Specific output indicators (SOIs); Result Indicators (RIs) (*Figure 6*).**

Project output indicators show the degree of achievement of the direct products of an activity or set of activities on the project level.

WHAT YOU NEED TO DO is to set:

- a title: the name of the indicator;
- a definition, which describes the unit of measure, what is observed and how the value of the indicator is calculated;
- a target, which signals how much change is expected and in what direction (baseline value is "0");
- the reference period (year), which target values refer to;
- a source of verification.

COIs and SOIs alarm whether the desired changes are happening on the Programme level. These indicators are given by the Programme for applicants to choose.

WHAT YOU NEED TO DO is to choose the relevant indicators for your project from the given list in PROMAS, tab Relevance, Thematic Indicators. Then, indicate the target values, source and means of verification. The baseline value is always "0". For this exercise, keep in front of you the **Monitoring and Evaluation Plan 2018 – 2019** to read the description of COIs and SOIs.

RIs alarm to what extent an Overall objectives have been achieved. You will find the detailed instructions on these indicators in the **Chapter 10.2**

Indicate the chosen Thematic objective	Intervention logic	Indicators	Baseline (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objectiv: Impact		Result Indicators (RIs) **Annex F** **You need to develop them**	baseline is "0"			
Specific objective(s): Outcome(s)	**Intervention logic**	Common Output Indicators (COIs), Specific Output Indicators (SOIs) **Given in PROMAS, you need just to choose**	baseline is "0"			
Outputs		Project output indicators **You need to develop them**	baseline is "0"			

Figure 6. Intervention logic of indicators in the Logical framework matrix

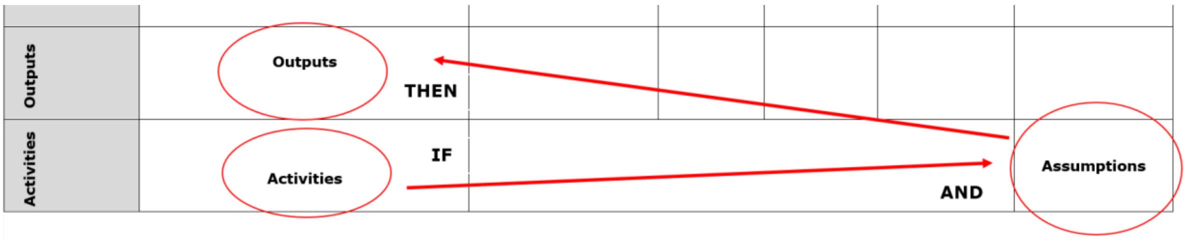
STEP 7 of the Intervention Logic: Assumptions

Assumptions are **external factors/conditions** that are needed for the successful project implementation, but **cannot be controlled** by the project management. If the assumption does not happen then the project implementation/results might be negatively affected.

NOTE, that assumptions are not risks. The main difference between an assumption and a risk is that when you make an assumption, we expect that assumption will happen. With a risk you anticipate that the risk might happen and thus negatively impact our project.

WHAT YOU NEED TO DO is to brainstorm the assumptions with your Partners by using following questions – *Is this factor important for the project? What you can do if assumptions will not take place? May be something already can be done during the planning phase of the project?*

An easy way to check whether your assumptions make sense is to look at the Activities row and follow this logic: IF these Activities are undertaken AND assumptions are true THEN these Outputs will be produced (see below):



Then do the same with Outputs: IF the outputs are created AND the Assumptions are true THEN the Specific objective(s) will be achieved. Then IF Specific objective is achieved AND assumptions are true THEN an Overall objective will be achieved.

STEP 8 CHECK LIST: to check if the intervention logic is intervention and if there is logic itself

This STEP is a final one, but not less important than seven previously described. Unlike the "Top down" development logic of the LFM, the checklist logic is vice-versa "Bottom up". The only acceptable rule here is the **"rule of four yes".**

		yes	no
1.	Activities logically comply with planned Outputs.		
2.	Outputs are realistic to deliver by the end of the project implementation and comply Specific objective(s). Project output indicators are defined.		
3.	Specific objective(s) is clearly defined to be reached by end of the project implementation and comply with an Overall objective. A Specific objective(s) meets the interest of target group(s). SOIs and COIs are chosen.		
4.	Overall objective is clearly defined and meet the interest of the final beneficiaries. RIs are defined.		

WHAT YOU NEED TO DO is to check the logic of your LFM "Bottom up". If you answer "no" in any of the above statements in the Table above, revise your LFM again and again until you get four "yes".

10.2 Annex F: Result Indicators

This instruction provides simple two STEPS explanation on how to choose and define RIs. The information presented in this sub-chapter is about defining only RIs, because COIs and SOIs are given by the Kolarctic Programme for you just to select the most relevant for your project.

For this exercise, keep in front of you the **Monitoring and Evaluation Plan 2018 – 2019, Annex B. Logical framework matrix** with chosen COI and SOI and **Annex F. Result Indicators.**

STEP 1. How to choose the relevant Result indicators (RIs).

Each COI and SOI relates to the specific RI in the **Annex F** and vise-versa as follows:

Specific Output Indicators (SOI) Common Output Indicators (COI)	Programme Result Indicators (RIs)
SOI 1 SOI 1.1 SOI 1.2 SOI 2 COI2 SOI 3	→ RI 2, RI 1
SOI 4 COI17	→ RI 3, RI 1
COI 16	→ RI 4, RI 1
SOI 5 SOI 5.1 SOI 5.2	→ RI 6, RI 5
COI 27	→ RI 7, RI 5
SOI 6 COI 29	→ RI 8, RI 5
SOI 7 COI 35 COI 36 COI 38	→ RI 9, RI 5

Let us say, while filling in an application in PROMAS, tab Relevance, Thematic Indicators you select the following COIs and SOIs:

- **SOI 2, than you need to select RI 2 and/ RI 1 in the Annex F**
- **COI16, than need to select RI 4 and/ RI 1**
- and so on and so forth.

Of course, it might happen that this or that **RI** is not relevant for your project. Sometimes it is a case, BUT sometimes you just need to know how:

(!) to choose relevant indicators -> this is already explained above by STEP 1;

(!) and/or how to make indicator to be relevant for your project -> it is explained in the STEP 2 below.

STEP 2. How to make Programme RIs relevant for your project.

Example: application KO5678 Restoration of Rivers.

While filling in an application in PROMAS, tab Relevance, Thematic Indicators an applicant selects **SOI1, SOI1.1, SOI1.2, COI16, COI17.**

By following STEP 1 of this instructions (Table above), an applicant needs to select RI 1, RI 2, RI 3 and RI 4. It appears that RIs 1, 2, 3 are not relevant for the project and it is acceptable. However, **RI4 might work**. Now an applicant needs to formulate the project RI that will contribute to reaching the Programme RI 4.

WHAT APPLICANT NEEDS TO DO is to use the key words (see below) of the Programme RI 4 to formulate his own Project RI. For example, very raw formulation of project RI that fit to the Programme RI 4 – *"Number of interregional/common ecological restoration practices"* or similar to that. It should not be exactly the same formulation as "on the example of oil spill response system". Then, applicant needs to indicate target value (where baseline is always "0") and measurement unit; further describe shortly how the project is going to contribute to the chosen Programme RI 4 and voilà.

key words

RI that is **relevan**t for project

<table>
<tr><td rowspan="2">RI4. Number of synchronized interregional practices on the example of oil spill response system</td><td>"Number of interregional/common ecological restoration practices"</td></tr>
<tr><td>Target value and measurement unit:
Target value: 2
Measurement Unit: practices</td></tr>
<tr><td colspan="2">Describe on how the project is going to contribute to this Programme Result Indicator:
The project is going to contribute to Programme RI4 by implementing Number of interregional practices ecological restoration practices.</td></tr>
</table>

Key words are available in all Programme RIs. Examples are presented below, all marked with yellow. By suing the key words, you can formulate Project RIs that would be relevant for your project and will contribute to the Programme RIs.

key words

RI1. Expert panel statement on the cooperation between economic and environment fields within common interest	*here indicate the name of the defined Project Result Indicator*
	Target value and measurement unit: *here indicate the target value and measurement unit for the defined Project Result Indicator*

key words

RI2. Number of young people employed in the Programme area	*here indicate the name of the defined Project Result Indicator*
	Target value and measurement unit: *here indicate the target value and measurement unit for the defined Project Result Indicator*
Describe on how the project is going to contribute to this Programme Result Indicator:	

key words

RI3. Electricity production in GWh of facilities using renewable energy and energy efficient solutions	*here indicate the name of the defined Project Result Indicator*
	Target value and measurement unit: *here indicate the target value and measurement unit for the defined Project Result Indicator*
Describe on how the project is going to contribute to this Programme Result Indicator:	

11 ANNEXES OF GRANT APPLICATION

To ensure the submission of all Annexes, the right side boxes can be used as a checklist for self-check.

Annex A: Budget specifications

Save the form to your own files, fill it in and enclose to the electronic application in the PROMAS. Enclose it as Excel-file, not e.g. as .pdf.
This Annex is submitted only via PROMAS as excel file, not in original.
Specify the total cost and financing estimates of the project and budgets by countries and by Partners involved in the project (tables are in separate sheets in one Excel file). Note that the sub-totals and totals of the different cost types must be consistent with the figures provided in the tables (Total budget for the action and Total financing) of the application form.

The Annex is available on the Programme website http://kolarctic.info/ .

Annex B: Logical Framework

The Logical Framework covers the entire project duration. Information in the Logical Framework shall comply with the information in the application.
This Annex is submitted only via PROMAS, not in original.

The Annex is available on the Programme website http://kolarctic.info/

Annex C: The registration certificate of Partners (Lead Partner and Partners)

The Lead Partner must submit an official document via PROMAS (company register etc.) that shows the name of the legal entity, the address of the head office and registration number given to the organization by the national authorities.
This Annex is submitted only via PROMAS, not in original.

Annex D: State co-financing or Norwegian Kolarctic financing form

This form is used when a Partner applies for Finnish or Russian state co-financing or Norwegian Kolarctic financing from the Managing Authority on behalf of all other Partners from the same country (when the Lead Partner is from other country than the Partner(s).
This Annex(s) must be submitted to the MA via PROMAS by the call closure, but also in original(s), when as soon as they are available.

The Annex is available on the Programme website http://kolarctic.info/

Annex E: Partnership statement

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Signed Partnership Statement is considered as a commitment of the Partner organization´s participation to the project and own contribution.
This Annex(s) must be submitted to the MA via PROMAS by the call closure, but also in original(s), as soon as they are available.

The Annex is available on the Programme website http://kolarctic.info/

Annex F: Result indicators

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The Annex includes information on the project Result Indicators.
This Annex is submitted only via PROMAS, not in original.

The Annex is available on the Programme website http://kolarctic.info/

Annex G: Decision (copy) of the state aid within the de minimis conditions (if applicable. NOTE! There is no ready-made template).
This Annex is submitted only via PROMAS, not in original.

☐

Annex H: Building permit or any other permits needed for implementation of the project (if applicable. NOTE! There is no ready-made template). **This Annex is submitted only via PROMAS, not in original.**

☐

Annex I: Specification of Infrastructure Investment (if applicable. NOTE! There is no ready-made template).
This Annex is submitted only via PROMAS, not in original.

☐

Annex J: Financial capacity figures form
NOTE! Partners, which have NGO/private status, have fill in this form).
This Annex(s) must be submitted to the MA via PROMAS as excel file(s) by the call closure, but also in original(s), as soon as they are available.

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