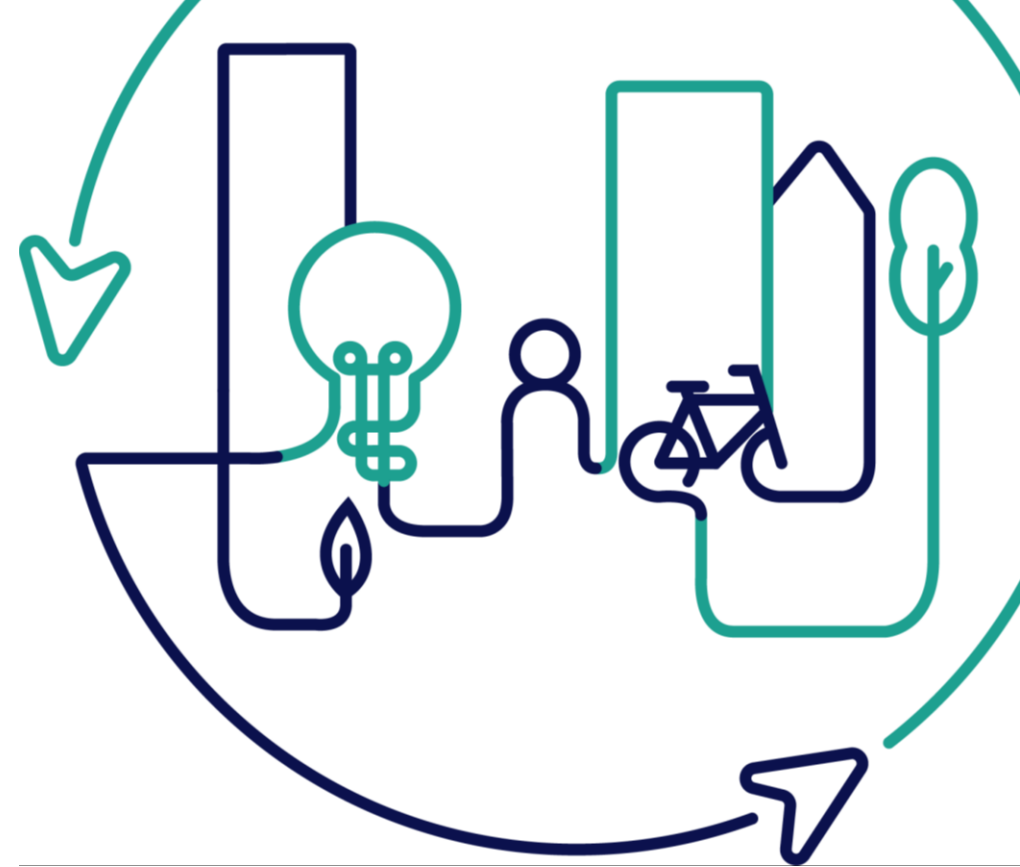


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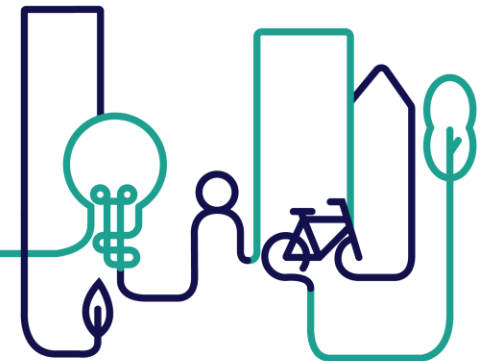
Application Form Workshop
European Urban Initiative Permanent Secretariat



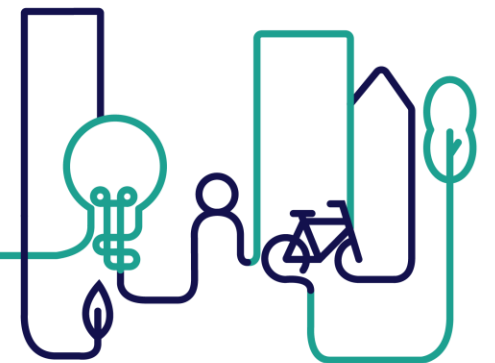
Co-funded by
the European Union

WORKSHOP GROUND RULES

1. The confidentiality of your project proposals will be respected throughout the Workshop
2. We assume you have drafts of your Application Forms (they will serve as a basis for individual exercises and self-assessment tasks)
3. The format is a workshop dedicated to: what to remember about, what focus on while drafting the Application Form, how to navigate different sections of the Application Form, and how to self-assess your proposal
4. Questions asked during the day should serve the benefit of all participants
5. Workshop facilitators will not provide:
 - Advice on how to improve individual Application Forms
 - Individual feedback on the Application Form elements
 - Answers to "is this correct / ok / enough / what else should we add..." questions



Examples shown during the Workshop serve illustrational purposes to indicate the most common mistakes, missed elements, etc. but do not constitute complete elements of the Application Form



Current picture:
Describing the
initial situation

Main challenge(s) to be addressed

What do we need to see here?



WHAT is/are the main challenge(s)?

stay focused, don't select too many

WHY this is/are the challenge(s) you want to address?

Main challenge(s) to be addressed

What do we need to see here?

EXPLAIN the challenge(s), PROOVE that this is/are indeed (a) challenge(s), provide CONTEXT

describe the extent of the challenge to be addressed



present its breadth and depth at local level



provide relevant data and other evidence

present its different dimensions (social, economic and environmental...)

DEMONSTRATE RELEVANCE of your challenge(s) to the topic of the Call

Main challenge(s) to be addressed

What do we need to see here?

Make sure that your identified challenge(s) and proposed innovative solution are logically and clearly connected

Describe the innovative solution you propose in order to tackle the main challenges identified above. Clearly describe the proposed solution (presenting the main strands of activities) and explain why and how it will address the challenge(s) in the urban area (place-based approach).

AF
info
bubble



Practical Exercise

Exercise 1

worksheet 1. Current picture: Describing the initial situation

How would you improve the description of the Initial Situation of the Ballygham project ?

What type of information is missing ?

C.1.1 Main challenge(s) to be addressed (for the exercise)

Ballygham is facing considerable challenges related to food insecurity and poverty, particularly among children. In the metropolitan area, 25,543 people are at risk of poverty or social exclusion, with the majority residing in Ballygham. High unemployment rate is linked with declining industries which is a key structural problem in the city requiring immediate actions. The food insecurity issue is especially acute for children, in the city 28% of children are at risk of poverty or social exclusion (above the national average of 24,8%). Approximately 20% of them across Europe attend school without breakfast (UNICEF). This lack of nutrition has serious implications for their health, development, and academic performance, perpetuating the cycle of poverty.

Ballygham's urban environment is densely populated, with green spaces making up only about 13% of the city and numerous brownfields at the same time. This is below the recommended urban planning standard of 20-30% green space. The limited availability of land exacerbates the city's reliance on imported food, particularly for school canteens, which play an important role in ensuring that children receive at least one nutritious meal daily. Moreover, the scarcity of local food production not only increases the city's dependence on external food sources, but also contributes to a higher carbon footprint due to transportation.

Economic pressures have also intensified due to the recent energy crisis and inflation, significantly raising the operational costs for school canteens. The cost of a school meal has risen in recent years, putting additional strain on the city's budget. This threatens the affordable school meal programmes, which proposes reduced prices based on families' incomes.

C.1.1 Main challenge(s) to be addressed (suggested improvements)

Ballygham is facing considerable challenges related to food insecurity and poverty, particularly among children. ~~In the metropolitan area, 25,543 people~~ ~~High unemployment rate is linked with declining industries which is a key structural problem in the city requiring immediate actions.~~ In the city, 20,543 people are at risk of poverty or social exclusion. The food insecurity issue is especially acute for children, in the city 28% of children are at risk of poverty or social exclusion (above the national average of 24,8%). Approximately 23% attend school without breakfast (Ballygham's Office of Social Policy) [20% of them across Europe attend school without breakfast (UNICEF)]. This lack of nutrition has serious implications for their health, development, and academic performance, perpetuating the cycle of poverty.


Ballygham's urban environment is densely populated, with green spaces making up only about 13% of the city ~~and numerous brownfields at the same time.~~ This is below the recommended urban planning standard of 20-30% green space. Numerous brownfields exist and a recent study showed that at least 7% are suitable for agricultural use. The urban character of the city exacerbates the city's reliance on imported food, particularly for school canteens, which play an important role in ensuring that children receive at least one nutritious meal daily. Moreover, the scarcity of local food production not only increases the city's dependence on external food sources, which must be transported an average of over 150 km ("farm to fork" distance), but also contributes to a higher carbon footprint due to transportation.

Economic pressures have also intensified due to the recent energy crisis and inflation, significantly raising the operational costs for school canteens. The cost of a school meal has risen from approximately €6 in 2019 to €10 in 2024, putting additional strain on the city's budget. This threatens the affordable school meal programmes, which proposes reduced prices based on families' incomes.

Additional data to be considered adding: how many school meals are distributed per day? [to show the scale of described challenge/ambition]; data on carbon footprint of transported food; etc.

Questions to reflect on for your AF

- Does my project description thoroughly address **all the key challenges** the project aims to solve?
- Have I included **relevant data that substantiates the challenges** my project aims to address?
- Is the data provided at the **appropriate scale**, specifically reflecting the area of your intervention (metropolitan area, city, district)?
- Have I mentioned some **reliable sources** to back up my claims effectively?



Where do you
want to go?
Defining Objectives
and Expected
Results

Intervention Logic: Strategic Components

Overall and Specific Objectives & Expected Results

Overall Objective

Aim to achieve by the end of your project, provides overall context, includes strategic ambition of MUA and contribution to long-term change.

Specific Objective (x3)

Aim to achieve during project duration, supports overall objective, narrower in scope and precise.

Expected Results (x3)

Expected mid-term change, immediate advantage for beneficiaries or end users and the behavioural change. They are realistic, specific, concrete and measurable. Each expected result should correspond to at least one specific objective.



Practical Exercise

Exercise 2

You have seven statements (on cards) which are based on the Ballygham Project.

Your task is to identify:

- Overall Objective
- x3 Specific objectives
- x3 Expected Results

You can place each card on A3 diagram provided

To enhance food resilience and food justice by implementing sustainable urban agricultural practices, focused on local food production and distribution for children from low-income families.

To cultivate locally fresh produce such as fruits, vegetables and herbs on a Municipal farm created on transformed and irrigated brownfields.

Increased local fresh food production using rehabilitated under-used land.

To develop a just and sustainable food distribution system that delivers fresh produce to school canteens in the City.

Reduced reliance on imported food and decreased cost of fresh produce delivered to school canteens, resulting in cost savings for the municipal budget.

To provide nutritious and affordable school meals, alongside an educational programme designed to raise awareness about food and health within schools.

Increased access to nutritious food at school, leading to improved health outcomes for school children, coupled with enhanced awareness and education on healthy eating.



Objectives and Expected Results

Tips for Applicants

- **Ensure logic** between initial situation, proposed solution, your objectives and expected results (no loose ends, clear alignment).
- Formulate specific objectives that are:
 - **Not too long** or **too broad**
 - Try **not to duplicate objectives**
- Formulate results that are:
 - **Attributable** to **at least one Specific Objective**
 - **Coherence** between **Expected Results** and **Result Indicators**
 - **Realistic:** achievable by the end of the project; **specific:** clear and precisely defined (not vague); **measurable:** in terms of quantity/quality




Practical Exercise

Exercise 3

*worksheet 3. Designing your workplan:
identifying and connecting your key pillars*

Reflect and finetune your own:

- Overall Objective
- x3 Specific objectives
- x3 Expected Results



Presenting your
innovative solution:
clarifying and
benchmarking



INNOVATIVE means

new, bold, creative and experimental

not previously implemented in EU → benchmarking!

products, services, processes evolving from existing practices (evolutionary approach) or completely new solutions (revolutionary approach)

city-led

relevant to achieve CP goals with a potential to inspire the use of mainstream programmes

linked to urban megatrends i.e. green and digital transitions



Practical Exercise

Exercise 4

Based on provided overview of three Application Form boxes reflect on the completeness of the description of your innovative solution

C.1.2 Proposed solution

Describe the innovative solution you propose in order to tackle the main challenges identified above. **Clearly describe the proposed solution (presenting the main strands of activities)** and explain **why and how it will address the challenge(s) in the urban area** (place-based approach). Please include **reference on how the objectives and expected results of the proposal will lead to the desired change** (i.e. tackle the challenge).

Describe **how the proposed solution provides a significant and durable contribution (beyond project end) to address the challenges** targeted in the relevant urban area.

C.1.4 The proposed solution has not been previously tested

Demonstrate that the proposed solution is innovative. Demonstrate that the proposed solution (and its main components) **has not been previously tested** and implemented on the ground in the concerned urban area and elsewhere in Europe.

C.1.5 The proposed solution builds on and goes beyond existing practices

Justify how your solution goes beyond existing practices. Provide at least 3 references of existing practices.
To fill in this section, urban authorities are requested to carry out **a benchmark analysis** of relevant existing good practices (in Europe and beyond) to explain **how and to what extent the proposed solution is different from existing good practices and how and to what extent it will build upon these**. Existing online databases (e.g. CORDIS for Framework Programmes, IEE and LIFE projects database etc.) and cities' networks best practices and working groups (e.g. URBACT, Eurocities, Energy Cities, etc.) are potential relevant sources of information to carry out your benchmark.



solution is vague(ly)
(described)

lack of clear links between
the description here and the
workplan

long narrative with no
concrete details

lack of / wrongly done
benchmark

lack of clear explanation
how the solution builds on /
differentiate from the
existing practices


Benchmarking

What sources can I use?

- **UIA Website** [Projects | UIA - Urban Innovative Actions \(uia-initiative.eu\)](#)
- **URBACT** [Networks | urbact.eu](#)
- **CORDIS** [Search | CORDIS | European Commission \(europa.eu\)](#)

- **Energy Transition**
 - [H2020 Lighthouse Projects programme](#)
 - [The example of the city of Bydgoszcz \(smart-cities-marketplace\)](#)
 - [Energy communities \(europa.eu\)](#)
 - [Positive Energy Districts \(PED\) | JPI Urban Europe \(jpi-urbaneurope.eu\)](#)
 - [Matchmaking | Smart Cities Marketplace \(europa.eu\)](#)
 - [Green Cities Wiki | Smart Cities Marketplace \(europa.eu\)](#)
 - [Covenant of Mayors - Europe | Covenant of Mayors - Europe \(europa.eu\)](#)
 - [Online Procurement Helpdesk for Smart Communities | Living in EU \(living-in.eu\)](#)

- **Technology in the City**
 - [A Europe fit for the digital age - European Commission \(europa.eu\)](#)
 - [Online Procurement Helpdesk for Smart Communities | Living in EU \(living-in.eu\)](#)
 - [Projects | Smart Cities Marketplace \(europa.eu\)](#)
 - [Join us in building the European way of Digital Transformation for 300 million Europeans | Living in EU \(living-in.eu\)](#)
 - [LORDIMAS: A digital maturity assessment tool for regions and cities | data.europa.eu](#)
 - [MIMs - Open & Agile Smart Cities \(oascities.org\)](#)



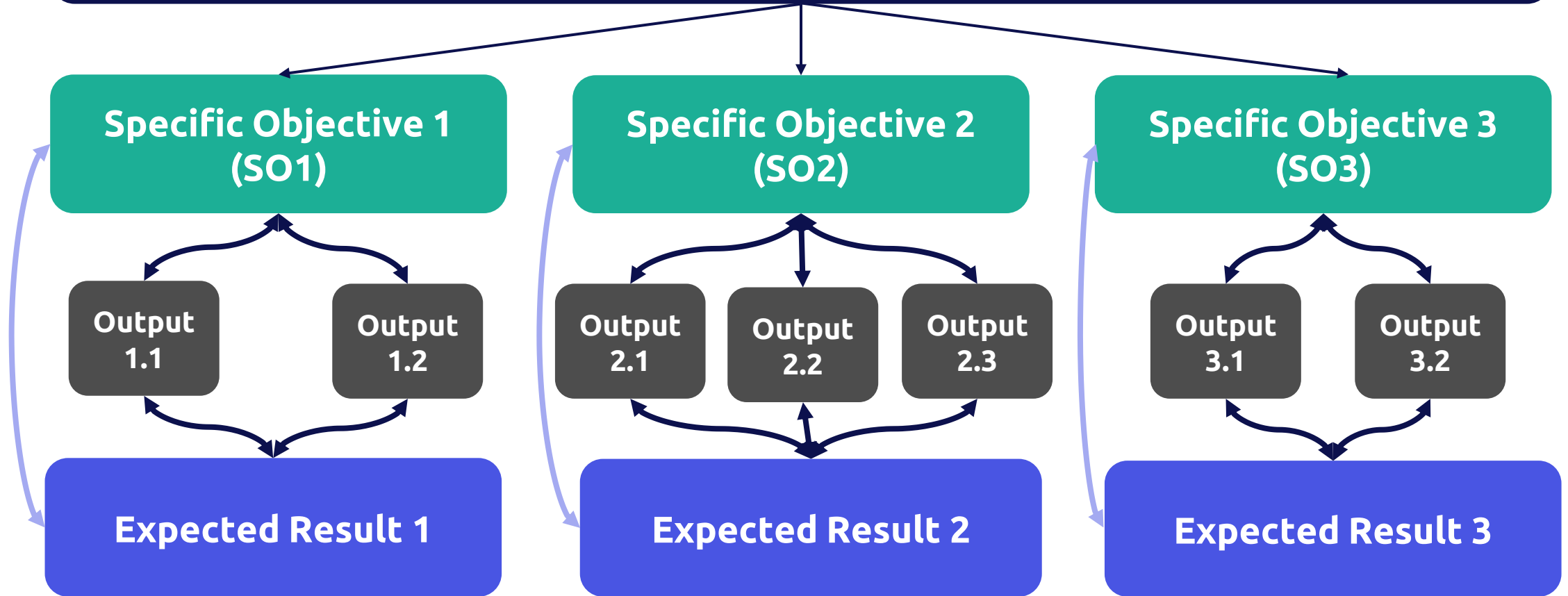
Outputs:
How to define
the project's
end products

Intervention Logic: Operational Components Outputs

Outputs

An **output** is what has been **produced as a result of funding** given to the project. It is a **main product (end product)**. It **directly contributes to the achievement of project result(s)**. It is **realistic, specific, concrete and measurable**.

Overall Objective



Outputs *directly* correspond to the **achievement** of your **expected results**!



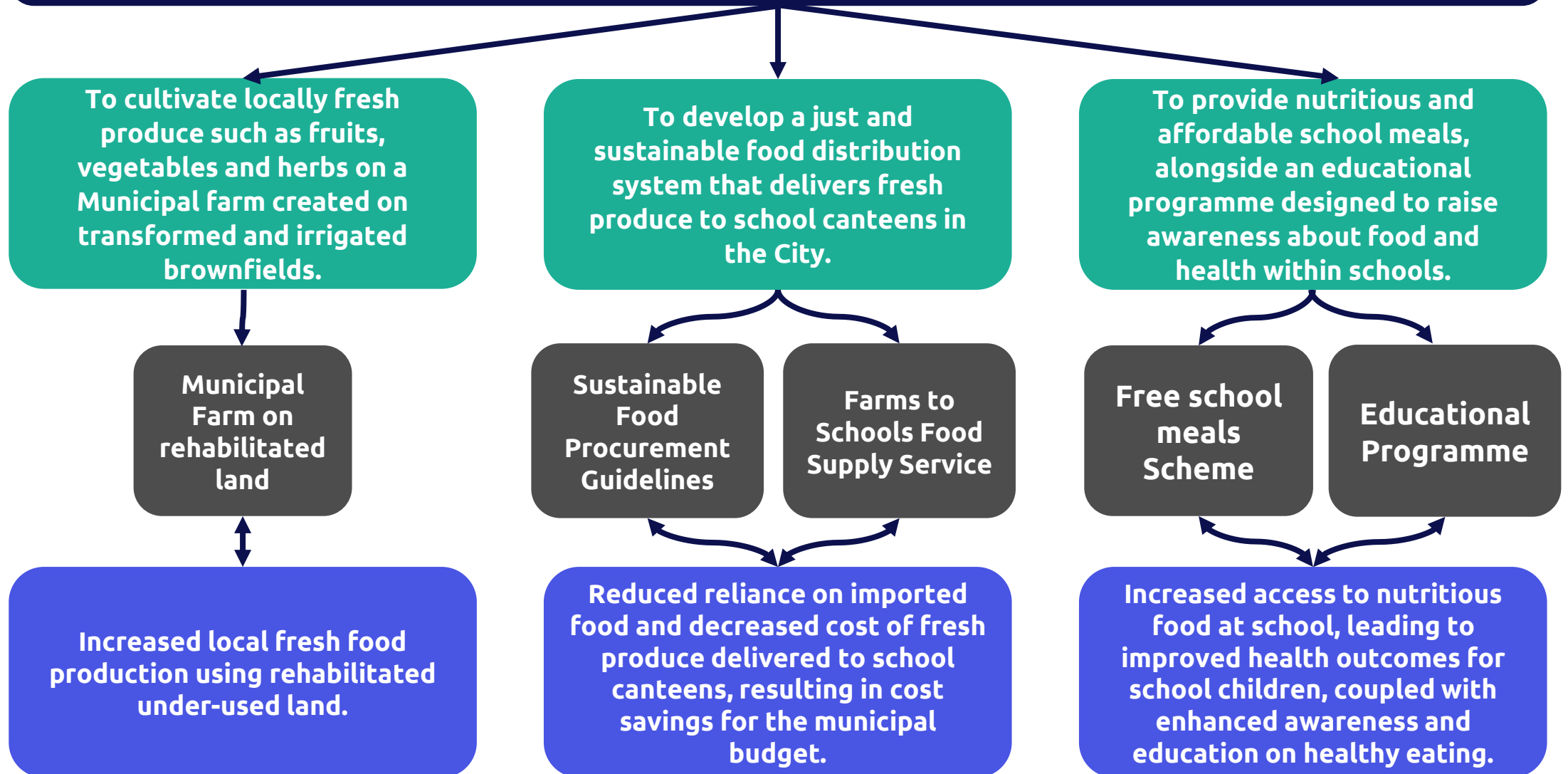
Practical Exercise

Exercise 5

worksheet 2. Outputs: How to define the project's end products?

- Please allocate listed outputs to relevant Specific Objectives.
- Do you spot any should be removed or reformulated?

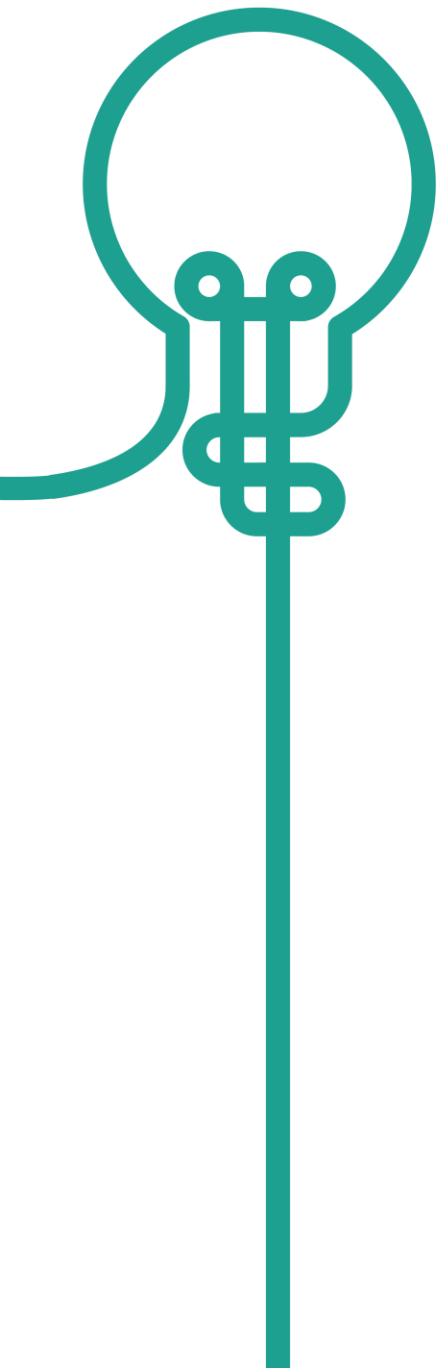
To enhance food resilience and food justice by implementing sustainable urban agricultural practices, focused on local food production and distribution for children from low-income families.



Examples that could be improved

Outputs

Project Output	Output Indicator	Unit	Target Value	Comment
More sustainable farming	New products and services created	new products/services	3	Not specific output title – not clear what it refers to. Target value not clear
Free School Meals Scheme	People supported (trained, upskilled, accompanied or assisted)	persons	500	Output Indicator could also be « New products and services created »
Environmental Impact Assessment of the Municipal Farm	New products and services created	new products/services	1	A deliverable



Outputs

Tips for Applicants

- **Each implementation WP** should lead to delivery of **at least one output**.
- **Ensure to capture all the end products** of your project.
- Ensure they are **relevant** and of **sufficient scale** to **achieve expected results** and **benefit target groups** (*Operational Assessment: Sub-criteria 6.2*)
- **Outputs** are **tangible** but what might be an output in one project could be a deliverable in another. **Ask yourself** does the **product** have a **direct effect** on the **specific objective** of the project? **If effect is not visible, likely it is a deliverable.**
- Ensure **alignment between output description** your **target value** and the **output indicator**.
- **Don't forget** the **sustainability** and **durability** of your **project outputs** beyond the project end date (*Strategic assessment: Criteria 4 sustainability and up-scaling*)




Practical Exercise

Exercise 6

*worksheet 3. Designing your workplan:
identifying and connecting your key pillars*

Define the outputs for your project

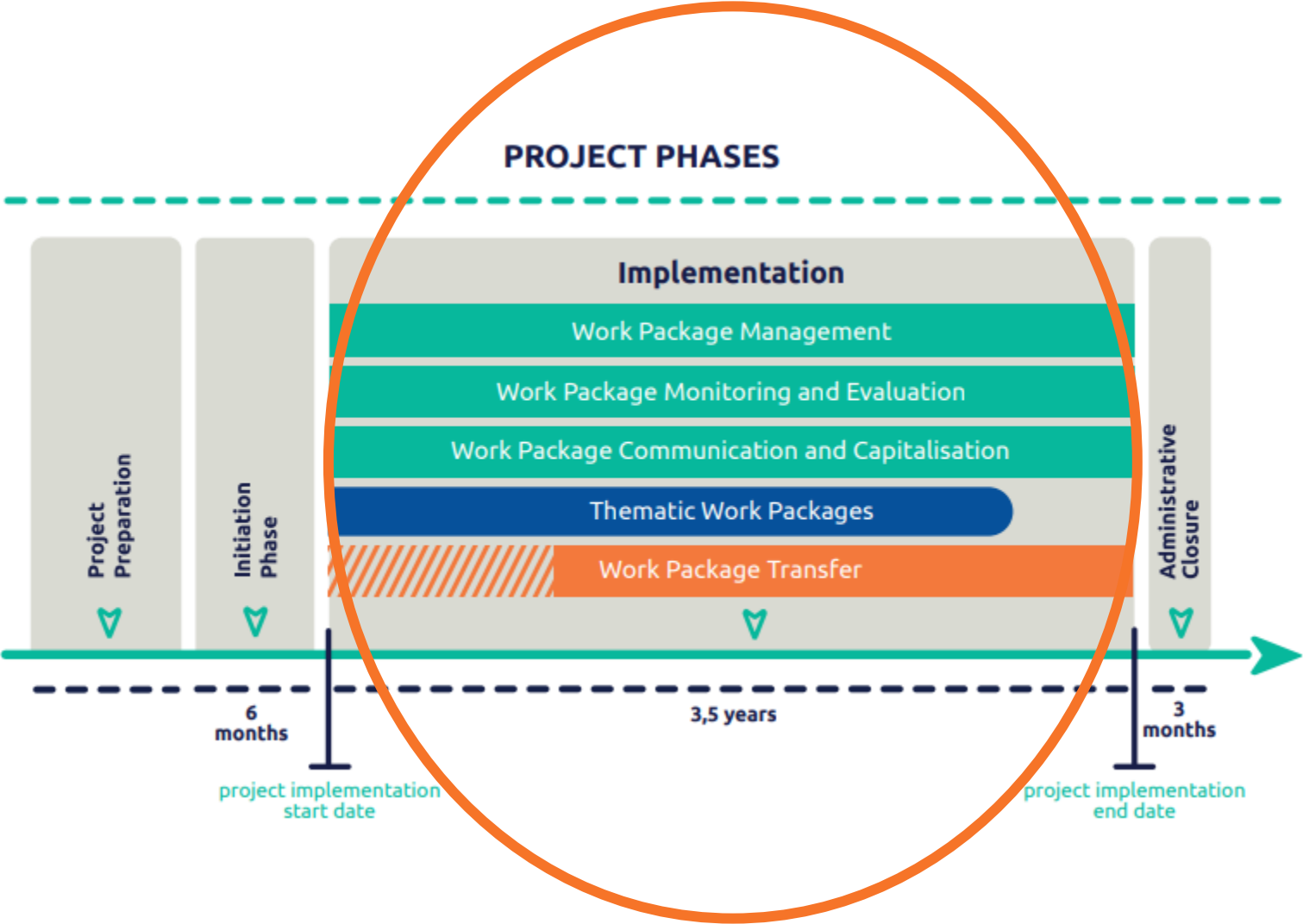


Work Plan:
How to achieve
the desired
change?

What is the Work Plan?

- The section D of the Application Form
- The “**how**” of the project – how concretely the project will be implemented
- A roadmap with the **operational actions** for implementing the project.
- A **breakdown of the project into major pillars of implementation** – the Work Packages - (themselves broken down into smaller steps – the Activities)

What is the Work Plan?



What is a good Work Plan?

A good Work Plan gives a clear **operational answer** to the question:

How is the proposed solution
going to be implemented **concretely**?

What is a good Work Plan?

Tips for Applicants

- **Clear correspondence between Section C** (strategic concept) **and Section D** (its transposition into a work plan)
 - All dimensions of the proposed solution are reflected in the Work Plan
 - The thematic Work Packages capture the full scope of the project solution and are able to answer the specific objectives

What is a good Work Plan?

Tips for Applicants

The different Work Packages must be:

- **Logically identified**
 - Logic structure/ Coherent with the proposed solution
 - Reflect the main project 'pillars'
 - Make possible to reach the 3 project specific objectives
- **Integrated**
 - Interconnected with/ feeding each other (no stand-alone WP)
 - Clear connexions between horizontal and thematic WPs
 - Logical time-sequence between interrelated WPs

What is a good Work Plan?

Tips for Applicants

- **Involvement of the wider group of stakeholders** clearly reflected
 - Participatory/co-creative approach involving a diverse group of stakeholders
 - Clear and concrete mechanisms in place in the Work Plan to ensure an effective involvement/ participation/ co-creation of the different stakeholders, target groups and citizens in the project

In the Application Form you will be asked to...

- Transpose your project idea (Section C) into an operational Work Plan (Section D)*
- Identify the main pillars of your proposed solution (the thematic Work Packages)*
- Be clear in WPs summary descriptions*
 - *what are the main actions to be implemented*
 - *how they are linked to the other WPs*
 - *how they contribute to the project objectives*

Practical Exercise

Exercise 7

worksheet 3. Designing your workplan: identifying and connecting your key pillars

Overall quality & coherence of your Work Plan

1

Complete the template with your project Work Plan structure: **up to 4 Thematic Work Packages:**

- ✓ WP titles
- ✓ Bullet points of the main activities per WP (if possible)

2

Consider the 3 **guiding questions** and follow the related instructions to reflect on the quality of the design of your Work Plan



Question 1 – Is your Work Plan coherently designed?

Guiding questions

- Do the WPs reflect the key pillars and the **full picture** of the project?
- Are each **specific objectives** properly addressed by one or several WPs?
- Are the WPs properly designed to lead to the delivery of the project **key outputs**?



Instructions – Identify the links and draft arrows between:

- WPs & the related specific objective(s) they are addressing
- WPs & the key outputs they will contribute to deliver

Self-assessment – There is a strong risk your Work Plan is not well designed whenever:

- ☹ Some specific objectives or some outputs are not directly connected to any WP
- ☹ Some WPs are not contributing to any specific objectives and/or any key outputs

Question 2 – Are your Work Packages logically integrated?

Guiding questions

- Are the Thematic WPs **interrelated** with other WPs?
- Are the connexions/ **interdependencies clear** between the different WPs?
- Is the **time-sequence** coherent between interconnected WPs?



Instructions – Identify the connexions and draft arrows between the interconnected WPs:

- WP connexion with one or several WPs
- Bi-directional arrows possible when WPs are respectively feeding each other

Self-assessment – There is a strong risk your Work Plan is not logically integrated whenever:

- ☹ A WP is not connected to any other WPs and works (almost) autonomously
- ☹ It is difficult/ not obvious to identify the interrelations between WPs
- ☹ WPs are interconnected but the planned time-sequence between them is not clear/ logical



Question 3 – Are the Horizontal WPs well integrated with the Thematic WPs?

Guiding questions

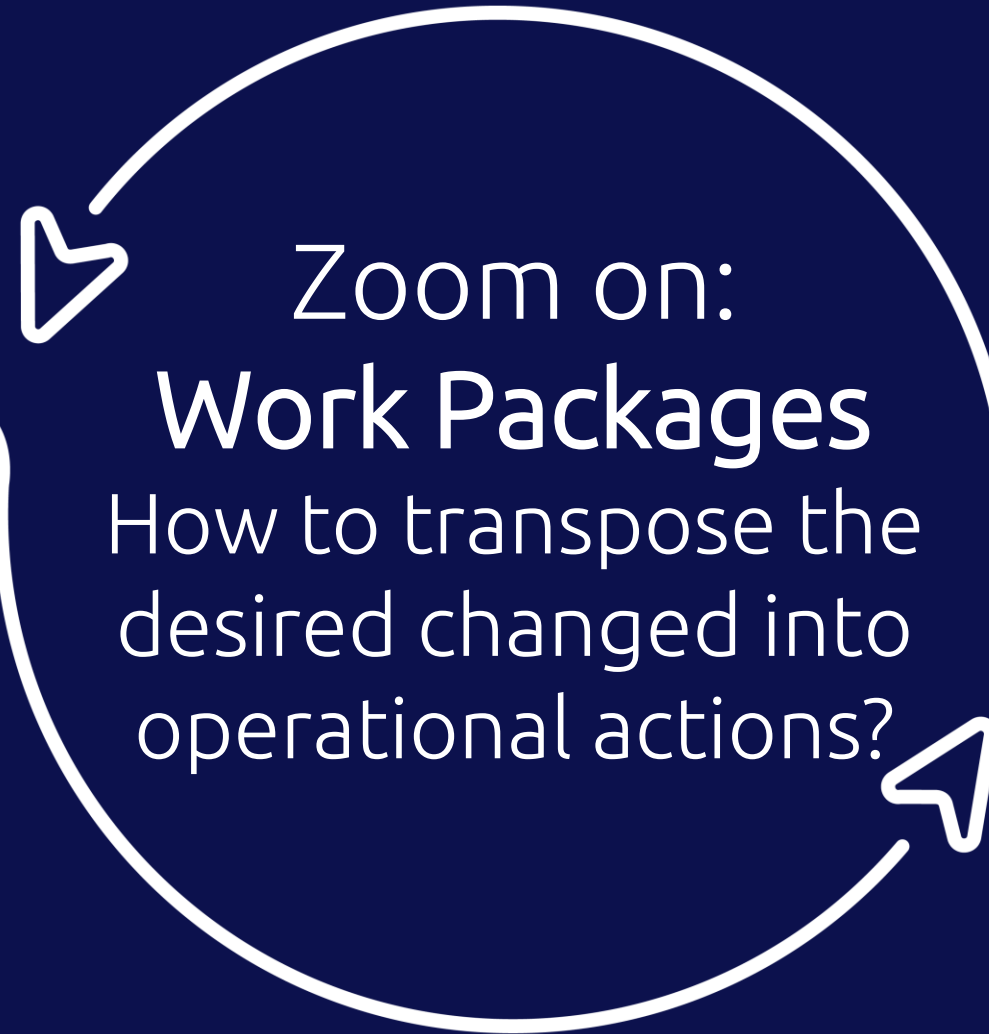
- Are the different horizontal activities (Communication, M&E, Transfer) well **connected** to the Thematic WPs?
- Are Communication activities specifically designed to **support** project implementation and reach the project Target groups?
- Is data collection anticipated in the project activities? Does the project evaluation cover the full scope of the project?
- Is the Transfer element taken into account in the Work Plan?

Instructions – Identify the connexions and use **stickers of different colours** to materialize where horizontal activities interrelate with the Thematic WPs:

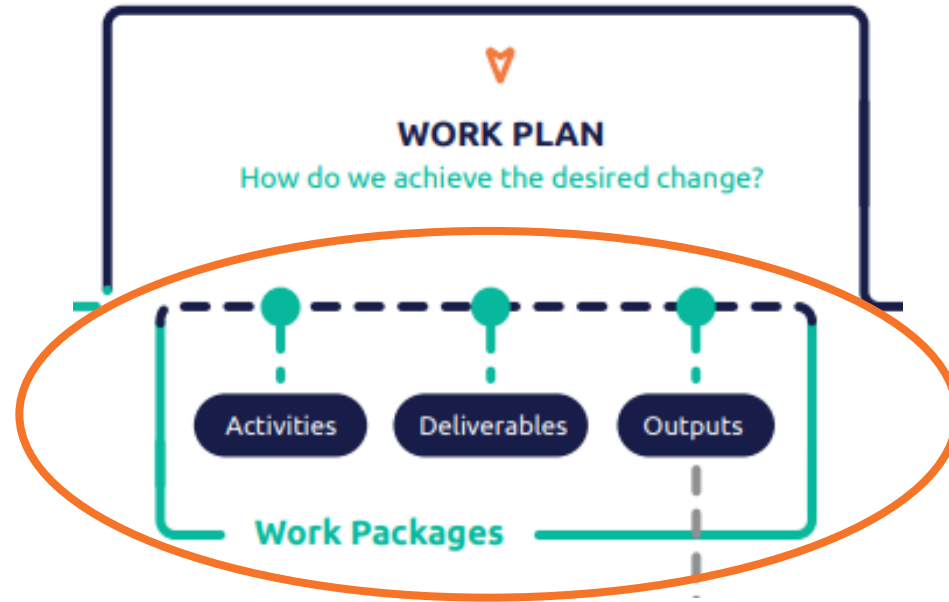
- Communication
- Monitoring & Evaluation
- Transfer

Self-assessment – There is a strong risk horizontal WPs are not well integrated whenever:

- ☹ There is a limited number of stickers of each category
- ☹ It is difficult to identify how Horizontal activities relate to Thematic WPs



Work Packages



In the Application Form you will be asked to...

- Create for each Thematic WP:*
 - *Up to 5 activities*
 - *With up to 3 deliverables per activity*
 - *Leading to at least one output*
- Make sure these elements reflect a clear intervention logic*
- Reflect the operational steps (content and timewise)*
- Identify the responsible and involved Partners*
- Present a detailed budget for that WP (per Partner and cost category)*

Work Packages

Tips for Applicants

- The different elements of the Work Plan must be **organised as a logic chain**
 - WPs, activities, deliverables and outputs are logically organised to reach the project objectives
 - Proposed activities and deliverables are relevant and allow the achievement of outputs and results
 - Logical time-sequence between interconnected activities
- **Cross-references** to evidence the connexion between work plan elements
- **Deliverables = intermediary steps** : how the activity will be concretely implemented
 - Operational steps (also for investments)
 - Intermediary dates

Work Packages

Tips for Applicants

- Sufficient **level of details** in the descriptions: concise (characters limited system) but clear and understandable for an external reader
- **Realistic time plan**
 - Sufficient time for the operation of the solution (testing phase)
 - Sufficient time for data collection + evaluation
 - Contingency/ buffer periods (notably for investments)
 - Anticipated time for procedures (procurement, permitting, etc).
- **The involvement/ distribution of tasks among Partners is clear** (responsible Partner identified at least at the level of activities)

Practical Exercise

Exercise 8

worksheet 4. Zoom into a work package

Overall quality & coherence of a Work Package

Two Work Packages have been extracted from two different AFs...

Read them carefully and find which one can be considered as:

- ✓ A good example
- ✓ An average example

1

Considering the series of tips shared with you in the previous slides, list for each case:

- ✓ Positive aspects
- ✓ Elements to be improved/missing

2



Zoom on:
Investments

Investments

Definition

- Output of a project activities that **remains in use by the project's target group after the completion of the project.**
 - Investments in infrastructure
 - Investments in equipment
- Specific nature = **specific rules**
 - Justification of the need for the investment
 - Focus on the readiness
 - Specific requirements related to the long-term use

Investment Fiche
in the Work Plan

Investments

Investment Fiche

- **Justification of the investment**

- Demonstration of **need** for the investment to deliver the solution, in relation to the achievement of the project's outputs and results, and in line with the project objectives
- Proportion of the allocated **budget** in relation to the ambition of the project (sufficient and reasonable)

- **Readiness of the investment**

- Proper anticipation of the main **risks** related to the investment (incl. timeline and budget)
- Presentation of the main **requirements** (legal, technical, administrative)
- Clear details on **ownership** and **sustainability** (continuation, durability, self-sufficiency, maintenance ...)

In the Application Form you will be asked to...

- Detail the operational steps of the investment in the WP activities*
- Detail the investment-related information and justification in an Investment Fiche*
- Present the investment-related risks in the Section G*

Investment 1

Title

Investment Description

2

Delivery date

3

Budget

1

Investment aspects	Questions	Project answers					
Justification of the investment	Explain why this investment is needed.	<input type="text"/>					
	Clearly describe the thematic relevance of the investment.	<input type="text"/>					
	Describe who is benefiting (e.g., Partners, city, region, target groups, etc.) from this investment, and in what way.	<input type="text"/>					
	Please clarify which problem it tackles, which findings you expect from it, how it can be replicated, and how the experience coming from it will be used for the benefit of the programme area.	<input type="text"/>					
Location of the investment	Describe the location of the physical investment; if possible, a specific address where the investment will be located.	<input type="text"/>					
	<table border="1"><thead><tr><th>Country</th><th>NUTS 2 level</th><th>NUTS 3 level</th></tr></thead><tbody><tr><td><input type="text"/></td><td><input type="text"/></td><td><input type="text"/></td></tr></tbody></table>	Country	NUTS 2 level	NUTS 3 level	<input type="text"/>	<input type="text"/>	<input type="text"/>
Country	NUTS 2 level	NUTS 3 level					
<input type="text"/>	<input type="text"/>	<input type="text"/>					
Investment documentation	Please list all technical requirements and permissions (e.g., building permits) required for the investment according to the respective national legislation.	<input type="text"/>					
Ownership	Who owns the site where the investment is located?	<input type="text"/>					
	Who will retain ownership of the investment at the end of the project?	<input type="text"/>					
	Who will take care of the maintenance of the investment? How will this be done?	<input type="text"/>					

4

5

6

7

Practical Exercise

Exercise 9

worksheet 5. Investments: key point to consider

Overall quality of the investments' descriptions

1

Identify your main project investment for the purpose of this exercise.

If already prepared, take the investment Fiche.

If not, use the information at your disposal regarding this investment.



2

Complete the tick boxes of the Investment Quality Checklist for the 7 questions (corresponding to the 7 sections of the Fiche). This exercise is to reflect on the completeness of the information and quality of the explanations related to your investment(s)

3

Use the 'Comments' column to report any points of attention, missing information or improvements needed in your Investment Fiche/ Work plan/ Risk section, that you are identifying when answering the questions

IA Investment Quality Checklist

	Questions	 	Comments
1	<p>Is the need for the investment well justified?</p> <ul style="list-style-type: none"> ◆ Is it relevant and necessary to reach the project objectives and deliver the solution? ◆ Is it well connected to the other project activities? 		
2	<p>Is the timeline of the investment realistic?</p> <ul style="list-style-type: none"> ◆ Is it coherent with the other project activities timeline? ◆ Is there sufficient time foreseen for the implementation of the investment elements (from (co-)conception to delivery)? ◆ Does it include a contingency period in case of delays? ◆ Does it foresee sufficient time for the operationalisation of the investment (testing phase)? ◆ Are deadlines for procurement and permitting procedures anticipated? ◆ If any risks linked to the timeline, are they properly identified and addressed with mitigating actions (Section G)? 		
3	<p>Is the investment budget realistic?</p> <ul style="list-style-type: none"> ◆ Is the full scope of the investment budgeted? ◆ Is the allocated budget proportionate to the nature of the investment and to the ambitions of the project? ◆ Is there some buffer included in the estimated budget in case of market prices variations? ◆ If there a clear budget breakdown presented? 		
4	<p>Is the investment location already specifically identified? (if applicable)</p> <ul style="list-style-type: none"> ◆ If not, is it clear by when/ under which conditions the location will be identified? ◆ If any risks linked to this location, are they properly identified and addressed with mitigating actions (Section G)? 		
5	<p>Are the technical, legal and administrative requirements for the investments clearly identified?</p> <ul style="list-style-type: none"> ◆ Is the investment compliant with these requirements? ◆ Are there any risks related to the permitting procedures and technical constraints (Section G)? 		
6	<p>Are the ownership conditions of the investment in compliance with IA requirements?</p> <ul style="list-style-type: none"> ◆ Are the ownership conditions clear during and after project implementation? ◆ Are the Project Partners the owners of the investment during and after? 		
7	<p>Are the durability conditions of the investment in compliance with IA requirements?</p> <ul style="list-style-type: none"> ◆ Are the maintenance conditions clearly anticipated? ◆ Is the medium/ long term durability of the investment foreseen (continuation, funding, responsible Partner(s), etc). 		



What is Project Budget?

- The “**overview of costs**” of the project – which resources do we need and how can we ensure them?
- A breakdown of the budget into main **cost categories**
- Provision of **short specification (description)** of costs and their **total value**

Main principles

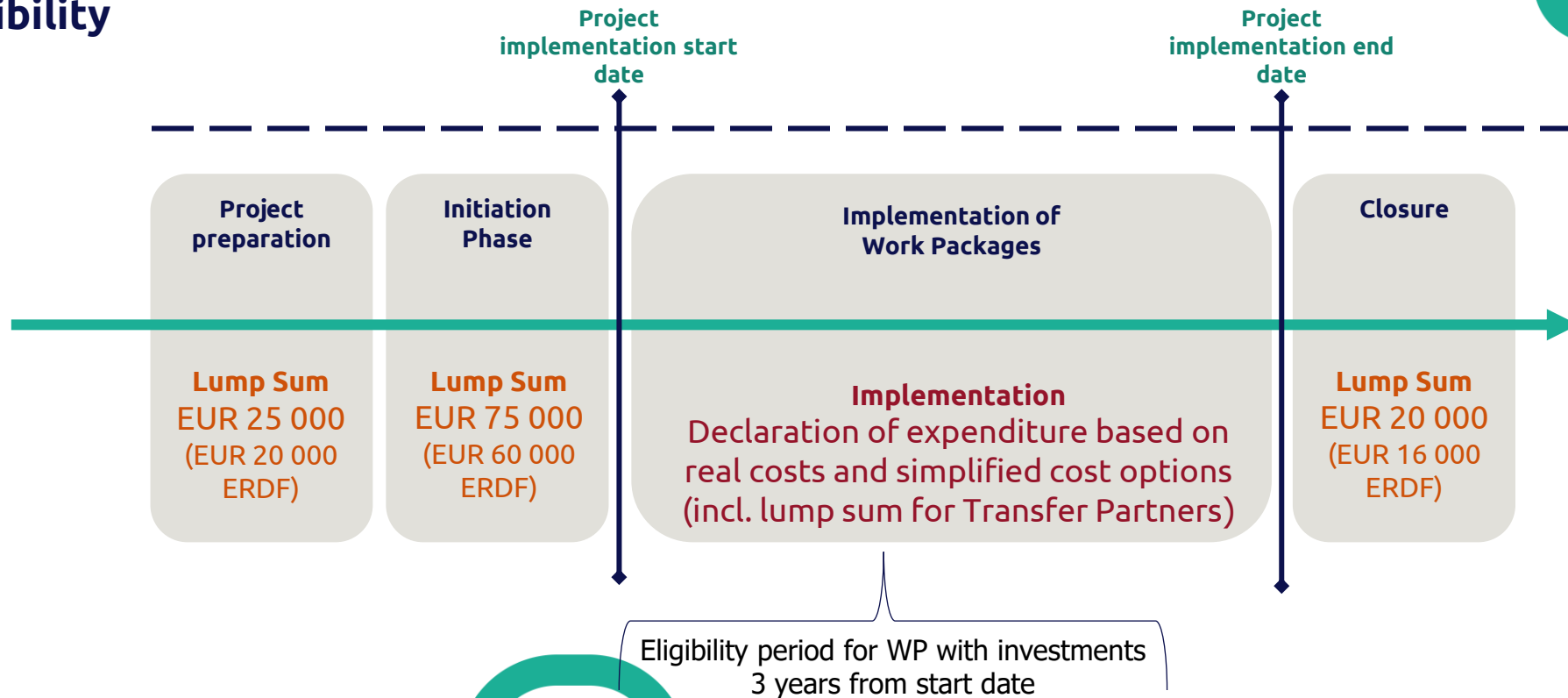
Total costs principle (1.8.1)

Source	%	BUDGET
ERDF	80% maximum	EUR 5 Mio maximum
Contribution <ul style="list-style-type: none">• Cash and/or in kind• Public or private• Own resources or not• Not from EU sources	20% minimum	EUR 1.25 Mio
Total	100%	EUR 6.25 Mio

Main principles

Cost eligibility period

PROJECT PHASES



3 relevant parts of the Application Form

The image shows a vertical list of three application form sections. The top section, 'D - Workplan', is highlighted with an orange oval. The middle section, 'E - Project Budget', is highlighted with a green background. The bottom section, 'F - Partners Contribution', is highlighted with a dark blue background. Each section has a circular icon to its left: a red 'x' for 'D - Workplan', a white checkmark for 'E - Project Budget', and a red 'x' for 'F - Partners Contribution'. A small white downward arrow is visible on the right side of the 'D - Workplan' section.

- D - Workplan
- E - Project Budget
- F - Partners Contribution

D – Workplan: Cost Categories

EUI Budget Cost Category	Cost type	Entry method
Staff Costs	a) Flat rate – 20% of direct costs	Automatic calculation in the monitoring system
	b) Standard scale of unit costs – calculation of each PP hourly rate	Description field (manual entry) Recommended calculation: Annual payroll / # of full-time equivalents / 1720
Office & Administration	Flat rate -15% of the staff costs	Automatic calculation in the monitoring system
Travel & Accommodation	Flat rate - 5% of the staff costs	Automatic calculation in the monitoring system
External Expertise & Services	Real cost	Description field + Total amount field
Equipment	Real cost	Description field + Total amount field
Infrastructure & Construction works	Real cost	Description field + Total amount field

Work Package Budget ⓘ

PP 1 - Rennes ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	Methusalix 10/200				Methusalix 10/200		
Amount (€)	9,090.00		454.9		500,000.00		
PP 2 - En Avant Guingamp ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	Methusalix		N/A			Methusalix 10/200	
Amount (€)	150,0					20,000.00	200,000.00
PP 3 - Marlinspike Hall ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	Methusalix 10/200	N/A 3/200	N/A 3/200	Methusalix 10/200		Methusalix 10/200	
Amount (€)	28,000.00	4,200.00	1,400.00	10,000.00	0.00	130,000.00	173,600.00

- Only PP employees
 - 200 ch. limit
 - No. of full time equivalents
 - Roles and tasks
 - One hourly rate used

- Service type, name of service to be purchased
 - Connection to the project deliverable (D.1.1)
 - No. of units
 - Unit price (if relevant)

- Name of works to be purchased or **used as in-kind contribution**
 - Connection to the related output/investment (I.1.1)
 - No. of units
 - Unit price (if relevant)

- Automatic calculation
 - No description needed

- Automatic calculation
 - No description needed

- Name of equipment to be purchased
 - Connection to the project deliverable (D.1.1)
 - No. of units
 - Unit price (if relevant)

D – Workplan: Cost Categories

Total (€)	187,090.00	28,063.50	9,354.50	20,000.00	500,000.00	150,000.00	894,508.00
------------------	------------	-----------	----------	-----------	------------	------------	------------

Tips for efficient budgeting

- **Budget in EUR (for PP outside Eurozone, no automatic exchange)**
- **Clear connection between planned activities/ deliverables/ outputs and planned cost items**
- **Coherence between cost item description and amount planned (e.g. units)**
- **Exclusion of ineligible costs (EUI-IA Guidance pg. 96-97.)**
- **Be precise! (max 200 characters)**

PP total budget of each Work Package and Cost Category is automatically calculated

D – Workplan: Investment

Investment 1 ⓘ

Title ⓘ

Example

7/200

Investment
Description
(including indicative
budget of the main
cost items)

Description

11/1500

Delivery date ⓘ

19.09.2026



Budget ⓘ

470,000.00

Total amount of investment must be broken-down in the Work Package budget between different cost categories (or fully in one)

Investment share of the WP budget (in €)

470,000.00

D – Workplan: Investment

Work Package Budget ⓘ

PP 1 - MUA ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	<p><u>staff</u> description</p> <p>17/200</p>	<p>N/A</p> <p>3/200</p>	<p>N/A</p> <p>3/200</p>	<p>Expertise description</p> <p>21/200</p>	<p>Equipment needed for investment to be purchased and built-in by the service provider</p> <p>84/200</p>	<p>Infrastructural works to be delivered by service provider</p> <p>57/200</p>	
Amount (€)	36,485.00	5,472.75	1,824.25	32,680.00	150,000.00	320,000.00	546,462.00

D – Workplan: Indicative budget breakdown(s)

Indicative budget breakdown per year

Year ⓘ	2024	2025	2026	2027	Total ⓘ
Amount (%) ⓘ	20%	30%	20%	30%	100.00%
Budget (€) ⓘ	178,901.60	268,352.40	178,901.60	268,352.40	894,508.00

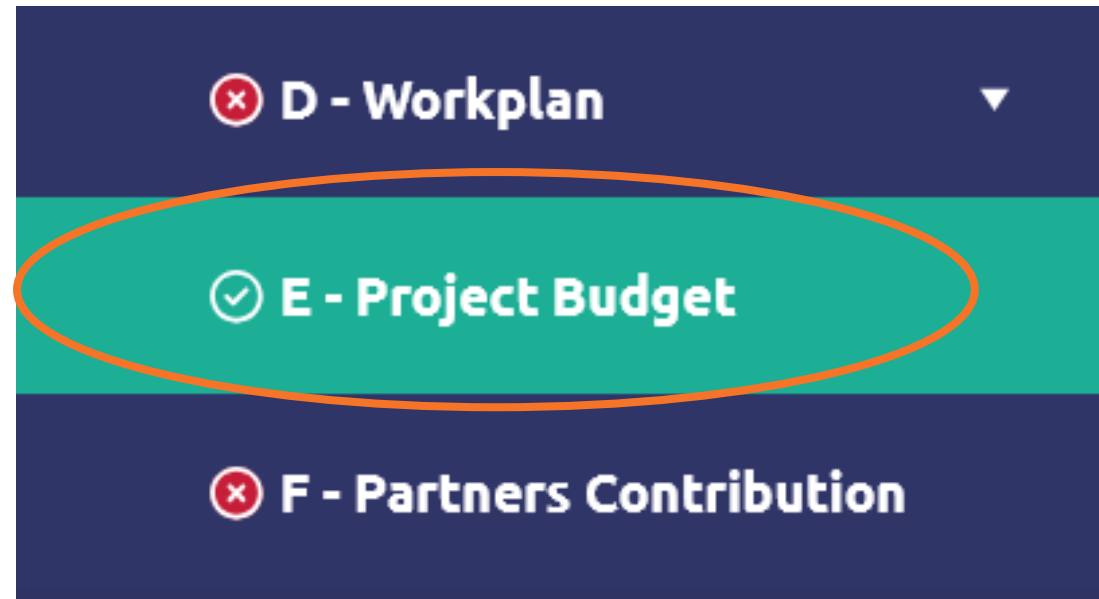
Indicative budget breakdown per activities and investments

Activity ⓘ	Amount (%) ⓘ	Budget (€) ⓘ
A.5.1	24.58%	153,183.20
I.5.1	75.42%	470,000.00
Total ⓘ	100 %	623,183.00

Indicative budget breakdown per year must be estimated and **entered** as %

Automatically calculated by the monitoring system

3 relevant parts of the Application Form



A screenshot of a dark blue application form menu. The menu items are listed vertically: 'D - Workplan' (with a red 'x' icon), 'E - Project Budget' (with a white checkmark icon and highlighted by an orange oval), and 'F - Partners Contribution' (with a red 'x' icon). A white downward arrow is visible to the right of the 'D - Workplan' item.

- D - Workplan
- E - Project Budget
- F - Partners Contribution

E - Project Budget (overview)

E.1 Project Budget Co-Financing Source (Fund) - Breakdown per Partner

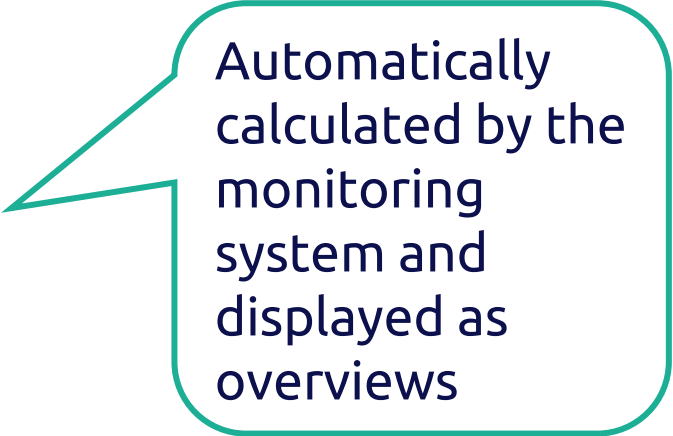
E.2 Project Budget - Overview per Partner/ per Period

E.3 Project Budget - Overview per Partner/ per Work Package

E.4 Project Budget - Overview per Work Package/ per Period

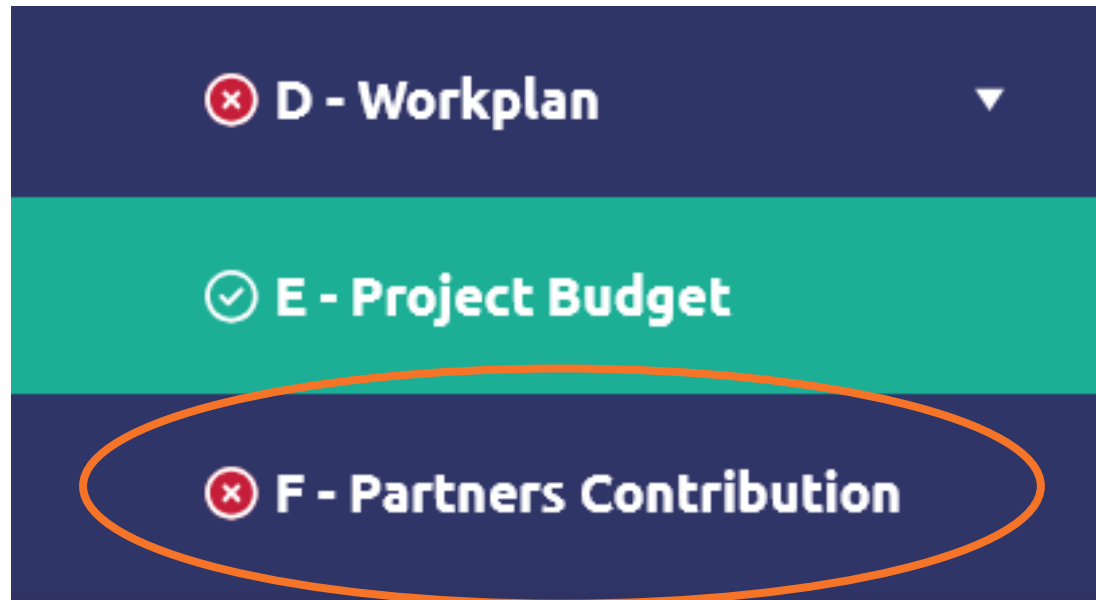
E.5 Project Budget - Overview per Partner/ per Budget Line

E.6 Project Budget - Overview per Work Package/ per Budget Line



Automatically
calculated by the
monitoring
system and
displayed as
overviews

3 relevant parts of the Application Form



D - Workplan

E - Project Budget

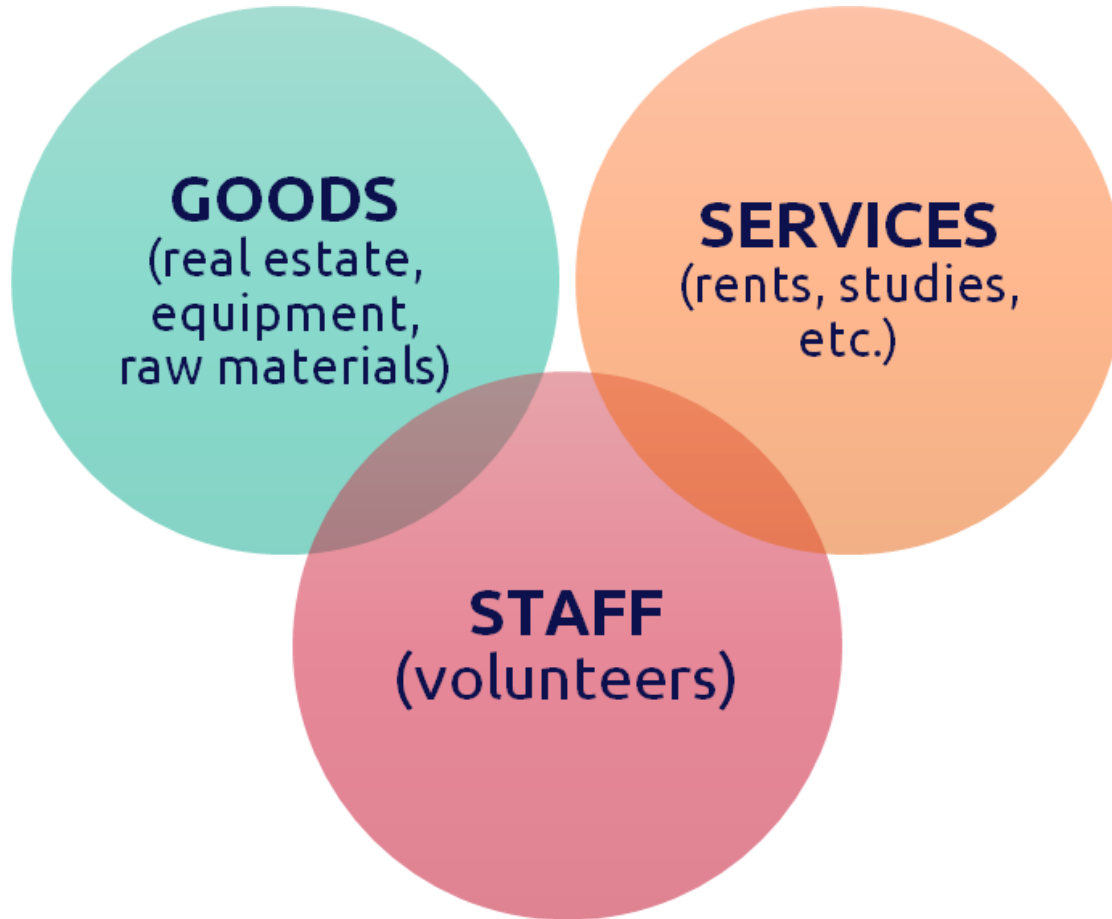
F - Partners Contribution

F – Partners Contribution

PP1 - MUA						
Name of Organisation/ Source of Contribution ⓘ	Legal Status ⓘ	% of Total Partner Contribution ⓘ	Amount (€) ⓘ	Cash or In-kind Contribution ⓘ	Comment ⓘ	
PP2 - AUA 9/200	Public ▼	82.28%	967,467.00	in-kind ▼	The old school building to be refurbished on <u>NEB</u> principles is owned 100% by PP2 (value <u>1.260.000</u> EUR) and to be used as part of the IN-KIND contribution of MUA.	
PP1 - MUA 9/200	Public ▼	2.16%	25,380.00	in-kind ▼	Involvement of 20 volunteers for 600 hours (value of the work estimated as equivalent of a fully paid position of a person with hourly rate 42.3 EUR/h) which equals 4230.00 EUR.	
PP1 - MUA 9/200	Public ▼	15.57%	183,042.40	cash ▼	Salaries of employees (project team) will be partially covered by MUA budget. Hourly rate of the project team (8.5 FTE) is calculated as 62.6 EUR and will be counted as IN-KIND in amount of 20%.	
Total (€)		100%	1,175,889.40 ⓘ		Contribution Target	1,615,834.60

F – Partners Contribution

Work Package Budget ⓘ							
PP 1 - MUA ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	Description 11/200	N/A 3/200	N/A 3/200	Description 11/200	Description 11/200	The old school building to be refurbished on <u>NEB</u> principles is owned 100% by PP2 (value <u>1.260.000</u> EUR) and to be used as IN-KIND contribution of MUA and PP2. 157/200	
Amount (€)	37,236.00	5,585.40	1,861.80	32,680.00	150,000.00	967,467.00	1,194,830.20
PP 2 - AUA ⓘ	Staff costs ⓘ	Office and administration ⓘ	Travel and accommodation ⓘ	External expertise and services ⓘ	Equipment ⓘ	Infrastructure and works ⓘ	Total ⓘ
Description	Description 11/200	N/A 3/200	N/A 3/200	Description 11/200	Description 11/200	The old school building to be refurbished on <u>NEB</u> principles is owned 100% by PP2 (value <u>1.260.000</u> EUR) and to be used as IN-KIND contribution of MUA and PP2. 157/200	
Amount (€)	123,470.00	18,520.50	6,173.50	18,070.00	89,600.00	292,533.00	548,367.00
Total (€)	160,706.00	24,105.90	8,035.30	50,750.00	239,600.00	1,260,000.00	1,743,197.20



What can be used as
IN-KIND
contribution?

Assessment of IN-KIND potential

- general

1. Is IT **necessary for the PP to carry out project** activities and achieve outputs and results?
2. There will be **NO cash payment during the project implementation** period to acquire IT (they were already purchased before, for other purpose)?
3. The value of IT **can be estimated by the independent qualified expert** or duly authorised official body/person AND is in line with the **current market value**?
4. IT does **not exceed the total eligible expenditure**, excluding in-kind contributions, at the end of the project?
5. IT complies with the applicable **national and/or EU rules**?
6. IT was **not previously paid for or co-financed from EU funds**?



Assessment of IN-KIND potential

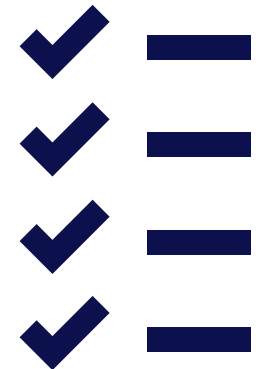
- specific

Contribution is **limited to 10% of the total project budget value.**

LAND
PROVISION

- ✓ Can be budgeted only up to the level of their own contribution (20%);
- For reporting:**
- ✓ Signed agreement between the volunteer and the organisation specifying the duration and conditions of the unpaid work;
 - ✓ Signed time sheets by the volunteer on the project

VOLUNTERS



Practical Exercise

Exercise 10

Let's distinguish a good description of the budget item from a bad one!

Give us  for budget item description you find suitable.

Give us  for budget item description you find unsuitable.

Staff costs ⓘ

1 part time person employed to carry out activity A.5.1.

56/200



123,470.00

External expertise and services ⓘ

24 expert days (D.5.1.1), rate 180 EUR/day. Rental of the event venue for O.5.1 (3 days x 3.700,00 EUR/day). Bus + driver rental for 1 day site visit (A.5.1), 2.650,00 EUR.

172/200



18,070.00

Infrastructure and works ⓘ

Old school building will be refurbished on the principles of the New European Bauhaus as promoted by the European Commission. The school will reflect the city's sustainable urban development strategy.

200/200



1,260,000.00

Staff costs ⓘ

Two full-time researchers, 30 months, one administrat or half-time, 12 months. Hourly rate 38,7 EUR/h.

101/200



366,102.00

Equipment ⓘ

Purchase of the furniture built from sustainable materials for the renovated space 360m2 (A.5.2), amount according to the market research.

138/200



89,600.00

External expertise and services ⓘ

Rental of the 3D printers for development of demonstrative models of innovative solution.

89/200



18,070.00



Practical Exercise

Exercise 10

How to calculate staff cost **hourly rate**?

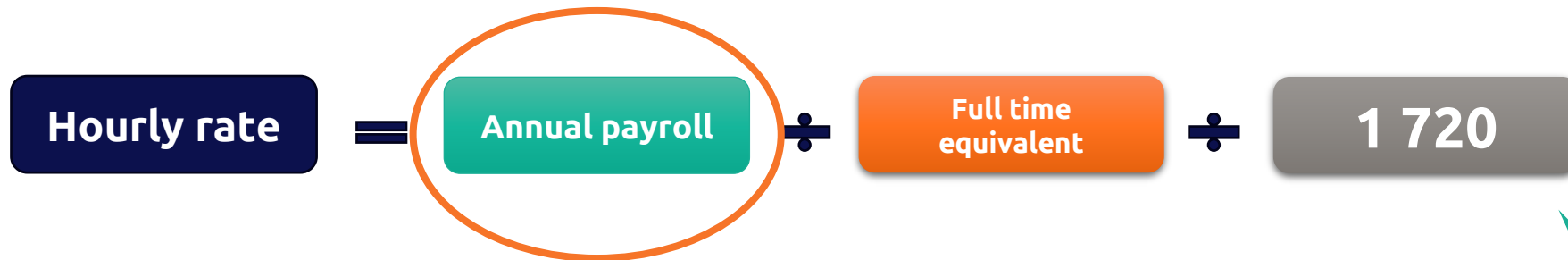
Let's work on the example.

Use your mobile phone calculator.

General formula for calculation of hourly rate

$$\text{Hourly rate} = \frac{\text{Annual payroll}}{\text{Full time equivalent} \div 1\,720}$$

Annual payroll

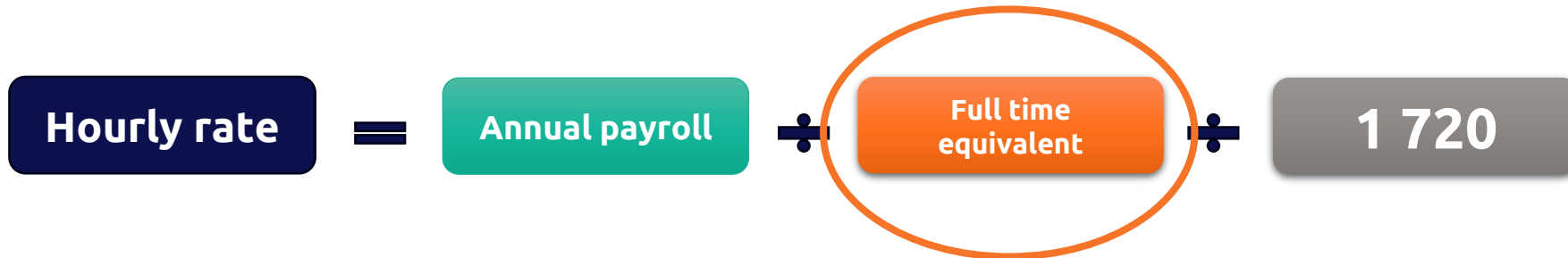


A sum of salaries for the period of a year for the basis which can be:

- the **whole organisation** (all employees) OR
- the **departments participating in the project implementation** (employees of x departments) OR
- the **project team** (employees who work already and will be implementing project + future employees to be hired with known budget for their salaries)

Ask your HR or Accounting colleagues to provide such data (from SAP or other system)

Annual payroll



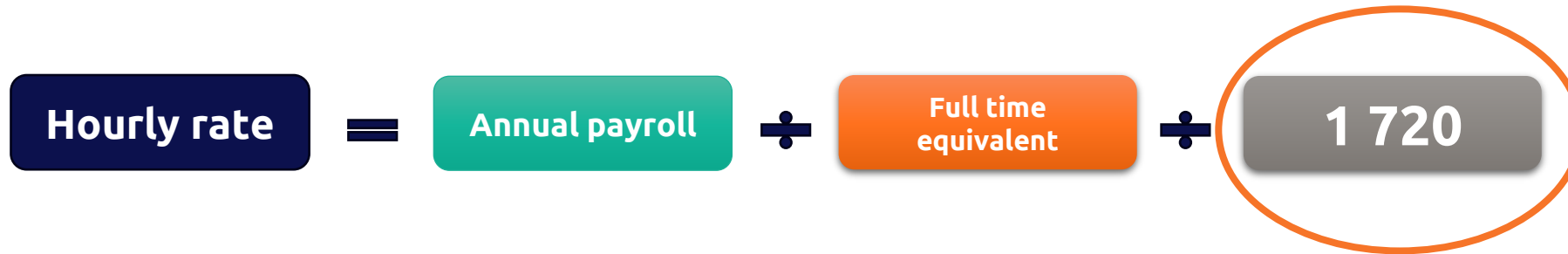
FTE = Adding up the hours of full-time, part-time, and various other types of employees into measurable "full-time" units.

Example:

1. Determine the **basis following the approach of defining the annual payroll** (whole organisation, department(s), project team);
2. For the selected basis **add up their total working time** (e.g. 3 persons contracted for 100% of their work-time, 1 contracted to work 50% of their work-time and 2 contracted working 20%) $3 \times 1 + (1 \times 0.5) + (2 \times 0.2) = 3.90$ FTE

Ask your HR or Accounting colleagues to provide such data (from SAP or other system)

Annual payroll

$$\text{Hourly rate} = \frac{\text{Annual payroll}}{\text{Full time equivalent} \div 1720}$$


1720 is **equivalent** to the maximum number of hours per full time employee per calendar year (in case national legislation is limiting the full-time employment to less please use 1720 as meant to calculate with).

Scenario 1 - whole organisation as basis

Accounting staff has provided you with the report from organisation's SAP on salaries of all staff in 2023:

**4.786.280,00
EUR**



Accounting staff has provided you with information:

64 working 100%
6 working 50%
12 working 25%
of their time for the organisation

FTE calculation:
 $64 + (6 \times 0,5) + (12 \times 0,25) =$

70 FTE

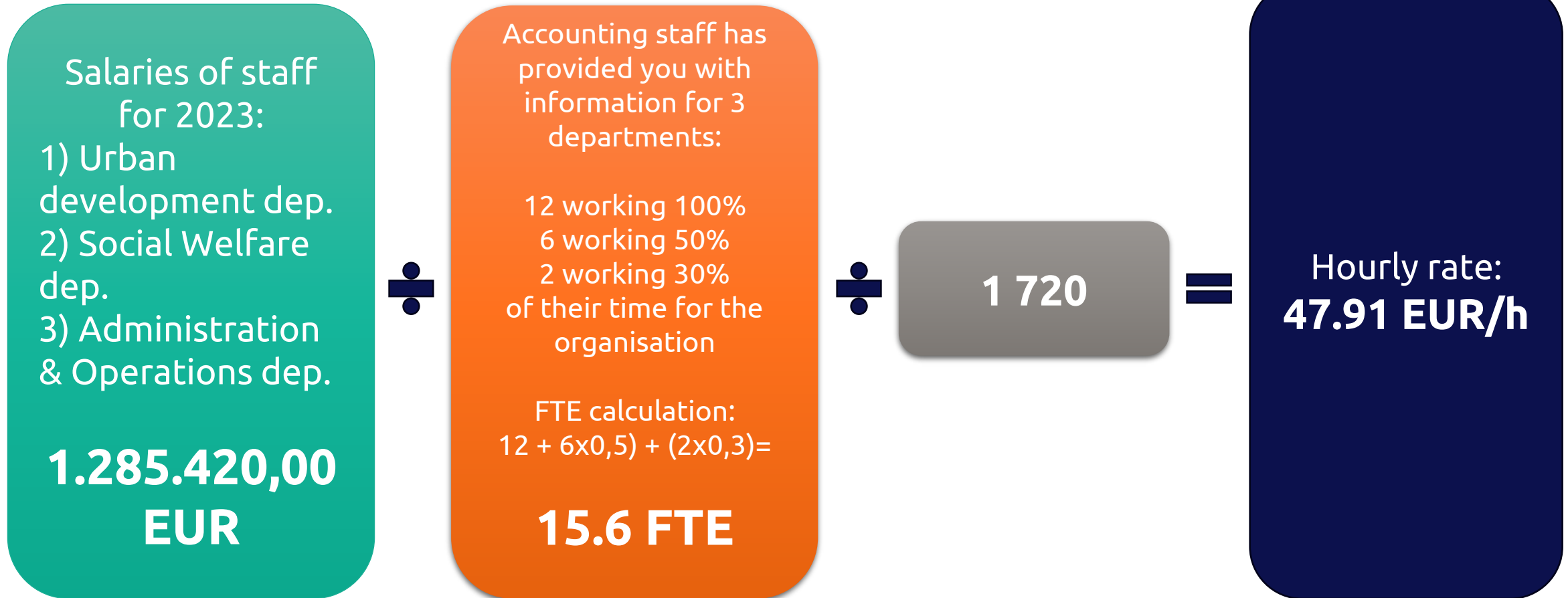


1 720



Hourly rate:
39.75 EUR/h

Scenario 2 – 3 departments involved in the project implementation



Scenario 3 - project team as basis

Accounting staff has provided you with the report from organisation's SAP on salaries of staff to implement the project (11) in 2023:

**742.900,00
EUR**



Accounting staff has provided you with information:

4 working 100%
4 working 50%
3 working 30%
of their time for the organisation

FTE calculation:
 $4 + (4 \times 0,5) + (3 \times 0,3) =$

6.9 FTE




1 720



Hourly rate:
62.6 EUR/h



**Questions &
Answers**



How do you
monitor and
evaluate the
success of your
project?

Measurability

Strategic Assessment

clearly defined changes to be achieved as a result of the project's implementation

specific, realistic, measurable results quantified through indicators

Monitoring & Evaluation framework

Operational Assessment

relevant monitoring and evaluation activities

pre-defined indicators taken into account



Two type of indicators

Output Indicators

- Measure and monitor project outputs
- Predefined in the Terms of Reference of the relevant Call
- Relevant ones for the project proposal should be selected
- If they do not fit the category "other" should be selected

Result Indicators

- Measure the effects of the interventions on the target area
- Predefined in the Terms of Reference of the relevant Call
- Relevant ones for the project proposal should be selected
- If not sufficient or relevant project should develop own indicators
- Use RACER criteria to define good quality indicators

Relevant

Accepted

Credible

Easy

Robust





Practical Exercise

Exercise 11

Group work

Select one objective and linked to it result defined for our Ballygham project and propose an example of a relevant result indicator



7 min

Examples

Expected result:

Increased local
fresh food
production using
rehabilitated
under-used land.

Example no 1 [change to be achieved by the project from the overall city's perspective]

Name: Amount of food produced locally by the city

Measurement unit: Tonnes

Description: This indicator measures the change in amount of food (vegetables, fruits and herbs) produced locally by the city authorities through the adoption of an action plan aimed at the city brownfield sites' rehabilitation and reuse for agriculture purposes

Baseline: XX tonnes

Example no 2

Name: Amount of food produced locally by the city on the Municipal farm

Measurement unit: Tonnes

Description: This indicator measures the amount of food (vegetables, fruits and herbs) produced locally by the city authorities on the Municipal farm through the adoption of an action plan aimed at the city brownfield site's rehabilitation and reuse for agriculture purposes

Baseline: 0

Examples of result indicators

Expected result:

Reduced reliance on imported food and decreased cost of fresh produce delivered to school canteens, resulting in cost savings for the municipal budget.

Name: Food imported by the municipality for the education and care institutions' use

Measurement unit: Tonnes / year

Description: This indicator measures the amount of food imported by the municipality for its education (nurseries, kindergartens and schools) and care (elderly care home, assisted living center) institutions for cooking the meals.

Baseline: XXX tonnes / year

Name: Average daily cost of a single school meal

Measurement unit: Euro

Description: This indicator measures an average total (including both municipal and family fee) daily cost (*calculation method*) of a single school meal.

Baseline: 10 euros

Examples of result indicators

Expected result:

Increased access to nutritious food at school, leading to improved health outcomes for school children, coupled with enhanced awareness and education on healthy eating.

Name: Students attending school without breakfast

Measurement unit: Percentage

Description: This indicator measures the change in number of students attending school without breakfast before and after the implementation of the Free school meals Scheme.

Baseline: 23%



Practical Exercise

Exercise 12

Group work to define deliverables for the pre-defined activities in Work Package Monitoring and Evaluation

Gather around your table and jointly define one-two deliverables for the pre-defined activity that was allocated to your table



7 min

In the Application Form

Work Package Monitoring and Evaluation

Activity 3.1: Monitoring of project performance

Activity 3.2: Establishment of the evaluation framework of the innovative solution

Activity 3.3: Data collection on the implementation/ performance of the innovative solution

Activity 3.4: Final evaluation of the innovative solution and reporting on result indicators

Activity 3.5: *own additional activity if deemed necessary*

Activity 3.1: Monitoring of project performance

Good example

- ✓ Collection and reporting of information about the project's progress according to the Monitoring Plan
- ✓ Participation in Milestone Reviews with the Permanent Secretariat
- ✓ Design and implementation of internal project monitoring to anticipate potential deviations

Bad example

- x Project monitoring
→ Who? When? How?
- x Monitoring report
→ To whom? How often?

Activity 3.2: Establishment of the evaluation framework of the innovative solution

Good example

- ✓ Selection of the evaluation approach
- ✓ Conceptual outline of the evaluation approach
- ✓ Development of the data collection instruments

Bad example

- x Questionnaire
 - What for?
- x Evaluation matrix
 - What does it include? How will it be used?

Activity 3.3: Data collection on the implementation/ performance of the innovative solution

Good example

- ✓ Design of provisions for sound data management
- ✓ Collection of qualitative and quantitative data
- ✓ Analysis of qualitative and quantitative data

Bad example

- x Evaluation database
 - x Report
- Both elements are not clear

Activity 3.4: Final evaluation of the innovative solution and reporting on result indicators

Good example

- ✓ Collection of feedback from project partners and stakeholders on the evaluation
 - ✓ Creation of the final evaluation report
- ✓ Capture of lessons learned in a final evaluation factsheet

Bad example

- x Final evaluation
 - Not precise enough
- x Final event
 - Duplication with WP Communication and Capitalisation

Activity 3.5: own additional activity if deemed necessary

Environmental,
social and/or
economic
impact
evaluation

Sustainability
plan

Environmental
risk
assessment

...



Presenting a
Strong Partnership
and Embedding
Co-creation and
Participation



MAIN FEATURES OF an EUI-IA solution

3

PARTICIPATIVE

strong Project Partnership (public authorities, industry, academia and civil society)

participative approach (consultation, coordination and co-design)

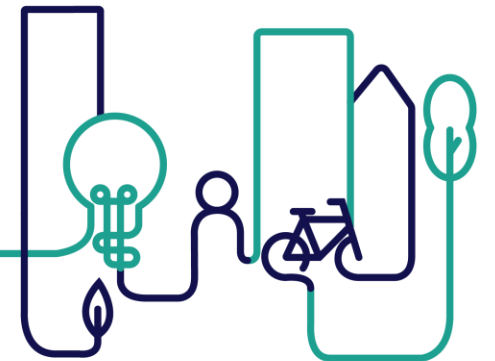


Presenting
a Strong Partnership

Presenting your Partnership

What is a Strong Partnership?

- includes **relevant experience** and **expertise** to **complement** MUA and **add value**.
- is **balanced** and **complementary** in terms of policy and thematic competences.
- should seek to **promote horizontal** (different actors and dimensions of urban challenge) and **vertical integration** (different governance levels).
- There is **no “one size fits all” solution**



In the Application Form you will be asked to..

Describe the:

- *structure of your Partnership.*
- *why partners are needed to solution and achieve objectives*
- *how Partnership is balanced and complementary*

note that it is recommended that representatives from all relevant actors are included in the Partnership: i.e., public authorities, industry, academia and civil society (Quadruple Helix).

B1.1 - Relevance of the Partnership why are these Partners needed to implement the proposed solution and to achieve project objectives

In the Application Form you will be asked to..

What is the contribution of each Partner to the project?

Describe:

- the role and involvement of each Partner in implementation
- Include reference to Partners' thematic competences, expertise and experiences.
- MUA or at least one Partner should **demonstrate experience in international transfer and/or networking activities**

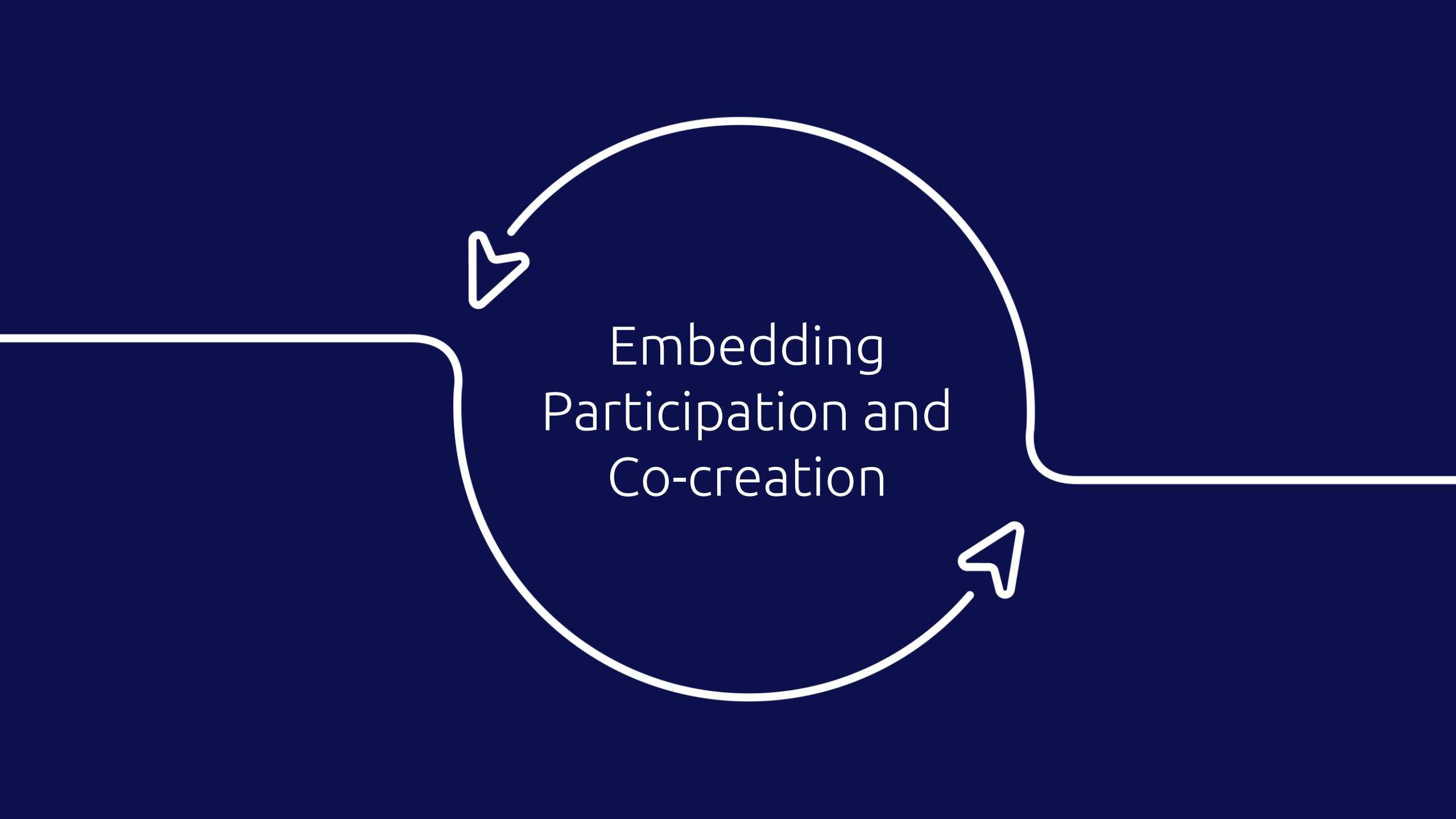
B.1.2 Relevance of the Partnership: contribution and role of the Partners in the implementation of the proposed solution



Presenting your Partnership Tips for Applicants

Ask yourself

- **Why** these Delivery Partners?
- **How** do the Partners **complement** each other?
- Is anyone **missing**?
- Does each Partner have a **meaningful role**?
- How does each Partner **support** the **achievement** of project **objectives**?



Embedding
Participation and
Co-creation

Participation and Co-creation

What is a Participative approach?



“New forms of participation should be encouraged and improved, including **co-creation** and **co-design** in **cooperation** with the project’s **target groups** and more widely with **inhabitants, civil society networks, community organisations** and **private enterprises**. Experimenting with **new forms of participation** can help cities **manage conflicting interests, share responsibilities, and find innovative solutions** while also **reshaping and maintaining urban spaces** and **forming new alliances** to create **integrated** city spaces. Public participation is **central to the successful delivery of a high-quality built environment.**”



Participation and Co-creation

Target Groups and Wider Group of Stakeholders

- EUI-IA projects should **integrate** and **apply participation** and **co-creation** processes with **stakeholders** across **the different project phases**.
- Stakeholders are groups/individuals **who may influence** or **be influenced by the project**
- **Target Groups** are directly affected by the project's outcomes
- Neither have official status of Project Partners
 - **No active role/** responsibilities
 - **No dedicated budget**
- Ensure **effective mechanisms** of **consultation, coordination** and **co-design** with **stakeholders/target groups**.

Identifying stakeholders, understanding their influence on the EUI-IA project, and balancing their needs and expectations are critical to the success of the project!

Ask : What is the 'maximum feasible participation'?



Figure: Sherry Arnstein's ladder of participation – from URBACT

In the Application Form you will be asked to..

Briefly list the main key stakeholders (not direct Project Partners) relevant to the proposed solution.

Please describe how they have been involved in the project's design phase and how they will be involved throughout the whole project implementation.

**C.2.1 Involvement of the wider group of stakeholders
in project design and implementation**

In the Application Form you will be asked to..

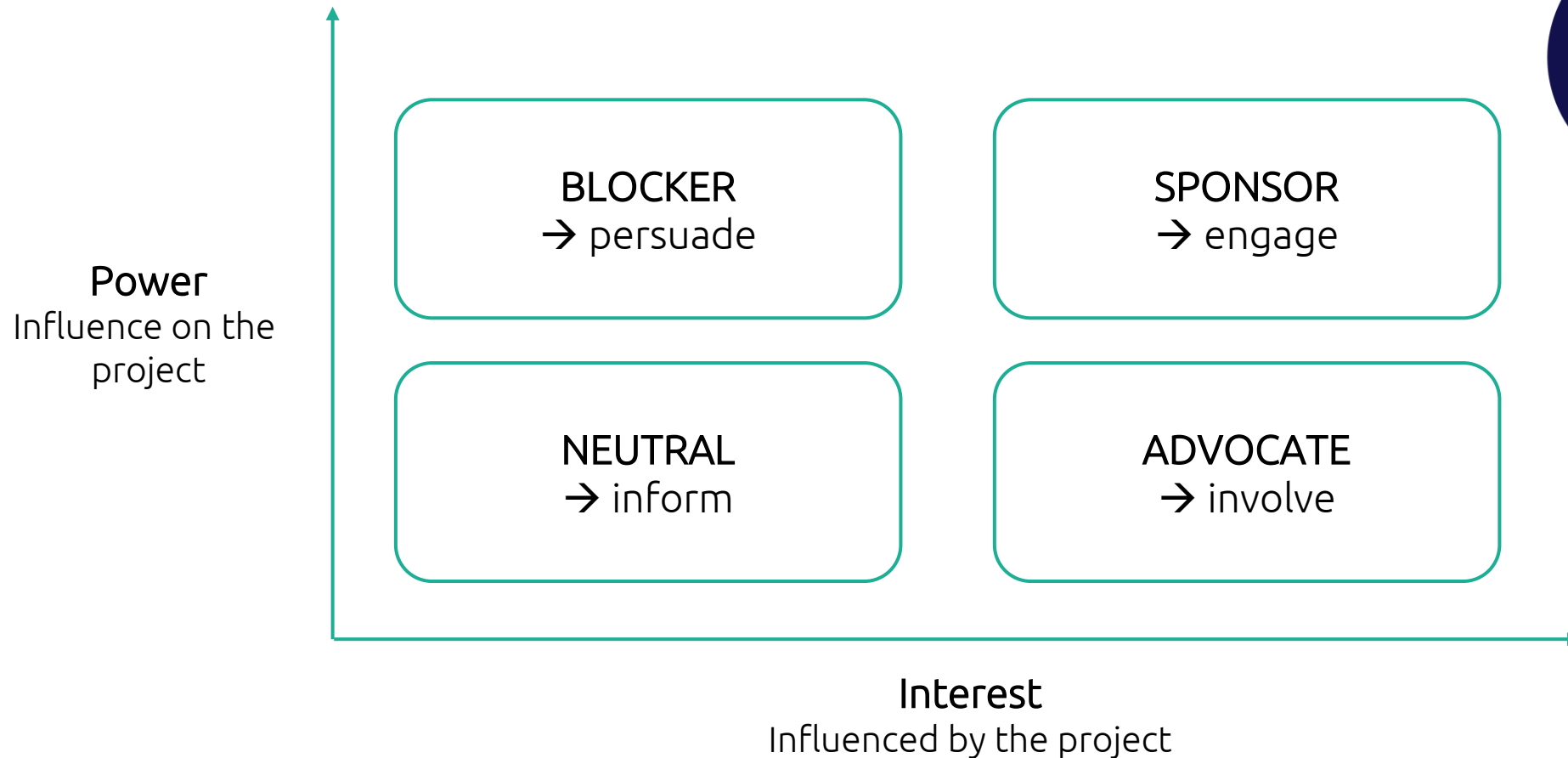
To what extent the proposed solution integrates participation and co-creation processes?

Describe how the participation and co-creation processes with inhabitants, civil society networks, community organisations, private enterprises and other relevant stakeholders will occur throughout the whole project implementation.

In the Application Form you will be asked to..

Specify who are the target groups directly benefitting from the proposed solution (e.g. young unemployed people, SMEs, asylum seekers, etc.). Provide an estimation of how many people for each target group will directly benefit from project outputs and results and explain how.

Mapping of Project's stakeholders and target groups



Project's stakeholders and target groups

SPONSOR > ENGAGE	ADVOCATE > INVOLVE	NEUTRAL > INFORM	BLOCKER > PERSUADE
<p>Their actions and decisions will have a high influence on the outcomes of the project. This group is also highly interested in these outcomes. This is obviously the most important area which needs to be carefully analysed, as these stakeholders are relevant to the decision-making process in the project.</p>	<p>Support the work. Even though these organisations are unlikely to affect the project, they might in return be highly affected by it. It is the responsibility of the project to address these stakeholders' interests, especially in order not to become a threat to them and induce their shift towards the "blocker" position.</p>	<p>Neutral to the work but might move towards any other position. Their decisions are unlikely to have serious consequences on the project and they have little interest in the purpose of the project. They are not irrelevant to the project because they might move towards a different area based on the relations they have with other stakeholders.</p>	<p>May hinder the work of the project. Organisations that have a strong power on the project outcomes, but no direct interest. These organisations may represent a risk to the project; however, if appropriately addressed they may become neutral, or even better.</p>
<p>These are key players, so focus efforts on this group. Involve them in the project decision-making/consultation.</p> <p><i>Farming community Local schools Public procurement officers</i></p>	<p>Make use of interest through involvement in low-risk areas. Keep them informed and consult them on interest areas.</p> <p><i>Parents</i></p>	<p>Keep them informed via general communication.</p> <p><i>General Public</i></p>	<p>Engage and consult on the interest area and try to increase the level of interest.</p> <p><i>Local Community near the Municipal Farm Farming community</i></p>



Practical Exercise

Exercise 13

worksheet 6. Presenting your partnership and embedding participation and co-creation

Based on your own project reflect on your stakeholders and the participation processes in your proposal.

Who ? Which stakeholders will you involve in participation and co-creation during project implementation?	What is the objective(s) of the co-creation process? Persuade Engage Inform Involve	How will you reach them? What motivates them to engage in the participation and co-creation activities of your project? If they lack motivation, how will you persuade them to participate?	How will the co-creation process take place? Which mechanisms ? When during project implementation ?	Is it the “maximum feasible participation”?	Could it be an output or a result indicator?
Farming community					
Local schools					
Parents					

Example



**That's a wrap ! Let us know
what you think !**

**Thank you & safe journey
home !**