



Kick-off seminar for beneficiaries on project implementation

20 August 2019 Pskov, Russia

22 August 2019 Daugavpils, Latvia



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CROSS-BORDER
COOPERATION PROGRAMME



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Introduction



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Agnese Marnauza

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Head of Division, Development Instruments Department

Way to go!



great
job!

What's
Next?



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JTS team

LV-RU-002, 006, 008,
020, 029, 052

Project manager
Ilze Skrebele-Stikane



Phone: +371 66 016 778
E-mail: ilze.skrebele-stikane@varam.gov.lv



LV-RU-003, 009, 010,
018, 022

Project manager
Lauris Shels



Phone: +371 66 016 735
E-mail: Lauris.Shels@varam.gov.lv



LV-RU-001, 004,
021, 023, 040

Project manager
Natalija Kulakova



Phone: +371 67 026 481
E-mail: natalija.kulakova@varam.gov.lv



LV-RU-016, 019, 030

Project manager
Natalja Menailova



Phone: +371 66016737
E-mail: natalja.menailova@varam.gov.lv



LV-RU-017, 053

Project manager
Jelena Pastushkova



Phone: +371 67026406
E-mail: jelena.pastushkova@varam.gov.lv



LV-RU-002, 006, 010, 017,
018, 023, 030

Information manager
Jelizaveta Shibatovska



Phone: +371 66 016 779
E-mail: jelizaveta.shibatovska@varam.gov.lv



LV-RU-003, 008, 009, 016,
022, 029, 052

Information manager
Elena Makarova



Phone: +7 812 325 5184
E-mail: elena.makarova@latruscbc.eu



LV-RU-001, 004, 019, 020,
021, 040, 053

Information manager
Natalia Alexeeva



Phone: +7 921 218 3600
E-mail: natalia.alexeeva@latruscbc.eu



Anti-fraud policy and treatment of irregularities



Fraud

Corruption (active, passive)

Conflict of interest

Irregularity

Whistleblower



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Project cycle: where we are now?



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Outline of agenda

Time	Session
10:15 – 10:45	Monitoring, Communication musts
10:45 – 11:15	
11:15 – 12:00	practical tasks etc.


**KEEP
CALM
CAUSE
IT'S
LUNCH TIME**

Time	Session
13:00 – 13:30	Procurement General provisions, rules of origin and nationality.
13:30 – 14:15	Reporting Key features and deadlines
14:15 – 14:30	Cooperation with JTS
14:30 – 14:45	Wrap up and Q&A
14:45 – 16:30	Individual consultations (and coffee)



GOOD LUCK!
Желаем успехов!
Vēlu veiksmi!



Tips for successful start: Responsibilities of partners



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Elena Makarova

Information manager
JTS Branch office in St Petersburg and Leningrad region

Working together in a CBC project means...

- ▶ **the cross border cooperation partnership.** Invest in establishing good partnership relations, clear and regular communication and meeting procedures.
- ▶ different views on the same subject in the project ensures **higher potential** for stronger and more strategically relevant results
- ▶ **all beneficiaries speak with one voice!** Good communication inside the partnership is a prerequisite for efficient external communication.



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Who is who in a project

Project manager



Lead beneficiary: sets up and maintains implementation system of project

Beneficiary: contact person with the project manager of lead beneficiary

Lead beneficiary: ensures sound financial management

Beneficiary: responsible for book-keeping in the project in the beneficiary organization

Financial manager



NB: Same person can perform both as PM and FM

- Each beneficiary is responsible for its part of the project activities, yet the partnership works integrally for joint result.
- Each beneficiary should **know and understand the rules** as good as Lead beneficiary.
- For details on rights and responsibilities consult your **PARTNERSHIP AGREEMENT for the Implementation of the Project, Art. 4 “Rights and obligations”**



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Who else is involved in a project?



Steering committees
Advisory groups
Task forces, etc.



Associates

Contractors



Target groups
Final beneficiaries



Key principles and essentials of partnership

- **Lead beneficiary principle**
 - Managing Authority and Joint Technical Secretariat communicate with the project via Lead Beneficiary
- **Partnership agreement**
- **Distribution of legal, financial and operational responsibilities**
- **Commitment to cooperation**
 - shared understanding of the project goals, activities and expected results
- **Internal communication (critical success factor)**
 - keeps all beneficiaries aimed at the same final goal and embrace their roles
 - allows monitor project progress, forecast and mitigate risks
- **Ongoing internal project monitoring**
 - revise working plan, understanding goals activities and expected results



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Responsibilities and rights

To get the full picture on rights and responsibilities consult

- ▶ **Grant Contract** – *ALL project beneficiaries* should be aware of its provisions!
- ▶ **Partnership Agreement** for the Implementation of the Project, Article 4 (*Rights and obligations*).
- ▶ **Practical Guidelines for Project implementation, Section 3.2 (*Management and responsibilities within the project*)**, page 6.

Implementation of project activities

Reporting and expenditure verification

Financial management

Payments

Communication and visibility

Monitoring, evaluation, audit

Good practice in partnership

- Establish, agree and follow clear communication procedures
- ✓ ➤ Establish clear responsibilities for each beneficiary (including Lead Beneficiary)
- Encourage project co-ownership
- ✓ ➤ Set up and build the project team – a team is more than an addition of staff members, it requires “team building” as a process!

Internal communication

(critical success factor)

Agree on....

- ▶ **when, how, on what** you – beneficiaries – communicate!
- ▶ **format** for (monthly / weekly) **internal reports**
- ▶ **responsible person** for social media and/or website



**Make minutes of meetings
and use them as working
documents!**



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Tips for successful start: Communication musts



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Natalia Alexeeva

Information manager
JTS Branch office in Pskov

Framework

- Communication and Visibility in EU-financed external actions. Requirements for implementing partners (Projects). January 2018
- Other related EU regulations
- No incorporation of national requirements!



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Communication and Visibility Guidelines for Project Beneficiaries

Approved by the Joint Monitoring Committee
on 24 May 2019

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Major requirements

Only two absolute musts:

- ▶ correct Programme visual identity
- ▶ display panel

Other activities – additional requirements:

- ▶ Personal data protection
- ▶ MA approval before circulation



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Correct Programme Visual Identity

Key rule: EU emblem should be 1 cm high



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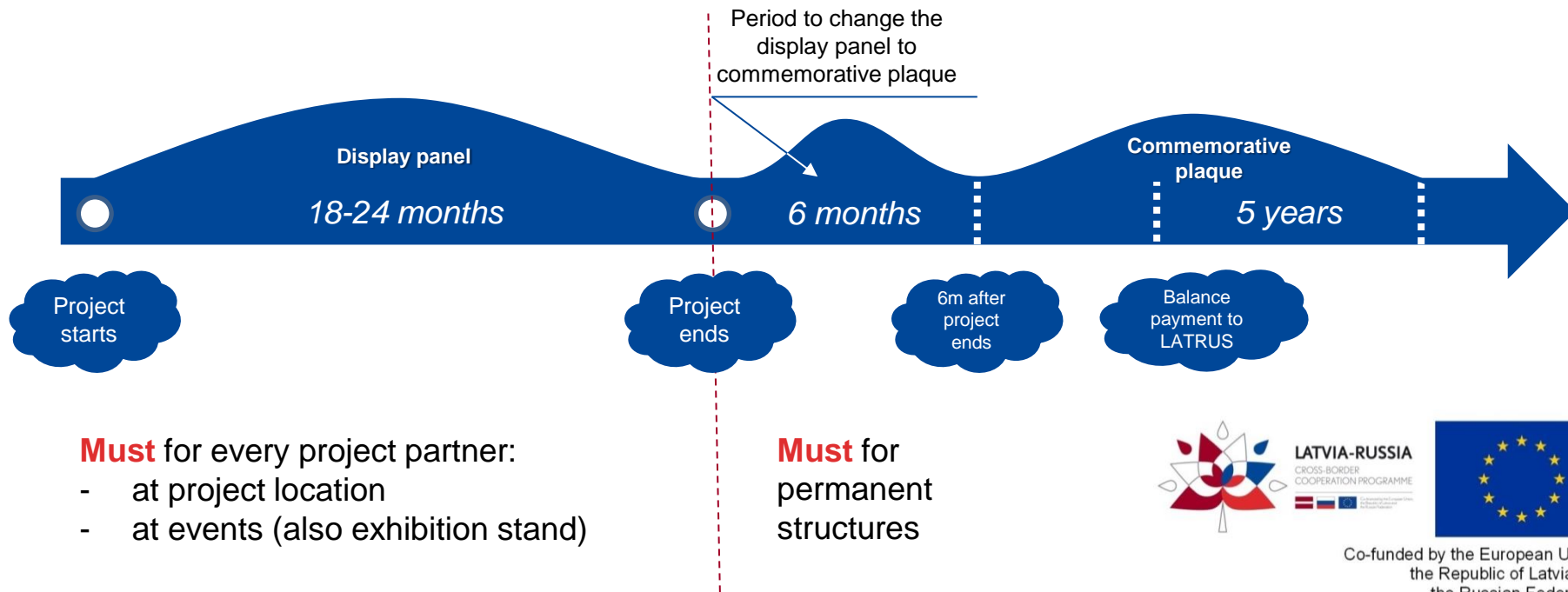
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Other flags: follow National Authorities' recommendations

Other logos: possible, mind size and location

Marking of project locations

Key rule: Any project location should be marked regardless the amount of financing



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Display panel

Where:

- 1) Beside access routes to the site where the project is taking place
- 2) When promoting projects at exhibitions or events and at the entrances to training centers, office receptions, etc.

What:

- Programme logo (25% of the total space of the display)
- project title and acronym
- project objective
- key project deliverables
- project duration
- title and contact information of the lead beneficiary
- general statement about the Programme

How long:

From the start of the project until six months after its end.



Improvement of vocational education in the field of agriculture in Latgale and Pskov regions (AgroNet)

Project objective: development of the potential of agriculture sector entrepreneurs an start-ups in the bordering areas of Russia and Latvia.

Key project deliverables: updated contents and methodology of existing training programmes in Latgale and Pskov regions, new study models of ecological farming and marketing, home production, fighting hogweed, land amelioration, distance learning modules etc.

Project duration: 18 month (01.06.2019-31.12.2020)

Lead beneficiary: Malnava College, Kļavu iela 17 Malnava, Malnavas pagasts, Kārsavas novads, LV-5750, www.malnava.lv

Project partner: State Budgetary Vocational Educational Institution of Pskov Region "Pskov Agrotechnical College".

Latvia-Russia Cross-Border Cooperation Programme 2014-2020 supports joint efforts for addressing cross-border development challenges and promotes sustainable use of existing potential of the area across border between the European Union and Russian Federation.
The Programme website is www.latruscbc.eu



Commemorative plaque

Where:

- 1) In the most visible part of the structure
- 2) In case of more than one main entrance - at every main entrance

What:

- Programme logo (25% of the total space of the display)
- Text in English and in the official language of the respective participating country

Financially supported by Latvia-Russia Cross-Border Cooperation Programme 2014-2020

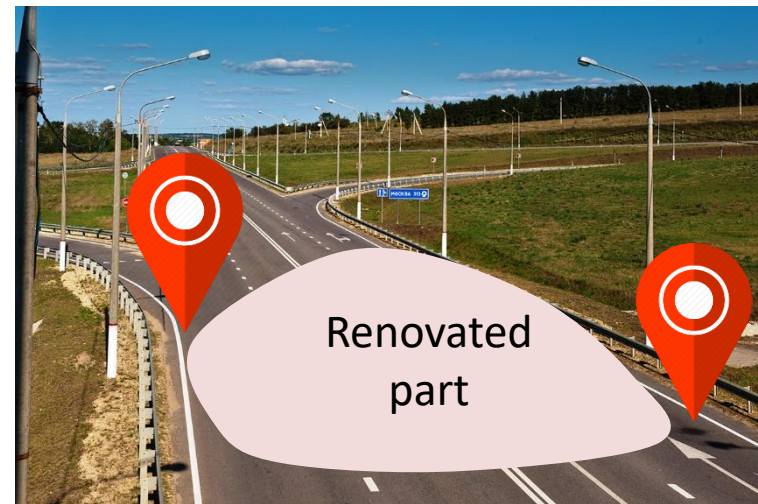
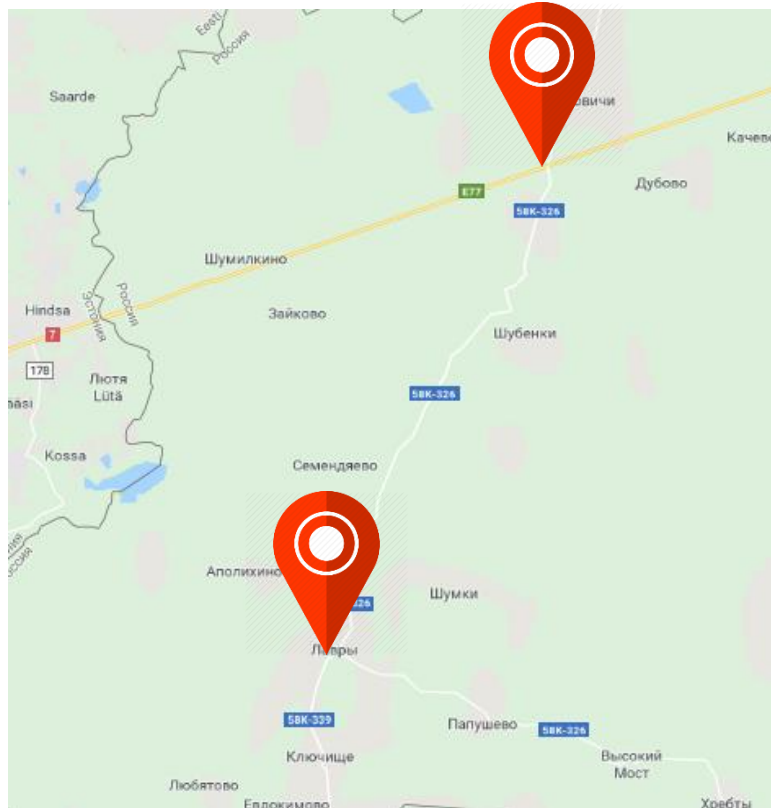
How long:

At least 5 years after the date of the balance payment to the Programme.



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Commemorative plaque – location examples



Road renovation – min 2 plaques



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Commemorative plaque – location examples



Bridge renovation –
min 2 plaques

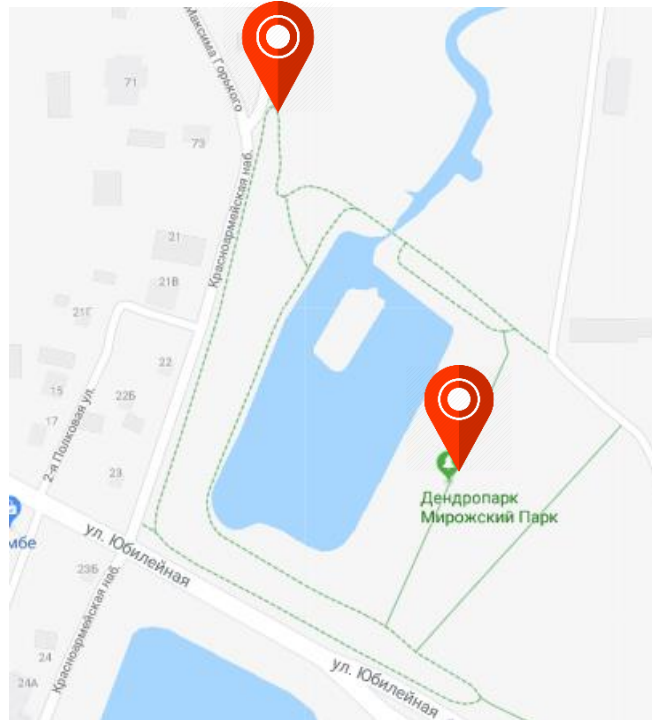


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Commemorative plaque – location examples



Park renovation –
min 1 at **every main entrance**



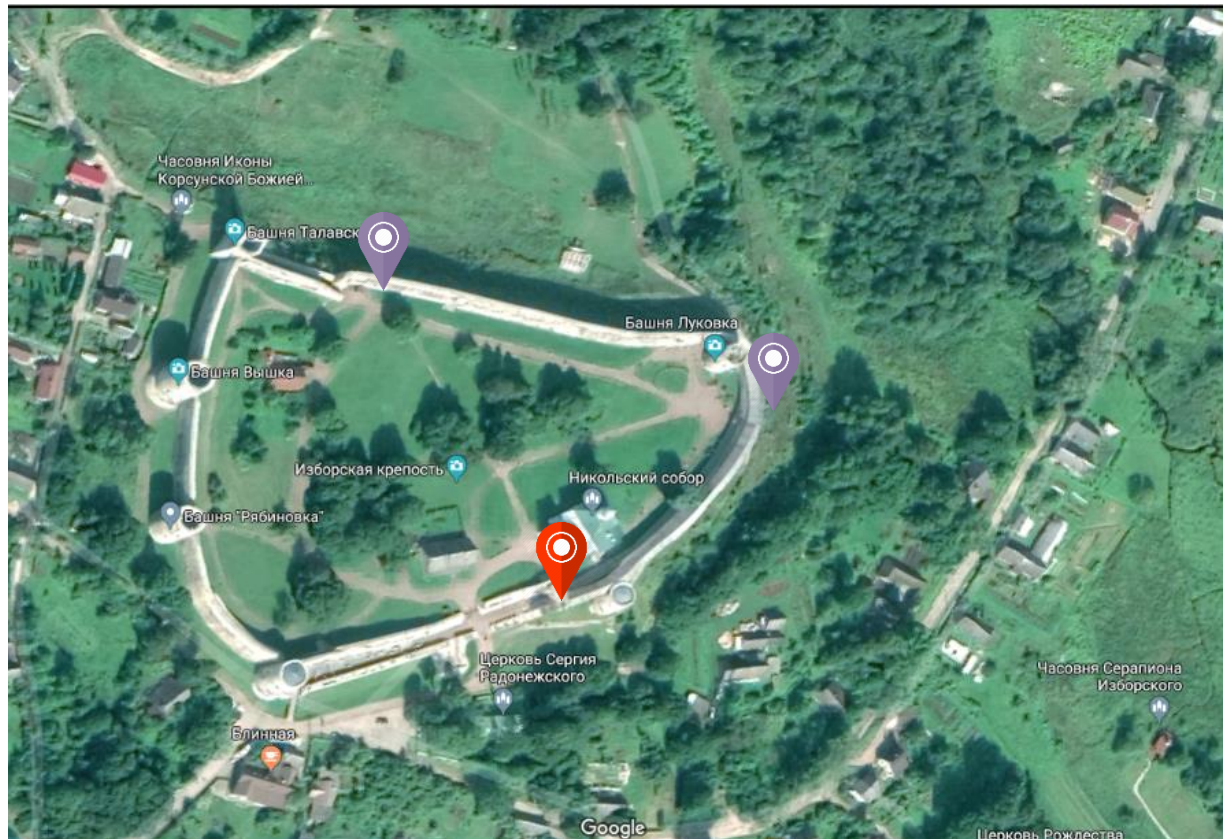
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Commemorative plaque – location examples

Park renovation
min 1 at **every main entrance**

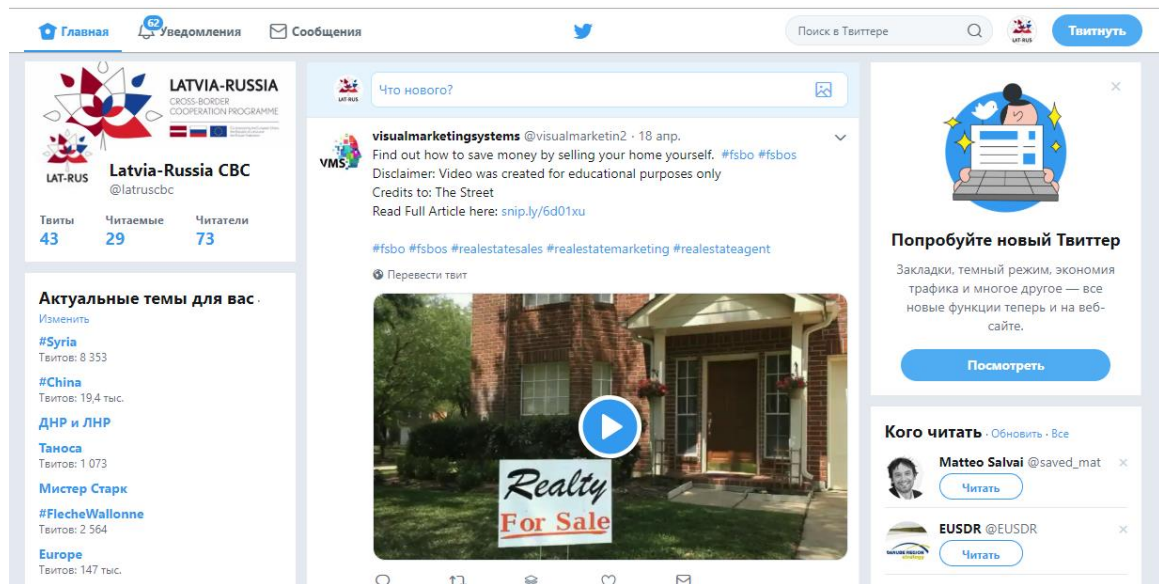


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Website, social networks



► Programme visual identity

► Link to www.latruscbc.eu

► Disclaimer

in same screen as publication



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Events

- ▶ Prior information on major events (**assigned project manager & info manager**) – 2 weeks before
- ▶ **Display panel**
- ▶ Programme visual identity on materials **visible to attendees**
- ▶ Lists of participants etc. in originals – to be kept by project partner
- ▶ Press conferences, press visits, high ranking officials – inform 4 weeks before, cooperate



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Press release

- No longer mandatory
- If any - approval by Managing Authority

only these conditions, not the
content

- Conditions on mandatory elements apply



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Video and audio

- Programme Visual Identity
- Disclaimer
- Personal data protection
- Approval by Managing Authority
- make materials available to Managing Authority
- upload to project/beneficiary website
- share in social media with recommended hashtags



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Photography

► Personal data protection

СОГЛАСИЕ РОДИТЕЛЕЙ (ЗАКОННЫХ ПРЕДСТАВИТЕЛЕЙ) НА ФОТО- И ВИДЕОСЪЕМКУ СЫНА (ДОЧЕРИ) И ДАЛЬНЕЙШЕГО ИСПОЛЬЗОВАНИЯ ФОТОГРАФИЧЕСКИХ СНИМКОВ И ВИДЕОМАТЕРИАЛОВ

я, Бударина Елена Ивановна,
Фамилия, имя, отчество

проживающий(ая) по адресу: Тосков, Советская 1/3-56,
адрес

паспорт серия 5817 № 284093 выдан УМВД РФ Тоск обл
орган выдачи

23.01.2018,
дата выдачи

как законный представитель Бударинной Галины Сергеевны
Фамилия, имя, отчество ребенка

18.11.2004 г.р.,
дата рождения

на основании свидетельства о рождении серия 7-МН № 503125,
выданного УМВД РФ в Нарве 7Р 03.12.2004.
орган выдачи дата выдачи

даю согласие на фото- и видеосъемку с участием моего ребенка в мероприятии Дня Европейского сотрудничества "Рисуем будущее вместе" (далее – Мероприятие), организованного Программой приграничного сотрудничества "Россия-Латвия" на период 2014-2020 годов (далее – Программа) самостоятельно или с привлечением третьих лиц. Адрес Программы: Latvia-Russia programme division, Ministry of Environmental Protection and Regional Development, Peldu street 25, Riga, LV-1494, Latvia.

Также настоящим даю согласие на осуществление любых действий в отношении полученных таким образом фотографий и видеоматериалов с участием моего ребенка с дальнейшим их использованием в рекламных целях Мероприятия и Программы, а именно: размещение их на официальном сайте Программы, официальных аккаунтах Программы в социальных сетях (Facebook, Twitter), в официальных печатных публикациях Программы; а также на действия, которые необходимы или желательны для достижения указанных выше целей, включая (без ограничений) сбор, систематизацию, накопление, хранение, уточнение (обновление, изменение), использование, обезличивание, блокирование, трансграничную передачу фото- и



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Printed materials

► Approval by Managing Authority



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Vehicles, supplies and equipment

► Vehicles, equipment, supplies

Regardless cost: Programme visual identity and phrase *Provided with the financial support of Latvia-Russia Cross-Border Cooperation Programme 2014-2020*

In place – 5 years after balance payment to the Programme

Supplies are any goods which are not equipment or give-aways (stationery and promo). Examples: sports equipment (balls, gates), minor library accessories etc.



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Stationery and promo

Stationery = only office things like business cards, letterheads etc.

- No Programme logo on stationery
- phrase *This project is co-financed by Latvia-Russia Cross-Border Cooperation Programme 2014-2020* (sticker)



project staff uses it in the office for working on project



Promo items (limited by only office and event materials)

- Programme visual identity
- phrase *This project is co-financed by Latvia-Russia Cross-Border Cooperation Programme 2014-2020*



it is a gift to seminar participants



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Any doubts? Check the guidelines...

Summary of the minimal mandatory and recommended project communication measures

Visibility and communication requirement	Requirements level	When	More information
1. Websites and webpages - Programme visual identity - link to latruscbc.eu - disclaimer	Mandatory if exists	Project implementation period Conditions after project closure	Section 6.1
2. Social media - Programme visual identity - link to latruscbc.eu - tag @latruscbc - disclaimer	Mandatory if exists	Project implementation period Conditions after project closure	Section 6.2
3. Events - prior information to JTS - display panel - Programme visual identity on materials	Mandatory if exists	Before and during the event	Section 7
4. Press release - prior consultation with JTS	Mandatory if exists	At project start and closure, as well as for major project events	Section 8.1
5. Press conferences and press visits - prior information to JTS	Mandatory if exists	Before the event	Sections 8.2, 8.3
6. Video and audio production - prior consultation with JTS - Programme visual identity - disclaimer	Mandatory if exists	Before circulation	Section 9.
7. Photography - personal data protection	Mandatory if exists	Before circulation	Section 9.
8. Printed materials - prior consultation with JTS - Programme visual identity - disclaimer	Mandatory if exists	Before printing	Section 9.
9. Display panels - Programme visual identity - key deliverables and management structures	Mandatory for each project	From project start to project closure + 6 months	Section 10
10. Banners - Programme visual identity	Mandatory if exists	During the event	Section 10
11. Commemorative plaques - Programme visual identity - text as described	Mandatory for permanent structures	Permanent after the object is completed (at least 5 years after the balance payment to the Programme)	Section 10
12. Vehicles, supplies and equipment - Programme visual identity - text as described	Mandatory if exists	Permanent after the object has been purchased (at least 5 years after the balance payment to the Programme)	Section 10

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your brief & complete guide to all visibility rules

Page 26-31

all essential phrases translated to both national languages

Annex
Terminological dictionary

English term (Abbreviation)	Termi latviešu valodā (Latvian)	Русский термин (Russian)
Latvia-Russia Cross-Border Cooperation Programme 2014-2020	Latvijas-Krievijas pārsin robežsadarbības programma 2014.-2020. gadam	Программа приграничного сотрудничества "Россия-Латвия" на период 2014-2020 годов
Administrative Programme Cooperation (CBC)	Administratīvā sadarbības programma	Административное сотрудничество (ТТС)
Control Contact Point (CCP)	Kontroles kontaktpunkts (KK)	Информационно-координационный центр
Core area	Kernu apgabals	Коридор
Direct award project (DAP)	Tiesātie projektu pasākumi	Прямые проекты
European Cooperation (EC)	Eiropas sadarbība	Европейское сотрудничество (ТТС)
European Regional Development Fund (ERDF)	Eiropas Reģionālās attīstības fonss (ERAF)	Европейский фонд регионального развития (ЕФРР)
European Union (EU)	Eiropas Savienība (ES)	Европейский союз (ЕС)
International Federation of Agricultural Producers (IFAP)	Starptautiskā Lauksaimnieku asociācija (SLA)	Международная ассоциация производителей сельскохозяйственной продукции (МАП)
International Federation of Salsed Services (ISRS)	Starptautiskā Salsed servisa asociācija (SSA)	Международная ассоциация сальседских услуг (МАСУ)
Joint Monitoring Committee (JMC)	Kopīgā uzraudzības komiteja (KUK)	Совместный мониторинговый комитет (СМК)
Joint Operational Programme (JOP)	Kopējais darbības programma (KDP)	Совместная программа (СП)
Joint Technical Secretariat (JTS)	Kopējais tehniskais sekretariāts (KTS)	Совместный технический секретариат (СТС)
Large infrastructure project (LIP)	Lielās infrastruktūras projekts (LIP)	Крупный инфраструктурный проект (КИП)
Ministry of Economic Development and Regional Development of Latvia (MRED)	Latvijas Republikas Ministru kabineta Ekonomikas ministrija (MREK)	Министерство экономического развития и регионального развития Латвии (МЭРЛ)
Ministry of Economic Development of the Russian Federation	Krievijas Federācijas Ekonomikas ministrija (KFEM)	Министерство экономического развития Российской Федерации (МЭРР)
National Authority (NA)	Nacionālā atbildīgā iestāde (NAI)	Национальный орган (НО)



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...or just ask!

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016, 017, 023, 030**



Jelizaveta

**LV-RU-003, 008, 009,
016, 022, 029, 052**



Elena

**LV-RU-001, 004, 019,
020, 021, 040, 053**



Natalia



Project changes



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Ilze Skrebele-Stikāne

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Senior expert, Development Instruments Department

Main principles for request of approval of changes

- ▶ submitted to JTS by **lead beneficiary**
- ▶ may not alter the project objectives or oppose the equal treatment of all projects and their beneficiaries
- ▶ cannot be made retroactively
- ▶ maximum amount of the grant may not be increased neither in EUR nor in % of co-financing
- ▶ implementation activities must be completed until 31 December 2022

See section 4 «Changes in the project» of Practical Guidelines for Project Implementation for detailed information!



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Project changes

Minor changes

- 1) not requiring formal approval, notified to JTS
- 2) approved via interim/final reports
- 3) approved by JTS/MA

Major changes

- 1) approved by MA
- 2) prior to approval by MA, JMC and/or EC approval required

Minor changes not requiring formal approval by MA/JTS

Notify JTS immediately about the change and submit relevant documentation as evidence of the change

- Minor change of project partner data
 - change of contact details
 - change of contact person
 - change of translation or title for any beneficiary, change of authorized representative for beneficiary not affecting legal status or causing structural change
- Change of bank account of lead beneficiary



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Minor changes communicated via interim/final report

- Changes in time plan - minor adjustments in rescheduling the project activities
- Minor changes in activity packages 1 and 2:
 - change of activities listed in the relevant activity package
 - change of amount of activities listed
 - change of number of deliverables of project activities
- Changes in project budget:
 - change between and in budget lines within the same budget heading
 - change of number of units or unit rate in a budget line
- Changes in project due to changes in building/technical documentation which do not affect information provided in the project application form



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Minor changes requiring formal approval by MA/JTS

- ▶ Minor changes in activity packages 3 to 5 and approval of activities to be implemented outside of Programme area:
 - ▶ change of activities and amount of activities listed in the relevant activity package
 - ▶ creation of a new or a deletion of an existing project output and/or activity from activity packages 3-5
 - ▶ change of activity's implementation location from Programme area to outside of Programme area
- ▶ Changes in project budget:
 - ▶ transfers among budget headings involving a variation of not more than 15% of the initially approved amount of budget heading



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Minor changes requiring formal approval by MA/JTS

Request form for minor changes



Title of the project	
Project acronym	
Project ID number	LV-RU-XX
Project lead beneficiary	

NB! This template shall be used only for changes that need formal approval by the Joint Technical Secretariat further to provisions of Section 4.1.1. of Practical Guidelines for Project Implementation.

Request for minor changes No ____

No	Requested changes and justification	Initially planned and stated in the full application form
I. Minor changes in activity packages 3 to 5 and activities to be implemented outside of Programme area (delete if not relevant)		
1.1. Change of activities and amount of activities listed in the relevant activity package (delete if not relevant)		
1.1.1.	State the requested change and provide the following information: 1) description of necessary changes, their purpose, if relevant – sources from which changes will be covered (activity package, budget line and budget heading); 2) justification for the requested change; 3) impact on achievement of the project objectives, how changes will influence project implementation, project objectives.	(insert the information as stated in the last approved full application form)
1.1.2.		
1.2. Creation of a new or a deletion of an existing project output and/or activity from activity packages 3-5 (delete if not relevant)		

Budget reallocation form



Project number	
Project title	
Project acronym	
Project lead beneficiary	

Budget heading	Total project budget (originally approved)	The new applied total budget change 1	Reallocation per budget line compared to the original budget %
1. Staff costs	0,00	0,00	#DIV/0!
2.Travel and accommodation costs	0,00	0,00	#DIV/0!
3. External expertise and service costs	0,00	0,00	#DIV/0!
4. Equipment costs	0,00	0,00	#DIV/0!
5. Infrastructure and works	0,00	0,00	#DIV/0!
6. Retroactive and preparatory costs	0,00	0,00	0,00%
7. Office and administration costs	0,00	0,00	#DIV/0!
TOTAL COSTS	0,00	0,00	

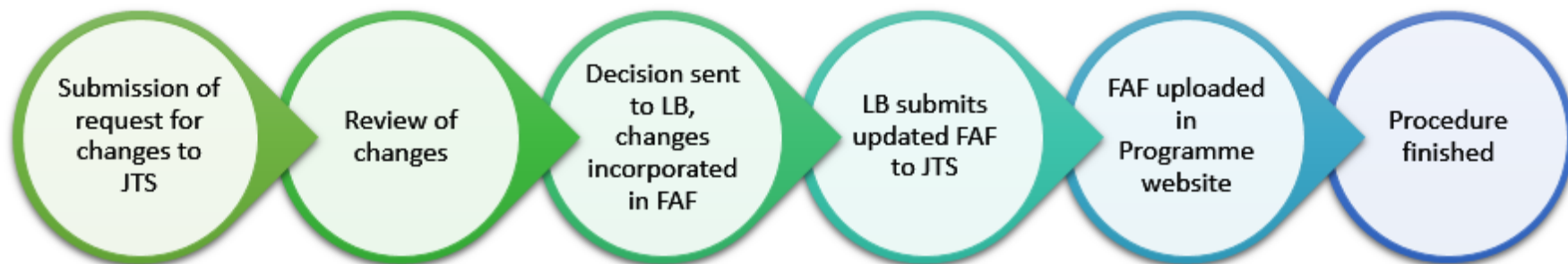
<http://latruscbc.eu/implementation/templates/>



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Minor changes requiring formal approval by MA/JTS

► Procedure of approval of minor changes



- **NB! In case of negative review additional information requested from LB**



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Major changes requiring formal approval

- Change in the partnership of the project
- Change in project duration
- Substantial changes in project activities:
 - increase/decrease of expected project outputs/results
 - creation of a new or a deletion of an existing project output and/or activity from activity packages 3-5
- Changes in project budget:
 - addition or deletion of a budget line
 - transfers among budget headings exceeding 15% of the approved amount
 - transfers among beneficiaries
- Change of the VAT payer status



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Special provisions for major changes

Prior approval of the Joint Monitoring Committee will have to be received in these cases of major changes:

- change of partnership in the project
- substantial changes in project activities
- changes in project budget exceeding 30% under each relevant budget heading and transfers among beneficiaries exceeding 30% of each involved beneficiary's total budget



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Special provisions for direct award projects

Prior approval of the Joint Monitoring Committee and the European Commission will have to be received in cases:

- cumulative changes of more than 20% of a budget heading;
- change of the lead beneficiary, modification of the conditions of ownership or operation of the project;
- changes in the physical characteristics or the functional purposes of the project, which may alter its nature, objectives and/or scope

NB! This list is not exhaustive, the Managing Authority will review changes case by case.



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Major changes requiring formal approval

Request form for major changes



Title of the project
Project acronym
Project ID number LV-RU-XX
Project lead beneficiary

NB! This template shall be used only for changes that need formal approval by the Managing Authority for open call for proposal projects further to provisions of Section 4.2.1. of Practical Guidelines for Project Implementation.

Request for major changes No ____

No	Requested changes and justification	Initially planned and stated in the full application form
I. Change in the partnership of the project (delete if not relevant)		
1.1. Project beneficiary withdraws and no other organization is joining the partnership to take over the planned activities and budget (delete if not relevant)		
1.1.1.	State the requested change and provide the following information: 1) justification for the requested change, describing the problem and reasons of withdrawal; 2) impact on achievement of the project objectives, how changes will influence project implementation, project objectives, outputs and results, specifically indicating project beneficiaries who will take over activities, if relevant, and how it will be ensured that the project objectives are not negatively affected.	(insert the information as stated in the last approved full application form, including information on activities and outputs that beneficiary is responsible for)
1.1.2.		

Budget reallocation form



Project number	
Project title	
Project acronym	
Project lead beneficiary	

Budget heading	Total project budget (originally approved)	The new applied total budget change 1	Reallocation per budget line compared to the original budget %
1. Staff costs	0,00	0,00	#DIV/0!
2.Travel and accomodation costs	0,00	0,00	#DIV/0!
3. External expertise and service costs	0,00	0,00	#DIV/0!
4. Equipment costs	0,00	0,00	#DIV/0!
5. Infrastructure and works	0,00	0,00	#DIV/0!
6. Retroactive and preparatory costs	0,00	0,00	0,00%
7. Office and administration costs	0,00	0,00	#DIV/0!
TOTAL COSTS	0,00	0,00	

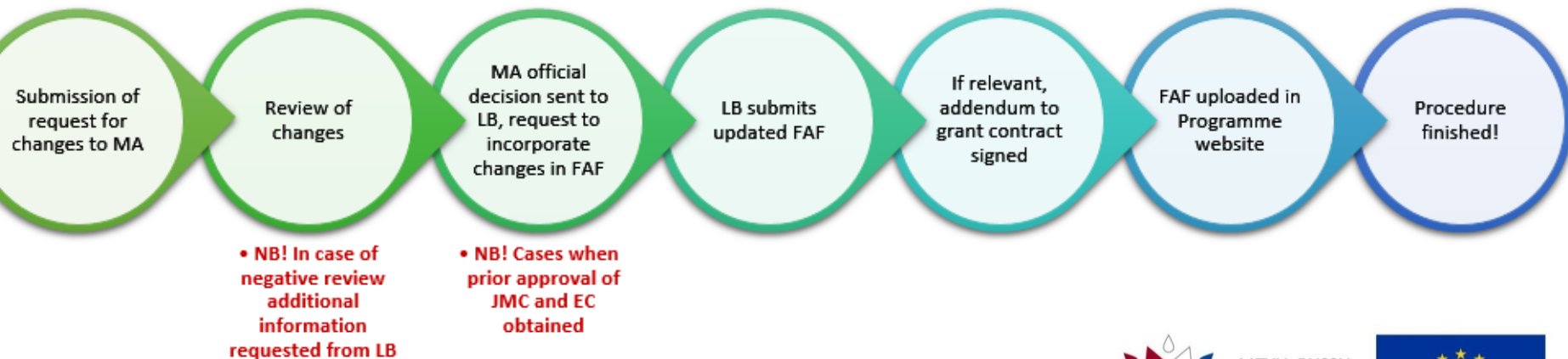
<http://latruscbc.eu/implementation/templates/>



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Major changes requiring formal approval by MA/JTS

► Procedure of approval of major changes



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The background is a solid blue color. It features a network of light blue lines connecting various nodes. Some nodes are larger and more prominent, while others are smaller. The lines form a complex, interconnected web that spans the entire frame. The overall aesthetic is clean and modern, with a focus on geometric shapes and connectivity.

Thank You!
Paldies!
Спасибо!



Financial management & Eligibility of costs

Latvia – Russia cross border
cooperation Programme 2014-2020

Kick-off seminar for beneficiaries on project implementation
20 August 2019 Pskov, Russia OR 22 August 2019 Daugavpils, Latvia



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the Russian Federation

Natalja Meņailova

Senior expert
Latvia – Russia Programme Division
Ministry of Environmental Protection and
Regional Development of the Republic of Latvia

Common financial rules – Co-financing of the Programme

- ▶ Programme co-financing rate is 90%;
- ▶ The amount will be paid to beneficiaries won't exceed amount of co-financing approved in the Grant Contract.



What to do if total actual expenditures of the project are higher than previously planned?



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Common financial rules – Co-financing of the Programme (2)

- *Project may put in the report full amount of real costs, but payments to beneficiaries won't exceed amount of co-financing approved in the Grant Contract;*
- *Budget line has to be planned in the project.*

Example:

Budget Heading	Planned costs in accordance with GC	Real costs of the project
Staff costs	5 000 EUR	4 500 EUR
Travel costs	15 000 EUR	15 000 EUR
Equipment costs	10 000 EUR	12 000 EUR
Total	30 000 EUR	31 500 EUR
90% co-financing	27 000 EUR	28 350 EUR
Total amount of payments	27 000 EUR	<u>27 000 EUR !!!</u>

Common financial rules – Use of euro

- Payments from the Managing Authority to the project will be made in EUR only;
- For Russian beneficiaries, expenditure incurred in RUB shall be converted into EUR by the using the monthly accounting exchange rate set by the European Commission in the month, during which that expenditure was paid with an accuracy of four digits;
- Exchange rate can be found here:
<http://ec.europa.eu/budget/inforeuro/index.cfm?language=en>);
- Any exchange losses are ineligible costs.



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Common financial rules – Use of euro (2)

Paid = money were transferred from project account

Example 1:

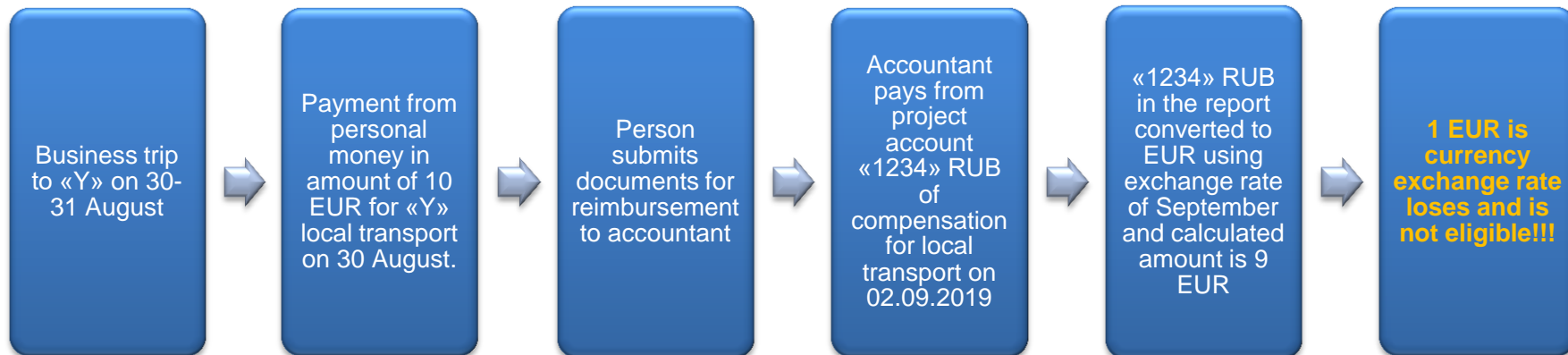
Representative of Beneficiary from Russia travel to country «X» on 30-31 August, where national currency is not euro:



Common financial rules – Use of euro (3)

Example 2:

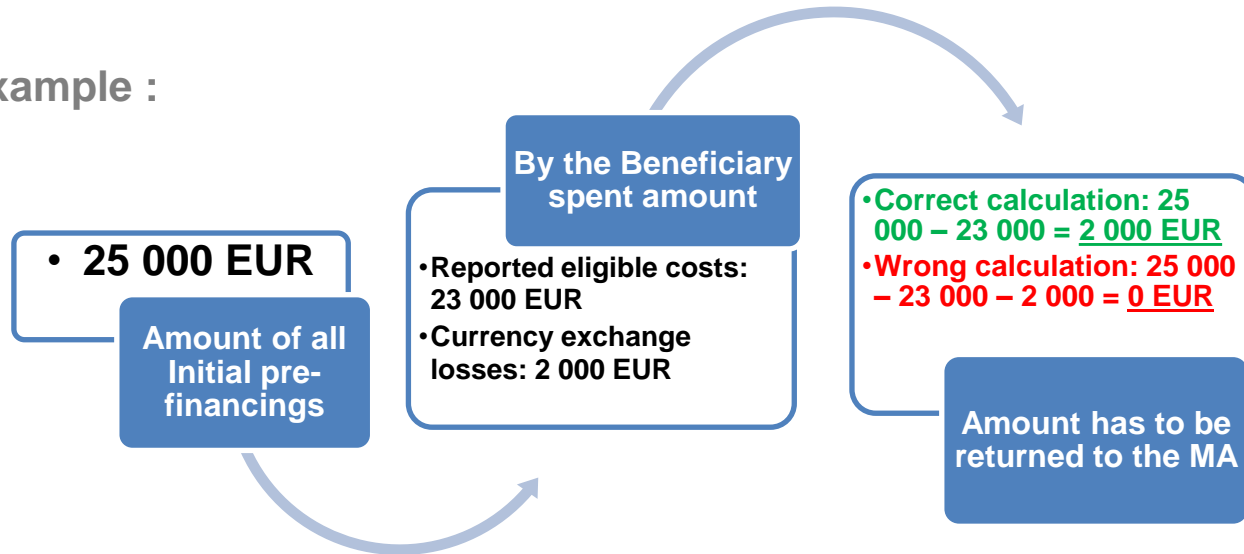
Representative of Beneficiary from Russia travel to country «Y» on 30-31 August where national currency is euro:



Common financial rules – Use of euro (4)

- *NB! Currency exchange losses must be covered by the beneficiaries themselves.*

Example :



Common financial rules – Audit trail

Keeping the project accounts:

Separate accounting system – separate account for project

or

Adequate accounting code – separate code for project in the common account of the organization

Issues to pay attention:

- *Put in the invoices reference to account/code from which payment has to be made;*
- *Regular check of real payments: or all payments done from correct account/code.*



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Common financial rules – Audit trail (2)

- All project related expenditures and receipts have to be clearly identified and verifiable (except cases when flat rates are applied);
- Keep all financial documents related to the project and proving made payments (reports, supporting documents, accounts and accounting documents, documents related to the procurements and any other relevant documentation);
- Keeping of documents - **5** years from the date of balance payment from the European Commission to the Programme (the Managing Authority will inform the lead beneficiary about this date) – *do not confuse with balance payment to the project.*



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Common financial rules – Payments to the projects

- Payments made by the Managing Authority to the Lead Beneficiary are regulated by conditions of the Grant Contract of the project;
- Payments made by the Lead Beneficiary to other Beneficiaries are regulated by conditions of the Partnerships Agreement.

Managing Authority will make payments just to the Lead Beneficiary!



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Common financial rules – Payments to the projects (2)

- Initial pre-financing – within 30 days once grant contract is signed and Lead Beneficiary has submitted to the Managing Authority a request for initial pre-financing.

Option 1

Duration not exceeding 18 months and
Programme grant not
exceeding EUR 300 000

- (Project costs without retroactive costs and preparatory costs)*40%*90%
- Retroactive costs*90%
- Preparatory costs*90%

Option 2

Projects overall duration of the project
exceeds 18 months or if the grant exceeds
300 000 EUR

- (Forecasted of budget for 1st year without retroactive costs and preparatory costs)*40%*90%
- Retroactive costs*90%
- Preparatory costs*90%



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Common financial rules – Payments to the projects (3)

- Further pre-financing instalments during project implementation – within 45 days after approval of the relevant interim report.

Common rules:

- Can be requested several times, **but**
- Total sum of initial/further pre-financing instalments and reimbursements cannot exceed 80 % of the grant and
- Fully requested amount will be paid, if at least at 70% of the previous payment (and at 100% of any previous payments) will be spent and costs supported by the corresponding interim report and expenditure verification reports.

Possible deductions from the payment:

- Difference if at least at 70% of the previous payment (and at 100% of any previous payments) will not be spent;
- Amount of reported interests and revenues;
- Amount of detected irregularity;
- Difference, if total sum of previously paid and requested amounts exceed 80% of contracted grant.

***Please see examples in the section 7 «PAYMENTS TO THE PROJECT»
of the Guidelines***



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Common financial rules – Payments to the projects (4)

- ▶ Balance payment – within 45 days after approval of the final report.

Calculation of balance payment:

- ▶ Total reported eligible costs

Minus

- ▶ Total by Managing Authority paid amount
- ▶ Total reported interests and revenues
- ▶ Detected irregularities

Positive result:

- ▶ Remaining amount will be paid

Negative result:

- ▶ Process of recovery will be started



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Compliance with the non-profit rule

Grants awarded shall not have the purpose or effect of producing a profit

- ▶ Any interest, benefits or revenue shall be mentioned in the interim and final reports and shall be deducted from reported eligible costs.
- ▶ If revenue or interest is not deducted from reported costs, the calculation of non-existence of profit shall be submitted.
- ▶ Beneficiary shall proof that contribution from a third party or revenue deriving from project implementation is not a profit.



! In other case profit will be deducted from the eligible expenditure covered from the Programmes co-financing.



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Eligibility of costs – Common rules



- Latvia-Russia programme co-financing
- Own budget or state budget (but not any specific national programmes)



- Latvia-Russia programme co-financing
- Funds from other EU funds

► **Double financing is not allowed!!!**

Respect 3E Principle

- economy (requires the beneficiaries to use the project resources timely, in appropriate quantity and quality and at the best price);
- efficiency (concerns the best relationship between consumed resources and achieved results);
- effectiveness (concerns achieving the set specific objectives and intended results).



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Eligibility of costs – Common rules (2)

- Costs have to be incurred/ paid during the implementation period of the project;
- Costs are indicated in the project's estimated overall budget and they fall under project activities set in the full application form;
- Costs are necessary for the project implementation;
- Costs are identifiable and verifiable;
- Costs comply with the requirements of applicable tax and social legislation;
- Costs are reasonable, justified, and comply with the requirements of sound financial management, in particular regarding economy and efficiency;
- Costs are supported by relevant invoices and/or other equivalent accounting documents.

NB!!! About Geographical eligibility – section 6.7. of Guidelines



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Eligibility of costs – Non-eligible costs (Article 49 of Commission Implementing Rules 897/2014)

- Debts and debt service charges (interest);
- Provisions for losses or liabilities;
- Costs declared by the beneficiary and already financed by the Union budget;
- Purchases of land or buildings;
- 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.



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Eligibility of costs – Budget heading 1 «Staff costs»

Section 6.8.1. of Guidelines

- Expenditure on staff costs consists of gross employment costs of staff employed by the Beneficiary organisation, which are engaged in the project activities;
- If the Beneficiary's organisation does not have the necessary human resources to ensure implementation of project, these specialists can be employed on the basis of service contracts. In this case their costs have to be budgeted under the budget heading 3 "External expertise and service costs";
- Staff member, who is working for the project and remunerated from staff costs, cannot conclude any service contracts that are financed within the same project;
- Lead beneficiary and beneficiaries are not allowed to sub-contract each other or employees of their organisations involved in project implementation in order to carry out project activities
- Beneficiary can employ specialist for implementation of some project activities from their subordinate authority (if it is not beneficiary of the project). In case temporary contract of natural persons working costs have to be budgeted under the budget heading 1 «Staff costs». If service contract will be signed costs have to be budgeted under the budget heading 3 "External expertise and service costs"

Example: If Municipality acts as Beneficiary it can sign contract with employee of local subordinate museum in case museum not involved in the project as partner

- All payments to staff have to be supported by related documents (contracts, time-sheets, orders, etc.).



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Eligibility of costs – Budget heading 1 «Staff costs» (2)

Issues to pay attention:

► **Holiday payments for staff shall cover just project period**

Example 1: *Project started on 1 July, 2019. Employee decided to go on vacation from 1 September, 2019. Vacation related for working period 01.01.2019.-30.06.2019.*

In this case vacation does not cover project implementation period, therefore holiday payment not eligible.

Example 2: *Project started on 1 July, 2019. Employee decided to go on vacation from 1 September, 2019. Vacation related for working period 01.05.2019.-30.11.2019.*

In this case vacation just partly cover project implementation period, therefore holiday payment is not eligible for period 01.05.2019.-30.06.2019., but eligible for period 01.07.2019.-30.11.2019.

Eligibility of costs – Budget heading 1 «Staff costs» (3)

Issues to pay attention:

► Payment for health insurance has to cover reportin period

Example: Project started on 1 July, 2019. First reporting period is 01.07.2019.-31.12.2019. Organisation purchased health insurance for employees covering period 01.10.2019.-31.03.2020. and paid 100 EUR for person

In this case eligible costs for reporting period 01.07.2019.-31.12.2019. will be calculated as follows:

- 1) Average price of insurance for 1 day: $100\text{EUR} : 183 \text{ days} = 0,55 \text{ EUR/day}$*
- 2) Price of health insurance covering period 01.10.2019.-31.12.2019. will be $0,55 \text{ EUR/day} * 92 \text{ days} = 50,60 \text{ EUR}$*
- 3) The rest amount will be eligible for reporting period 01.01.2020.-30.06.2020.*

Eligibility of costs – Budget heading 2 «Travel and accommodation costs»

Section 6.8.2. of Guidelines

- Travel and accommodation costs are costs of employees of the beneficiaries' organisations and other persons related to their participation in project meetings, seminars or events and supported by the documentary evidence for travel;
- Travel and accommodation costs of external experts and service providers must be included in respective service contracts and be reported under budget heading 3 "External expertise and services costs";
- Maximum rates for travel and subsistence costs of staff and other persons taking part in the project shall be respected, provided they exceed neither the costs normally paid by the beneficiary according to its rules and regulations (which are in accordance with national legislation) nor the rates published by the EC at the time of the mission;
- Double-financing is not allowed: any travel costs covered by daily allowance cannot be eligible;

Example: If accommodation costs are covered by daily allowance such costs can not paid additionally

- Do not forget about all supporting documents such as tickets, boarding passes, agendas etc.
- Check invoices and bills to avoid technical mistakes in payments

Example: One invoice from the travel agency for two flights: one of them is related to the project, but another one - no



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Eligibility of costs – Budget heading 3 «External expertise and services costs»

Section 6.8.3. of Guidelines

- Costs of an external service provider, an expert or consultant provided by a public or private body or a natural person who is not employed in the project have to be reported and includes also such costs as financial management, legal consultation (overheads);
- Work by external experts and service providers must be essential to the project and specified in the application form;
- Organisation is responsible for ensuring applicable public procurement rules will be respected for these costs;

Do not forget to keep all procurement documentation and outputs of the work of external experts or service deliverables

- It is not allowed to subcontract other project beneficiary organisations or employees of other beneficiary organisations, who already work for the project based on an employment contract;
- Costs of renting rooms owned by the project beneficiary, who organizes project events, are not eligible.



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Eligibility of costs – Budget heading 4 «Equipment costs»

Section 6.8.4. of Guidelines

- ▶ Purchase or rent of equipment is eligible under budget heading 4 “Equipment costs” only in case such equipment is necessary for reaching project results, equipment is listed in the application form and beneficiaries guarantee their durability;
- ▶ Double financing is not allowed - equipment has not been supported from any EU funds or by other international, national, regional and/or local funds;
- ▶ Organisation is responsible for ensuring applicable public procurement rules will be respected for these costs;

Do not forget to keep all procurement documentation and proof of delivery

- ▶ Equipment cannot be purchased or rented from another project beneficiary.



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Eligibility of costs – Budget heading 5 «Infrastructure and Works»

Section 6.8.5. of Guidelines

- Double financing is not allowed – infrastructure and works have not been supported from any EU funds or by other international, national, regional and/or local funds;
- Organisation is responsible for ensuring applicable public procurement rules will be respected for these costs;

Do not forget to keep all procurement documentation and proof of delivery

- Infrastructure should be aimed at public use; its ownership and the way of use cannot be changed;
- List of supporting documents mentioned in the guidelines can be supplemented in accordance with national legislation.



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Eligibility of costs – Budget heading 7 «Retroactive costs and preparatory costs»

Section 6.8.6. of Guidelines

- Retroactive costs: costs for the development of studies and of documentation that are directly related to infrastructure development for each infrastructure and works object, are covered as real costs up to 7% of the relevant, planned in the project infrastructure and works object's costs.
- Preparatory costs are covered as a lump sum of EUR 2000 per project (Programme financing) for travel, translation and other costs for preparation of project full application.



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Eligibility of costs – Budget heading 9 «Office and administration costs»

Section 6.8.7. of Guidelines

- Office and administration costs cover running costs and administrative expenses of the beneficiary organisation implementing project activities such as office rent, utilities, organisation of internal meetings, bank charges for opening and administering the account (where the implementation of an project requires a separate account to be opened);
- Calculated as flat-rate up to 7% of eligible direct costs, excluding costs incurred in relation to the provision of infrastructure, but ;
- Proof documents not needed, but Managing Authority may request to demonstrate the provisional breakdown/specification of the office and administration costs.

NB!! Total amount of financing on the basis of lump sums planned as preparatory costs and flat rate planned for office and administration may not exceed EUR 60 000 per project.



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Eligibility of costs – ANTI-FRAUD POLICY

The Managing Authority of the Latvia-Russia CBC Programme is zero-tolerant to fraud and corruption and supports transparent financial and operational management!!!

Fraud is:

- the use or presentation of false, incorrect or incomplete, statements or documents which has as its effect the misappropriation or wrongful retention of Programme co-financing parties' financial contributions;
- non-disclosure of information on violation of a specific obligation, with the same effect;
- the misuse of such funds for purposes other than those for which they are originally granted. For ex. proof documents not needed, but Managing Authority may request to demonstrate the provisional breakdown/specification of the office and administration costs.



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Eligibility of costs – ANTI-FRAUD POLICY (2)

In order to prevent and detect acts of fraud and correct their impact on implementation of the projects co-financed by the Programme, the MA supports whistleblowing!




Next step:
Investigation –
everything will be
checked!!



*Don't be afraid if you are innocent!
Continue implementing of the
project!*

*Be aware, if you did something
wrong!
Recoveries/corrections/deductions
are waiting for you!!!*



The background is a solid blue color. It features a network of light blue lines connecting various nodes. Some nodes are larger and more prominent, while others are smaller. The network forms a complex, interconnected web of polygons, primarily triangles and quadrilaterals. The overall effect is a modern, technological, or data-oriented aesthetic.

Thank You!
Paldies!
Спасибо!



Procurement & Rules of origin and nationality



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Lauris Šēls

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Senior expert, Development Instruments Department

Procurement for beneficiaries

- ▶ Article 6 (Paragraph 6.12). of the Grant Contract

Beneficiaries from Russian Federation

- ▶ Public or legal entities (incl. public equivalent bodies) of Russian Federation apply national procurement legal acts
- ▶ Private entities must follow the provisions of “Award of procurement contracts by Russian private beneficiaries” (Annex II of Financing Agreement)

Beneficiaries from Republic of Latvia

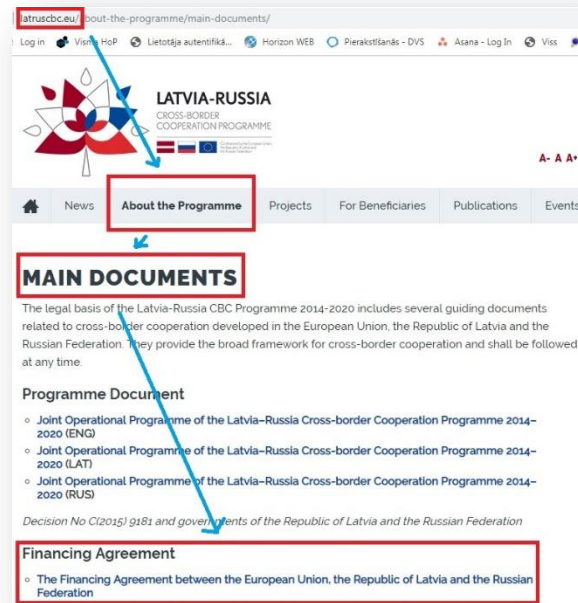
- ▶ Irrespective of legal status – follow the national public procurement legal acts



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Procurement for NGOs from Russia

► Annex II «Award of procurement contracts by Russian private beneficiaries» of the Financing Agreement



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Procurement for NGOs from Russia (Annex II to FA)

- ▶ Detailed procurement procedure for contracts (service, supply and works) with the value of more than 60 000 EUR:
 - ▶ General requirements (Article 1 (b),
 - ▶ Procedures for service, supply and works (Paragraphs 3.1.-3.4.)
- ▶ Low-value contracts (below 60 000 EUR) are awarded in accordance with the national rules. In absence of such national rules, a negotiated procedure must be applied (Paragraphs 3.4.-3.5.).



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Procurement for NGOs from Russia (Annex II to FA)

- **Procurement procedure for low-value contracts (if national rules does not exist):**
 - **Negotiated procedure (transparency, equal treatment and non-discrimination):**
 - Negotiation report produced:
 - How participant(s) in the negotiations were chosen?
 - How the price was set?
 - Grounds for the award decision?
 - Best value for money (not allways lowest price)
 - Avoided conflict of interests



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Procurement restrictions

- ▶ The Lead Beneficiary and beneficiaries are not allowed to subcontract each other and employees who already work for the Project based on an employment contract in order to carry out Project activities.



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Rules of nationality and origin

- ▶ Rules of nationality and origin are binding to Russian beneficiaries according to Paragraph 6.2. of General Conditions of the Financing Agreement.
- ▶ Beneficiaries of the Republic of Latvia must follow the procedure determined under national legislative acts and internal procedures.



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Rules of nationality and origin

Paragraph 7.3. of General Conditions of the Financing Agreement

National preferences are prohibited, except for contracts with a value not exceeding EUR 20 000 in order to promote local capacities, markets and purchases. Failure to comply with this principle shall render the related expenditure ineligible.

- It is possible to choose national (Russian) supplier over supplier from abroad if the value of contract does not exceed EUR 20 000 (excluding VAT).



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Rules of nationality and origin

Paragraph 7.2. of General Conditions of the Financing Agreement

All supplies purchased under a procurement contract referred to in Article 6 of this Annex shall originate from eligible country in accordance with paragraph 7.1. of this Article, except when the cost of these supplies is below EUR 100 000. In this case, supplies may originate from any country.

- ▶ This condition refers only to contracts for supplies i.e. – supply of specific equipment, etc. (not for works and not for services)).



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Rules of nationality and origin

Article 7.1. of General Conditions of the Financing Agreement

Participation in procurement procedures referred to in Article 6 of this Annex is open on equal terms to all natural and legal persons effectively established in countries eligible under the applicable legislation of the Parties.

- ▶ Check the legislative acts of Russian Federation to clarify which countries are eligible to participate in procurement procedure.



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Monitoring and evaluation



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the Russian Federation

Natālija Kulakova

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Senior expert, Development Instruments Department

Monitoring and evaluation legal framework

- ▶ **Article 78 of the Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014 «Monitoring and Evaluation»**
- ▶ **DG NEAR Guidelines on linking planning/programming, monitoring and evaluation**
- ▶ **Section 3.2. «Management and responsibilities within the project» and Section 5 «Reporting, monitoring and control» of the Practical Guidelines for Project Implementation**
- ▶ **Article 7 «Reporting» and Article 12 «Evaluation, monitoring, audit, technical and financial checks of the project» of the grant contract**



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Monitoring and evaluation legal framework

- ▶ **Article 78 (3) of the Commission Implementing Regulation (EU) No 897/2014 of 18 August 2014:**

The Managing Authority shall carry out result-oriented programme and project monitoring (ROM) in addition to the day-to-day monitoring.

- ▶ **Article 78 (2) - each programme shall draw up an annual monitoring and evaluation plan to be submitted with annual report to the Commission**
- ▶ **Article 78 (5) - The Commission can at any moment, launch evaluation or monitoring of the programme or of a part thereof.**



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Project monitoring by the Managing Authority/ Joint Technical Secretariat

Day-to-day project
monitoring

PROJECT MANAGEMENT



see section 5 of Practical Guidelines

Ex-post
visits

Interim/ final
reports

On-spot
checks
and
project
visits

Main monitoring
tools

Support and consultations to
project beneficiaries
(seminars, individual consultations
etc.)



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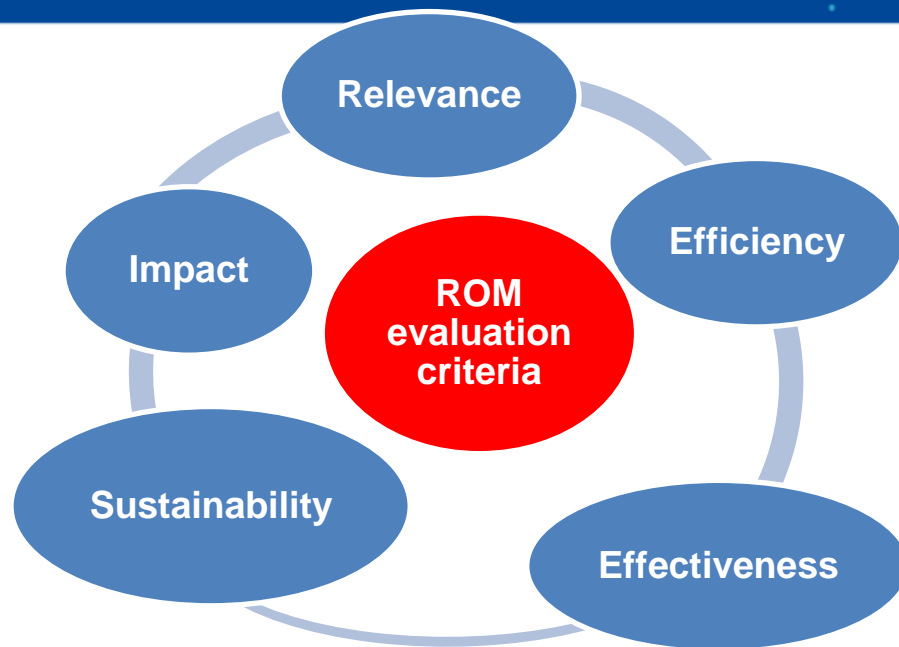
Project monitoring by the Managing Authority/ Joint Technical Secretariat

**Result-oriented monitoring
of projects**

ROM expert



see section 5 of Practical Guidelines



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Project internal monitoring

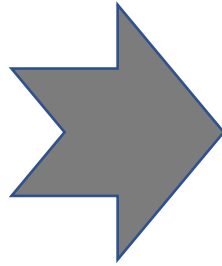
Each project carries out internal project monitoring

Information shall be provided
in project report !!!

Project beneficiaries



see section 3.2. of Practical
Guidelines



Steering
meetings

Consultations
with
stakeholders

Internal project
monitoring

Project
evaluation

Collection and
analysis of data



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Programme monitoring and evaluation by the Managing Authority

Managing Authority carries out or commissions:

- Programme day-to-day monitoring (taking into account data from projects);
- Programme ROM monitoring;
- Programme evaluation

Managing Authority presents information about Programme implementation progress to the Joint Monitoring Committee

NB! Lead beneficiary and beneficiaries shall provide the authorised persons with any documents or information required for completion of monitoring or evaluation mission

see section 5 of Practical Guidelines



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Financial control, audits and other control actions

Financial control and audits:

- Expenditure verification by public officer for LV beneficiaries or independent auditor for RU beneficiaries;
- Audits by the Audit Authorities on a sample basis.

NB! In addition, all beneficiaries should allow the European Commission, the European Anti-Fraud Office, the European Court of Auditors or any external auditor authorised by these institutions and bodies to verify the use of EU funds by examining documents and/or conducting on-spot checks.

see section 5 of Practical Guidelines



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Result indicators

- ▶ Referring to point 13.3. of the grant contract «The Managing Authority may require the Lead Beneficiary to update information in the application form on Project contribution to Programme result indicators as clarification regarding calculation methodology of the Programme result indicators will follow from the EC»
- ▶ The clarification from EC received



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Changes in result indicators

- **1.2. priority** – updated title of result indicators:
 - 1) Number of new cross-border products and services based on local resources;
 - 2) Number of tourists that have visited newly developed local services and products
- **2.1. priority** – updated title of result indicator: «Number of visitors that have visited the improved or newly developed objects of natural resources»
- **2.2. priority** – updated title of result indicator «*Percentage of event participants knowledgeable on sustainable use of natural resources (level 4 and above)*», calculation methodology of baseline and target value updated, baseline year updated
- **2.3. priority** – updated title of result indicator «*Percentage of event participants knowledgeable on sustainable waste water management (level 4 and above)*», calculation methodology of baseline and target value updated, baseline year updated
- **3.1. priority** – updated title of result indicator «*Throughput capacity of the border crossing points*», baseline year updated, second result indicator deleted.





Reporting



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Jeļena Pastuškova

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Senior expert, Development Instruments Department

General information on Project Report

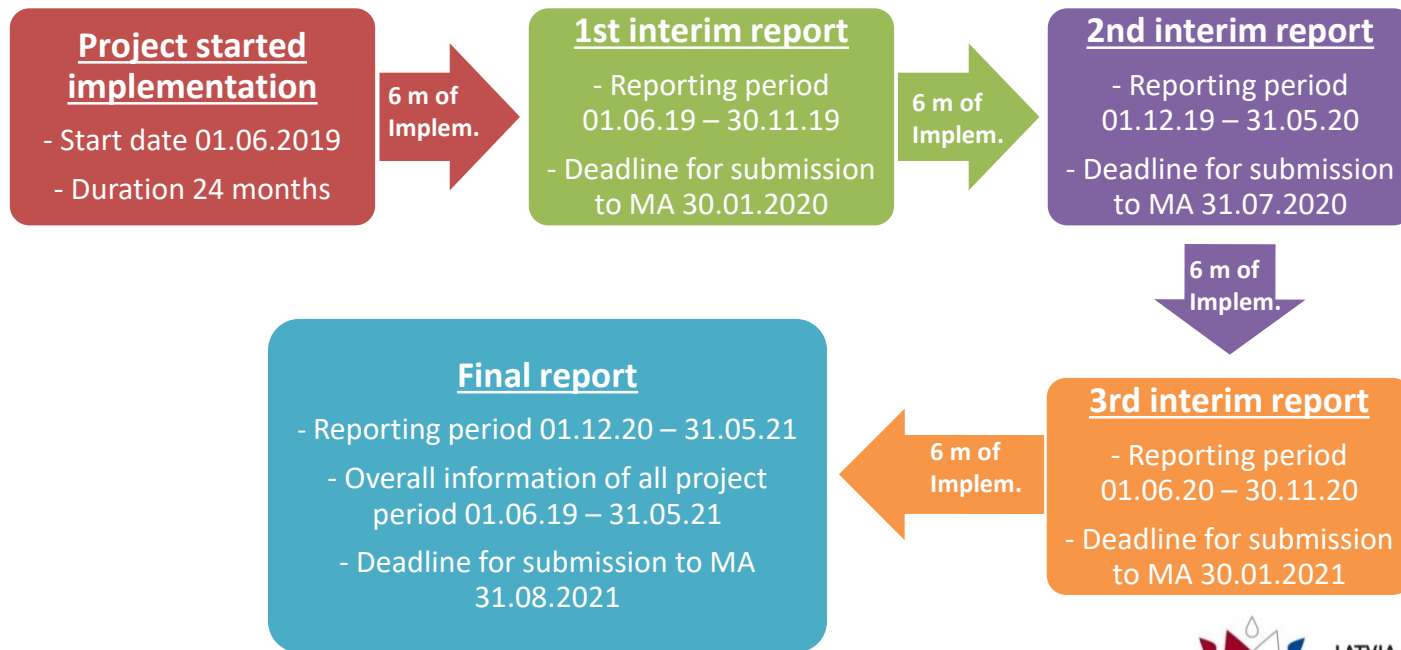


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Reporting periods (1)



► **Reporting period is 6 months**

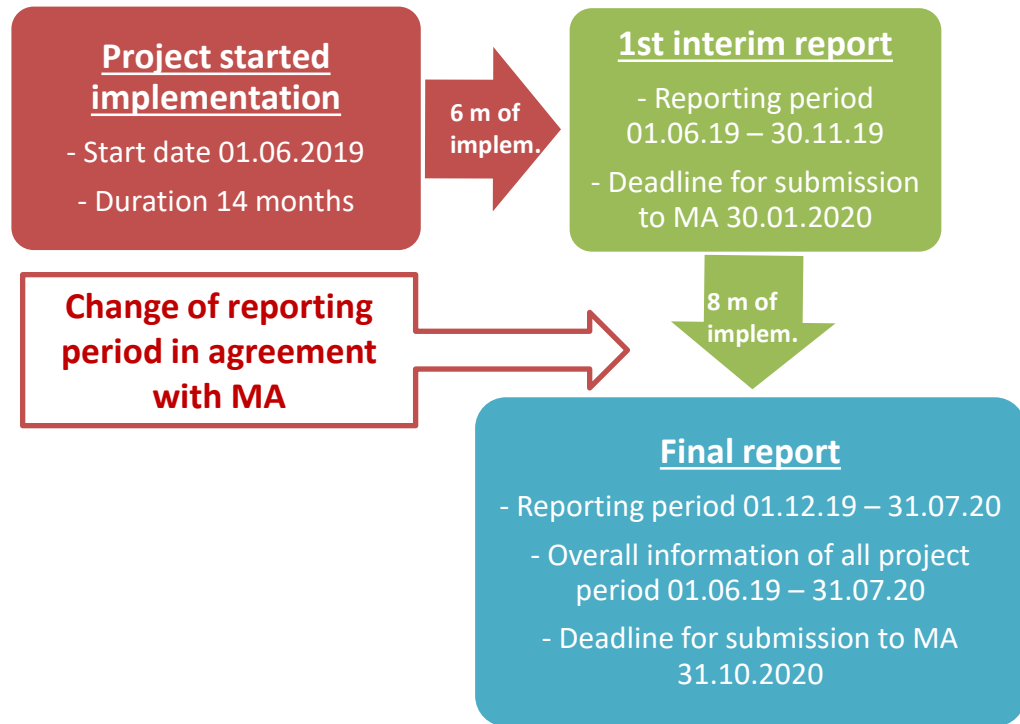


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Reporting periods (2)

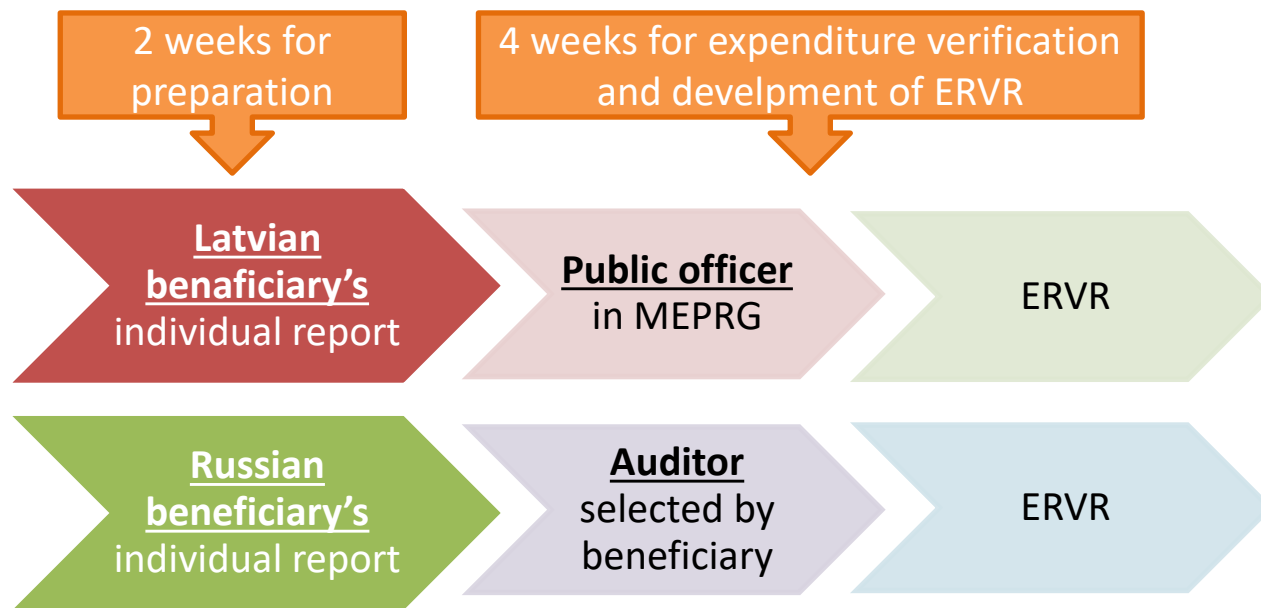


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Individual reports of the beneficiaries

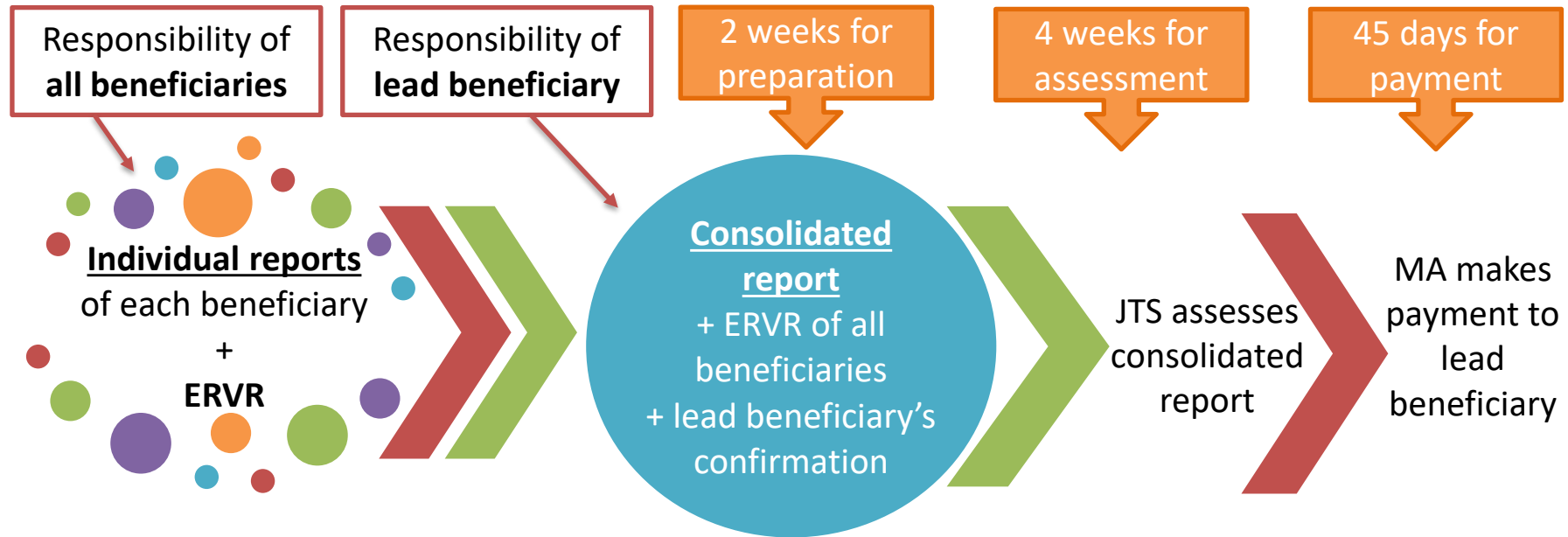


- **Expenditure verification – separately for each beneficiary**
- **100% of project expenditure must be verified**
- **The deadlines shall be respected**



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Consolidated report of the project



- In cases additional documents/ clarifications are requested the approval of report is suspended until an answer to the request is received

Reporting of project expenditure

Expenditure included in the report must have been paid before the end of the respective reporting period and within the project duration



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Reporting of project expenditure

Exceptions:

- ▶ preparatory costs
- ▶ retroactive costs
- ▶ costs for preparation of final reports:
 - ▶ expenditure verification
 - ▶ final evaluation of the project
 - ▶ audit



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Reporting of project expenditure

Exceptions:

- **Costs connected with salary payments**

/reported within the reporting period when the last payment connected with the salary is made/

- **Costs connected with the organisation and participation in event**

/reported within the reporting period when the event took place; in case the final settling of accounts takes place in next reporting period, costs for participation in event can be reported in the next reporting period/

- **Item costs that should be distributed according to actual usage**

/may be reported proportionally within the reporting period when items have been partly or fully distributed/

- **Costs temporarily withdrawn by the public officer/auditor/JTS/MA from report for additional clarification**

/can be reported in the next reporting period if found eligible/



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Reporting of project expenditure

In any other case if costs are not included in the relevant interim report they can be included in future reports **only with a written acceptance by the JTS/MA**



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Reporting of project expenditure

Reporting beneficiary: Lead beneficiary (Beneficiary 1)

	Reference to BL	Internal reference No to payment	Invoice No	Invoice date dd/mm/yyyy	Payment date dd/mm/yyyy	Description of expenditure	Payment currency EUR/RUB	Total amount in payment currency
BUDGET HEADING 1 - STAFF COSTS								

To be filled in by each beneficiary identifying each payment made from the project account



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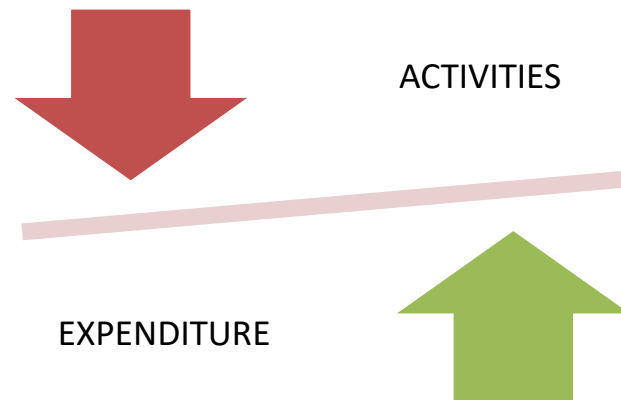


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Information to be included in the report

► What is important besides financial implementation:

- Is project on track?
- Progress towards main outputs (any draft/test versions ready)
- Main activities undertaken
- Main parties involved
- Any travels outside Programme area
- Any major events attended? What was achieved?
- Problems/deviations and solutions found



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2.1.1. Implementation of planned activities



(Maximum 1000 characters)



Reporting form (example)

3. INDICATORS

Fills in
automatically
from AF

3.1. Achievement of Programme output indicators

Output indicator	Planned	Previously reported	Current report	Cummulative

To be filled
in by each
beneficiary

3.2 Description of achievement of Programme output indicators (including deviations) (Maximum 1000 characters)

Error! Please provide description!

3.3. Description of measures taken to achieve Programme result indicators

(Maximum 1000 characters)

Error! Please provide description!

Obligations and tips to beneficiaries

- ▶ **Respect the deadlines**
- ▶ **Provide realistic data, clear descriptions and explanations**
- ▶ **Ensure reconciliation to accounting and bookkeeping system, accounts and records**
- ▶ **Provide adequate financial and non-financial information, relevant supporting documents**
- ▶ **Provide full and free access to documents, databases, accounting and bookkeeping system, accounts, records, etc**

Report usually takes more time than planned

Keep the daily paperwork in order (supporting documents, time-sheets, photos)

Auditor/public officer and JTS/MA may have many questions, be responsive, cooperate, provide additional information

The speed how quickly you receive payments depends on each beneficiary, auditor, public officer, JTS/MA



What next? Prior reporting!

Reporting Forms

Will be provided to lead beneficiary by the JTS 2 weeks before the end of reporting period. For information will be available on website in September!

Instructions for filling in reporting forms

Will be available in the reporting forms.

Distribution of reporting forms to other beneficiaries

Is a responsibility of the lead partner.

Supporting documents

Can be provided in paper copies or scanned electronic copies. List of minimal required supporting documents will be on programmes website.

Seminar on reporting

Will be organised in Latvia and Russia in mid autumn.

Expenditure verification guidelines

Obligatory to be used by auditors and public officers. Will be published on website.



Cooperation with JTS



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Jelīzaveta Šibatovska

Ministry of Environmental Protection and
Regional Development of the Republic of Latvia
Senior expert, Development Instruments Department

Joint Technical Secretariat functions



Joint
Technical
Secretariat

- ▶ providing information and advice to applicants
- ▶ providing to beneficiaries information necessary for implementing the projects
- ▶ organizing activities to promote the Programme
- ▶ distributing information on the Programme and its projects
- ▶ assisting the MA and the JMC in day-to-day management of the Programme
- ▶ other



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Assistance to Beneficiaries



► Individual consultations

- Project / Info managers via phone or e-mail



► On-Spot Consultations

- main and branch offices



► Seminars & Webinars

- specific topics



► Programme Web Page

- documents, templates, news

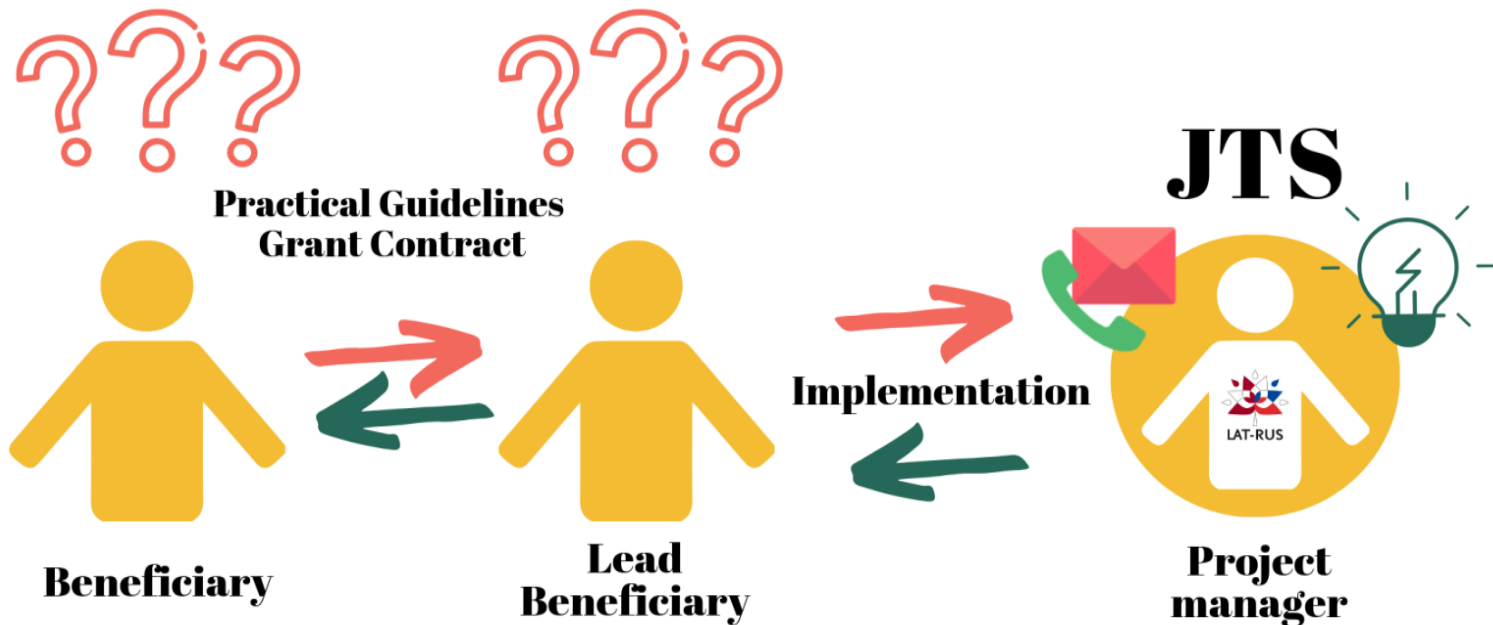


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Individual consultations – Project manager

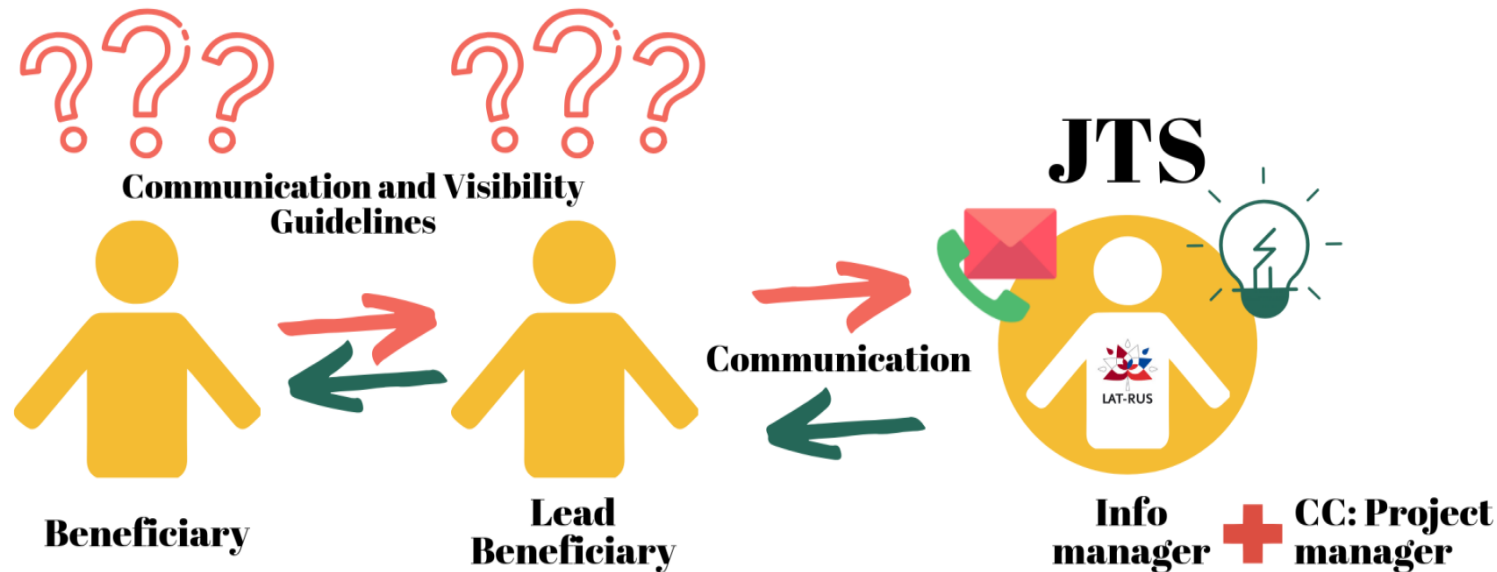


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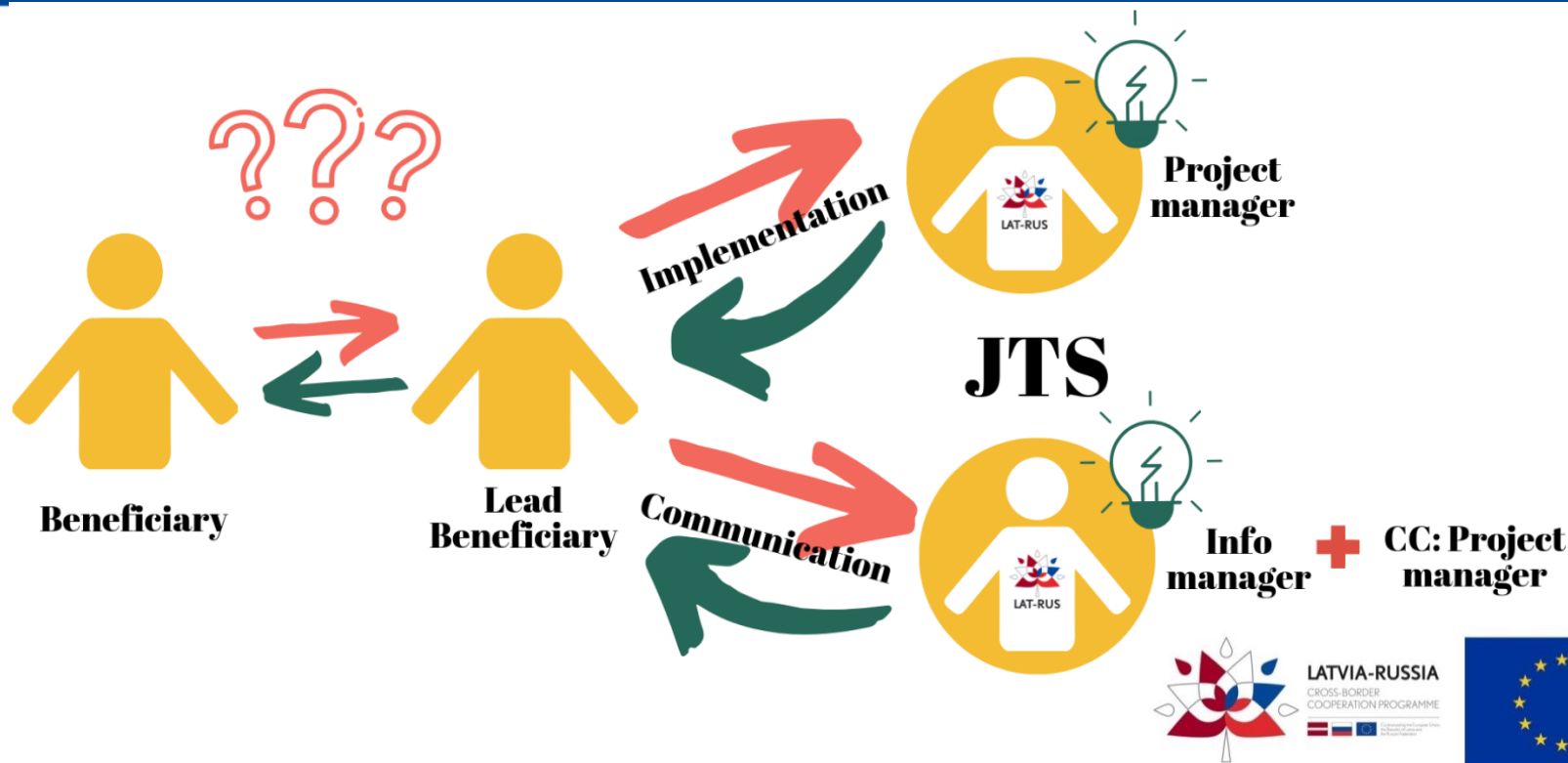
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Individual consultations – Info manager



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Individual consultations



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Seminars 2019-2020

► Reporting seminars: October (Riga & Pskov)

- preparation of interim report
- supporting documents
- audit, financial control and monitoring
- cases

► Communication and visibility seminars

- specific requirements
- use of Programme visual identity
- Online & Offline communication and visibility
- cases



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Webinars 2019-2020



- ▶ On specific themes for all interested beneficiaries
- ▶ Materials will be available on Programme web page
- ▶ Software: Skype, GoToMeeting, Zoom
- ▶ Online Q&A session



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Your suggestions for Seminars and Webinars

Help us develop content to meet your needs!



1. Think about most important specific topics
2. Write down your suggestion for:



Seminars



Webinars

3. Stick it to Flip Chart

Thank you!



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Events 2019

► European Cooperation Day

► Pskov – 7 September

► Riga – 18 September

► Saint Petersburg – 25 September



#ECDay2019



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Interreg
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Programme Web Page



www.latruscbc.eu

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- ▶ **Guidelines, Contracts & Templates**
- ▶ **Seminar materials**
- ▶ **Members Area for Beneficiaries**
 - ▶ **Info & approved Application Form**
- ▶ **Contacts**



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Thank You!
Paldies!
Спасибо!