Approved by the Head of the Managing Authority

on 23 March 2017

Sandis Cakuls

GUIDANCE

HOW TO APPLY VIA THE ELECTRONIC MONITORING SYSTEM

INTERREG V–A LATVIA–LITHUANIA PROGRAMME 2014–2020

Version 2.0

Contents

Abbreviations

Budget Line	BL
Electronic Monitoring System	eMS
European Regional Development Fund	ERDF
European Union Strategy for the Baltic Sea Region	EUSBSR
Financial Control	FC
Interreg V-A Latvia–Lithuania Programme 2014–2020	Programme
Joint Secretariat	JS
Lead Partner	LP
Managing Authority	MA
Non-governmental organisation	NGO
Value Added Tax	VAT
Work Package	WP

1. About the eMS

In accordance with Article 122 of Regulation (EU) no 1303/2013, all exchanges of information between the LP and the Programme bodies shall be carried out by means of electronic data exchange systems. Therefore submission of applications, reporting, submission of requests for project changes, as well as any other communication regarding project and Programme implementation shall be done via the eMS.

The eMS is a monitoring system developed by INTERACT with communication portal to support submission, approval, management and administration of projects in the context of Interreg programmes. The system supports collection of all information on submitted and approved projects, their implementation and achievements, changes and closure. Additionally aggregated data on the progress of projects and the Programme level are recorded in the system. All Programme bodies are able to communicate with projects via the system and re-use the data already collected. The eMS is built to support Programme bodies in day-to-day Programme management and should fulfil all legal requirements.

The eMS is a web application, which can be accessed with recent versions of the most common browsers (e.g. Internet Explorer, Firefox, Chrome). The functionality of the system follows the common standards of web applications for entering and submitting data.

2. The eMS management

2.1 Registration

The eMS can be accessed at the following link http://ems.latlit.eu/ or on Programme webpage www.latlit.eu.

To get an access to the eMS, applicants must register under the above mentioned link by filling in the registration form (Fig.1).

Fig.1 eMS registration form

The registration form must be filled in English language. The applicant will receive a confirmation e-mail to the indicated e-mail address in the registration form. Only after confirmation, the applicant receives access to the eMS and can prepare and submit application. In section “User Account” the applicant can change the password, personal data and configure the mail signature.

Each eMS user is responsible for all activities done with the username and must keep safe the username and password.

In case the password is forgotten, it can be restored by clicking "Forgot Password"(Fig.2).

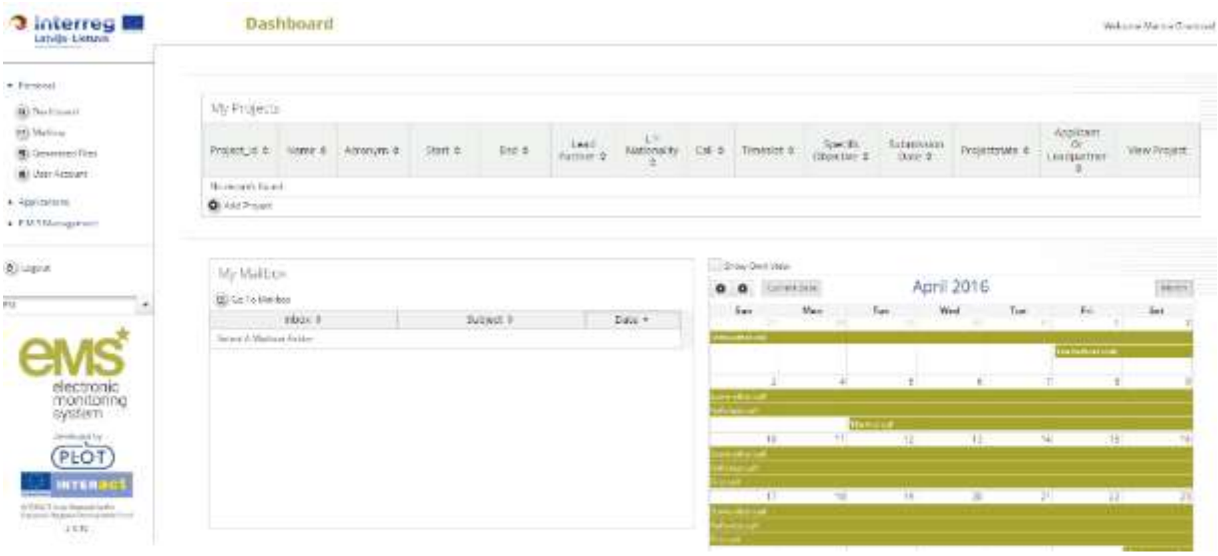
Fig.2 Restoring password

After that the applicant will receive an e-mail with instructions how to proceed further for restoring the password. If the username is forgotten, please contact the JS to get help (contacts of JS employees are available on the Programme webpage www.latlit.eu/contacts)

2.2 Dashboard and project view menu

When logged in the eMS, you will see the main page (**Dashboard**) with the **left side menu**, sections "**My projects"**, "**My Mailbox"** and "**Calendar"** (Fig.3). On the "Calendar" you will see marked opening and closing time of the call for proposals. "My Mailbox" is a tool for communication between the LP/project partners and Programme implementation bodies within the eMS.

Fig.3 Dashboard



The **left side menu of the Dashboard** contains the following buttons (Fig.4):

1) **Personal**:
   - **Dashboard** – enter to the Dashboard.
   - **Mailbox** – section for sending and receiving messages within the eMS.
   - **Generated Files** - a pop-up window that displays all generated pdf files.
   - **User Account** – details about user; possibility to change the password, personal data, configure the mail signature, administer the Dashboard.

2) **Applications**:

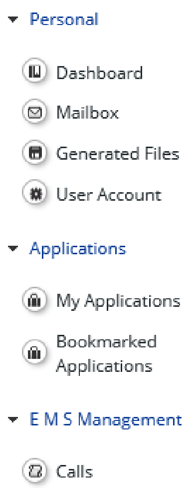
- **My Applications** – list of prepared and submitted applications.
- **Bookmarked Applications** – selected applications for easier and quicker access.

3) **EMS Management**:

- **Calls** – calls for proposals published by the Programme. It is possible there to apply for the call for proposals and to create the application form.

4) **Logout** – exit from the eMS.

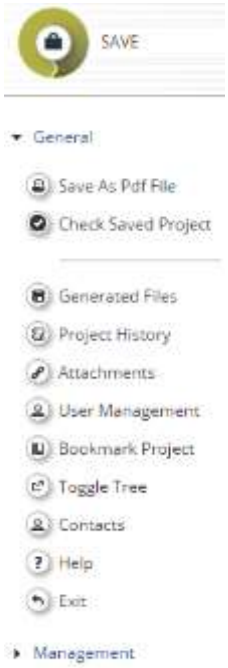
Fig.4 Left side menu of Dashboard



Please note that in **the project view (when the application form is open and the first information is saved)** you will see the **left side menu** with the following sections (Fig.5):

- **Save** – saves data entered in the application form. **Automatic saving is not possible.**
- **Save as Pdf File** – saves the application form as pdf file. In 3-4 minutes after clicking “Save as Pdf File” an application form will appear in section “Generated files”.
- **Generated Files** – displays all generated pdf files.
- **Project History** – overview of actions performed with the application form.
- **Attachments** – section with uploaded attachments.
- **User Management** – it is possible to add/remove users for particular application.
- **Bookmark Project** – it is possible to mark the application for easier and quicker access. After application is bookmarked, it will appear in section “Bookmarked Applications” on the left side menu of the Dashboard.
- **Toogle Tree** – navigation pane for easier access to sections of the application form appears on the right side of the application form.
- **Contacts** – it is possible to send messages to the users assigned to a project.
- **Help** – instructions on filling the application.
- **Exit** – exit from the application to the Dashboard (not the eMS).

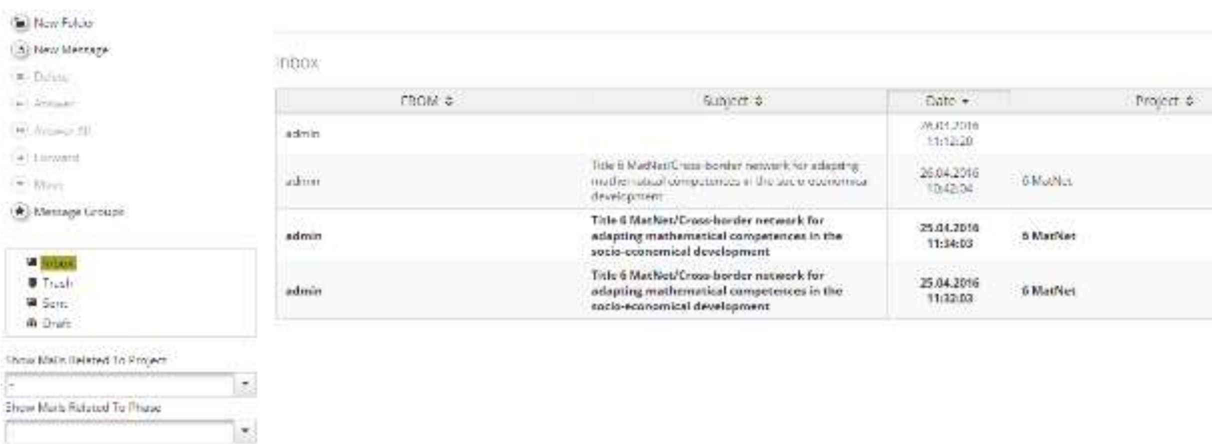
Fig.5 Left side menu in the project view (when the application form is open)



2.3 My Mailbox

eMS allows users to exchange messages within the system. It supports standard mailing functions such as sending, forwarding and replying the mails. eMS enables sending messages to multiple recipients as well as sorting and filtering messages based on different criteria (Fig.6)

Fig.6 My Mailbox



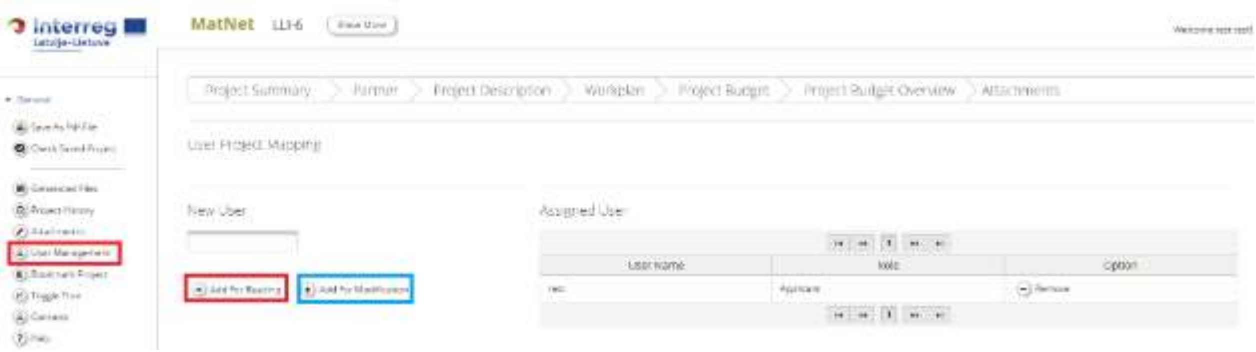
In section “My Mailbox” applicants will receive automatic messages informing about created pdf files, submitted applications and other messages about application process and further about project implementation.

2.4 User Management

LP can give editing or reading rights for the application in the eMS to project partners participating in the project. This can be done in the project view under section “User

Management" by clicking on "Add for Reading" or "Add for Modification" (Fig.7). To do that, the project partner first has to register in the eMS and send to the LP the username. However, in order to avoid mistakes in the application form and misunderstanding between partners, **it is recommended for the LP to fill in the application on behalf of all partnership and assign only reading rights** for the project partners.

Fig.7 Assigning user rights to project partners



3. Application procedure

There are open calls for proposals and direct award procedure launched by the Programme. The eMS will be open for submission of applications during the opening and closing time of the call for proposals and direct award procedure which will be published on the Programme website www.latlit.eu. The application must be prepared and submitted by the applicant functioning as the LP on behalf of the whole partnership.

Please read section 6.1 "Application" of the Programme manual for the respective call for proposals and direct award to be familiar with requirements on preparation and submission of the application. The application form must be filled in English language.

Applicants applying for the direct award procedure shall read section 5 "Special provisions for direct award procedure" of this guidance.

Once the application has been prepared and submitted to the JS, it will be assessed according to administrative and eligibility criteria and quality assessment criteria. Please read information about assessment criteria in sub-section 6.2.1 "Administrative and eligibility criteria" and 6.2.2 "Quality assessment criteria" of the Programme manual for the respective call for proposals and direct award.

An application form that is filled in but not submitted (with project state "Saved") will be considered as draft only and not as received application. Submission of the application is described in section 6 "Submitting the application" of this guidance.

Please note that towards the closure of the call there might be limited time resources for quick response to questions and help requests providing assistance in filing in the application, therefore the applicants are advised not to leave preparation and submission of the application for the last days of the call.

In case of any questions about preparation of the application form and work with the eMS, please contact JS (contacts of JS employees are available on the Programme webpage www.latlit.eu/contacts).

4. Filling in the application form

Based on the information provided in the application, the administrative and eligibility criteria assessment as well as quality assessment of the application will be performed by the MA/JS. Therefore, please remember to provide exhaustive information to all required fields in the application form.

Please consider some recommendations for filling in the application form:

- write in a clear and easy to understand language;
- use Word file for pre-filling the application form and then copy the information to the eMS;
- fill in all mandatory fields marked with *. The eMS does not provide automatic checking of entered information;
- respect the length of input fields for entering the data;
- remember that the eMS does not provide any warning or request of confirmation before leaving a section of the application form or before logging out. Always remember to save the information by clicking "Save" button on upper left corner, otherwise data will be lost;
- define correctly each project partner's contribution (read section "Partner Budget");
- do not leave preparation and submission of the application for the last day;
- you will be automatically logged out from the eMS if it stays open and unused more than 30 minutes;
- read carefully Programme manual.

The application form consists of several sections which have to be filled in:

- PART A Project Summary
- PART B Partner
- PART C Project Description

  C.1 Project Relevance
  C.2 Project Focus
  C.3 Project Context
  C.4 Horizontal Principles

- PART D Work Plan

  D.1 Work Package List
  D.2 Target Groups
  D.3 Define Periods

- PART E Project Budget

  E.1 Partner Budget
  E.2 Activities Outside
  E.3 Project Breakdown Budget

- PART F Project Budget Overview
- PART G Attachments

In order to fill in the application form, please select "Add Project" in section "My projects" or enter section "EMS Management/Calls" from the Dashboard (Fig.8). After that you will be forwarded to section "Calls" where you should choose (by clicking button "Apply") the call for proposals or the direct award procedure for which you would like to apply (Fig.9). If button "Apply" is not active, it means that the respective call for proposals or the direct award procedure is closed.

!!! Please note that you can fill in the application form only if the call for proposals or the direct award procedure is open.

Fig.8 Getting access to the application form

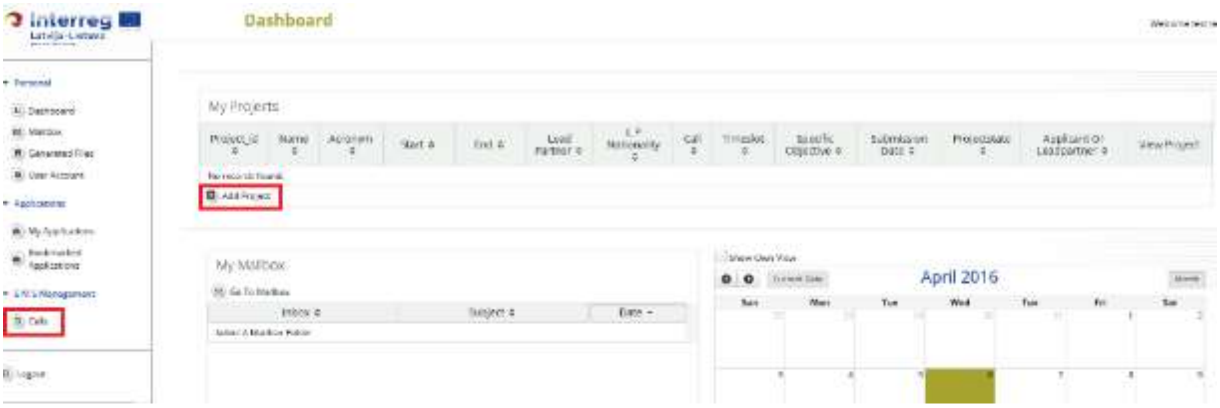
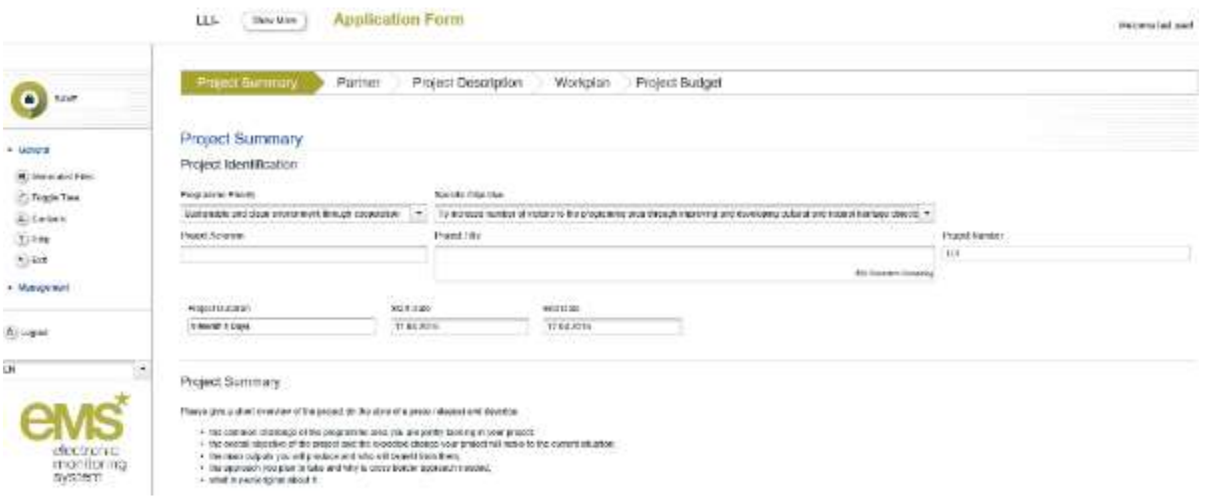


Fig.9 Applying for the call for proposals or the direct award procedure

A project application form will appear (Fig.10).

Fig.10 Application form



Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.1 PART A Project Summary

In this section of the application form the basic information about the project should be given. Afterwards it will be used by the Programme on its webpage and publications about approved projects in the Programme.

Please do the following:

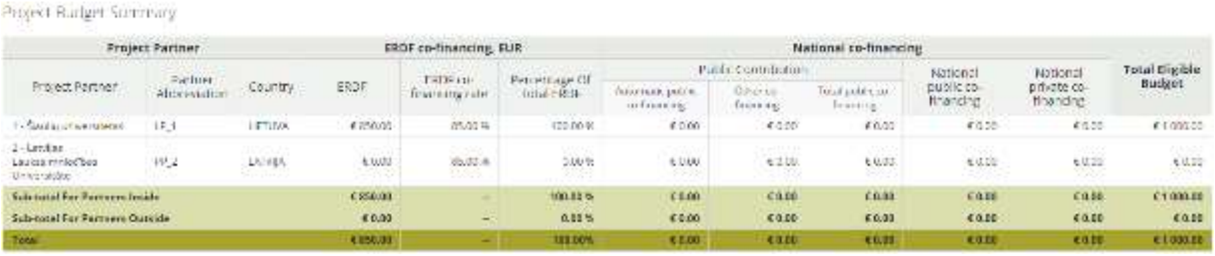
1) select from a drop-down menu the **Programme priority** and **Programme priority specific objective** your project contributes to;
2) insert **project acronym**. It should be up to 20 characters long, pronounceable and should allow an easy identification of the project. The use of the acronym is necessary for efficient communication and administration, especially when presenting statistics;
3) insert **project title**. The title should contain words describing the project's content. It is recommended that the title would not exceed 150 characters including spaces;
4) insert **project duration** during which the project activities will be implemented. The duration in months is calculated automatically. The earliest date when the project activities can start and the expenditure can incur is the next day after the project is approved by the MC. All project activities are implemented at project own risk until subsidy contract is signed. Please realistically estimate the time that is necessary for implementation of all project activities. **Please remember that project duration can be 24 months maximum.**
5) insert **project summary** by giving a short overview of the project translated in English, Latvian and Lithuanian language and describing the following:
   - the common challenge of the Programme area you are jointly tackling in your project;
   - the overall objective of the project and the expected change your project will make to the current situation;
   - the project main outputs you will produce and who will benefit from them;
   - the approach you plan to take and why is cross border approach is needed;
   - what is new/original about the project.

Please focus only on the most important aspects of the project. Please note that you are required to provide more detailed information in other sections of the application form. The project summary should be given in the style of a press release and the length of information provided should not be more than 1500 characters in each language. **It is advised to fill in this section after the entire application has been filled in.**

6) press button "Create", then the **number of the project** will be assigned by the eMS automatically and the application form will be created.

After the entire application form is filled in, you will see automatically generated tables "Project Budget Summary" (Fig.11) and "Project Main Outputs" (Fig.12) in section "Project Summary".

Fig. 11 Project Budget Summary


Project Budget Summary

Project Partner			ERDF co-financing, EUR			National co-financing					
						Public Contribution					
Project Partner	Partner Abbreviation	Country	ERDF	ERDF co-financing rate	Percentage Of Total ERDF	Automatic public co-financing	Other co-financing	Total public co-financing	National public co-financing	National private co-financing	Total Eligible Budget
1 - Šiaulių universitetas	LP_1	LITHUANIA	€ 850.00	85.00 %	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1 000.00
2 - Latvijas Lauksaimniecības Universitāte	PP_2	LATVIJA	€ 0.00	85.00 %	0.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Sub-total For Partners Inside			€ 850.00	–	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1 000.00
Sub-total For Partners Outside			€ 0.00	–	0.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Total			€ 850.00	–	100.00%	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 0.00	€ 1 000.00

Fig. 12 Project Main Outputs


Project Main Outputs

Programme Output Indicators	Project Output Indicator Targets	Measurement Unit	Project Main Output Quantification Target	Project main output code	Project Main Output Title
Labour market and training: number of participants in joint local employment initiatives and joint training	0.0	Number	0.00	T1.1	
			0.00	T1.2	
			0.00	T1.4	
			0.00	T1.1	

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.2 PART B Partner

After section "Project Summary" is filled in the next step is to enter data in section "Partner" about the LP and project partners participating in the project. This section contains basic information about the project partnership. According to Programme requirements project has to involve **at least one Lithuanian and one Latvian partner**, which is registered or permanently located and actively operating in the Programme area. Detailed information about requirements for the project partnership is in section 5.2 "Partnership" of the Programme manual for the respective call for proposals and direct award.

To add information about LP or project partner please enter section "Partner" and choose "New partner" (Fig.13).

Fig.13 Entering data about project partners

The eMS automatically offers the first section to be filled in about the LP, afterwards information about each project partner should be filled in. In the eMS the LP is automatically defined as "Lead Partner 1" or "LP_1".

To enter information about the LP and project partners please do the following:

1) In input section "**Lead Partner 1/project partner**" (Fig.14)
   - select role of the project partner in the project (LP or project partner) from a drop-down list;
   - insert title of the organisation in national language;
   - insert title of the organisation in English;
   - insert title of the department of organisation (if relevant).

Fig.14 Section "Project partner"

2) In input section "**Address**" provide address of the project partner. Country and regions should be chosen from drop-down lists using NUTS classification system. Please provide also webpage address.

3) In input section "**Legal and Financial Information**":
   - select **legal status of the project partner** from a drop-down list:
     - If LP/project partner's institution is **public authority**, please choose from a drop-down list – regional public authority, national public authority or local public authority;
     - If LP/project partner's institution is **public equivalent body**, please select from a drop-down list "public equivalent body";
     - If LP/project partner's institution is **NGO,** please select from a drop-down list "NGO";
   - select **Programme co-financing source** from a drop-down list - **ERDF**;
   - specify **co-financing rate** - **85%;**
   - select **national co-financing source** from a drop-down list:
     - If the LP/project partner is a public authority or public equivalent body, please select "**public**".
     - If the LP/project partner is a NGO, please select "**private**".
   - specify whether your organisation is entitled to **recover VAT** based on national legislation for the activities implemented in the project (choose one option - "no/yes/partly"). If option "partly" is selected, please specify how VAT is going to be recovered. Please specify the VAT number of the organisation.
   - if the organisation does not have VAT number, specify the **other national identifying number** and in the next input field specify **the type of identifying number**.

4) In input section “**Authorised Representative**” specify the contact details of the **authorised representative of the organisation** (name, last name, e-mail address, telephone) and in input section “**Contact Person**” provide contact details of the **contact person** (name, last name, e-mail address, telephone).

5) In input section “**Experiences of Partner**” please enter information about the organisation’s thematic competences and experiences relevant for the project, describe the role and specific contribution of the partner in the project. **In case of project involving LP/project partners from outside eligible Programme area**, please describe their specific competencies/ knowledge that is not available in the Programme area and indicate how the participation of these partners will benefit the Programme area. **In case the legal entity acts as LP/project partner**, please describe how implementation will be ensured if branch division/office situated in programme’s region is responsible for the implementation of the project (see detailed information in the sub-section 5.2.2 “Partnership requirements” of the Programme manual for the respective call for proposals and direct award.

6) In input section “**Benefit**” please describe the benefit that the organisation gets from participating in the project.

7) In input section “**Other International Projects**” specify information about the organisation’s experience in participating in and/or managing EU co-financed projects or other international projects.

Please remember to click “Save” button to save the data entered, otherwise data will be lost!

4.3 PART C Project Description

This section provides information on project context (relevance and strategy) and cooperation character which will be assessed during quality assessment according to strategic criteria. Detailed information about quality assessment criteria is in sub-section 6.2.2 “Quality assessment criteria” of the Programme manual for the respective call for proposals and direct award.

4.3.1 C.1 Project Relevance

Please provide the following information in sub-section „Project Relevance” (Fig.15):

1) **Territorial Challenge –** describe the common territorial challenges that will be tackled by the project and relevance of your project for the Programme area in terms of common challenges and opportunities addressed. The project should address common territorial challenges in the substantial part of Programme area (e.g. on region level not only county level) or joint potential of the Programme area - there is a real demand for the project (also by the target groups and stakeholder). The justification shall be supplemented with a proper and concrete facts and statistics explaining and proving the territorial challenge and the need for the project.

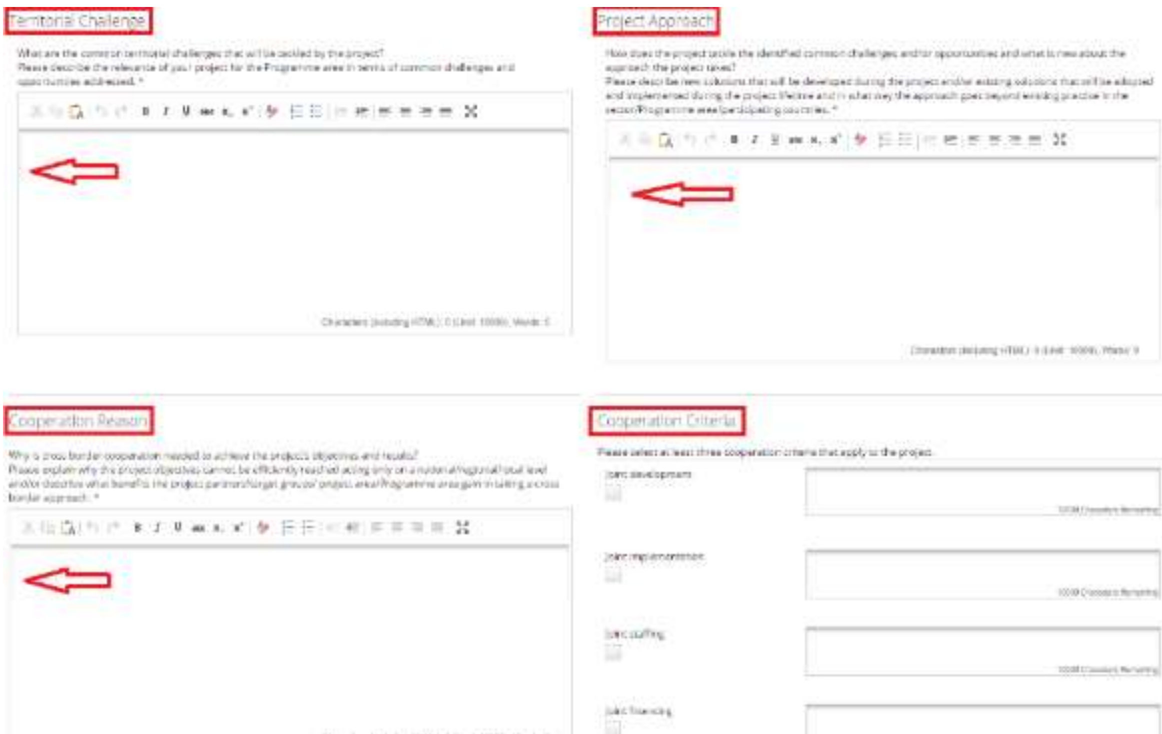
2) **Project Approach –** describe how the project tackles the identified common challenges and/or opportunities and what is new about the approach the project takes. Furthermore, please describe new solutions that will be developed during the project and/or existing solutions that will be adopted and implemented during the project lifetime and in what way the approach goes beyond existing practice in the sector/Programme area/participating countries.

3) **Cooperation Reason** – describe why cross border cooperation is needed to achieve the project objectives and results. Please explain why the cross-border cooperation is essential for tackling common territorial challenges and why the cooperation has a significant added value for the project partners, target groups, project area and Programme area.

4) **Cooperation Criteria** – select at least three cooperation criteria that apply to the project (tick the relevant boxes: "Joint development", "Joint implementation", "Joint staffing", "Joint financing") and describe how the selected cooperation criteria will be implemented.

- Joint development – project must be prepared jointly by representatives of all project partners. The project must clearly integrate ideas, expectations, priorities and contributions from all project partners. Partners must share understanding of the project objective and contribute to achievement of its results.
- Joint implementation – project activities must be carried out and co-ordinated by all project partners. There must be a balanced division of tasks and responsibilities, links between activities of each partner and regular contacts within the partnership.
- Joint staffing – project should not duplicate functions on either side of the border and staff on both sides of the border should work together on the project.
- Joint financing – all project partners' budgets together form the joint budget for the whole project.

Fig.15 Project Relevance



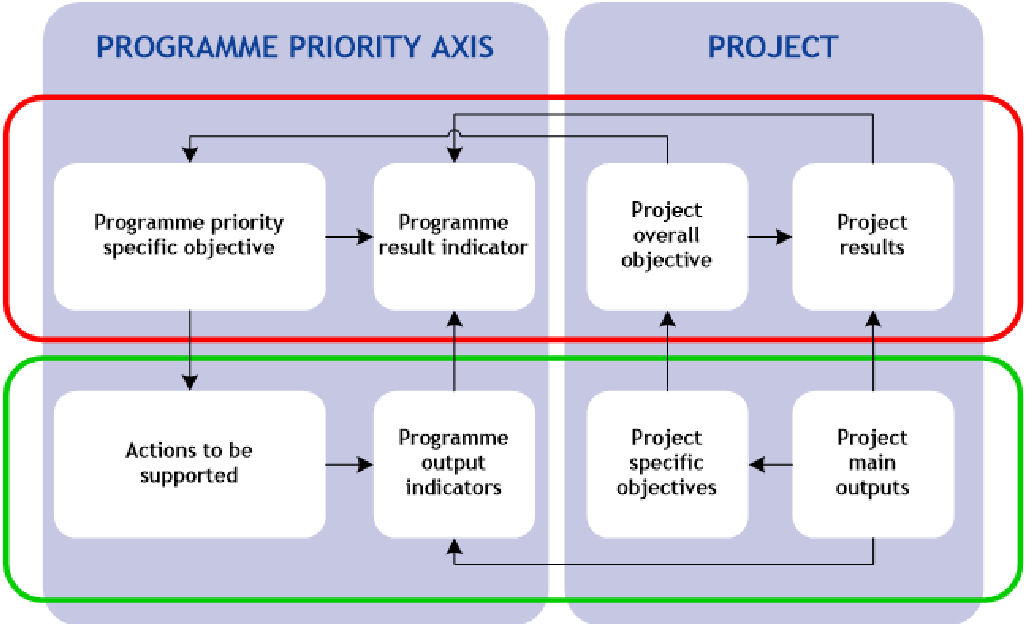
Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.3.2 C.2 Project Focus

The sub-section "Project Focus" presents the intervention logic of the project which is composed of the following elements (Fig.16):

- **Project overall objective** describes the strategic and long term change that the project seeks to achieve for the benefit of the target groups. Project overall objective must be in line with the Programme specific objective.
- **Project specific objective(s)** shows direct contribution to the project overall objective. Project can define up to three project specific objectives. It should be possible, at least to some extent, to measure achievement of project specific objectives with project main outputs.
- **Project results** demonstrate the immediate advantage of carrying out the project, telling us about the benefit of using the project main outputs. Project results should demonstrate the change the project is aiming for.
- **Project main outputs** - the outcomes obtained following the implementation of project activities. Each project main output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result.

Fig.16 Project intervention logic



Information provided in sub-section "Project Focus" will be used for project's strategic assessment according to criteria "Project context and contribution to Programme" and for assessment of operational criteria "Methodology/ approach and activities".

!!! Please remember that the **project must be in line** with chosen **Programme priority**, **Programme priority specific objective** and has to achieve **at least one Programme result indicator** and **one Programme output indicator** of the chosen specific objective. Detailed information about Programme priorities, specific objectives, result indicators and output indicators is in chapter 3 "Programme Priorities" of the Programme manual for the respective call for proposals and direct award.

In order to fill in sub-section "Project Focus", please do the following:

1) note that input field "**Programme Priority Specific Objective**" is filled in automatically from section „Project Summary".
2) choose from a drop-down list the **Programme Result Indicator** your project will contribute to.
3) specify project results in the input field "**Expected Project Results**" and describe how they link and contribute to the Programme result indicator.
4) specify **project specific objective(s)** (up to three) and provide explanations about how they will be achieved and how they will contribute to the achievement of project overall objective. To remove or add project specific objective, please use buttons "Remove Project Specific Objective" or "Add Project Specific Objective".

For better understanding how to define project objectives, outputs and results, please consider the following example:

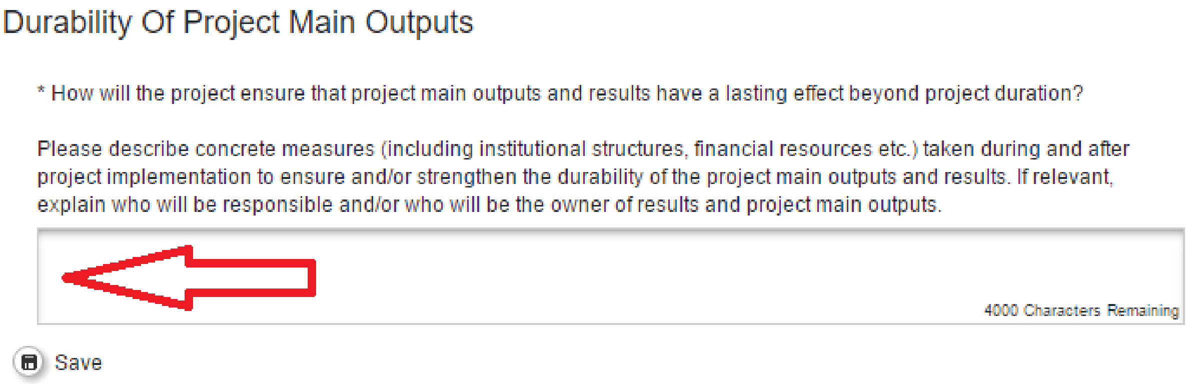
Table 1. Example of project objectives, outputs and results

Overall objective	**Specific objectives**
➨ To encourage the development of entrepreneurship and youth businesses creation in the Lithuanian and Latvian border region.	➨ Establishment of the network of business trainers. ➨ Improvement of youth entrepreneurship skills. ➨ Creation of business and entrepreneurship support model
Project results	**Project main outputs**
➨ Project will foster development of entrepreneurship and youth businesses creation in the Lithuanian and Latvia border region. It is expected that about 30 newly businesses per year will be established in Lithuanian and Latvian border region.	➨ 2 business support services created as result of cross border cooperation.

Further, in the last input field of sub-section "Project Focus" please describe:

5) **Durability of project main outputs** (Fig.17) – how the project will ensure that project main outputs and results will have a lasting effect beyond project duration. Please describe concrete measures (including institutional structures, financial resources etc.) taken during and after project implementation to ensure and/or strengthen the durability of the project main outputs and results. If relevant, explain who will be responsible and/or who will be the owner of results and project main outputs.

Fig.17 Durability of project main outputs



Please remember to click "Save" button to save the data entered, otherwise data will be lost!

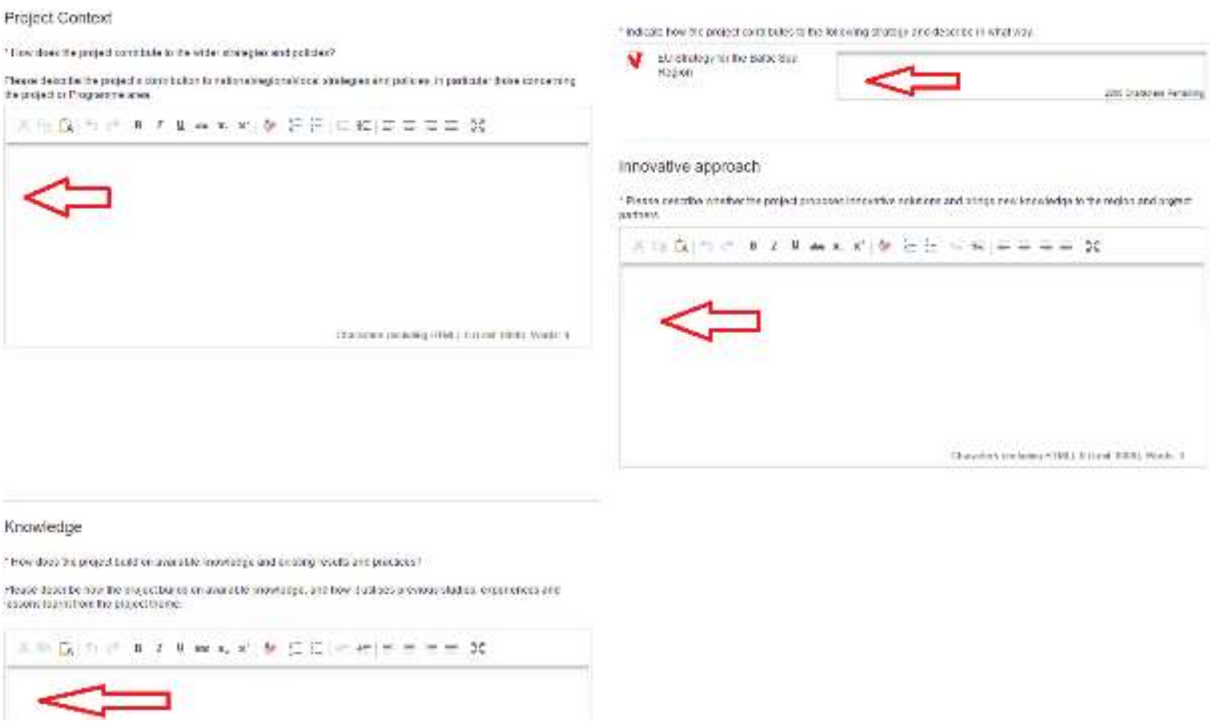
4.3.3 C.3 Project Context

Information provided in sub-section "Project Context" will be used for project's strategic assessment according to criteria "Project context and contribution to Programme".

To fill in the sub-section "Project Context" please do the following (Fig.18):

1) specify information in the input field "**Project Context**" by describing project's contribution to national/regional/local strategies and policies, the EUSBSR, in particular, those concerning the project or Programme area. Please tick box "**EU Strategy for the Baltic Sea Region**" and explain how the project contributes to it. If there are any questions about EUSBSR, please visit website www.balticsea-region-strategy.eu or contact JS for help.
2) specify information in the input field "**Innovative approach**" by describing whether the project proposes innovative solutions and brings new knowledge to the region and project partners.
3) specify information in the input field "**Knowledge**" by answering the question how the project builds on available knowledge, and how it utilises previous studies, experiences and lessons learnt from the project theme.

Fig.18 Project context



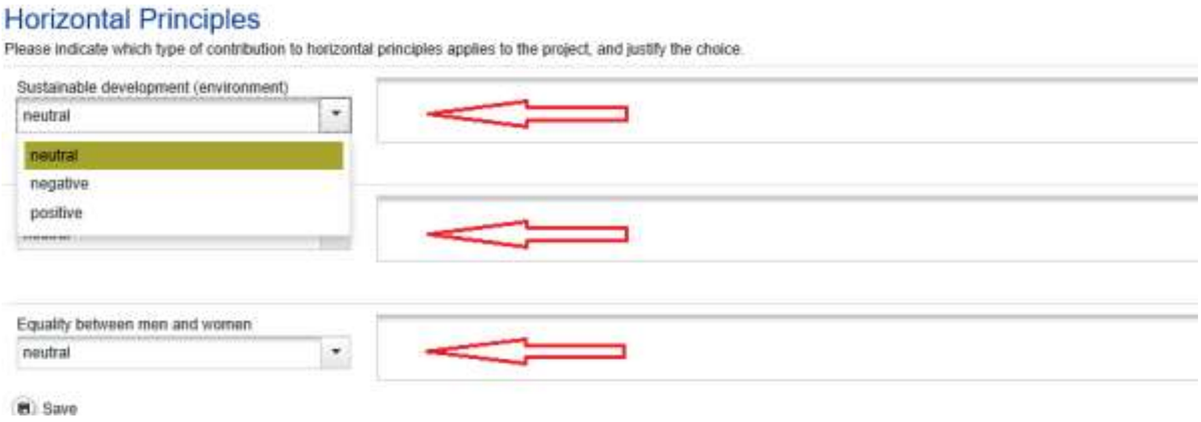
Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.3.4 C.4 Horizontal Principles

All projects supported by the Programme have to be in line with horizontal principles: sustainable development, equal opportunities and non-discrimination, equality between men and women. Detailed information about horizontal principles is in sub-section 4.1 "Horizontal principles" of the Programme manual for the respective call for proposals and direct award.

Please enter the sub-section ""Horizontal Principles" and indicate whether the project will have positive, neutral or negative impact on each horizontal principle (Fig.19) and justify the choice in the description area. **Projects with a direct negative impact on any of horizontal principles will not be selected for the Programme funding.**

Fig.19 Horizontal principles



Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.4 PART D Work Plan

Section "Work Plan" describes activities which will be implemented by the project in order to deliver the project main outputs necessary for achieving the project objectives. Information presented in this section will be assessed according to criteria "Project context and contribution to Programme" and "Methodology/ approach and activities".

Please consider some useful tips for the preparation of the work plan:

- plan activities in a logical way and in chronological order.
- evaluate realistically the time needed to carry out all the activities.
- plan time generously in case of data comparison or harmonisation processes; partnerships require a lot of time to agree on the details.
- reporting and communication take time.
- include activities that foster further use of the project main outputs or continuation of the project work.

Before preparing the work plan please be familiar with definitions:

Work package – a group of activities defined in the work plan.

Project main outputs – the outcomes obtained following the implementation of project activities. Each project main output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result.

Project activities – specific tasks planned by the project partners in order to reach the deliverables. Each WP (except WP "Preparation") is divided into activities. Activities have to lead to the development of one or more project main outputs.

Project deliverables can be defined as the physical evidence of what has been produced through an activity or as the physical evidence/support of the project main output that was produced through an activity. Project deliverables are not requested to be specified for WP "Preparation".

Target group – individuals and/or organisations directly positively affected by the project main outputs. Not necessarily receiving a Programme funding and even not directly involved in the project, the target groups may exploit project main outputs for their own benefit.

4.4.1 D.1 Work Package List

The first sub-section "Work Package List" presents an overview of all defined WPs and timeline for the project implementation (as a Gantt chart)[1] with displayed project main outputs, activities and deliverables (Fig.20).

Fig.20 Work Package List

There are five different types of WPs to be used by the project for activities planning:

1) **Preparation (one WP per project) –** to be filled in if preparation costs are used by the project.
2) **Management** (**one WP per project**) – **mandatory** for all projects.
3) **Implementation (no more than two WPs per project)** – **mandatory** for all projects.
4) **Investment (no more than two WPs per project) –** to be filled in if investments in infrastructure and works are planned in the project under BL "Infrastructure and works".
5) **Communication** (**one WP per project**) – **mandatory** for all projects, except for projects not exceeding 200 000 EUR (ERDF). These projects can plan communication activities within WP "Implementation".

WP Preparation

The WP "Preparation" is **mandatory** for projects, which will request preparation costs to be paid by the Programme:

1) lump sum of up to **EUR 1000 (ERDF co-financing)** for preparation of the application,

2) real costs **up to 7% of the relevant planned in the project infrastructure and works object's costs for preparation of technical documentation needed to submit the application**.

Preparation costs will be paid to the approved projects that have signed subsidy contract with the MA. Detailed information about eligibility of preparation costs is in sub-section 5.3 "Work

[1] Gantt chart illustrates the start and finish dates of the terminal elements and summary elements of a project. Terminal elements and summary elements comprise the work breakdown structure of the project.

plan” and sub-section 9.3.6 “Infrastructure and works” of the Programme manual for the respective call for proposals and direct award.

To create the WP “Preparation” please enter section “Work Package List”, click on icon ⊕ in section “Create Preparation” (Fig.21). **WP “Preparation” cannot be more than one per project.**

Fig.21 WP “Preparation” in the Work Package List

Please follow the instructions on filling in the WP “Preparation”:

<table>
<tr><th colspan="4">WP Preparation P *

WP details</th></tr>
<tr><th>Project Preparation</th><th>WP Start</th><th>WP End</th><th>WP Budget</th></tr>
<tr><td></td><td>Insert indicative start date of preparation activities**</td><td>Insert indicative end date of preparation activities**</td><td>Automatically filled in from the project budget.</td></tr>
<tr><td colspan="4">* Title of the WP is pre-defined as “Preparation” and you cannot change it. In the Project budget WP “Preparation” is defined as WP0.

** Costs for preparation of technical documentation are eligible only if payments for them are made not earlier than between 1 January 2014 and not later than one day before the MA decision on awarding the ERDF co-financing is taken.</td></tr>
<tr><th colspan="4">Partner</th></tr>
<tr><td colspan="4">Partners' involvement – please select partners involved in preparation activities (Fig.22).</td></tr>
</table>

Fig.22 WP "Preparation" details

Summary
Provide description of preparation activities carried out and contribution of each project partner (indicate project partner(s) responsibility for each relevant activity). Preparation costs may include costs for translation and preparation of the application form, travel and accommodation, organisation of the meetings between project partners during preparation of the application and development of technical documentation necessary for submission of the application.

!!! Please note that there are specific rules on planning of the preparation costs in the project budget therefore follow instructions provided in sub-section "Partner Budget" of this guidance.

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

WP Management

WP "**Management**" is **mandatory** for all projects and should contain the description of all activities related to the management of project content and finances. **Only one WP "Management" per project is envisaged.** Detailed information about project management structure and procedures is in sub-section 7.1 "Project start" of the Programme manual for the respective call for proposals and direct award.

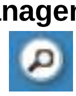
To enter the WP "**Management**" please enter section "Work Package List" and click on "magnifying glass" icon  in section "Management" (Fig.23).

Fig.23 WP "Management" in the Work Package List

Please follow the instructions on filling in the WP "Management":

WP Management M * **WP details**			
Project Management	**WP Start**	**WP End**	**WP Budget**
	Automatically filled in from section "Project Summary".	Automatically filled in from section "Project Summary".	Automatically filled in from the project budget.
* Title of the WP is pre-defined as "Management M" and you cannot change it. In the "Project Budget Overview" section WP "Management" is defined as WP M.			
Partner			
WP responsible partner – for WP "Management" the responsible partner always will be the LP. Partners' involvement – please select **all project partners involved** (Fig.24). **Fig.24 WP "Management" partners involved** 			
Description			
Provide explanation how the management on the strategic and operational level will be carried out in the project, specifically: ➨ Structure, responsibilities, procedures for the day-to-day management and co-ordination; ➨ Communication within the partnership; ➨ Reporting; ➨ Indication whether project management will be subcontracted; ➨ Explanation how the equipment for project management purpose will be used and by which project partners (in case project partners plan to purchase equipment for project management purposes).			
Activity A.M.1*	**Activity Description**	**Start Date**	**End Date**
Insert title of activity.	Insert description of activity.	MM.YYYY (e.g. March 2018)	MM.YYYY (e.g. March 2019)

***** The eMS automatically provides code for the activity, e.g. A.M.1, where “A” – activity, “M” – first letter from WP “Management”, “1” – number in a list of activities. Activities will be displayed on the timeline in section “Work Package List” according to assigned codes.

In the WP “Management” please provide **titles of activities**, **description for each activity**, **start** and **end dates**. Applicants are free to insert their own titles, yet the typical project management activities are the following:

- Establishment of project management bodies and procedures for project implementation;
- Organisation of project kick-off meeting;
- Project monitoring;
- Project reporting;
- Organisation of project meetings;
- Ensuring coordination and communication within the partnership;
- Project closure.

In **the description of activities** please indicate responsible project partner(s).

Please do not forget to plan participation in the Programme trainings or events (approximately 2-3 different trainings or events will take place during project lifetime) for the LP/project partners under the WP “Management”.

More activities can be added by clicking button “Add Activity” and activities can be removed by clicking button “Remove Activity”.

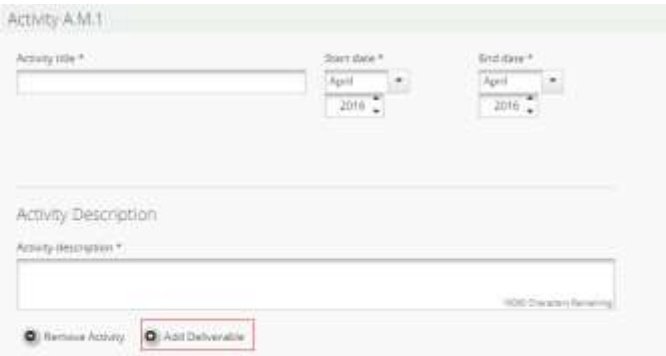
Deliverable D.M.1.1*	**Deliverable Description**	**Target Value**	**Delivery Month**
Insert title of deliverable.	Insert description of deliverable.	Quantify deliverable to be achieved.	MM.YYYY (e.g. May 2018)

* The eMS automatically provides code for the deliverable, e.g. D.M.1.1, where “D” – deliverable, “M” – first letter from WP “Management”, “1” – number of the activity to which the deliverable is linked to, “1” – number in a list of deliverables. Deliverables will be displayed on the timeline in section “Work Package List” according to assigned codes.

Each project management activity must be broken down into one or more deliverables which are tangible, specific and measurable (e.g. minutes of meetings, progress reports, internal control reports, etc.). Each activity must have at least one deliverable. Deliverables should be planned for the corresponding activity and will have to be reported in the progress reports. Please insert **title for each deliverable**, provide its **description**, **target value** and **delivery month**. In the input field “**Description of deliverable**” please **provide explanation on each project partner’s responsibilities for achieving of each particular deliverable**.

To create “Deliverable”, please click “Add Deliverable” (Fig.25):

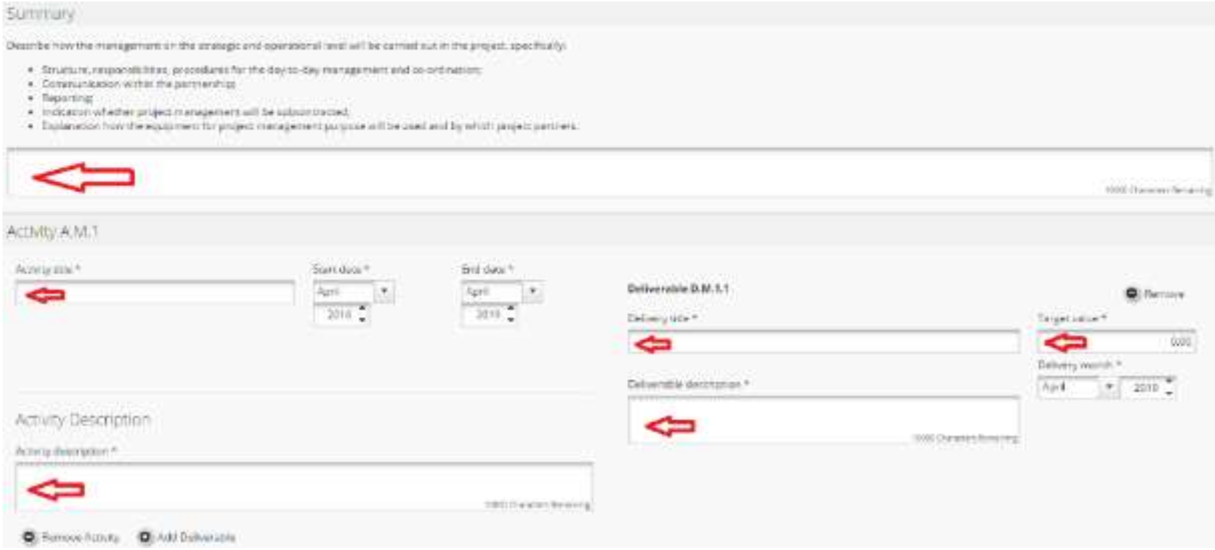
Fig.25 WP “Management” adding deliverable



More deliverables can be added by clicking button "Add Deliverable" and deliverables can be removed by clicking button "Remove Deliverable".			
Example of activities and deliverables within WP "Management"			
Activity A.M.1	**_Activity Description_**	**_Start Date_**	**_End Date_**
Establishment of project management bodies and procedures for project implementation.	*Project management will be organized in 2 levels: Project Steering Group (PSG) and Project Management Group (PMG). Project coordination and management system will be set up in signed Partnership agreement. Responsible LP.*	*March 2018*	*April 2018*
Deliverable D.M.1.1	**_Deliverable Description_**	**_Target Value_**	**_Delivery Month_**
Signed Partnership agreement.	*Partnership agreement will be signed during the project kick-off meeting. The LP will be responsible for preparation and signing the Partnership agreement.*	*1*	*April 2018*
Activity A.M.2	**_Activity Description_**	**_Start Date_**	**_End Date_**
Organisation of project kick-off meeting	*In April 2018 the project kick-off meeting will be organised, during which project management bodies, project coordination and management and monitoring system will be established. Responsible –LP.*	*April 2018*	*April 2018*
Deliverable D.M.2.1	**_Deliverable Description_**	**_Target Value_**	**_Delivery Month_**
Minutes of the project kick-off meeting prepared.	*Kick-off meeting organised. The LP will be responsible for organisation of the kick-off meeting.*	*1*	*April 2018*

Please note that there are no project main outputs to be planned within the WP "Management". Project main outputs have to be planned for the implementation and investment WPs.

Fig.26 WP “Management” details



Please remember to click “Save” button to save the data entered, otherwise data will be lost!

WP Implementation

WP “Implementation” is **mandatory** for all projects as it describes the core „thematic” activities carried out within the project and the related project main outputs. Information on project activities and deliverables leading to achievement of project main outputs has to be included. If there is a need to split different thematic activities, projects may have two WPs “Implementation”. Each WP “Implementation” title should reflect the strategic cross-border focus and the intended results of the WP rather than planned activities.

***Example**: The project has defined two specific objectives: 1) Elaboration of e-service for development of creative businesses; 2) Commercialization of creativity (training courses, exhibitions, workshops etc.). In order to divide activities thematically, two WPs “Implementation” will be set for this project - WP T1 „E-services for creative businesses”, WP T2 „Commercialisation of creativity”.*

Small projects (with budgets not exceeding 200 000 EUR ERDF) may choose to have only one WP “Implementation” and to include communication activities in it as well.

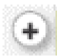
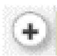
To create the WP “Implementation”, please enter section “Work Package List” and click on icon  in section “New Implementation”. To add additional WP “Implementation”, please click on  “New Implementation” (Fig.27).

Fig.27 WP “Implementation” in the Work Package List

Please follow the instructions on filling in the WP “Implementation”:

<table>
<tr><th colspan="4">WP Implementation T1*

WP details</th></tr>
<tr><th>WP title</th><th>WP Start</th><th>WP End</th><th>WP Budget</th></tr>
<tr><td>Please insert title of the WP which would present topic of the WP.</td><td>Automatically filled in from specified dates of activities.</td><td>Automatically filled in from specified dates of activities.</td><td>Automatically filled in from the project budget.</td></tr>
<tr><td colspan="4">* The eMS automatically assigns short title of the WP as “T1” and you cannot change it. In the “Project Budget Overview” section WP “Implementation” is defined as WP T1.</td></tr>
<tr><th colspan="4">Partner</th></tr>
<tr><td colspan="4">WP responsible partner – please choose responsible partner for implementation of the WP.

Partners' involvement – please select partners involved.

Fig.28 WP “Implementation” partners involved

</td></tr>
<tr><th colspan="4">Summary Implementation</th></tr>
<tr><td colspan="4">Provide a summary description and objectives of the WP including an explanation on how project partners will be involved in activities carried out and contribution of each partner.

If purchase of equipment is planned in the project, please provide justification of need for equipment to achieve project objectives and results, describe clearly the cross border relevance of the investments in equipment, provide information on ownership of the equipment and maintenance after the project end.
Describe who is benefiting (e.g. partners, regions, end-users etc.) from investment in equipment and in what way.</td></tr>
</table>

After general information is presented, it is time to describe project main outputs that will be achieved based on the activities carried out in the WP “Implementation”. For each project main output a Programme output indicator should be chosen from a drop-down list.

!!! Please remember that the Programme output indicator and project main output need to have the same measurement unit to be able to aggregate them.

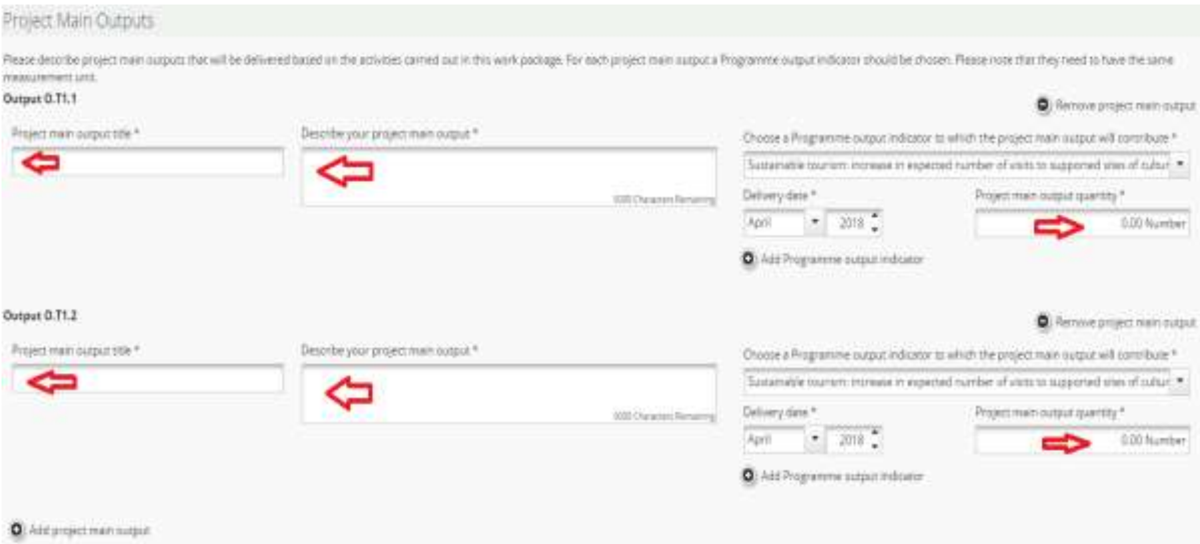
!!! If there are more project main outputs defined but not all of them directly contribute to the Programme output indicator(s), please put “0” in the input field “Project main output quantity” for such project main outputs. Please remember that the project has to contribute to at least to one Programme output indicator. If you are not sure about defined project main outputs, please contact JS.

Project Main Outputs				
Output O.T1.1*	**Output description**	**Date**	**Quantity**	**Programme Output Indicator****
Insert title of output	Insert description of project main output	MM.YYYY (e.g. December 2018)	Quantify output	Choose from a drop-down list relevant Programme output indicator

* The eMS automatically provides code for the each project main output, e.g. O.T1.1, where "O" – output, "T1" – short title of the WP "Implementation", "1" – number of the output in a list of project main outputs.

** For the Programme priority specific objectives 2.1, 2.2, and 3.1 more than one output indicator can be selected by clicking button "Add Output Indicator". Outputs can be removed by clicking "Remove Output Indicator".

Fig.29 WP "Implementation" project main outputs



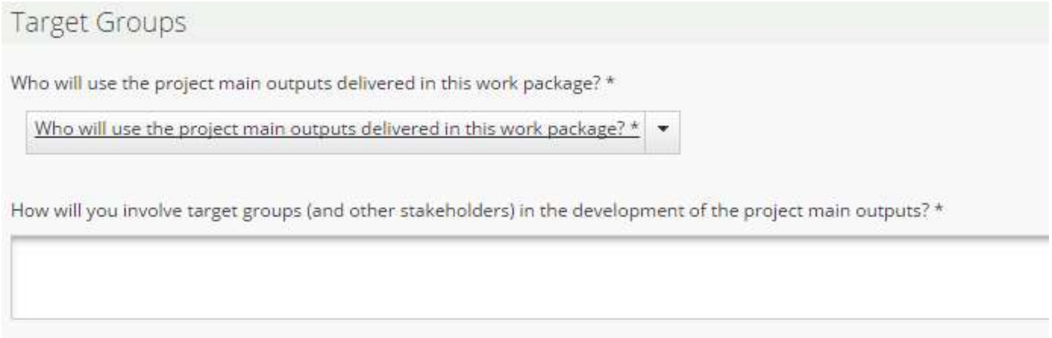
Examples of project main outputs within WP "Implementation"

Output O.T1.1	*Output description*	*Date*	*Quantity*	*Programme Output Indicator*
2 business support services created as result of cross border cooperation.	*In a result of project activities 2 business support services will be created: 1) network of business trainers. 2) business and entrepreneurship support model*	*March 2019*	*2*	*Business support services improved/created as a result of the cross border cooperation*

Target Groups

Please select from a drop-down list of pre-defined target groups who will use the project main outputs delivered in the WP “Implementation”. In the next input field please describe how you will involve target groups (and other stakeholders) in the development of the project main outputs (Fig.30).

Fig.30 WP “Implementation” target groups



The next step is to plan activities (representing specific tasks) which would lead to the development of one or more project main outputs.

Activity A.T1.1*	Activity Description	Start Date	End Date
Insert title of activity.	Insert description of activity.	MM.YYYY (e.g. July 2018)	MM.YYYY (e.g. October 2018

***** The eMS automatically provides code for the activity, e.g. A.M.1, where “A” – activity, “T1” – short title of the WP “Implementation”, “1” – number in a list of activities. Activities will be displayed on the timeline in section “Work Package List” according to assigned codes.

In the WP “Implementation” please provide **titles of activities**, **description for each activity**, **start** and **end dates**.

The WP shall be broken down in activities that include number of tasks envisaged to be implemented within the project. Similar tasks should be grouped together and such group shall represent one activity. There should be at least one activity and one deliverable in the WP. Please see examples of activities and deliverables filled in below.

In the **description of activity** please specify responsible project partner(s).

More activities can be added by clicking button “Add Activity” and activities can be removed by clicking button “Remove Activity”.

Deliverable D.T1.1.1*	Deliverable Description	Target Value	Delivery Month
Insert title of deliverable.	Insert description of deliverable.	Quantify deliverables to be achieved.	MM.YYYY (e.g. October 2018)

* The eMS automatically provides code for the deliverable, e.g. D.T1.1.1, where “D” – deliverable, “T1” – short title of the WP “Implementation”, “1” – number of activity to which the deliverable is linked to, “1” – number of deliverable in a list of deliverables. Deliverables

will be displayed on the timeline in section “Work Package List” according to assigned codes.
Each project activity must be broken down into one or more deliverables which are tangible, specific and measurable (e.g. reports, assessment results, purchased equipment, published research, etc.) and contribute to the achievement of project main outputs. Each activity must have at least one deliverable. Deliverables should be planned for the corresponding activity and will have to be reported in the progress reports. Please insert **title for each deliverable**, provide its **description**, **target value** and **delivery month**. In the input field “**Description of deliverable**” please provide explanation on **partner who will be responsible for particular deliverable** as well as **description of equipment items and specifications** (if purchase of equipment is planned in the project and linked to deliverable). More deliverables can be added by clicking button “Add Deliverable” and deliverables can be removed by clicking button “Remove Deliverable”.

Example of activities and deliverables within WP “Implementation”

Activity A.T1.1	***Activity Description***	***Start Date***	***End Date***
Preparation of specification for business support model	*Specification for e business support model will be prepared. Responsible- LP, PP2*	*July 2018*	*August 2018*
Deliverable D.T1.1.1	***Deliverable Description***	***Target Value***	***Delivery Month***
Specification of business support model.	*Specification of business support model in Latvian/Lithuanian Responsible – LP, PP2*	*1*	*January 2018*
Activity A.T1.2	***Activity Description***	***Start Date***	***End Date***
Organisation of working meetings for preparation of business support model.	*3 working meetings in Siauliai, Daugavpils, Klaipeda (15 participants in each). Responsible – LP, PP2.*	*September 2018*	*October 2018*
Deliverable D.T1.2.1	***Deliverable Description***	***Target Value***	***Delivery Month***
Minutes from 3 working meetings in Siauliai, Daugavpils, Klaipeda.	*3 working meetings in Siauliai, Daugavpils, Klaipeda (15 participants in each). For events in Latvia responsible LP, in Lithuania – PP2.*	*3*	*October 2018*
Activity A.T1.3	***Activity Description***	***Start Date***	***End Date***
Purchase of equipment for preparation of business support model.	*Server, computers, monitors, video and audio equipment for the LP will be purchased which will be used for preparation of e-services. Responsible-LP*	*October 2018*	*November 2018*
Deliverable D.T1.3.1	***Deliverable Description***	***Target Value***	***Delivery Month***

Purchase of the equipment.	*Equipment (server, computers, monitors, video and audio equipment) for the LP purchased. Responsible-LP*	*1*	*November 2018*
Activity A.T1.4	***Activity Description***	***Start Date***	***End Date***
Preparation of e business support model.	*Business support model developed in Latvian/Lithuanian/English language. It consists of several modules. Detailed description of model's structure and functionalities in the attachment (file Business_model.pdf)*	*November 2018*	*February 2018*
Deliverable D.T1.4.1	***Deliverable Description***	***Target Value***	***Delivery Month***
Business support model prepared and available on LP/PP2 webpages.	*Business support model prepared and available on LP/PP2 webpages.*	*1*	*February 2018*

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

WP Investment

WP "Investment" has to be filled in if investments in infrastructure and works are planned in the project under **BL "Infrastructure and works"**.

!!! **Investments in equipment should be described in WP "Implementation" and to be linked to a deliverable.**

To create the WP "Investment", please enter section "Work Package List" and click on icon in section "New Investment". **Up to two WPs for investments are allowed per project**.

To add additional WP "Investment", please click on "New Investment" (Fig.31).

Fig.31 WP "Investment" in the Work Package List

Please follow the instructions on filling in the WP "Investment":

WP Investment I1*

WP details

WP title	WP Start	WP End	WP budget
Please insert title of the WP which would present the topic of the WP.	Automatically filled in from specified dates of activities.	Automatically filled in from specified dates of activities.	Automatically filled in from the project budget.

***** The eMS automatically assigns short title of the WP as “I1” and you cannot change it. In the “Project Budget Overview” section WP “Investment” is defined as WP I1.

Partner

WP responsible partner – please choose responsible partner for implementation of the WP.

Partners' involvement – please select partners involved.

Fig.32 WP “Investment” partners involved

Summary Investment

Provide a summary description of the investment activities and objectives of the WP including an explanation on how project partners will be involved in investment activities carried out and contribution of each project partner. Investment description including technical specification and quantification.

Justification

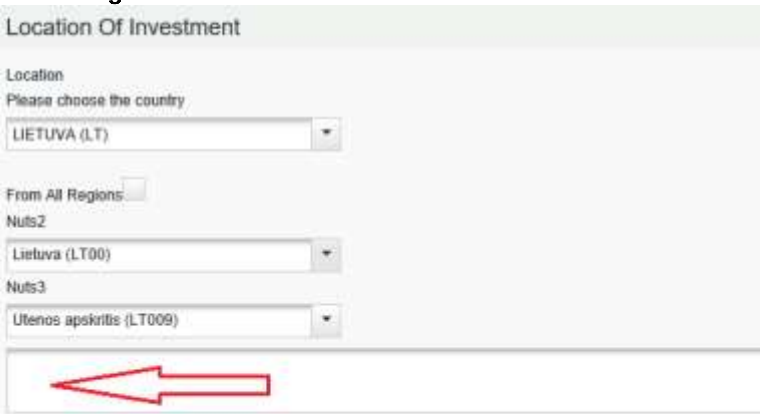
In this input field

- explain the need for investment to achieve project objectives and results;
- provide detailed description of planned (re)construction works that includes as a minimum description of current situation justifying the need of works that can be supplemented with photo evidence and cost estimates which should be provided in section “Attachments”;
- describe clearly the cross border relevance of the investment and explain who is benefiting (e.g. partners, regions, end-users etc.) from this investment and in what way.

Location of Investment

Please specify location of the investment by selecting from a drop-down list of NUTS regions. If investments are planned more than in one location, please specify addresses for each investment in a separate field (below the NUTS regions).

Fig.33 WP "Investment" location of investment



Risks associated with the investment (if relevant)

Please specify any risks that might occur with the investments (weather conditions, etc.), if relevant.

Investment documentation

Please list all relevant technical documentation needed for the investment according to section 6.1 "Application" of the Programme manual for the respective call for proposals and direct award and attach the documents to section "Attachments" or submit originals to JS.

Ownership

Please describe the ownership **for each investment** by answering the following questions:

- Who owns the site where the investment is located?
- Who will retain ownership of the investment at the end of the project?
- Who will take care of maintenance of the investment? How will this be done?

In this section ownership and/or usage rights or lease rights for lease period covering planned project duration and according to requirements set in section 7.4. "Closure and durability of the project results" subsection "Durability and ownership of project results" of the Programme manual for the respective call for proposals and direct award.

After general information about the investment activities is presented, it is time to describe project main outputs that will be achieved based on the activities carried out in the WP "Investment". For each project main output a Programme output indicator should be chosen from a drop-down list.

!!! Please remember that the Programme and project output indicators need to have the same measurement unit to be able to aggregate them.

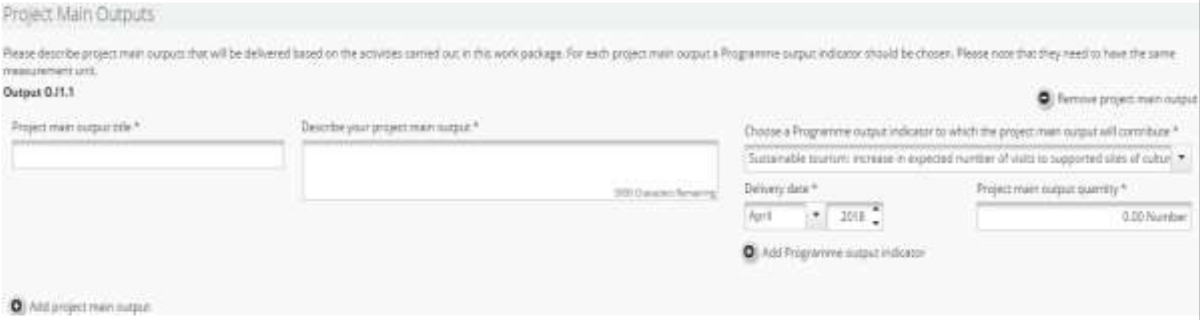
!!! If there are more project main outputs defined but not all of them directly contribute to the Programme output indicator(s), please put "0" in the input field "Project main output quantity" for such project main outputs. Please remember that the project has to contribute to at least one Programme output indicator. If you are not sure about defined project main outputs, please contact JS.

Project Main Outputs				
Output O.I1.1*	**Output description**	**Date**	**Quantity**	**Programme Output Indicator**
Insert title of project main output	Insert description of output	MM.YYYY	Quantify project	Choose from a drop-down list

		(e.g. December 2018)	main outputs	relevant Programme output indicator

* The eMS automatically provides code for the each project main output, e.g. O.I1.1, where "O" – output, "I1" – short title of the WP "Investment", "1" – number of the output in a list of project main outputs (Fig.34).

Fig.34 WP "Investment" project main outputs



Target Groups

Please select from a drop-down list of pre-defined target groups who will use the project main outputs delivered in the WP "Investment". In the next input field please describe how you will involve target groups (and other stakeholders) in the development of the project main outputs (Fig.35).

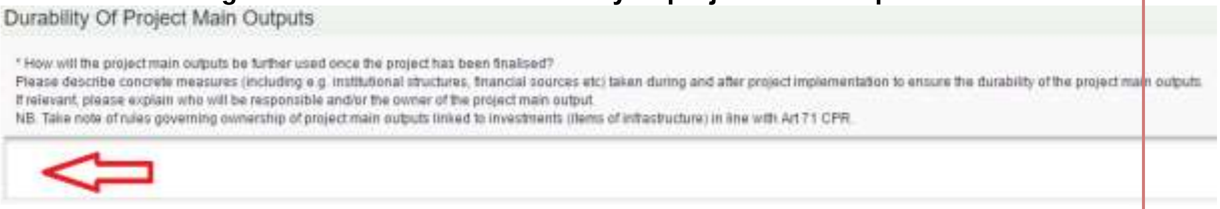
Fig.35 WP "Investment" target groups

Durability of project main outputs

Within the next input field please describe the following (for each main output) by answering the following questions:

How will the project main output be further used once the project has ended? Please describe concrete measures (including e.g. institutional structures, financial sources etc.) taken during and after project implementation to ensure the durability of the project main outputs. If relevant, please explain who will be responsible and/or the owner of the project main output.

Fig.36 WP "Investment" durability of project main outputs



The next step is to plan activities (representing specific tasks) which would lead to the development of one or more project main outputs.

Activity A.I1.1*	Activity Description	Start Date	End Date
Insert title of activity.	Insert description of activity.	MM.YYYY (e.g. August 2018)	MM.YYYY (e.g. December 2018)

***** The eMS automatically provides code for the activity, e.g. A.I1.1, where "A" – activity, "I1" – short title of the WP "Investment", "1" – number in a list of activities. Activities will be displayed on the timeline in section "Work Package List" according to assigned codes.

In the WP "Investment" please provide **titles of activities**, **description for each activity**, **start** and **end dates**.

The WP shall be broken down in activities that include number of tasks envisaged to be implemented within the project to reach the deliverables. Similar tasks should be grouped together and such group shall represent one activity. There should be at least one activity and one deliverable in the WP.

In the **description of activity** please specify responsible project partner(s).

Please see examples of activities and deliverables filled in below.

More activities can be added by clicking button "Add Activity" and activities can be removed by clicking button "Remove Activity".

Deliverable D.I1.1.1*	Deliverable Description	Target Value	Delivery Month
Insert title of deliverable.	Insert description of deliverable.	Quantify deliverables to be achieved.	MM.YYYY (e.g. May 2017)

* The eMS automatically provides code for the deliverable, e.g. D.I1.1.1, where "D" – deliverable, "I1" – short title of the WP "Investment", "1" – number of activity to which the deliverable is linked to, "1" – number of deliverable in a list of deliverables. Deliverables will be displayed on the timeline in section "Work Package List" according to assigned codes.

Each project activity must be broken down into one or more deliverables which are tangible, specific and measurable (e.g. prepared procurement documents, finished facade works, etc.). Each activity must have at least one deliverable. Deliverables should be planned for the corresponding activity and will have to be reported in the progress reports. Please insert **title for each deliverable**, provide its **description**, **target value** and **delivery month**. In the input field "**Description of deliverable**" please provide explanation on **partner who will be responsible for particular deliverable**.

More deliverables can be added by clicking button "Add Deliverable" and deliverables can be removed by clicking button "Remove Deliverable".

Example of activities and deliverables within WP "Investment"

Activity A.I1.1	***Activity Description***	***Start Date***	***End Date***
Renovation of premises for organisation of business trainings and provision of business support services	*Premises for training of potential entrepreneurs and development of business laboratory. Responsible – PP3.*	*August 2018*	*November 2018*
Deliverable D.I1.1.1	***Deliverable Description***	***Target Value***	***Delivery Month***
Tendering procedure for Renovation of premises	*Preparation of documentation for tendering procedure. Responsible – PP3.*	*1*	*August 2018*
Renovated of premises for organisation of business trainings and provision of business support services	*Signed acceptance act on renovation works. Responsible – PP3.*	*1*	*November 2018*

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

WP Communication

This WP is **mandatory** for all projects, except for small projects with budgets not exceeding EUR 200 000 (ERDF). These projects can include communication activities in the WP "Implementation".

Communication activities are an important and integral part of the project implementation, thus require good planning and sufficient resources. In this WP projects should set communication objectives and describe planned communication activities and deliverables that will be used in **order to disseminate and promote achieved project main outputs and results to project target groups, relevant stakeholders and general public.** All projects funded by the Programme must make their outputs freely available to general public. All partners are obliged to be involved in the project communication. **All communication materials including the project website (if applicable) as well as office materials (event materials, etc.), events, etc. will have to be implemented according to information and communication requirements of the Programme (elaborated in Programme Manual and Communication Guidelines).**

Projects are expected to produce effective and durable communication tools that present added value for the target group.

Example: If a map with tourist routes is produced within the project contributing to the project main output, it has to be planned and described within the WP "Implementation". But if in the project bicycle route is constructed and project partners produce map for promotion of this route *and attraction of tourists, then produced map shall be planned within WP “Communication” as activity “Publication(s)”.*

To create the WP “Communication”, please enter section “Work Package List” and click on icon in section “Create Communication” (Fig.37). WP “Communication” cannot be more than one per project.

Fig.37 WP “Communication” in the Work Package List

WP Communication C* **WP details**			
Communication	**WP Start**	**WP End**	**WP Budget**
	Automatically filled in from specified dates of activities.	Automatically filled in from specified dates of activities.	Automatically filled in from the project budget section.

* Title of the WP is pre-defined as “Communication C” and you cannot change it. In the “Project Budget Overview” section WP “Communication” is defined as WP C.

Partner

WP responsible partner – please choose responsible partner for implementation of the WP.

Partners' involvement – please select partners involved.

Fig.38 WP “Communication” partners involved

Summary

Please provide a **description** of the communication activities and objectives of the WP including an explanation on how project partners will be involved in communication activities carried out and contribution of each partner.

Project specific objectives	**Communication objectives**	**Approach/Tactics**
Pre-filled from section “Project Focus”.	Please select from a drop-down list up to two communication objectives for each	Please describe how you plan to reach your target groups. Which communication approach/tactics do you plan use in order to achieve communication

	project specific objective: ➨ Raise awareness; ➨ Increase knowledge; ➨ Influence attitude; ➨ Change behaviour.	objectives and reach your target groups and targeted audiences? Please aim to identify the best ways how to get messages across to them. Does the project want to cooperate closely with the audiences and target groups or build up public pressure in order to change attitudes or behaviour? Should the audience hear or rather feel the project messages?

In order to choose proper communication objectives for each project specific objective, please analyse the following:

- Identify project's key audiences and target groups per each project specific objective;
- What kind of change the project wants to achieve in these audiences: does it want to raise awareness (the state or condition of being aware of a subject), increase knowledge (the theoretical or practical understanding of a subject), influence attitude (the way to respond, positively or negatively, towards a certain subject) and/or change behaviour (the way to act) towards project specific objective?

Further, please specify project communication activities and deliverables.

Activity A.C.1*	**Activity Description**	**Start Date**	**End Date**
Insert title of the activity.	Insert description of activity.	MM.YYYY (e.g. May 2018)	MM.YYYY (e.g. July 2018)
* The eMS automatically provides code for the activity, e.g. A.C.1, where "A" – activity, "C" – first letter from WP "Communication", "1" – number in a list of activities. Activities will be displayed on the timeline in section "Work Package List" according to assigned codes.			

In the WP "Communication" please select **communication activities from drop-down list**, **description for each activity**, **start** and **end dates**.

Please note that in order to facilitate the choice of communication activities for the projects, there are predefined groups of basic activities to be chosen by the projects and from which the project can design their own specific communication activities.

From the drop-down list please select the activity:

- **Start-up activities** include the preparation of a communication plan at the project kick-off phase.
- **Publication(s)** include any kind of print and digital product, such as leaflets, brochures, books which carry information about the project and its main outputs. Moreover, this activity covers also media publications, articles, press releases, interviews, etc.
- **Public event(s)** include any kind of conference, campaign, road show or other larger scale event activity, which communicate the project and its main outputs to wider audiences/the public.
- **Digital activities** including social media may include any kind of social media and multimedia activity (e.g. videos, animations, posts on programme social media, newsletters, etc.)

- **Promotional materials** should be limited to mainly office and event materials. Please note that promotional materials should be clearly linked to awareness-raising of the project overall objective.

In the **description of activity** please specify responsible project partner(s). For the produced materials specify how and where they will be distributed, amount to be produced, languages of materials. For the planned events – indicate planned number of participants. Be specific.

More activities can be added by clicking button “Add Activity” and activities can be removed by clicking button “Remove Activity”.

Deliverable D.C.1.1	**Deliverable Description**	**Target Value**	**Delivery Month**
Insert title of deliverable.	Insert description of deliverable.	Quantify deliverables to be achieved.	MM.YYYY (e.g. May 2017)

Each project activity must be broken down into one or more deliverables which are tangible, specific and measurable and contribute to the achievement of project main outputs. Each activity must have at least one deliverable. Deliverables should be planned for the corresponding activity and will have to be reported in the progress reports. Please insert **title for each deliverable**, provide its **description**, **target value** and **delivery month**. In the input field “**Description of deliverable**” please provide explanation on **each project partner’s responsibilities for achieving of each particular deliverable**.

More deliverables can be added by clicking button “Add Deliverable” and deliverables can be removed by clicking button “Remove Deliverable”.

Example of activities and deliverables within WP “Communication”

Activity A.C.1	***Activity Description***	***Start Date***	***End Date***
Publications	*Posters about the project (10 units, coloured, A3 size, similar design) to be displayed in visible places in premises of all five PPs,* *Five project roll-up banners will be produced for all PPs. They will be used during their project events, and exhibition organised by PP3. Different design, two in LV (for LP and PP3), three in LT (for PP2, PP4 and PP5) Responsible – PP4.* *Poster and banners will also be available on website of the project.*	*May 2018*	*July 2018*
Deliverable D.C.1.1	***Deliverable Description***	***Target Value***	***Delivery Month***
Project posters	*Project poster. Responsible PP4*	*10*	*Junly 2018*
Deliverable D.C.1.2			

Project roll-up banners	*Project roll-up banners. Responsible PP4*	*5*	*July 2018*
Activity A.C.2	***Activity Description***	***Start Date***	***End Date***
Publications	*A least two press releases during the project will be sent out to LV and LT national and regional media and JS. The first press release will inform about start of the project and planned achievements. The other one close to the end of the project will summarise achievements of the project. Upon the need, project partners will release additional press releases during implementation of the project. Responsible – LP and PP2 .*	*May 2018*	*May 2019*
Deliverable D.C.2.1.	***Deliverable Description***	***Target Value***	***Delivery Month***
Press release at the beginning of the project	*Press release announcing project start and planned activities. Responsible – LP (LV) and PP2 (LT).*	*1*	*July 2018*
Press release at the end of the project	*Press release summarising project achievements. Responsible – LP (LV) and PP2 (LT).*	*1*	*May 2019*

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

4.4.2 D.2 Target Groups

This section provides overview of the target groups selected within WPs "Implementation" and "Investment" (Fig.39). Please provide description of each target group and quantify it. The target value should only reflect an active involvement of target groups, e.g. interviews, workshops, participation in trainings, etc.

Fig.39 Target Groups

4.4.3 D.3 Define Periods

In order to have a possibility to fill in the budget for LP/project partner, please enter the section "Define Periods" to set reporting periods for the project (Fig.40). You may **choose to have 3 or 6 months reporting periods. Please note that reporting periods have to be specified manually by choosing dates on the calendar.** To add or remove reporting periods, please click buttons "Remove" or "Add". **The reporting date must be also entered manually by adding three months to the end of respective reporting period.**

!!! **Please be aware that the eMS does not check the correctness of entered data!**

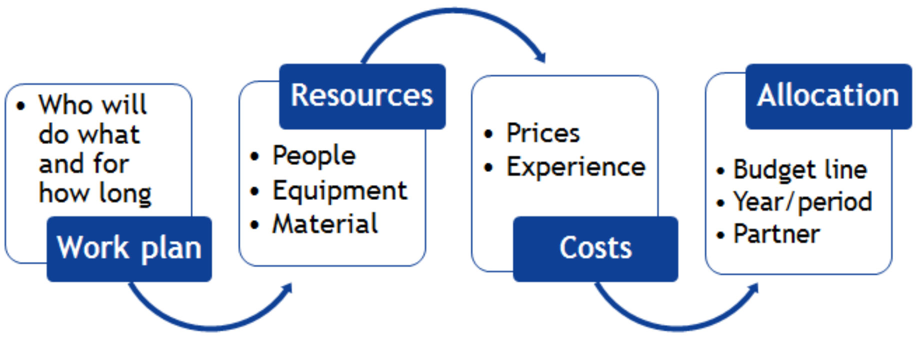
Fig.40 Define Periods

4.5 PART E PROJECT BUDGET

4.5.1 E.1 Partner Budget

In this section applicants must plan budget for implementation of project activities. Information presented in this section of the application form will be assessed during quality assessment according to operational assessment criteria “Budget”. Before preparing the project budget, it is strongly advised to read section 5.4 “Budget plan”, chapter 9 “Project budget” and chapter 10 “Financial framework” of the Programme manual for the second call for proposals and section 5.4 “Budget plan”, chapter 9 “Project budget” and chapter 10 “Financial framework” of the Programme manual for the first call for proposals and direct award.

Fig.41 Budget planning steps



Please consider some useful tips for the preparation of the project budget:

- be realistic; check real costs.
- project budget should reflect project partners’ involvement in the activities planned.
- be aware that budgeting takes time therefore start early enough.
- realistic approach to the inevitable delays at project start.
- guess based budgets are dangerous.

!!! In order to fill in project budget, before you have to fill in section “Partner” (minimum project partner organisation data should be entered) and section “Define Periods” of the application form.

Each project partner has an opportunity to fill in its personal budget in the eMS by its own. In order to do this, the LP shall assign modification rights for each project partner (see instructions in section 2.4 “User Management”). However, project partnership shall decide whether each project partner fills in personal budget or the LP will fill in budgets for each project partner on behalf of all partnership.

You can get access to project partner’s budget form in two ways (Fig.42):

1) Enter section “Partner Budget” and click on the title of LP/project partner in the list of project partners;
2) Enter section “Partner Budget” and click on button “Define Budget” for the relevant project partner in the list of project partners.

Fig.42 Access to project partner’s budget

On the top of section with LP/project partner's budget you must choose use of flat rates – tick the box "Budget flat rates" (Fig.43):

Fig.43 Budget flat rates

After that you will see that the eMS will inform you that sub-budget lines for BLs for which the flat rates are applied will be hidden (Fig.44).

Fig.44 Message about flat rates

Then, you will see that the flat rate for BL "Office and Administration" costs is automatically selected with rate 15% (Fig.45).

!!! **The flat rate for BL "Office and Administration" costs must be chosen by each project partner either with rate 15% or with rate 0% (in case project partner does not plan to cover office and administration costs from the project).**

Fig.45 Setting flat rates

If you would like to choose flat rate for staff costs, please tick box "Flat rate staff" and enter rate 15%, which is set for all projects and cannot be changed. Detailed information about planning staff costs please find below.

!!! **The flat rate for BL "Staff costs" is optional and if chosen, then only rate 15% can be applied.**

There are three tables in section with project budget:

1) **expenditure categories per WPs** (Fig.46):

Fig.46 Expenditure categories per WPs

Budgetline	Subbudgetline	Wp P - Preparation	Wp M - Management	Wp T1 - PR acivities	Wp I1 - Invesment	Wp C - Communication	Sum
Staff costs	Staff costs / Staff costs	€ 60,00	€ 442,50	€ 1.785,85	€ 2.430,00	€ 88,50	€ 4.806,85
	Sum	€ 60,00	€ 442,50	€ 1.785,85	€ 2.430,00	€ 88,50	€ 4.806,85
Office and administration	Office and administration	€ 9,00	€ 66,38	€ 264,85	€ 364,50	€ 13,28	€ 718,00
	Sum	€ 9,00	€ 66,38	€ 264,85	€ 364,50	€ 13,28	€ 718,00
Travel and accomodation	travelling	€ 0,00	€ 0,00	€ 3.871,00	€ 0,00	€ 0,00	€ 3.871,00
	Sum	€ 0,00	€ 0,00	€ 3.871,00	€ 0,00	€ 0,00	€ 3.871,00
External expertise and services	Costs for food service (training courses for small and medium enterprises, IT)	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 590,00	€ 590,00
	Costs for the organization of meetings	€ 400,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 400,00
	Costs for the organization of researchers meetings	€ 0,00	€ 0,00	€ 300,00	€ 0,00	€ 0,00	€ 300,00
	Project audit	€ 0,00	€ 1.300,00	€ 0,00	€ 0,00	€ 0,00	€ 1.300,00
	Research report translation and publishing (CD)	€ 0,00	€ 0,00	€ 3.400,00	€ 0,00	€ 0,00	€ 3.400,00
	Souvenirs (bags, pens, notebooks, cups, pencilboxes, t-shirts)	€ 0,00	€ 0,00	€ 4.200,00	€ 0,00	€ 0,00	€ 4.200,00
	trainings and consultations for the lecturers	€ 0,00	€ 0,00	€ 0,00	€ 2.300,00	€ 0,00	€ 2.300,00
	Sum	€ 400,00	€ 1.300,00	€ 7.900,00	€ 2.300,00	€ 590,00	€ 12.490,00
Equipment	Bag for notebook	€ 0,00	€ 50,00	€ 0,00	€ 0,00	€ 0,00	€ 50,00
	Components for the server	€ 0,00	€ 0,00	€ 0,00	€ 6.600,00	€ 0,00	€ 6.600,00
	Monitors-screens (2 units)	€ 0,00	€ 0,00	€ 0,00	€ 2.000,00	€ 0,00	€ 2.000,00
	Notebook	€ 0,00	€ 1.200,00	€ 0,00	€ 0,00	€ 0,00	€ 1.200,00
	Photo camera with video function	€ 0,00	€ 0,00	€ 0,00	€ 5.300,00	€ 0,00	€ 5.300,00
	Printer	€ 0,00	€ 400,00	€ 0,00	€ 0,00	€ 0,00	€ 400,00
	Sum	€ 0,00	€ 1.650,00	€ 0,00	€ 13.900,00	€ 0,00	€ 15.550,00
Infrastructure and works							
	Sum	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Net Revenue	net revenue	€ 0,00	€ 0,00	€ 0,00	€ 11.000,00	€ 0,00	€ 11.000,00
	Sum	€ 0,00	€ 0,00	€ 0,00	€ 11.000,00	€ 0,00	€ 11.000,00
Sum		€ 469,00	€ 3.458,88	€ 13.801,50	€ 7.994,50	€ 691,78	€ 26.415,65

2) **expenditure categories per reporting periods** (Fig.47):

Fig.47 Expenditure categories per reporting periods

Budgetline	Subbudgetline	Period 0	Period 1	Period 2	Period 3	Period 4	Sum
Staff costs	Staff costs / Staff costs	€ 60,00	€ 2.706,00	€ 361,85	€ 994,50	€ 684,50	€ 4.806,85
	Sum	€ 60,00	€ 2.706,00	€ 361,85	€ 994,50	€ 684,50	€ 4.806,85
Office and administration	Office and administration	€ 9,00	€ 405,90	€ 54,25	€ 142,18	€ 99,88	€ 710,00
	Sum	€ 9,00	€ 405,90	€ 54,25	€ 142,18	€ 99,88	€ 710,00
Travel and accomodation	travelling	€ 0,00	€ 200,00	€ 11,00	€ 3.330,00	€ 330,00	€ 3.871,00
	Sum	€ 0,00	€ 200,00	€ 11,00	€ 3.330,00	€ 330,00	€ 3.871,00
External expertise and services	Costs for food service (training courses for small and medium enterprises, IT)	€ 0,00	€ 590,00	€ 0,00	€ 0,00	€ 0,00	€ 590,00
	Costs for the organization of meetings	€ 400,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 400,00
	Costs for the organization of researchers meetings	€ 0,00	€ 200,00	€ 0,00	€ 100,00	€ 0,00	€ 300,00
	Project audit	€ 0,00	€ 100,00	€ 100,00	€ 100,00	€ 1.000,00	€ 1.300,00
	Research report translation and publishing (CD)	€ 0,00	€ 3.400,00	€ 0,00	€ 0,00	€ 0,00	€ 3.400,00
	Souvenirs (bags, pens, notebooks, cups, pencilboxes, t-shirts)	€ 0,00	€ 0,00	€ 0,00	€ 2.100,00	€ 2.100,00	€ 4.200,00
	trainings and consultations for the lecturers	€ 0,00	€ 2.300,00	€ 0,00	€ 0,00	€ 0,00	€ 2.300,00
	Sum	€ 400,00	€ 6.590,00	€ 100,00	€ 2.300,00	€ 3.100,00	€ 12.490,00
Equipment	Bag for notebook	€ 0,00	€ 50,00	€ 0,00	€ 0,00	€ 0,00	€ 50,00
	Components for the server	€ 0,00	€ 2.300,00	€ 2.300,00	€ 1.000,00	€ 1.000,00	€ 6.600,00
	Monitors-screens (2 units)	€ 0,00	€ 2.000,00	€ 0,00	€ 0,00	€ 0,00	€ 2.000,00
	Notebook	€ 0,00	€ 1.200,00	€ 0,00	€ 0,00	€ 0,00	€ 1.200,00
	Photo camera with video function	€ 0,00	€ 5.300,00	€ 0,00	€ 0,00	€ 0,00	€ 5.300,00
	Printer	€ 0,00	€ 400,00	€ 0,00	€ 0,00	€ 0,00	€ 400,00
	Sum	€ 0,00	€ 11.250,00	€ 2.300,00	€ 1.000,00	€ 1.000,00	€ 15.550,00
Infrastructure and works	Sum	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Net Revenue	net revenue	€ 0,00	€ 11.000,00	€ 0,00	€ 0,00	€ 0,00	€ 11.000,00
	Sum	€ 0,00	€ 11.000,00	€ 0,00	€ 0,00	€ 0,00	€ 11.000,00
Sum		€ 469,00	€ 10.151,90	€ 2.826,90	€ 7.773,68	€ 5.194,18	€ 26.415,65

3) **reporting periods per WPs** (Fig.48)

Fig.48 Reporting periods per WPs

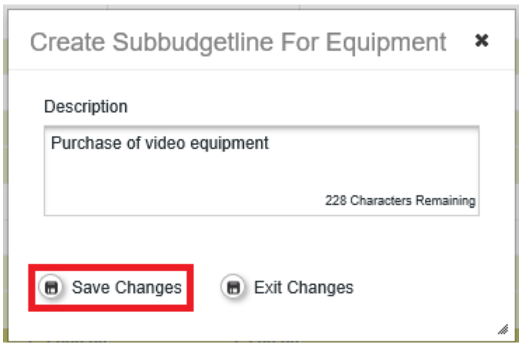
Period	Wp P - Preparation	Wp M - Management	Wp T1 - PR acivities	Wp I1 - Invesment	Wp C - Communication	Sum
Period 0	€ 469,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 469,00
Period 1	€ 0,00	€ 2.051,88	€ 4.455,50	€ 2.952,75	€ 691,78	€ 10.151,90
Period 2	€ 0,00	€ 117,25	€ 12,90	€ 2.696,75	€ 0,00	€ 2.826,90
Period 3	€ 0,00	€ 117,25	€ 6.483,93	€ 1.172,50	€ 0,00	€ 7.773,68
Period 4	€ 0,00	€ 1.172,50	€ 2.849,18	€ 1.172,50	€ 0,00	€ 5.194,18
Sum	€ 469,00	€ 3.458,88	€ 13.801,50	€ 7.994,50	€ 691,78	€ 26.415,65

Applicants have possibility to enter data in any of these tables and information will be displayed in all tables simultaneously. However it is recommended to enter data to the first table.

Creating and managing sub-budget lines

To create sub-budget line under particular BL please click icon, then in a pop-up window provide description of the sub-budget line (Fig.49), e.g. for BL “External expertise and services” description might be “Organisation of seminar”; for BL “Travel and Accommodation” description might be “Travelling costs for 2 working meetings”.

Fig.49 Creating sub-budget line



Then click icon under the WP under which costs shall be planned and you will see another pop-up window in which detailed information on costs has to be entered (Fig.50).

Fig.50 Entering costs within the sub-budget line

Please specify the following data:

1) In input field “**period**” select the period in which costs are planned;
2) In input field “**unit type**” – indicate unit type for particular costs (e.g. “costs” for travel and accommodation costs, “piece” for equipment, “service” for studies and trainings, “contract” for external expertise);
3) In input field “**unit”** enter number of units;
4) In input field “**amount per unit”** enter costs per unit;
5) field “**total”** will be calculated automatically.

If you need to remove or edit sub-budget lines, please use icon or icon for removing data.

Please remember to click “Save” button to save the data entered, otherwise data will be lost!

BL “Staff costs”

Staff costs can be planned and reported either by:

- real costs method, when real expenditure is reported and justified with the supporting documents; or
- flat rate method (15% of total eligible direct costs of project partner), when project partner does not need to document that expenditure has been incurred and paid.

It is possible to choose staff costs reporting method for each project partner or project partnership can choose to have one method for project.

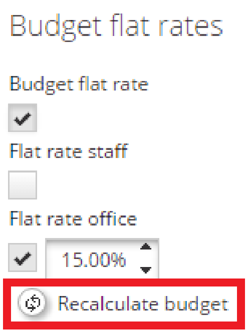
!!! Staff costs reporting method cannot be changed during project implementation.

Flat rate

If you choose to apply the flat rate method, please tick the box “Flat rate staff” and enter rate 15%, which is set for all projects and cannot be changed. If flat rate method is applied, sub-budget lines cannot be created under BL “Staff costs”, since staff costs are automatically calculated.

!!! If during budget preparation method for planning and reporting staff costs is changed, please press button “Recalculate Budget” (Fig.51).

Fig.51 Recalculate budget



Real costs

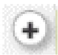
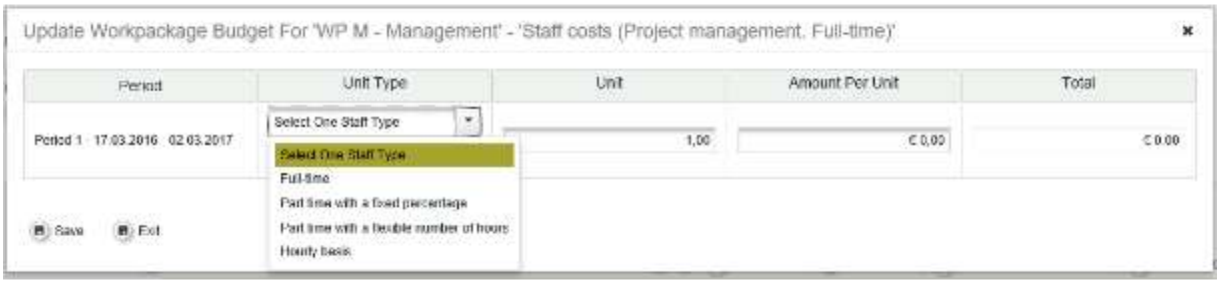
By clicking icon  please create sub-budget line under BL “Staff costs” for each staff member (e.g. project coordinator, financial manager) and provide short description for each sub-budget line (task of the worker in the project, information on salary level and estimated workload (full or part time work)) (Fig.52).

Fig.52 Creating sub-budget line under BL “Staff costs”

To enter the costs for each project staff member, please click on icon and pop-up window will appear (Fig.53).

Fig.53 Costs for sub-budget line under BL "Staff costs"



Please enter the following data:

1) choose the **period** in which costs will happen,
2) select **unit type:**
   - staff type (full-time, part-time with a fixed percentage, part-time with a flexible number of hours, hourly basis),
   - unit type (period, month, hour),
3) enter **amount per unit**,
4) **total costs** will be calculated automatically.

Repeat the process for each period (if relevant) and move on to define other sub-budget lines for all staff members under BL "Staff costs".

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

BL "Office and Administration"

For BL "Office and Administration" obligatory flat rate in amount of 15% of BL "Staff costs" has to be applied except cases when project partner does not plan to cover office and administration costs from the project (flat rate with rate 0% shall be applied).

BL "Travel and Accommodation"

By clicking icon please create sub-budget line under BL "Travel and Accommodation", press icon to enter detailed information on costs in a pop-up window: choose the **period**, enter **unit type, amount per unit** and **total costs** will be calculated automatically.

Table 2. Example of travel and accommodation costs

Period	Unit Type	Unit	Amount per Unit	Total
Period 1	Travel and accommodation for 2 SG meetings (6 persons)	2	200,00	400,00

Fig.54 Entering costs under BL “Travel and Accommodation”

Repeat the process for each period, if relevant, and move on to define other sub-budget lines for BL “Travel and Accommodation”.

Please do not forget to plan travel and accommodation costs for participation in the Programme trainings or events (approximately 2-3 different trainings or events will take place during project lifetime) under WP “Management”.

Please be aware that **project preparation costs** shall be planned under BL “Travel and Accommodation” for the project partner(s) who are using preparation costs. Project preparation costs are fixed by the Programme as a lump sum up to EUR 1000 (ERDF co-financing) per project and will be paid to all projects that have signed subsidy contract.

The LP and project partners can decide whether to plan preparation costs only in the LP’s project budget or for each project partner who had preparation costs.

In the project budget preparation costs must be planned as total costs (ERDF co-financing) plus national co-financing 15%.

Example: If project has preparation costs in amount of EUR 1000 ERDF, in the total project budget amount of EUR 1176,47 (EUR 1000 ERDF + EUR 176,47 national co-financing 15%) has to be planned.

Table 3. Example of distribution of preparation costs between project partners

Partner	Preparation costs		Total costs (planned in the project budget)
	ERDF	National co-financing	
LP	750,00	132,35	882,35
PP2	250,00	44,12	294,12
Total:	**1000**	**176,47**	**1176,47**

In order to plan lump sum for preparation costs in the project budget, please create sub-budget line “Preparation costs” under BL “Travel and Accommodation”, choose **period 0**, enter **unit type, amount per unit, total costs** will be calculated automatically.

Table 4. Example of preparation costs (lump sum) for the LP

Period	Unit Type	Unit	Amount per Unit	Total
Period 0	Preparation costs	1	882,35	882,35

Please remember to click “Save” button to save the data entered, otherwise data will be lost!

BL “External Expertise and Services”

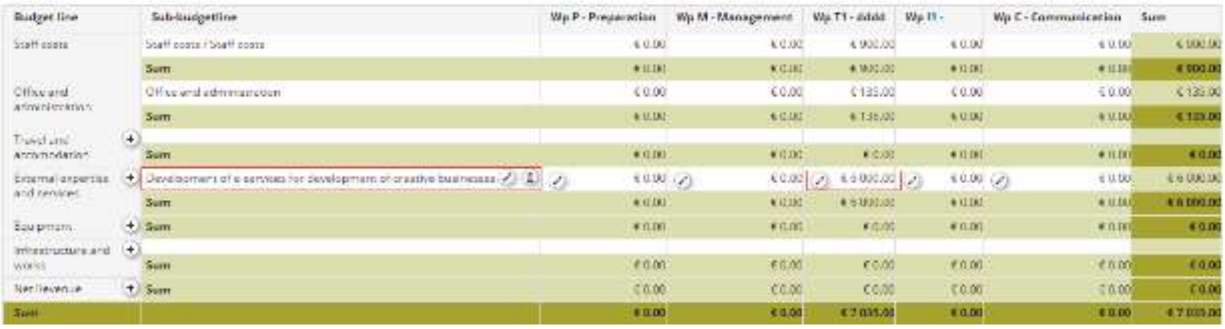
By clicking icon please create sub-budget line under BL “External expertise and services” with description of the sub-budget line, then press icon to enter detailed information on costs in a pop-up window: choose the **period**, enter **unit type, amount per unit, total costs** will be calculated automatically.

!!! **In section “Comments” breakdown and justification for planned costs need to be provided.**

Table 5. Example of costs under sub-budget line “Preparation of e-services for development of creative businesses” under BL “External expertise and services”

Period	Unit Type	Unit	Amount per Unit	Total
Period 1	service	1	6000,00	6000,00

Fig.55 Example of costs under BL “External expertise and services”



Repeat the process for each period, if relevant, and move on to define other sub-budget lines for BL “External expertise and services”.

!!! Please note that FC costs for Lithuanian project partners shall be planned under BL “External expertise and services”.

BL “Equipment”

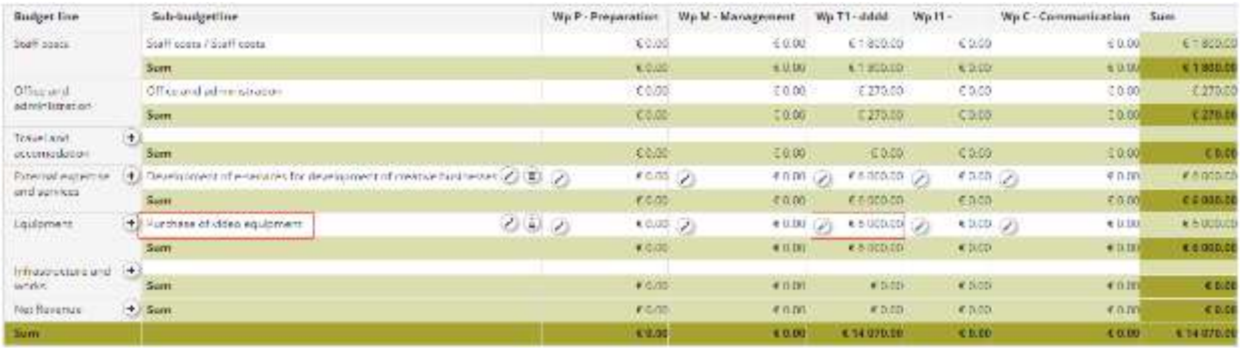
By clicking icon please create sub-budget line for each piece (or set) of equipment planned under BL “Equipment” with description of the sub-budget line, then press icon to enter detailed information on costs in a pop-up window: choose the **period**, enter **unit type, amount per unit, total costs** will be calculated automatically.

!!! **Specifications for equipment or description of functionality have to be provided in section “Comments”.**

Table 6. Example of costs under sub-budget line “Purchase of video equipment” under BL “Equipment”

Period	Unit Type	Unit	Amount per Unit	Total
Period 1	piece	1	6000,00	6000,00

Fig.56 Example of costs under BL "Equipment"



Repeat the process for each period if relevant and move on to define other sub-budget lines for BL "Equipment".

Please remember to click "Save" button to save the data entered, otherwise data will be lost!

BL "Infrastructure and Works"

By clicking icon please create sub-budget line under BL "Infrastructure and works" with description of the sub-budget line, then press icon to enter detailed information on costs in a pop-up window: choose the **period**, enter **unit type, amount per unit** and **total costs** will be calculated automatically.

!!! **Please do not forget to provide detailed description of planned (re)construction works that includes as a minimum description of current situation justifying the need of works that can be supplemented with photo evidence and cost estimates in section "Attachments". Amounts in submitted cost-estimates shall correspond to (re)construction costs planned in the project. If not, explanation has to be provided.**

Table 7. Example of costs under BL "Infrastructure and works"

Period	Unit Type	Unit	Amount per Unit	Total
Period 1	works	1	15000,00	15000,00

Fig.57 Example of costs under BL "Infrastructure and works"

Repeat the process for each period if relevant and move on to define other sub-budget lines for BL "Infrastructure and works".

Please be aware that preparation costs of technical documentation should be planned under BL "Infrastructure and works" covered as real costs up to 7% of the relevant planned in the project infrastructure and works object’s costs. Costs for preparation of technical documentation are eligible only if payments for them are made no earlier than between 1 January 2014 and no later than one day before the MA decision on awarding the ERDF co-financing is taken.

In order to plan preparation costs for technical documentation in the project budget, please create sub-budget line “Technical documentation (preparation costs)”, indicate **unit type**, **amount per unit** and **total costs** will be calculated automatically.

Please remember to click “Save” button to save the data entered, otherwise data will be lost!

BL “Net Revenue”

In case that the project is expected to generate revenue, the expected net revenues must be included in the BL “Net Revenue” and net revenue calculation form must be attached in section "Attachments”. Single aggregated amount is to be included for the entire WP and period.

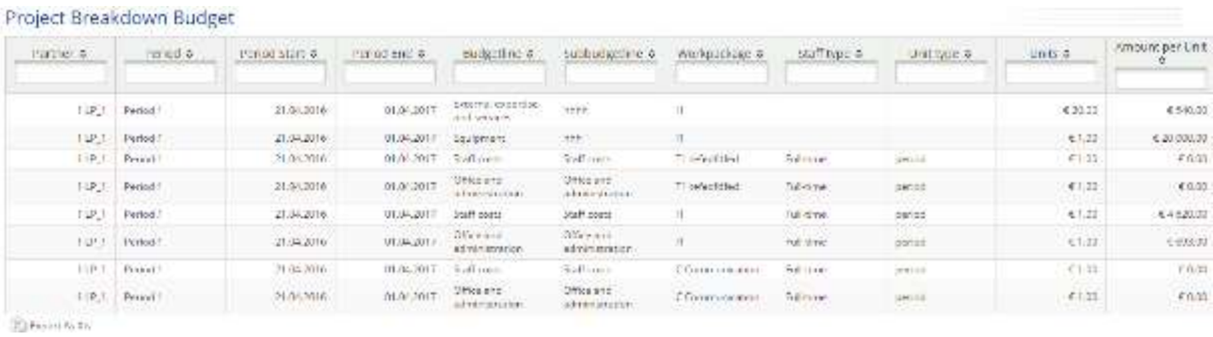
Please carefully read information about revenue generation in section 10.3 “Project revenue” of the Programme manual for the second call for proposals and direct award.

Please remember to click “Save” button to save the data entered, otherwise data will be lost!

Project Breakdown Budget

In this section applicants have opportunity to filter project costs by periods, project partners, budget lines, etc (Fig.58).

Fig.58 Project Breakdown Budget



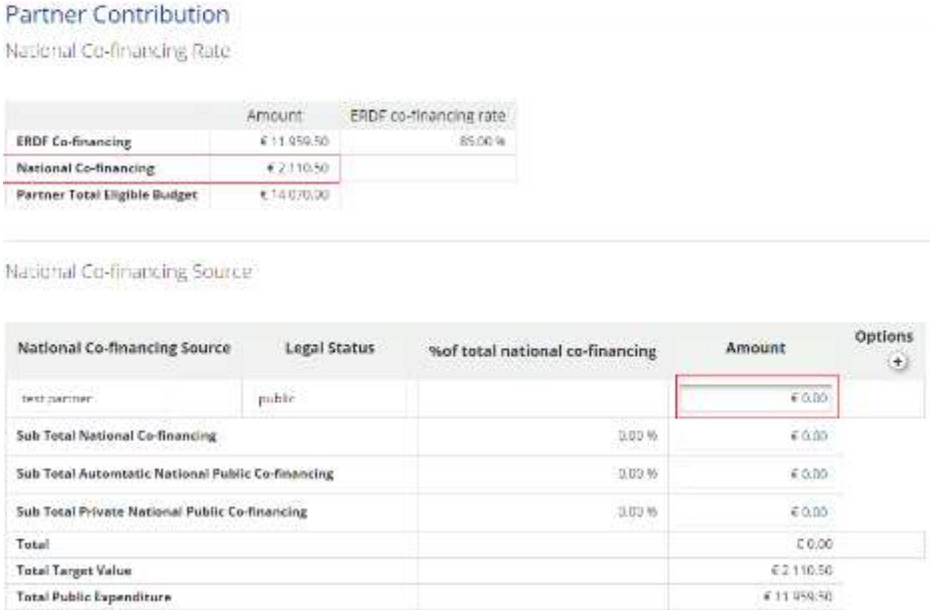
Defining partner’s contribution

Please enter section “Partner Budget” and click on button “Define Budget” for the relevant project partner in the list of project partners.

Fig.59 Defining partner's contribution in Partner List

In section "Define Contribution" based on entered budget in section "Project Budget" you will see breakdown of project budget by ERDF co-financing (85%), national co-financing (15%) and total eligible budget.

Fig.60 Defining partner contribution



In input field "National co-financing source" please specify amount of national co-financing automatically calculated by the eMS above. If you have any questions on filling in this section, please contact the JS.

!!! This section has to be filled in before submission of the application to the Programme.

4.5.2 E.2 Activities Outside

In sub-section "Activities Outside" please list activities to be carried out outside the Programme area and describe how these activities will benefit the Programme area (Fig.61). Please also enter indicative total budget and ERDF co-financing of activities to be carried out outside of the Programme area and to be spent outside the Programme area.

Fig.61 Activities outside

4.6 PART F Project Budget Overview

The overall project budget entered at partner level can be seen in section „Project Budget Overview".

There are different tables generated automatically which show project budget from in different dimensions:

Project budget overview (total values)

- Project budget summary
- Project budget overview per project partner/per budget lines
- Project budget overview per budget lines
- Project budget overview per project partner/ per period
- Project budget overview in periods
- Project budget overview in WPs and periods
- Project budget overview in WPs
- Project budget overview in WPs and budget lines

Project budget overview (fund values)

- Project budget overview per project partner/per budget lines
- Project budget overview per budget lines
- Project budget overview per periods
- Project budget overview per WPs

4.7 PART G Attachments

In this section applicants must upload annexes according to section 6.1 "Application" of the Programme manual for the second call for proposals and Part II section 6.1 "Application" of the Programme manual for the first call for proposals.

To upload annexes please click "Upload". After documents are uploaded, you will see them in section "Uploaded File List".

!!! File names of attachments must contain number of project partner and title of the document (for example "LP declaration", PP3 technical project", etc.).

In case the document is too large and cannot be attached as one file it is recommended to indicate number of the part in the file name (for example PP2 Technical project 1, PP2 Technical project 2, etc.).

When uploading files, please provide comments on uploaded document, if necessary.

!!! Uploaded files cannot be deleted from section "Attachments". If wrong file is uploaded, please provide comment in input field "Comments".

5. Special provisions for direct award procedure

Applicants of the direct award procedure should follow requirements set in this guidance with some exceptions for filling in the application form:

- It is not required to fill in sub-sections C.1 "Project relevance", C.3 "Project context", C.4 "Horizontal principles";

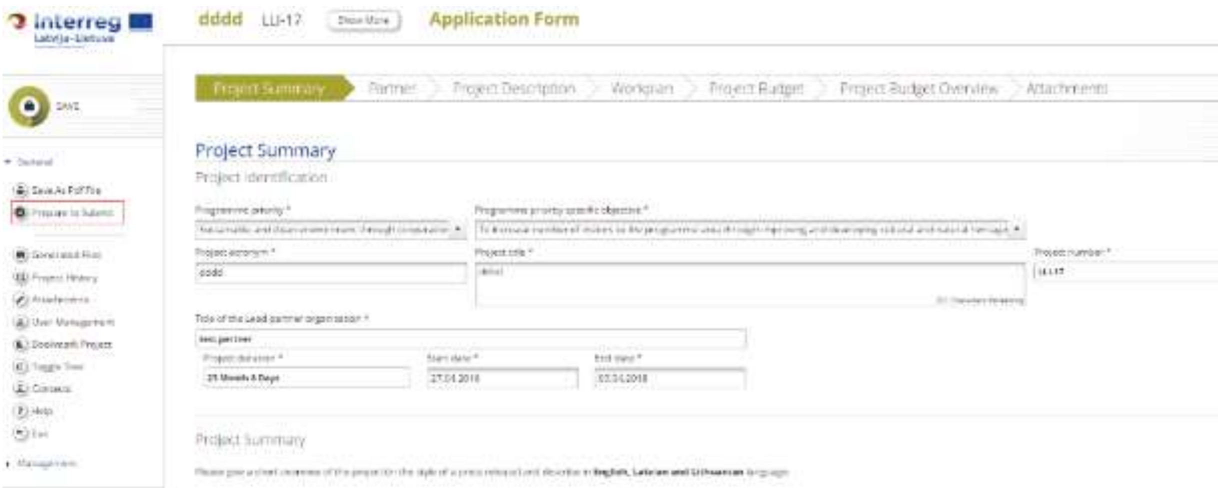
- It is not required to fill in input field “Durability of project main outputs” within WP “Implementation”.

6. Submitting the application

When the application form is filled in, please generate it as pdf file (click on left side menu “Save as Pdf File”, then open “Generated files”), print out the application form and carefully check whether all mandatory fields are filled in, correct information is presented and required annexes are uploaded. **Please remember that the eMS does not check correctness of entered information as well as whether all fields are filled in.**

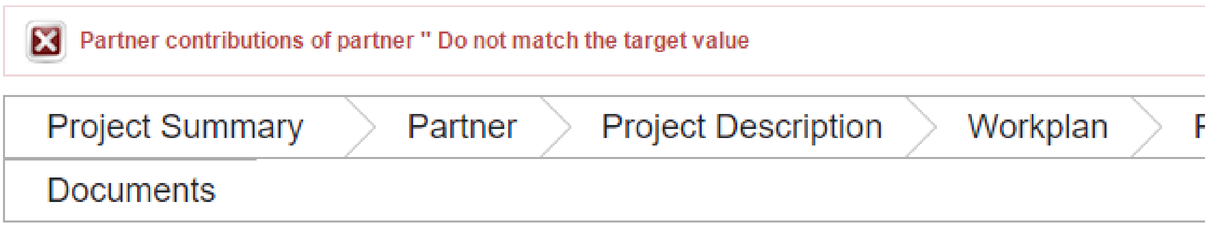
After you have checked the application, it has to be submitted to the JS. To submit the application form firstly click on the button “**Prepare to Submit**”.

Fig.62 Prepare to Submit



!!! Please be aware that if data in section “Define contribution” (see section above “Defining partner contribution”) are not correct, application form cannot be submitted and the following error message will appear (Fig. 63):

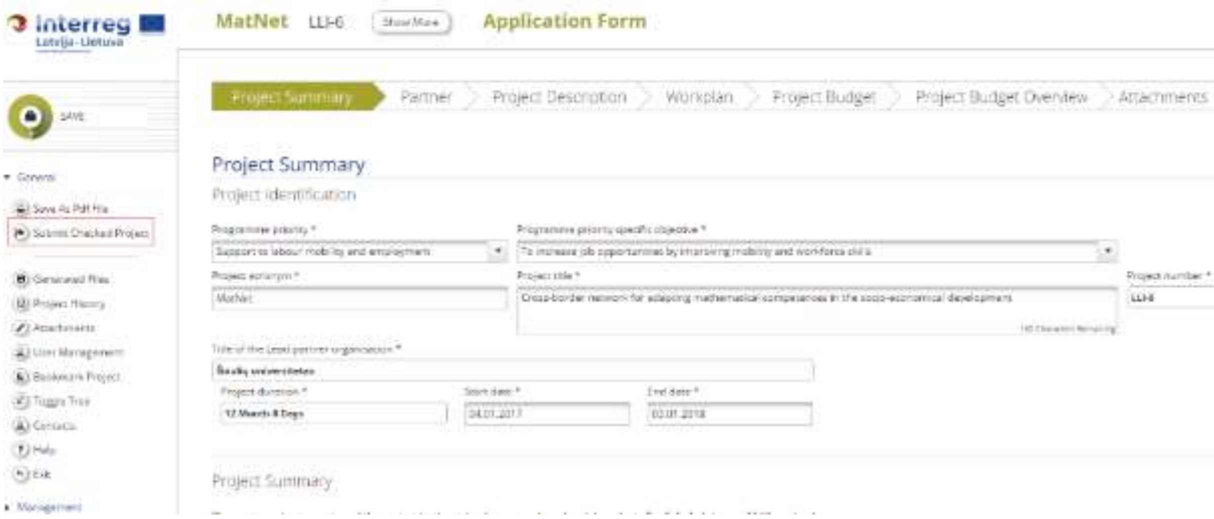
Fig.63 Error message



Please read in section “Define contribution” instructions how to define each project partner’s contribution in the eMS correctly.

If application is checked by the system successfully, on the left side menu click button “**Submit Checked Project**” for its submission to the Programme.

Fig.64 Submit Checked Project



After submission of application you will get a message in section “**My Mailbox**” with confirmation that the application has been submitted.

!!! Submitted projects will be displayed in the eMS with state “Subm”. If project was not submitted, its state will be “Saved”.