

Lead Partner Seminar

2nd call regular projects and
3rd call small projects

12-13 June, 2024, Riga

Goal and topics of the seminar

Support and tools for the
Lead Partner for successful
and eligible project
implementation

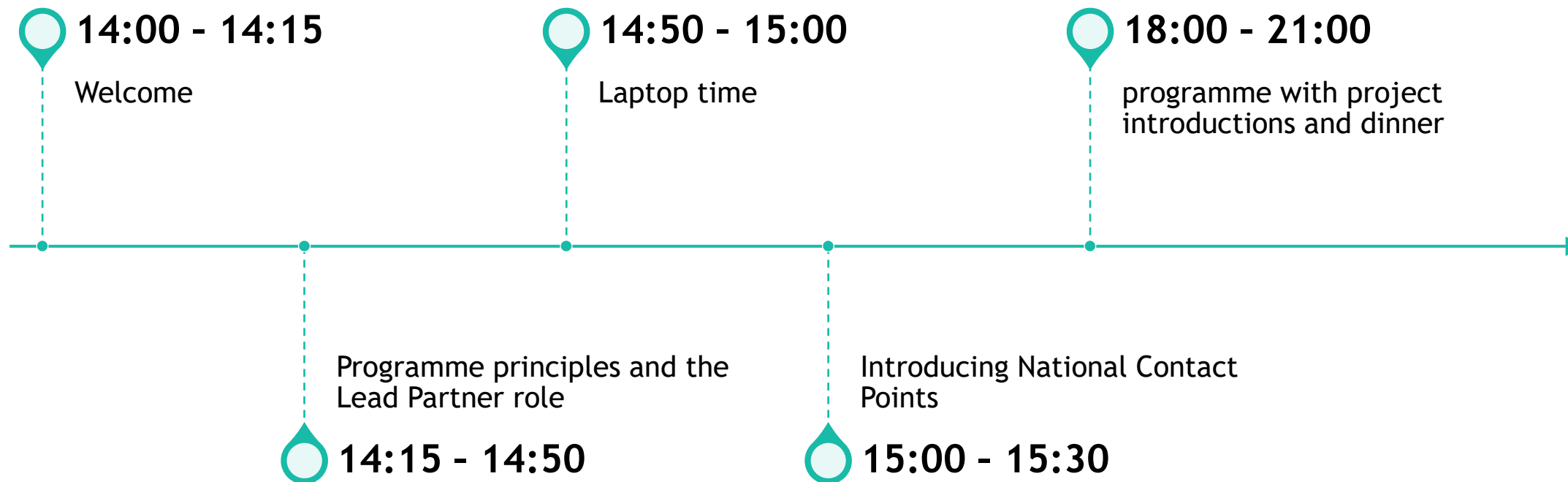
Programme principles and the Lead
Partner role

Eligibility issues, Simplified Cost
Options

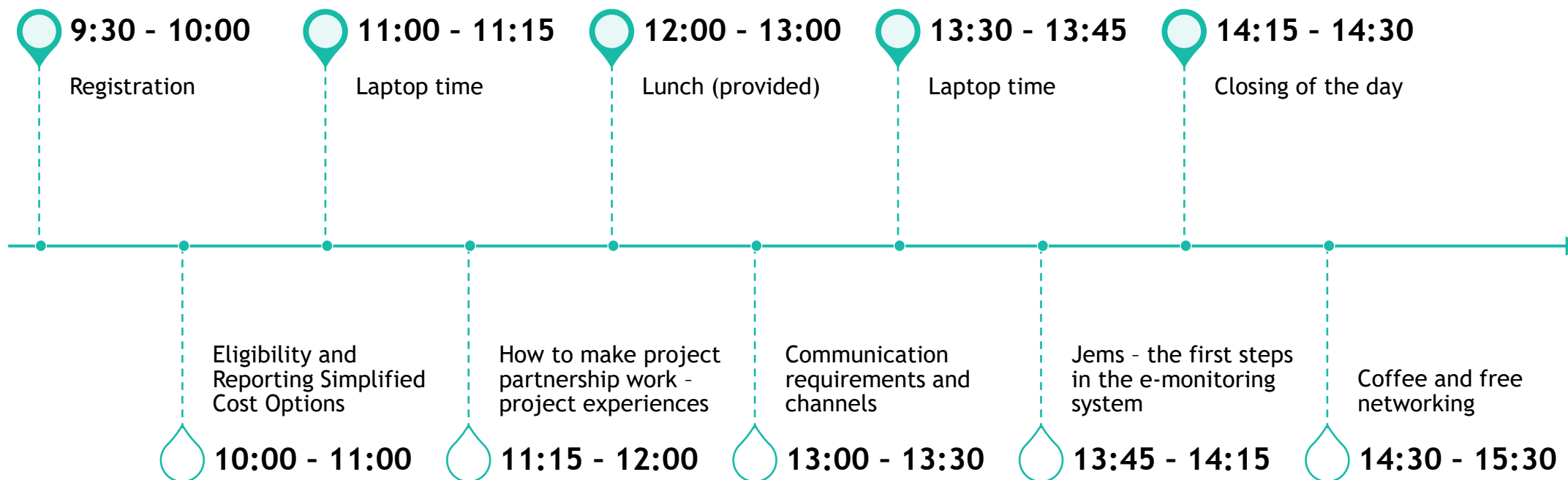
Communication requirements and
channels

Jems - the first steps in the e-
monitoring system

Agenda 12.6.



Agenda 13.6.



Lead Partner Seminar

Programme principles and the Lead Partner role

Ülari Alamets | 12.6.2024, Riga
Project manager

Goals and content

- To remind in which areas Central Baltic 2021-2027 programme intends to achieve changes - Programme Objectives!
- Lead Partners' role in project implementation and in achieving results

Programme Principles

Focused, result oriented and measurable

Clear cross-border added-value

Simplifications and cost efficiency

Result orientation

- To achieve changes together => cross-border partnerships

Programme objective - Result indicator - Target value

The change targeted together!

- **Projects** - only means to achieve programme results => we intend to choose the projects with the best impact and realistic to implement by strong partners
- If necessary for achieving the results, propose the change in activity plan, propose reallocation of the resources, ..

EXPECTED RESULTS

Result indicator & target value

More impact?

PROGRAMME OBJECTIVE 1
More exports by SMEs

As a result, **the number of companies which achieve sales on distant markets.**

PROGRAMME OBJECTIVE 2
More new scaled-up growth companies

As result, **the number of companies which achieve scaled-up statuses** (E.g. attract investment, develop new product or expand their team).

PROGRAMME OBJECTIVE 3
Joint circular economy solutions

As a result, product and service cycles and chains are improved: **less virgin materials used and/or less waste produced and/or more waste reused.**

PROGRAMME OBJECTIVE 4
Improved coastal and marine environment

As a result, decreased loads of nutrients and other harmful substances to the Baltic Sea is reduced

PROGRAMME OBJECTIVE 5
Decreased CO2 emissions

As a result, **CO2 emissions are reduced** from intermodal transport nodes and areas.

PROGRAMME OBJECTIVE 6
Improved employment opportunities on labour market

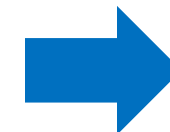
As a result:

- number of **people (less competitive)** with increased competitiveness on labor market;
- number of organisations with applied additional anti-discriminatory policies;
- number of people with increased entrepreneurship

PROGRAMME OBJECTIVE 7
Improved public services and solutions for the citizens

As a result:

- number of joint cross-border public services or digitalized public services,
- number of improved public services /small projects/



Increased turnover, profits, jobs, more taxes, more wealth,...



Improved water, air quality, more biodiversity, less harm caused to environment,...



Increased employment, decreased unemployment, lower social costs,...



Better integrated CB region, more efficient public sector, saved time, money by people,...

Intervention logic elements - terminology

MUST HAVE

- Programme Results
- Programme Outputs
- Deliverables
- Activities

GOOD TO HAVE

- Other Results
- Project Outputs
- Outcomes
- ...

CB Intervention logic indicators' logic

Programme Result Indicators:

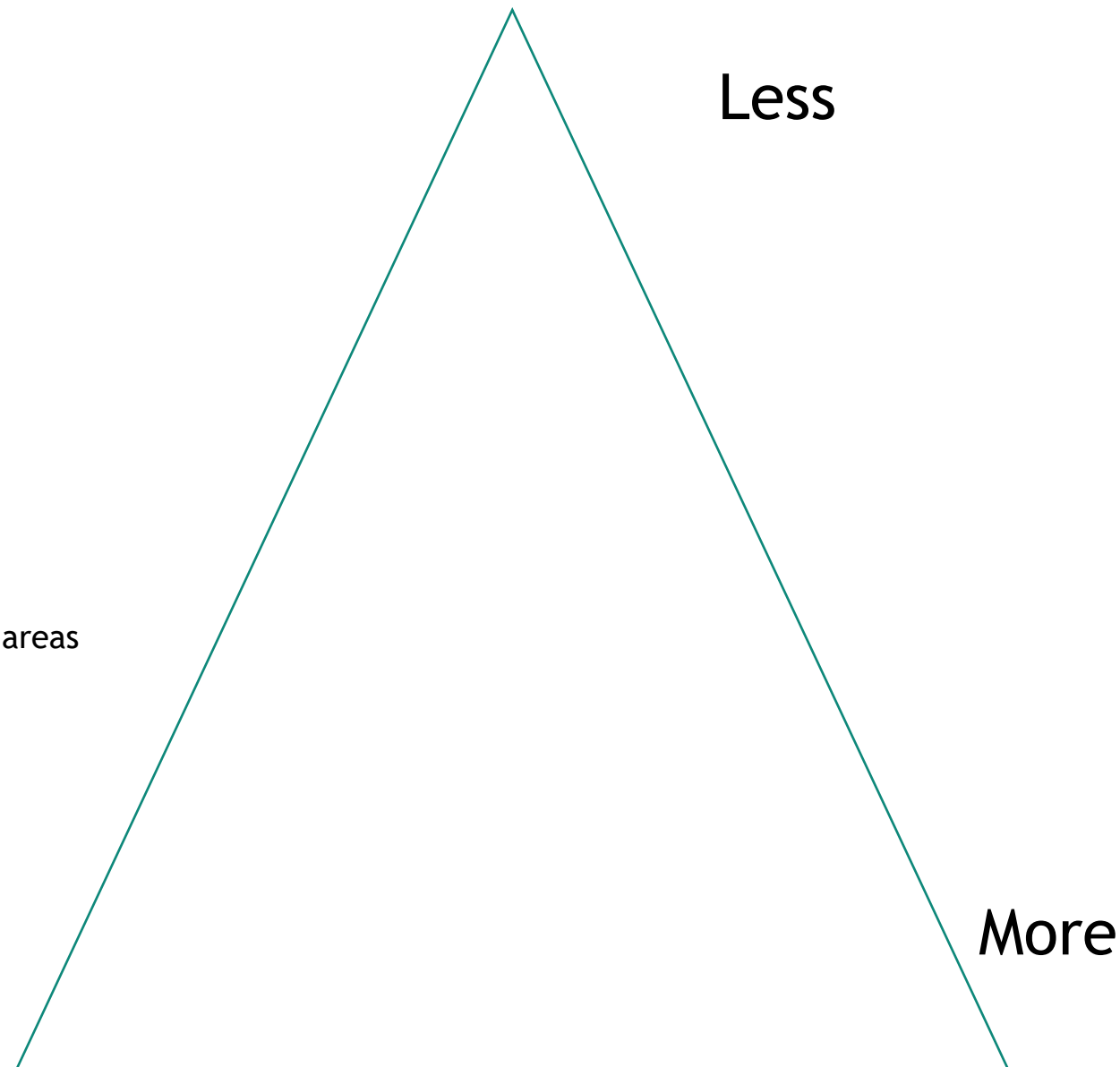
PO 1 - PSR1 -	companies with sales
PO 2 - PSR2 -	companies scaled-up
PO 3 - PSR3 -	improved CE chains
PO 4 - PSR4 -	improved load sources
PO 5 - PSR5 -	improved transport areas, nodes
PO 6 - PSR6, PSR7, PSR8 -	people, organisations
PO 7 - RCR104	public services, solutions

Programme Output Indicators:

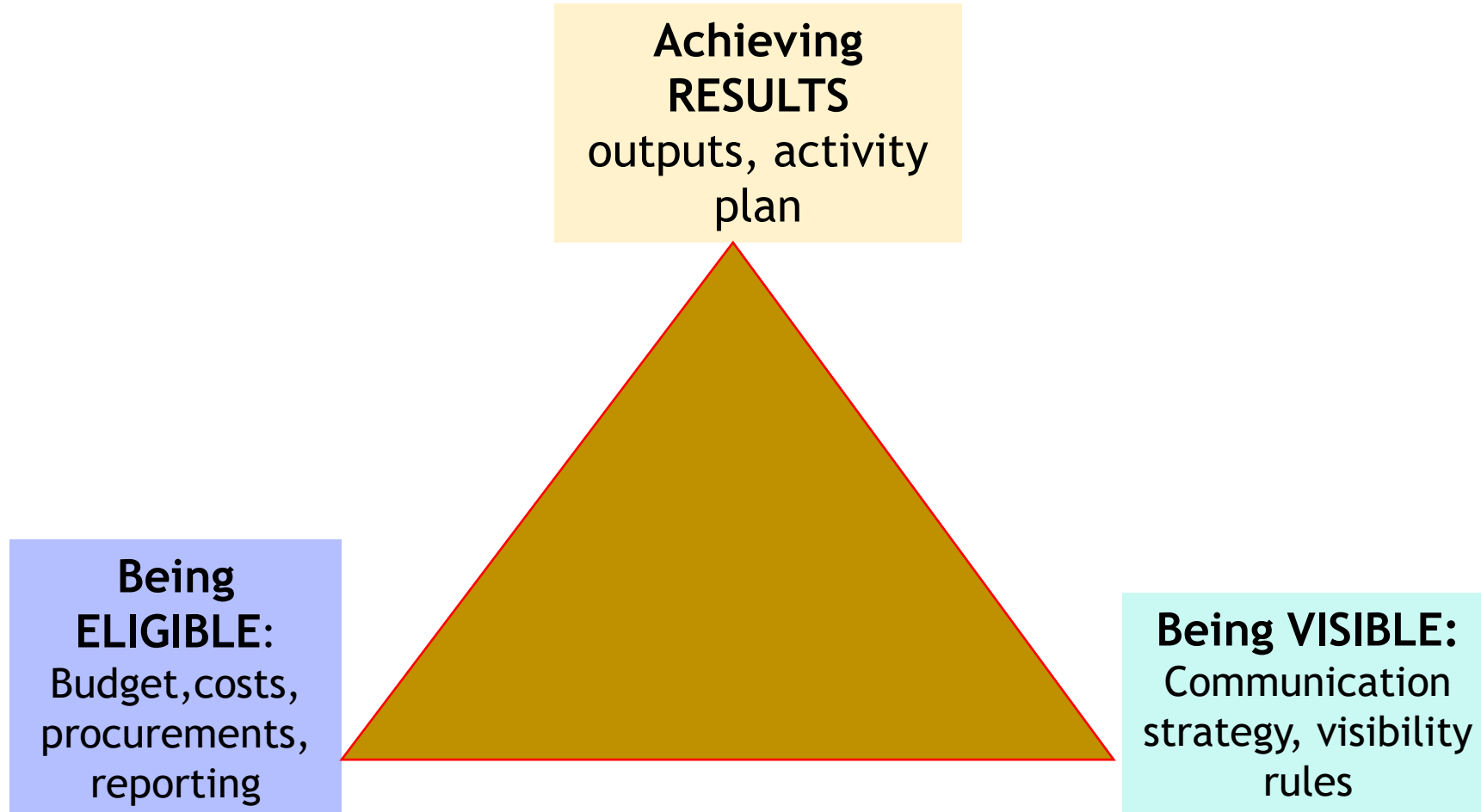
PO 1 - RCO4, RCR4 -	participating companies, innovations
PO 2 - RCO4 -	participating companies
PO 3 - RCO81, RCO84 -	participants, pilot actions
PO 4 - RCO81, RCO84 -	participants, pilot actions
PO 5 - RCO81, RCO84, PSO1 -	participants, pilot actions, targeted nodes, areas
PO 6 - RCO81, RCO81* -	participating people, organisations
PO 7 - RCO116 -	developed solutions

The target groups:

PO 1 -	mature SMEs
PO 2 -	new growth companies
PO3 -	people, companies, communities
PO 4 -	people, companies, communities
PO 5 -	people, companies
PO 6 -	less competitive people, organisations
PO 7 -	people

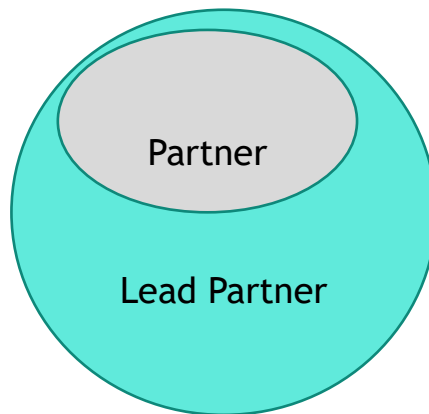


„Happy Project World“



Origins of the Lead Partner role

- Lead partner is also a project 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)



Project implementation is a joint effort of all project partners



Make sure that all partners understand the targeted results, work plan, budget, their role and responsibilities:

Implementing activities

Using the budget

Disseminating and communicating



Organise meetings and support the partnership



Make sure all partners know where to get information about programme rules

Lead partners' first tasks

*Co-ordinate fulfilment
of the conditions*

Check and sign Subsidy
Contract

Prepare and sign
Partnership
Agreement(s)

Fill the necessary
information in Jems

Organise project
management team and
set up processes and
structure for internal
communication

Form Steering Group
and organise first
meeting - 1 month
from the signing of
Subsidy Contract

Keeping the project on track during implementation



Be aware, follow sequence of activities, project timeline, the use of budget



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



Project event quality and feedback from participants, stakeholders



Organise the system of recording outputs and results => PO specific Templates



Keep records on state aid Article 20A when relevant => Template



If the problem occurs (partner(s) underperform, certain activities not efficient, target groups not reached, delays, budget over- or underspending etc.),



take initiative:

talk to partners, analyse the situation, work out solution , contact JS

PO 1 integrated template for documenting outputs and results

Enterprises with non-financial support Programme Objective 1 - More exports by SMEs

Project id	CB00009
Project acronym	DREAMEXPORT

Partner role / number	LP
Partner name in English	Export Agency Foundation

Supported enterprises			1
Including Micro	0	Including Medium	1
Including Small	0	Including Large	0
Marketing or organisational innovation introduced by SMEs			0
Achieved sales and contracts to new markets			0

Fill in the information with participation of organisations. One company may participate in several project activities. The template should be filled in continuously and be updated. Information from this template will be filled into Jepp. Where information about results is collected, the fi

PARTNER ACTIVITIES	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	Activity 8	Marketing or organisational innovation		Sales and contracts to new markets	
	10.2023	11.2023	[Date]	[Date]	[Date]	[Date]	[Date]	[Date]	Marketing or organisational innovation introduced by SMEs	Which marketing or organisational innovation has been introduced? (Max 100 characters)	Achieved sales and contracts to new markets	In which new markets sales and contracts have been achieved? (Max 100 characters)
	Turku	Tallinn	[Location]	[Location]	[Location]	[Location]	[Location]	[Location]				
	Training	Training	[Activity name]	[Activity name]	[Activity name]	[Activity name]	[Activity name]	[Activity name]				
1	OY Cosmo						5840098765		No		No	
Petteri Koskinen	x											
Laura Mäkeläinen		x										
[Insert participant name]												
[Insert participant name]												
[Insert participant name]												

Aid granted under the General Block Exemption Regulation (GBER) Article 20a to an undertaking per project

Project id	CB0001111
Project acronym	Uhhuuu


Partner role / number	PP2
Partner name in English	Nice Organisation


2	Total number of undertakings receiving aid
---	--

This document is used to record aid granted to "third parties" / end beneficiaries of the project. It is not used to record aid to a project partner.

For each company that has participated, you should create an entry. Record for each participating company the date and activity they have participated in and the aid received through the activity.

NB! Maximum aid limit to an undertaking per project is EUR 22 000.

1	OY Siim	Total aid granted:  2,500.00 €	
1	Training	05.-07.12.2023	500.00 €
2	Trade fair	12.01.2024	200.00 €
3	Consultation	14.04.2024	600.00 €
4	[Insert activity name]	14.05.2024	1,200.00 €
5	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
6	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
7	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
8	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
9	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
10	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
11	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
12	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
13	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
14	[Insert activity name]	[Insert date of activity]	[Add amount of aid]
15	[Insert activity name]	[Insert date of activity]	[Add amount of aid]

2	AS Tool	Total aid granted:  22,850.00 €	
1	Consultation service	01.06.2023	1,000.00 €
2	Participation in trade fair	13.10.2023	350.00 €
3	Training	20.-21.05.2024	500.00 €
4	Different events	21,26,28.06	21,000.00 €
5	[Insert activity name]	[Insert date of activity]	[Add amount of aid]

Co-ordinating reporting - 1



Make sure that partners know where to get information about reporting, eligibility, visibility, procurements



Keep the deadlines for partner reports and project report



Remind project partners about deadlines



Set internal deadlines



If partner report is not sufficient, reflect, give feedback, explain how to improve

Co-ordinating reporting - 2



Report reflects the project work plan



Do not copy-paste from partner reports - generalise, integrate, and choose relevant evidence...



Inform about deviations, needs for change



Money will not arrive after partner reports are certified => Project report

Co-ordinating reporting - 3



Make sure all reported costs are relevant/linked to activities in the work plan



Manage, coordinate proactively changes and modifications



Follow the use of flexibility rule



Timely committing

Project changes and modifications



Small/technical
or big/significant



Plan well ahead



Involve all
project partners
into modification
discussions



Get approval
from project
steering group
for modification



Communicate to
JS contact
person

Annual meetings

Annual review initiated by JS contact person to cover all relevant aspects of project implementation

One year after the start of the project, and 8 months prior the end of the project

Mid-term meeting



**Halfway through the project implementation
participate in the mid-term progress meeting
with JS contact person**



Prepare to discuss the project progress

Reaching objectives, results, outputs

Implementing activities

Using budget

Cooperation between project partners

Lead partner responsibilities after project ends

Final report, last period
report

Report on their result
indicators one year after
the project ends

Sustaining project outcomes
- deliverables, outputs,
results if relevant

Update your project
webpace on the
centralbaltic.eu website: a
summary of the project's
results and links to all
outcomes and outputs (if
relevant)

Fulfilling legal obligations
related to maintaining
documents and materials of
the project

Providing information to JS,
MA and auditors upon their
request

Lead partner should not
disappear after project
ends!

Interreg



Co-funded by
the European Union

Central Baltic Programme

Support for project implementation

Contacts and communication with JS contact person

Frequent, (pro)active and transparent communication

- Emails, phone calls etc.
- Invitation to project meetings and events
- Annual meetings
- Project reporting bi-annually
- Project midterm meeting

The JS contact person is the main support person for the project who is also monitoring its implementation

Support during the project implementation

- Your Lead Partner
- Contact person from Central Baltic programme
- Guide for Project Implementation
- Programme Manual
- Lead Partner Seminar
- Programme Objective (PO) Specific Webinars/ Seminars
- Project Implementation Webinar
- Newsletter (subscribe <https://centralbaltic.eu/newsletter/>)
- www.centralbaltic.eu

Wish towards project partnerships



Handing over PM tasks if staff changes take place



Institutional memory!



It makes us stronger in achieving results! Not lost time.

National Contact Points

Lead Partner Seminar

Riga, June 12-13th 2024
National Contact Points, nCP

Interreg



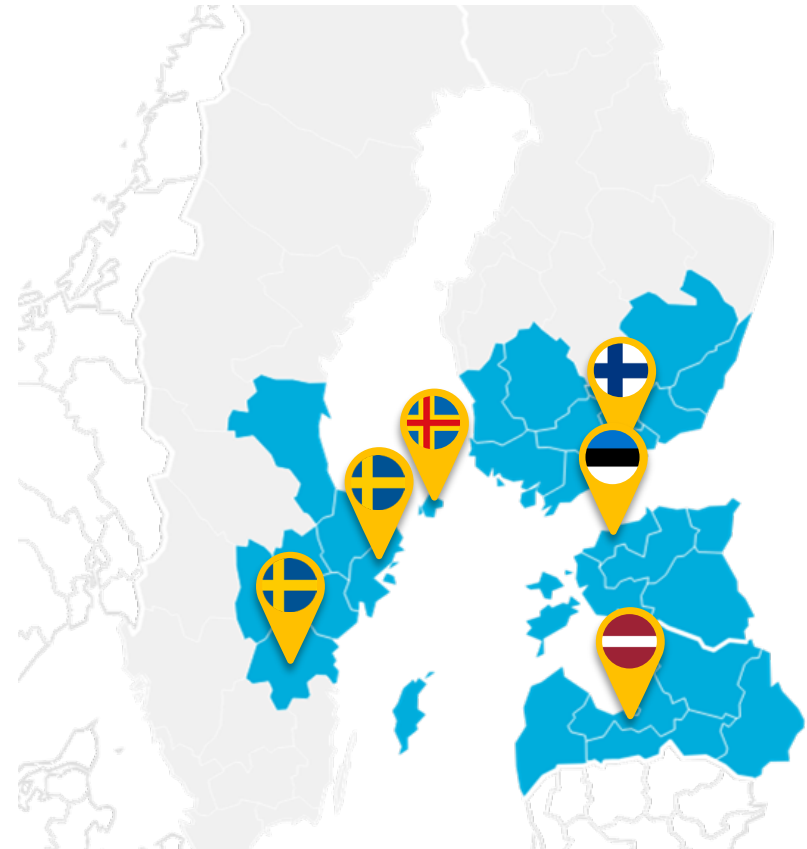
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Central Baltic Programme



The National Contact Points in brief

- A regional resource
 - Speaks the national language(s)
- Spreads information
- Provides guidance
- Primary consultations
- Social media
- Storytelling
- Events



nCP's

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Central Baltic Programme

Let's stay in touch!



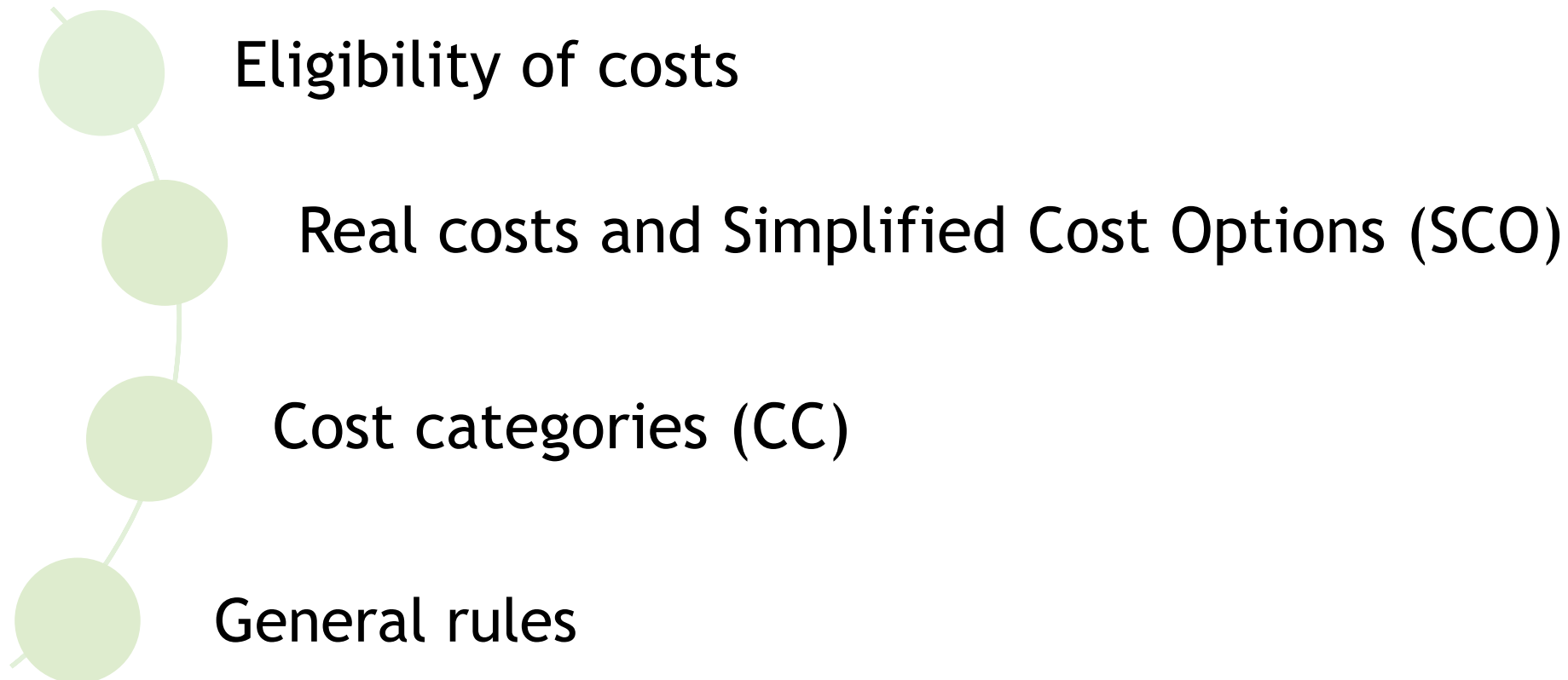
Varsinais-Suomen liitto
Egentliga Finlands förbund
Regional Council of Southwest Finland

Eligibility

Lead partner seminar

- Pille Laaksonen | 13.06.2024
- Riga

Content



1. Eligibility of costs

Budget



The **budget** is defined in the **Application Form** in Jems and confirmed by the project funding decision



Each project partner is responsible for its own budget



Funding based on 6-months reporting periods

Reporting



No advance payments



Costs paid by project partners, ERDF share reimbursed after report is approved



Reporting takes place in Jems



Lead partner gives project partners **rights for reporting** in Jems

Eligibility basics

Follow the principles of **sound financial management**

Follow the **communication requirements** (official brand)

All costs must be **free from partiality and conflict of interest**

No double financing

Requirements for documentation, tendering or any other relevant rules apply for all partners

Value Added Tax (VAT)

- VAT is an eligible cost for all partners, despite the partner VAT status.
- *The **exception** is project partners to whom the funding is granted as State Aid under the General Block Exemption Regulation (GBER) Article 20:*
 - *If the partner cannot recover VAT, then it is part of the eligible cost*
 - *If the VAT can be recovered by the partner, the VAT is not an eligible cost*

Currency

Budgets are in euros

Euro country partners (Estonia, Finland including Åland, Latvia)
report the cost always in euros (EUR)

Swedish partners report:

- Staff hourly rate unit cost and real costs in **SEK**
- Face-to-face event unit cost and Project management equipment unit cost in **EUR**

Real costs and Simplified Cost Options



Real costs must be **visible** in the partner bookkeeping on a separate project account



The Simplified Cost Options are reported based on **pre-defined calculation methods**



Costs covered by a Simplified Cost Option cannot be reported under any other cost categories as real costs

Timing

Only costs incurred and paid during the project duration (**between the start and end date**) are eligible

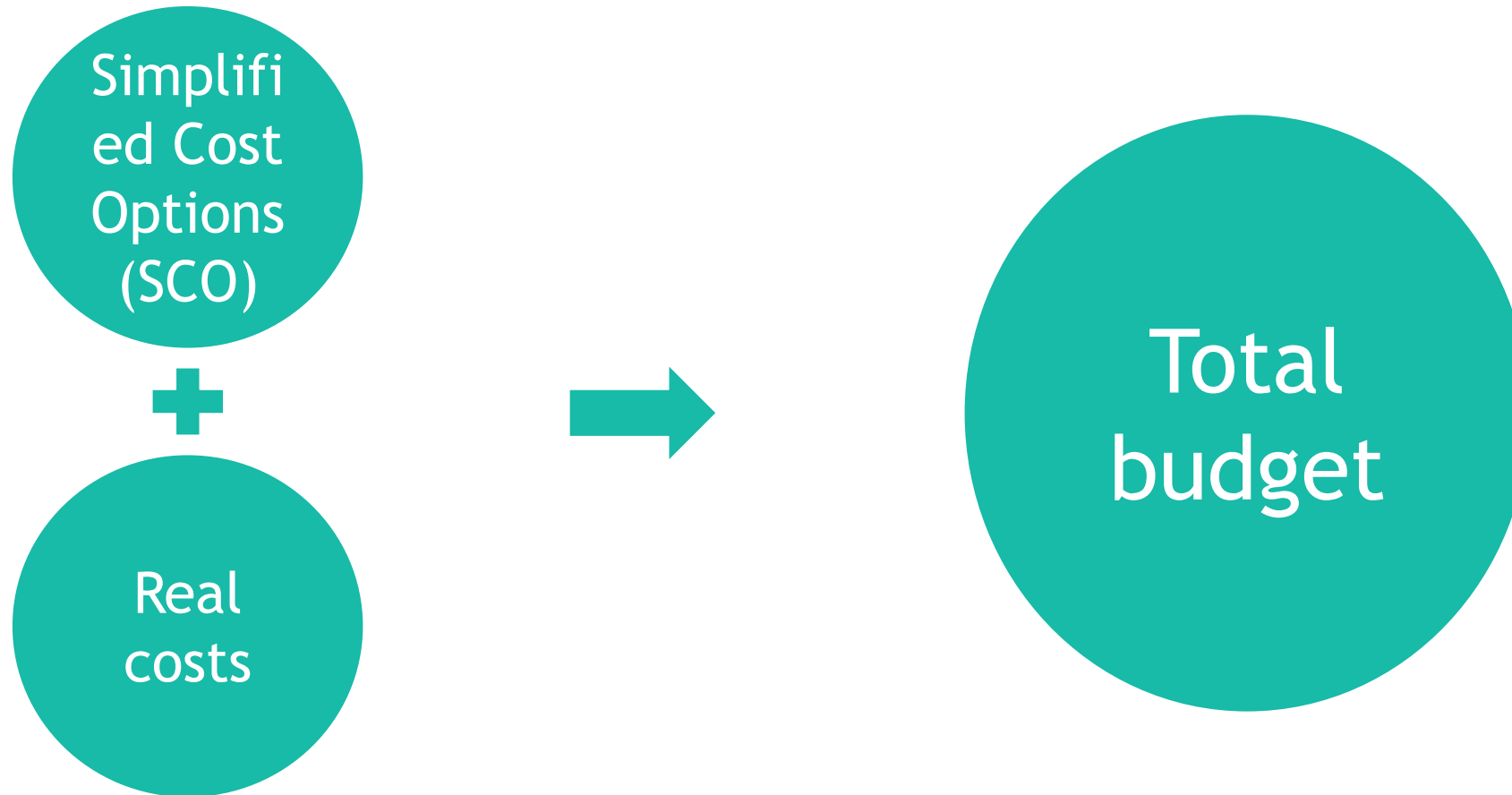
Project start and end date are fixed in Subsidy Contract and in Jems

Real cost must be reported in the reporting period **when the cost incurred and was paid out**

SCO must be reported in the period when the **activity financed by SCO was implemented**

3. Real costs and simplified cost options

Project budget



Simplified Cost Options (SCO)

- Preparation costs - lump sum
- CC Staff costs - hourly rate unit cost
- CC Office and administration - flat rate 15% of the staff costs
- CC Travel and accommodation - flat rate 15% of the staff costs
- CC External expertise and services - face-to-face event unit cost
- CC Equipment - project management equipment unit cost

Using simplified cost options is mandatory!

Real costs

Real costs necessary for achieving project results can be budgeted and reported in cost categories:

- External expertise and services
- Equipment

Preparation cost

- € 13 550 (total cost) preparation cost lump sum
- Preparation cost will be paid when:
 - Project is contracted
 - Lead partner has inserted bank details into Jems

Using simplified cost options is mandatory!

4. Cost categories (CC)



STAFF COSTS



OFFICE AND
ADMINISTRATION



TRAVEL AND
ACCOMMODATION



EXTERNAL
EXPERTISE AND
SERVICE



EQUIPMENT

Cost category: Staff costs

SCO Hourly rate unit cost:

Estonia	Finland (including Åland)	Latvia	Sweden
29 €	36 €	24 €	501 SEK

- For each employee working for the project - regardless of position - in one country the same hourly rate will be calculated.

Using simplified cost options is mandatory!

Reporting staff costs

- Documents for **each project employee**:
 - **Work contract or appointment decision** which shows that the person is employed by the partner organisation and is working for the project
 - **Report of hours** and employment confirmation
- Paid only for hours **actually worked** on project tasks
- Hourly rate includes salary payments and other costs directly linked to salary payments and paid by the employer
- Maximum 1 720 hours per calendar year / **860 hours per reporting period** can be reported per full time employee

Cost category: Office and administration

Flat rate 15% counted of the eligible staff costs

Covers office rent, IT systems, telephones, accounting etc. - see full list in the Programme Manual

Items listed in Programme manual under CC office and administration cannot be budgeted under any other cost categories

Any real costs cannot be budgeted on CC Office and administration

Using simplified cost options is mandatory!

Cost category: Travel and accommodation

Flat rate 15% counted of the eligible staff costs

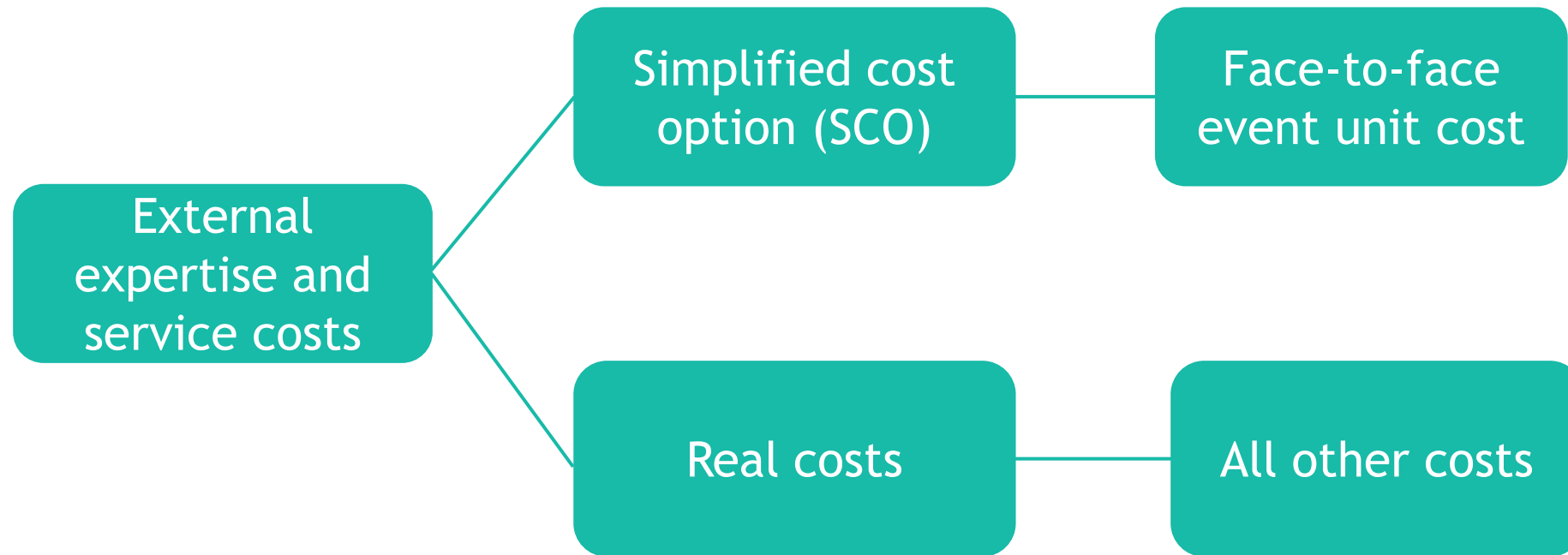
Covers travel and accommodation costs of staff of the project partners

Any real costs cannot be budgeted on CC Travel and accommodation

Travel and accommodation costs of external experts, target group and steering group members are budgeted on CC External expertise and service

Using simplified cost options is mandatory!

Cost category: External expertise and service



Cost category: External expertise and service

Face-to-face event unit cost

Estonia	Finland (including Åland)	Latvia	Sweden
55 €	81 €	51 €	87 €

- **Mandatory for face-to-face events organized by project** within the programme area and including participants outside the partner organization

Face-to-face event unit cost



Covers catering service and room rent, including regular conference room equipment



Any **real costs cannot be reported** for catering service and room rent, including regular conference room equipment



Real costs can be reported for: expert costs for example moderator, external speaker, training provider; marketing; specific event equipment and materials.

Reporting Face-to-face event unit cost

- Calculated per event day per participant- signed participant list per each event day and agenda must be present
- Number of **signatures on participant list = number of units** to be reported
- Defined according to the **country where the event takes place**

Example:

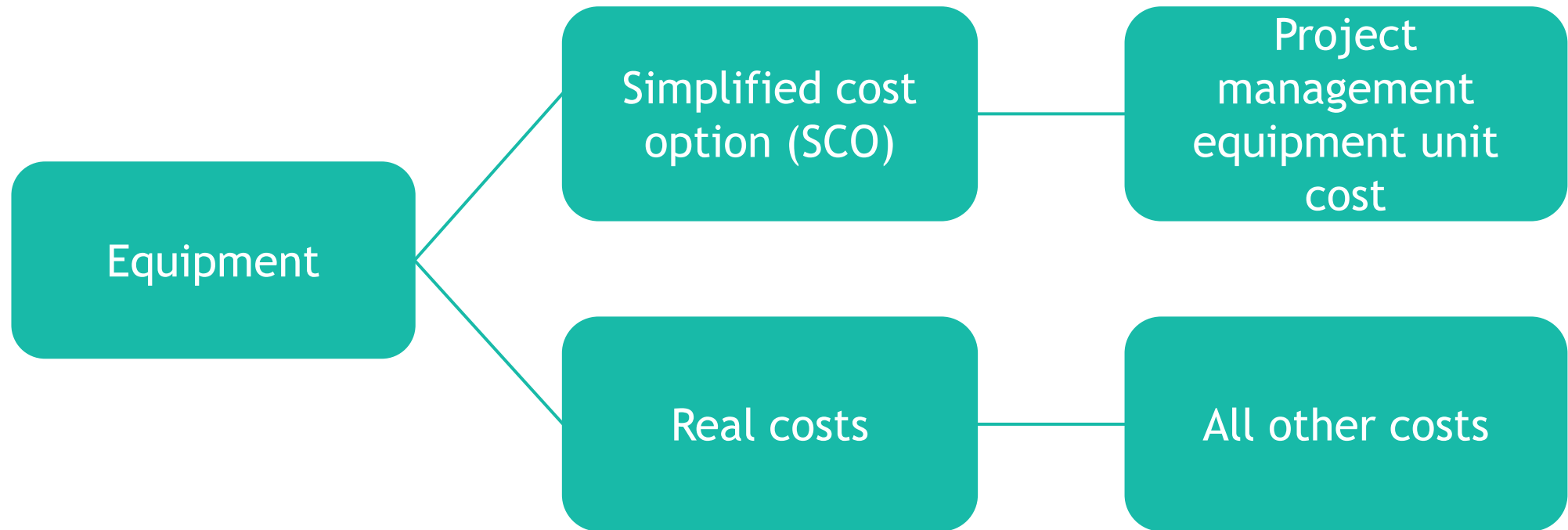
2 day seminar in Sweden for 20 participants including project target group

$2 \text{ (days)} \times 20 \text{ (participants)} = 40 \text{ units} \times 87 \text{ (euros)} = 3480 \text{ €}$

Cost category: External expertise and service

- Real costs can be reported for:
 - External **experts and service providers** essential to the project
 - **Travel and accommodation for external experts**, speakers, chairpersons of meetings and service providers, **target group**
 - Participation in events (**registration fees**)
 - All costs are subject to public procurement procedures
- Sub-contracting between project partners is not allowed

Cost category: Equipment



Project management equipment unit cost

- Covers equipment to implement the project:
 - laptops and computer/tablet with accessories such as the basic software, mouse, keyboard, headset, camera, docking station and a screen(s)
 - other office equipment, which are needed to successfully carry out the implementation of a project
 - Any **real costs cannot be reported** for those items

Using simplified cost options is mandatory!

Reporting Project management equipment unit cost

- Calculation is based on the **reported staff cost hours**
- **Must be reported in each report where staff cost is reported**
- The unit cost is 0,23 EUR per hour
- Reported as one amount for all staff of the project partner

Example:

Project Manager 620 hours (units) + Communication Manager 230 hours (units)
= 850 units reported for management equipment

Cost category: Equipment

- Real costs can be reported for:
 - Only fixed investments in equipment and investments in infrastructure **which remain in use by the partners and/or target groups** after completion of the project
- Real costs for equipment must be directly identified in the Application Form to be eligible
- Full cost is eligible for budgeted equipment items
- All costs are subject to public procurement procedures

5. General rules

Public procurement

- For costs that are estimated to exceed 10 000 EUR (excluding VAT), **price comparison** must be made and documented. If national public procurement level applies with lower limits, those must be followed
- If item is purchased using existing framework contract, the procurement documents must be attached
- If SCOs cover procured costs, the procurement documents do not need to be attached. Still, the **public procurement rules should be followed and documents kept**
- **Public procurements should always be done according to national rules or following EU rules, depending on the thresholds.**

Reporting public procurement

- Procurements to which the Programme, national and EU level thresholds apply **must be added in Public Procurements section in the Jems** (partner report)
- In the List of expenditure the reported **real cost is linked to inserted public procurement**
- For any procurements **above EU-thresholds** that are reported as real costs, the section Beneficial owner(s) of the contractor is filled in.
- For any **sub-contractor above 50 000 euro**, the section Subcontractor(s) is filled in

Flexibility rule



Projects are allowed to overspend by a **maximum of 20% or 40 000 euro** (whichever is higher) of the individual cost categories **at project level**



Using flexibility rule must be **agreed with the LP** in advance



The project or partner **total budget may never be exceeded**

If the basis cost of a flat rate (staff cost) is increased or decreased, it will also affect the flat rates!



The flexibility rule **does not apply to the predefined calculation methods** of Simplified Cost Options.

Audit trail



All documents to be kept in a safe and orderly manner for **5 years** after the closure of the project, **10 years in case of state aid (GBER Art 20) or investments.**



The lead partner and the other project partners must ensure that all accounting documentation related to the project real costs is **filed separately** and that all project related real cost payments have a clearly distinguishable **book-keeping code.**

Second level audit and financial corrections



Second level audit - Audit Authority and group of auditors, European Commission, other controls



If a cost is found **ineligible at any time** during or after the project duration, a correction will be made.



If the **basis cost of a flat rate** (staff cost) is found ineligible, it will also affect the flat rates.

Information about eligibility and reporting



PROGRAMME
MANUAL



GUIDE FOR
PROJECT
IMPLEMENTATION




JS CONTACT
PERSON



NATIONAL
CONTROLLER



[HTTPS://CENTRALBALTIC.
EU/FOR-
PROJECTS/DOCUMENTS/](https://centralbaltic.eu/for-projects/documents/)

A person with blonde hair, wearing a white dress and a green backpack, stands on a dark, rocky outcrop. They are looking out over a vast, scenic landscape. In the foreground, there are several tall, thin pine trees. The middle ground is filled with a dense forest of green trees. In the background, a large body of water, likely a lake or fjord, stretches across the horizon, surrounded by rolling hills and mountains. The sky is filled with soft, orange and pink clouds, suggesting a sunset or sunrise. The overall mood is peaceful and contemplative.

**Tunne huominen.
All for the future.**



How to make project partnership work – project experiences

Sabine Suorsa



Sabine Suorsa

Passionate Project Manager ★
Enthusiastic startup mentor and fa...



Previous Central Baltic projects

- Startup Passion in Baltic Sea Region (1.9.-2015 – 31.8.2019)
- Central Baltic Game Camps (1.9.2016 – 31.1.2020)
- Baltic Explorers (1.4.2020 – 31.12.2022)
- CDG Booster (1.5.2024 – 31.12.2027)

The beginning of your LP journey

- Get familiar with your project
- Get familiar with CB
- Get familiar with internal processes
- Background info about PP
- Try to be on-sight at Seminars
- Connect with other LP PM
- Back-up plan (not Exit plan)
- Get a good time management plan
- Can be overwhelming and scary
- Too many things I need to remember
- Admin outside and inside
- You are not a spy
- Connecting with others IMPORTANT
- You never walk alone
- In case of emergency
- Will be a live saver

How to run the LP role of a project



- If you can influence on the decision of co-workers – PLEASE do so
- Project plan and Implementation in real life are not the same
- Be flexible in the implementation
- Lead by example
- Thinking outside the box is valuable
- Be approachable (no hierarchy in your project)
- Be open minded for feedback and suggestions
- Courage and learn to say “NO”

Tips and Trick for LP

- All meetings in the beginning F2F (!!!)
- Plan 2-day workshop with PP to Kickoff the project
- Start with an ice-breaker
- Have a casual lunch or dinner
- Make sure everyone is on the same page (goals oriented)
- Make sure you are open-minded for ideas
- Make sure your PP are happy to see you not scared or worried 😊
- Set up meetings with each PP to explain all necessary details
- Make sure that PP can tell you openly their worries



Communication tools

- Set up communication channels
 - Microsoft TEAMS
 - Zoom
 - Google.meets
 - Discord
 - Slack
 - WhatsApp
- Be aware they should work everywhere in the WORLD
- Be aware they should be allowed everywhere in the WORLD
- Create your own tools/excels too if you feel you need more accurate information (budget, activities, participating eg.)



Cooperation with all PP – TO DO

- Connect via LinkedIn
- Be very supportive as a LP
- Be patient with your PP
- Sometimes there is a need to be very strict
- Set up monthly/weekly meetings
- Set up a decent communication channel
- When difficulties - approach it
- Appreciate your PP and let them know
- Have F2F meetings with your PP



How was the coop with CB in the past?



- Very supportive and approachable
- Communication was very promising
- Good to negotiate with
- They are also sometimes capable to bend the rules
- Support in case of difficulties
- Communication is transparency
- I felt I was not alone during my LP time

How to reach your targeted audience/target group

Where to find your target audience/group

- Find the communities of your target group
 - Online
 - On-sight
- Find suitable events to join, and to approach your audience
- Find suitable side-events to join (during bigger trade-shows)
- Use all the network your PP have
- Use LinkedIn to find your audience



Where to find your target audience/group

- Be sure all PP communicate the same message
- Be present at events is more effective
- Cooperation with other projects in your organization
- Organize some project Kick-off event
- Your organization's network is valuable



Risk Management as LP

Challenges are welcome – What kind?

- Project goals are unclear to PP
- Reports are constantly too late
- PP are not on the same page
- PP stop to communicate
- Differences between PP
- PP are not taking LP seriously
- PP are using project money for different purpose
- Power-game inside the project
- Problems during events organized by the project
- Try different approaches to make it clear
- Ask if they need additional support
- Discuss with PP the goals and win them back
- Keep trying to solve it – last report CB
- Try to find solution with the PP
- Be clear that this issues are not acceptable
- Be strict and say NO
- Everyone is equal
- Create code of conduct

Challenges are welcome – Why ME?



- As LP you should be always NEUTRAL
- Courage is important
- Saying NO is important (strict)
- Have a good structure and time management
- Be flexible
- Don't let certain things go under your skin
- Keep project goal in mind
- If it is getting personal - make your steps
- Sometimes it is good to ignore things
- Approach difficulties positively
- **Be solution orientated**
- Last resort CB

How was COVID-19 in Baltic Explorers times

- All operations online
- Very uncertain times
- Travel costs on ice
- Project changes yes/no
- Communication tools ??
- How to reach target group ?
- How we implement the project?
- At the end it – COVID was good for Baltic Explorers



In case changes are needed

- Close communication with PP
- LP needs to take duties of missing PP
- Work on solutions straight away
- Communication with CB
- Work on changes
- Find new PP if needed
- Communication and cooperation with CB



Communication Pitfalls and Errors

- Make sure all used tools are well explained
- Make sure all PP are aware of usage of tools
- Make sure all processes are clear
- Set up meetings (way) in advance
- Find a supportive steering group
- Make sure each PP knows what to do
- Ask to be involved in every communication
 - CC in emails
 - Involved in chats



Tips and Trick for LP

- Enjoy the project
- Have casual conversations
- Enjoy leisure time with your PP (this can break the ice)
- Be open and positive
- Let your PP know that you are happy to cooperate
- Be part of the project implementation





Tunne huomisen - All for the future.

Lead Partner Seminar

Communication requirements and channels

13 June 2024 | Riga
Kersti Valde-Komp,
Communication Manager

Communication topics today:



What to do?



How to do?



Where to find
information?



Which channels
to follow?



What is coming
up?

What to do?



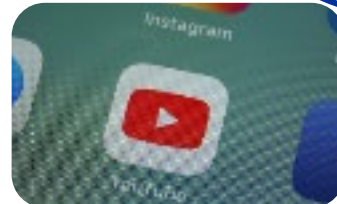
Appoint the
main responsible
for communication



Follow the
**communication &
visibility requirements**



Equip partners with
knowledge & tools
(rules, logo, templates)



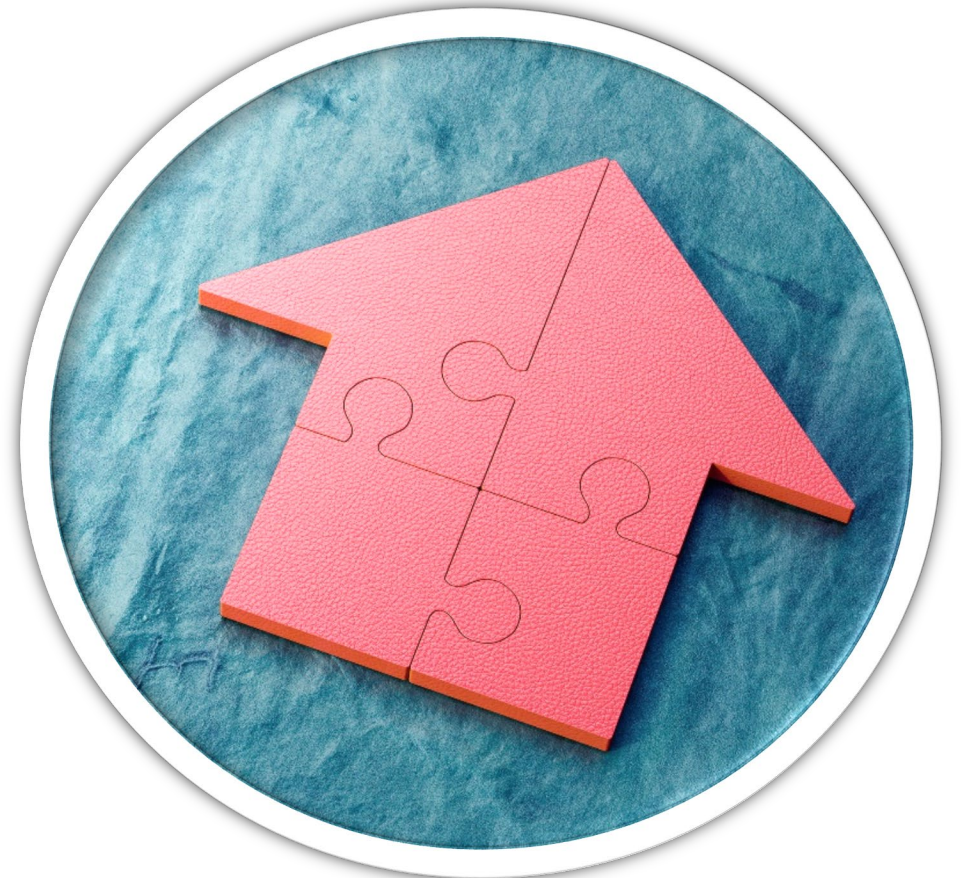
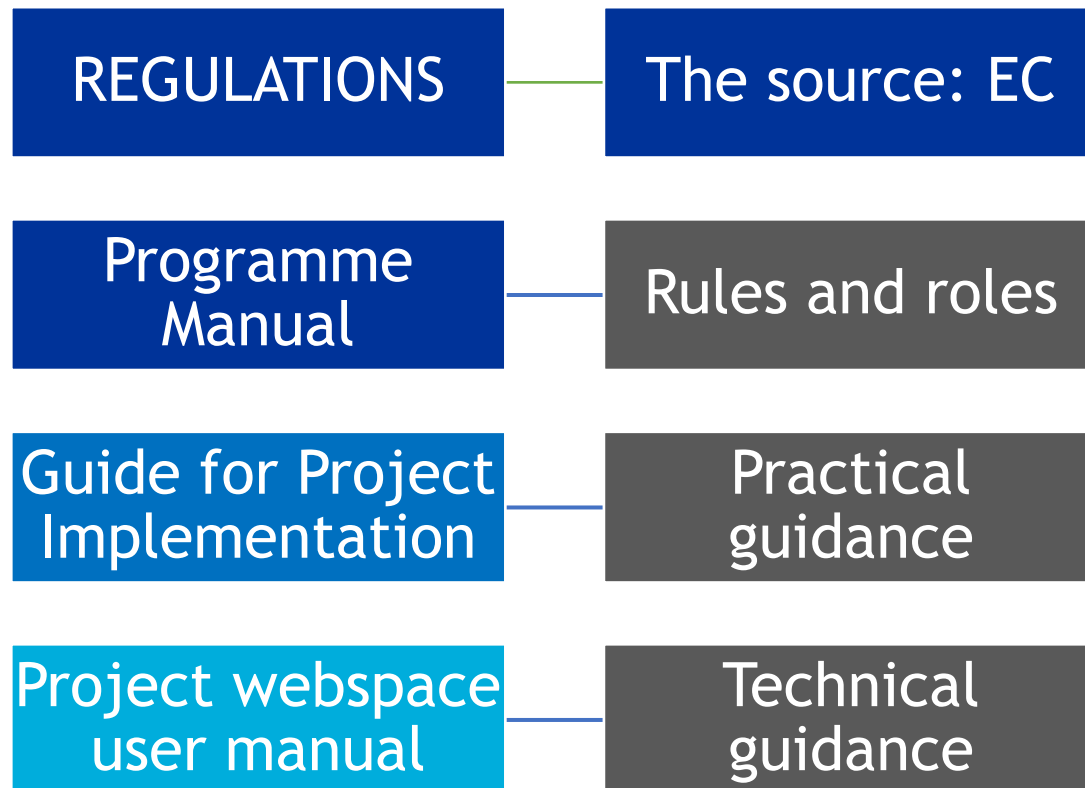
Use relevant
social media and networks



Tell your project story

Where does it all come from?

- When it comes to communication...



Why all these comms & visibility requirements?

- Public awareness
- Value
- Inspiration
- Wider knowledge and experience



How to comply? In short:

- Always acknowledge the EU support
- Display Interreg brand (logo) - prominently
- Posters at partners' locations
- Plaques or billboards (if needed)
- Tell about your project
- Make outputs publicly available



Why to comply?



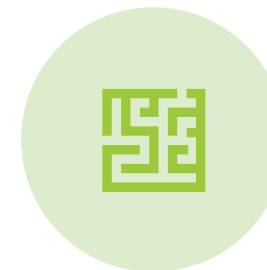
WHY NOT?



CHECKS DURING
PROJECT
IMPLEMENTATION



FINANCIAL
CONSEQUENCES



TIME LOSS
(CLARIFICATIONS
TAKE TIME!)

In a nutshell

You have only one project logo (Interreg).



Central Baltic Programme

ProjectAcronym

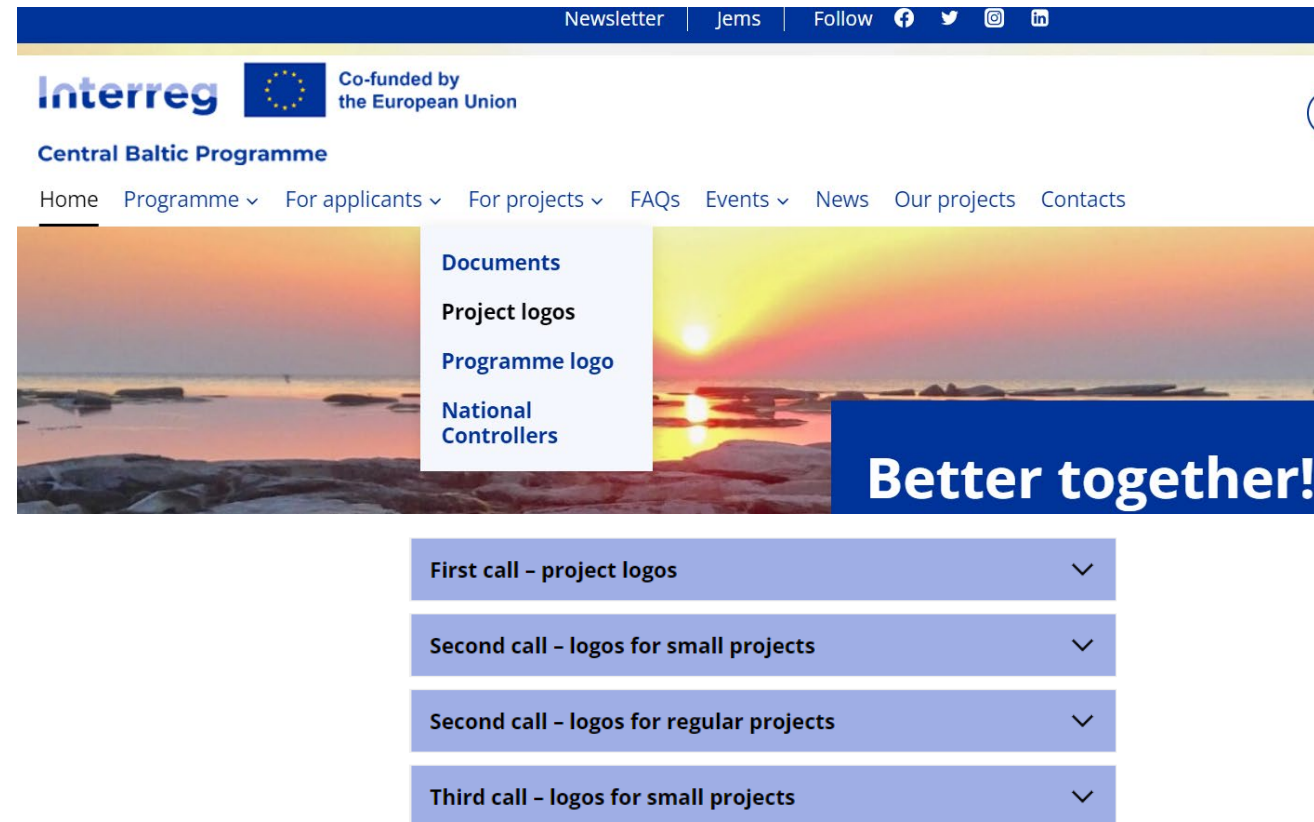
Interreg brand colours (thematic objectives)





- Your project acronym corresponds to the colour scheme of the **Programme Objective**


INNOVATIVE BUSINESS DEVELOPMENT	IMPROVED ENVIRONMENT AND RESOURCE USE	IMPROVED EMPLOYMENT OPPORTUNITIES	IMPROVED PUBLIC SERVICES
1. More exports by SMEs	3. Joint circular economy solutions	6. Improved employment opportunities on labour market	7. Improved public services and solutions for the citizens
2. More new scaled-up growth companies	4. Improved coastal and marine environment		
	5. Decreased CO2 emissions		
CMYK 72/0/43/0 HEX #18BAA8 RGB 24/186/168	CMYK 48/0/89/0 HEX #9ACA3C RGB 154/202/60	CMYK 10/75/60/1 HEX #DA5C57 RGB 218/92/87	CMYK 73/9/6/0 HEX #00ADD8 RGB 0/173/220

Branding and guidelines

- Custom „logos“ are provided by the programme:
 - colour, monochrome
 - for print and web
- Available on the Programme website



Newsletter | Jems | Follow    

Interreg  Co-funded by
the European Union
Central Baltic Programme

Home Programme ▾ For applicants ▾ For projects ▾ FAQs Events ▾ News Our projects Contacts

Documents
Project logos
Programme logo
National Controllers

Better together!

- First call – project logos ▾
- Second call – logos for small projects ▾
- Second call – logos for regular projects ▾
- Third call – logos for small projects ▾

Use of the Interreg brand (logo)

Use of the Interreg brand

- Prominently feature the Interreg brand (logo)
 - on all communication material intended for the public or project participants
 - both on printed or digital products or websites and their mobile versions



Which Interreg logo do I have to use?

- Use one of the Interreg logo versions across your project materials.
- Whenever space allows, we recommend using your project logo as this helps your project to stand out more clearly from others.



ProjectAcronym

Remember, there are rules!

- Refer to the guidance documents
 - Programme Manual
 - Guide for Project implementation
- Correct use of the brand
 - Full colour
 - On light backgrounds
 - Alternatively monochrome
 - Clear (space area) around logo (half of the height of the EU flag)
 - Positioning and margin size
 - Minimum size of the logo

Remember, there are rules!

Correct use of the
brand

- Full colour
- On light backgrounds
- Alternatively monochrome
- Clear (space area) around logo (half of the height of the EU flag)
- Positioning and margin size
- Minimum size of the logo

Additional (partner organisation) logos

- You may include additional (partner organisation) logos in your materials.
- Other logos are never placed above the Interreg logo.
- The emblem (flag) has at least the same size, measured in height or width, as the biggest of any other logos.



Use of supplementary visuals

Together with your Interreg logo, you can incorporate visuals and labels to enhance your project's communication if you think these bring added value.

No need to measure the **width or height** of the **EU emblem** to meet the minimum size requirement in comparison to other logos: but make sure they don't overshadow the EU emblem (i.e. the flag).

POSTER



Display an information poster

At all partner organisations' premises
minimum size A3
about the project and reference to the EU funding
well visible for the public



Template available on centralbaltic.eu!



You can create your own!

Plaque or billboard (physical investment)

A project with a total budget exceeding 100 000 EUR

display durable plaque or billboard

clearly visible to the public

as soon as the physical implementation of operations involving physical investment start or purchased equipment is installed.

COMMUNICATION CHANNELS

Communicating your project

On your LP/PP website

- Aims, partners, amount of funding, its source and description of activities
- When ended, information about the achievements

Use online channels and networks

Use your project webspace
(you will have it soon)!

Your Project webspace



A centralised hub to showcase all our projects



You manage and update your Project webspace throughout the project life-cycle & communicate about your project in relevant channels.



Determine who will manage your project webspace

PROJECT WEBSITE

Opening page

Welcome to the project webspace of cross-border cooperation projects funded by the Central Baltic Programme 2021-2027.

Discover how our partners from Estonia, Finland (including Åland), Latvia, and Sweden are creating positive change in our region.

Featured projects

Discover all projects

Wood for Youth

TransFarm

Silver Strategies

BalticReed

Expected results

Programme Objective 1:

More companies export to distant markets.

Programme Objective 2:

More new scaled-up companies.

Programme Objective 3:

Reduced use of materials, waste and more reused materials.

Programme Objective 4:

Reduced load of nutrients and other harmful substances to the Baltic Sea.

Programme Objective 5:

Reduced CO2 emissions from transport nodes and areas.

Programme Objective 6:

Improved opportunities and entrepreneurship for less competitive people.

Programme Objective 7:

Improved public services and solutions for the citizens.

Project webspace: Latest news & Events

- News
- Events

In addition:

- Stories of projects
- Projects in numbers (Statistics)

Latest news from our projects

[More news »](#)


Roadshow of Uzbekistan farmers and dealers

May 27, 2024 •



Breeding and export companies participated successfully in CaspianAgro 2024 exhibition in Baku

May 27, 2024 •



SME Ayren has made 5 sales in the U.S Market!

May 24, 2024 •



An introductory course on service design for migrant women in Finland, in Finnish

May 17, 2024 •

Upcoming project events

[More Events »](#)


09.04.2024 – 04.03.2025

Tour4Youth introduction days in Finland



26.05.2024 – 02.06.2024

1st Incoming Trade mission from Azerbaijan to CB region



05.06.2024 – 05.06.2024

Idea Card Review Workshop



06.06.2024 – 07.06.2024

Arctic15 & Value-Based Pricing Workshop

Your project's webspace - parts you edit

- Your project page
 - ✓ Project summary
 - ✓ Expected results
 - Duration
 - Total budget
 - Programme priority and Programme Objective
 - Lead Partner
 - ✓ **Gallery** (pictures, videos)
 - ✓ Social media
- Sub-pages
 - ✓ About project
 - Partners
 - ✓ **Contacts**
 - ✓ **Project materials**
 - ✓ **Events**
 - ✓ **News**

Interreg



Co-funded by
the European Union

Central Baltic Programme

Home About project Partners Project materials All funded projects

interreg Co-funded by
the European Union
Central Baltic Programme
ESCALTECH



Cross-border program

ESCALTECH

ESCALTECH project is committed to providing ambitious technology start-ups with the support they need to achieve their full potential. Our primary goal is to develop and implement a robust support program that empowers start-ups to scale up their operations and expand their activities in the marketplace.

APPLY NOW

Our project focuses on companies in the fields of **smart manufacturing, ICT, e-governance, and smart mobility**, providing them with customised support and resources to help them overcome scaling-up challenges. We understand that new companies often face unique obstacles when trying to grow their businesses, which is why we focus on those with the ambition to succeed and overcome these challenges.

Expected results

Are you a technology, manufacturing, or mobility start-up in Latvia, Estonia, or Finland?

We have created a **tailor-made program** to enhance competitiveness and growth. Our international cooperation allows us to provide a range of services and activities to potential scale-up companies, including **matchmaking, coaching activities, individual and group mentoring sessions, thematic training, seminars, and workshops**. We work with some of the best mentors and industry leaders like Nordic Startup Ventures, Redbrick Accelerator, Euro Scalpers, Who Visions, and more.

We are looking for the best tech companies under 7 years of age. 90 target group companies will be selected from Latvia, Estonia, and Finland to our Support Program by 2026. We intend to **scale up 30 companies** to achieve a scale-up status. By leveraging our expertise and resources, we believe that we can create a supportive ecosystem that enables technology start-ups to thrive and unlock their full potential. **The selection is on a rolling basis and completing the application is mandatory for being considered.** We look forward to partnering with technology companies across Latvia, Estonia, and Finland to help them scale up and achieve their business objectives.

Duration 01.03.2023 - 28.02.2026

36 months

Total budget

1 791 028 €

Programme priority

Innovative Business Development

Programme objective

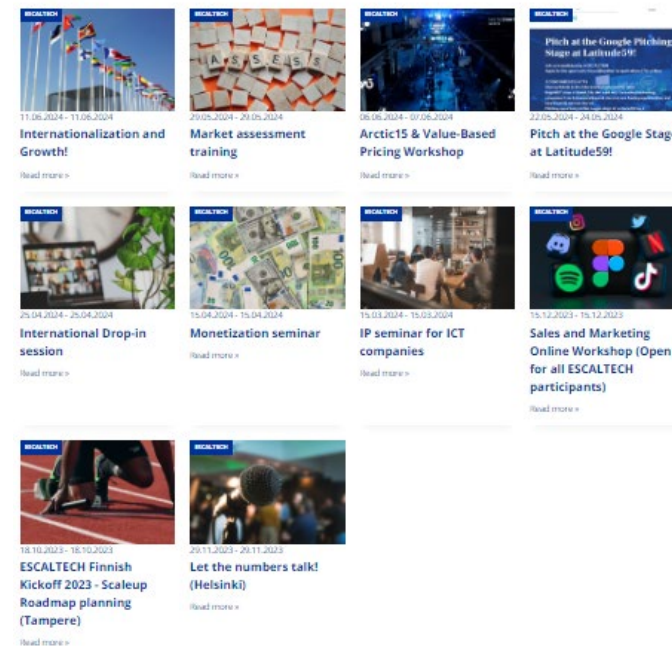
PO2 - More new scaled-up growth companies

Lead partner

Latvian IT Cluster/Digital Innovation Hub

Example: ESCALTECH

Project Events



Gallery



Preparations needed to set up your page

Your
brief
overview

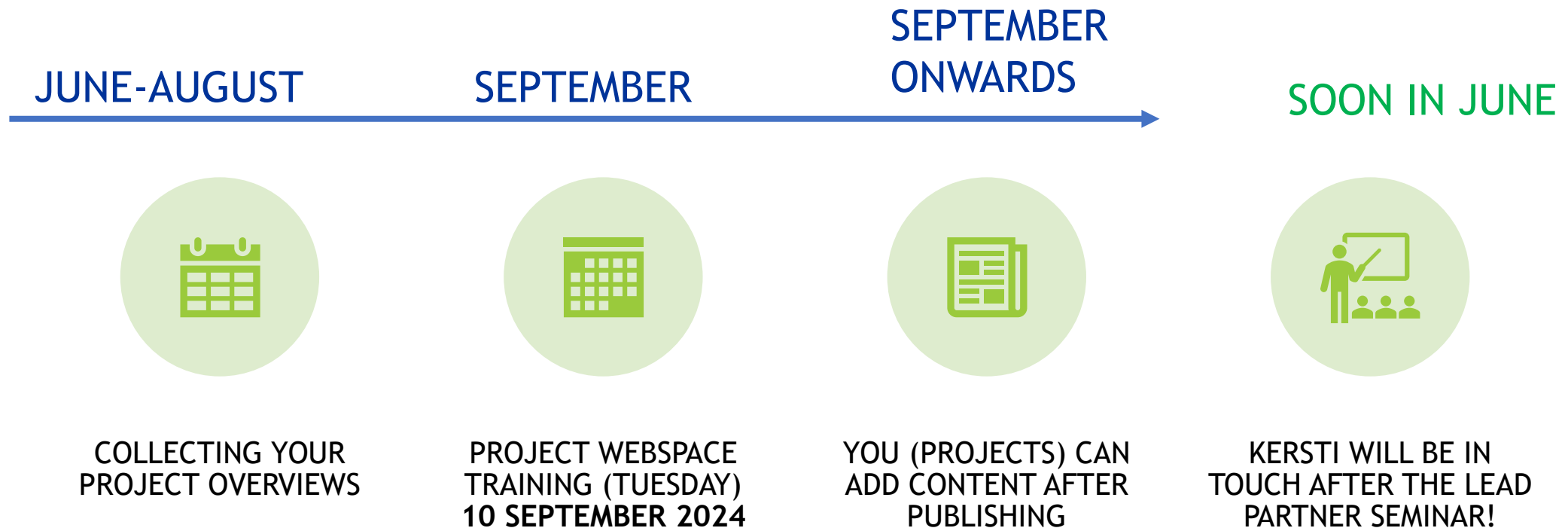
Intro (purpose of your project)
Expected result



We will
publish

You will get user credentials
We will provide training on how to
use your webspace

Timeline: coming up



Social media and networks



Join the communities!



www.facebook.com/centralbaltic



www.linkedin.com/company/central-baltic-programme/



<https://twitter.com/CentralBaltic>



www.instagram.com/centralbalticprogramme

Social media

We encourage you to share your project's news and stories

We support you in making your activities and results visible

When you are doing project-related posts on social media, remember to include (tag) the Programme's social media handle in your post

@CentralBaltic and/or use the hashtags #centralbaltic

How will we support you?

We will multiply
your messages

- Project webspace (add your social media)
- Your social media

Let us know if
something
happens

- Inform your Contact person at the JS

Keep it simple!

Project story

- “With our workshops, 10 Zoom meetings, open days, cross-border synergies, intensive networks, newsletters, and extensive research, which resulted in a report, we have significantly improved the challenging environment of complex career situation among young people and youths in the cross-border region.”

Try instead

- We helped 40 young people get their first job.”



MINI TASK:

Count the „7“s in the next slide in 5 seconds!

1 6 2 9 0 3 8 4 6 7 0 9 8 2 5 3 6 4 9 2 0 1
0 9 2 8 3 9 4 2 6 1 8 2 7 0 3 0 9 3 2 1 4 3
1 4 2 5 3 7 0 5 6 3 9 3 3 8 4 9 5 0 2 1 5 6
0 9 8 9 6 4 5 3 9 7 2 6 1 5 3 9 4 1 6 2 7 3
2 5 4 3 2 5 4 2 8 2 6 2 9 9 4 0 5 7 0 3 2 1
6 5 4 7 8 9 4 0 2 4 3 5 2 9 0 1 9 2 3 4 6 5
8 9 0 6 8 7 5 8 4 9 3 0 2 3 2 1 4 5 4 3 7 9

NOW TRY AGAIN.

1 4 2 5 3 7 0 5 6 3 9 3 3 8 4 9 5 0 2 1 5 6
8 9 0 6 8 5 8 4 9 3 7 0 2 3 2 1 4 5 4 3 3 2
0 9 8 7 9 6 4 5 3 9 2 6 1 5 3 9 7 4 1 6 2 3
0 9 2 8 3 9 4 2 6 1 8 2 7 0 3 0 9 3 2 1 4 3
1 6 2 9 0 3 8 4 6 7 0 9 8 2 5 3 6 4 9 2 0 1
2 5 4 3 2 5 4 2 8 2 6 2 9 9 4 0 5 7 0 3 2 1
6 5 4 3 7 9 4 0 2 4 3 5 2 9 0 1 9 2 3 4 6 8

The first slide was **pure information**.
We do the second slide: **communication**.

Jems - the first steps in the e-monitoring system

Lead Partner Seminar

- Tiina Keinänen | 13.6.2024 | Riga

Joint e-Monitoring system - Jems



Joint project of several Interreg Programmes coordinated by InterAct



Currently Jems has over 50 license agreements

Central Baltic programme has one of these 😊

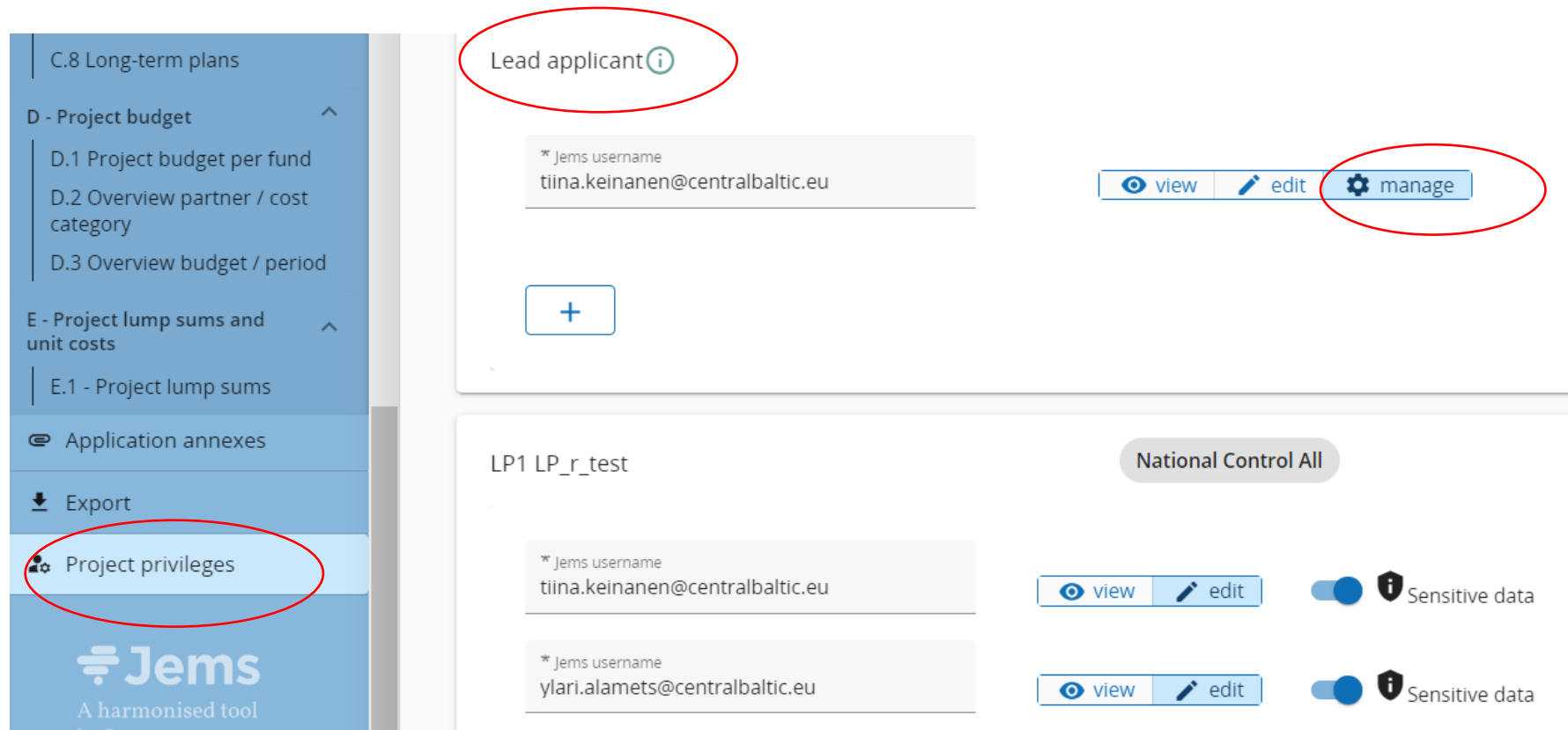
Access to Central Baltic programme Jems

- <https://jems.centralbaltic.eu/> or at Central Baltic webpage
- Ask your partners to register



Access to reporting and other parts of Jems

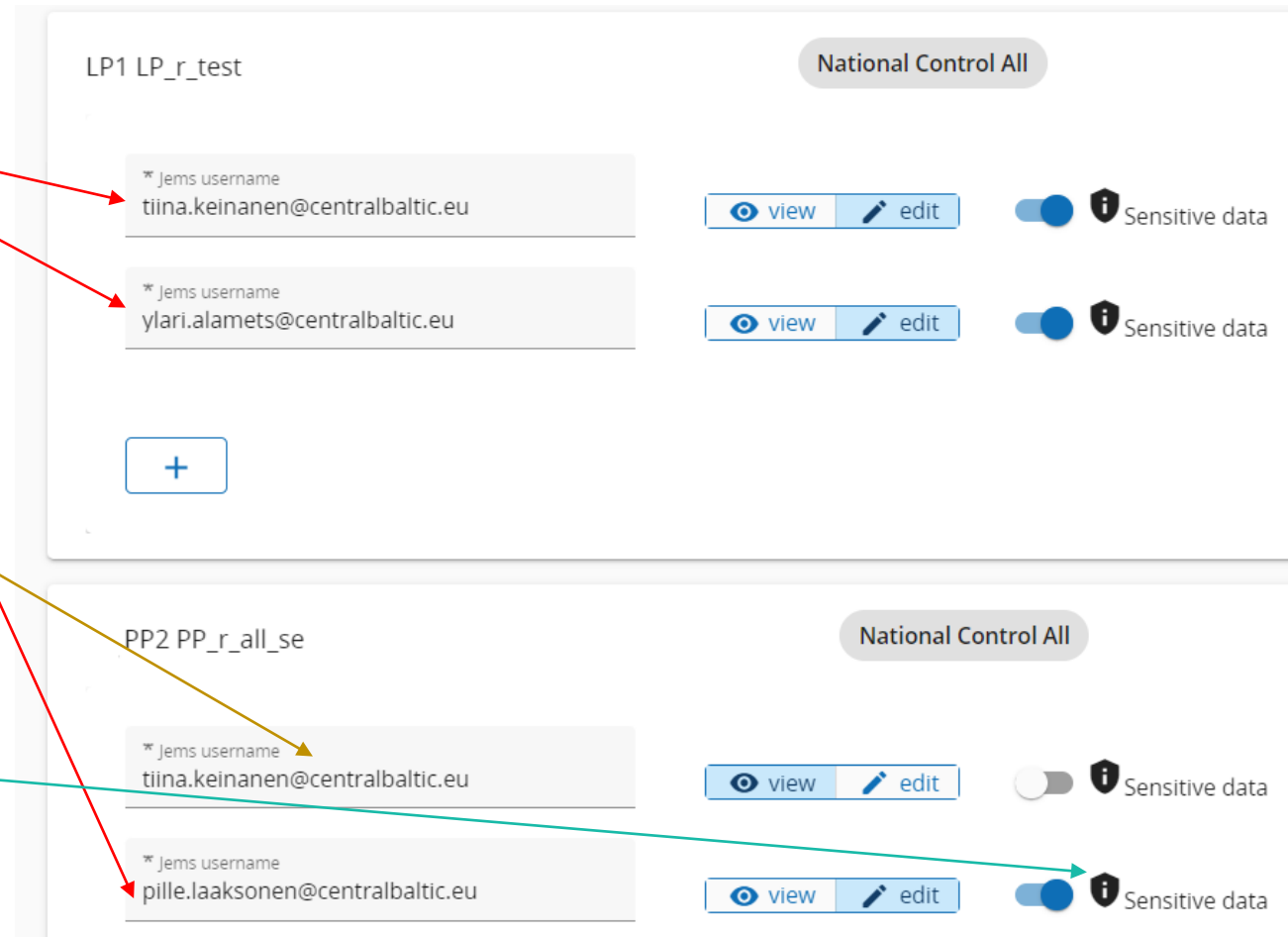
- Give user privileges for LP and PPs
 - Lead applicant user with "manage" rights



The screenshot displays the Jems application interface. On the left, a sidebar menu lists various sections: 'C.8 Long-term plans', 'D - Project budget' (with sub-items D.1, D.2, and D.3), 'E - Project lump sums and unit costs' (with sub-item E.1), 'Application annexes', 'Export', and 'Project privileges'. The 'Project privileges' item is highlighted with a red circle. The main content area shows the 'Lead applicant' section, which is also circled in red. It displays a table of users with columns for 'Jems username' and 'tiina.keinananen@centralbaltic.eu'. To the right of the table are buttons for 'view', 'edit', and 'manage', with the 'manage' button circled in red. Below this, there is a section for 'LP1 LP_r_test' with a 'National Control All' button. This section contains two rows of user data, each with a 'view' button, an 'edit' button, and a 'Sensitive data' toggle switch.

Access to reporting in Jems

- Give "edit" rights to persons who will do partner reporting
- Give "view" rights to persons who should see the partner reporting
 - If you as a LP want to see partner reports, add yourself under partner rights as "view"
- Sensitive data rights only for persons from respective partner organisation
 - Tiina is from LP organisation (LP1)
 - Pille is from partner organisation (PP2)

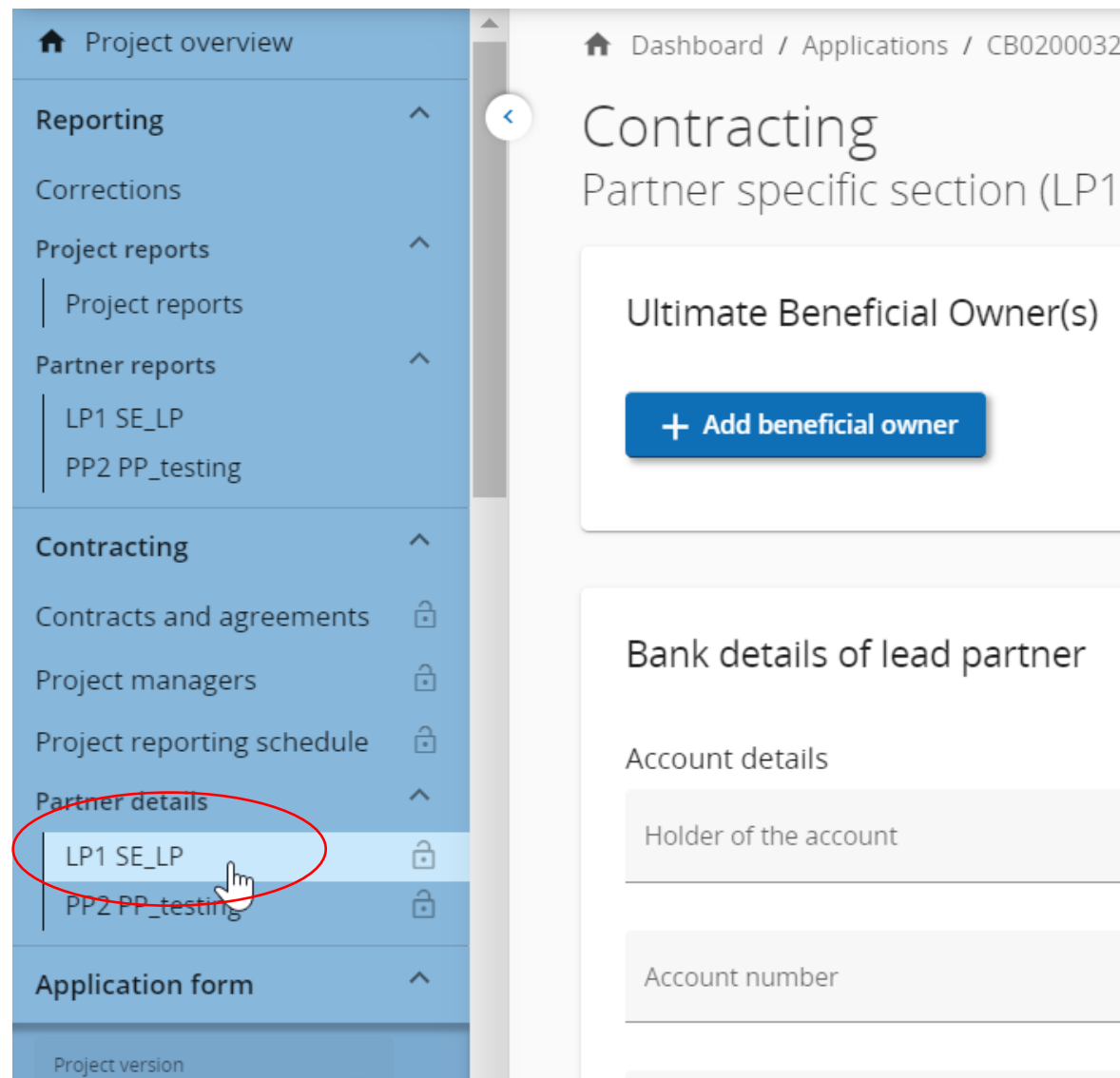


The screenshot displays the Jems reporting interface for two partner organisations. The top section is for 'LP1 LP_r_test' and the bottom section is for 'PP2 PP_r_all_se'. Both sections have a 'National Control All' button. Each section lists users with their Jems username and email address, and provides 'view' and 'edit' buttons. A 'Sensitive data' toggle switch is also present for each user. Red arrows from the text on the left point to the 'edit' buttons for Tiina and Pille. A yellow arrow points to the 'view' button for Tiina. A green arrow points to the 'Sensitive data' toggle for Pille.

Partner Organisation	Jems username	Email	view	edit	Sensitive data
LP1 LP_r_test	* Jems username	tiina.keinanen@centralbaltic.eu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	* Jems username	ylari.alamets@centralbaltic.eu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
PP2 PP_r_all_se	* Jems username	tiina.keinanen@centralbaltic.eu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	* Jems username	pille.laaksonen@centralbaltic.eu	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Add Partner details

1. Ultimate Beneficial Owner(s)
 - for relevant partners (incl. lead partner)
2. Bank details
 - for lead partner
3. Location of documents
 - for all partners (incl. lead partner)



The screenshot displays the web application interface. On the left is a blue sidebar menu with the following items: 'Project overview', 'Reporting' (with sub-items 'Corrections', 'Project reports', and 'Partner reports'), 'Contracting' (with sub-items 'Contracts and agreements', 'Project managers', 'Project reporting schedule', and 'Partner details'), and 'Application form'. The 'Partner details' item is circled in red, and a mouse cursor is pointing at the 'LP1 SE_LP' sub-item. On the right is the main content area, which shows the breadcrumb 'Dashboard / Applications / CB0200032', the title 'Contracting', and the subtitle 'Partner specific section (LP1)'. Below this, there are two sections: 'Ultimate Beneficial Owner(s)' with a blue button labeled '+ Add beneficial owner', and 'Bank details of lead partner' which contains 'Account details' with input fields for 'Holder of the account' and 'Account number'.

Add Partner details (1)

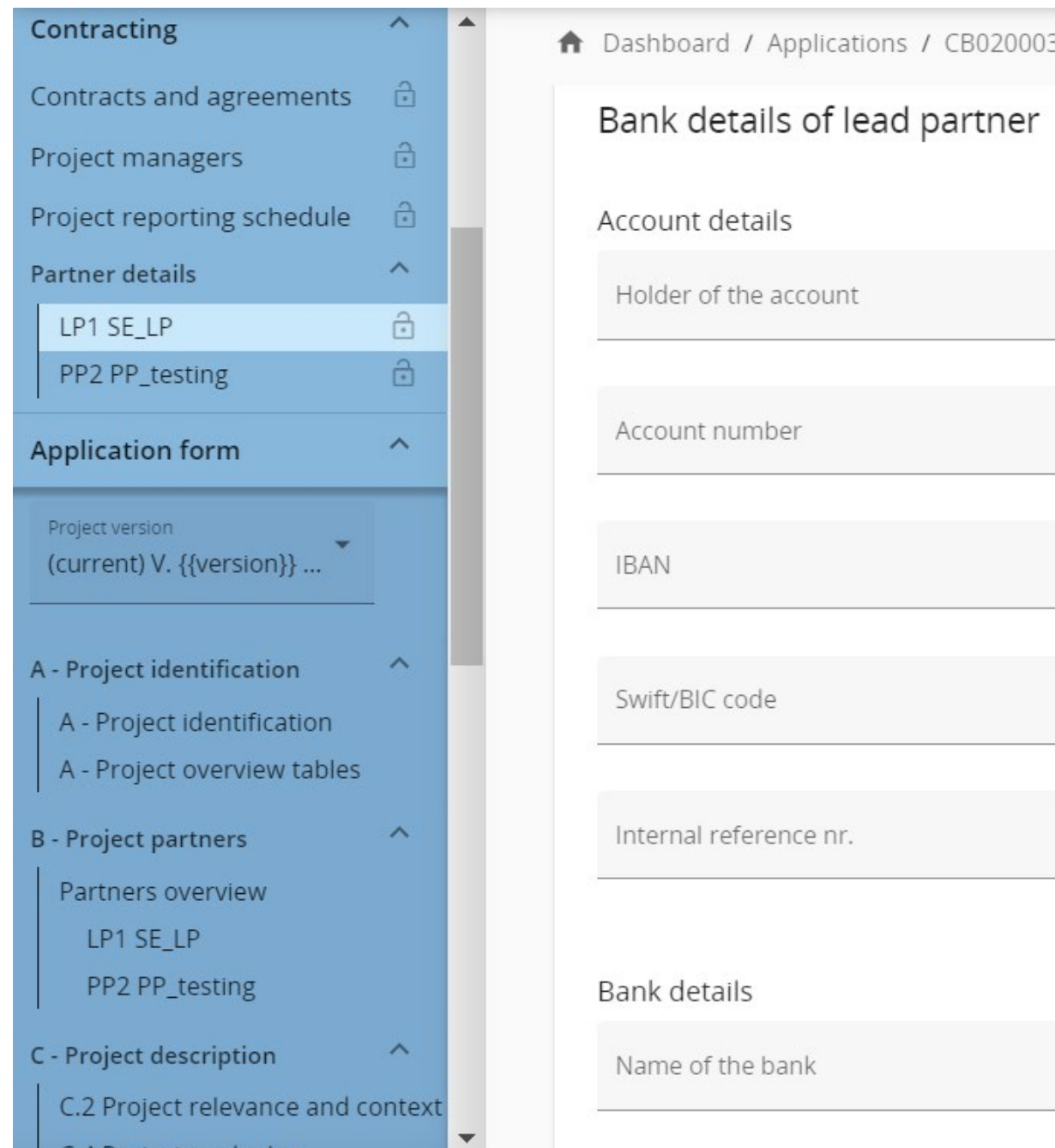
- Ultimate beneficial owner(s)
 - Add information for all relevant partners
 - Check your email reply to "Subsidy Contract/LP pre-check project XXX"
 - In reply the LP has given information on ultimate beneficial owners for relevant partners

Ultimate Beneficial Owner(s)

First name	Last name	Date of birth	VAT / Tax identification number
<input type="text" value="First name"/>	<input type="text" value="Last name"/>	<input type="text" value="Date of b..."/> 	<input type="text" value="* VAT / Tax identification number"/>

Add Partner details (2)

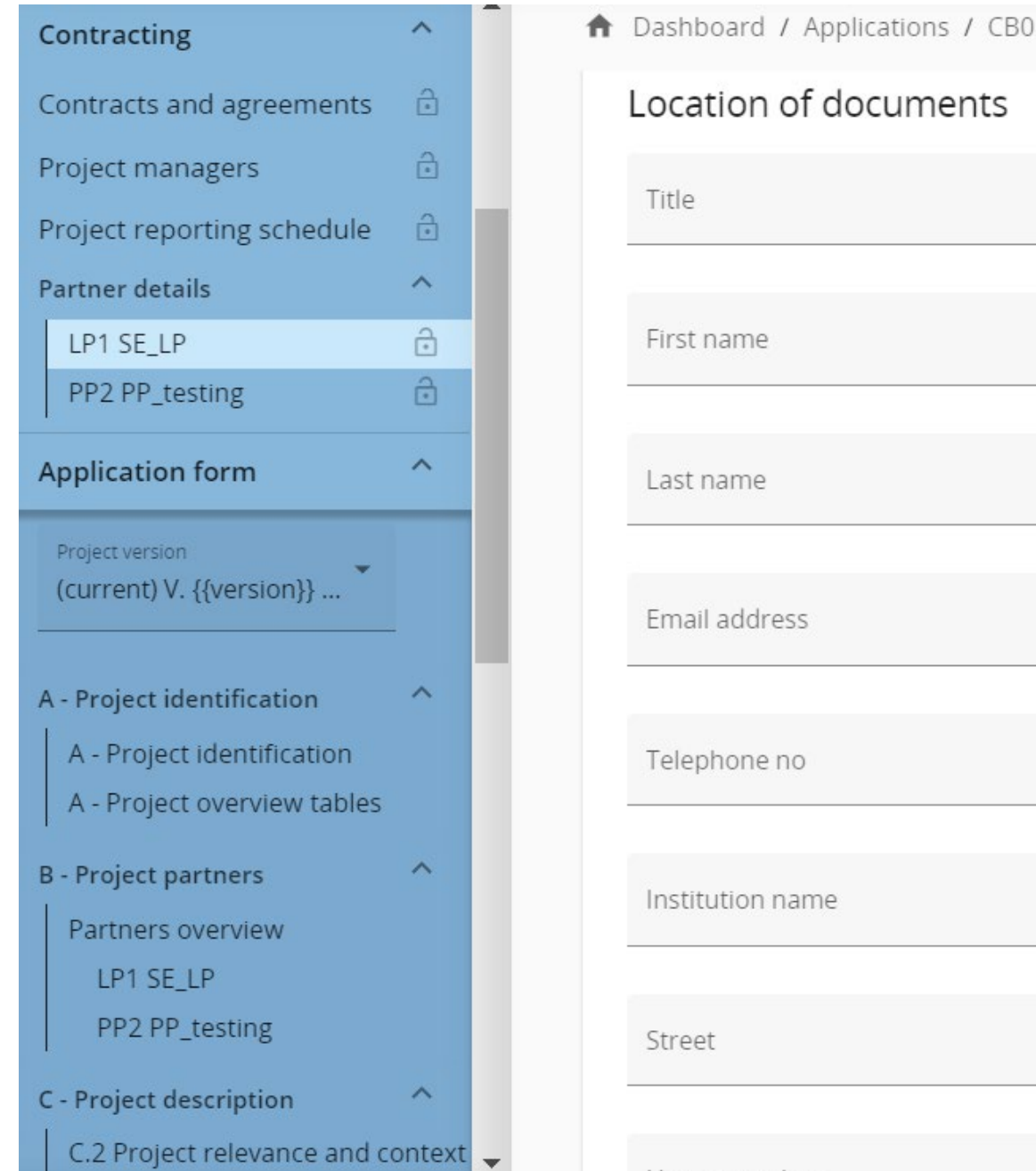
- Bank details of the lead partner
 - Remember to attach [the Financial Identification document](#) (Attachments section at the end of Partner details)
 - Only after the bank details of lead partner are added in Jems preparation cost lump sum can be paid for the project
 - Lead partner is responsible for keeping bank details updated



The screenshot displays the Jems application form interface. On the left, a blue sidebar menu contains the following items: 'Contracting' (with an upward arrow), 'Contracts and agreements' (with a lock icon), 'Project managers' (with a lock icon), 'Project reporting schedule' (with a lock icon), 'Partner details' (with an upward arrow), 'LP1 SE_LP' (with a lock icon), 'PP2 PP_testing' (with a lock icon), 'Application form' (with an upward arrow), 'Project version' (with a dropdown arrow, showing '(current) V. {{version}} ...'), 'A - Project identification' (with an upward arrow), 'A - Project identification' (with a lock icon), 'A - Project overview tables' (with a lock icon), 'B - Project partners' (with an upward arrow), 'Partners overview' (with a lock icon), 'LP1 SE_LP' (with a lock icon), 'PP2 PP_testing' (with a lock icon), 'C - Project description' (with an upward arrow), 'C.2 Project relevance and context' (with a lock icon), and 'C.4 Project work plan' (with a lock icon). The main content area on the right shows the breadcrumb 'Dashboard / Applications / CB020003' and the title 'Bank details of lead partner'. Below this, the 'Account details' section includes input fields for 'Holder of the account', 'Account number', 'IBAN', 'Swift/BIC code', and 'Internal reference nr.'. The 'Bank details' section includes an input field for 'Name of the bank'.

Add partner details (3)

- Location of documents for each partner
- Re-check the given information in Location of documents in the end of the project



The screenshot displays the 'Partner details' section of the application form. The left sidebar shows a navigation menu with categories: Contracting, Application form, A - Project identification, B - Project partners, and C - Project description. Under 'B - Project partners', the 'Partners overview' section is expanded, showing two partners: 'LP1 SE_LP' and 'PP2 PP_testing'. The main content area shows the 'Location of documents' form for the selected partner. The form includes input fields for Title, First name, Last name, Email address, Telephone no, Institution name, and Street. The breadcrumb navigation at the top right indicates the path: Dashboard / Applications / CB0.

Dashboard / Applications / CB0

Location of documents

Title

First name

Last name

Email address

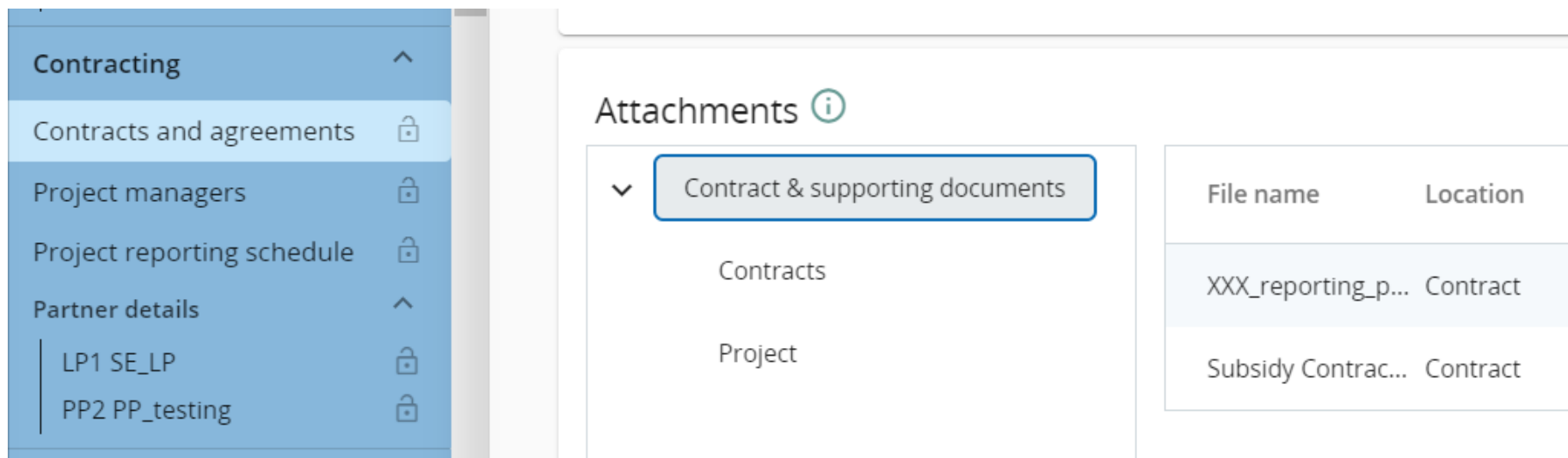
Telephone no

Institution name

Street

Contracts and agreements

- (1) Subsidy Contract and (2) 'Project reporting periods and deadlines for partner reports and project report' added by the Programme
- Add signed Partnership Agreement here

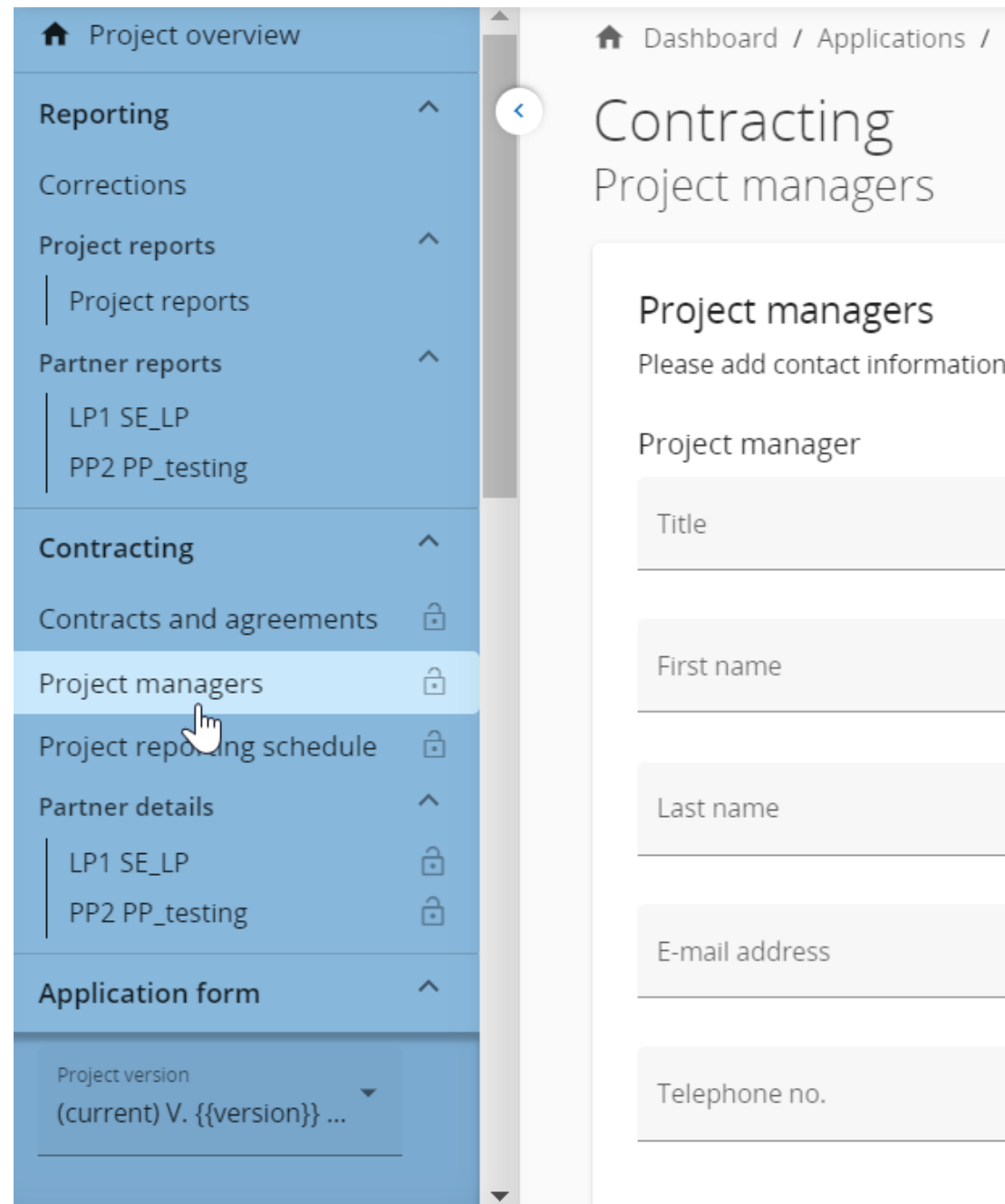


The screenshot displays the 'Contracts and agreements' section of the Interreg Central Baltic Programme web interface. On the left, a sidebar menu lists various sections: 'Contracting' (expanded), 'Contracts and agreements' (selected), 'Project managers', 'Project reporting schedule', 'Partner details', and 'LP1 SE_LP' and 'PP2 PP_testing'. The main content area is titled 'Attachments' and shows a list of attachments under the heading 'Contract & supporting documents'. The list includes 'Contracts' and 'Project'. To the right, a table displays the file names and locations of the attachments.

File name	Location
XXX_reporting_p...	Contract
Subsidy Contrac...	Contract

Project Managers

- **Project manager**
 - The main person with whom the Programme (esp. JS contact person) keeps the (daily) contact
- Finance manager
- Communication manager
- Lead partner is responsible for keeping contact information updated



Project overview

Reporting ^

Corrections

Project reports ^

Project reports

Partner reports ^

LP1 SE_LP

PP2 PP_testing

Contracting ^

Contracts and agreements

Project managers

Project reporting schedule

Partner details ^

LP1 SE_LP

PP2 PP_testing

Application form ^

Project version (current) V. {{version}} ...

Dashboard / Applications /

Contracting Project managers

Project managers

Please add contact information

Project manager

Title

First name

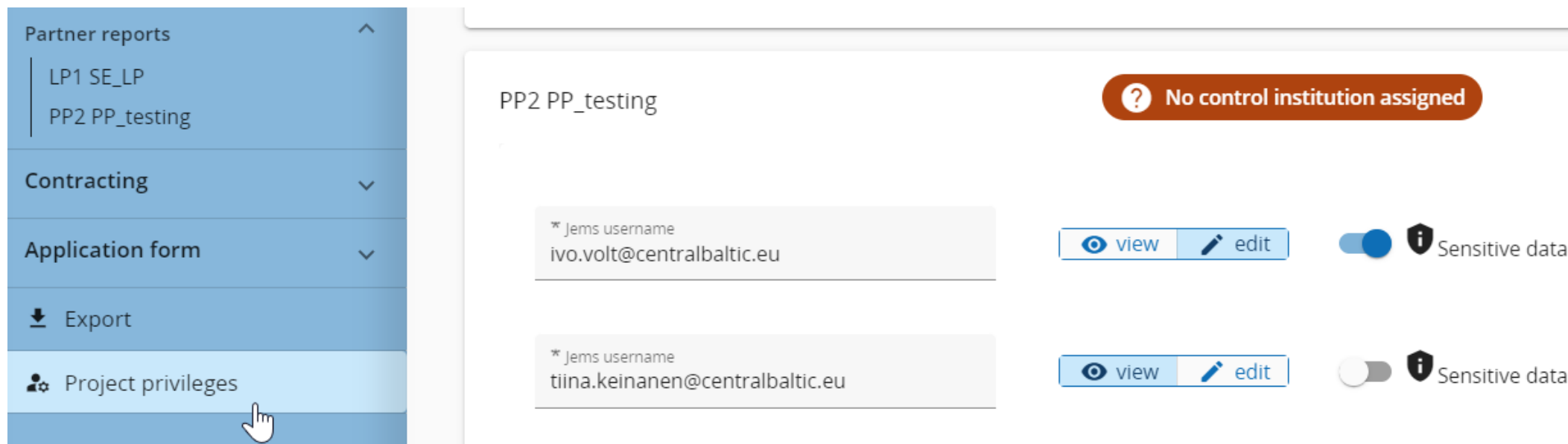
Last name

E-mail address

Telephone no.

Partner reports

- Access based on given project privileges
 - Ivo can prepare the report and have access in sensitive data
 - Tiina from the LP organisation can only see the report
 - If you as a lead partner want to see partner reports give "view" rights for yourself

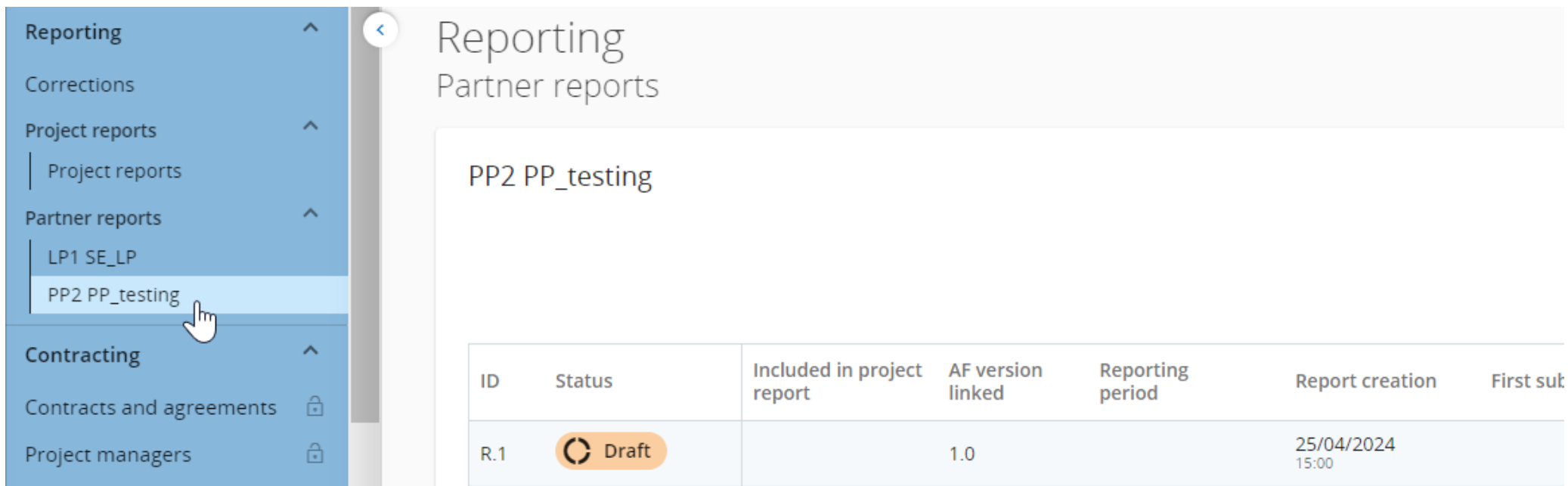


The screenshot displays the 'Partner reports' section of the Interreg Central Baltic Programme web interface. On the left, a sidebar menu includes 'Partner reports' (expanded), 'LP1 SE_LP', 'PP2 PP_testing', 'Contracting', 'Application form', 'Export', and 'Project privileges' (highlighted with a mouse cursor). The main content area shows the 'PP2 PP_testing' report. At the top right of this section is a red banner with a question mark icon and the text 'No control institution assigned'. Below this, two rows of user data are shown. Each row includes a 'Jems username' field, a 'view' button (with an eye icon), an 'edit' button (with a pencil icon), and a 'Sensitive data' toggle switch. The first row shows the username 'ivo.volt@centralbaltic.eu' with the 'view' button active and the 'Sensitive data' toggle turned on. The second row shows the username 'tiina.keinananen@centralbaltic.eu' with the 'view' button active and the 'Sensitive data' toggle turned off.


Jems username	view	edit	Sensitive data
ivo.volt@centralbaltic.eu	view	edit	on
tiina.keinananen@centralbaltic.eu	view	edit	off

Partner reports

- Each partner incl. lead partner fills in bi-annually
- Person with "view" rights can see the report when it is opened by the person with "edit" rights



The screenshot shows the 'Reporting' section of the Interreg system. The left sidebar contains a menu with 'Reporting' (expanded), 'Corrections', 'Project reports', 'Partner reports' (expanded), 'Contracting', and 'Contracts and agreements'. Under 'Partner reports', 'LP1 SE_LP' and 'PP2 PP_testing' are listed. A hand cursor points to 'PP2 PP_testing'. The main content area shows the 'Reporting Partner reports' header and the 'PP2 PP_testing' report title. Below the title is a table with the following data:

ID	Status	Included in project report	AF version linked	Reporting period	Report creation	First sub
R.1	 Draft		1.0		25/04/2024 15:00	

Partner reports



Start to prepare early enough



Start to add costs and Simplified Cost Option (SCO) units incurred to the list of expenditure already during the reporting period

Check also possible procurements before adding the costs



Prepare the partner report carefully as it cannot be corrected after it has been submitted for the National Controller

Project report



Lead partner fills in bi-annually



Technically you can start to prepare the project report when you find it relevant

Good to start when the partner reports have been submitted for the National Controllers



When National Controllers has finished their work you should add all relevant partner certificates in the project report

Coordinate the reporting

1

Agree on internal deadlines and reserve time resources to prepare partner and project reports

2

Agree with partners if they should inform you as a lead partner about partner report preparation and National Control check process

3

Read [Programme Manual and Guide for Project Implementation](#)

- Ask your partners to get familiar with the documents as well

4

Inform your project partners about the opportunity to get local guidance from [National Controllers](#)

More information about reporting in Jems



Read the [guidance documents](#)

Programme Manual
Guide for Project Implementation



Be in contact with your JS contact person



Project Implementation webinar in autumn 2024 both for
lead partners and project partners

Central Baltic Connect: Discovering Synergies

Experience exchange and networking event

25 September 2024

Cultural Center Kaja, Tallinn

Sign up now!

- Check email in your mailbox
- Two representatives from each project
- Coordinate within the project partnership your and your partners' participation

Interreg



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Thank You!



Varsinais-Suomen liitto
Egentliga Finlands förbund
Regional Council of Southwest Finland