



Directorate for Cultural Heritage

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For a partnership project to be successful, there are a number of best practices to follow in the various stages of a partnership project.



Photo: Julie Lunde Lillesæter, Differ Media

Engage as a proactive negotiation partner

What do you aim to get out of the project? Does your organisation have the resources to fulfil your share of the activities? Be clear about your objective for the project and what expenses you want covered. Allow enough time to discuss all the components of the project application/project, and clarify the details as early on as possible.

Familiarise yourself with the guidelines

Study the guidelines and other documents accompanying the call for proposals. These provide useful information. Bear in mind that the guidelines may vary from one country to the next.

Ask to see relevant documents, such as the project application and the budget

In some instances, the project partner may join the project at a late stage. If so, it is important that you as project partners have a complete overview of the activities your grant application covers. In most cases, applications must include an English summary. If the application does not contain any information in English, take care to obtain information about the project by other means.

Meet with the project partner to jointly review the partnership agreement and partnership project item by item

Meet face to face. This makes it easier to understand each other's organisations and needs. If a face-to-face meeting cannot be arranged, use Skype or social media to chat about the application, budget and project ideas. Long e-mail messages can cause misunderstandings and take more time and effort.

It is important not to sign documents you do not understand, so ask questions about the partnership agreement if anything is unclear.

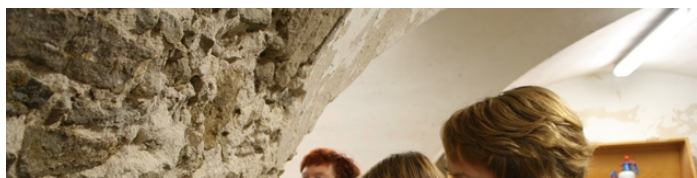




Photo: Ellen Mauritzen / Directorate for Cultural Heritage

The partnership agreement

All partnership projects that have been awarded an EEA Grant must have a partnership agreement signed by the project partners in both countries.

What should the agreement contain?

The partnership agreement is a key contractual document governing the partnership. It describes who the partners are and who will do what. The partnership agreement must also contain an itemised budget.

Start drafting the partnership agreement as early on as possible. Consider what you need to include in the agreement and make sure you understand the implications of all the clauses in it. Ideally, all requirements from the partners must be detailed in the agreement.

The partnership agreement must be signed by all the partners in the project before the project starts, but there is some variation between countries as to whether an agreement needs to be signed before submitting the grant application. In some cases, you only need to include a letter of intent in the application.

The secretariat for the EEA Grants has produced a [template for the partnership agreement](#), see 'Annex 6 – Partnership Agreement Template'.

Budget and finances

The partnership agreement must contain an itemised budget to show which costs the project will cover and who is responsible for each expenditure item.

Here are tips on what to consider when budgeting:

- Do not postpone difficult discussions about financial items – the agreement will be the basis for the project going forward.
- There is a big difference in prices between Norway and many of the partner countries. The Arts Council of Norway has published a cost-of-living index to give an idea of Norwegian price levels:
[Learn more about bilateral arts and culture partnering and Norwegian price levels.](#)
- Earmark sufficient funds for translations. Budget allocations for translation are often insufficient, at the expense of quality.
- In some projects, it has been more difficult to achieve public support for the project in Norway than in the beneficiary state. Take care to budget for sufficient marketing funds.
- Time is a valuable resource. Remember to earmark funds for covering your organisation's staffing, such as a project coordinator.
- Agree on how your organisation is to document its project expenses. As a rule, this can be done in two ways – original receipts or an auditor's report – but this varies from one country to the next. Check the rules!
- If you opt for an auditor's report as documentation, the cost of this can be claimed as a project expense. This will then need to be specified in the partnership agreement/budget.
- Note also that it is usually possible to allow the project manager to cover all expenses claims directly (meaning that all invoices are issued to the project owner).

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Advice on partnering - Directorate for Cultural Heritage

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