



Lead Partner and Communication Seminar

5 April 2018, Turku

Interreg



Subsidy Contract

Head of Managing Authority Merike Niitepõld

Interreg




The content area of the slide features the Interreg Central Baltic logo at the top left. The title "Content" is displayed in a large blue font. Below the title is a bulleted list of four items. The second item, "Results - Eligibility - Visibility", is accompanied by a blue triangle icon. A large, vertical, semi-transparent "Interreg" watermark is visible on the right side of the slide.

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Content


- Lead Partner's role in leading partnership
- Results - Eligibility - Visibility ▲
- Lead Partner's specific roles during „project lifecycle“
- Support to the Lead Partner

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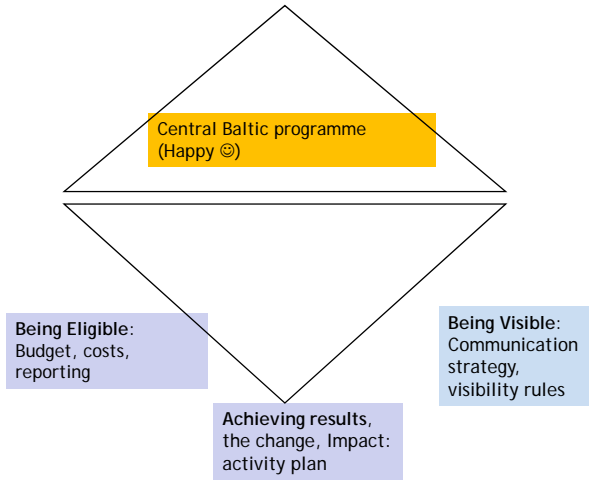
Lead Partner role's origins

- Lead Partner is also Partner
- Lead Partner responsibilities originate from:
 - Project activity plan (application)
 - Programme manual
 - Guide for Project Implementation
 - Subsidy Contract
- Lead Partner delegates the tasks and obligations to the partners via Partnership Agreement(s)



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Recipe for „Happy Project World“

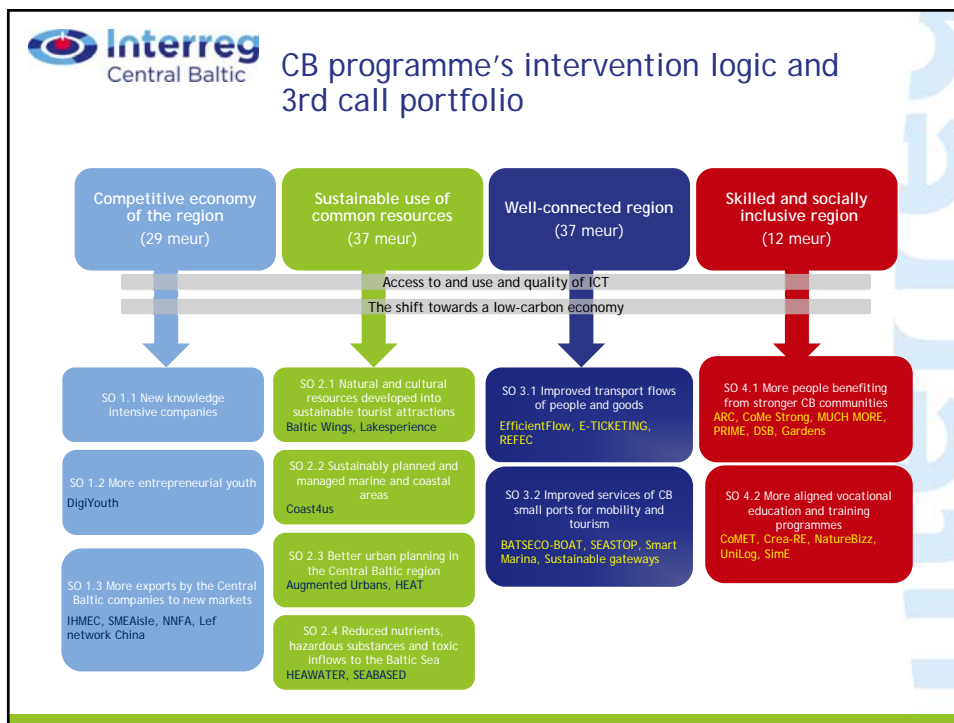
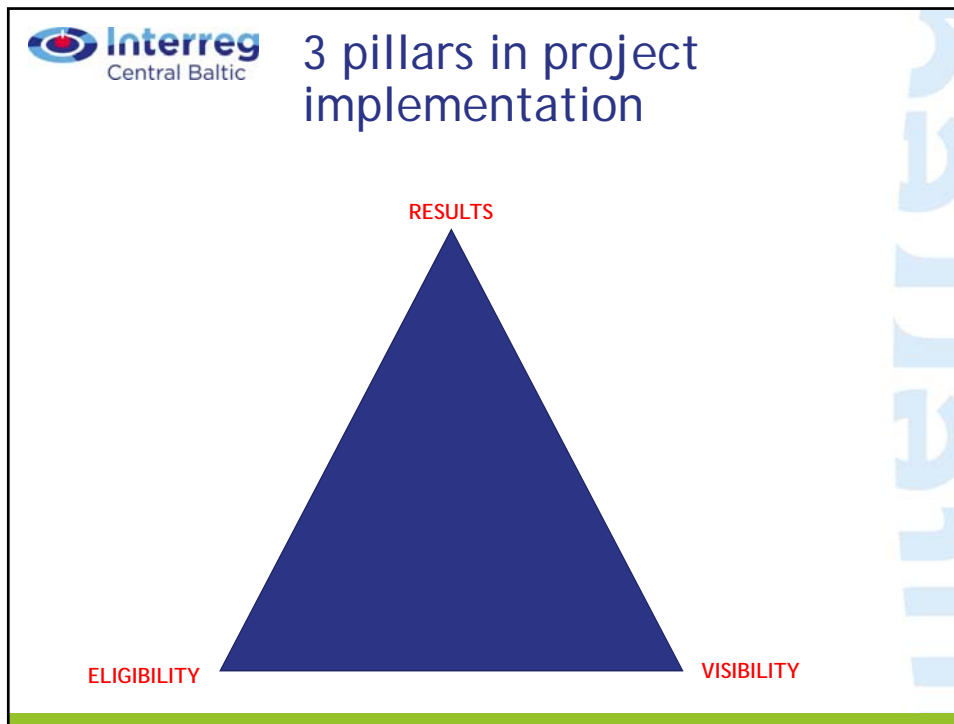



Central Baltic programme
(Happy ☺)

Being Eligible:
Budget, costs,
reporting

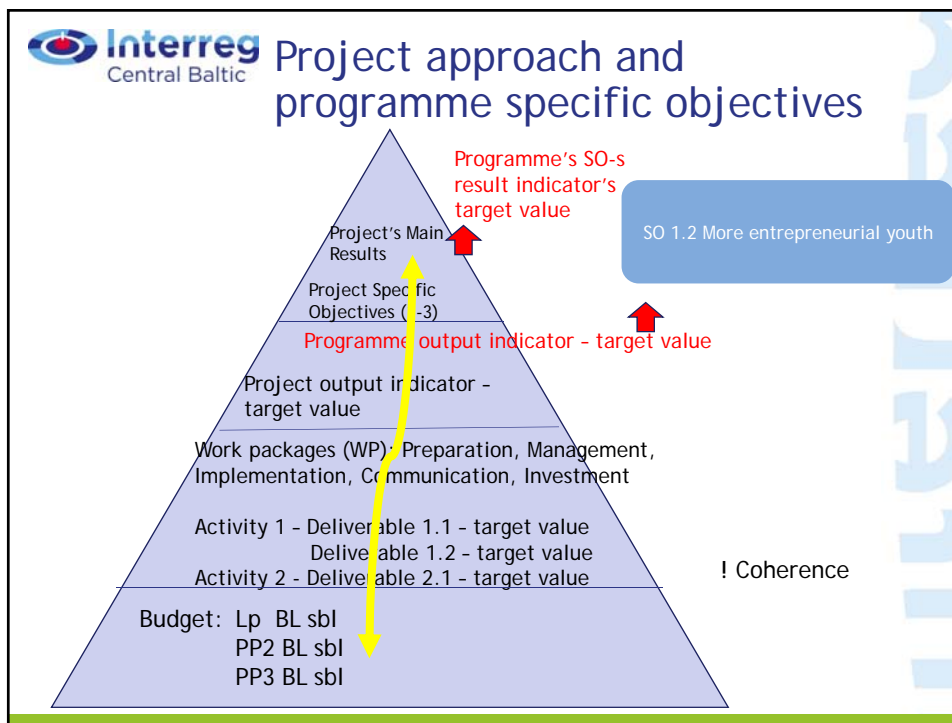
Achieving results,
the change, Impact:
activity plan


Being Visible:
Communication
strategy,
visibility rules



 **CB Programme Approach**

- To achieve changes together
- Specific objective - Result indicator - Baseline value and - Target value work together
- **Projects** - only means to achieve programme results => choose projects with the best impact and realistic to implement by strong partners





Targeting results

Project description > Workplan > Project budget > Project budget overview > Attachments

Objective of the programme 1.1. New companies

What is the link to the programme's objective?
 The programme's objective is to create 10 new joint cross-border companies and thus contributing in creating a more competitive region as a globally competitive gaming industry region. CEI gaming industry companies and co-operation between joint businesses creation and acceleration program for the gaming industry are the ones with the high potential in the Baltic Sea region (incl. isolated island Gotland) development.

Result indicator of the specific objective


Programme result indicator: RI.1 Number of new joint or co-operating knowledge intensive enterprises

Project main result

What are the project's main results and how do they link to the programme result indicator? (choose its dropdown menu)
 At least 10 new cross-border companies will be created during and after the four Game Camps events and directly affect the programme result indicator (number of new joint or co-operating knowledge intensive enterprises).

! Always keep in mind results the project is targeting

! If relevant propose the change in activity plan, propose reallocation of the resources,...



Achieving outputs

Project outputs

Programme output indicators	Project output indicator target value	Measurement unit	Project output target value	Project output number	Project output title
Number of new enterprises supported	20.0	Number	20.00	O.T2.1	Creation of new cross-border companies
			0.00	O.T3.1	Report on acceleration process for creation of gaming sector
Number of enterprises supported	20.0	Number	20.00	O.T1.1	Identification of participants for the Game Camp

! Milestones towards main results

! Rigid element - you should achieve those and prove (evidence)

! If needed propose the change in project approach, in activity plan, reallocate resources,...

Interreg Central Baltic **Implementing activity plan**

List of work packages

P PREPARATION
Preparation Sep 2014 Jun 2014

M MANAGEMENT
Management Sep 2015 Aug 2016

T1 IMPLEMENTATION
Testing innovative and efficient practices in Sep 2015 Feb 2016

T2 IMPLEMENTATION
Introducing innovative and efficient practices to Apr 2016 May 2016

T3 IMPLEMENTATION
Improving co-operation between farmer Nov 2016 Apr 2017

C COMMUNICATION
Communication Sep 2014 May 2016

Activity A723

! Make sure joint implementation takes place

! Coherence of the Activity plan (complex well integrated plan to achieve results)

! Be informed, involved proactively in all activities - be on top of the project!

! Be aware, follow sequence of activities, project timeline

! If partner(s) underperform, certain activities prove not efficient, target group's not reached, relevant delays, etc - take initiative, analyse, work out solution, communicate, propose to JS

Interreg Central Baltic **Using Budget resources**

Total project budget

Partner data	Programme co-financing				
	Partner abbreviation	Country	ERDF	ERDF co-financing (%)	Percentage of total ERDF
1 - Tanssi yksipöytä	UTO	RUOM / FINLAND	€ 497 037,45	75,00 %	29,90 %
2 - Satakunnan ammattikorkeakoulu	SAAK	RUOM / FINLAND	€ 339 637,38	75,00 %	20,43 %
3 - Kungälv tekniska Högskolan	KTH	SVERIGE	€ 242 879,98	75,00 %	14,81 %
4 - Uppsala Universitet	UU	SVERIGE	€ 326 704,42	75,00 %	19,65 %
5 - Viljandimaa Arenduskeskus	VCDC	EESTI	€ 94 576,80	85,00 %	3,28 %
6 - Eesti Põllumajal	EMMA	EESTI	€ 201 511,20	85,00 %	12,42 %
Sub-total for partners inside programme area			€ 1 892 667,21	—	100,00 %
Sub-total for partners outside programme area			€ 0,00	—	0,00 %
Total			€ 1 892 667,21	—	100,00 %

- Make sure all costs are relevant/linked to activities in Activity plan
- Manage, coordinate proactively changes & modifications
- Use Flexibility rule
- Timely committing: spending situation after period 3

Reporting the implementation and the use of resources

Project reports

Report ID	Project Name	Report Date	Status	Date Of Project Report Submission	Date Of Project Report First Submission	Total Expenditures Submitted (€)
Report 1	01.01.2016	01.03.2016	Report in progress	In progress	In progress	4.1
Report 2	01.01.2016	01.03.2016	Report submitted to C	01.03.2016	01.03.2016	4.217.524
Report 3	01.01.2016	01.03.2016	Report submitted to C	01.03.2016	01.03.2016	4.286.70
Report 4	01.01.2016	01.03.2016	Report submitted to C	01.03.2016	01.03.2016	4.307.30

- ! Money will not arrive after Partner reports are certified => Project report
- ! Report mirrors activity plan
- ! Not copy-paste from partner reports - generalise, integrate, choose relevant evidence...
- ! Inform about deviations, needs for change

Balance between future and past

- **Proactive activities** - leading, organizing, communicating, procuring, buying,...
- **Activities about „what already happened“** - reporting, notifying (Eg *de minimis*), providing information...



LP responsibilities in project preparation phase

- LP is responsible for forming professional, balanced partnership and prepare in cooperation strong joint work plan to target and achieve relevant results => JOINT ACTIVITY PLAN
- LP should not have mechanically compiled the group of organizations and divided activities, resources (budget) according to own/their wish(es)

! Key: trust among partnership, make sure all partners are competent and capable and aware of the objectives and joint effort to achieve results



LP responsibilities in project implementation

- LP is responsible for ensuring professional, balanced implementation of the **joint** work plan, showing good leadership in proactive way
=> JOINT EFFORT TO ACHIEVE RESULTS TOGETHER

- LP should not be passive dispatcher between separate parts of activity plans of the partners and the programme JS

- Key! Maintain trust within partnership, be proactive, involved, informed in all aspects of project implementation



LP role responsibilities after project ends

- LP is responsible for sustaining the relevant results and/or outputs, fulfilling legal obligations related to maintaining documents and materials of the project
- Will not disappear after project ends!



Scenarios in project implementation -1

1. Implementation of activities leads to the achievement of the targeted results and outputs - OK
2. Implementation of activities leads to exceeding of the results and outputs - OK
3. Implementation leads to the targeted results, outputs but with significant budget savings (underspending) - OK




Scenarios in project implementation -2

4. Implementation of the activities will not lead to the targeted results, outputs => change of the activity plan as early as possible
5. Partnership does not perform well: partner falls out, underperforms => lead, motivate, manage, ..., change partnership
6. Failure in communication towards either partnership, target group, general public => ?
- ...




Support, resources in project implementation

- **Written guidelines:** Programme Manual, Guide for Project implementation, LP To-Do List
- **Events:** LP seminar, Project Implementation Seminar (PIS), Annual Event
- **People** in JS/MA, FLC-s, national Contact Points



Thank you and now Karolina will tell how it has been in the real life,...



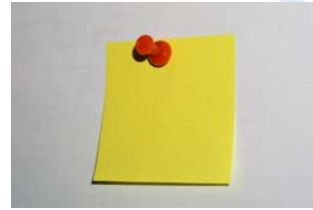
Time for discussion

Project Coordinator Helinä Yli-Knuutila





Practical exercise in tables



1. Write down **3 important practical things** that you will take care of with your project and your partnership, when you go home


One idea = one post-it

2. Share your thoughts in your table
3. Give your post-its to Programme staff



Financial management and basics of eligibility of costs

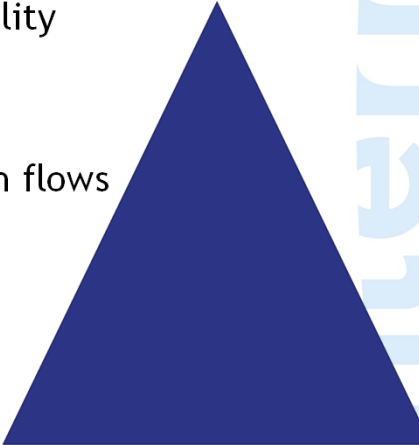
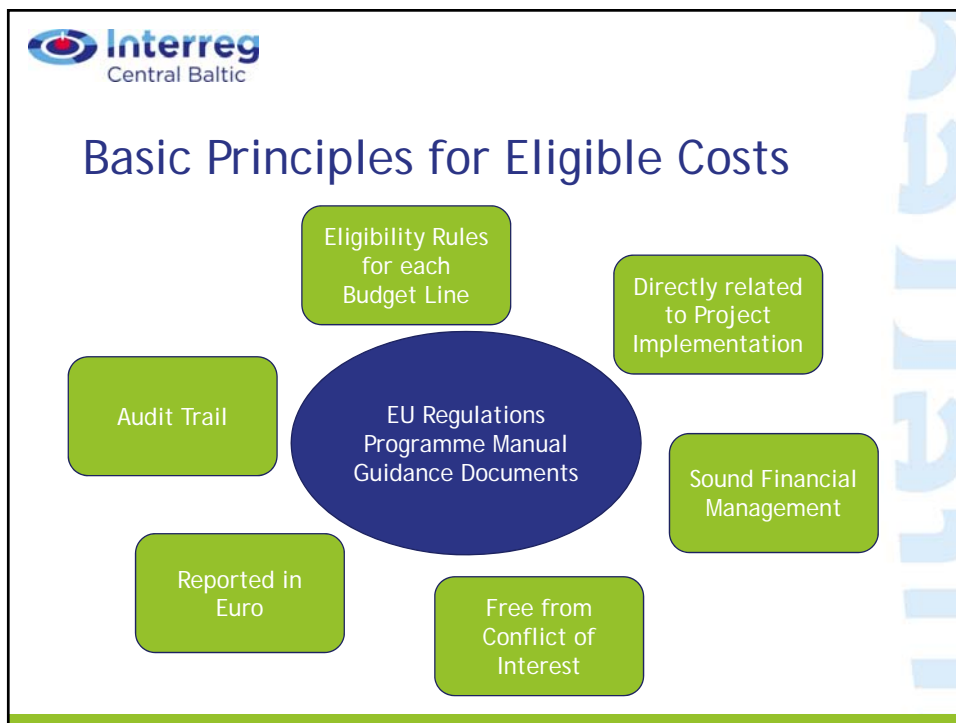
Financial Manager Sanna Erkko

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Contents

- Basic principles for eligibility
- Budget lines
- Public procurement
- Reporting, controls & cash flows
 - Reporting flow
 - Layers of controls
 - Cash flow

Being Eligible:
Budget, costs,
reporting

Hierarchy of rules 2014-2020 Eligibility of Costs

- EU
- Programme
- National
- Institutional rules

Eligibility of costs: budget lines



Staff costs



Office and administration



Travel and accommodation



External expertise and services



Equipment



Infrastructure and works

Budget
flexibility



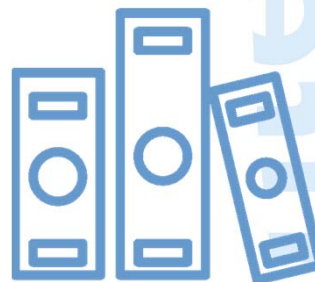
VAT

- An eligible cost only if the partner has no means to recover it
- Will be checked by the FLC with the first partner report
- Any changes in VAT status - notify JS contact person and report to FLC



Public Procurement Requirements of the Programme

- Applies to all partners
- No artificial splitting of purchases
 - cumulative amounts count
 - type of the service crucial
- Framework contracts applicable

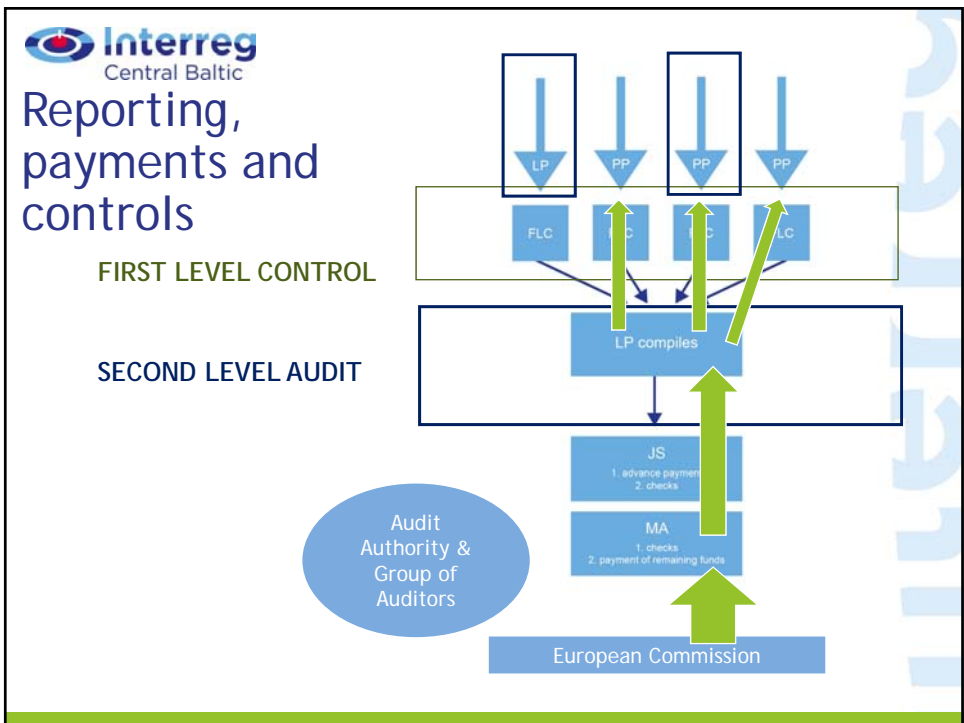



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Public Procurement Requirements of the Programme

Value of the Purchase	Process described in	Bear in Mind

Remember the requirements of your organisation





Financial management

Lead partner

- Guarantee the sound financial management of the project
- Follow up project spending and budget line spending
- Transfer ERDF amounts to partners immediately
- FLC checks on own costs

Project partner

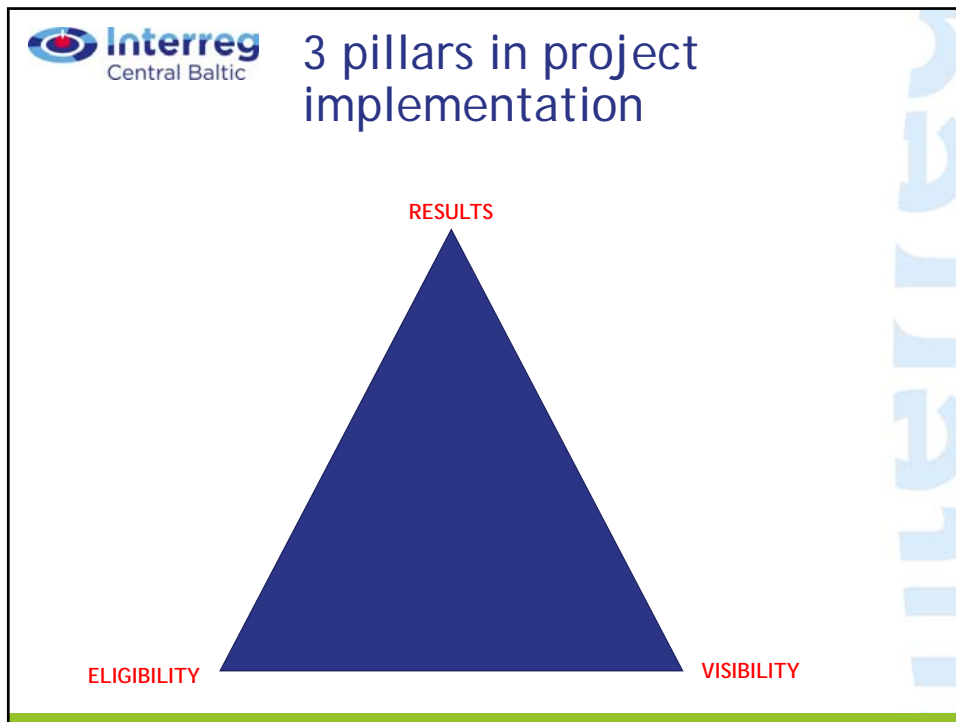
- Manage its own budget according to sound financial management
- Assume responsibility for own costs and repay costs if needed
- FLC checks on own costs






Reporting and eMS

Project Coordinator Tiina Keinänen



 **Entering in eMS**

- Each partner must register in the eMS as an user
- User assignment by lead partner → add username



Project Management > **Bank Information** > **FLC** > **User Assignment**

User management

Leadpartner user

Main leadpartner:
bina2

New User

Project partners

User For Partner Finnish Woodhouse Association

New user

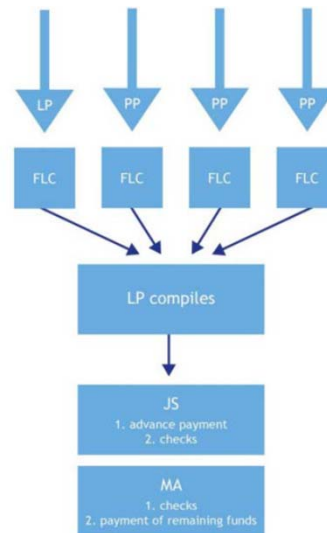
Reporting tips

- Make it interesting and informative
- Provide information that your audience needs
- Limit it to the requested period
- Compare actual performance with respect to the plan in the application form
- Remember to attach evidence to outputs and deliverables

➤ *Guide for Project Implementation*

Reporting process

- Each project partner fills in **Partner Report** and submits it with all mandatory annexes to FLC
- FLC checks the eligibility of the costs and issues **Independent FLC Report**
- Lead partner compiles **Project Report** and submits that to the JS
- The MA makes **advance payment** of 60 % for the LP (small projects) after technical admissibility check
- The JS assess the Project Report
- The MA makes the **final payment** based on the certified cost for the LP



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Reporting process in eMS

Select role
PP

Partner Reports

1 - Finnish Woodhouse Association - SPS

Report	Report start	Report end	State	Date Subm
Period 0 01.01.2017 - 01.03.2018				
Report 0.1	01.01.2017	01.03.2018	Report submitted	30.08.2018
Period 1 01.03.2018 - 31.08.2018				
Report 1.1	01.03.2018	31.08.2018	Report in progress	In prog
Period 2 01.09.2018 - 28.02.2019				
Period 3 01.03.2019 - 31.08.2019				

```

graph TD
    LP1[LP] --> FLC1[FLC]
    PP1[PP] --> FLC2[FLC]
    PP2[PP] --> FLC3[FLC]
    PP3[PP] --> FLC4[FLC]
    FLC1 --> LPCompiles[LP compiles]
    FLC2 --> LPCompiles
    FLC3 --> LPCompiles
    FLC4 --> LPCompiles
    LPCompiles --> JS[JS  
1. advance payment  
2. checks]
    JS --> MA[MA  
1. checks  
2. payment of remaining funds]
    
```

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Partner Report

- Reporting of activities implemented by partner during the period
 - Main project output
 - Target groups
 - WP activities and deliverables

Partner Report > List of expenditure > Contribution and forecast > Attachments

Partner Report

Period 1 - 01.03.2018 - 31.08.2018

Start date: 01.03.2018 End date: 31.08.2018

Summary of partner work

Describe how you had contributed to the implementation of project outputs and results. Mention activities implemented and describe the main achievements. Ensure that the description is coherent with expenses listed in the List of expenditure.

Partner report

- Compare actual performance with respect to the plan in the application form
- Remember to attach evidence to outputs and deliverables

Attachments	
<input type="button" value="+ Add evidence of output"/>	
File name	File type
Output1_marketinformation_	pdf

D.M.1.2 - Steering group meetings, 2 times a year.	
Description of deliverable	
<input type="button" value="Remove"/>	
Deliverable Attachments	
<input type="button" value="+ Deliverable evidence"/>	
File name	
SGmeeting_minutes_170923.pdf	pdf

List of Expenditure

- Cost must be linked to reported activities
- Cost reported when paid out → remember to add payment date
- Remember to attach evidence to each reported cost
- Filled in in English

Partner Report		List of expenditure	Contribution ar
List of expenditure			
Options	Report number	Item id	Budget line
<input type="button" value="Delete"/>	SPS 1.1	1.1	Staff costs
<input type="button" value="Delete"/>	SPS 1.1	2.1	Office and administration
<input type="button" value="Delete"/>	SPS 1.1	5.1	Equipment
<input type="button" value="Export"/> <input checked="" type="button" value="Save columns"/> <input type="button" value="Columns"/>			
<input type="button" value="+ Add real cost"/> <input type="button" value="+ Add Lump Sum"/>			
Download all attachments			

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Edit expenditure
Partner Report 1 SPS Period 1 List of expenditures

PP	Budget line	Travel and accomodation	Description 1
	Work package	M Management	Talinn&Ja
	Procurement	---	Description 2
	Internal reference number	002	Project team meeting 15.-16.9.2017 Tallinn, Anna Smith, ferry 1500 TLN
	Invoice number	2344445	Partner comment
	Invoice date	20.09.2017	
	Date of payment	28.09.2017	
	Currency	EUR - EURO	
	Conversion rate		(1)
	Total value of item in original currency		45,00
	VAT		0,00
	Declared amount in the original currency		45,00
	Declared amount in Eur		45,00
	Expenditure outside (the EU part of) the programme area?	<input type="checkbox"/>	

Upload

Uploaded

meeting_invoice_170915.pdf (15k) (06.03.2018)

meeting_agenda_170915.pdf (15k) (06.03.2018)

meeting_invoice_170915.pdf (15k) (06.03.2018)

Download all attachments

Annotations:

- Red circles around "Date of payment" and "28.09.2017" with arrow: **Add payment date**
- Red circle around "002" with arrow: **Fill in in English**
- Red circle around "Project team meeting 15.-16.9.2017 Tallinn, Anna Smith, ferry 1500 TLN" with arrow: **Link to reported activities**
- Red circle around "meeting_invoice_170915.pdf (15k) (06.03.2018)" with arrow: **Attach evidences**

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List of Expenditure

- Costs are reported in currency incurred
 - eMS converts the costs automatically to euros
 - the final conversion rate is calculated when the partner report is submitted to the FLC
- Lump sums are always reported in euros

Contribution and forecast

- Add a forecast (in euro) of how much money you foresee to spend in the next reporting period
- If the spending forecast differs from the approved work plan you should provide a brief reference to foreseen activities.
- Add target value of partner contribution to the current report column

Follow-up of partner contribution

Target value of partner contribution
€ 51.726,04

Name of contribution	Legal status	Total amount indicated in the Application Form	% of total (according to AF)	Previously reported	Current report
Suomen Puutalon Seura	private	€ 289.875,26	100,00 %	€ 2.497,00	€ 51.726,04
Sub-total public contribution		€ 0,00	0,00 %	€ 0,00	€ 0,00
Sub-total private contribution		€ 289.875,26	100,00 %	€ 2.497,00	€ 51.726,04
Total contribution		€ 289.875,26	100,00 %	€ 2.497,00	€ 51.726,04

Export Add contribution

Attachments

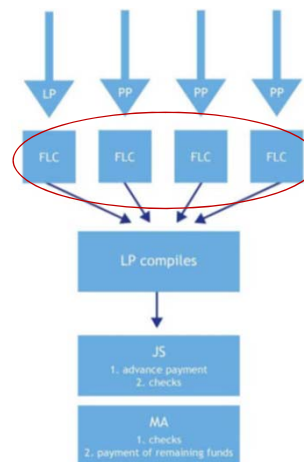
- **Partnership Agreement** with the first period report
- **Certifications that VAT is not recoverable** if VAT is included in the project costs with the first report and if the VAT status changes
- **Bookkeeping list/ General ledger**
- **Declaration of de minimis** if needed (template available at programmewebpage)
- Evidence about deliverable which cannot be attached to Partner report section
- Evidence about cost which cannot be attached to the List of expenditure section

Submitting Partner Report

- Check that Partner Report, List of expenditure, Forecast and contributions and Attachments are filled in
 - *Check Saved Report*
 - *Submit Report*
- In-built checks do not replace the check of the partner to make sure that everything has been included and is correct

First Level Control

- **Centralised**
 - Estonia -The Ministry of Finance
 - Latvia -Ministry of Environmental Protection and Regional Development of the Republic of Latvia
 - Sweden -Swedish Agency for Economic and Regional Growth
 - Åland -Åland Government, Department of Trade and Industry
- **De-centralized**
 - Finland - designation from the Ministry of Economic Affairs and Employment, carried out by independent auditors
 - Finnish partners have to procure and apply the designation for their own FLC



First Level Control

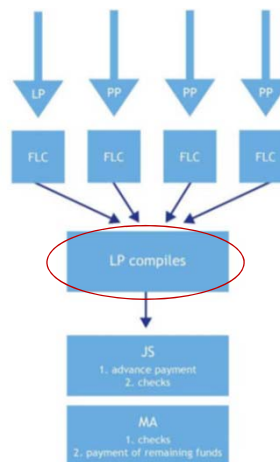
- FLC check each cost
- Partner will receive automatic message in eMS mailbox when FLC certification is completed
- FLC certificate about certified cost

Partner Reports					
Report	Report start	Report end	State	Date Of Partner Report Submission	Date Of Partner Report First Submission
Period 0 01.01.2017 - 01.03.2018					
Report 0.1	01.01.2017	01.03.2018	Report FLC certified	30.08.2017	30.08.2017
Period 1 01.03.2018 - 31.08.2018					

Total partner expenditure declared	View report	Certificate
€ 9 988.00		

Project Report

- Lead partner prepares
- Overview of the project as whole
- Provide information that your audience needs
- Limit it to the requested period
- Compare actual performance with respect to the plan in the application form
- Remember to attach evidence to outputs and deliverables



Select role
LP

Report	Report start	Report end	State	Date Of Project Report Submission
Period 0 01.01.2017 - 01.03.2018				
Report 0.1	01.01.2017	01.03.2018	Report in progress	In progress

Project Report

- Lead partner has a right to demand good quality in reporting
- If information is missing in Partner Report the lead partner has a right to revert the report back for the partner (via the FLC)
 - evidences on reported outputs or deliverables are missing
 - evidences on reported cost are missing
 - the report is not completely filled in

Report

Report > Work packages > Certificates > Project Report tables > Attachments

- Highlights of main achievements
- *List of partners' FLC certificates*
- Project specific objectives
- Achievement of project outputs
- Target groups reached
- Problems and solutions found
- Horizontal principles

List of partners' FLC certificates

- Include certificates on the Project report by clicking tickbox
- Remember to check each FLC certificate (certified *List of expenditure*)

List of partners' FLC certificates					
Partner abbreviation	Seq no of FLC certificate	Date of FLC certificate	Total expenditure certified by FLC		Include in project report
1 SPS	SPS 0.1	06.03.2018	€ 0.088.00		<input checked="" type="checkbox"/>
2 EPK	EPK 0.1	06.03.2018	€ 3.452.00		<input type="checkbox"/>

List of partners' FLC certificates

- Lead partner has right to deduct the cost if
 - flexibility rule is not followed by partner
 - not related to the project
 - justification must be given

FLC	Verified by FLC	<input checked="" type="checkbox"/>		Comment FLC (pp,fc,js,ma,ca,aa)
	Difference FLC		€ 0.00	
	Amount certified FLC		€ 3.452.00	
	FLC Correction Type			
LP	Difference LP		€ 0.00	Comment LP
	Amount certified LP		€ 3.452.00	

List of partners' FLC certificates

- Lead partner has right to revert the report back for the partner (via the FLC) if list of expenditure is not properly filled in
 - payment dates, evidences on cost etc. are missing

Partner contribution	Private partner contribution	Public partner contribution	FLC Certificate	Revert
€ 2.272,00	€ 2.272,00	€ 0,00	Show FLC Certificate	
€ 517,80	€ 0,00	€ 517,80	Show FLC Certificate	Revert from LP to FLC Revert from LP to PP

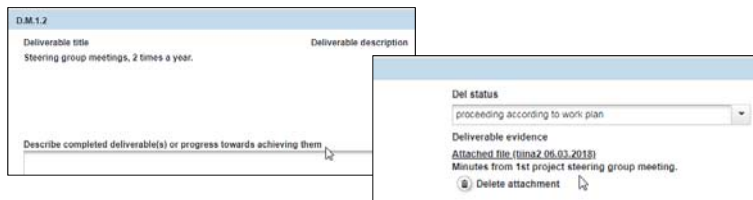
Work packages

Report > **Work packages** > Certificates > Project Report tables > Attachments

- Describe progress of each work package
- Describe and justify problems and deviations
- *Project outputs and Programme output indicators*
- *Activities and deliverables*

Activities and deliverables

- Fill in each section “Describe completed deliverable(s) or progress towards achieving them” with relevant explanation
- If the activity/deliverable was already completed in previous reports it should be mentioned: “Completed and reported in period X”
- For each reported deliverable upload deliverable evidence



Project outputs

- Project outputs are reported as level of achievement and evidence related to the reported project outputs is attached

Project Main Outputs	Project Main Output Description	Programme Output Indicator	Achieved in This Report	Level of Achievement	Attachment
T1.1 International student teams	this will be done...	Number of participating young people		not started	<input checked="" type="checkbox"/> Upload
T1.2 a Toolbox for entrepreneurial education in high schools	we will...	Number of participating young people	kasakuuta.2017	not started	<input checked="" type="checkbox"/> Upload

Programme outputs

- Programme output indicators which are linked to the project outputs are reported in column Achieved in this report
- Achievement values are only reported for those indicators which quantification target is more than 0

Programme Output Indicator	Planned Delivery Month	Main Output Quantification Target	Achieved So Far(Not Including This Reporting Period)	Achieved in This Report
Number of participating young people	heinäkuuta.2017	300,00		
Number of participating young people	kesäkuuta.2017	0,00		
T1.1 International student teams				
T1.2 e-Toolbox for entrepreneurial education in high schools				

Attachments

Report > Work packages > Certificates > Project Report tables > Attachments

- A scanned copy of signed *Confirmation Letter* to the Project Report
- If a signee is new, documentation to show that the person/position signing the letter holds the right to sign the document
- A copy of the signed Partnership Agreement with the first period Project Report
- Declaration of de minimis if needed
- Any other attachments which cannot be attached in work packages

Attachments			
<input type="checkbox"/>	File name ↕	File type ↕	Date ↕
<input type="checkbox"/>	Confirmation_letter_period4_130207.docx	docx	07.02.2018 11:02:46

Confirmation Letter

- Remember to attach Confirmation Letter to each Project Report
- "ERDF applied" can be found from Project Report tables

Report	Work packages	Certificates	Project Report tables	Attachments	
Project Report expenditure summary					
Programme co-financing	Project total budget	Previously Declared	Previously declared but found ineligible	Previously reported (certified by CA)	Currently reported (amount to be declared to the JS)
Total co-financing	€ 1.159.049,93	€ 0,00	€ 0,00	€ 0,00	€ 9.750,20
of which ERDF	€ 1.159.049,93	€ 0,00	€ 0,00	€ 0,00	€ 9.750,20
Partner contribution	€ 340.950,11	€ 0,00	€ 0,00	€ 0,00	€ 2.709,00
Total eligible expenditure	€ 1.500.000,04	€ 0,00	€ 0,00	€ 0,00	€ 12.540,00

Submitting Project Report

- Check that Report and Work packages filled in
- Check that Certificates are included and relevant Attachments upload
 - *Check Saved Report*
 - *Submit Report*
- In-built checks do not replace the check of the lead partner to make sure that everything has been included and is correct



More information

- Guide for Project Implementation
- Project contact persons at the JS
- eMS support (ems@centralbaltic.eu)
 - Technical errors and problems



Parallel sessions after lunch

14:00-15:30

Session 1: Introduction to communication issues and visibility requirements

MAIN ROOM

Session 2: Workshop on eligibility of costs

JULIN 1 (LITTLE ROOM, NEXT TO THE RESTAURANT)