

Interreg



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Central Baltic Programme

GUIDE FOR APPLYING FOR A REGULAR PROJECT

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The Fifth Call for Project Proposals

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1. Introduction

Welcome to Central Baltic Programme 2021 - 2027!

This guide will take you through the process of applying for funding from the Central Baltic Programme 2021 - 2027. It will explain the procedures of a call for funding, and how you should prepare for applying. It explains the practical steps that are needed from planning of a project to submitting a project application. The guide also functions as step-by-step guidance on how to fill in the application form in the electronic monitoring system Jems. It should be used side by side with the Programme Manual. The Guide for applying for a project will be updated for each call.

2. Calls for project proposals

A call is a time when Jems is open for the applicants to prepare and submit an application for project funding. A call is preceded by different steps where the applicants interact with the Joint Secretariat (JS) such as project applicant webinars or seminars and consultations on project ideas. In the first stage information and guidance on the thematic scope of the call and the programme requirements will be provided for the applicants. Possibilities for project idea consultations will be provided from announcing the call until the final two weeks before the deadline of application submission. Applications are to be filled in and submitted in Jems before the call deadline, which will be indicated separately for each call.

The fifth call for regular project proposals will open on the 10th of March and close on the 30th of September 2025, by noon Eastern European Time (corresponding local time 12:00 in Finland, including Åland, Estonia, Latvia, and 11:00 in Sweden)

Jems is open for application preparation from the 10th of March 2025. The first possible submission date of the application form is the 1st of August 2025. Submission of application form in Jems closes on the 30th of September 2025 by noon (corresponding local time 12:00 in Finland, including Åland, Estonia, Latvia, and 11:00 in Sweden).

2.1 Specific foci of the 5th call

Both Programme Objective 1 (More exports by SMEs) and Programme Objective 2 (More new scaled-up growth companies) are open for applications, but the programme prioritises applications in Programme Objective 1.

Programme Objective 3 (Joint circular economy solutions), Programme Objective 4 (Improved coastal and marine environment), and Programme Objective 5 (Decreased CO₂ emissions) are open for applications.

In Programme Objective 6 (Improved employment opportunities on labour market) the programme prioritises applications dealing with result indicator PSR 6 “Number of people with increased competitiveness on labour market” as well as with less represented target groups like

people with special needs and older people. All 3 types of result indicators (PSR 6 “Number of people with increased competitiveness on labour market”, PSR 7 “Number of organisations with applied anti-discriminatory policies”, and PSR 8 “Number of people with increased entrepreneurship”) and all target groups are open for applications.

Programme Objective 7 (Improved public services and solutions for the citizens) is only open for small project applications.

3. Preparing to apply

When considering applying for funding from the Central Baltic programme, the first thing to do is to get acquainted with the programme intervention logic, i.e., to find out which joint cross-border challenges are targeted, what types of project activities are funded, and what concrete results are expected from the funded projects. To get a good understanding of these issues, read the **Programme Manual** carefully. The Programme Manual is the main document and reference point in which the programme rules have been defined. You will find information on requirements from a project, forming a good partnership, partner relevance, different types of projects and many other issues from the Programme Manual.

A **project idea form** template is available on the Programme website for documenting and structuring your project idea. Using the form also helps to determine the relevance of the project idea to the programme. By filling it in you will be answering the key questions regarding the project partnership, planned activities and foreseen results as well as the overall cross-border added value of your proposed project.

Consultations are strongly recommended. By consulting your project idea with the JS, you will find out whether the idea fits the programme and get important feedback to ensure a good fit between the project application and the programme objectives.

The applicants should fill in the project idea form and send it to the JS. The JS will do an initial assessment of the project idea, and a consultation time will be agreed to give feedback and to discuss the idea with the applicant(s). Depending on the circumstances and preferences, the consultation can be a physical or an online meeting. Telephone and email consultations are also possible. The applicant should consider the received JS feedback together with other project partners when planning for the next steps of the project preparation work. A consultation can be done more than once during the project preparation process, and it is also recommended to seek consultation again after the partnership has discussed and reacted to the initial JS feedback.

Please note that it may not be possible to have a consultation at a very late stage of the call, which is the busiest time for the JS staff. Remember that the planning of a good cross-border project together with your partners takes time, thus starting the planning at a late stage of a call is not recommended.

4. Practical issues

The electronic monitoring system Jems

For the 2021-2027 period the Central Baltic programme is using Jems for receiving applications as well as for the monitoring of the implementation of approved projects.

Jems is a monitoring system developed by Interact for Interreg programmes. It is a web-based application that is used with a web browser. The following browsers are supported (Table 1.)

Table 1. Supported browsers.

Browser	Version
Google Chrome	Higher than 85.X
Mozilla Firefox	Higher than 82.X
Microsoft Edge	Higher than 84.X

Access to Jems

Lead partners and project partners can register and sign in by following the link to Jems from the programme website www.centralbaltic.eu or by visiting directly at jems.centralbaltic.eu.

If you have not already registered, click the 'Create account' button, give the required information and click 'Register'. Once the registration is successfully completed, you will receive an email with a confirmation link. After confirming you will be able to sign in to Jems.

Although both the lead applicant and other applicants can access and work with the application form, the lead applicant of the project should take the responsibility of creating the application in Jems and making sure that the application form is fully checked before submitting it.

The lead applicant can also give user rights for other applicants to access and read, modify, or manage the application form. This is done by going to 'Project privileges' on the left side menu. Write the username of the user that you want to give rights to and choose the kind of rights you want to give. Save changes. Please note that rights can be given only to registered Jems users. New users can be added by clicking '+' and repeating the process.

Remember that your Jems user password is personal, and it must not be shared with other users. All applicants must register to Jems separately.

How to start a new project application

After signing in to Jems, the currently open calls will be visible. Two separate calls will be open:

- Call 5 regular projects, and
- Call 5 small projects.

Make sure to choose the right call for your project.

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

Important issues to consider when filling in the application form

The following issues must be considered when filling in the application form in Jems:

- This 'Guide for applying for a project' document contains the most comprehensive guidance for filling in the application form. Jems includes guidance texts as well, but this document should always be used as the main source of information on how to fill in the different fields and what to elaborate on when answering the questions in the application form.
- When the user enters a field in a page, the edit mode is activated and the 'Save changes' button appears on the bottom of the page. Changes made can be saved or discarded by using the 'Discard changes' button. If the user leaves the page without saving, a following warning message is displayed (Figure 1.).

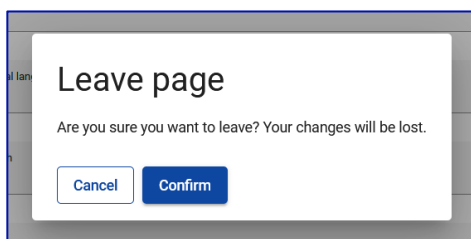


Figure 1. 'Leave page' -warning message.

- Text fields allow to add a limited number of characters, which is indicated in this guidance and the text boxes in Jems. Please note that the indicated number of characters includes spaces. Be precise: if it is possible to provide the requested information using less characters than allowed, it is recommended to do so.
- All fields of the application form should be filled in. There are pre-submission checks in place to automatically check this, but since they do not cover the whole application form, lead applicants must carefully check the fields also manually. If information that is not applicable to your project or organisation is asked, write 'Not applicable' to the field in question.
- Do not copy similar/identical information to different fields of the application form. Such application will be admissible (i.e., will pass the technical check), but will get lower scores during the assessment. You should focus on giving precise answers to the questions asked for each field.

- Start filling the application form in due time. Please be aware that the pre-submission checks must be done before you are able to submit the application form in Jems. If the checks are done very near the time of the deadline, longer time might be needed to complete the checks due to the heavier use of system resources at that time.
- Jems is not meant to be a project planning tool, therefore a good way to prepare for filling in the application form is to use this guide and prepare separate files that you can also more easily exchange and discuss with your partners, and from which you can copy-paste the content into the application form in Jems.
- Regarding the required signed annexes, scanned signed documents and electronic signatures are accepted by the programme. Paper documents must not be delivered.

Support for filling in the application form

If open questions remain after reading this guidance, or questions come up while filling in the application form, you are advised to contact the JS. All questions related to the content of the application form must be directed to the JS project managers. Questions related to the technical functioning of Jems must be directed to the technical support email jems@centralbaltic.eu

Please note that the possibility to answer questions or solve technical issues quickly may be limited at times, especially close to the deadline of a call. You should not leave filling in the application form to the last days before the deadline. You should aim at filling in and submitting your application in good time, avoiding any problems due to the lack of time.

Submitting the application

Deadline

Jems will be open for filling in the application form during a specifically designated time. The opening time and the deadline for submitting the application can be found from chapter 2 of this guidance and from the Central Baltic programme website at www.centralbaltic.eu. On the specified opening and deadline dates, Jems will be opened at midnight and closed at 12:00 noon Finnish time (EET). This means that you will be able to apply until exactly 12:00 on the end date of the call.

Applicants are strongly advised to start filling in the application form in good time and to submit it as early as possible. Jems will automatically close at the deadline, and after that submitting of an application is no longer possible. Applications cannot be submitted in any other form.

What to submit?

The application form

The application form must be filled in completely. Please note that an application form that is filled in but not submitted, is considered as draft only and will not be assessed.

Mandatory attachments (Table 2)

Templates for some attachments are provided on the programme website. Electronic signatures are accepted. The following mandatory attachments should be submitted together with the electronic application form:

Confirmation Letter: the scanned original of this document must be submitted with all applications. It must be signed by a person holding the right to sign documents on behalf of the lead applicant organisation.

Document verifying the right to sign on behalf of the lead applicant organisation. The document must verify that the person who has signed the confirmation letter is authorised to do so on behalf of the organisation. If the right to sign is delegated further to some other person in the organisation, official proof of the possibility/right to delegate must be provided. Usually, the information about signatory rights is found in the statutes of the organisation.

Partner Contribution Statement must be submitted by all applicant organisations (including the lead applicant). Partner Contribution Statement must be signed by a head of department or the head of the whole organisation. The person does not need to have the official right to sign documents on behalf of the organisation.

Declaration of Financial Capacity to Undertake Project Activities must be submitted by NGOs and private (non-public equivalent) applicant organisations in project applications to confirm that applicants have the financial capacity required to implement a project. The declaration must be signed by a head of department or the head of the whole organisation. The person does not need to have the official right to sign documents on behalf of the organisation.

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

Table 2. Attachments needed from different partners.

Attachments	Lead partner	Project partner
Confirmation letter	Yes	No
Document verifying the right to sign	Yes	No
Partner contribution statement	Yes	Yes
Declaration of financial capacity	Yes, for NGOs and private organisations	Yes, for NGOs and private organisations
Supporting documentation for investments	Yes, if investments are planned	Yes, if investments are planned

How to submit?

The application form and relevant obligatory attachments can be submitted through Jems only. Obligatory attachments, preferably in the form of .pdf documents, must be uploaded to Jems before submitting.

A pre-submission check for the application form must be made before the submission. To do that, click 'Run pre-submission check' on the Project overview page (Figure 2.). The system will perform several controls and will list any missing or inconsistent data and their location in your application form. Please note that the pre-submission check does not cover the application form fully, but manual checks are also needed.

Missing information must be added, or the existing information made consistent before the application can be submitted. The pre-submission check results are not updated automatically, so you must run the check again after making corrections. Note also that running the pre-submission check does not mean that the application must be submitted after that. You can use this check function at any point to check if all necessary fields in the application form are filled in.

Pre-submission check

Before you can submit your application, the validation check needs to be valid. This ensures that your application is semantically correct. The check will provide you with an overview of missing or inconsistent data. Results do not update automatically. Run the check again after changes to your application.

Figure 2. Pre-submission check.

Once the checks are completed and no inconsistencies are found, the 'Submit project application' button becomes active. Click it in case you wish to submit the application for assessment. Please note that the application form can no longer be edited after submitting.

Note that all relevant information must be provided in the application form and only obligatory attachments will be considered during assessment. Any other additional attachments uploaded to Jems will not be used for assessment unless this has been separately agreed with the Joint Secretariat.

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

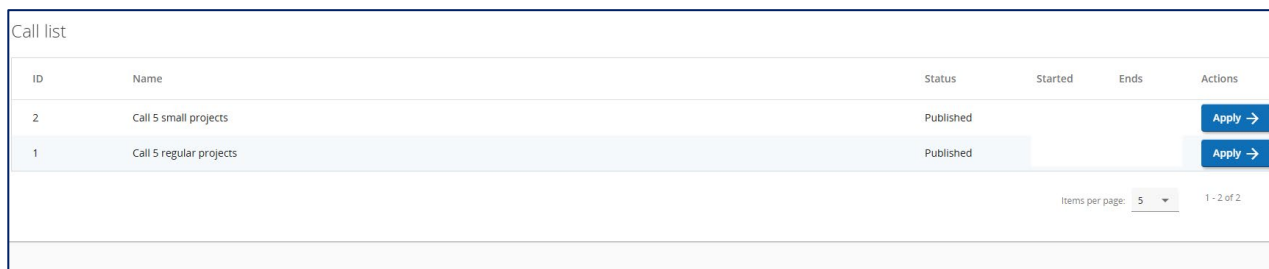
1. Obligatory attachments are attached to the application form.
2. The application form and its attachments are according to the programme rules.
3. The application package is filled in in English.
4. All applicable sections of the application form are correctly filled in. There is no incorrect information, e.g., "to be added later".
5. Information presented in the application form and in attachments is consistent (e.g., co-financing amounts, partner names etc.).
6. The Lead partner is an eligible organisation.
7. All project partners are eligible organisations.

8. The project has a Lead partner and at least one project partner from different Member States.

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

5. PRACTICAL GUIDANCE FOR FILLING IN THE APPLICATION FORM

Sign in to Jems to view the open calls for applications in the Dashboard view (Call list). Choose the call for **regular projects** and click 'Apply' (Figure 3.).



ID	Name	Status	Started	Ends	Actions
2	Call 5 small projects	Published			Apply →
1	Call 5 regular projects	Published			Apply →

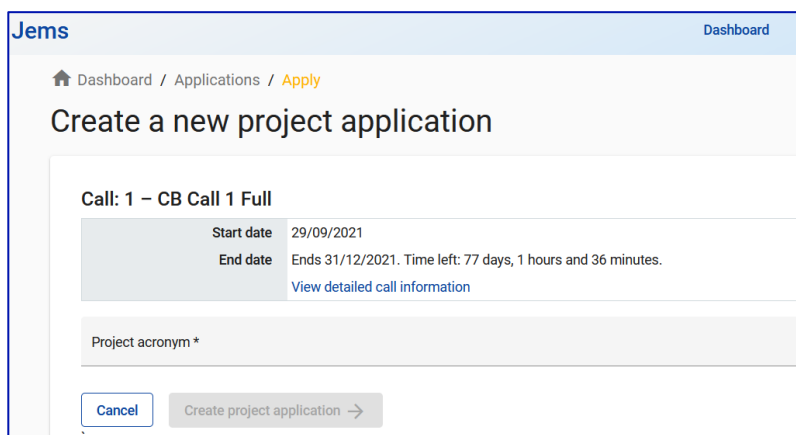
Items per page: 5 1 - 2 of 2

Figure 3. Open calls -view in Jems.

You will first be asked to create a new application (Figure 4.). This will be done by inserting the acronym of your project. An acronym is an abbreviation formed from the words or content of the project title. It will be used in project communication and will help to identify the project. It is recommended that the acronym will be kept quite short. The acronym:

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

Once you have inserted the acronym, click 'Create project application'. Please note that it is possible to modify the acronym later, if necessary.



Jems Dashboard

Dashboard / Applications / Apply

Create a new project application

Call: 1 - CB Call 1 Full

Start date	29/09/2021
End date	Ends 31/12/2021. Time left: 77 days, 1 hours and 36 minutes.

[View detailed call information](#)

Project acronym *

[Cancel](#) [Create project application →](#)

Figure 4. Creating a new project application

You will be taken back to the Dashboard view, where your application will be visible. Click on your application to start filling it in. You will use the menu on the left-hand side to navigate through different parts of the application form (Figure 5.).

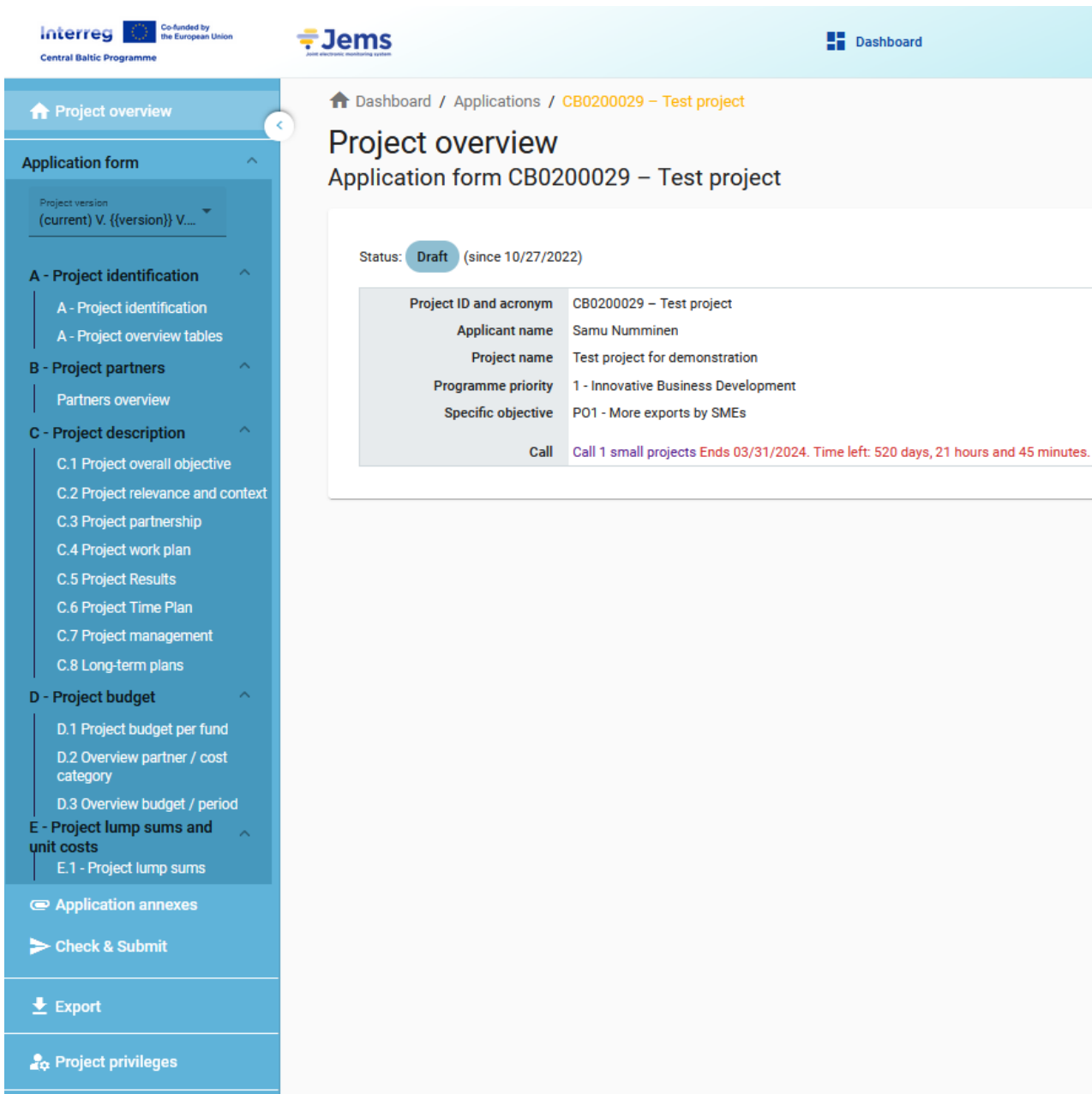




Figure 5. Jems menu.

In many places you will see a picture of a garbage bin (Figure 6.). By clicking it you can delete rows from your application form if needed.

Partner number	Organisation abbreviation	Partner role	Budget	
1	LP	Lead partner	<input type="button" value="Budget"/>	
2	P2	Partner	<input type="button" value="Budget"/>	

Items per page: 25 ▾

Figure 6. Deleting rows works the same way throughout the application form.

Part A Project identification

A.1 Project identification

The following data must be provided in the sub-section 'Project identification':

Project id: A project id will be automatically generated by Jems.

Project acronym: (max. 25 characters): The acronym you created in the previous step is visible here and can be modified if necessary.

Project title: (max. 200 characters): Create and insert a short title reflecting the basic idea of the project. It should consist of real words in English. The recommended length is max. 60 characters including spaces.

Project duration: Indicate the project duration in months. The actual start and end dates will be agreed in the contracting phase, should your project be selected for funding. The project reporting periods are six-month periods calculated from the start date of the project until the project end date. Depending on the duration, the last period may be shorter. The preparation time is not included into the project duration period.

Remember that the last month of the project will be a **closure period**, when limited activities can be carried out and limited costs can be created. Please refer to the Programme Manual for more information on the closure period.

Programme priority: Select the priority your project will be targeting.

Programme objective: Select the programme objective your project is targeting. Please note that only one programme objective can be targeted by a project.

A.2 Project summary

Give a brief overview of the project (max. 2000 characters). The information written here will be used to produce content for various platforms, such as the project webpage, booklets etc. Make sure that the information provided in the project summary field is coherent, well-structured, catchy, and understandable for an external reader considering all the topics mentioned below:

- the common challenge of the programme area you are jointly tackling in your project
- the project result and its contribution to the programme level results
- the main outputs you will produce and those who will benefit from them
- the approach you plan to take and why a cross-border approach is needed for that
- what is new and original about the project

To confirm full coherence, it is advised to fill in the summary only after the whole application form is completed.

Part B Project partners

In this part you will insert information on the project partners. Klick 'Add new partner' to start. It is recommended to start with the Lead Partner information. The procedure to add partners is repeated until all project partners have been added. Please note that there are different sections of partner information that you must fill in.

Section Identity

B.1.1 Partner identity

Partner role: Choose the partner role. The project can have a lead partner and other project partners. Only one partner can function as a lead partner.

Abbreviated name of the organisation (max. 15 characters): provide an abbreviation of the partner organisation name (official or unofficial). Abbreviation in this case refers to a short title of the partner organisation (for example UNESCO is an abbreviation of 'United Nations Educational, Scientific and Cultural Organization').

Name of the organisation in original language (max. 100 characters): insert the name of the partner organisation in national language (Finnish, Estonian, Latvian or Swedish).

Name of the organisation in English (max. 100 characters): provide the official English name of the organisation, or a translation of the partner's name in English.

Department/Unit/Division (max. 250 characters): indicate which department of the partner organisation will be in charge for the implementation of the project. If not relevant, leave the field empty. (If the field is filled in, the "Address of department/ unit/ division (if applicable)" information in the section B.1.2 Partner address must be filled in.)

Legal and financial information

Type of partner: choose the correct type from the dropdown menu.

Legal status: choose the correct status from the dropdown menu.

VAT number (or other identifier) (max. 50 characters): provide the VAT number of the organisation. If the partner organisation uses another identification number (registration number etc.), provide that number.

Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project: choose 'yes' if your organisation is entitled to recover VAT based on national legislation for the activities implemented in the project or choose 'no' if this is not the case. If VAT is partially recoverable, choose 'partly'.

Once you have filled in the information, click 'Create' to add the partner to the partner list. Once a partner is created, sub-sections (Identity - Address - Contact - Motivation - Budget - Co-

financing) will appear on the top of the partner page (Figure 7.). Follow through these sub-sections and fill in the requested information.

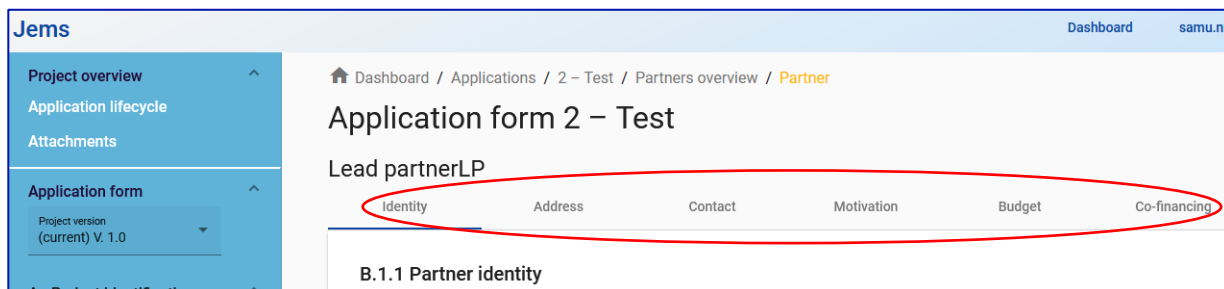


Figure 7. Sub-sections of the partner form.

Section Address

B.1.2 Partner address

Partner main address: Insert the address information of the partner, and the address of the partner's webpage, if applicable. The different level regions (NUTS 2 and NUTS 3) which specify where the partner is located are chosen from dropdown menus.

Partners from **Åland Islands** must use following NUTS regions:

- Country: Åland Islands (AX)
- NUTS 2: Åland Islands (AX00)
- NUTS 3: Åland Islands (AX000)

Address of department/unit/division (if applicable): Insert the address information of the department/unit/division if you have filled in the "Department/ unit/ division" field in the section B.1.1 Partner identity.

Section Contacts

B.1.4 Legal representative

Insert the title and name of the legal representative of the partner organisation. The legal representative is the official representative of a partner organisation, with rights to sign documents.

B.1.5 Contact person

Provide the contact information of the project contact person. The day-to-day communication between the project and the programme will be taken through the lead partner's contact person. Contact persons of the other project partners will be responsible for the internal communication within the project partnership.

Section Motivation

B.1.6 Partner motivation and contribution (max. 2000 characters each)

Describe the organisation's thematic competences and experiences that are relevant for the project. Avoid providing general information about the partner organisation. Instead of naming all fields/most common fields of expertise and interest, introducing the history of organisation, describing the size of the organisation, annual turnover etc, **indicate the relevant and concrete know-how** which will be used to implement project activities.

Describe the **main role** (main activities and responsibilities) of the organisation in the project. Focus on why the partner organisation is optimal to fulfil the specific role and implement the specific tasks in the project.

Describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects. Instead of providing a long list of projects the organisation has participated in, mention the **most relevant experience** of the partner organisation from the relevant field: thematic experience, experience in management of and participation in international projects. Indicate if you are planning to bring in relevant expertise for the project to the partner organisation(s).

Section Budget

Partner Budget

In the budget part you will fill in the budget of your project partners for different cost categories. The Central Baltic programme is using Simplified Cost Options (SCOs), namely flat rates, unit costs and lump sums, so parts of the budget will be automatically calculated accordingly. Please refer to the Programme Manual for more information on the SCOs.

Please note that in the budget and funding amount calculations the sums are rounded down to two decimals.

Tick the two boxes on 'Partner Budget Options', as both Office and administration and Travel and accommodation flat rates are mandatory to use for all projects.

Please note that for most cost categories you might need to scroll right to be able to see and fill in all fields.

Staff costs

Insert one staff member per sub-cost category. Repeat the process for all staff members of the partner in question.

The pre-defined unit costs (hourly rate) are 50 EUR for Sweden, 39 EUR for Finland and Åland, 26 EUR for Latvia and 29 EUR for Estonia. The Staff cost hourly rate for Sweden is 534 SEK and the cost will be reported in SEK. Then the conversion rate rules will be used as defined in the Programme Manual. Budgets are always made in EUR, wherefore the theoretical conversion rate is used in the application form to calculate a staff unit cost for Sweden in EUR.

Programme Unit Costs: Choose the unit cost from the drop-down menu according to the nationality of the partner.

Staff function: Filled in automatically. Staff function must be indicated in the 'Comment' column.

Comment: (max. 250 characters): Indicate staff function (for example 'Project manager' or 'Communication expert') and elaborate briefly and concretely on the main tasks and responsibilities the staff member will have in the project. Separate financial manager is not accepted as a staff function.

Unit type: The unit type is hourly rate for all staff costs.

No. of units: Indicate the total number of hours of working time in the project for this staff member. Please remember that the maximum number of working hours per person per year is 1720.

Price per unit: This is automatically set according to the chosen Programme Unit Cost.

Periods: Divide the indicated total sum of staff member salary cost into periods. Each period equals one reporting period, and has a duration of six months, apart from the last period, which may be shorter depending on the total duration of the project. The total sum of staff cost for each staff member and the total sum for the project partner are calculated automatically. Please note that the maximum working hours per one person per a six-month reporting period is 860. The maximum amounts per staff member per reporting period are: Sweden 43 000€, Finland including Åland 33 540€, Estonia 24 940€ and Latvia 22 360€.

Office and administration

This flat rate cost is automatically calculated as 15% of total partner staff costs.

Travel and accommodation

This flat rate cost is automatically calculated as 15% of total partner staff costs.

External expertise and services

Using real costs:

Programme Unit Costs: Insert one cost per sub-cost category. Repeat the process to insert all planned costs. When using real costs for external services, choose N/A.

Description (max. 250 characters): Describe the service you plan to purchase from an external service provider. Please note that project partners cannot function as external experts in the project they are participating in.

Comments (max. 250 characters): Further comments can be added here, if necessary.

Investment: If the service is connected to an investment activity in your project, choose the right investment from the dropdown menu. If the menu is empty, fill in the information on your planned investment activities in the 'Investment' section in the Work plan/Work packages first.

Unit type: Describe the unit you are planning to purchase (for example technical consultant, mentoring services, training service, travel cost for the target group)

Number of units: Define the number of units.

Price per unit: Indicate the price of the service.

Periods: The total cost indicated must be divided into the six-month reporting periods as it is planned to be used by the project. An error message will appear if there is a gap between the total sum and the inserted periodical sums.

Using the Simplified Cost Option 'Face-to-face events'

Programme Unit Costs: If you have similar or recurring events, they can be combined into one sub-cost category. Otherwise insert one event per sub-cost category. Repeat the process to insert all planned costs. Choose the relevant option according to the country where the event will take place. The use of this unit cost is mandatory for certain events, please check the criteria from the Programme Manual.

Description (max. 250 characters): Describe the event you plan to organise.

Comments (max. 250 characters): If you are planning an event that lasts for more than one day, please indicate for how many days and for how many participants the event is planned (e.g., a kick-off seminar for 30 participants for two days).

Investment: N/A

Unit type: For the face-to-face events unit cost, the Unit type is automatically defined as per participant per day.

Number of units: Define the number of units. Calculate the number of event participants x the number of days (e.g., a two-day seminar for 30 participants = 60 units).

Price per unit: For face-to-face events unit cost, the price per unit is automatically inserted.

Periods: The total cost indicated must be divided into the six-month reporting periods as it is planned to be used by the project. An error message will appear if there is a gap between the total sum and the inserted periodical sums.

Equipment

Please note that all planned equipment items must be listed under this cost category.

Using real costs:

Programme Unit Costs: Choose N/A from the dropdown menu. Insert one cost per sub-cost category. Repeat the process to insert all planned costs.

Description (max. 250 characters): Provide a description of the equipment item. Please note that mobile phones are covered under the Office and administration flat rate.

Comments (max. 250 characters): Further comments can be added here, if necessary.

Investment: If the equipment is connected to an investment activity in your project, choose the right investment from the dropdown menu. If the menu is empty, fill in the information on your planned investment activities in the 'Investment' section in the Work plan/Work packages first.

Unit type: Define the unit type of the equipment.

Number of units: Define the number of units.

Price per unit: Insert the cost of the (one) equipment item.

Periods: The total cost indicated must be divided into the six-month reporting periods as it is planned to be used by the project. An error message will appear if there is a gap between the total sum and the inserted periodical sums.

Using the Simplified Cost Option 'Project management equipment':

Programme Unit Costs: Choose 'Project management equipment unit cost' from the dropdown menu. This Simplified Cost Option is mandatory to use in the project budget. Management equipment cannot be included as real costs.

Equipment to manage the project is considered to include a laptop/computer/tablet (with accessories such as the basic software, mouse, keyboard, headset, docking station and a screen(s)) and other office equipment, which are needed to successfully carry out the management of a project. Please note that mobile phones are covered under the Office and administration flat rate.

'Project management equipment' costs must be included into one sub-cost category (one row) for all staff members of the partner organisation.

Description (max. 250 characters): The description is automatically inserted.

Comments (max. 250 characters): Further comments can be added here, if necessary.

Investment: Leave empty when using the SCO.

Unit type: The unit cost is connected to the working time of a person for the project. One unit is defined by the programme as one hour of working time.

Number of units: The number of units for a partner is the total number of planned working hours of partner staff members for the project.

Price per unit: The price per unit is predefined as 0,23 EUR.

Periods: The total cost (the number of working hours x the price per unit) indicated for the partner can be inserted into the first reporting period.

Section Co-financing

Co-financing

Please define the percentage of the ERDF co-financing of the partner. The maximum co-financing rate is 80% for all partners from all countries. Please note that the sums are automatically copied to this table from the partner budget, so you must define that first in the partner budget section. Remember that when you make changes to the budget, you must also change the co-financing sums accordingly. Please note that in-kind contributions are not allowed.

Origin of partner contribution

Define the source(s) of the partner's own financial contribution. Indicate the source of the contribution (which organisation has granted the contributing funding to the partner organisation). Indicate whether the contribution is public or private and insert the total sum of the contribution. In case you receive contributions from several sources, click 'Add new contribution origin' and repeat the process.

Part C Project description

This section provides information about the project content on a strategic level. Here project has to explain why the project is needed, how it links to the programme and to other strategies and why it should be implemented in cross-border cooperation. All these are extremely important factors when prioritising projects that will be selected for funding. Please consider each question carefully and provide all relevant information in the input fields. Make sure the description is understandable, very concrete, and focused. References (to scientific articles etc.) are not needed.

C.2 Project relevance and context

C.2.1 What are the common territorial challenge(s) within the scope of your chosen Programme Objective that will be tackled by the project? (max. 2000 characters)

Please indicate what is the joint cross-border challenge that you and your partners will address in your project.

Avoid a general description of challenges in the field the project is working in, and avoid especially providing a list of all challenges in the field or naming challenges which will not be tackled within the project. The defined cross-border challenges and opportunities will be the basis for setting the project objectives, and therefore a clear linkage between challenges and project objectives should be ensured.

C.2.2 How does the project tackle the identified common challenges and/or opportunities? Describe the approach the project takes. (max. 2000 characters)

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

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

Please explain and/or describe what benefits the project partners, target groups, project area and programme area gain in taking a cross-border approach.

C.2.3 Why is cross-border cooperation needed to achieve the project's results? (max. 2000 characters)

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

Provide information on why cross-border cooperation is needed to achieve the project's objectives and results, and why they cannot be efficiently reached acting only on a national, regional, or local level.

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

C.2.4 Who will benefit from your project?

In the first column of each row, please select one of the pre-defined target groups from the drop-down list. Do not just categorically choose most or all the target groups but **focus on and choose only the most relevant ones**.

Under 'Specification' elaborate on the targeted group(s) in more detail and specify exactly who will benefit from your project (max. 1000 characters). Explain also what your approach is on reaching the main target groups.

In case you do not find a relevant target group from the list, use 'Other' and describe it in the 'Specification' field. A list of the target groups with explanations is in Annex 1 of this guidance.

Click '+' to add more target groups if necessary.

C.2.5 How does the project contribute to wider strategies and policies?

Please indicate to which strategies and policies on international and national level your project will directly link and contribute to and describe in what way you will contribute to them. **Focus on the most relevant ones**.

Click '+' to add a contribution. If project activities and results contribute to the EU Strategy for the Baltic Sea Region (EUSBSR), choose this from the dropdown menu and provide information on targeted policy area(s) and elaborate on how the project is going to contribute to them (max. 2000 characters). All projects should be in line with the EUSBSR. The Programme Manual provides a good overview of the linkages between the programme and the strategy. For more

information on the added value your project may bring to the strategy, go to the EUSBSR website www.balticsea-region-strategy.eu.

If your project contributes to other strategies and policies, choose 'Other', identify it in the 'Contribution' box and provide information on how the project is going to contribute to it (max. 2000 characters)

C.2.6 Which synergies with past or current other projects and/or activities will the project make use of?

Describe if the project has any synergies or complementarities with other past or current projects and/or activities. Explain if and how the project will use/further develop/complement results of other projects. Describe what kind of added value will be created in this project. Focus only on the projects or initiatives that are relevant for the topic of your project. Please confirm that duplication of previous activities will not take place.

Click '+' to add a contribution. Indicate the project or activity your project will have synergies with and elaborate on what kind of synergies there will be (max. 2000 characters).

C.3 Project partnership

Describe the structure of your partnership (max. 2000 characters) as a whole and explain why these partners are needed to implement the project and to achieve project objectives. Describe the main role, tasks, activities, and contribution to the project results of each partner in the project, and why the partners are best to fulfil the specific roles and implement the tasks. Describe the partner's relevant key competences for that. Indicate the concrete know-how and tell what statutory mandate the partners have to implement the project and to confirm the durability and sustainability of its results.

C.4 Project work plan

To prepare a good and coherent work plan, the project intervention logic must be considered (Figure 8.). The project partners should closely consider the identified project challenge, the defined project specific objectives and the foreseen outputs when structuring activities into work packages and making an activity plan for each work package. Only those activities which are directly relevant and necessary to achieve project results and outputs should be included in the work plan.

Outputs and their contribution to the output indicator(s) are an important factor and must be considered when deciding how to divide the project into Work packages. Every Work package must have a unique contribution to the output indicator(s) and the division of project tasks into Work packages must be planned accordingly. There should not be overlapping contribution to the same output indicator from different work packages. The contribution towards an output indicator cannot be zero. In many cases, following this logic means that you are likely to have less Work packages and more activities inside them.

Example on the effect of the output indicator to planning of Work packages:

Let's assume you have a project helping SMEs to get to new markets with their products, and you are working with and providing support to the same 50 companies throughout the project. The targeted output indicator is 'Enterprises with non-financial support'.

Let's imagine you are originally planning to have three Work packages, for example one including seminars about the target markets, another with market entry planning as a topic and a third one with a joint trip to establish connections to the target markets. The same 50 companies are targeted in all three Work packages, and you would end up in a situation where you would count the same companies three times as contribution towards the output indicator on project level. This would technically end up into a total target/contribution value of 150 companies towards the indicator, although in reality there are only 50 unique companies receiving support from the project. The contribution of the project towards the output indicator would not be correct according to the programme logic.

In this case it would make sense to plan for only one Work package, within which the seminars, market entry planning and the trip to target markets would be three different activities. The target/contribution towards the output indicator would now be in total 50, which is the correct number.

It might also be equally feasible to plan the Work packages based on the targeted new markets, if overlap in output indicator contribution can be avoided. The best solutions for planning the Work packages are always project-specific and must be considered individually.

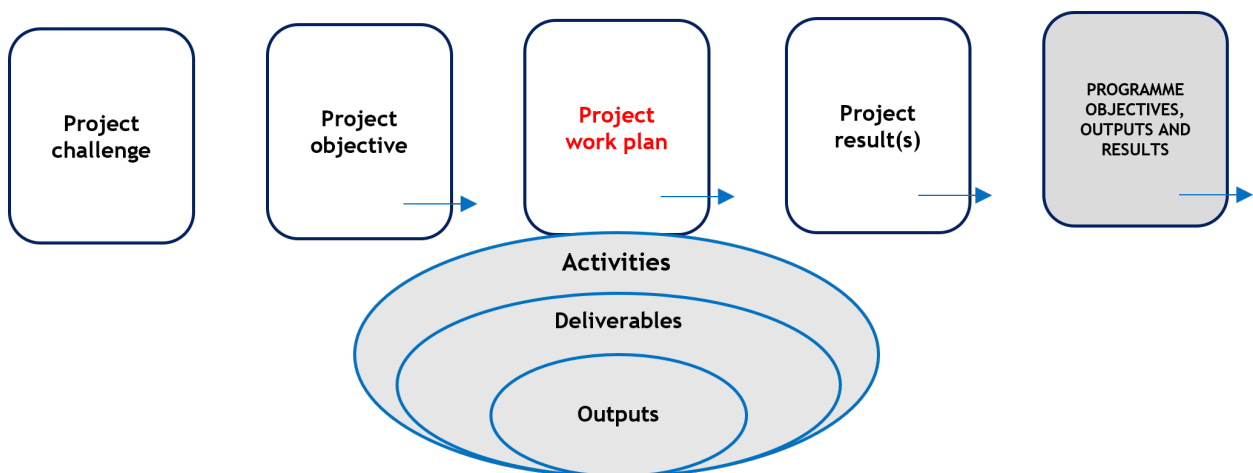


Figure 8. The project intervention logic.

In this part you will insert information on the work packages of your project. Click 'Add new work package' to start. The procedure to add work packages is repeated until all of them have been added. Please note that there are different sections of work package information that you must fill in.

Please note that project management activities will be described separately in section C.7, and they must not be included into the work packages.

Work package

Click '+ Add new work package' to add a work package. Once a work package is created, sub-sections (Objectives - Investments - Activities - Outputs) will appear on the top of the partner page (Figure 9.). Follow through these sub-sections and fill in the requested information.

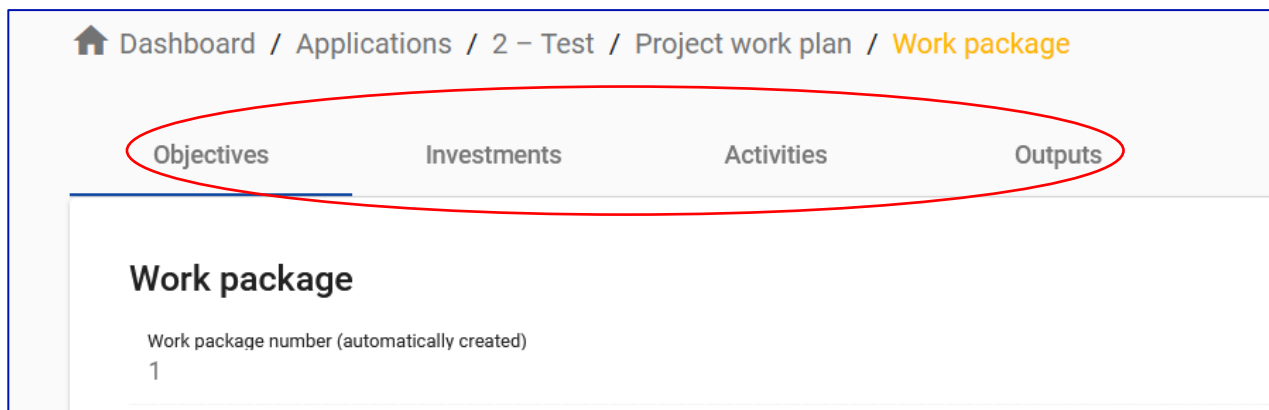


Figure 9. Sub-sections of work packages.

Section Objectives

Work package number: The number will be automatically created.

Work package title (max. 100 characters): Insert a short and concise title for the work package.

Your project objectives should be:

- realistic and achievable by the end of the project: It is acceptable that some effects may occur only after the project. These cases should be elaborated and well justified
- specific (including who needs the project outputs delivered in this work package, and in which territory)
- measurable: indicate the change you are aiming for

Project specific objective (max. 250 characters): Define one project specific objective that will be achieved when all activities in this work package are implemented and outputs delivered.

Communication objective and target audience (max. 500 characters): Think about the communication objective that will contribute to the achievement of the specific objective. Communication objectives aim at changes in a target audience's behaviour, knowledge, or beliefs.

Section Investments

A work package can include investments, and there can be several investments in one work package. The investments must be relevant and necessary for achieving the project results and have a clear cross-border nature and added value.

List of investments: Click 'Add investment' to add an investment to the work package and insert the investment title.

Justification (max. 2000 characters for each text box): Provide justification for the investment by describing why it is necessary for achieving the project results. Clearly describe the cross-border/transnational relevance of the investment.

Describe who is benefiting from this investment (e.g., partners, regions, end-users, etc.), and in what way.

Please clarify which problem the investment tackles, which findings you expect from it, how it can be replicated, and how the experience coming from it will be used for the benefit of the programme area.

Location of the physical investment: Please indicate, if possible, a specific address where the investment will be located.

Risk associated with the investment (max. 2000 characters): Describe the possible risks associated with the investment, if any. These could be for example mandatory permitting processes, negotiations with landowners etc.

Investment documentation (max. 2000 characters): Please list all technical requirements and permissions (e.g., building permits) required for the investment according to the respective national legislation. If these are already available, attach them to the application form ('Application annexes'), otherwise indicate when you expect them to be available.

Ownership: Elaborate on who will retain ownership of the investment at the end of the project (max. 500 characters), and who owns the site where the investment is located (max. 500 characters). Indicate also who will take care of the maintenance of the investment during the project and after it, and how this will be organised (max. 2000 characters).

Repeat the procedure to add more investments if relevant.

Section Activities

Activities are different sets of actions or tasks which must be implemented to achieve project outputs or results. A project will be divided into several sets of tasks which must be completed to reach the deliverables. When defining the activity plan, make a structure for activities, deliverables, and outputs, ensuring their clear interlinkage. Plan communication measures closely considering the specific features of project target groups and the effect you want to achieve. Plan also the communication activities towards the wider public and stakeholders.

It is advised to group similar kinds of activities or activities connected to a specific project phase, showing the progress of the project. As an example, the project may have preparatory activities (for example mapping of current situation, legislation overview, designing of implementation activities), practical implementation activities (for example recruiting the participants, procuring experts, organisation of training seminars, dissemination), wrapping up

activities (for example getting feedback, finetuning of created solutions based on the feedback, documentation). Remember that an activity can have several different deliverables which relate to the different tasks included in that activity. Depending on the project, reporting periods may also provide a good framework for activity planning.

The general idea is that activities would be grouped into project-specific logical entities, and not to be defined on too specific level. Limiting the number of activities will make implementation and reporting easier.

When planning the project and its activities, make sure that the budget is coherent with the work plan and activities. The work plan and the budget must be planned side by side so that a corresponding resource for the activities is in place.

List of activities: Click 'Add activity' to add an activity to the work package.

Provide a title for the activity (max. 200 characters) and indicate its start and end periods.

Describe the activity (max. 1000 characters) by which the project achieves the project specific objective and related communication objective(s). Indicate which partner(s) is responsible for the activity. Insert the title and start and end dates for the activity.

Deliverables: Add deliverables to your activity by clicking '+'. Insert the deliverable title and description (max. 300 characters) and indicate the period when it will be delivered. A deliverable is a tangible or intangible object produced as a result of the activity that is intended to be delivered to a target group or a stakeholder. A deliverable could be a report, a document, a server upgrade, or any other building block of the project results.

Repeat the procedure to add more activities if relevant.

Section Outputs

List the output(s) that will be delivered during the implementation of the work package. An output is the main achievement of a set of project activities which contributes to the programme output indicator(s) of the Programme Objective (Figure 10.). If, in some cases, the work package output does not contribute directly to the programme output indicator(s) do not fill in the output section.

Please note that all Work packages must have a unique contribution to the output indicator(s) of the Programme Objective, so plan the Work package structure accordingly.

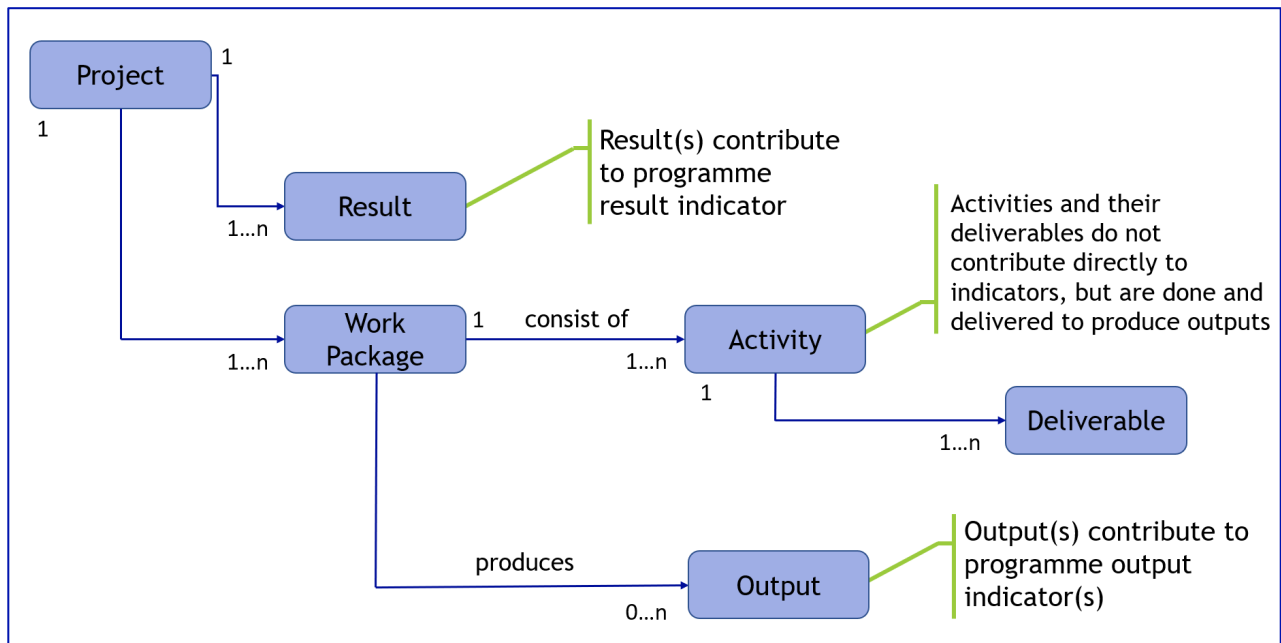


Figure 10. Project outcome structure.

List of outputs contributing to programme output indicators: Click ‘Add output’ to add an output to your project.

Insert the output title (max. 200 characters) and choose the programme output indicator to which your project output contributes to (Figure 11.). The measurement unit will be automatically added once the indicator is chosen. Measurement units are defined in Annex 2. Define a target value to the programme output indicator and indicate in which period the output will be delivered. Provide a description of the output (max. 500 characters), explaining how the planned contribution to the programme output indicator will be achieved.

Repeat the procedure to add more outputs if relevant.

Figure 11. Outputs section structure.

C.5 Project results

Define **one project main result**. Choose the result indicator your result will contribute to. The measurement unit will be automatically added once the indicator is chosen. The baseline must be set either in the second step application or at the latest in the beginning of the project before the concrete project activities are started. In either case, the methodology and the time frame for setting it must be described already in the second step application.

Define a target value for the contribution and indicate in which period the result will be delivered. Provide a description of the results (max. 500 characters). Explain their contribution to the programme result indicator and explain also how the target value was calculated.

The project result is a change compared to the initial situation deriving from the use of project outputs by target groups and stakeholders (it could be formulated as a statement describing improvement of a current state or condition). It should directly contribute to the achievement of programme result indicator. (Figure 12.).



Figure 12. Coherence between results and indicators.

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

C.6 Project time plan

The project time plan will be automatically created based on the information from the work plan and results.

C.7 Project management

In addition to the thematic work done in your project, you will need time and resources for coordination and internal communication as well. Please describe how you plan to organise yourself to ensure that the project work runs smoothly. Pay special attention to internal communication within the partnership, as it is essential to project implementation. Get to know your partners well, focus on building trust and make sure you have enough possibilities to discuss project-related things together. Please note that project management activities must not be included into the work packages of the work plan, but they must be described here.

C.7.1 How will you coordinate your project?

Indicate who will be responsible for the coordination of your project. Tell what kind of management structures you will set up, and how the internal communication in the project will be organised. Separate operational and steering functions, e.g., plan both project steering and project management groups. Ensure that personnel for project steering and project management groups differ (for more information on responsibilities of project steering group see the Programme Manual). Plan enough cooperation to ensure joint implementation. Regular meetings, online or face to face, are recommended. (max. 2000 characters).

C.7.2. Which measures will you take to mitigate the risks and ensure quality in your project?

Describe the specific approaches and processes of risk and quality management and identify the partners responsible for those. If you plan to have any type of project evaluation, please describe its purpose and scope. Plan measures to identify and monitor any risks for successful project implementation and plan respective activities to mitigate them. (max. 2000 characters).

C.7.3 What will be the general approach you will follow to communicate about your project?

Give information on how the project communication will be coordinated and how will the involvement of all partners be ensured. How will the communication activities contribute to disseminating your project results? Please note that all communication activities should be

included in the work packages, as an integral part of your project. There is no need to repeat this information here. (max. 2000 characters).

C.7.4 How do you foresee the financial management of the project and reporting procedures for activities and budget (within the partnership and towards the programme)?

Define the responsibilities, deadlines in financial flows, reporting flows, project related transfers, etc. (max. 2000 characters). Make sure that you understand how the simplified cost options work, and how they might affect your bookkeeping.

C.7.6 Horizontal principles (max. 2000 characters each)

The project must self-assess the extent and the way it will contribute to the horizontal principles of the programme, namely sustainable development, equal opportunities and non-discrimination, and gender equality. Check the Programme Manual for more information on the horizontal principles.

You must define the impact of the project on each of these principles by choosing 'neutral', 'negative effects' or 'positive effects'. Projects are not expected to have a negative effect on any of the principles. If there are some specific measures planned to make a positive contribution, then 'positive impact' must be chosen, and an explanation provided. An explanation must also be provided when a contribution is indicated to be 'neutral' or 'negative'.

Please note that paying attention to the issues in general, or following the existing rules and regulations is considered 'neutral', and a positive impact would be realised only by developing and implementing things beyond the current standard procedures.

C.8 Long-term plans

As a programme, we want to support projects that have a long-lasting effect on the Central Baltic region and for the people who will benefit from them. Describe what you will do to ensure this. (max. 2000 characters each section)

C.8.1 Ownership

Please describe who will ensure the financial and institutional support for the outputs/deliverables developed by the project (e.g., tools) after the project has ended, and explain how these outputs/deliverables will be integrated in the work of the partner institutions.

C.8.2 Durability

To have a lasting effect on the Central Baltic region and its population, outputs or deliverables should be used by relevant groups (project partners or others) also after the project lifetime.

For example, new practices in urban transport need to be used by local authorities to have less CO₂ emissions, and the whole population will benefit from this. Indicate how the project partners will ensure the durability and sustainability of project results and outputs.

Please describe how and by whom your outputs or deliverables will be used after the project ends. Describe the concrete measures (including institutional structures, financial resources, etc.) you will take during and after project implementation to ensure and/or strengthen the durability of the project outputs and results, including possible continuation of activities etc.

C.8.3 Transferability

Some outputs or deliverables that you will deliver could be adapted or further developed to be used by other target groups or in other regions. Indicate what you will do to make sure that relevant organisations are aware of your outputs/deliverables and are able to use them.

Part D Project budget

D.1 Project budget per co-financing source - breakdown per partner

This overview table will be automatically generated.

D.2 Project budget - overview per partner / per cost category

This overview table will be automatically generated.

Part E Project lump sums

The Central Baltic programme is using a lump sum for preparation costs. This means that costs for project preparations such as joint meetings and used staff resources will be covered. The preparation cost lump sum of EUR 13 550 per project has been set by the programme, and it will be paid to all projects that are selected for funding. This lump sum is a total sum, so the share of on co-funding is already included into it.

Please note that projects that have already received and used seed money funding from other sources for preparatory activities during the same time period cannot cover the overlapping preparation costs from the Central Baltic programme.

Start by clicking '+Add' to add the preparation lump sum

Choose 'Preparation Lump Sum' from the 'Programme lump sum menu. Please note that this lump sum is the only possible lump sum for project activities in the Central Baltic programme.

Choose 'Preparation' from the 'Period' menu.

In 'Split up' choose 'Yes' if the preparation lump sum will be divided between the partners. Split the total lump sum amount between the partners as you have planned. In case you plan to allocate the lump sum to one partner only, choose 'No' and allocate the lump sum to that one partner.

The total cost is automatically set at EUR 13 550.

Attachments

Please note that the assessment of the projects is done only based on the information provided in the actual application form in Jems and the mandatory attachments described in this chapter. Information provided in additional attachments will not be used for the assessment. Additional attachments can be included only in exceptional cases and upon agreement with the Joint Secretariat. Therefore, it is extremely important that you fill in the application form carefully and provide all requested information there.

Attachments can be added in 'Application annexes' by clicking '+ add new file' at the bottom of the project overview page, which lets you browse through the files on your computer. Choose the right file and upload it. Repeat the process until all necessary attachment files have been uploaded. Partner-specific attachments should be uploaded to the folder of that specific partner. The folders are created automatically for each partner.

The mandatory attachments depending on the type of the project are (see also Table 2):

- **Confirmation Letter**
- **Document verifying who has a right to sign on behalf of the lead applicant organisation**
- **Partner Contribution Statement**
- **Declaration of Financial Capacity to Undertake Project Activities**
- **Supporting documentation for investments**

All attachments must be submitted in an electronic format. Although a large variety of file types are supported, .pdf files are preferred. The maximum file size is 50 Mb.

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

Annex 1. Target groups and their definitions

Nr	Main categories	Examples	Measurement unit
1	Local public authority	municipality, etc.	[number of organisations]
2	Regional public authority	regional council, etc.	[number of organisations]
3	National public authority	ministry, etc.	[number of organisations]
4	Sectoral agency	local or regional development agency, environmental agency, energy agency, employment agency, etc.	[number of organisations]
5	Infrastructure and (public) service provider	public transport, utility company (water supply, electricity supply, sewage, gas, waste collection, etc.), airport, port, railway, etc.	[number of organisations]
6	Interest groups including NGOs	international organisation, trade union, foundation, charity, voluntary association, club, etc.	[number of organisations]
7	Higher education and research organisations	university faculty, college, research institution, RTD facility, research cluster, etc.	[number of organisations]
8	Education/training centre and school	primary, secondary, pre-school, vocational training, etc.	[number of organisations]
9	Enterprise, except SME		[number of enterprises]
10	SME	micro, small, medium	[number of SME]
11	Business support organisation	chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.	[number of organisations]
12	EGTC (European Grouping of Territorial Cooperation)	The EGTC is a European legal instrument designed to facilitate and promote cross-border, transnational and interregional cooperation.	[number of organisations]
13	International organisation, EEIG	under national law, under international law (UN, HELCOM etc.)	[number of organisations]
14	General public		[number of people]
15	Hospitals and medical centres		[number of organisations]
16	Other		

Annex 2. Programme Output and Result indicators and their measurement units per each Programme Objective

PO 1 More exports by Central Baltic SMEs

Programme Objective	Programme Result Indicator	Measurement Unit
PO1	Companies with achieved sales and contracts to new markets	Company
	Programme Output Indicator	
PO1	Enterprises with non-financial support	Enterprises
PO1	SMEs introducing marketing or organisational innovation	Enterprises

PO 2 More new Central Baltic scaled-up growth companies

Programme Objective	Programme Result Indicator	Measurement Unit
PO2	Number of scaled up new growth companies	Company
	Programme Output Indicator	
PO2	Enterprises with non-financial support	Enterprises

PO 3 Joint circular economy solutions

Programme Objective	Programme Result Indicator	Measurement Unit
PO3	The number of improved product/service cycles/chains	Cross-border circular economy chain/cycle
	Programme Output Indicator	
PO3	Participations in joint actions across borders	Participations (organisations)
PO3	Pilot actions developed jointly and implemented in projects	Pilot actions

PO 4 Improved coastal and marine environment

Programme Objective	Programme Result Indicator	Measurement Unit
PO4	The number of improved urban and agricultural load sources	Number of load sources
	Programme Output Indicator	
PO4	Participations in joint actions across borders	Participations (organisations)
PO4	Pilot actions developed jointly and implemented in projects	Pilot actions

PO 5 Decreased CO2 emissions

Programme Objective	Programme Result Indicator	Measurement Unit
PO5	Improved intermodal transport nodes and transport areas with CO2 reductions	Number of improved nodes and/or areas
	Programme Output Indicator	
PO5	Participations in joint actions across borders	Participations (organisations)
PO5	Pilot actions developed jointly and implemented in projects	Pilot actions

PO 6 Improved employment opportunities on labour market

Programme Objective	Programme Result Indicator	Measurement Unit
PO6	Number of people with increased competitiveness on labour market	Number of people
	Programme Output Indicator	
PO6	Participations in joint actions across borders	Participations (individuals)
Programme Objective	Programme Result Indicator	Measurement Unit
PO6	Number of organisations with applied additional anti-discriminatory policies	Number of organisations
	Programme Output Indicator	
PO6	Participations in joint actions across borders	Participations (organisations)
Programme Objective	Programme Result Indicator	Measurement Unit
PO6	Number of people with increased entrepreneurship	Number of people
	Programme Output Indicator	
PO6	Participations in joint actions across borders	Participations (individuals)

PO 7 Improved public services and solutions for citizens

Programme Objective	Programme Result Indicator	Measurement Unit
PO7	Solutions taken up or up-scaled by organisations	Solutions
	Programme Output Indicator	
PO7	Jointly developed solutions	Number of solutions