



INFORMATION SEMINAR for applicants and partners of direct award projects



LATVIA-RUSSIA
CROSS-BORDER
COOPERATION PROGRAMME



26 May 2017
Rīga, Latvia

DIRECT AWARD PROJECT

PRESERVATION AND PROMOTION OF THE CULTURAL AND HISTORICAL HERITAGE IN LATVIA AND RUSSIA



ABOUT THE PROJECT

Daugavpils (Dinaburg) Fortress, Cesvaine Castle and Pskov historical centre are popular tourism objects with serious defects in infrastructure, condition of the monuments and lack of targeted and broad marketing that prevents dynamic development of tourism and local entrepreneurship. Realisation of this project will lead to renovation of common cultural and historical heritage and promotion of cross-border tourism.

THEMATIC OBJECTIVE 1: BUSINESS & SME DEVELOPMENT

1.2. PRIORITY: DEVELOPMENT AND PROMOTION OF NEW PRODUCTS AND SERVICES BASED ON LOCAL RESOURCES

PARTNERS

Daugavpils City Council (LV) (applicant)
Cesvaine County Council (LV)
Pskov City Administration (RU)
State Joint Stock Company «State Real Estate» (LV)

LOCATION OF THE PROJECT

Latgale Region, Latvia • Vidzeme Region, Latvia •
Pskov Region, Russia • Saint-Petersburg, Russia

TOTAL BUDGET

347 MEUR (Programme co-financing 312 MEUR)

IMPLEMENTATION PERIOD

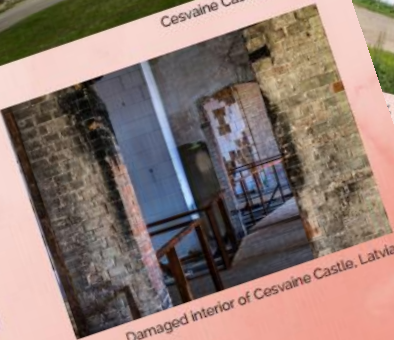
24 months (2018-2020)

TARGET GROUPS & FINAL BENEFICIARIES

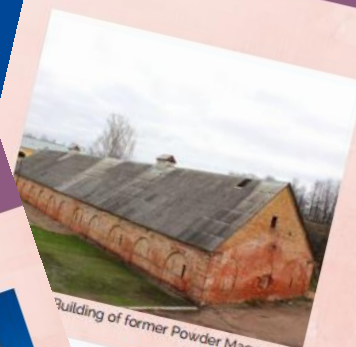
Tourists • Local inhabitants • Small and medium enterprises • Mark Rothko Art Centre (Daugavpils City) • Cesvaine Museum (Cesvaine District)



Cesvaine Castle, Latvia



Damaged interior of Cesvaine Castle, Latvia



Building of former Powder Magazine in Daugavpils, Latvia



Mark Rothko Art Centre, Latvia

PRESERVATION AND PROMOTION OF THE CULTURAL AND HISTORICAL HERITAGE IN LATVIA AND RUSSIA

INFRASTRUCTURE DEVELOPMENT ACTIVITIES

- Restoration of the Powder Magazine in the Daugavpils Fortress and improvement of the adjacent infrastructure. Adaptation of the restored Powder Magazine in Daugavpils for the multifunctional Art-gallery within Daugavpils Mark Rothko Art Centre. Also mobile selling kiosks for craftsmen in the Daugavpils Fortress will be developed
- Reconstruction of the parts of Cesvaine Castle damaged by the fire and adaptation of the to the new exhibition hall
- Reconstruction of the Bekleshev's Manor house in Pskov, launching of the Tourist information centre, arts and craft shop, art gallery and exhibition centre in it

SOFT ACTIVITIES

- Development and promotion of cross-border tourism route on castles, fortresses and manors of Latgale, Vidzeme and Pskov Region
- Organisation of 3 international festivals/cross-promotion events: Re-enactment festival in Daugavpils; Crafts Festival in Cesvaine, opening ceremony of the Information Centre and cycling trail in Pskov
- Development of tourist brochure on the Dinaburg (Daugavpils) Fortress and the Cesvaine Castle
- Development of the Daugavpils Fortress Real Estate Catalogue
- Organisation of 1 training seminar for tourism and marketing specialists from Daugavpils, Cesvaine and Pskov on place and tourism promotion

CONTACT PERSON

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Mark Rothko Art Centre in Pskov, Russia

Russia CBC Programme 2014-2020 • www.latruscbc.eu • latrus-cbc@varam.gov.lv

DIRECT AWARD PROJECT

PURE WATER FOR PROGRAMME REGIONS



ABOUT THE PROJECT

The water supply for Pskov city comes from the river Velikaya and is the only source of drinking water for the city. As the Velikaya river flows mainly within the wetlands, the potable water gets polluted and does not conform to requirements of Russian national standards. In order to prevent any potential spread of diseases and ensure well-being of inhabitants, the project will ensure an alternative suitable source of drinking water supply.

THEMATIC OBJECTIVE 6: ENVIRONMENTAL PROTECTION, CLIMATE CHANGE MITIGATION AND ADAPTATION

2.3. PRIORITY: SUPPORT TO SUSTAINABLE WASTE AND
WASTE WATER MANAGEMENT SYSTEMS

PARTNERS

Municipal enterprise of the Pskov city «Gorvodokanal»
(RU) (applicant)
Latgale Planning Region (LV)

LOCATION OF THE PROJECT

Pskov Region, Russia
Latgale Region, Latvia

TOTAL BUDGET

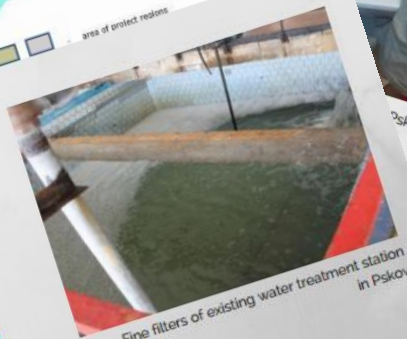
3.89 MEUR (Programme co-financing 3.5 MEUR)

IMPLEMENTATION PERIOD

24 months (2018-2020)

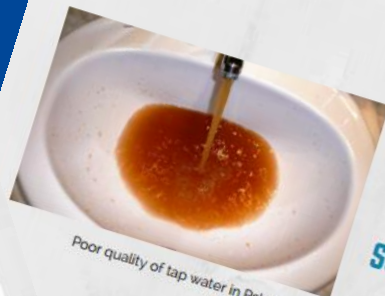
TARGET GROUPS & FINAL BENEFICIARIES

Tourists • Local inhabitants • Summer residents • National, regional and local authorities of the municipalities of Latgale and Pskov region • Environmental specialists & institutions • Participants of trainings and experience exchange trips



Fine filters of existing water treatment station in Pskov

PURE WATER FOR PROGRAMME REGIONS



Poor quality of tap water in Pskov region

INFRASTRUCTURE DEVELOPMENT ACTIVITIES

- Construction of an alternative suitable underground source of drinking water supply for Pskov city

SOFT ACTIVITIES

- Organisation of festival to promote the issue of water resources in Latgale region
- Creation of interactive exposition about water resources in Latgale region
- Organisation of the Day of Water in Pskov
- Organisation of 2 training programmes to increase the capacity of employees of local municipalities and institutions of the Latgale and Pskov regions related to water supply
- Trips for exchange of experience
- Organisation of information campaign informing the inhabitants on the issues of water and waste water management and project results

CONTACT PERSON

Municipal enterprise of the Pskov city
"Gorvodokanal"
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DIRECT AWARD PROJECT

IMPROVEMENT OF BORDER CROSSING POINT "TEREHOVA-BURACHKI"



ABOUT THE PROJECT

The Border Crossing Point (BCP) "Terehova (Latvia) - Burachki (Russia)" is the busiest point of all four road BCPs at the Latvian - Russian border. BCP "Terehova" excels with the longest waiting time for cargos to cross the border. That results in losses not only for international, but also local and regional transport companies and producers. The project will improve basic control infrastructure of BCP "Terehova" to make border crossing more efficient for cars and trucks, as well as persons willing to cross the border at the BCP "Terehova - Burachki".

THEMATIC OBJECTIVE 10:
PROMOTION OF BORDER
MANAGEMENT AND BORDER
SECURITY, MOBILITY AND
MIGRATION MANAGEMENT

3.1. PRIORITY: IMPROVEMENT OF BORDER CROSSING
EFFICIENCY AND SECURITY

PARTNERS

State Joint Stock Company "State Real Estate"
(LV) (applicant)
State Committee of the Pskov region for economic
development and investment policy (RU)

LOCATION OF THE PROJECT

Pskov Region, Russia
Latgale Region, Latvia

TOTAL BUDGET

3.63 MEUR (Programme co-financing 3.27 MEUR)

IMPLEMENTATION PERIOD

24 months (2018-2020)

TARGET GROUPS & FINAL BENEFICIARIES

Persons travelling through the border-crossing point
• Transport companies • Entrepreneurs • Personnel of
controlling institutions • Local inhabitants



Geographic coverage of the project



Illustration of the queues of trucks waiting to cross the border at BCP "Terehova" in November 2016

IMPROVEMENT OF BORDER CROSSING POINT TEREHOVA-BURACHKI

INFRASTRUCTURE DEVELOPMENT ACTIVITIES

- Elaboration of technical design for infrastructure modernisation activities in border crossing point "Terehova"
- Reconstruction of 6 existing control pavilions to install the necessary control equipment
- Construction of a new deep inspection hangar with increased capacity for customs services including the necessary built-in equipment to do inspection zone, improvement of the existing sheds over the control zone, improvement of lighting and electric billboards
- Improvement of utilities, engineering networks at cross border point "Terehova"
- Improvement of territory by reconstruction of the existing asphalt layer



Rusty shed constructions in the control zone with missing electric billboards, poor lighting

SOFT ACTIVITIES

- Preparation and dissemination of information materials on border crossing issues in Latvian, Russian and English
- Organisation of publicity activities on project results, e.g. opening of the reconstructed border crossing point "Terehova", etc.
- Organisation of 2 experience exchange events with participation of customs services and border guards to share knowledge on border crossing issues



Control zone with system

CONTACT PERSON

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Programme 2014-2020 • www.latruscbc.eu • latrus-cbc@varam.gov.lv

DIRECT AWARD PROJECT

IMPROVEMENT OF THE BORDER CROSSING APPROACH ROAD LAVRY-BORDER CROSSING POINT «BRUNISHEVO»/«CROSS-BORDER ROADS»



ABOUT THE PROJECT

International border-crossing point (BCP) "Brunishevo (Russia) – Pededze (Latvia)" acting as a passenger border-crossing point is to provide the border crossing of the cars and buses. One of the major reasons why the flow of transit transport vehicles is decreasing every year, is the low quality of approach road sections leading to this BCP. The project will improve approach road to the BCP "Brunishevo" making border crossing more efficient and comfortable for vehicles and cargos.

THEMATIC OBJECTIVE 10: PROMOTION OF BORDER MANAGEMENT AND BORDER SECURITY, MOBILITY AND MIGRATION MANAGEMENT

3.1. PRIORITY: IMPROVEMENT OF BORDER CROSSING
EFFICIENCY AND SECURITY

PARTNERS

State Committee of the Pskov region for economic
development and investment policy (RU) (applicant)
State Committee of the Pskov region for transport (RU)
State Joint Stock Company "State Real Estate" (LV)

LOCATION OF THE PROJECT

Pskov Region, Russia • Latgale Region in Latvia •
Vidzeme Region, Latvia

TOTAL BUDGET

2.06 MEUR (Programme co-financing 1.85 MEUR)

IMPLEMENTATION PERIOD

24 months (2018-2020)

TARGET GROUPS & FINAL BENEFICIARIES

Persons travelling through the border-crossing point
• Transport companies • Entrepreneurs • Representatives of
the customs boards and border guards • Local inhabitants



BCP "Brunishevo", Russia



The current road condition of the regional
road leading to the BCP "Brunishevo", Russia

IMPROVEMENT OF THE BORDER CROSSING APPROACH ROAD LAVRY-BORDER CROSSING POINT «BRUNISHEVO»/«CROSS-BORDER ROADS»



Map of the information campaign

INFRASTRUCTURE DEVELOPMENT ACTIVITIES

- Update of technical design project for transport
infrastructure modernisation activities in Russia
- Reconstruction of the regional road "Lavry – cross
border point "Brunishevo" – 4.224 km. Right now the
part of the road "Lavry – border with Latvia" does not
have a hard asphalt coat

SOFT ACTIVITIES

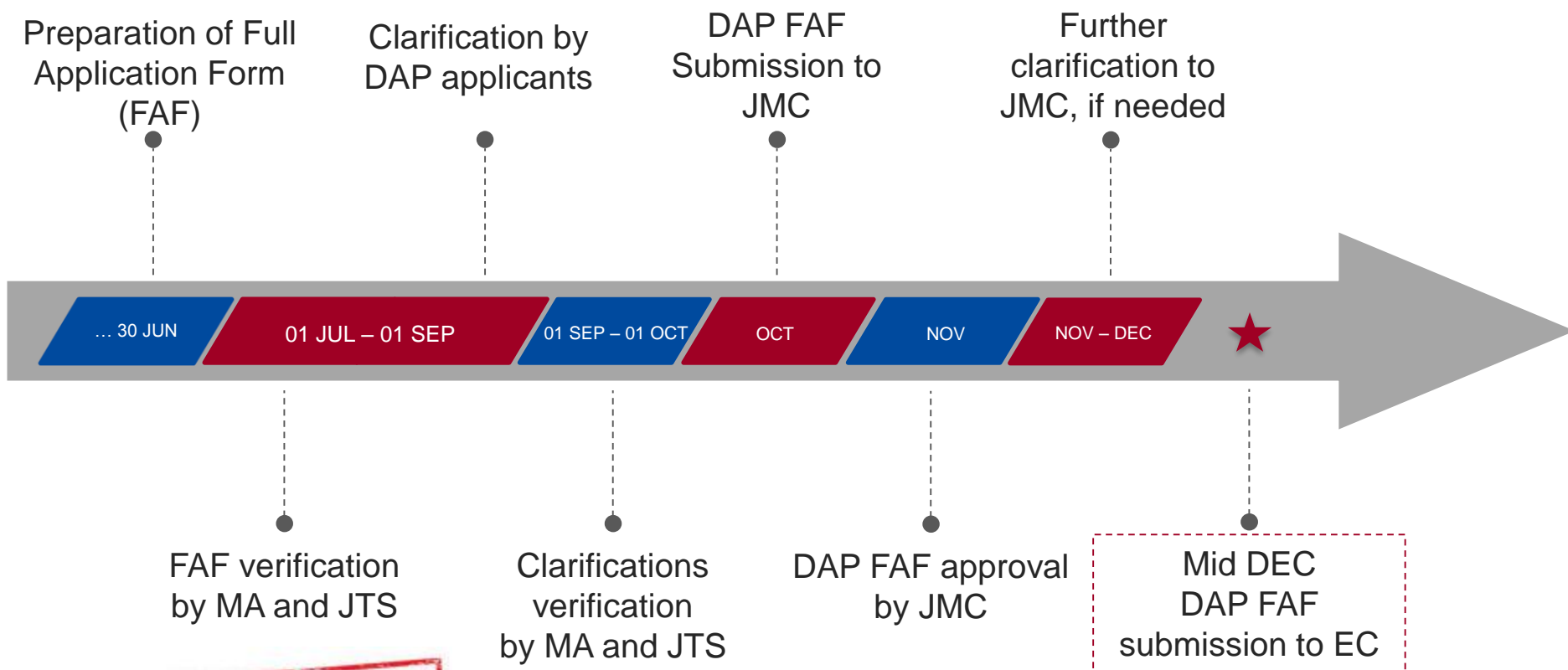
- Organisation of 2 experience exchange events with
participation of customs services and border guards to
share knowledge on border crossing issues
- Preparation and dissemination of information materials
on border crossing issues in Latvian, Russian and English
- Organisation of publicity activities on project results,
e.g. opening of the reconstructed road.
- Capacity building activities organised

CONTACT PERSON

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Indicative timeline



IMPORTANT DATE

30 JUN 2017
21 DEC 2017

DAP FAF Submission MA/JTS
DAP FAF submission to EC



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MAR 2018 Grant contract signing, if:

- Financing agreement is ratified by RF
- Partnership agreement signed by all partners is submitted
- Original of financial identification form filled in by the bank, is provided
- Additional documents upon MA request (including monitoring visits) are provided

FEB 2018 DAP FAF approval by EC

most optimistic scenario

21 DEC 2017 DAP FAF submission to EC



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COOPERATION PROGRAMME



Verification process

Strategic compliance

1. Basis for the project, its relevance and contribution to the programme

- in line with summary, programme indicators and outputs
- no duplication of activities financed by EU funds / other donors

Eligibility compliance

2. Compliance with the requirements for direct award, LIPs and eligibility

- General eligibility

Tactical compliance

3. Elements of the application

- 3.1-3.4 Relevance: problem, priority, sustainability, target group
- 3.5-3.7 Management: work plan, implementation, financial plan
- 3.8-3.10 Activity: infrastructure, capacity building, visibility
- 3.11-3.12 Challenges: risks, control
- 3.13-3.15 Technicalities: template, deadline, language



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Verification process

Document compliance

4. Annexes to the application and readiness for implementation

- Feasibility study
- Environmental Impact Assessment
- Evidence of ownership
- Technical documentation
- Building permit
- Declaration of applicant
- Partnership statement
- Letter of endorsement
- Statutes
- RU: Registration certificate, VAT payer registration
- RU: Statement on tax arrears absence



Annex IV “Requirements for evaluation of full application”



Overview of supporting documents



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Elena Makarova

Why to submit supporting documents

Allows Managing Authority and Joint Technical Secretariat:

- ▶ overseeing all aspects of the application;
- ▶ verifying eligibility of application and commitment of partners.

Project Applicant and partners:

- ▶ confirm understanding the meaning and purpose of documents included into application by signing application form (AF) and partnership statements.
- ▶ the applicant declares it accepts the Programme contractual conditions in case it is awarded a grant by signing the AF.

Legal basis of the Programme!



Partnership Statement

- WHAT?**
- **Confirmation of intention** to be an applicant/partner in the project
 - **No exceptions** to filling in the partnership statement

WHERE?

Section 3.3.1. (p.13), DAP guidelines
Annex VIII to DAP guidelines

- WHY?**
- Project applicant/partner
- **confirms it understands** the Programme framework and **actually commits to implement** the project accordingly;
 - is **aware** of the basic **partnership** framework.
- Declares under **point 21** its financial obligations, i.e. **indicates minimum co-financing in the project.**

21. The total indicative budget of our organisation within the Project amounts to EUR <amount>. In the event the mentioned Project is granted funding from the Programme, we hereby declare to participate in the Project and to provide the minimum EUR <amount> as (choose the appropriate) the <beneficiary> <Lead Beneficiary> co-financing to the budget of the Project. In case of change of total costs of the Project, it shall be agreed within the partnership taking into account that total minimum of requested contribution (in percentage) shall be ensured.

Letter of Endorsement by Associates

WHAT?

- ▶ Your project is officially supported by organizations, which represent influential / relevant stakeholders

WHERE?

Section 3.3.1. (p.13), DAP guidelines
Annex IX to DAP guidelines

WHY?

- ▶ Associates (stakeholders) can be relevant to your project and contribute to capacity building!
- ▶ **Point 3 of the Letter:** associate is not a matter of form! It is actually involved in activities indicated in the AF.

Associates can be added at full application stage!



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Evidence of ownership or access to the land / buildings

...at least 5 years after project closure

WHAT?

- ▶ Right of ownership, rent agreement – by national legislation
- ▶ *Original document to be submitted!*

WHERE?

Section 3.3.1. (p.13), DAP guidelines
IR 897/2014, Art. 43.2(e)

WHY?

- ▶ **Ensures** all planned activities are timely implemented
- ▶ **Sustainability** of project results
- ▶ **Evidence** that infrastructure site is actually available

NB.: No need to submit twice!



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Environmental Impact Assessment (EIA)

WHAT? A document providing assessment of impact of the infrastructural component (each object separately) on environment.

WHERE? Section 3.3.1. (p.14), DAP guidelines
IR 897/2014, Art. 43.2(d)

DETAILS ➤ **Russian partners:** UN/ECE Espoo Convention on Environmental Impact Assessment in a Transboundary Context, 25.02.1991.
⇒ for **List of Activities** subject to EIA, check **Annex 1 of Convention**;
⇒ for content of EIA, check **Annex 2 of Convention**.

➤ **Latvian partners:** European Parliament and Council Directive 2011/92/EU, 13.12.2011.
⇒ further details in Law “On environmental impact assessment”
⇒ additional directives on MEPRD website

NB! ¹⁵ **Public consultations** – where relevant.



Feasibility study (or equivalent)

1 MEUR threshold applies to individual infrastructure objects!

WHAT?

- **Full feasibility study or equivalent** by national legislation.
- **Joint or single** feasibility study.
- If in national language, a **summary in English** is required.
- **prepared by applicant/partner** with independent quality review or purely **by external expert**.

WHERE?

Section 3.3.1. (p.14), DAP guidelines;
IR 897/2014, Art. 43.2(c)

WHY?

- establish **viability** and **perspectives**;
- **identify development scenarios** and **feasible options** at an early stage of the project.

WHAT'S INSIDE?

- Options, results and risk analysis
- Socio-economic analysis

No special template for this document!



Applicants and partners from Russia!

WHAT?

- ▶ **Statutes.** ⇒ certified copy
- ▶ **Registration Certificates.** ⇒ certified copy
- ▶ **VAT payer's registration certificates** or equivalents. ⇒ certified copy
- ▶ **Statement** from the national tax authority **on absence of tax arrears.** ⇒ original
⇒ issued no later than three month prior to submission of the full application.

**Not
required
for public
entities!**

WHERE?

Section 3.3.1. (p.14), DAP guidelines

WHY?

- ▶ **legal capability** of implementing the project
- ▶ organisation is **operational** and is not likely to make it to **non-eligible situation**

Public entities by definition of Art.1 of Financing Agreement:
“in the Russian federation means federal, regional or local authority of the Russian Federation”



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COOPERATION PROGRAMME



Technical documentation

Building permit

Financial flow form

**30
June!**

WHAT?

Technical documentation

- ▶ ready for procurement of construction right after the project is approved.

Building permit

- ▶ by national legislation: available to procure construction immediately after the project approval.

Financial flow form

- ▶ Financial forecast to ensure sound financial management

WHERE?

Section 3.3.1. (p.14),
DAP guidelines

IR 897/2014, Art. 43.2(f),
43.3

Annex X to DAP
guidelines

WHY?

Availability of these documents secures implementation of the project in full and in a timely manner!

How to submit an application? (1)

Cross-check your full application against the checklist “Requirements for evaluation of full application”
(Annex IV to DAP Guidelines)

- Application Form
- Partnership Statements
- Letters of Endorsement by Associates
- Evidence of ownership or access to land/building
- Environmental Impact Assessment
- Feasibility study (equivalent)
- Statement from national tax authority
- Building permit
- Technical documentation
- Financial flow form

originals
and
electronically

- ! **Stamped** (if applicable)
- ! **Signed** by authorized person of applicant/partner organisation
- ! **Dated**

- Statutes
- Registration Certificate
- VAT payer's registration certificate or equivalent

paper copies
and
electronically (if
allowed by national
legislation)



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How to submit an application? (2)

SUBMISSION

Full application = AF + all annexes

- ▶ **original** - in paper, and
- ▶ **electronically**

- ▶ Inscription "*Direct Award Application for Latvia- Russia CBC Programme 2014-2020*"
- ▶ full name and address of the applicant.

For electronic version follow instruction in the invitation letter to proceed with full application!

METHODS

- | | | |
|-------------------|--------|-----------------------|
| ▶ regular mail | | ▶ JTS (MEPRD) in Riga |
| ▶ courier service | TO | ▶ BO in Pskov |
| ▶ hand-delivery | EITHER | ▶ BO in St Petersburg |

DEADLINE

DATE 30 JUNE 2017

TIME 17-00 (paper)
(hand-delivery) 23-59 (e-version)



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Introduction to Application packages



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Natalija Kulakova

Content of application form

- ☐ I Worksheet
- ☐ II-VI Worksheets
- ☐ VII Worksheet
- ☐ VIII Worksheet
- ☐ IX Worksheet
- ☐ X Worksheet
- ☐ XI Worksheet
- ☐ XII Worksheet
- ☐ XIII Worksheet
- ☐ XIV Worksheet
- ☐ XV Worksheet
- ☐ XVI Worksheet

PROJECT DESCRIPTION
ACTIVITY PACKAGES
PROJECT TIME PLAN
PROJECT APPLICANT
PROJECT PARTNERS
LOGICAL FRAMEWORK
SOURCES OF FUNDING
TOTAL PROJECT BUDGET
BUDGET PER PARTNER
INDICATORS
DECLARATION
ASSOCIATES



Application Form

General information – sheet 1 of AF

How to fill in the application form (AF)?



**Instructions how to fill in the
AF
(Annex 7 of the DAP
Guidelines)**



Indications in the AF

Compliance with the Summary



Application Form

Legend of field

Red	Headings/subheadings
Yellow	Fields with information
Blank	Fields filled by the applicant
Green	Fields with the drop-down menus
Black	Fields filled in by the JTS
Blue	Fields filled in automatically by formulas and links



Application Form Description

Information already provided in the project summary

- General information (e.g. title, thematic objective, project duration, contact person of the applicant organisation);
- Project problem;
- Overall objective;
- full name and address of the applicant.
- Final beneficiaries, target groups;
- Cross-border added value;
- Compliance with policy documents;
- Cross-cutting issues;
- Sustainability and risk analysis;
- Description of the capacity building component;
- Definition of exclusive competence of the applicant and partners



Application Form Description

Please pay attention!!!

Point 2.8. Influence of the project activities on the cross-cutting issues;

Point 2.9. Synergy;

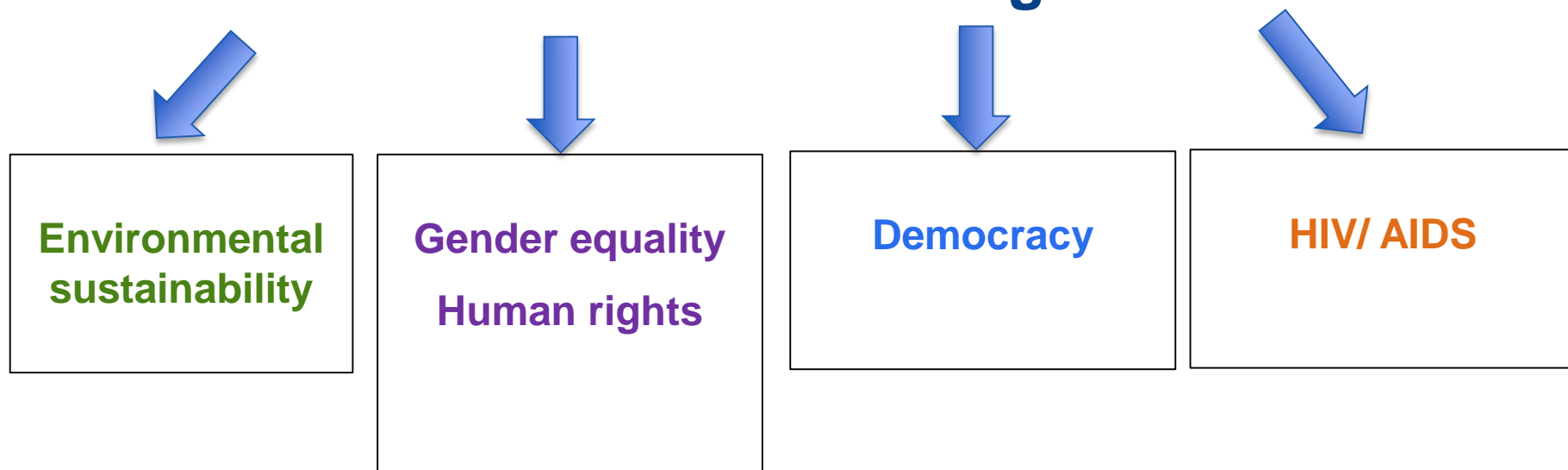
Point 3.2. Description of the capacity building component;

Point 4.1. Risk analysis.

Application Form Description

Point 2.8 Influence of the project activities on the cross-cutting issues

Justification on compliance of project activities with cross-cutting issues



Application Form Description

Point 2.9 Synergy

Please provide information:

- ▶ Whether application has been submitted to other programmes or funding instruments;
- ▶ Whether this project is a part of a larger programme;

Application Form (Description)

Point 3.1 Project type

- Integrated projects where each beneficiary implements a part of the activities of a joint project on its own territory.
- Symmetrical projects where similar activities are implemented in parallel in the participating countries.
- Single-country projects where projects are implemented mainly or entirely in one of the participating countries but for the benefit of all or some of the participating countries and where cross-border impacts and benefits are identified.

Application Form Description

Point 3.2 Description of the capacity building component

The capacity building component is a soft component related to the infrastructure investment.

Application Form Description

Point 4.1 Risk analysis (including risk mitigation measures)



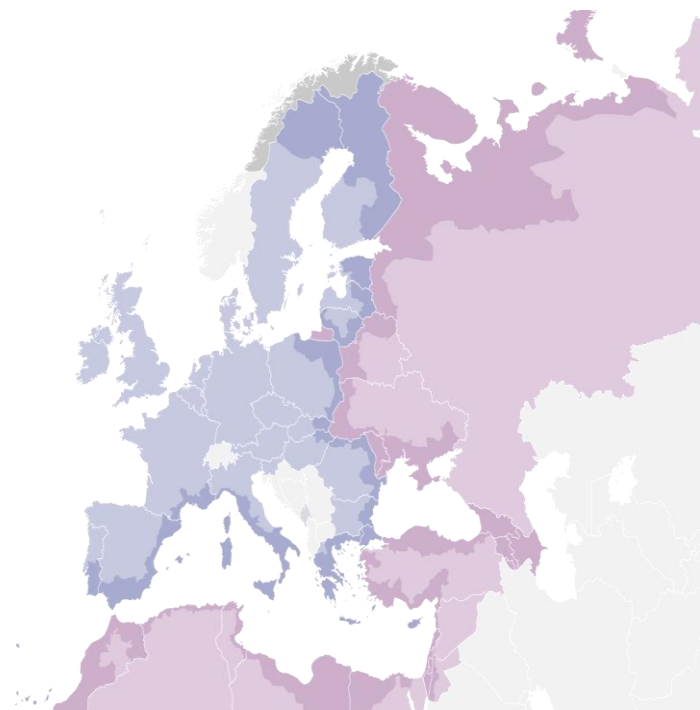


TESIM

Technical support to the implementation
and management of ENI CBC programmes

Developing CBC Project

Project and Logical Framework

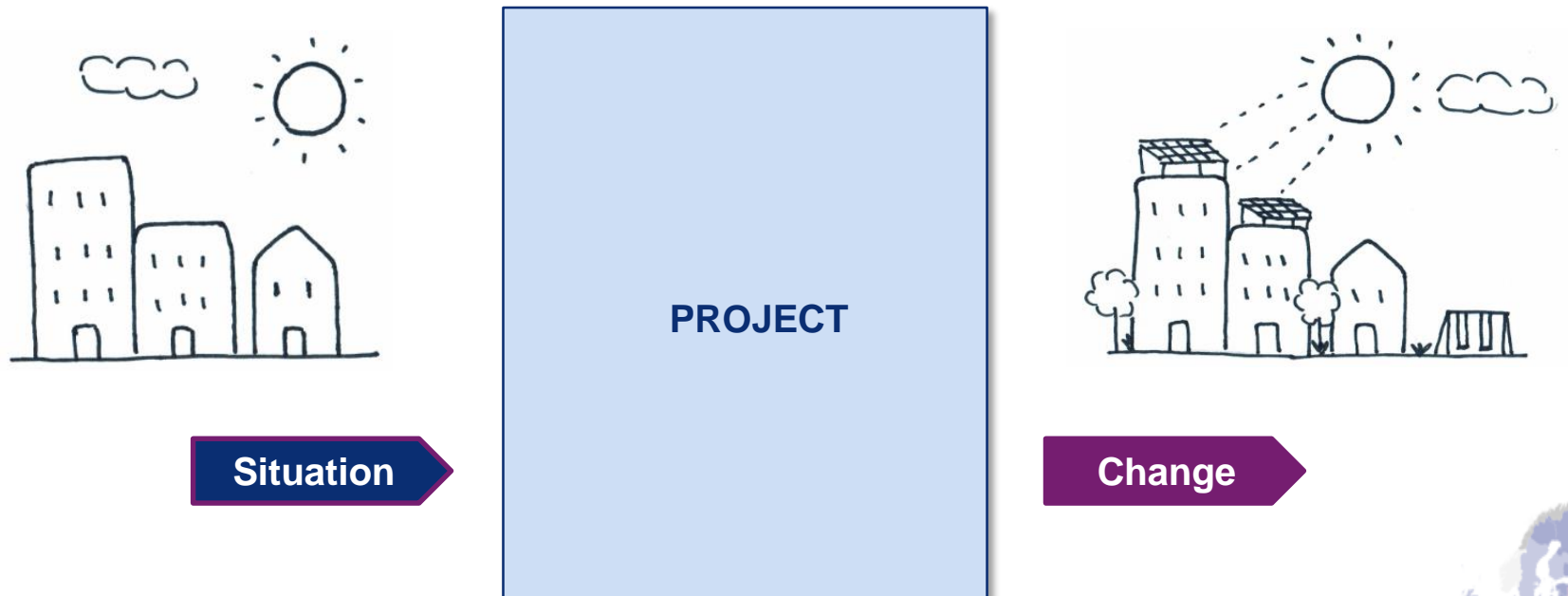


A project funded by the European Union

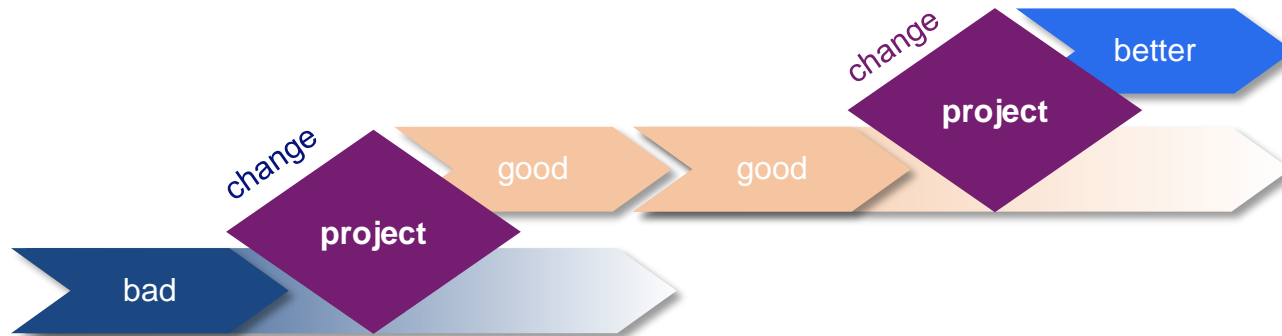
Implemented by a consortium led by



Aiming at a positive change



Project: change for the best value



A **project** is instrument for delivering actual **change**

↳ This **change** must bring concrete **benefits**

↳ These **benefits** must be **measurable**

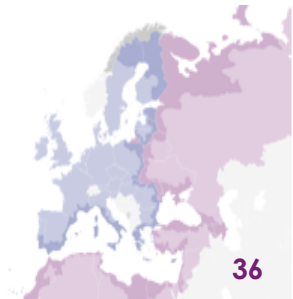
↳ The ultimate **value** of the benefits must significantly **exceed the project costs**

Logical Framework

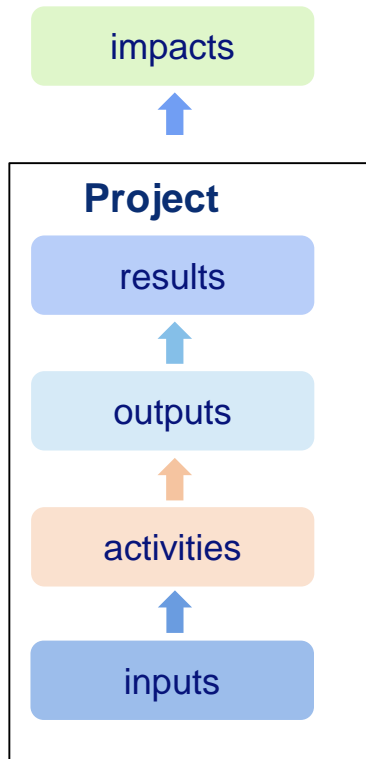
	Results chain	Indicators	Sources and means of verification	Assumptions
Overall objective: Impact				
Specific objective(s): results				
Outputs				
Activities		Means: Costs:		

Logical Framework

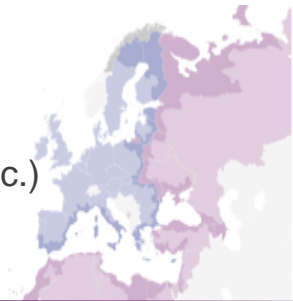
A project strategy is an intervention/implementation logic described in specific form where objectives, outputs and activities are to have clear logical ‘means-ends’ relations



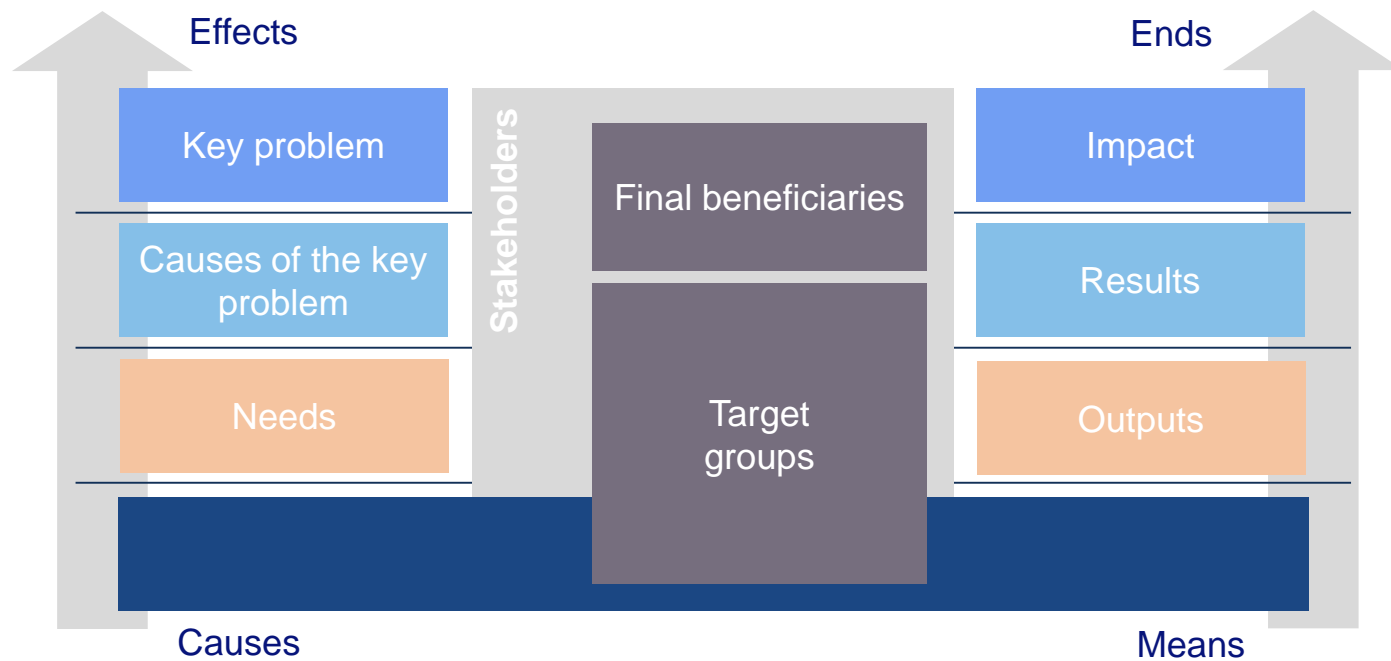
A project intervention logic



- Long term effects
- Likely or achieved short-term and medium-term effects of an outputs
- Products, capital goods and services which result from activities
- Project operations requiring utilization of assigned resources
- Physical and non physical resources (financial, administrative, regulatory, facilities, equipment and etc.)



A project development logic



LFM: indicators

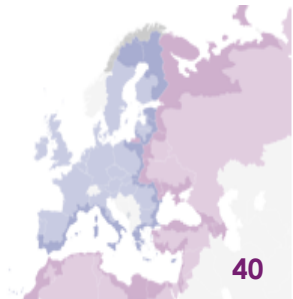
	Intervention logic: <i>rationale</i>	Indicators	Sources and means of verification	Assumptions
Overall objective: <i>Impact</i>				
Specific objective(s): <i>result(s)</i>				
Outputs				
Activities		Means: Costs:		

LFM: progress defining & control

Indicator is verifiable statement describing objective or output in terms of

- quality (nature),
- quantity (including segregation by gender, where relevant),
- place and
- time of performance

with regards to the **specific target group(s)**

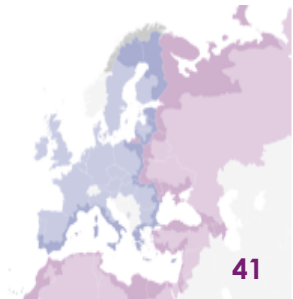


LFM: output indicators

- Output indicators measure the immediate and concrete consequences (products or services) of the activities implemented and resources used

Examples:

- a) Length of newly built/ marked/ equipped cycling routes*
- b) Number of citizens reached by the informational campaign on new cycling opportunities*

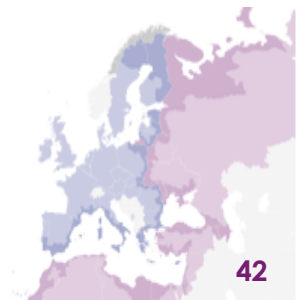


LFM: result indicators

- Result indicators measure the medium-term consequences from the delivered outputs

Example:

- a) Proportion of population using bicycles for their daily commute*
- b) Number of accidents involving bicycles on the particular stretches of the roads*

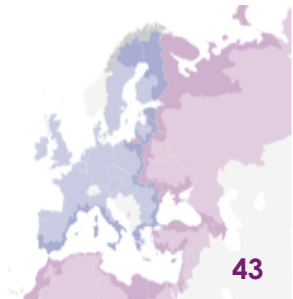


LFM: impact indicators

- Impact indicators measure the long-term consequences on a wider group of society than the project target group

Examples:

- a) Traffic intensity in the particular part of the city*
- b) Number of people living healthy lifestyle*



EXAMPLES OF INDICATORS

Input: the number of person-days used

Input: the amount of funds spent per trainee

Output: nr of persons participating in environmental actions

Output: square metres of exhibition space renovated

Output: Nr of additional ICT based tools developed supporting CBC

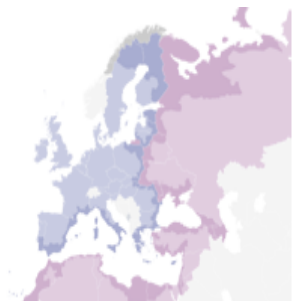
Result: number of visitors to sites of cross-border interest

Result: % of blue flag beaches in the area

Impact: Income from tourism in municipalities involved

Impact: Number of cases of recreational water illnesses reported

Result: higher rating of availability of cross-border trade info (survey)



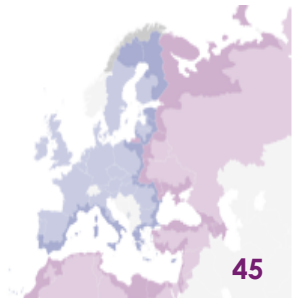
LFM: verification of indicators

Indicate where and in what form information on achievement of the overall objective, specific objective and outputs can be found

- internal project documentation (e.g. reports or specific research)
- external data (official statistics or external research)

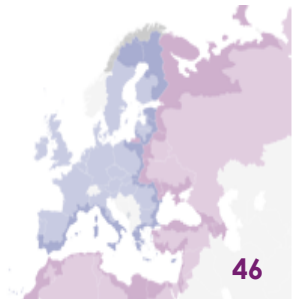
Main function:

- allow the management of the project and the monitors to verify whether the project achieves the planned level of indicators

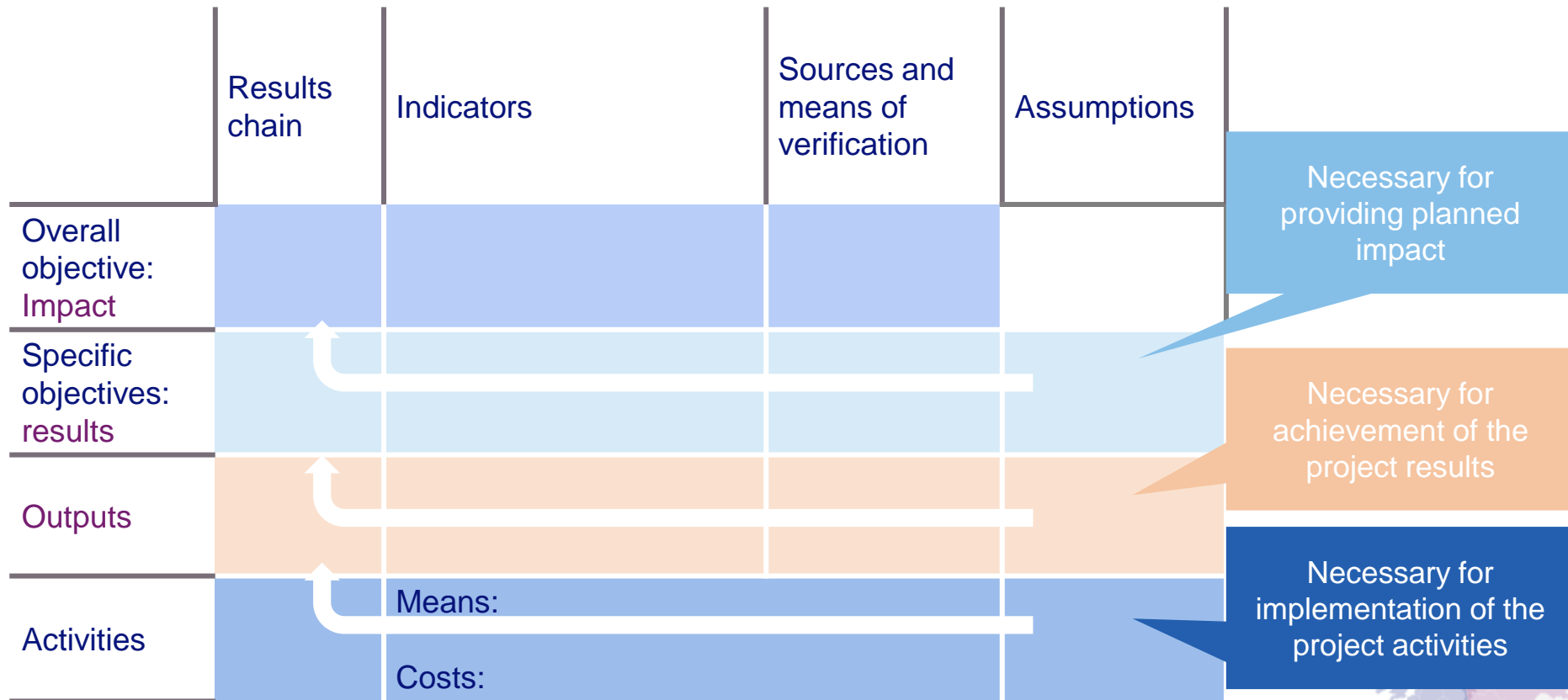


LFM: assumptions

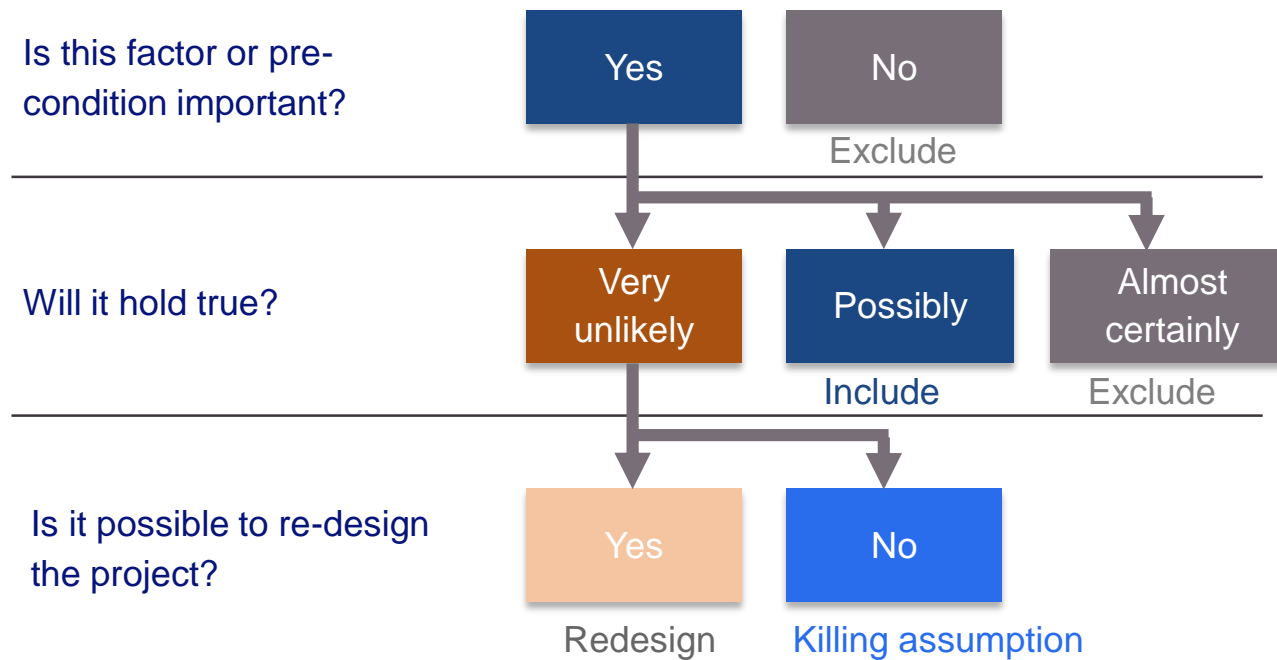
- Factors outside the project management's control that may impact on result-impact (results) and output-result linkage (outputs and activities)
- If formulated as negative statements, assumptions become 'risks'



LFM: project feasibility

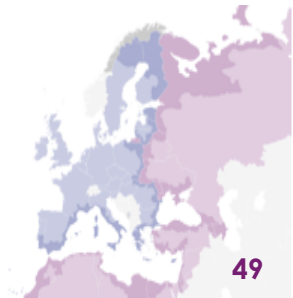


Checking Assumptions



Controlling assumptions

- Assumptions need to be controlled to achieve objectives, deliver required results and implement planned activities
- What kind of measures can be used to influence external conditions and increase the assumptions' probability?
- If necessary do not forget to add these measures to the project activities

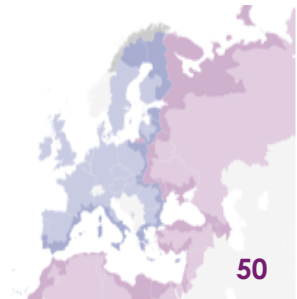


LFM: means

Physical and non-physical resources (often referred to as ‘inputs’) that are necessary to carry out the planned activities and manage the project,

e.g.:

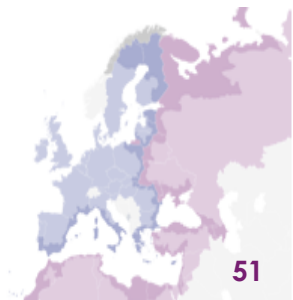
- *personnel/staff resources,*
- *supplies/equipment,*
- *services (trainings required),*
- *studies,*
- *operational facilities etc.*



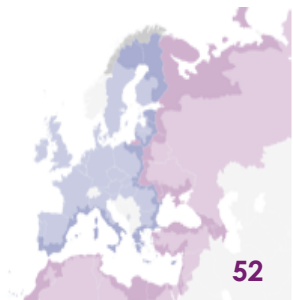
LFM: costs

Translation of all the identified resources (“means”) into financial terms:

- *what costs will be required to implement activities by the means as defined?*
- *classification of the costs required for implementation of all activities according to the budget lines*



Thank you!





Activity Packages in the Application Form: how to?



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Lauris Šēls

Activity Packages



2014-2020

Direct Award Project Application Form

Deadline for submission:

The Excel protection must not be removed.
Damaged Application Form will be declared ineligible.

Title of the project

Short title of the project (acronym)

Thematic objective and Priority

I Description II AP 1 III AP 2 IV AP 3 V AP 4 VI AP 5 VII Time Plan VIII Applicant

What are those?

Groups of activities where every activity of the group (package) contributes to one particular field.

Significance

Information reflected in Activity packages must correlate with expenditures indicated in Budget section.



Activity Packages

Mandatory Activity Packages

ACTIVITY PACKAGE 1

Management and coordination

ACTIVITY PACKAGE 2

Information and visibility

ACTIVITY PACKAGE 3

Infrastructure investments

Optional Activity Packages

ACTIVITY PACKAGE 4

Activity title:

ACTIVITY PACKAGE 5

Activity title:



Activity Packages

Description

(Maximum 1000 characters)

ERROR! Please provide description!

Aim of the Activity package.
Specify the details of
implementation of activity
package.

ERROR! All required fields are not filled in!

Responsible partner:

Involved partners:

Involved target group:

Indicate necessary partners
and target groups involved
only in particular activity
package.

Objective

(Maximum 1000+1000 characters)

Provide the objective of this
particular Activity package.

Activity Packages

List of planned activities

(Maximum 1000 characters)

ERROR! Please provide description!



Indicate activities that correspond to characteristics of specific Activity package. 15 activities is the maximum amount to be listed.

Planned outputs and results

(Maximum 1000 characters)

ERROR! Please provide description!



Indicate planned outputs and results. **AP Output** the outcome of particular activity or activities, **AP Result** indicates the general final result.





Activity package 1

Management and coordination



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AP 1 – Management and coordination

DESCRIPTION

Management structure

- Steering Group and Work Group/Task Force/Project Team
- Project manager and Financial manager

Division of responsibilities

- Financial management
- Day-to-day management of the project (tasks among the partners)
- Internal Monitoring and Supervision activities

AP 1 – Management and coordination

OBJECTIVE

- ▶ Successful implementation of Project Management and coordination activities.
- ▶ Example: ***The objective of Activity package «Management and coordination» is to implement planned activities (listed below) in close partnership (with involved partners) via agreed management structure and procedures to achieve outputs and results of the project.***

AP 1 – Management and coordination

LIST OF PLANNED ACTIVITIES

Creation of
Steering
Group (SG)
and Work
Group (WG)

Management
meetings
(WG and SG
combined)

Preparation of
reports (for
submission to
MA)

Number of
procurements
organised

Internal
monitoring &
supervision
activities

Other
management
and
coordination
related
activities



AP 1 – Management and coordination

PLANNED OUTPUTS AND RESULTS

Outputs

- Number of audits carried out
- Number of reports prepared and submitted
- Number of meetings of SG and WG held
- other management and coordination related outputs (quantified)

Results

- Audits conducted in time, accurate financial management provided
- Number of reports approved by Managing authority of the Programme
- Continuous information flow between partners, solutions found
- other management and coordination related results (quantified)





ACTIVITY PACKAGE 2

Information and Visibility



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Dace Spēlmane

AP 2 – Information and Visibility

PROJECT COMMUNICATION PLAN

Communication – why bother?

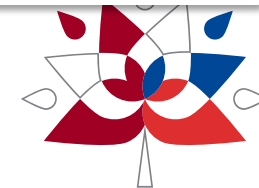
**RAISE
AWARENESS &**
make people learn
new things

**MAKE THE
RESULTS VISIBLE**
& change people's
opinions

**CONTRIBUTE WITH
GOOD PRACTICES**
& extend the impact

**STRENGTHEN
INTERNAL
COMMUNICATION &**
make your project run
smoothly

**ENSURE
TRANSPARENCY &**
Assure wider public



AP 2 – Information and Visibility

PROJECT COMMUNICATION PLAN (2)

- ▶ Develop a project communication plan so you can get **the right information** to **the right people** at **the right time**.
- ▶ Keep it **simple** and **easy**
- ▶ Describe all communication activities in details, including:
 - ▶ The **overall aim** of the communication plan;
 - ▶ **Communication tools** you plan to use (social media, events, printed and electronic publications, etc.)
 - ▶ Ways and places of **information dissemination**
 - ▶ Include **indicators of achievement**
 - ▶ Consider both internal & external communication

AP 2 – Information and Visibility

TARGET AUDIENCES

- ▶ A project can target multiple target groups that will each require a different approach, tools and frequency of communication activities.
- ▶ **Media** (regional, national, EU, broadcast, online and print media)
- ▶ **Decision-makers** at local, regional, national and European level
- ▶ **International organisations**
- ▶ **Professional/business groups**

AP 2 – Information and Visibility

COMMUNICATION OBJECTIVE

► COMMUNICATION OBJECTIVES ≠ PROJECT OBJECTIVES

Develop project-specific communication objectives that **will help to deliver** project objectives, outputs and results.

► INTERNAL COMMUNICATIONS OBJECTIVES ≠ EXTERNAL COMMUNICATION OBJECTIVES

Agree on **when** and **how** and on **what** are **you and your partners** communicating.

.

AP 2 – Information and Visibility

BE SMART ABOUT COMMUNICATION OBJECTIVE

SPECIFIC

- it contributes to the relevant change at the specific project objective level

MEASURABLE

- establish criteria to measure your communication progress

ACHIEVABLE

- Consider limitations and constraints

REALISTIC

- Consider the available resources

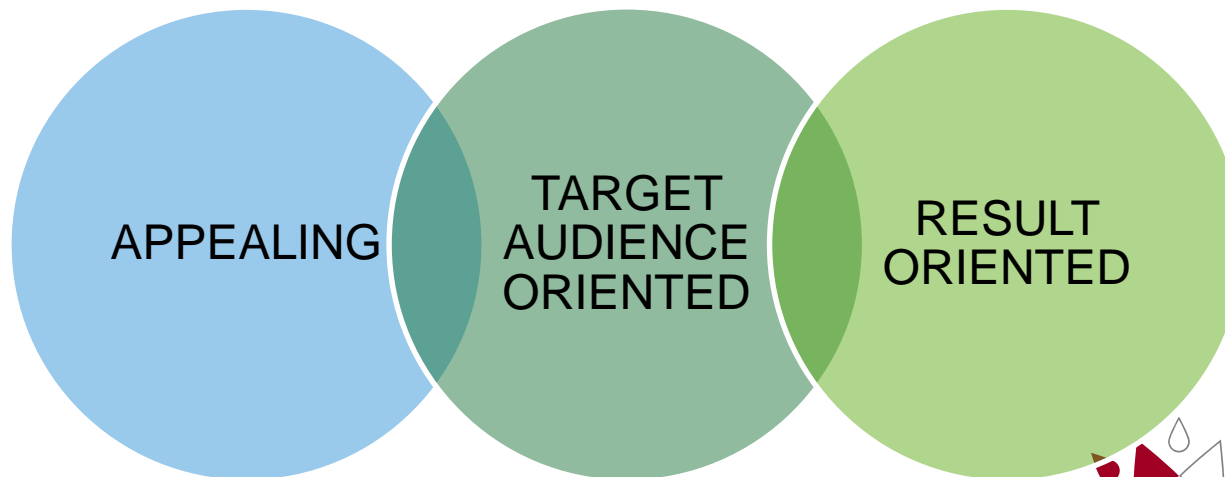
TIMED

- it has a start and end point in the proposed timeline

AP 2 – Information and Visibility

LIST OF PLANNED ACTIVITIES

- ▶ A to-do list for each communication objective
- ▶ Explain the necessity of the chosen activities and how it will be linked to one/more of the communication objectives and the specific target groups
- ▶ You will reach further if your information activities will be:



AP 2 – Information and Visibility

OUTPUTS AND RESULTS

Outputs

- A tangible product that can be quantified
- *Events, websites, reports, materials, ect.*

Results

- An intangible added value
- *improved awareness training platforms, methodology,*



AP 2 – Information and Visibility CAPITALISATION

► CAPITALISATION

A process of collecting and transferring results, knowledge, best practices produced in your project in order to make your experience usable for other stakeholders.

Include a short description of capitalisation activities envisaged and the potential longer-term benefits.

Use a mix of various capitalization tools and activities to achieve the best results, for example:

- Create content with photos/videos;
- Website, social media, publications, reports
- Organise media campaigns and press conferences
- Develop recommendations and future policy strategies
- Involve political and other stakeholders in capitalisation (visits of officials to project sites).

AP 2 – Information and Visibility

MAIN DOCUMENTS TO KEEP ON DESK

- **Communication and Visibility Guidelines** for Project Implementation by lead beneficiaries and beneficiaries <http://latruscbc.eu/direct-award-projects/guidelines-for-applicants/>
- **Practical Recommendations** for Project Participants on the Information Coverage (for Russian beneficiaries)



ACTIVITY PACKAGE 3

Infrastructure investments



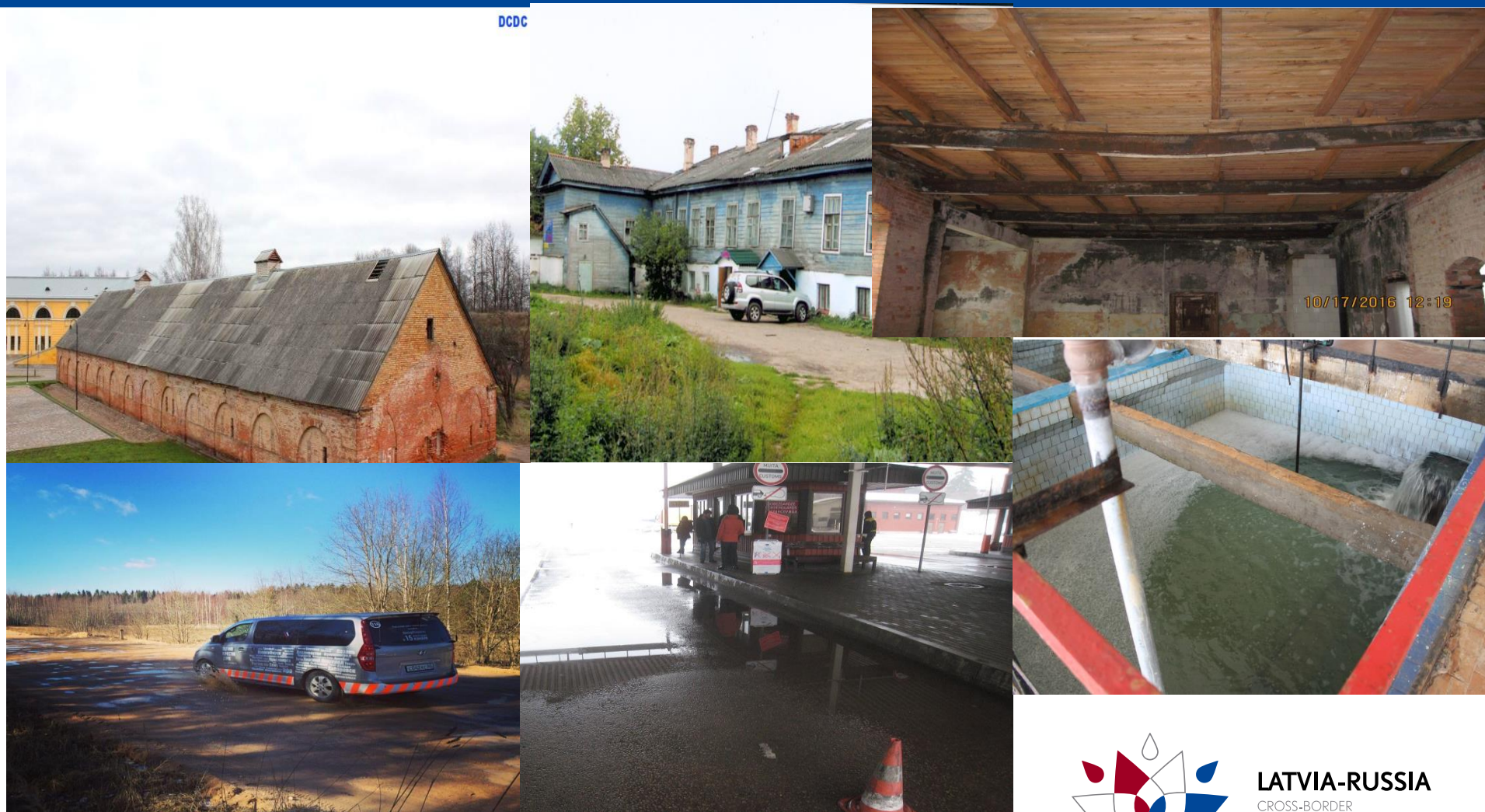
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Cofinanced by the European Union,
the Republic of Latvia and
the Russian Federation

Natālija Kulakova

AP 3 – Infrastructure investments



AP 3 – Infrastructure investments

DESCRIPTION

- The aim of this AP is to provide detailed description of the infrastructure investments
- Please provide description of the infrastructure investments and their location
- Information shall correspond with information provided in the section «*Description of Infrastructure Investments*» of the Summary
- Responsible partner – Applicant (also in case of 3 infrastructure objects in project)
- Involved partners – other partners involved in this AP
- Involved target group – shall correspond with information provided in the section «*Target groups and final beneficiaries*» of the Summary

AP 3 – Infrastructure investments

OBJECTIVE

- ▶ Ensure successful improvement of infrastructure

- ▶ Example:

The objective of the AP «Infrastructure investments» is to ensure improvement of the infrastructure of the border crossing point

AP 3 – Infrastructure investments

LIST OF PLANNED ACTIVITIES

Information shall correspond with information provided in the section «Planned project activities» of the Summary regarding infrastructure activities, including retroactive costs

Examples:

- ▶ Reconstruction of the existing 6 control pavilions
- ▶ Restoration of the Powder Magazine in the Daugavpils Fortress
- ▶ Reconstruction of the Manor house in Pskov
- ▶ Reconstruction of the regional road «Lavry - border crossing point Brunishevo»
- ▶ Etc.

AP 3 – Infrastructure investments

PLANNED OUTPUTS AND RESULTS

Information shall correspond with information provided in the section «Expected project results» of the Summary regarding infrastructure activities, including retroactive costs

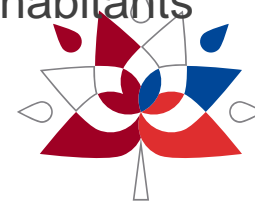
Examples:

Outputs

- 1 technical design updated
- Reconstructed regional road «Lavry - border crossing point Brunishevo»
- Three heritage objects restored and adapted for new functions
- Constructed alternative suitable underground source of drinking water supply for Pskov city

Results

- Pollution reduction in the supplied water for inhabitants of Pskov
- Time saving for vehicles who are crossing the border crossing point
- Ensuring security of the traffic for vehicles and local inhabitants
- Improved working conditions of personnel working at the border-crossing point



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The Russian Federation

AP 3 – Infrastructure investments

LONG-TERM IMPACT AND DURABILITY

Impact is the long-term effect brought about by the project

Examples:

- ▶ More income from the tourism in the border regions
- ▶ Contribution to the sustainable development of participating regions
- ▶ Improved cross-border traffic flows



ACTIVITY PACKAGE 4 & 5

Soft activities



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Elena Makarova

APs 4 and 5 – DESCRIPTION

WHAT IT IS

- ▶ Blocks of **soft activities of project's choice**, directly **linked** to project main goal and objectives, and logically **incorporated** into the project implementation framework.
- ▶ The titles reflect the core focus.

WHERE TO FIND

Worksheets V-VI of the application form

Capacity Building Component

Art. 43.2(b), ENI CBC IR

a **soft component related to the infrastructure investment**. Requires detailed description (section 3.2, Worksheet I)



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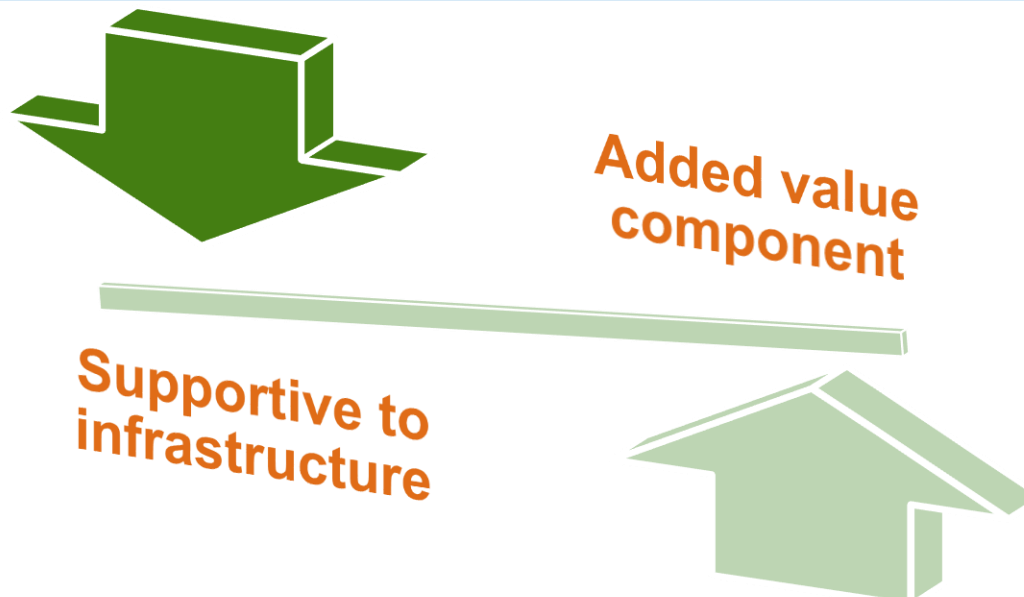
APs 4 and 5 – OBJECTIVE

Focus on where you would like to find yourselves once it is achieved

Contribute to integrity and cohesiveness of project

Stick to internal logic of the project

Compliance with Section 2.3, Worksheet I

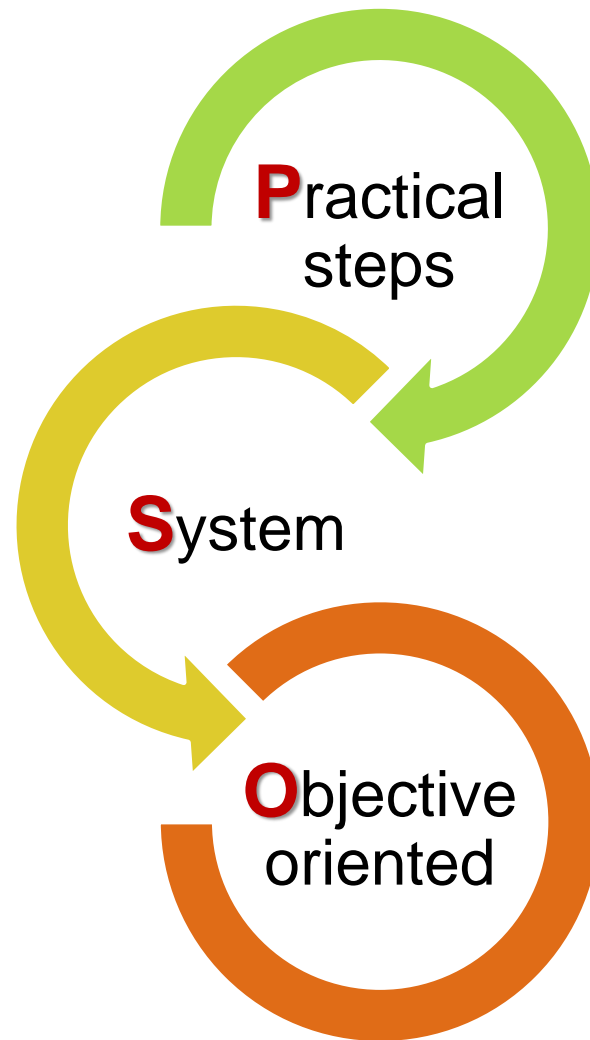


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AP 4 and 5 – LIST OF PLANNED ACTIVITIES



APs 4 and 5 – PLANNED OUTPUTS AND RESULTS

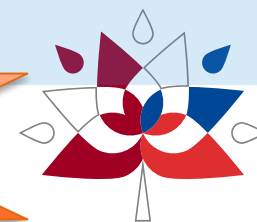
Outputs

Results

Long-term impact

Durability

<ul style="list-style-type: none"> ▶ What actually comes out of implemented activity 	<ul style="list-style-type: none"> ▶ Summarize and analyze where the outputs lead you to 	<ul style="list-style-type: none"> ▶ Activates further developments of initiatives 	<ul style="list-style-type: none"> ▶ Field for growing new initiatives
<ul style="list-style-type: none"> ▶ Countability 	<ul style="list-style-type: none"> ▶ Combine qualitative & quantitative info 	<ul style="list-style-type: none"> ▶ Implies continuous process 	<ul style="list-style-type: none"> ▶ Multiplication of results ▶ Associates with sustainability
<ul style="list-style-type: none"> ▶ Use for building upon results 	<ul style="list-style-type: none"> ▶ Source for analysis of effectiveness and forecasting long-term impact 	<ul style="list-style-type: none"> ▶ Changes can actually be attributed to project achievements 	<ul style="list-style-type: none"> ▶ more practical as compared to long-term impact



Time plan

1st year of implementation

Activity	Month	Semester 1						Semester 2						Implementing body
		1	2	3	4	5	6	7	8	9	10	11	12	
Activity Package 1: Project Management														
Activity Package 2: Visibility and Communication Activities														
Activity Package 3: Infrastructure investments														

“P” preparation of the activity;

“I” implementation of the particular activity.

NB! Titles of activities indicated in Time Plan must correspond (1:1) to titles indicated in Activity Packages;

Time plan

2nd and 3rd year of implementation:

Activity	Quarter	Year 2				Year 3				Implementing body
		1	2	3	4	1	2	3	4	
Activity Package 1: Project Management										
Activity Package 2: Visibility and Communication Activities										
Activity Package 3: Infrastructure investments										





Budget of the Project



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Ilze Skrebele-Stikāne

General requirements for project's budget

realistic

in line with principles of economy, efficiency and effectiveness

includes all project costs

developed with input from all project partners



Worksheet XIII – Budget per partners

Budget heading 1 Staff costs

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
1. Staff costs	0,00				0,00			0,00
Coordinator	0,00	Per month			0,00			0,00
Manager	0,00	Per month			0,00			0,00
Assistant	0,00	Per month			0,00			0,00
Financial manager	0,00	Per month			0,00			0,00
	0,00				0,00			0,00

- Gross employment costs in line with work/employment contract (full-time or part-time)
- Cover real costs paid out based on a payslip or an equivalent document

NB! Staff working for the project and remunerated from staff costs cannot conclude any service contracts that are financed within the same project

Worksheet XIII – Budget per partners

Budget heading 2 Travel and accommodation costs

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
2.Travel and accomodation costs	0,00				0,00			0,00
Travel costs of the staff	0,00	Per trip			0,00			0,00
Travel costs of the participants	0,00	Per trip			0,00			0,00
Daily allowance of the staff	0,00	Per day			0,00			0,00
Daily allowances of the participants	0,00	Per day			0,00			0,00
Rent of vehicles for travel	0,00	Per month/day			0,00			0,00
Travel costs to activities outside the Programme area (specify the destination)								
	0,00				0,00			0,00
	0,00				0,00			0,00

- ▶ Travel costs, accommodation costs, visa costs and daily allowances are eligible
- ▶ Travel and accommodation costs of associated partners and in justified cases guests/target group of events, members of project steering group and drivers of partner organizations

NB! Travel outside Programme territory to be indicated separately

Worksheet XIII – Budget per partners

Budget heading 3 External expertise and service costs

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
3. External expertise and service costs	0,00				0,00			0,00
Translation	0,00	Par agreement			0,00			0,00
Financial amnagement	0,00	Par agreement			0,00			0,00
Communication activities	0,00	Par agreement			0,00			0,00
Expenditure verification for the Beneficiary from Russia	0,00	Par agreement			0,00			0,00
	0,00				0,00			0,00

- External expertise and services must be essential to the project
- All costs are subject to applicable public procurement rules
- Subcontracting other project beneficiary organizations or their employees working for project is not allowed

Worksheet XIII – Budget per partners

Budget heading 4 Equipment costs

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
Office equipment	0,00	Per item			0,00			0,00
Laboratory equipment	0,00	Per contract			0,00			0,00
IT software	0,00	Per item			0,00			0,00
	0,00				0,00			0,00
	0,00				0,00			0,00

- Purchases or rent of equipment (new or used) is eligible only in case such equipment is necessary for reaching project results and guaranteeing their durability
- Equipment has not been supported from any EU funds or by other international, national, regional and/or local funds
- All costs are subject to applicable public procurement rules
- Equipment cannot be purchased or rented from another project beneficiary

NB! Equipment costs directly related to the installation of infrastructure must be indicated under the budget heading 5 “Infrastructure and works”



Worksheet XIII – Budget per partners

Budget heading 5 Infrastructure and works

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
5. Infrastructure and Works	0,00				0,00			0,00
Works	0,00	Per work			0,00			0,00
Services	0,00	Per service			0,00			0,00
	0,00				0,00			0,00

- Costs related to investments in infrastructure (site preparation, delivery of materials, handling, installation, renovation, (re)construction and their supervision a.o.)

Worksheet XIII – Budget per partners

Budget heading 7 Retroactive and preparatory works

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
7. Retroactive and preparatory costs	0,00				0,00			0,00
Preparatory costs	0,00				0,00			0,00
	0,00				0,00			0,00

- Retroactive costs - costs for actual works directly related to infrastructure development (up to 7% of relevant infrastructure and works object's costs)
- Preparatory costs - travel and subsistence costs of staff and other persons taking part in the project not exceeding EUR 2000

NB! total amount of financing on the basis of lump sums, unit costs and flat rate financing within budget headings from 1 to 6 may not exceed EUR 60 000

Worksheet XIII – Budget per partners

Budget heading 9 Office and administration costs

Costs	All partners TOTAL (in EUR)	Unit	Applicant (Partner 1)			Partner 2		
			Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)	Number of units	Unit rate (in EUR)	TOTAL Costs (in EUR)
9. Office and administration costs (max 7% of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure)	0,00							

- Calculated as a flat-rate of up to 7% of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure

NB! Indirect costs declared under this budget heading cannot be declared under any other budget heading

Worksheet XI – Sources of funding

	Amount EUR	Percentage of total %
Total Applicant's (Partner 1) budget		
Programme co-financing		
Applicant's co-financing		
Total Partner 2 budget		
Programme co-financing		
Partner's co-financing		
TOTAL Programme co-financing	0,00	0,00%
TOTAL Partner's co-financing	0,00	0,00%
TOTAL project budget	0,00	0,00%

- ▶ Applicant and each project partner must contribute not less than **10%** of its total eligible costs to financing of the project.
- ▶ Contribution by the applicant and project partners must derive from their own resources or from sources other than the EU budget.

Worksheet XII – Total budget

	Total for all years	Year 1
Costs	Costs EUR	Costs EUR
1. Staff costs	0,00	
2. Travel and accomodation costs	0,00	
3. External expertise and service costs	0,00	
4. Equipment costs	0,00	
5. Infrastructure and Works	0,00	
6. Subtotal direct eligible costs of the Project (1-5)	0,00	0,00
7. Retroactive and preparatory costs	0,00	
8. Subtotal (6+7)	0,00	0,00
9. Office and adminisatration costs (max 7% of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure)	0,00	
10. Total eligible costs (8+9)	0,00	0,00

- The initial pre-financing instalment will be 40% of the forecast budget for the first year of the project.

General provisions for eligibility of expenditure

- incurred during the implementation period of the project (except retroactive costs, preparatory costs and costs related to preparation of final report)
- indicated in the project's budget
- necessary for the project implementation
- identifiable and verifiable
- comply with the requirements of applicable tax and social legislation
- Reasonable and justified
- supported by invoices or documents of equivalent value

Non-eligible costs

- ▶ debts and debt service charges (interest)
- ▶ provisions for losses or liabilities
- ▶ costs declared by the beneficiary and already financed by the European Union budget or Programme budget and other international financial instruments
- ▶ purchases of land or buildings exceeding 10% of eligible expenditure of projects
- ▶ exchange-rate losses
- ▶ duties, taxes and charges, including VAT, except where non-recoverable under the relevant national tax legislation
- ▶ loans to third parties
- ▶ fines, financial penalties and expenses of litigation
- ▶ contributions in kind

Payments to project

Initial pre-financing instalment

40% of forecast budget of first year of project implementation + retroactive and preparatory costs

Further pre-financing instalments

Not exceeding 80% of grant

Balance payment



Use of euro

- Payments to the project will be made in EUR only
- For the reporting of real costs borne in **national currencies** (other than EUR) the conversion into EUR shall be done at the monthly accounting exchange rate of the EC in the month during which that expenditure was incurred

NB! Any exchange losses are not eligible costs and must be covered by the beneficiaries

Keeping project accounts

Beneficiaries must maintain

- ▶ a separate accounting system or
- ▶ a suitable accounting code

Accounts and expenditures relating to the project must be easily identifiable and verifiable.



Thank You!

For more information please contact Joint Technical Secretariat:
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