**ANNEX VI**

**FINAL NARRATIVE REPORT**

1. This report must be completed and signed by the contact person of the coordinator.
2. The information provided below must correspond to the financial information that appears in the financial report.
3. Please complete the report using a computer **(*you can obtain this form at the website where the call was published or directly from the contracting authority).***
4. Please expand the paragraphs as necessary.
5. ***Please refer to the special conditions of your grant contract and send one copy of the report to each address mentioned.***
6. The contracting authority will reject any incomplete or badly completed reports.
7. Unless otherwise specified, the answer to all questions must cover the report period as specified in point 1.7 below.
8. Please do not forget to attach to this report the proof of the transfers of ownership referred to in Article 7.5 of the general conditions (Annex II of the contract).[[1]](#footnote-1)

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## List of acronyms used in the report

<…>

## Description

* 1. Name and address of the coordinator of the grant contract: <…>
  2. Name and title of the contact person: <…>
  3. Name and address of the co-beneficiaries <and affiliated entity(ies)> in the action: <…>
  4. Title of the action and acronym, if appropriate: <…>
  5. Contract number: <…>
  6. Reference number of the call: <…>
  7. Start date and end date of the action: <…>
  8. Specific country(ies), region(s), area(s), municipality(ies) or town(s) whose population benefited from the action: <…>
  9. Final beneficiaries and/or target groups[[2]](#footnote-2) (if different) (including numbers of women and men): <…>
  10. Country(ies) in which the activities took place (if different from 1.8): <…>
  11. Total contract value: <…>
  12. Thematic priority, specific objective and, where applicable, expected result of the call under which the application was funded: <…>

## Assessment of the implementation of action activities and its results

### Executive summary of the Action

Please give a global overview of the action’s implementation for the whole duration of the project (no more than 2 pages), referring to the addendums of the contract if applicable.

*Referring to the updated final logical framework matrix[[3]](#footnote-3) (see point 2.5. below), describe the level of achievement of the outcome(s) for both the final beneficiaries and/or target group(s) (if different) and the situation in the target country or target region which the action addressed.*

*Please explain if the intervention logic has proved to be valid, including with the possible changes and their justifications presented in earlier reports, comment the likeliness of reaching the final target(s) related to the impact in a near future (specify).*

*Please indicate any modification that had to be brought to the logical framework matrix since the start of the action and explain briefly why. A complete explanation should be placed in the following sections under the relevant level considered (outcomes, outputs, activities).*

*Please list the indicators (with baseline and target values) of the project’s specific objective in a table, and provide the level of achievement, if available at this stage.*

|  |  |  |
| --- | --- | --- |
| **Title of the specific objective(s)/outcome:** | **Indicators included in the logical framework matrix:** | **Comments:** |
| <….> | <… with baseline and target values> |  |
| <….> | <… with baseline and target values> |  |

### Results

*The narrative report should be based on the monitoring and evaluation system set up using as a basis the logical framework matrix. As such, narrative reports must inform all the indicators defined in the logical framework. Monitoring and/or evaluation reports relating to the performance of the action shall be used and mentioned in the narrative report. All the monitoring and/or evaluation reports shall be submitted to the Commission with the final narrative report.*

*What is your assessment of the results of the action so far? Include observations on the performance and the achievement of outputs, outcomes and impact in relation to specific and overall objectives, and whether the action has had any unforeseen positive or negative results.*

Referring to the final updated logframe matrix (see point 2.5. below) please comment the level of achievement of all the results on the basis of the corresponding current value of the indicators and all the related activities implemented during the reporting period.

*Following the structure of annex 1 of your contract (Description of the action), please list* ***all*** *the results with progress of the related indicators (with baseline and target value). Quantify the achievement of each result from the beginning of the action and explain any changes, especially any underperformance, refer to the indicators and assumptions of the logframe. Please provide an explanation on how you can ascertain the achievement of these results (e.g. internal monitoring system, subjective appreciation, external sources of information, etc.) and present, where possible, sources of verification.*

|  |  |  |
| --- | --- | --- |
| **<Title of the outcome no. 1>** | | |
| **<Title of the output no 1>** | **Indicator(s) included in the logical framework matrix:**  <… with baseline and target values> | **Comments:** |
| **<Title of the output no 2>** | **Indicator(s):** <… with baseline and target values> |  |
| **<Title of the output no 3>:** | **Indicator(s):** <… with baseline and target values> |  |

|  |  |  |
| --- | --- | --- |
| **<Title of the outcome no. 2>** | | |
| **<Title of the output no 1>** | **Indicator(s) included in the logical framework matrix:**  <… with baseline and target values> | **Comments:** |
| **<Title of the output no 2>** | **Indicator(s):** <… with baseline and target values> |  |
| **<Title of the output no 3>:** | **Indicator(s):** <… with baseline and target values> |  |

### Activities

Please describe every activity in detail and the reasons for any changes in the plan, explaining any problems in the execution (e.g. delay, cancellation, postponement), their origin and how they were addressed. Please list any risks that might have jeopardised the realisation of some activities and explain how they were tackled.

|  |  |
| --- | --- |
| **Number and title of the activity:** | **<…>** |
| **Responsible partner:** | **<…>** |
| **Description of the execution:**  **<…>** | |
| **Problems encountered:** | **<…>** |
| **Risk mitigation measures:** | **<…>** |
| **Duration:** | **<…>** |
| **Outputs and supporting documents (e.g. photos, attendance records, agenda, training presentations, etc.)** | **<…>** |

**<…>**

### Sustainability

*Describe if the action will continue after the support from the European Union has ended. Are there any follow up activities envisaged? What will ensure the sustainability of the action (financially, institutionally, at policy level or even under an environmental perspective)?*

<…>

### Logical framework matrix

*Please submit the final updated logframe in line with the model below and highlight the changes. When the planning has included milestones (intermediary target values), the updated logframe matrix should compare the achievements at the date of the reporting with the corresponding values in earlier reports (when relevant) and with the corresponding milestones and final target.*

|  | ***Result chain*** | ***Indicator*** | ***Baseline***  ***(value & reference year)*** | ***Target***  ***(value & reference year)*** | ***Current value\****  ***(reference year)*** | ***Source and mean of verification*** | ***Assumptions*** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| ***Impact (Overall objective )*** | *The broader, long-term change to which the action contributes at country, regional or sector level, in the political, social, economic and environmental global context which will stem from interventions of all relevant actors and stakeholders.* | *Quantitative and/or qualitative variable that provides a simple and reliable mean to measure the achievement of the corresponding result*  *To be presented, when relevant, disaggregated by sex, age, urban/rural, disability, etc.* | *The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.*  *(Ideally, to be drawn from the CBC programme's strategy)* | *The intended final value of the indicator(s).*  *(Ideally, to be drawn from the CBC programme's strategy)* | *The latest available value of the indicator(s) at the time of reporting*  *(\* to be updated in interim and final reports)* | *Ideally to be drawn from the CBC programme's strategy.* | *Not applicable* |
| ***Outcome (s) (Specific objective(s))*** | *The main medium-term effect of the intervention focusing on behavioural and institutional changes resulting from the Action*  *(It is good practice to have one specific objective only, however for large Actions, other short term outcomes can be included here)* | *(see definition above)* | *The value of the indicator(s) prior to the intervention against which progress can be assessed or comparisons made.* | *The intended final value of the indicator(s).* | *(same as above)* | *Sources of information and methods used to collect and report (including who and when/how frequently).* | *Factors outside project management's control that may influence on the impact/outcome(s) linkage.* |
| ***Outputs*** | *The direct/tangible products (infrastructure, goods and services) delivered/generated by the intervention*  *(Outputs should in principle be linked to corresponding outcomes through clear numbering)* | *(same as above)* | *(same as above)* | *(same as above)* | *(same as above)* | *(same as above)* | *Factors outside project management's control that may influence on the other outcome(s)/outputs linkage.* |

**Activity matrix**

|  |  |  |
| --- | --- | --- |
| *What are the key activities to be carried out to produce the intended outputs?*  *(Activities should in principle be linked to corresponding output(s) through clear numbering)* | ***Means***  *What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.*  ***Costs***  *What are the action costs? How are they classified? (breakdown in the budget for the action)* | ***Assumptions***  *Factors outside project management's control that may impact on the activities/outputs linkage.* |

### Project impact on key programme objective

*Please explain how the action has contributed or is going to contribute to intensifying neighbourly relations[[4]](#footnote-4), creating sustainable partnerships for socio-economic development and/or the removal of obstacles to this development, as well as how you can measure or demonstrate this at this stage.*

<…>

### Cross-cutting issues

*Please explain how the Action has mainstreamed cross-cutting issues such as promotion of minority and human rights,[[5]](#footnote-5) gender equality and equal opportunities,[[6]](#footnote-6) democracy, good governance, children’s rights, support to youth and environmental sustainability[[7]](#footnote-7).*

<…>

### Monitoring

*How and by whom have the activities been monitored/evaluated? Please summarise the results of the feedback received from the beneficiaries and others.*

<…>

### Lessons learnt

*What has your organisation or any major stakeholder involved in the action learned from it and how has this learning (including evidence from monitoring and evaluation) been utilised and disseminated? What has and has not worked?*

<…>

### Publications

*Please list all materials (and number of copies) produced during the action on whatever format (please enclose a copy of each item, except if you have already done so in the past). Please state how the items produced were distributed and to whom.*

<…>

### Award of contracts under secondary procurement

*Please list all contracts (works, supplies, services) above EUR 20 000 awarded for the implementation of the action since the last interim report if any or during the reporting period, giving for each contract the amount, the name of the contractor and a brief description on how the contractor was selected, including compliance with EU restrictive measures.*

<…>

## Beneficiaries/affiliated entities, trainees and other cooperation

* 1. How do you assess the relationship among the beneficiaries/affiliated entities of this grant contract (i.e. those having signed the declaration for coordinator, the mandate for co-applicants and the statement for affiliated entity(ies))? Please provide specific information for each beneficiary/affiliated entity.

<…>

* 1. Is the above agreement between the signatories to the grant contract to continue? If so, how? If not, why?

<…>

* 1. How would you assess the relationship between your organisation and State Authorities in the action countries? How has this relationship affected the action?

<…>

* 1. Where applicable, describe your relationship as beneficiaries with any other organisations involved in implementing the action:
* Associate(s) (if any)
* Contractor(s) (if any)
* Final beneficiaries and target groups
* Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc.)

<…>

* 1. Where applicable, outline any links and synergies you have developed with other actions.

<…>

* 1. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

<…>

* 1. How do you evaluate cooperation with the services of the contracting authority?

<…>

* 1. Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

<…>

## Visibility

How was the visibility of the EU contribution ensured in the action?

**<…>**

**The European Commission may wish to publicise the results of actions. Do you have any objection to this report being published on the website of DG International Cooperation and Development? If so, please state your objections here.**

<…>

**The operating structures of the CBC programme may wish to publicise photographs, logos and results of your project. Do you have any objection to them being published on the website of the programme? If so, please state your objections here.**

<…>

## Location of records, accounting and supporting documents

*Please indicate in a table the location of records, accounting and supporting documents for each beneficiary and affiliated entity entitled to incur costs.*

<…>

## Comments, suggestions and improvements

*Please indicate the major challenges you faced during the project implementation and include your suggestions for improving the CBC programme implementation.*

<…>

|  |  |
| --- | --- |
| **Name of the contact person for the Action:** |  |
| **Signature:** |  |
| **Location:** |  |
| **Date report due:** |  |
| **Date report sent:** |  |

## *Annex 1 – Ex-post survey section*

1. Project Results

|  |
| --- |
| To which extent did you manage to achieve the planned results and thus contribute towards the achievement of the objective set? (*please tick the relevant box*) |
| more than expected  as expected  less than expected  not at all  N/A or cannot define |

1. Project Activities

|  |  |
| --- | --- |
| 2.1 Were all planned activities implemented? | |
| yes  no | |
| If not, please provide an explanation: | |
|  | |
| 2.2 Were the outputs of the project achieved at a reasonable cost within the limits of the contract budget? (*please tick the relevant box*) | |
| more efficiently than envisaged  just as envisaged  not at all  N/A or cannot define | |
| 2.3 Please indicate if there were any budget amendments requiring an addendum. | |
| yes  no  only small changes requiring a notification letter | |
| If yes, please provide a simple and short explanation of the reason and implications (e.g.: budget, implementation period, description of the action) | |
|  | |
| 2.4 How were you adapting to changes in the activity plan and what remedial actions did you take? *(please tick one or more of the relevant boxes)* | |
|  | Checking and assessing the environment of the project, including any risks and assumptions originally set in the Log frame matrix |
|  | Monthly meetings to discuss the activity plan and introduce corrections |
|  | Strict control of procurement processes to avoid time slippage and re-launching |
|  | Open communication with the Contracting Authorities when serious matters could become an obstacle to the activity plan |
|  | Other (please specify): |
|  |  |

1. Sustainability

|  |
| --- |
| 3.1 How have the objectives/results attained by the project influenced national, regional or local policies? (Please describe in which way the results achieved by the implementation of your project are still visible and effective today) |
|  |
| 3.2 How will the relationship with your cross-border partners be maintained? (Please describe in which way) |
|  |
| 3.3 How did you manage to network with institutions/organisations which did not take part in the project’s realization directly? (Please describe in which way you succeeded to do this) |
|  |
| 3.4 How were your relations with policy makers at national, regional and/or local level in the Action countries? (If you managed to include the policy makers into the implementation of your activities please describe in which way this was done) How has this relationship affected the Action? |
|  |
| 3.5 Have some project activities continued after the end of the contract or have some similar initiatives taken place afterwards? (If yes, please provide an explanation about what was done, how it became possible, where the necessary financial resources were found) |
|  |
| 3.6 Is accessibility (availability) of all relevant project outputs/results ensured to the target groups? |
|  |
| 3.7 Has any of the project beneficiary organisations been subject to some form of reorganisation/merger? Have any of them ceased to exist as a legal entity? If yes, how the reorganisation/merger was conducted and who is the legal successor of the beneficiary (please add the new contact details)? |
|  |
| 3.8 Will you institution/organisation use the partnership established through this project in preparation and implementation of future projects? If so, how? If not, why? |
|  |

1. Project impact on key programme objective

|  |  |
| --- | --- |
| 4.1 Thanks to your project, what changes took place in the CBC eligible area? | |
|  | |
| 4.2 Which of these changes mentioned under 2.5.1. is the most important in your opinion? | |
|  | |
| 4.3 Why is it important? | |
|  | |
| 4.4 Taking into account your answer under 2.5.3., has this important change made a difference in *(please tick one or more of the answers offered)* | |
|  | your organisation? |
|  | the target group? |
|  | the target area? |
|  | the final beneficiaries? |
|  | Other (please specify): |
| Please explain briefly the difference made: | |

1. Monitoring

|  |  |  |  |
| --- | --- | --- | --- |
| 5.1 How did you use indicators to monitor the success of your project or measure the achievement of results and objectives? *(please tick one or more of the answers)*. *Please mind the term “outcome” is very often referred as “result”.* | | | |
|  | We were not paying much attention to the indicators *(please elaborate further)*: | | |
|  | | |
|  | We measured outputs resulting from the implementation of the activities and compared it to our indicators *(please elaborate further)*: | | |
|  | | |
|  | We measured outputs and outcomes made and compared them to our indicators *(please elaborate further):* | | |
|  | | |
|  | We measured outputs and outcomes made, compared them to our indicators and revised them accordingly *(please elaborate further)*: | | |
|  | | |
|  | We measured outputs and outcomes made, compared them to the programme indicators and revised our indicators accordingly *(please elaborate further)*: | | |
|  | | |
|  | Other *(please specify)*: | | |
|  | | |
| 5.2 Which internal monitoring mechanisms did you put in place for to ensure progress on objectives/results and sound financial management? *(please tick one or more of the answers)* | | | |
|  | Regular meetings/discussions |  | A special information system based on the collection of statistics |
|  | Clear roles and separation of duties |  | Regular internal reports |
|  | Regular exchange of e-mails |  | Engagement of monitoring experts |
|  | Organisation of workshops |  | Use of special accounting software |
|  | Excel tables for financial monitoring |  | External accounting services |
|  | Other (please specify): | | |
|  |  | | |

1. Lessons learnt

|  |  |
| --- | --- |
| 6.1 Did you have experience with the implementation of EU-funded grants under any other CBC programme? | |
| yes  no | |
| If yes, please write down under which programme(-s) | |
|  | |
| 6.2 Did you participate in any networking event (e.g. partners’ search forums) organised prior to the submission of your application? | |
| yes  no | |
| If yes, please provide a simple and short explanation of the type of event and who the organiser was | |
|  | |
| 6.3 Did you participate in any capacity building event (e.g. PCM for grant applicants, practical project implementation, procurement, etc.) organised prior to the submission of your application or during the period of implementation of your contract? | |
| yes  no | |
| If yes, please provide a simple and short explanation of the type of event and who the organiser was | |
|  | |
| 6.4 Who initiated the discussion on the project idea? (please tick one or more relevant boxes) | |
| My cross-border partner  An independent consultant  A private company  We did it as it was part of our strategy/action plan  Other (please specify below): | |
|  | |
| 6.5 How did you establish the cross-border partnership? (please tick one or more relevant boxes) | |
| A cross-border partner was the initiator  An organisation/institution from our own country was the initiator  Naturally, since we had a long term relation with the partner(-s)  We found the partner(-s) in a forum organised by the JTS of the programme  Other (please specify below) | |
|  | |
| 6.6 During the preparation of the project application (concept note or full application), we were assisted by (please tick one or more relevant boxes) | |
| A consultant  An operating structure  The JTS of the programme  Our own internal staff  Somebody else (please specify below) | |
|  | |
| 6.7 During the preparation of our application, we had a hard time with (please tick one or more relevant boxes) | |
| the communication with partners  resources to travel to the neighbouring country(ies) for discussing the details of the application  unclear guidelines for applicants  unclear instructions or advice from the operating structures  unclear instructions or advice from the JTS (main office and antenna) of the programme  unclear instructions or advice from the contracting authority | |
| 6.8 At the submission of the application (concept note or full application), we faced problems with (please tick one or more relevant boxes) | |
| the communication with partners  putting together all the inputs (e.g. declarations o statements) from the partner(-s)  the delivery of the application at the place of submission  the electronic system for the online submission (where applicable)  something else (please specify below) | |
|  | |
| 6.9 During the preparation of our application, we had a hard time as mentioned in question 2.8.6. above because of (please tick one or more relevant boxes) | |
| ignorance  misunderstanding  arrogance  unavailability  language barriers  national/ethnic or any other form of intolerance  something else (please specify) | |
|  | |
| 6.10 During the implementation of the project, most of our problems were related to (please assign scores from 1 to 7 to the problems below, receiving 1 the most important and 7 the least important) | |
| unclear or insufficiently detailed procedures  language barrier  very complex procedures for implementation  lack of knowledgeable staff within my organisation/institution on legal or financial matters  weak capacity amongst tenderers for the preparation of bids in English language  very complicated reporting  something else (please specify below) | |
|  | |
| 6.11 During the implementation of the project, we received most assistance from *(*please tick one or more relevant boxes*)* | |
| the consultant engaged for project management  the operating structures or managing authority of the programme  the joint technical secretariat (main office and antenna) of the programme  the contracting authority(ies)  the first level control unit  somebody else (please specify below) | |
|  | |
| 6.12 During the implementation of the project, we had a bad experience working with (please tick one or more relevant boxes*)* | |
| the consultant engaged for project management  the operating structures or managing authority of the programme  the joint technical secretariat (main office and antenna) of the programme  the contracting authority(ies)  the first level control office  the audit authority under the programme with EU Member States  the audit authority of any of the participating countries  the company recruited for the expenditure verification  somebody else (please specify below) | |
|  | |
| 6.13 Taking into account your answer for question 2.8.12., which were the main causes of your bad experience? *(*please tick one or more relevant boxes*)* | |
| ignorance  misunderstanding  arrogance  unavailability  language barriers  national/ethnic or any other form of intolerance  something else (please specify below) | |
|  | |
| 6.14 We took advantage of our participation in the CBC programme for *(*please tick one or more relevant boxes*)* | |
| solving problems that we faced in our work  getting acquainted, understanding and incorporating European standards and values in the domains of our work  promoting European integration in our territory  improving our cooperation/communication with our neighbours  enhancing the understanding of our needs and those of our partners  advancing the life conditions of the population in our territory  fostering the quality of services that we provide  reinforcing the capacity of our staff for future participation in EU-funded programmes  fighting any form of discrimination  ensuring the sustainability of our organisation/institution during the period of implementation of the project  something else (please specify below) | |
|  | |
| 6.15 What would you consider as an example of good practice in the way your project was managed and that you would recommend for other beneficiaries? *(*please tick one or more of the answers*)* | |
|  | We involved the local population in the design and/or in the implementation of the project (please elaborate further): |
|  |
|  | We continuously consulted with partners, associates, target groups’ leaders and policy makers on the project’s progress (please elaborate further): |
|  |
|  | We used all possible communication means to inform the target groups about the results of our project (please elaborate further): |
|  |
|  | We have left behind, after the end of the period of implementation, a follow-up system to continue measuring the project’s impact (please elaborate further): |
|  |
|  | We had some problems with the cash flow, but we applied a strict control of the financial dynamics of the project and managed to put things in track (please elaborate further): |
|  |
|  | We thought we could successfully finish the project without having to interact with policy makers, but we understood that this was a handicap and we changed our attitude (please elaborate further): |
|  |
|  | Other (please specify): |
|  |

1. Award of contracts under secondary procurement

|  |
| --- |
| Please explain what happened with the assets purchased with the project funds (kept, sold, transferred to some other organisation, etc.) |
|  |

1. Beneficiaries/affiliated entities and other cooperation

|  |  |
| --- | --- |
| What would you change or introduce to make the relations between partners in a project mutually rewarding? *(*please tick one or more of the answers*)* | |
|  | A well developed and detailed partnership agreement to be signed before the action commences |
|  | All problems must be discussed openly and without delay |
|  | Nobody feels less important in the partnership |
|  | The grant recipient transfers funds to their country partners on time |
|  | All opinions are listened to and if appropriate incorporated in the activity plan |
|  | Other (please specify): |
|  |  |

1. Location of records, accounting and supporting documents

|  |
| --- |
| Have all the relevant project documents been delivered to the responsible authorities and adequately stored for the upcoming 5/7 years (after the final payment)? |
|  |

1. Strategic orientation of future CBC calls and programmes

|  |
| --- |
| 10.1 Do you think that the thematic priorities of future calls should have a more restricted scope? |
| yes  no |
| If yes, please provide a short explanation: |
|  |
| 10.2 Do you think that the specific objectives of the call should be more focused? |
| yes  no |
| If no, please provide a short explanation: |
|  |
| 10.3 Do you think that the availability of more EU funding per CBC call for proposals will increase the impact of the programme? |
| yes  no |
| Please provide a short explanation: |
|  |
| 10.4 Which of the following EU grant size ranges you would consider optimal for the partnerships in which your organisation/institution could participate? |
| below € 50 000  between € 50 000 and € 100 000  between € 100 000 and € 250 000  between € 250 000 and € 500 000  between € 500 000 and € 1 million  more than € 1 million  something else (please specify below): |
|  |
| 10.5 Would you also consider strategic project calls as a possibility? |
| yes  no |
| If yes, please check below what could be appropriate for you |
| Only calls for strategic projects  a combination of usual calls but for small scale projects with call/s for strategic project/s  something else (please specify below): |
|  |
| 10.6 Would it help you to establish a partnership and plan the preparation of a project proposal if the contracting authority of the CBC programme would publish in advance a work plan including the launch of all calls with their thematic priorities and specific objectives? |
| yes  no |
| 10.7 Currently the maximum percentage of co-financing that the EU can offer under the CBC programmes is 85 % of the total eligible costs of the operation. If this percentage were 80 %, would your organisation/institution be in a position to apply? |
| yes  no |
| Please provide a short explanation: |
|  |

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1. Please delete the instructions shaded in grey at the upper part of this page and other sections below when the report is completed, as well as the footnotes. [↑](#footnote-ref-1)
2. “Target groups” are the groups/entities who were directly and positively affected by the action at the project purpose level, and “final beneficiaries” are those who benefited or will benefit from the action in the long term at the level of the society or sector at large. [↑](#footnote-ref-2)
3. The relevant terminology (i.e. outputs, outcome, indicators etc.) is defined in the logical framework matrix template attached to the guidelines for applicants (Annex C). [↑](#footnote-ref-3)
4. A key aspect of CBC is to bring together partners across different jurisdictions to build common understanding and approaches. Please try to elaborate on the cooperation between the project partners taking into account the following five dimensions of cooperation: (1) strategic leadership and catalyst: articulating and communicating development needs in the programme area, opportunities and solutions to partners and stakeholders in the programme area and elsewhere; (2) strategic influence: carrying out or stimulating activity that defines the distinctive roles of partners, gets them to commit to shared strategic objectives and to behave and allocate their resources accordingly; (3) Leverage: providing/securing financial and other initiatives to mobilise partner and stakeholder resources – equipment and people, as well as funding; (4) synergy: using organisational capacity, knowledge and expertise to improve information exchange and knowledge transfer and coordination and/or integration of the design and delivery of interventions between partners; and (5) engagement: setting up the mechanisms and incentives for the more effective and deliberative engagement of stakeholders in the design and delivery of programme. (cf. Interact: Approaches, ToR and methods of impact evaluation, September 2016, pg. 27). [↑](#footnote-ref-4)
5. Including those of people with disabilities. For more information, see ‘Guidance note on disability and development’ at<https://ec.europa.eu/europeaid/disability-inclusive-development-cooperation-guidance-note-eu-staff_en> [↑](#footnote-ref-5)
6. <https://ec.europa.eu/europeaid/toolkit-mainstreaming-gender-equality-ec-development-cooperation_en> [↑](#footnote-ref-6)
7. Guidelines for environmental integration are available at: <https://ec.europa.eu/europeaid/sectors/economic-growth/environment-and-green-economy/climate-change-and-environment_en> [↑](#footnote-ref-7)