Co-CREATION model of teaching and learning in the EU context
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FOREWORD

Public administrations play a pivotal role in producing high-quality standards and delivering products and services of good value, easy to be used and personalized. The effective collaboration across governmental institutions and with societal actors enables the effective policy making, thus leading to production of efficient outputs with sustainable results and impacts. Moreover, the effective engagement with societal actors can help the uptake of societal assets, easing the resource needs, allowing new services and new business to be launched and support the active citizenship in the decision making process. Collaborations, multilevel partner alliances and partnerships trigger the CO-CREATION approach for local economic development, resource efficiency and circular endeavours.

The CO-CREATION is an innovative concept within the European domain enabling (once interiorized) municipalities to cooperate among them, without boundaries, joining efforts towards common objectives, such as: economic recovery, competitive growth, social inclusion and better wellbeing.

The present Handbook is developed within the project: “CO-CREATED – CO-CREATion approaches for European civil servants: Educational framework”, funded by Erasmus+ Programme of the European Commission.

The Handbook is addressed to public and civil servants, administrators, the young people, volunteers and sectoral undertakings which indent to apply the CO-CREATION principle in their daily work based on gaining competences and skills and entrust the collaborating mechanisms.

The structure of the document is organized in a way that it serves the needs identified as of the outcomes of the survey performed during the investigation phase and the opportunities for capacity building, skills alliances and human resource management principles.

The first section addresses the list of the most significant abbreviations and glossary related to the EU project planning and management competencies.

The second section provides a thorough description of the co-creation concept and values, having in mind that nearly half of the respondents of the survey have never heard about co-creation initiatives.

The third section addresses the volunteering practice based on the assumptions that the added value of volunteering is the promotion of culture of volunteering and engagement in public life.

The fourth section describes the EU community programmes and grant opportunities the public actors can explore so that a long-lasting open dialogue between counterparts can be initiated and sustainable partnerships leading to trustworthy communities to be ensured.
SECTION 1

List of abbreviations addressed to the EU project planning and management competencies
GLOSSARY

**DG** – Directorate General of the European Commission. It is a policy department, responsible for a respective policy area.

**EACEA** – Executive Agency Education, Audiovisual and Culture. It is entrusted with implementation of programmes and activities of the European Commission.

**EASME** – Executive Agency for Small and Medium Enterprises. It implements programmes and funds projects in the field of innovation, energy efficiency, environment and maritime affairs with a particular focus on SMEs.

**EEN** – Enterprise Europe Network. It is the world’s largest support network for small and medium sized enterprises with international ambitions.

**EU Aid Programme** – It is an European programme which implements policy for international cooperation and development.

**European Citizen Initiative** – register within the EC where citizens can call the Commission to make a legislative proposal. Once an initiative gathers 1 million signatures, the Commission decides on what follow-up action to take.

**Europe Direct** – It is an European information network designated by the European Commission to target all EU citizens.

**European Documentation Centers** – They are established into Universities and college institutions of higher learning and make the paper and electronic documentation of the institutions of the Union accessible to the academic world and the general public.

**EIB** – European Investment Bank.

**EURES** - European Employment Services. They provide assistance for jobseekers as well as tailored European recruitment projects for individual employers.

**European Research Council** - Its mission is to encourage the highest quality research in Europe through competitive funding and to support investigator-driven frontier research across all fields of research, on the basis of scientific excellence.

**ERDF** – European Regional Development Fund. It’s a fund allocated by the European Union to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions.

**ESF** - European Social Fund. It is the European main instrument for supporting jobs, helping people get better jobs and ensuring fairer job opportunities for all EU citizens.

**European Solidarity Corps** - It allows young people (between 18 and 30) to carry out volunteer or paid activities in projects that help people and communities across Europe.
**European Youth Portal** - It is a multilingual website owned by the European Commission and addressing young people in Europe and providing access to youth related European and national information.

**European Year of Volunteering** - It is designed to encourage regional and local authorities to improve and promote volunteering within member states.

**European Voluntary Service** - It is partnership between two or more promoting organisations responsible for recruiting volunteers for their project.

**NCFF** - Natural Capital Financing Facility. It is a financial instrument that combines EIB financing and European Commission funding under the LIFE Programme, the EU’s funding instrument for the environment and climate action.

**National Contact Points** - They are structures established and financed by the national governments and provide personalized support on the spot and in applicant’s own languages.

**PF4EE** - Private facility for energy efficiency. It aims to increase the private financing of investments in increased energy efficiency projects.

**PIC** - Personal Identification Code. It is attributed to an organization registered in the European Portal.

**UBRACT** - It is an European Territorial Cooperation Programme aimed to foster sustainable integrated urban development in cities across Europe.
DEFINITIONS

Action – a manner or method of performing

Active citizenship – an active performance of people in a community

Audit – an official examination and verification of organization’s or individual accounts or financial situation

Benchmarking tool – a mechanism enabling comparison against other organisations and similar data sets

Best practice project – a project showing results of explicit relevance and impact

Capacity building projects - projects for improving skills and competences of the target groups

Circular economy – a regenerative system, in which the waste and pollution are minimized keeping the products and materials in use

Civil society – a network of groups working in the interest of the citizens but outside the government and for-profit sectors

Civil techs (civil technologies) - tools, platforms and digital devices that aim to reinstate a certain confidence that has been lost over the last decades between the citizens and their representatives, but also between the citizens and the public institutions

Co-creation - management initiative or form of economic strategy, that brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome

Co-financing ratio – the numeric level, toward which parties collaborate and contribute toward funding

Cohesion policy – the European Union’s strategy to promote and support the “overall harmonious development” of its members and regions

Communication – exchange of information or news

Community programmes – programmes targeted to groups of people

Complementarity - bringing together stakeholders to identify and formulate need or public issue

Corporate Social Responsibility – form of corporate self-regulation integrated into a business model

Decision-making process – a process where people discuss specific issues and problems to find common solutions

Democratic scope – level of determination of democratic principles and rules

Demonstration project - practically implementing, testing, assessing and disseminating actions, methods or approaches that are new or unknown in the specific project context, such as geographical, environmental or socio-economic context and that can be implemented elsewhere under similar circumstances

Eligibility criteria – key standards that are desired to be achieved in a given requirement
European Competence Passport – an electronic portfolio of one’s skills and competences

Expertise – expert skill or knowledge

Evaluation – analysis of a project results based on certain eligible criteria standards

Evidence planning tool – a method for improvement of the work based on assumptions and evidences

Facilitator – a person who helps a group of people understand their common objectives and carries out various options towards a shared solution

Financial capacity – the level of performance of a company or a person to manage financial flows

Financial instruments – methods, tools, programmes, etc. which provide funds for implementation of certain activities

Flagship initiative – key initiative that could support and strengthen innovation and development at local and transnational level and is supported by effective intervention policies and by a strong operational response

Follow-up – an act or action that come up as a result

Governance – a vision of managing public affairs openly in front of the society

Grant – a subsidy for a certain initiative

Impact of Volunteering – the effect that Volunteering can provide

Inclusion – a process of bringing something or someone into a community or society

Inclusive growth – One of the EU policies aimed at promoting employment, social and territorial cohesion

Intelligent growth – One of the EU policies aimed at developing economy based on knowledge and innovation

Integrated projects – implement on a large territorial scale comprising sectoral activities

Integrated urban development – development of the urban environment uniting sectoral domains

Intellectual Property Rights – the exclusive rights given to a person or a company over the use of their creations

Intervention policy – a way of application or interfere of a society

Learning process – process of gaining knowledge and skills

Local knowledge – a sharp understanding of the characteristics (possibilities and weaknesses) of their environment (geography, economy, actors, etc.) and what can be done

Logic frame (logframe) – analytical approach requiring the development of a logframe matrix or a support matrix for the elaboration of a logical and reasonable scheme to facilitate and center the project formulation

Mistake library – a library that is usually created to prevent mistakes to happen twice. It is common knowledge that learning is through making mistakes
**Mobility** – movement of people from one social group, class or level to another

**Monitoring** – a technique for observing, checking or keeping a continuous record of a process or quantity

**Needs-based approach** – a method which is applied considering the needs of a group of people

**NGO** – Non-governmental organisation

**Non-state stakeholders** – actors from the civil society and the business market

**Open government** – a concept of a governmental management with the public participation and collaboration.

**Operational capacity** – the level of performance of a company or a person to implement assigned activities and actions

**Outcome assessment tool** – a mechanism, a programme to track and measure outcomes

**Participatory budget** – budget which is constructed with the contribution of the community

**Participatory democracy** – individual participation of citizens in political decisions and policy making that affect their lives.

**PDCA (Plan, Do, Check, Act) process/approach** – a four step model for carrying out a change

**Pilot project** – project implementing a technical tool or method that has not been implemented before or elsewhere, providing potential benefits to the environment

**Preparatory project** – draft project content which is to be further detailed based on specific terms and conditions

**Problem's tree** – a planning tool which aims to analyze the existing problems as part of a formative evaluation of a project

**Programme opportunity** – opportunity provided by a specific Programme to match the proposer's themes and project requirements

**Project cycle management** – practice of initiating, planning, executing, controlling, and closing the work of team to achieve specific goals and meet specific success criteria at the specified time

**Public action** – an act or activity, implemented by a group of people or community

**Representativeness** – the demand can concern a certain category of people or stakeholders who are able to express their needs

**Sector skills alliance** – designed to tackle skills, aligning vocational education and training systems without labour market needs

**Self-assessment tool** – an instrument used to evaluate and understand how well an organisation is measuring impact

**SME instrument** – financing tool targeted to SME to develop their growth potential

**Social accountability** – the idea of information and expected results from local authorities in the implementation of public policies
Social and Solidarity Economy (SSE) – a process in which organizations pursue explicit social and environmental objectives and involve various forms of co-operative, associative and solidarity relations.

Social cohesion – set of characteristics that keep a group function as a unit. Social cohesion is one of the EU priorities which aims to achieve balanced social-economic development throughout the EU.

Social effect – a significant positive change that addresses a community or a group of people.

Solidarity – an agreement of feeling or action among individuals with a common interest.

Specialist tool – instruments or programmes designed for a specific task and for social ventures.

Stakeholder – a person interested in something, especially business.

Steering committee – a group of experts who provide support, advocacy and consultancy for projects they oversee.

Strategic partnership – a cooperation between individuals or group of people that brings positive and long-lasting effects on them.

Structured dialogue – dialogue with young people and youth organisations and decision makers which serves as a forum for continuous joint reflection on the priorities, implementation and follow-up of European cooperation in the youth field.

Sustainable growth – a development policy based on greener economy, more efficient in resource management and more competitive businesses.

Transnational approach – a method involving partners from several countries, to demonstrate that the project is capable of producing an impact on the EU area as a whole and to elaborate the proposals in a vehicular language.

Technical assistance projects – a financial support provided to the applicants in the preparation of their specific projects in the form of grants.

Third Sector – a sector that represents neither public nor private sector, e.g. a community sector.

Tree of objectives – a tool that is used to analyse and graphically breakdown the objectives into smaller and manageable parts.

Trial and error method – a method of reaching a correct solution or satisfactory results by trying out various means.

Tunnel effect – a person in position staying for a long time without a review on a specific issue.

Verification – a process of establishing the truth, accuracy or validity of something.

Voluntary Action – an activity based on willingness of someone to undertake a service.

Volunteering Programmes – Programmes which allow the involvement of volunteers.
CO-CREATION PILOT MODEL

- What is co-creation of local public policies?
- The co-definition of needs (with citizens and stakeholders) to identify the demand
- Co-construction of solutions
- Application (options, objectives) – Collective agility
- Follow-up, communication and evaluation – capitalise and deliver together
MODULE 1: WHAT IS CO-CREATION OF LOCAL PUBLIC POLICIES?

Objectives of the module
The module aims to better understand the idea of “co-creation of local public policies” and its concerns. It intends more precisely to perceive the outlines, the principles and the specifics of it. The latter results both from the way co-creation revisits the decision process and the cycle of elaboration of public policies as well as from the difference of co-creation from other forms of participation of diverse stakeholders in the making process of public policies.

What will you learn?

From a “process-centric operating model” ...

Whatever our country, its history and its cultural, economic and political characteristics, there is a challenge that we share in the world and in Europe: the complexity of public policies. In a context of ecological, social, economic and demographic crises which call out for simultaneously short- and long-term solutions, the definition of collective issues and the way we manage them cannot rely on the methods of regulation inherited from the past centuries, that is to say from a time in history not yet formed by globalisation, digital revolution, the ecological and environmental crisis and its consequences (climate migration, rarefaction of natural resources, obligation to come up with a new model of development instead of the current one coming from the modern industrial era).

Since the establishment of the modern Western State, and in particular since the period of industrialisation, the political and administrative institutions have public policies at their disposal as the principal tools of action. Our everyday lives, both individual and collective, are being regulated by public policies, on a local, national and international level. The concept of public policies is characterised traditionally by the idea of intervention of a public authority that is legitimised by the government in a specific field. Public policies are the result of the actions of the State in the society. This classical approach to public policies places the administration in the heart of everything, as the long arm of the State’s actions. From this perspective, public policies are supposed to be defined through the demands, competences and procedures of political and administrative institutions. The policies are supposed to be devised through the councillors and civil servants of these institutions.
According to the experts, the development of a public policy includes different sequences. Let’s take as an example the four sequences that the learners of this module know well: 1) starting point: identifying a problem; 2) placing it on the agenda and formulating a policy that offers solutions to the identified causes; 3) decision-making between the solutions; 4) evaluating the results to find out if the policy fulfilled the expectations of the implied agents (or stakeholders).

This legal-rational approach to the decision-making process seems more as an ideal than the reality which needs to take into consideration the complexity of the networks and the roles of players, overlapping and structuring the different levels and circles of the decision-making. Furthermore, this approach reflects a state centred and linear vision of the definition and the treatment of public problems which is no longer suitable. This approach does not allow to treat the primary risks of the society and fosters oftentimes a tunnel functioning way of working which excludes citizens and stakeholders from getting involved in public affairs. By doing so, the administration maintains the management of the public affairs as a strict monopoly of the institutional sphere.

Not taking into consideration the citizens, and generally the stakeholders in the development of the decisions that affect them, is the root of their defiance of their State, but also the inefficiency of the public policies whose definitions are too disconnected from the aspirations and needs of the populations, including on the local level. Not taking into
consideration the expectations of the stakeholders and the contexts originates from these public policies that are already disconnected from the environmental and societal risks.

The analyses show a raise in expectations amongst the populations in terms of transparency, accessibility, accountability and of services that are more adapted and efficient (responsive services) in comparison to the public sector. The analyses also show that the public policies that respond to the expectations of the population come at a very low cost (including the social and political costs). Not satisfying these expectations lead to the delegitimation of public action, to the increased inefficiency of public policies and often even to public powerlessness. In concrete terms, it leads to the weakening of social cohesion, to the rise of populism and extremism, which, in fine, weaken democracy and lead to abandon this approach in favour of other types of regulations.

To go even further:

Refunding the state: public administration at the heart of political reform

The Governmental Learning Spiral A concept to organize governmental learning around complex governance challenges* By Raoul Blindenbacher and Bidjan Nashat
http://www.institut-gouvernance.org/docs/the_governmental_learning_spiral.pdf

Check the design motion about the question of the crisis of the democracy (available with English subtitles): https://youtu.be/ZCAQb7tIgEk

... to a “people-centric model”.

These last forty years, next to the concept of government it is also essential to have the concept of governance. Governance conveys a vision of managing public affairs openly in front of the society. The State is no longer the Monopoly of the public action. The stakeholders, amongst them the citizens, participate side by side with the State, even working together (hypothesis of co-creation) on the qualification and the resolution of societal problems. In this perspective, the State deploys new modalities of public action that aim to bring the citizens closer to the core of the decision and to introduce other vital agents,
like the civil society organisations, private companies and the citizens to the decision-making process.

Since the Earth Summit in Rio in 1992, the association of non-public stakeholders (populations and profitable private sector) becomes a major concern for the international community and the object of multiple innovations (in particular on the local level). Since then, OCDE (Organisation for Economic Cooperation and Development) from the international side, but also local experimentations and researches have taken into the heart of their agenda to better respond to the needs and demands of the populations through democratic governance, opening of the governments and producing public policies in cooperation with the citizens. Governments confirm their will to define policies with the stakeholders in question and they multiply declarations and international initiatives. To define these policies, they connect the international civil society. This is the case for the Open Government Partnership, which aims to put in place the involvements of the Sustainable Development Goals formulations, made by the international community to promote transparency, citizens’ empowerment etc.

Simultaneously, more than twenty years ago, the digital revolution opened up powerful innovations concerning the open government (transparency, communication citizens-institutions, etc) and the participation of citizens. More recently, since only a few years, the civic tech movement which is centred around the transpartisan platform to engage citizens, strives to revolutionise democracy by a horizontal functioning and by reconsidering the classical forms of representation.

*Open Government* (first used in 1957 by W. Parks in the United States) for a long time this expression was a synonym for transparency. It is when Barack Obama started the Open Government Initiative, that the concept included public participation and collaboration. The initiative has goals of a transparent and collaborative government and wishes to reduce corruption, improve the knowledge of the citizens (for them to be well informed while choosing who to vote for) and to bring forth the progress of the society by a more efficient public participation, which is rendered easier by the freedom of expressing their opinions while having proper knowledge of the cause.

To go even further:

https://www.opengovpartnership.org/about/about-ogp
http://www.institut-gouvernance.org/docs/obama_et_le_concept_de_gouvernement_ouvert__pdf
The civic tech

Source: Knight Foundation report “The Emergence of Civic Tech” – 2013

- Civic Techs or civic technologies are tools, platforms and digital devices that aim to reinstate a certain confidence that has been lost over the last decades between the citizens and their representatives, but also between the citizens and the public institutions. To achieve this ambition, civil techs aim to expand the number of participants in public decisions, enlighten the opinions of citizens thanks to open data, transparency and better and more easily accessible information. They aim to co-construct public policies and accelerate the democratic process.

- In his report “The Emergence of Civic Tech”, the Knight Foundation identifies five categories of Civic Tech: government data, collaborative consumption, crowd funding, social networks & community organizing.

http://civictechno.fr/2016/01/16/cest-quoi-la-civic-tech/

- According to Clément Mabi, Civic Techs can be organised in four categories depending on (1) if they collaborate with the public power or if they position themselves in its opposition; (2) if they aim to strengthen the institutional democracy or if they aim to transform it. These four categories appear to cross these two axes:

- External critique: European Integrity Watch, LobbyFacts, FactcheckEU, VoteWatch Europe
- External reformations: Search Europa, Citizen Initiative, Politix
- Critical reformers: WeMove
- On-board “Hackers”: The Good Lobby
Likewise, the rise in power of social and solidarity economy (SSE) allows developing new methods of public action. On the field, a new expertise develops around the design of public policies (and public services).

*Public sector innovation labs are a new institutional form that is completely different from the ones known to us so far. Each laboratory has its particularities and its specifics, but they all have a common point that allows us to distinguish them from other organisations or more traditional approaches: the use of experimental methods as a response to social and public problems. These laboratories are more and more numerous and bring new competences, resources and even necessary physical places to the application of public innovations.*

**La Transfo – 27e Région – France:** This program of the 27th Region accompanies the administrations in their innovations. A multidisciplinary team has been placed to immerse into the administration for one or two years in order to work with their agents on the future innovations (projects, methods, internal governance, etc). The mechanism stays light, versatile and neutral (political independence).

**MindLab – Denmark:** Mindlab is a Danish example that uses many new techniques that centre around the human being (human-centred design) and immersive research (personal journal, ethnographic studies, etc). Their mission is to invent, develop and experiment new ways of treating problems and finding solutions to these problems in a relevant and efficient way.

To go even further:
- [http://www.la27eregion.fr/transfo/](http://www.la27eregion.fr/transfo/)
- [http://mind-lab.dk/en/node/44](http://mind-lab.dk/en/node/44)

Numerous actions have been employed by the local agents, especially municipal agents, mostly (but not only) working in the field of SSE. On these territories municipal teams, citizens, agents of civil society and universities experiment with innovations through a number of tools (ex: participative budgets, councils of independent citizens, agora, house of citizenship, participative councils, civic techs) and public action methods (process of participative decisional-leadership, collegiality, inhabitant involvement, co-responsibility of stakeholders, decision-making process, role and participation of the stakeholders, responsibility, general interest or public property etc.).
Municipalism is a movement that crosses Europe as well as the whole word. It conveys the arrival of power in the cities with citizen movements carried out by force by their revindications of social justice and ethics. Municipalism intends to revisit the municipal institution and the practice of power in order to recreate the institutions that can be managed together.

Municipalisme: de l’émancipation citoyenne au pouvoir politique en commun
Municipalismo: de la emancipación ciudadana al poder político en común
Municipalism: from citizen emancipation to shared political power

Quick adaption, the capacity to work within different timeframes and manage situations of permanent emergency in a perspective of human consequences with humanist values require an open and inclusive dimension of the public action and the permanent interaction with the different levels of governance. The practice of municipal public policies evolves from experiments held in accordance with democratic principles, contexts and concerned administrations. Co-creation of public policies with the whole of the concerned stakeholders is a strong axis of this transformation. The municipal level is the most relevant in the development of these innovations.

Placing co-creation on the field of participation.

Different modalities of multi-stakeholder public action have developed all over the world on different levels (local, national, international). These modalities form the field of participation. We are able to cite specifically and non-exhaustively the processes of information, consultation, dialogue and co-creation through co-production. Other modalities go even further, experimentation of the process of control (social control) or evaluation (evaluating by the pairs) multi-stakeholders.

Further on the process of social control:

The search for influence, dialogue and social control. What kind of discussion forums for state and non-state actors?

http://www.institut-gouvernance.org/docs/the_search_for_influence_dialogue_and_social_control.pdf

For the purpose of this course, in the first module we present the main examples (information, consultation and dialogue). Our objective is not to be exhaustive, but to better understand the field where co-creation is located, and its specifics compared to other modalities of participation.
If co-creation is considered today as a modality that involves the most stakeholders in public action, information, consultation and dialogue, all have their reasons and relevance according to the concerned objects or public problems that need resolving. Furthermore, information, consultation and dialogue can also be the components of a more global process than co-creation.

All of the above participates in the democratisation of the public action, in connection with the ongoing transformation of the representative democracy. The latter touches both the framework as well as the categories which redefine themselves through participative democracy and the concept of participation and empowerment. The idea is in the contemporary context of correcting the faults of the representative democracy by allowing the people or groups of people who are currently discarded, an access to power. This allows to open the possibility for the stakeholders to weigh in on the decisions that concern them.

Citizens are no longer considered as the consumers of politics, but rather as legitimate stakeholders and participants. More generally, it is the idea of active citizenship and the users’ experiences that outweigh the concept of beneficiaries and targets or users of public policies and services. The citizens no longer intervene only as the last link in the chain of public policies as passive beneficiaries, called to comment on the quality of the current politics at the moment of the elections or a survey of quality. They are in the heart of public policies and the decision process to better articulate their needs and expectations of the content of policies.

And it is through this new citizen-centric paradigm of public action that the public policies are developed, carried out and evaluated through the interaction between the stakeholders and the administration.

However, in the context of current budget restraints, demands of efficiency and short-term results, it is difficult to follow these processes. They are time-consuming and if the results do not meet the expectations, or if participation is the only objective or even the ultimate goal in itself or furthermore, if these processes are needlessly enforced on every subject-matter of public policies, it can lead to the demobilisation of the stakeholders. Hence the precautions that will be presented in the next modules, factoring in the objectives of the process as well as its duration and establishing mutual engagements (see the intermediate stages and results).
**Information**

Information is the prerequisite for all of the modalities of participation, including co-creation. Clarity and pedagogy are based on information. Information allows to eliminate incomprehension, but also educate citizens on the public questions. Furthermore, there exists public information: the access to data by the concerned populations. Public information is the prerequisite for all democratic systems. For the longest time, policy makers have seen information and participation as synonyms. However, these two concepts need to be distinguished.

Information is the essential prerequisite for all forms of citizen involvement. The quality of the information (both given or obtained) not only influences mobilisation, but it also supplies the decisive substance for initiating a public debate about various concerns and to have counter-expertise.

This information can assume different forms. Displaying local news, distributing documents (both physical and digital) and through social networks during public meetings or workshops.

Which tools can we use to broadcast the information? There are classic methods, like public/information meetings, local city newspaper, public billboards, regular mail and traditional media (newspaper, radio, television). But we are in the 21st century and there is an explosion of new technologies. With it, there exist novel ways of communication, most of them online, including updating the official websites and social media (Facebook, Twitter, etc) of cities (posting public records, news and political information). The list of tools continues to grow with the new technologies that are being developed by Civic Techs.

Many mayors use Facebook Live to inform their citizens while keeping strong close links with them. Facebook Live is a live broadcast in a form of a video where the viewers have the possibility to leave comments. Therefore, it is an occasion for the mayors to respond directly to the questions and comments of the population. The official web page of the municipalities allows to offer an access to information on the fundamental matters: See the web page of the Spanish city Torrelodones which presents an easily comprehensive online visual about the use of the city budget: [http://torrelodones.dondevanmisimpuestos.es/en/](http://torrelodones.dondevanmisimpuestos.es/en/)
Consultation

This is the first level of citizen involvement. Consultation aims to gather the word of the citizens to enlighten the decision. Therefore, we are not yet speaking of co-creation; the citizens are mobilised in order for their opinion to be heard, without participating in the development of the public policy and even less in the decision process.

This level of participation is useful for identifying the needs and/or for taking into consideration the feedback of the citizens. Consultation implies the existence of a defined project with the eventual variation/hypothesis of realisation. Once finished, the result of the consultation is communicated. The choice made is explained and clarified. Alternatively, the consultation can be carried out by a simple vote. In this case, it is important to distinguish and announce in advance if the Municipality will take into consideration the result of the vote and develop the policy accordingly. In other words, the citizens must know if the Municipality will commit to the result or if it is looking to identify trends.

There are numerous tools of consultation. The most classic remains the public meeting, but the use of internet can potentially lead to evolving it, for example by experimenting with online participation. In France, citizens can take charge of their rights to petition (since 7 th November 1958) or their right for a consultation. Certain methods, like forum, town meeting, which may seem displaced, are making their entrance to the modalities of consulting the inhabitants.

Dialogue

Standing on a higher level compared to consultation, dialogue aims to connect diverse stakeholders who can have very different or even divergent interests to allow a confrontation of their points of view, but also to bring together the different ways of seeing the reality, the way of constructing a common vision and a common language. Dialogue prepares the decision that takes into consideration all of these exchanges.

What is dialogue?

It is a collective process of the construction of visions, objectives, communal projects in preparation for taking action or deciding together. It rests upon a cooperative dialogue between many stakeholders and aims to construct new coordinations around one or many problematic objects.

During the dialogue phase, it is not only expected for the citizens to give their opinions like in the previous phase; the objective is for the citizens to seize the subject and discuss it together.

In practice, this method of participation is used if there is a project that is not entirely defined or that has an unresolved problem.

It is important to define the rules and the framework right from the beginning. Information is of the utmost importance here because it allows to present the project or its draft.

Next, one or many meetings are organised to exchange the points of view and to further examine the possible scenarios. It is necessary to supervise these meetings to conserve all of the contributions by all the actors during the whole of the process.

To preserve the neutrality and to ensure a certain mediation, it is possible to call in an informed third party who will be present to facilitate the exchanges.

The person in charge of the dialogue: “a manager is a person (or a group of persons) who oversees, ensuring the sincerity and the smooth execution of a dialogue. Managers are outside of the stakeholders and they aim to create a positive climate between the stakeholders in order to facilitate the conduct of the dialogue”.

Just as consultation, the dialogue is well suited for the numerous tools and methods that are more and more well-known: European Citizen Initiative, participative certification, Citizens Conference (Citizens Jury), community organizing, deciding and collaborative survey, worldwide views (or the global citizen debate) as well as others (theatre, forum, role-playing games etc). These tools can concern global approaches of the dialogue, or more specifically, the animation of the meetings, the simulation of the situations or the test of the strategies.

In France

The authorities are the same as the ones dedicated to dialogue. For instance, can be mentioned the development councils, the district councils, the citizen councils or the French national commission of public debate. The Agenda 21 is a local action programmes in favour of sustainable development which provides Sustainable Goal Developments (SDG) from the Rio
Earth Summit on a territory. The approach is based on a shared diagnosis and gives the possibility to build a strategic project based on actor’s mobilisation.

The different steps: politic drive and management, team mobilisation, training/information of the territory’s actors, analysis, dialogue, strategy and first action plan, implementation, follow-up and evaluation.

Co-creation

Co-creation is the most advanced method of participation. One of its principles is that it allows to combine the biggest diversity of actors and stakeholders. In particular, co-creation intervenes on all of the levels of the development of the policies from the very early stages of identifying the problems. Co-creation renews the process (cycle) of development of public policies and more generally, it opens the field of the public action. Here, in the second part of the first module, we will start discovering its contents.

Co-creation belongs in the family of the portmanteau words; its origin (more or less recent) and its definition are not agreed upon. The borders between this concept, and the concept of co-production and co-construction are blurry and move according to the points of view. Thus, in 2016 Yves Vaillancourt stated that co-creation surpasses co-production because it intervenes ahead of the application of public policies, that is to say from the moment of their gestation. These concepts are being used in different ways by most of the practitioners.

Co-creation is being constantly defined and its contours are being outlined during its current applications. This is why we propose to approach the concept of co-creation not by its definition, but by its concerns. The idea is to reach an understanding of the concept in order to give it a clear and pragmatic sense while using it. This is the main subjective of this course.

To go even further:
- Y. Vaillancourt, LA CO-CONSTRUCTION DES POLITIQUES PUBLIQUES
Co-creation is a management initiative, or form of economic strategy, that brings different parties together (for instance, a company and a group of customers), in order to jointly produce a mutually valued outcome. Co-creation brings the unique blend of ideas from direct customers or viewers (who are not the direct users of the product) which in turn gives a plethora of new ideas to the organization.

In the field of public action, co-creation is a process that has been established and organised from co-decision; it is placed between a plurality of non-state stakeholders (from civil society and the business market) and public power. Co-creation is an alternative way to do politics, at the junction of representative and participatory democracy. This is why co-creation is considered as a strong medium of the democratisation of public action and the reconstruction of democracy. Co-creation reorganizes the methods and the temporality of the public action. It marks a change in the culture of the fabrication of the public action. More than just an additional skill to be acquired, co-creation is a culture where there are new positions for the councillors, agents, citizens-users and other concerned stakeholders. Co-creation involves different relationships between the stakeholders and also a different internal functioning and organisation; more axes on the collective intelligence. It is based on a precise and rigorous process and different tools that can accompany it according to its needs (each case needs a different set of tools).

Co-creation is sometimes imposed by legislative or regulatory framework and sometimes imposed all by itself. In all of the cases it is constructed by experimentation and the empirical construction of the forms of collective organisation; from the contexts and to answer the specific needs of territory, local actors in the general interest by taking into consideration all the other levels.

In France, the legal recognition of the co-construction of public policies appears with the law of Social and Solidarity Economy (ESS, July 2014) and with the politics of the City (Feb 2014). It is reaffirmed with the order of August 3, 2016 related to the modernizing of the environmental dialogue.

Co-creation of public policies is linked to the idea of cooperative interactions of all the stakeholders to create legitimate and efficient public policies adapted to a certain territory. The co-creation works at all the levels (actors, processes) which interact to produce decisions or public policies for needs or general interest issues. Co-creation is beyond a management approach of the public action.
One of the key principles of co-creation is the association of a diversity of actors, including the ones not directly concerned by the problem. The core question of co-creation is to know which actors must be involved. Citizens and the civil society must obviously be involved but also elected representatives, agents and experts. Each of them is considered as a person with knowledge, so there is no hierarchy in the conversation. That is why, all along the co-creation process, the animation role is crucial, to be sure that there is no actor who subjugates the process. All the actors must be equal, each of them has an expertise which is additional to the others. The important part is that each actor can understand the point of view of others and make his own point of view understandable. Co-creation introduces and is based on cooperative relationships between public authority and non-governmental actors. Co-creation does not cancel the ratios of power but offers other regulations than competition to manage those ratios.

**Brescia, no-competition city**

“City of the north of Italy with 100 000 inhabitants, Brescia put an effort to reinforce collective well-being of the population with two principles: public well-being reinforcement is not only the city matters but all citizens must be involved and working together means eliminate all kind of competition. That is why Brescia was declared “No-competition City”.

http://rtes.fr/Brescia-ville-Zero-competition

**Two preliminaries to co-construction must be mentioned:**

- Opening physical or online public places to share. It is a condition and a co-creation tool
- Affirmation and publication of the framework and the rules of dialogue with citizens

This webinar describes the steps, principles and tools of the co-creation of public policies as well as the points of vigilance. It is not enough to publish and express a will of inclusion and participation to have a co-creation process.

*Co-creation takes another look at the production cycle of public policies with a cooperative approach. Co-creation must start with a phase of co-definition of needs (Module 2), then a phase of co-construction of solutions (Module 3), followed by a phase of implementation and experimentation (Module 4) and finally by a phase of follow-up and evaluation (Module 5)*
MODULE 2

Stage 1: The co-definition of needs (with citizens and stakeholders) to identify the demand

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Public action is widely criticized today because it does not seem to answer citizens’ needs and expectations. Some reasons to explain this are:

- The gap between individual and collective situations, intensified by individualistic and consumerist situations,
- The incompatibility between the big amount of time needed considering the complexity of public action and historical challenges (ecological for instance) with the short-term political mandates,
- The reduction of public finances or the disappearance of municipal competences to provide solutions adapted to the local realities towards an economy based on globalised cash flows and towards centralised administrations,
- Some economic and democratic systems increasing inequalities and the distance between populations and policy-making sphere.

On the municipal and international level, some other practices tend to put the question of needs at the centre of the debate. Rather than a full “offer-based” approach, the point is to balance policy-making strategies based on the needs of the populations or the stakeholders themselves. It implies to take into consideration contexts and specifics and to be sure that the associated actors are well-identified. The co-creation of public policies comes with the scope of this perspective.

This module 2 will let us explore different ways to introduce a needs-based approach of local public policies: either from a municipal initiative (administration and local politic), or from a civil society or even citizen initiative. Whatever the case, it is important to give the stakeholders a legal, financial, organisational, temporal framework. It is also necessary to take into consideration the legitimacy and representativeness and representativeness currently in place.
The co-definition of needs means that both the Municipality and the citizens can initiate the process. The City can initiate by forthcoming with a subject on which it is necessary to know citizens’ needs. The citizens can initiate by calling the Municipality regarding needs that have not been taken into consideration nor identified.

Need or demand?

- Need: desires which emerged, i.e. during the consultation process.
- Demand: a need can be considered as a demand if it is strong enough and shared by all the citizens. This demand will be the outcome of the co-definition process.

The co-definition of needs and public issues may be done in various ways:

1) Citizen initiative by self-organisation (Example: care and regeneration of the urban commons of the City of Bologna) or through legal processes such as referendum in some European countries and at a European level, or through participatory budgets.

| Citizen initiative referendum (local and national level) and the European Citizens’ Initiative |
| "Citizen initiative referendum" |
| o Right to petition (national): in France, one or more citizen(s) can send petitions to the President of one of the two Parliament’s chamber. The demands will be transmitted to the constitution law commission. This commission will then decide to close the file or send it to the appropriate commission. All along the process, the members of Parliament and the citizens who started the petition will be informed of the different steps. Source: Ordonnance du 17 Novembre 1958 relative au fonctionnement des assemblées parlementaires. |
| o Consultation (local): this consultation happens ahead the decision process and may be a citizen initiative. 1/5th of the voters can ask to put to the agenda a consultation even if the final decision is a mayor’s competence. This possibility has been rarely used: 223 times between 1995 and 2009. |

"European Citizens’ Initiative" (ECI)

ECI was introduced with the Lisbon Treaty (art.11, §4) and states that not less than 1 million European citizens, coming from at least 7-member States can “take the initiative of inviting the European Commission, within the framework of its powers, to submit any appropriate proposal on matters where citizens consider that a legal act of the Union is required for the purpose of implementing the Treaties”. Concretely, 7 citizens from 7
different member States must gather in a committee to draw a proposition regarding one of the European Union’s competences. The European Commission will then approve or not the legal conditions of this proposition. If it approves, the committee shall receive the authorisation to gather the signatures. Then, if the signatures reach the required amount and are legally verified, the European Commission will examine it.

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**The Bologna regulation: initiatives from citizens to preserve cultural urban commons**

Regulation on the Collaboration Between Citizens and the City for the Care and Regeneration of the Urban Commons

The Regulation on the Collaboration Between Citizens and the City for the Care and Regeneration of the Urban Commons is currently presented as the charter of Bologna. It shows a strongly defined set of rules and definitions that appropriate the citizens of Bologna with jurisdictional power on their urban commons. The charter touches upon several subjects and criteria, such as intervention on public spaces and buildings, promotion of social innovation and collaborative services, urban creativity, and digital information. It provides a basis for these active citizens to draft collaboration proposals for the regeneration of public resources useful for the well-being of self-organized inhabitants. The Regulation is possible due to the inclusion of the principle of subsidiarity in the constitutional law in Italy providing these citizens with a set of tools leads to a co-management of resources by public authority and citizens.

Source: Remix the Commons
[https://wiki.remxthecommons.org/index.php?title=Regulation_on_the_Collaboration_Between_Citizens_and_the_City_for_the_Care_and_Regeneration_of_the_Urban_Commons](https://wiki.remxthecommons.org/index.php?title=Regulation_on_the_Collaboration_Between_Citizens_and_the_City_for_the_Care_and_Regeneration_of_the_Urban_Commons)

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**The participatory budget: the example of Paris**

The participatory budget offers the possibility to Parisians to propose investment projects. These projects may be proposed by citizens, associations, local councils, etc.

It is a spontaneous-base initiative. The citizens will identify needs and propose a project regarding green areas, solidarity, social, sport, etc.

Once submitted, the projects will be examined and selected by the City. Similar project's initiatives will be invited to get together for a common project.

All the citizens of Paris will then vote for the project they want. This will make the City of Paris decide which project to implement.
2) Municipality initiative based on the identification of a «public issue» (ex: waste processing management) or political engagement (ex: developing youth policy within the Municipality area; developing local distribution network) or legal obligation.

**The “Grow up together” dialogue of the Municipality of Vertou**

*There is an important «turn-over» in the city of Vertou, which makes it difficult to have a clear idea of the demographic representation of the population at a given time. So, the idea of a co-creation process regarding childhood-youth appeared. It was then necessary to start with a co-definition of needs phase together with various actors and citizens.*

Preparatory phase and definition of what is at stake
- Situational analysis
- Diagnosis and problematic
- Choice of themes
- Action plan
- Project formalisation
- Project animation

A Municipality initiative can also be implemented in the framework of the co-construction of a municipal programme (ex: Barcelona).

**At the heart of the citizen participation: the Barcelona experience**

**Citizen participation process**

*The active participation of citizens in the diagnosis, propositions, debates and decision making is at the core of the Barcelona’s will to “make politics differently”. This “politics co-production” requires methods and tools provided in the programme and developed during the mandate of the new administration.*

A new citizen participation regulation ([Projecte normatiu Reglament de participació ciutadana](http://example.com)) was voted on in September 2017 by the local council of Barcelona.

“The City must have a participatory democracy knowledge which provides citizens the tools to make decisions. With the new Citizen Participation Regulation, we made a huge step in that direction by initiating citizen initiative as a new decision-making process in the City of Barcelona”.

“The right to the city is not only the choice to have access to what it is but also the right to change it”.

The participation can take number of forms:
- *Propose* through citizen initiatives, committees and consultations.
- *Debate* within committees and open space with the City local council over questions and actions implemented by the City and questioned by citizens.
- *Influence* municipal actions to collaborate to their development and implementation.
**Coproduce** city public policies and actions through the setting of the diagnosis and the participation of the diagnosis implementation, follow-up and evaluation.

**Decide** city important issues in the framework of citizen consultations.

**Source:** Remix the Commons https://wiki.remixthecommons.org/index.php?title=Barcelone_en_commun

**Points of vigilance**
No matter if the Municipality or the citizens initiates, it is important to keep those elements in mind:

- **General interest:** the definition of needs or problems is part of the public action, thus for public interests and not for individual interests;

- **Democratic framework:** explain clearly at the beginning of the process the legal, financial, temporal and logistic framework in which those needs and problems may be expressed. This way it is possible to prevent “Santa’s lists” which give a false idea of the public action which could do everything while it must work according to some constraints (budget, competences). It is also possible to prevent a “register of grievances” which would endlessly list individual complaints;

- **Representativeness:** The demand can concern a certain category of people or stakeholders who were able to express their needs (thanks to a strong participation, an appropriate vocabulary, a better understanding of the public action) or the ones who were able to make their needs prevail to others. It is the public authority’s responsibility to open and guarantee that all the stakeholders are represented and that all opinions are expressed during the process of co-definition of needs and public issues;

- **Complementarity:** Bring together all the stakeholders to identify and formulate need or public issue means a complementarity between the actors. Each of them brings its knowledge, past, experience and expertise. Each of them brings something from where they stand. It is important to acknowledge this in order to work in a process of collective intelligence. It doesn’t mean that the co-creation process is a conglomeration process or a confusion process, but it is an added-value process in respect of the roles and responsibilities of all actors involved.

- **Honesty:** There is nothing worse for a local authority than to use a co-definition of needs process and finally ignore or distort the outputs of it. It is important to keep in mind the honesty of the process because the betrayal of your own citizens can lead to local crisis. Meeting its commitments and leading the process with compliance and coherence is crucial. Backing out or getting rid of the rules collectively decided upon leads to failure and conflict.
Pedagogy: the field of public action, even local, is very complex and may sometimes create a distance between populations and public institutions. Each democratic sequence must be explained: why was the process initiated? Which objectives are targeted? What are the limits? What are the rules and the framework? This explanation process goes together with principles such as transparency, iteration and communication. By explaining the constraints, it is easier to seek acceptance of the decisions and lead the process to success. In this way, the actors never (or very rarely) question the choice made for a need or a problem instead of another, as long as this choice is clearly and properly explained.

Temporality: co-creation processes involve a long-term process. It is not the usual way to think, where the democratic process corresponds to the time of the elections. On the contrary, in this case it is a slow democracy in the framework of a continuum. Within this democratic continuum, the public action needs that each of its steps has a certain timeline so that the stakeholders can be involved during the whole process and there be a balance between the creation process and the implementation one. It is important that the processes have a beginning and an end to mobilise the stakeholders.

CO-DEFINITION OF NEEDS AND PUBLIC ISSUES PRINCIPLES

1/ Acknowledge populations’ power to act and local knowledge

Populations have local knowledge; it means a sharp understanding of the characteristics (possibilities and weaknesses) of their environment (geography, economy, actors, etc.) and what can be done. Populations also have an opinion about societal issues (migration, solidarity, ecology, etc.). In that way, the populations have local knowledge from their own personal and career history. It is a real asset when it is necessary to set up a diagnosis as well as when it is time to think about solutions.

**Definition: Local knowledge**

The notion of local knowledge means the knowledge that a person or a group of persons have of their daily and close environment, based on experience and proximity.

[http://www.dicopart.fr/fr/dico/savoir-dusage](http://www.dicopart.fr/fr/dico/savoir-dusage)
Populations also have a power to act that they realise through co-creation processes or popular education. Popular education is an important way to make populations’ power to act rise. Popular education offers people to restore self-confidence. In the co-creation processes, popular education makes people actors of the local public action and not just users. Popular education as well as other forms of personal development offers actors the possibility to express their needs and prioritise them.

If it is true that co-creation does not question the legitimacy of the elected representatives, the local knowledge does not question technical knowledge of the workers/agents either. It is important to remind to all the actors that co-creation is based on a complementarity process. There is a phase where the actors may doubt and where they must be assisted to understand and find new ways of working (cross-functionality, multi-actors approaches).

That is why collective information at the beginning of the process, where specialists may talk, informs the actors of the subject matter. This contributes into putting the public issue at the core and not the personal interests of the various actors. By doing so, actors are not facing each other, or standing against each other but they stand around the co-definition of needs or the public issue and what they could bring.

### School time adjustment plan: the example of the city of Kingersheim

In 2013, France initiated a school reform. It led to different measures about school time adjustment plan, especially with a four-day and a half week (instead of the four-day week as before) and a new organisation of school time in primary school.

The organisation of teaching is the competence of the city, so the city of Kingersheim took the occasion to rethink and organise school time within its area thanks to a co-construction process with inhabitants, parents, teachers, the municipal councillor, the nursery assistant and so on.

To have a better understanding and better exchanges of the children’s needs and the organisation of children’s pace of life, the City called for public information meetings. Specialists were invited to these meetings (ex: chronobiologist) to have a better understanding of children’s pace of life and have a shared understanding of the concerns to implement with a public policy. This process transcended boundaries between actors who were against or in favour of the four-day and a half week. It gave collective knowledge about children’s life, education, psychology, physical and intellectual abilities during the day, etc. It also brought
children’s needs at the core of the debate and allowed a process of collective intelligence concerning this subject. It prevented that each actor speaks for itself and its own point of view, arguing for its own interests (parents, teachers, etc.)

After these public information meetings, the City set up a participative council for a 13 month-period so that all the stakeholders could define together the organisation of school time and after-school centre of the children of the city of Kingersheim.

2/ Create an environment of trust

Suspicion and mistrust remain nowadays in the relation between public action stakeholders. It can especially be seen between citizens and civil society organisations on one hand and public institutions or politics on the other hand. The cornerstone of the co-creation processes is to restore relationships between those actors. In order to do so, it is important to plan time for these actors to get to know each other before the co-creation process. Then all along the process there will be the construction of mutual trust.

Combining meeting moments, workshops and work with convivial moments is crucial. Sharing a drink after the work meeting is essential and offers the possibility to bind in a more informal environment. Celebrating collective successes in those moments is also a factor of trust and a factor of construction of a community within a territory.

Trust conditions are also set up in the responsibility and recognition of each actor’s contribution. Giving a real place to actors, no matter if it is for animation, moderating, organising, summarizing exchanges or speaking for a working group is part of this trust environment.

The importance given to the quality of exchanges (the “care”), to the listening or to kindness is the cement of cohesion and success of these processes. It has been showed through the success of some local experiences (ex: A Coruña – Spain).

Finally, the fact that the collective rules were set up before the process and that each actor (citizen, company, administration) abides by it, shows the trust between actors in the process itself.

Fundamentally, the fact that the co-creation process led to a result and implement an answer to the need or public issue, is a central vector of trust.

3/ Determinate and explain the democratic scope

Before any co-creation process, the democratic scope must be strictly delimited so that the actors find all the room and creativeness to “co-construct” together.
Avoiding it means to ignore the complexity of public action and nourish hopes and ambitions which will be unfulfilled. It also poses the risk of a collective construction which cannot be implemented (because of a lack of financial resources for instance). The democratic scope is the framework of “concrete utopia”.

This scope reminds that co-creation processes are part of the public policies. Those policies are meant to set a public space to meet and live together. The public space is beyond personal interests and helps to guide public action for the general interest.

In order to do so, it is important that the municipality bound by this process clearly reminds and explains:

- The legal framework: municipality’s competences and the competences that the city does not have, as well as the obligations the City must abide by (regional, national and international regulations);
- The budget: municipal budget (possibilities, constraints, functioning), for example: only the investment budget for participatory budget.

## The participatory budget in Paris: a pedagogy around the investment budget of the Municipality

In Paris, the participatory budget rests upon a percentage of the investment budget of the city: 5% of this budget (half a billion euros from 2014 to 2020 and more than 100 million euros in 2018).

In order for each inhabitant of Paris to propose a project, the City implemented many measures to inform and train to what is an investment budget. So, it is possible to read on the Internet website of the City of Paris dedicated to the explanation of participatory budget:

- Public meetings and services are organised in the districts
- The city halls offer workshops which provide help in writing the project, linked with neighbourhood councils, associations...

Besides, free trainings concerning participatory budget are offered through the active citizenship popular university to have a better understanding of the institutions of the City of Paris, understand the budget and understand the neighbourhood councils.

### The organisational framework

The referent public agents and what we can expect from them, available public spaces and partners (ex: city hall’s rooms, associations), meeting’s hours, etc.

### The temporal framework

The amount of time actors delimited for the co-creation process. It must not last for a long time in order to avoid demobilisation and loose of efficiency. So,
there is no ideal time scale for these co-creation processes and especially not for the co-definition of needs and public issues. Each Municipality must find the appropriate rhythm and sequencing according to the objective, the resources (human, financial, material) and the mobilisation and number of involved stakeholders.

*This democratic framework can also, and this is highly wished, be accompanied (or even be integrated for part) in an additional document. This document will have a wider objective because it will set the mutual engagements of the actors, the values, ethic, rules (animation, moderation, notes, listening, communication ...). It may take the form of “charter”, “regulation”, “ethic codes”, etc.*

4/ **Develop a collective capacity of shared diagnosis**

The co-creation process, through mobilisation of local knowledge, expertise and experience of the various actors create a more complete diagnosis capacity. This capacity of collective diagnosis is better to answer needs, expectations and territory’s issues, according to constraints and potentialities.

This shared diagnosis capacity is extended by the collective skill improvement enabled by the co-creation process through information and training possibilities.

5/ **Develop citizen and social energies on a territory: the “context architect” of municipalities**

Fundamentally, the municipalities’ role changes along these co-creation processes. This role shows how a more profound work on the whole territory social cohesion, on capacities to mobilise actors, on understanding the public action’s complexity create the good conditions to the public action’s co-creation.

**DEFINE CRITERIA AND PRIORITISE NEEDS**

*Once the rules set and the needs expressed, it will be the time to prioritise. If every idea is valuable, it is mandatory to define a strategy and it will not be possible to implement them all – at least in an immediate future. That is why there must be a moment to prioritise: see which priority is set, what the long-range planning is and what is excluded.*

The explanation beforehand of the constraints and limits of the municipal action and the setting up of the criteria to prioritise needs will facilitate the acceptance of choices, of needs and problems chosen as a priority. The City of Paris gives a good example of widely transmitted and easily accessible criteria concerning the choice of projects annually chosen in the framework of the participatory budget.
Criteria selection of the participatory budget of the City of Paris

HOW THE PROJECT SUBMITTED TO THE VOTE WILL BE SELECTED?
The city hall’s departments will analyse the admissibility of the projects which must fall under:

- **General interest**
  Examples:
  - The creation of a lucrative company does not fall under the definition of general interest
  - A cultural project fall under the definition of general interest

- **City of Paris’ competence**
  Examples:
  - Hospitals, national museums, high schools are not part of the City of Paris’ competences
  - Construction works in a municipal building are part of the City of Paris’ competences

- **Investment budget** (urban public spaces, digital application, school equipment, museums of public libraries) without creating important expenses on the operating budget (salaries, services),
  Examples:
  - The construction of a swimming-pool creates too many expenses on the operating budget because of the need of employees
  - The renovation of a park falls under the investment budget

Then there is a feasibility study and project costing of the acceptable projects. The selected projects will then be examined by a commission in each neighbourhood and then by a Commission of the City of Paris. The commissions are composed as follow:

- **A college of “elected people”** (6 persons)
  - The Mayor of the neighbourhood or his representative
  - Three elected councillors of the majority
  - Two electors of the opposition (one if there is only one)
  - One representative of the City of Paris

- **A college “citizen life”**
  - Between 3 and 11 citizens (according to the neighbourhood)
  - One representative of each local democracy organisation in the neighbourhood: citizen council, local disabled council, children council, senior council ...

- **The city hall’s departments are available to answer questions about the projects:**
  - The Director General of Personnel Services or the Deputy Director General
  - The representative of the House of Associations
  - The coordinator of neighbourhood councils
  - One representative of the adequate city hall’s department
  - One representative of the local development team
The City of Paris’ commission
- A college of elected people (9 persons)
  - The deputy mayor of the City of Paris in charge of local democracy, citizen participation, associative life, youth and employment
  - The first deputy mayor of the City of Paris in charge of culture, heritage, cultural companies and the relationships with borough hall
  - The deputy mayor in charge of finances, semi-public company and government contract
  - One representative of each political group of the Council of Paris
- A college « citizen life » (10 persons)
  - Eight persons randomly chosen amongst Parisian people registered on the participatory budget website
    - 2 people who submitted a project individually
    - 2 people who submitted a project for an association
    - 2 people who submitted a project for a neighbourhood council chosen by the neighbourhood council
    - 2 people registered on the platform
  - One representative of the City of Paris youth Council
  - One representative of the Students of Paris Council

After the commissions, the final list of the projects submitted to the vote is decided by the borough mayor for borough projects and by the Mayor of Paris for the Parisian projects.

Source: https://budgetparticipatif.paris.fr/bp/le-budget-participatif.html

The transparency of the criteria, as well as the whole selection process is very important for the credibility of choices, especially if the process puts into practice additional authorities next to the municipal ones. However, it must be reminded of the roles and responsibilities of each actor. In the representative democracy, elected representatives are the ones who have the legitimacy and the ability to make choices and decisions. The co-creation process can lead to open propositions, extend the concern and define better the citizens’ and territory’s needs. But in the end, the local councillors are entitled to prioritise and select the needs which seem in accordance with the municipal engagements on which they were elected.
It is important to give a clear and transparent methodology all along the implementation of the co-creation process. Communication must give information at each step of the process and inform citizens about the budget, the criteria and the choices which must be justified.

This is a long process which supposes to have trained citizens. It is important to make them responsible and involved. This engagement is possible by giving citizens a concrete role in the process. After the discussions, a consensus must be found about the chosen solutions.

From the administration side, will be developed the concept of social accountability. The social accountability is linked to the idea of information and expected results from local authorities in the implementation of public policies. The citizens will then be able to evaluate services provided. The importance of social responsibility is crucial to create a trusting atmosphere towards citizens and to set ground rules of a co-creation process.

**Social accountability**

*Why social accountability? In a democratic regime there is a tacit “social contract” between citizens and representative the citizens elected. The governmental representatives and state officers are responsible of their actions and results. These accountability relations are crucial for good governance.*

The classical accountability methods are:
- The political process of checks and balances (e.g. elections)
- The rules about administrative procedures and audits
- The principles of the market and the consumer’s power

Without direct citizen’s participation, it is hard to assure a service quality if there is no direct link between users and service providers and to respect community priorities in term of investment when there is no information shared about the budget. This leads to leave the marginalised and vulnerable people without a place in the process. Without direct citizen’s participation, there is often a disappointment of users for public services and an opportunity for corruption to increase.

One of the main principles of democracy is that citizens have the right to hold public services officers accountable. These officers must then answer to citizens. But this right and this obligation means collaboration between citizens and administration, an engagement and an involvement in the public services’ management.

The social accountability is a way to improve the administration functioning and transparency thanks to a better involvement of citizens in the public decision making process.

*Source: La redevabilité sociale: concept et outils. Programme de Gouvernance et de Développement Institutionnel*  
*Sarah Keener, Holiniaina Ranivohariniony, Banque Mondiale*

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**DEFINITION OF THE CO-CONSTRUCTION OF SOLUTIONS**

Once the citizens have been informed and that the needs have been defined, the solutions to answer those needs must be found. As always, this phase will be done through the association of all stakeholders. First, must be reminded the constraints (budget, time, competences, human resources, technical and legal constraints, etc). It is not possible to realise everything but this must be clearly stated. Once the limits are settled, it is necessary to agree on a room for manoeuvre as this is a dynamic framework which may be adjusted. This room for manoeuvre can be for instance an adjustment to the reverse planning. It is also possible to change the due date because the technical or legal complexity of the solution requires the involvement of new partners or the involvement of a new stakeholder to be informed of the implementation choices.

During the meeting must be gathered all the actors able to bring a solution. Regarding this, many municipalities which implemented the co-creation processes stated that the involvement of inhabitants and the promotion of their local knowledge was the crucial
element to co-construct a solution more efficient and more appropriate, that the municipality would have considered if it has not led the process unilaterally.

A major point during this phase is the enabler and catalyst role in the participatory process. The enabler’s task will be to facilitate the debate and mediate during the stakeholders meetings. Another important role is the facilitator who carries out various options towards a shared solution.

It is important to choose priorities with criteria. The transition to the operational phase must be transparent and pedagogic: there must be information about the budget (how much will it cost). It must also be said why the other needs have not been chose. Finally in this phase will be discussed what is the investment of the Municipality. It is not the relevance of the needs which will be discussed in this phase but the solution to the selected needs.

The solution must be in concordance with the means, values and resources of the Municipality. It is also compulsory to have a consensus about the solution.

**TOOLS TO CONSTRUCT TOGETHER SOLUTIONS ANSWERING THE NEEDS**

1/ Implementation of a collaborative environment

To reduce difficulty to reach the expected results, the co-creation must happen in a context and political and social environment which guarantees the following points:

- **Participation**: opinions must be received and forwarded, this is part of the decision-making process, increase quality and comprehension of the political initiative;
- **Trust**: it is necessary to have loyal and open interaction between actors and sectors; if they all have different roles, the common objective is to improve citizens’ life;
- **Responsibility and transparency**: action in the public interest requires an open-mind, clearance and obligation to answer;
- **Independence**: associations and organisations must be accepted as free and independent authorities in their goals, decisions and activities; they can have different positions than the government authorities.

2/ Example of tools for the co-construction of solutions

Tools are diverse and are just a list as a guide that all co-creation process initiator can complete, modify according to the inventiveness.
As example we can mention the shared orientation committees which define common politics; working groups (for information and exchanges) or steering committees (with civil society and public representatives). The most advanced process can also be seen through a permanent working group or, as in some municipalities, through a municipal council with citizens.

**Focus World Café**

The « World Café is a discussion methodology between actors which gives the possibility, in collective intelligence, to enable the emergence of concrete propositions shared by all. In order to implement a constructive dialogue, this method is based on the reproduction of coffee machine atmosphere where the participants come and debate about these thematic.

The principal is to create a climate of trust and friendliness to promote discussions between the participants. The room is divided with many tables where the participants sit, discuss and debate. Many sessions happen in order for the participants to:

- Regularly change table
- Exchange ideas from one table to another
- Complete the ideas of each other (pollination principle which stimulates collective intelligence)

**3/ Pitfall to avoid**

Many difficulties can happen when implementing a co-creation process and these difficulties can restrict the participation. In this case it is necessary to call for common sense and take all possible precautions.

Some examples can be mentioned. First, the public authority can overestimate technical problems’ understanding abilities of the citizens. The citizens themselves can ignore in return the constraints the Administration is facing. Then, the persons attending the meetings are usually the ones who are strongly against the project. Then, the general public is usually suspicious of the information given by the authorities because it thinks the information come from the project leader. Finally, when a petition is signed, people may sign it more in a solidarity way than with real involvement.
All these elements must not erase the small logistic details which can ruin the participation. For instance: planning a visible billposting, use an appropriate speech for post and discussions, planning opening hours and meetings, etc.

4/ Actors to involve

In the previous modules was established a list of actors and possible stakeholders to lead a co-creation process. This group will be mobilised and involved in the next steps. It is composed of project promoters and all stakeholders interested by the project and the process.

When the needs have been identified and during this phase of co-construction of solutions, it is possible to produce instructions and competences with all the actors to compile a list of solutions.

Finally, it is important that the solution, built with actors and Municipality’s services, is unanimously accepted. The co-constructed solution must be explained and the citizens must know it. If the consensus is not reached, the solution and the expected objectives must be reworked. It is also important to question why this first solution cannot reach the objective in the same way as the chosen one.

MODULE 4

Stage 3: Application (options, objectives) – collective agility

<table>
<thead>
<tr>
<th>Objectives of the module</th>
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<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>What will you learn?</td>
</tr>
<tr>
<td>---------------------------</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

This phase deals with the operational implementation of the co-constructed solution of the previous phase. It is done in the 4 steps of the PDCA process (Plan, Do, Check, Act).
This phase is very important because it will be the opportunity to have a good definition of the solution, the identification of the involved stakeholders, a good comprehension of the implementation and the setting up of the action plan.

THE PROCESS

- P as PLAN

It is necessary that all the team members in charge of the implementation of the solutions know:

- The beneficiaries and widely, the stakeholders
- The objective of the solution e.g. the provided services
- The concrete functioning and the technical implementation
- The organisation which carries the solution
- The management risks

Definition: the stakeholders

Whoever:

- Is affected by activities or the result of the solution
- May influence, contribute to the result or be against
- Has a personal, financial or professional interest in the result

The HopHop Food Platform in the City of Sceaux

The HopHop Food platform aims to create solidarity and food exchanges space by putting together people who cannot afford food and the ones who have too much of it. The City of Sceaux has started implementing this since January 2018 and, in order to do so, identified the stakeholders.

The stakeholders are the City of Sceaux, the picking-up organisations: Institut universitaire des technologies de Sceaux (IUT) of the University of South-Paris for students, the socio-cultural center, the Youth house, the village church, etc.
One of the key-factors of this implementation is that time must be spent to identify the stakeholders. If all the stakeholders are not identified, the ones forgotten will be the ones which will come back later in the process and might bring issues to deal with.

**GOOD TIP**

An easy way to identify all the stakeholders is to have a brainstorming session with the team, using post-it notes. During this phase, all the stakeholders must be mentioned. Later, it will be possible to see which one can be excluded or not.

**THE AIM**

Once the objectives are said, a good exercise for the team is to examine the goals and affect them to each beneficiary. Then, for each objective determinate the added-value or interest that the solution will bring to each beneficiary. By doing so, the impact of the chosen solution will be defined.

This is a good exercise because it offers the possibility to make a list with all the stakeholders’ requirements, to be sure that no one was left behind and to be sure that each objective is linked with one stakeholder.

**EXAMPLE: The HopHop Food solution**

<table>
<thead>
<tr>
<th>Aim</th>
<th>Beneficiaries</th>
<th>Stakeholders</th>
<th>Description of the functioning and the technical model</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solution seeking to reduce food wastage and hunger issues</td>
<td>All the people facing difficulties to provide food for themselves (student, unemployed, workers with low income, seniors, single parent with children, etc)</td>
<td>City of Sceaux IUT from Paris-South University for students City church Socio-cultural centre Youth house</td>
<td>Application (smartphone and website) which connects people who have food with the ones who don't make an offer through the application (ex: I give a yoghurt). The beneficiary displays interest for it. The first person may accept or not and sets a meeting point with the beneficiary</td>
<td>Make an offer through the application (ex: I give a yoghurt). The beneficiary displays interest for it. The first person may accept or not and sets a meeting point with the beneficiary</td>
</tr>
</tbody>
</table>
THE ACTION PLAN

The action plan is used to know what must be done, by who and when. The action plan is the project's overview of the implementation of the solution. It is both a memo and a warning signal to prevent not keeping within the framework.

It is used to:

- Organise work in steps
- Plan activities and tasks of each step within a clear timeline
- Visualise the project's state of progress

Each step must be considered as an objective with:

- An aim to reach
- A settled quantitative or qualitative measure which acknowledge the aim is reached
- A deadline

To keep in mind:

- The action plan is a checklist. It is simple and common sense. First, must be written the actions and necessary tasks to the implementation of the solution.
- Then, the means and resources (human, financial, material, methods, tools, etc).
- Then, the actors with the involvement level (responsible of one task, contributor, participant)
- The time is at the core of the action plan. Lucidity is the key-word to evaluate the required amount of time for each task
- The easier is to go from the deadline and go back in time. This is a “retro-plan” way of thinking.
- Finally, the comments about the task's progress (success, difficulty, etc).

It is necessary to regularly check what has been done and adjust the action plan (insert, modify or cancel) according to the project’s implementation and its context: new tasks to do and new problems to solve.

If it is a collective project, it is important to divide roles and tasks of all the people involved according to the competences and availabilities.
EXAMPLE: ACTION PLAN

<table>
<thead>
<tr>
<th>TASK</th>
<th>MEAN</th>
<th>ACTOR</th>
<th>DATE</th>
<th>COMMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(What)</td>
<td>(How)</td>
<td>(Who)</td>
<td>(When)</td>
<td>(Progress/Obstacle)</td>
</tr>
</tbody>
</table>

This action plan is a simplified example. Each action plan must be tailored according to objectives, means and constraints.

THE START MEETING

In order to make the team in charge of the solution work quickly and efficiently, it is highly recommended to organise a start meeting as soon as possible with all stakeholders. Because all the co-creation processes are involvement processes, they mobilise stakeholders at each step and especially all along the realisation to explain to actors involved in the project.

This meeting could last for half a day for example and deals with the following points:

- Context
- Presentation of the spreading phase and all its elements
- Responsibilities distribution
- Teamwork
- Conflicts management
- Project resources and assignment
- Milestone plan
- Management rules for the follow-up meetings.

RISKS MANAGEMENT

By actively managing risks, there are better chances to end the implementation of the solution within the timeline, with the established budget and with happy beneficiaries and happy stakeholders.

The process is as follows:

1. Identifying the risks
2. Evaluating the chances of occurrence
3. Evaluating the impact
4. For high risks with the most negative impact, setting an action plan
This process must be reinforced regularly, during the meetings because the risks change and ignoring them can lead to problems.

THE TEAM

It is important to choose a project manager who coordinates the implementation of the solution, is the intermediate with actors, stakeholders and beneficiaries. The project manager must talk, inform, be accountable for the actions towards actors and this is a crucial task. This role offers the possibility to keep a link between the actors involved. The co-creation processes are long processes (10 to 15 months) and create big expectations from stakeholders, often impatient to see the results.

The team may be composed of: civil servants from the municipality, stakeholders (entrepreneurs, associations, volunteers, etc).

A WINNING TEAM

- Answers to beneficiaries and stakeholders’ expectations
- Reduces barriers between team members
- Accepts and handles changes
- Sets ground rules at the beginning
- Communicates between team members and with non-team members
- Shares responsibilities
- Uses creativeness and collaboration
- Makes shared decisions
- Takes appropriate initiatives

- D as DO

This step is the implementation of the actions previously defined according to the process, the method and the implementation of the action plan. This is where a team leader’s competencies are important. It is a person from the City hall’s departments who is financially and legally responsible for the action plan. This person must be able to coordinate the work and motivate all the involved persons. It is not necessarily a head of department or a director. It must be a person able to work in a transversal way with all team members and stakeholders, available for all.

Recommendations:

- Avoid the « tunnel effect »: never stay for a long time without a review
- “Do” does not mean make, it is also necessary to collect data, indicators to follow the state of progress and move on. The follow-up and evaluation phase is also part of the implementation

**C as CHECK**

In this phase, it will be checked that the implemented solution solves the problem and properly works. In order to do so, it is necessary to compare what was planned and what has been done with solid information.

It will be the time to check the efficiency of the actions. This can be done through measures and indicators or comments shared during the follow-up meetings. A time can be defined according to the action.

Adjustments must be realised, if necessary by going back to the “P step” when actions are not efficient or facing an obstacle. In the case of experimental processes, it is important to communicate from the beginning of the process about the “try and mistake” dimension at heart of the co-creation process.

**A as ACT**

This step finalises the process to ensure the durability of the actions. Most of the time it means to compile or update the documents such as processes, good practices guide or paperwork.

It is also the time to identify improvements by going back to the “P step” to implement them.

“Act” means draw the conclusion in order to move on. In other words, from this analysis, the cycle will start again by taking into consideration all the capitalised knowledge.

This step will bring new objectives and a new planning to set up.

All along the implementation it is possible to go through a prototype step. It is the “trial and error” method.

It is possible to have a test phase of the solution on a restricted geographic area or on a category of the population. If the solution on this sample is a success, spreading conditions in favour of all may be examined and implemented.
This phase, too often forgotten, is a crucial element of the co-creation processes. It gives the ability to improve processes, especially for the future by making sure the transmission condition, the improvement of methods and the constitution of a storytelling last and benefit to the territory. Unfortunately, the evaluation state of mind is not present amongst municipalities. This state of mind also faces the lack of training of the co-creation process and the constraints (human resources, financial, temporal). Finally, there is the difficulty to measure qualitative impacts of the co-creation processes regarding the long-term transformation of the territory.

However, it is necessary to link tools-values-results. All the developed tools in the co-construction of solutions steps must be linked with the Municipality's goals (social, ecological, etc).

This phase of follow-up and evaluation must be anticipated and planned from the beginning, during and at the end of the co-creation process.

It is necessary to set the timeframe of the follow-up (weekly, monthly, etc.) and the way to do it (group meeting, working groups, email, information, etc.). The multi-actor configuration of the co-creation processes is an appropriate configuration to follow-up progresses and results. This configuration offers a continuous dialogue on the territory with various actors and opens a space of multidimensional follow-up.

It is also necessary to define and know the project’s objectives. To do so indicators must be set up to check the progress and react to the malfunctions. This work is also explained in the PDCA approach in the previous Module.
It is a transversal phase because it must be implemented during all the 4 phases previously explained.

**OBJECTIVES**

- Be sure that the planning is followed and that the objectives (deadlines – costs – quality) will be reached;
- Understand why the initial planning is not followed if applicable;
- Determinate the appropriate corrections;
- Check the efficiency of the corrections to answer needs and identified problems;
- Implement corrective actions;
- Improve work methods;

**Evaluation and follow-up**

Evaluation is useful to get solution's implementation into perspective. It is used to check if the objectives have been reached (not at all, partially, completely) and to identify mistakes. It is used to check the ability to keep partners and inhabitants’ trust. In brief, it is used to give the means to keep going.

The evaluation is at the service of the engagement:

- It shows the strengths and weaknesses
- It shows the used competences
- It gives a lucid assessment to show to your partners
- It wins the loyalty of your partners for future projects
- It helps determining next objectives and next actions.

To keep in mind:

- Take the action plan step by step, activity by activity and check the gap between fixed objectives and results. The factors of successes as well as the factors of failures must be analysed.
- A good evaluation is a formidable help for the future projects.
- The situations are never the same and the evaluation must be objectified.
- Compile an assessment document for the stakeholders (including the mayor and the City Hall’s departments).
- Thank the partners for their participation. Either in person to give the concrete results or by setting up a convivial drink according to the relationship to build with them.

GOOD TIP

- Create a “mistakes library” to prevent these mistakes to happen twice. It is common knowledge that learning is through making mistakes;
- Write the pros “+” and cons “–” of what seemed the most difficult and what was the easiest; what gave the most satisfaction and what gave the least.

EXAMPLE: UP SCEAUX

When UP was implemented in Sceaux, the first social networks of the actors of change of the City of Sceaux (in partnership with the SOS Group), very few people believed in the necessity of this solution. Most of them thought that the required time was not worth it for the final value added.

Civil society actors were chosen (associations, companies, etc.) to flow into the platform with their initiatives. Once the platform reached 200 members and 20 projects, a launch-up conference was organised with the theme “Live together by making together”.

For the public it was a success because 350 persons attended the event and then spread the news.

Since then, it has been a success: more than 1200 members and 150 projects are on the platform. The recognition is visible through the diffusion: UP Belgium, UP Switzerland, UP Quebec and UP Canada and a reference in the OECD’s Observatory of Public Services Innovations (OPSI).
The communication

The follow-up and evaluation phases must go together with an appropriate communication:

- Internal, for all the stakeholders (email, intranet, reports, etc)
- External for the public and beneficiaries (newsletters, magazines, public meetings, local newspaper)

This communication must inform of the constant dynamic of the project and show that things are moving forward.

Communication is important to reinforce the support of the project’s partners and the beneficiaries and to share the success.

Communication is the tool to make the whole process well-oiled and to make it work properly.

Efficient communication is a prerequisite to the project’s success. Not only it gives key information to stakeholders, but it also creates a dialogue between stakeholders and identifies obstacles.

In this context, communication means:

- To give information about facts
- To ask information of contribution from the key-persons
- To seek clarification, find potential problems
- To give comments or suggestions according to the demands
- To search for beneficiaries’ support and engagement of the people and key stakeholders

Communicate, with who?

During the project, methods and tools are used to build relationships with partners. It creates an environment for a fruitful collaboration through mutual understanding.

From a project manager’s point of view, the first problem is to identify with who to communicate amongst all the persons in this environment.

The following categories are the actors to communicate with:

- Team project
- Internal service providers
- Subcontractors
- Municipality hierarchy
- Users/beneficiaries
- Municipality staff
- Municipality environment

**Focus: the communication within the municipality**

The information to communicate depends on the interlocutors:

- Mayor (politics)
- General director
- Steering committees (project manager)
- “Functional” actors
- “Technical” actors

Example: The general direction is interested about the big orientations, major risks, potential obstacles during the project. The steering committees gather the supervisors of the project. Each of them gathers information from its team regularly to share it with the committee. During these meetings, they give a synthetic communication about the project.

The steering committees then give reports to the other actors. Conversations between the team leader and employees happen to report the decision made, the possible consequences, the interactions between the teams of the project and give a better overview.

The “functional” or “technical” actors may have to communicate between themselves while they are not part of the same teams. This gives the possibility to share the work methods, the difficulties or the tricks which make them save time.

The functional and technical actors communicate all along the project. The first ones write a preliminary study then functional specification to answer the collective needs of the project. The second ones, once they have read these documents, write technical specifications, which consists of the answer in term of technical development. All these documents are approved by the project managers.

There is a certain number of layers of communication which do not all work the same way according to the objectives and information shared.

So, the project manager must face a double communication challenge:

- On one hand build, within each layer, the relationship to the progress of the project
- On the other hand, establish a strict separation between the layers to avoid confusion which could happen if the actors get divergent messages.
He must carefully examine with who and why he must communicate and implement management methods to handle exchanges with all the partners. Besides, the project manager taking care of the exchanges with "peers" (municipalities, local public servants, etc.) offers the possibility to talk about obstacles and solutions which might have been experimented by others about some issues. These exchanges help to share with local actors which may feel lonely in their action, while others may have faced the same issues and put efforts in it.

In the same idea, communicating and exchanging with different level of decisions (national, regional, international) offers the possibility to make these processes going on. This also offers a way to get things into perspective to evacuate obstacles at a local level (by taking an example of a further away similar situation). Finally, the communication and the fact to put into perspective local actions and national or international actors can offer visibility.

**Communication Plan**

The planning of the communication must be included in the global planning of the project. It is necessary to set up how regular the meetings will be for instance. For many projects with actors and services it is highly recommended to establish a communication plan in the beginning of the project, from the co-definition of needs phase, to facilitate the communication. The communication plan, also called, management communication plan includes:

- Methods used to collect, keep the different types of information. The processes must define how to collect and spread updates and corrections to the previous documents.
- The recipient of the information, according to the information (data, reports, calendar, technical information).
- The methods used to spread the information and the people in charge of it.
- A description of the information to be spread: content, details, layout...
- Calendars which explain when each information must be given
- Methods to access the information between two launches of information
- An update and redefinition method of the communication plan during the project
- The communication must be written or not, detailed or not according to the project. To determine the appropriate information about the project to communicate it is necessary to go through the analysis of communication needs of the project’s actors.
SECTION 3

CO-CREATION BASED ON VOLUNTEER

- General description volunteering in Europe
- The volunteering model in the European municipalities
- Guideline for the good use of the volunteering in the municipalities
MODULE 1. General description volunteering in Europe

Objectives of the module
This training module aims to offer a first contact with everything related to volunteering that is developed at a global and generic level in Europe and how it is structured and organized among citizens. The objective of this module is to make known to the learners in a simple way all the real opportunities of Volunteering that exist both at European scale and at the local level, carrying on some good practice that can serve as an example of Civil Volunteering.

What will you learn?
The civil servants will get basic knowledge of the concept of Volunteering in Europe, and also the national and regional legal rules actually in force related to Volunteering concept. Each civil servant shall be able to know the real tools and services at the disposal to the european citizenship in the field of Volunteering.

1. INTRODUCTION
The EU has tried to concretize these global challenges by making an effort to measure the contribution that civil society in general has made to different Member States, and volunteering in particular. The political impulse has been provided by different commemorative acts around volunteering and the idea of European citizenship, which was materialized in the creation of a European Solidarity Corps and a Volunteer Body of Development Aid. Likewise, a support has been given to the creation of transnational volunteering networks, mainly in youth policies, social cohesion and corporate responsibility. Then we are going to contextualize the volunteering in Europe, with concrete examples in European civil society.

2. THE VOLUNTEERING IN EUROPEAN UNION: GENERAL DESCRIPTION
Volunteering promotes solidarity and social inclusion, Europe’s core values. It gives people the opportunity to build knowledge, skills and social networks — stimulating personal, social and professional development.

Some 100 million people of different age groups are currently working as volunteers across Europe, dedicating their time and skills to give something back to the community. It is to highlight their work and to encourage others to follow their example that the European
Commission made 2011 the European Year of Volunteering. Since 1996, the EU has promoted voluntary work by young people across Europe and beyond through the European Voluntary Service\(^1\) (EVS), which is part of the “Erasmus+ Volunteering Activities”. The EVS, which celebrated its 15th anniversary in 2011, has helped 50 000 young Europeans to become volunteers.

In fact, voluntary activities play an important role in Europe, but the situation differs from country to country. Check out the volunteering scene in Europe: what’s going on, how many people volunteer and how old are they?

### 2.1 Definition of volunteering\(^2\)

According to the European Youth Forum\(^2\) an activity can only be defined as volunteering if it is:

- undertaken of a person's own free will and involves the commitment of time and energy to actions that benefit others and society as a whole.
- unpaid (although it can involve reimbursement of expenses directly related to the activity).
- for a non-profit cause, primarily undertaken within a non governmental organisation, and thus clearly isn't motivated by material or financial gain.
- not used to substitute or replace paid employment.

### 2.2 What is the role of the European Union?\(^3\)

Volunteering is an excellent example of non-formal learning for young people. The EU Youth Strategy promotes:

- greater recognition of the value of voluntary activities and the skills it promotes;
- good working conditions for young volunteers and opportunities for enriching work;
- intergenerational solidarity;
- transnational volunteering

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2.3 How is this being done?

The European Commission supports Member States through the development of the Volunteering Database and promotes the exchange of experiences through the Expert Group on the Mobility of Young Volunteers across the EU.

The European Voluntary Service (EVS), part of Erasmus+ Programme, offers young people aged 17-30 the chance to volunteer in another Member State as well as outside the EU. The European Voluntary Service started in 1996. Read more about its history here.

The European Youth Portal includes a Volunteering Database where young people can find information about current volunteering opportunities:

http://europa.eu/youth/volunteering_en

If you are already involved in EVS, our Info Kit provides useful information for volunteers setting off on EVS.

The Commission also supports Member States wishing to enhance their civic services, through actions such as Prospective Initiatives under Erasmus+ Programme.
2.4 European Voluntary Service: what is it really?4

Are you between 17 and 30 and willing to spend from 2 weeks to 12 months abroad as an EVS volunteer?

How does it work?

An EVS project is a partnership between two or more promoting organisations. These organisations are responsible for recruiting volunteers for their project.

Volunteers participate in EVS through a Sending Organisation in the country where they live and a Receiving Organisation that receives and hosts them during their period of service.

Projects last from 2 weeks to 12 months, and as a volunteer you can work in a wide range of fields, such as culture, youth, sports, children, cultural heritage, arts, animal welfare, environment and development cooperation. At the end of your EVS period, you will receive a certificate confirming your participation and describing your project – the Youthpass.

You will receive free accommodation, food, insurance and pocket money. The only thing you might have to pay is a small part of your travel costs.

How can you apply?

If you are between 17 and 30 you have two options:

1. Contact an organisation that is recruiting volunteers for a granted project OR
2. Contact an organisation to discuss starting a project

To contact an organisation, consult the database of accredited organisations. You can check the list of eligible countries in the Programme Guide.

3. OPPORTUNITIES FROM THE EU. THE EUROPEAN SOLIDARITY CORPS.

Many young Europeans are ready to volunteer or work for a good cause, in projects where their help makes a difference, and to show solidarity with those less fortunate. Finding the right opportunity can be difficult. That is why the European Solidarity Corps has been set up.

The European Solidarity Corps was launched in December 2016. It allows young people to carry out volunteer or paid activities in projects that help people and communities across Europe. The European Solidarity Body admits people between the ages of 18 and 30, but those of 17 years can already express their interest in participating. The European Solidarity Corps provides young people with an opportunity to gain invaluable experience, develop their skills and make a contribution to society. If you're a young person looking for volunteering or work experience, or an organisation looking to attract young people to your solidarity activities, then the European Solidarity Corps may well be the answer.

3.1 What is the european solidarity corps?

The European Solidarity Corps provides volunteering placements, traineeships and jobs for 2-12 months, fostering solidarity in communities across Europe. The objective of the European Solidarity Corps is to allow more young people to take part in a wide range of solidarity activities, either by volunteering or by taking up work experience to address challenging situations across the European Union.

For the years 2018-2020, the Commission has proposed to allocate €341.5 million to the initiative. This will enable 100 000 young Europeans to take part by the end of 2020.

All of these actions will give young people across Europe new opportunities to engage in activities addressing societal challenges and strengthening communities. In parallel, they will help improve the skills and competences young people need for their own personal and professional development at the beginning of their careers.

3.2 Who can register for the european solidarity corps?

Anyone who is between 17 and 30 years old, and who is a national or legally residing in a participating country can register for the European Solidarity Corps. The minimum age to participate in a solidarity project is 18. The draft Regulation covers EU Member States; participation of other countries will be possible on the basis of bilateral agreements.
Currently, in its first phase, the geographic scope of the European Solidarity Corps covers the 28 EU Member States, and depending on which EU programme funds a particular project, other countries may also be involved (more information in this factsheet).

Non-EU nationals may not necessarily have all the rights or permissions needed to reside in another EU country for a placement. It is the responsibility of the participating organisation to ensure that such rights and permissions are in place for any person that they wish to engage for a placement with a project.

Young people who register for the European Solidarity Corps will need to subscribe to the European Solidarity Corps Mission Statement and its Principles.

Registration is easy and can be done on a dedicated webpage via the European Youth Portal on: www.europa.eu/solidarity-corps.

4. CIVIL VOLUNTEERING IN THE EUROPEAN UNION MUNICIPALITIES.

The European Union during the last decade has concentrated its interest around volunteering in the following lines of action:

- Awareness and recognition of the voluntary action organized and the work of the voluntary organizations, supported by an intense activity of institutional support for volunteering and its contribution to European citizenship.

- Approach to the sociodemographic profile and participation of volunteers from a comparative perspective throughout the different Member States, which is concretized in the progress made to establish measurement systems of voluntary action, in coherence with initiatives proposed by the United Nations.

- Consolidation of own initiatives that connect volunteering with European programs, such as the youth program, international solidarity or international cooperation. As a reference, the maintenance of line 2 of the Youth in Action Program, related to the European Voluntary Service, within the Erasmus + Programme.

- Setting up a strategic framework for the promotion of volunteering, connecting it with lines of action such as cooperation for development (European Voluntary Humanitarian Aid Corps), corporate social responsibility (through corporate volunteering) and youth and employability policies (as the accreditation of competences acquired through volunteering thanks to the European Competence Passport).
The Spanish Law on Volunteering constitutes the main landmark of reference at the institutional level. The effort to recognize the practice of volunteering in new contexts of participation has been supported by the increased participation of the associative sector in collaborative networks, such as the case of the Third Sector Platform, in an attempt to increase advocacy capacity in public policies and to reclaim the role of civil society in social and community work in more vulnerable social contexts and groups.

**Benefits of volunteering.** At the individual level, the practice of volunteering allows learning and the development of skills; promotes community integration; facilitates the development of relationships; contributes to personal growth; provides new experiences; develop social skills; makes the motivation of achievement effective; and improves the employability profile.

At the community level, the practice of volunteering promotes social cohesion; encourages reciprocity and forms of active citizenship; improves the community adjustment of public services; it contributes to the preparation for change; develop social support networks; facilitates the efficient management of resources; and promotes the sense of community.

*Studies on the cycle of voluntary participation have shown the diversity of values that motivate the involvement in community activities. The volunteers seek, in different degrees, learning, personal development, the expression of values, the increase of their self-esteem and the interest for the community. The permanence of all of them as volunteers not only depends on the degree of accomplishment of said motives but also on the satisfaction with the voluntary activity carried out, and the integration in the organization.*
MODULE 2. The volunteering model in the European municipalities

Objectives of the module
This training module aims to show the impact and the utility of the volunteering in the EU municipalities. The objective of this module is to recognize the local experiences and good practices in solidarity education, solidarity activities and all of these subjects related to new technologies.

What will you learn?
The civil servants will receive a training based on being aware of the impulses of volunteering towards the future of a more just and solidary society in the European Union and abroad.
Each of you will know some examples that are being carried out in the EU as the existing Working Group which measures the impact of Volunteering in Europe, and other new initiatives to make opportunities for cross border volunteering available to a greater number of European Citizens.

1. INTRODUCTION
Through this training module, we want to make known the type of Volunteering that is taking place in the European Union. Across the EU Member States there is no common definition for volunteering5. Some countries define volunteering by a specific legislation, while in others, volunteering is regulated through a looser legal framework.

The Volonteurope Impact Group has adopted the definition of volunteering set in the Policy Agenda for Volunteering in Europe (P.A.V.E.) published as one of the key outputs of the European Year of Volunteering 2011: “[Volunteering constitutes] all forms of voluntary activity in any location, whether formal or informal, full-time or part-time, occurring regularly or sporadically.”

The European Union is built on solidarity: solidarity between its citizens, solidarity across borders between its Member States, and solidarity in its action inside and outside the Union. Solidarity is a shared value which is strongly felt throughout European society.

Young people need to have the opportunity to develop the skills and competences which help them to find their place in the labour market and in society as a whole. The Erasmus+ programme (2014-2020) supports mobility and training for young people and youth

workers and provides opportunities for dialogue and joint projects on citizenship, volunteering and youth exchanges.

In more recent years, the social and economic value of volunteering has become a central focus.

In March 2008, the European Parliament adopted a report on the ‘Role of volunteering in contributing to economic and social cohesion’ (2007/2149(INI). Following this report, other EU actors, such as the Committee of the Regions and the European Economic and Social Committee, provided their opinions on the important role of volunteering and its contribution to economic and social cohesion.

The year 2011 was the European Year of Volunteering, designed to encourage regional and local authorities to improve and promote volunteering within Member States. This year acted as a catalyst for change at a national and European level. The European Volunteer Center (CEV) and Volonteurope’s initiative and facilitating role was a crucial element in the civil society campaign achieving the European Year of Volunteering 2011, together with all partners networks active in volunteering at the European level. These networks formed the ‘EYV 2011 Alliance’ and CEV was mandated to host the Secretariat for the implementation of the civil society strand of the European Year of Volunteering 2011.

The objectives of the EYV 2011 Alliance included the development of a Policy Agenda on Volunteering in Europe (P.A.V.E.), which provides recommendations for a more efficient and effective European policy framework to support and promote volunteers, volunteering, volunteer-involving organisations and their partners. These objectives and recommendations will help us to have a better knowledge about the social impact of volunteering in the EU.

2. IMPACT AND UTILITY OF THE VOLUNTEERING IN THE EUROPEAN MUNICIPALITIES.

Volunteering is one of the most visible expressions of active citizenship because it promotes solidarity, facilitates social inclusion and fosters the development of social capital. For all people involved in volunteer organisations, understanding and demonstrating the impact of volunteering is the key to their relationship with funders and communities.

As we can read on an article (http://nonprofit.xarxanet.org/news/measuring-social-impact-volunteering) from the author (F Pere Tarrés), volunteering can be considered as an essential asset of our society. With nearly 1 billion people throughout the world giving up their time for free to support their community, it is vital to measure correctly its social impact.
The conference Beyond volunteering: measuring the social impact\(^6\) which took place on the 23\(^{\text{th}}\) March 2018 in the European Parliament Office in Edinburgh was the event that culminated a three years campaign carried out by Volonteurope with the support of the Volonteurope Measuring Impact Working Group.

The campaign has shared best practices and carried out research in order to gather evidence to measure the social impact and value of volunteering that will help to raise the profile and quality of impact measurement across Europe with the final aim to develop universal indicators.

During the conference, the Volonteurope Measuring Impact Working Group presented its policy paper outlining the results of this research. Besides that, some expert speakers participated on the event where they have discussed their experience and the work that they did within this important field.

In this article [http://nonprofit.xarxanet.org/interviews/promotion-volunteering-investment-promote-social-capital-and-values](http://nonprofit.xarxanet.org/interviews/promotion-volunteering-investment-promote-social-capital-and-values) they have talked with two experts at the European level in order to address these issues: Susana Szabo (CEV) and Gabriela Civico (EYV 2011 Alliance):

### Why should we promote volunteering?

Is volunteering more necessary than it used to be? We have talked with two experts that think so. They are Susana Szabo, from the Board of the European Volunteer Center, and Gabriella Civico, project manager of the European Alliance for Volunteering.

According to Szabo, "we are living in a society increasingly individualistic. Many values and institutions are being transformed, such as family, school, companies, labor... The values of the consumer society don't make any sense to young people's life (despite they are looking for it)". In response to this "volunteering proposes a new active way to give meaning to life, learn and connect with others".

Civico explains the importance that volunteering has in our society: "Volunteering is one of the most visible expressions of solidarity. It promotes and facilitates social inclusion and the creation of social capital, and produces a transformative effect on society". And she continues, "Volunteering contributes to the development of a plural civil society which can offer creative and innovative solutions to common challenges, and also help to boost economic growth".

\(^6\) [https://volonteurope.eu/measuring-impact-volunteering-event/](https://volonteurope.eu/measuring-impact-volunteering-event/)
In fact, different organizations have tried to quantify the social impact of volunteering. There are some relevant examples, such as the "Manual on the Measurement of Volunteer Work" (International Labour Organization) and the study "Volunteering Works", which quantifies the impact of volunteering in the UK. According to this report, for each pound invested in volunteering, society receives in return between 3 to 8 pounds.

It is important for our society to generate values

The two experts interviewed agree that volunteering across Europe shares the goal to generate values which go beyond market, individualism and consumerism. Values such as altruism and generosity.

Szabo points out that: "We believe in the same values, although sometimes there are different interpretations of them depending on the culture of each country". Civico adds that "volunteers promote values (…), in particular in terms of social cohesion, solidarity and active citizenship."

When asking about the priorities of the sector, Szabo explains that it is necessary "to affirm and strengthen the values of volunteering, such as generosity and altruism". She explains that volunteering allows "participating in the community, not through the market, but through collective and local participation."

How should we promote volunteering?

Civico explains that one of the main priorities is the recognition of volunteering: "recognition is fundamental in order to give incentives for all stakeholders, and thus increase the quality, quantity and impact of volunteering. This recognition should be given at the individual level (to the volunteer) and at the collective level. Szabo says that it is necessary "to strengthen the volunteer preparation, project a more positive and dynamic image, and diversify the volunteering community in order to include people who are less instructed or have some difficulties."

Differences among countries

Gabriella Civico explains that "there is a great variety of ideas, definitions and traditions related to volunteering across the 27 member states of the EU". Zsabo and Civico point out that there are differences in the organization of volunteering. Zsabo explains us that "some countries have specific laws for volunteering, while others don't" and "some of them have public policies devoted to support volunteering, while others don't".
Tools for measuring the impact of volunteering

There are a number of tools that help to measure the impact of volunteering. Some are designed to assist in the planning stage, while others measure ‘distance travelled,’ and therefore require baseline assessments and systems for follow-up.

It is important to carefully consider in advance the purpose of the evaluation, the evaluation questions, and the type of data that will best validate an argument or generate new ideas, as this will profoundly influence the most appropriate tool for the job. Similarly, it is important to recognise the merits of different approaches because some tools may be more suitable in different contexts.

Some of the tools available to assist in the learning process at different stages of impact management, are:

1. Self-assessment tools to understand how well an organisation is measuring impact;
2. Evidence planning tools used to plan a project evaluation;
3. Specialist tools designed specifically for social ventures involving volunteers;
4. Outcome assessment tools to track and measure outcomes in robust and reliable ways; and
5. Benchmarking tools that enable comparison against other organisations and similar data sets.

The European Volunteer Centre (Centre européen du volontariat, CEV) is the European network of nearly 100 national, regional and local volunteer centres and volunteer support agencies across Europe. Through this network, they work together to promote and support volunteering through advocacy, knowledge sharing and capacity building & training. In this way they reach out to the many thousands of volunteers and volunteer organisations who look to volunteer centres a source of support bringing the European dimension to their work.

CEV channels the collective priorities and concerns of its member organisations to the institutions of the European Union and the Council of Europe. Together with other European networks active in volunteering, they exchange policy, practice and information in order to ensure effective and coherent follow up to European Year of Volunteering 2011 and ensure its legacy through the implementation of the Policy Agenda for Volunteering in Europe (P.A.V.E) and the follow-up “Helping Hands – Hope for Europe” report.

3. LOCAL EXPERIENCES AND GOOD PRACTICES IN SOLIDARITY EDUCATION: Solidarity activity and new technologies

In the European Youth portal you can select information about Volunteering, with information and advice on how to start volunteering programs and to search for projects which are actively looking for volunteers.

Volunteering in another country is a great way to experience different cultures and make new friends, whilst also helping others and learning new skills that could be helpful in later experiences and opportunities.

Here you can find more information about the different types of volunteering, read inspiring stories from previous volunteers, and find out about the European Voluntary Service and EU Aid Volunteers. You can also search for volunteering projects that are looking for young people.

Thanks to the ICTs, we can select the opportunities of volunteering you do prefer. See this link: https://europa.eu/youth/eu/voluntary-activities/volunteering-opportunities_en

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How to choose a good volunteering opportunity
The key to success is to choose a volunteering opportunity that matches your skills, interests and availability. Once this is settled, you can start your search for a quality opportunity.

Volunteering can be an unforgettable and rewarding experience, but with so many opportunities available it’s important to be careful with your choice. The quality of your experience can determine how you perceive volunteering as a whole.

So once you decide to volunteer, the first thing is to ask yourself:

- What are my goals and expectations?
- How much time do I have it available?
- What kind of tasks would I like to undertake?
- Which skills can I offer?

Do background checks

You will find a lot of different opportunities on the Internet, as there are many organisations that would welcome your help. However, you should make sure that these organisations are reliable. There are hundreds of websites out there for organisations that no longer exist, never really existed or just do not do the work they claim to do. Even if you see an advert on a dedicated volunteering website, you should remember that these websites are not accountable for the credibility of the organisations that advertise on them.

In short, you should always investigate an organisation not only by visiting its website but also by speaking with staff, to find out what the organisation is trying to accomplish and how their volunteering programme works. Reliable organisations won’t have any problem answering all of your questions and putting you in contact with previous volunteers.

Bear in mind that even if you have chosen an opportunity that seemed perfect in a trustworthy organisation, things still need time to run smoothly and you should be patient. Not every volunteer job is right for every volunteer, and while one assignment may not be ideal for you, there will be dozens of others that meet your needs and expectations.
volunteering a shot and commit your time and skills to benefit society over the Internet.

If onsite volunteering is particularly difficult for you because of a disability, home obligation, transport difficulties or work schedule, you could consider volunteering online. If you have a computer, an Internet connection and the right skills, this might be the option for you.

Your tasks as an online volunteer will depend on your skills and expertise. You can design flyers, maintain a website, translate text, edit video, design a database, manage online social networking activities or write code for software. You can also simply give experts advice (for example, in law or education), answer emails for an organisation or conduct research.

Where to look:

- Cyber Volunteers: opportunities for volunteers with information and communication skills
- UN Volunteers Online: the United Nations has one of the most developed online volunteering programs
- Help from home: volunteering activities that can be done from home, both online and without a computer
- Random Hacks of Kindness: online volunteering for software developers and designers

Bear in mind that online volunteering is real volunteering and requires real time, real commitment and involves real deadlines. Although it’s very easy to say yes to volunteering over the Internet, be sure that you really have the spare time necessary to complete the assignments you commit to. Online volunteering is not meant to replace face-to-face volunteering, so you can still do both if you have the time.

Also, you can find information about solidarity activities, as we explained in the Module 1 of Introduction to Volunteering.

4. IMPULSES OF VOLUNTEERING TOWARDS THE FUTURE OF A MORE JUST AND SOLIDARY SOCIETY IN THE EU

EU Aid Volunteers, set up in 2014, works with volunteers and organisations from different countries, providing practical support to humanitarian aid projects (European Commission, 2017a) and involves an extensive training programme that leaves volunteers well equipped for their volunteer position.
In 2016 the European Solidarity Corps was launched. It is largely funded by Erasmus+ and aims to create opportunities for young people to work or volunteer in their own country or abroad. It therefore differs from EVS in that participants can volunteer or work in their own country, and the program facilitates paid apprenticeships and traineeships as well as volunteering opportunities (European Youth Portal, 2017).

EU Aid Volunteers brings together volunteers and organisations from different countries, providing practical support to humanitarian aid projects and contributing to strengthening the local capacity and resilience of disaster-affected communities.

The EU Aid Volunteers programme offers:
- Opportunities for European citizens to become EU Aid Volunteers in humanitarian projects worldwide, showing solidarity with those who most need it,
- Professional support by trained and well-prepared volunteers to communities affected by disaster,
- Capacity building for local staff and volunteers of organisations in countries hit by disasters,
- Technical assistance for organisations based in Europe to strengthen their capacity to participate in the EU Aid Volunteers initiative.

Individuals can apply to be deployed to humanitarian projects worldwide. Check out the EU Aid Volunteers vacancies. The EU Aid Volunteers networking platform, soon to be launched, supports partnerships and collaboration between projects, it houses the online volunteering activities and it allows EU Aid Volunteers to share their stories from the field.

Funding opportunities with the EU Aid Volunteers initiative are managed by the Commission's Education, Audio-visual and Culture Executive Agency (EACEA). Organisations can consult the Calls: EU Aid Volunteers page for more information on the rules and procedures for participating organisations and links to further information.

You can find all the information about this initiative on the following website: https://ec.europa.eu/echo/what/humanitarian-aid/eu-aid-volunteers_en

QUESTIONS AND ANSWERS ON EU AID VOLUNTEERS:
- About the EU Aid Volunteers initiative
- Becoming an EU Aid Volunteer
- Becoming a sending/hosting organisation.

The European Commission, with the field support from its humanitarian partners, helps victims of conflicts and disasters in over 90 countries worldwide every year.
Out of commitment to high transparency and accountability and in order to raise awareness to humanitarian issues, the European Commission's Humanitarian Aid and Civil Protection department produces a wide range of communication products on its relief work across the globe.

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- **Factsheets** provide concise information about specific countries, regions or humanitarian theme in which the European Commission is active.
- The 'Solidarity in Action' interactive page gives a swift overview of EU humanitarian aid and civil protection activities through info-graphics, videos, factsheets, and maps. It is available in English, French, and German.
- **Leaflets, books & posters** are print material which can be ordered through the EU Bookshop.
- **Annual reports** provide detailed information on the European Commission’s activities on an annual basis.
- **Eurobarometer** analyses the level of awareness of and support to the EU humanitarian and civil protection activities in each EU Member State.
- **Policy guidelines** offer technical guidance on specific sectors of interventions for on-the-ground humanitarian partners.

In addition, **Policy newsletters** are sent twice a year to inform on major policy initiatives and developments. A number of **Online databases** provide data and figures on humanitarian aid and civil protection funding and activities.

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8 [http://ec.europa.eu/echo/node/2340](http://ec.europa.eu/echo/node/2340)
MODULE 3. Guideline for the good use of the volunteering in the municipalities

Objectives of the module
This training module aims to explore some practical cases and ideas to help practitioners engage volunteers within municipalities local Community sector, whether statutory or voluntary accross our European Union. With the study of this module, we will try to reach the developing of a road map and a guideline able to provide the experience, skills and challenges to the civil servants both informal and formal settings to encourage their daily work in their respective municipalities.

What will you learn?
The civil servants will be trained to know how to introduce, explain, or expand on existing knowledge with regard to volunteering within the local community sector and the role of a volunteer within their respective municipalities.

1. INTRODUCTION
The idea of proposing a guideline to develop a methodology that encourages the "good use" that municipalities make of volunteering is a good start in this training process.

A guideline can provide a checklist of good practices for all organizations and municipalities that involve volunteers. The guidelines are intended to be an introduction, since along a line there are references and links to more information, examples of good practices and resources. Although the topics may contain a large amount of detail, a guide includes a list of additional and useful resources.

Any activity that involves spending time, without paying, or doing something that has as its objective for example to a beneficiary of the environment or to someone who is not sometimes a person as close as possible, is all that it is needed to be volunteer by an individual freely.

This may include formal activity through public, private and voluntary organizations, as well as informal community participation and social action. Everyone has the right to be a volunteer and volunteering can have benefits for people.

The Guidelines are aimed at voluntary organizations, municipal groups, social enterprises and cooperatives that currently allow volunteers to be involved or who wish to establish a volunteer program.
Some municipalities, for example, may be planning to involve volunteers for the first time and seek initial guidance, while others already have a successful volunteer program and can also review it or address specific problems such as diversity or the retention of volunteers.

The guidelines are introduced in the following areas of good practices:
1. Preparation of a Volunteer Plan.
2. Recruitment and selection of volunteers.

In this sense, always the preparation of a volunteer plan should bet on the contribution of improving the quality of the activities we develop and also the welfare state of the volunteers in our organization. Not only does it matter what we do but how we do it and always bearing in mind that in its development people with different responsibilities and functions intervene that we must take care of.

Volunteers provide a diverse group of experience, and a scheme to help municipalities achieve their objectives and achieve a level of public service that otherwise could not be provided. Having volunteers can make an organization more welcoming to service users and more reflective for the society.

This training module has the intention to introduce, explain, or expand on existing knowledge with regard to volunteering within the local community sector and the role of a volunteer within these settings.

In developing this guideline, we have explored this subject on several levels resulting in some practical support and ideas to help practitioners engage volunteers within municipalities local Community sector, whether statutory or voluntary across our European Union.

Volunteering is an essential part of any individual and young person's continual personal development, providing them the experience, skills and challenges in informal and formal settings.

2. IMPACT OF VOLUNTEERING AND CITIZEN PARTICIPATION IN THE LOCAL EUROPEAN ADMINISTRATION

Volunteering is one of the ways of community participation through which citizens take part in the issues and problems of common interest. The exercise of voluntary action promotes essential democratic values, such as solidarity and social justice, while at the same time claiming an active role of citizens in decision-making. Broadly speaking, to assess the impact
of volunteering among the citizens of the European Union, it is necessary to have the following grounds:

- **PUBLIC ACTION: TASK OF EVERYONE AND TOOL FOR COMMUNITY DEVELOPMENT.** Volunteering contributes decisively to the promotion of social capital insofar as it fosters the establishment of bonds based on trust between citizens and the different sectors that make up a community, constituting a committed contribution and a valuable complement to the action developed by the Public Administrations at the local level.

- **THE QUALITY OF THE ACTION: TRAINING PROCESSES AROUND THE EXERCISE OF VOLUNTEERING.** Training is one of the essential elements in the strengthening of skills and abilities for participation, not only in the acquisition of certain skills for the development of voluntary action, but also in the acquisition of knowledge that directly affects the reality that you want to transform.

- **DEMOCRATIC PROXIMITY: NEW RELATIONS BETWEEN PUBLIC ADMINISTRATIONS AND ORGANIZED CIVIL SOCIETY.** The involvement of citizens in volunteering activities broadens the population’s knowledge of community resources and links it to the social, economic and cultural context, providing a stimulus for the promotion of conscience as a community.

- **INNOVATION IN ORGANIZED VOLUNTARY ACTION.** The new information and communication technologies open up new opportunities for volunteer organizations to optimize their efforts and adapt activities to their corporate mission, through the dissemination of values of solidarity and awareness about voluntary action, in counseling systems virtual, in the management of organizational resources, in virtual training processes, in the exchange of resources and dissemination of good practices and in the provision of solidarity services through virtual volunteering.

From the Council of Europe, it grows the [Incubator for participatory democracy](#), as an example of citizen participation in the local European administration.
decision-making procedures. The incubator builds an open infrastructure to boost democracy for inclusive and innovative cities.

As part of the World Forum for Democracy 2015, the Council of Europe organised a hackathon for the creation of a participatory democracy incubator, assembling experts on democracy innovation and political decision-makers. It gathered 30 experts, researchers, elected representatives from cities, social and democratic innovators, grassroots activists and civil servants. During the collaborative workshop, participants were invited to think of the best ways to support the development of transparent, participative and collaborative democracy.

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<th>3. THE VOLUNTEER MANAGEMENT CYCLE: Preparing a volunteer plan</th>
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<tr>
<td>The volunteering management cycle is the way in which the voluntary human resource is organized and administered. This process demands of the volunteer leaders a permanent task of planning, communication and coordination to achieve:</td>
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<tr>
<td>A precise call or call to be part of a volunteering plan, an adequate selection among the aspirants, an induction and quality training for that the selected ones can participate and perform their activity or service correctly, and an evaluation or recognition of the performance.</td>
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<tr>
<td>The Planning in general terms is to order the act according to certain purposes that give meaning to the actions. In this sense, always the preparation of a volunteer plan</td>
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should bet on the contribution of improving the quality of the activities we develop and also the welfare state of the volunteers in our organization. Not only does it matter what we do but how we do it and always bearing in mind that in its development people with different responsibilities and functions intervene that we must take care of.

The justification of how a Volunteer plan can respond to the needs of improving the management of voluntary action organized in my municipality, is to be able to refer to the legal framework closely related to volunteering. It is also interesting to make a brief introduction of how it will be developed and what phases will be included to contemplate it within the project. Here you can contemplate the general and specific objectives and that can be measurable.

Also, before beginning to define volunteering in the selected entity of my municipality it is important to establish and outline how the current legislation defines volunteering and establish what are the rights and duties of volunteers. Once we have established our legal reference framework, we will define how we define volunteering in our organization, what is the volunteering profile we are looking for, what does our organization contribute to municipal volunteering and vice versa.
All this must be put in relation together with the expected social effects of volunteering

If we identify the specific social effects of volunteering, such as economics, social welfare and volunteers as individuals, it is generally shown that this social impact and its relevance are tremendously positive. In various studies and research on this subject, we talk about figures and of economic impact. However, these figures on economic values do not take into account the benefits of third parties, citizens, who can enjoy when time is dedicated to people or causes that matter to them.

These figures also do not represent the less tangible benefits derived from volunteering.

The voluntary sector plays a key role in social life. Volunteer activities bring together people who might not otherwise have contact with each other. The social fabric can only be strengthened through practices that unite our socio-economic divisions.

There would be potential values in social capital, combining the organizational life of the community, participation in voluntary associations, participation in public affairs and informal sociability and social trust.

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4. VISIBILITY OF CITIZEN PARTICIPATION AND VOLUNTEERING IN THE DIGITAL AGE:

From the local to the global.

Practical experiences in pilot municipalities from Andalusia.

In volunteering sector, there are many organisations that are keen to embrace a digital future, although there are some challenges that need to be faced.

The volunteering associations are increasingly proficient in their use of digital media for campaigning and advocacy, fundraising and for recruiting volunteers. There is potential for using such media more effectively in supporting volunteer activities and engagement, after the recruitment stage.

Applications like Facebook can make volunteers more visible in the different volunteering networks and create a sense of belonging, despite geographical distance. Digital communication can allow co-ordination of a widely dispersed volunteer team, and hence wider coverage of services. It allows volunteers to make their contribution, in client support for example or involvement in decision making, even if they live in remote areas.

An example to take into account for our City Councils is to have foundations and non-profit associations that collaborate within the framework of citizen participation in European municipalities, such as, for example, the Andalusian Volunteering Platform, or the Cibervoluntarios Foundation, which promotes the use and knowledge of ICT as a means to make social gaps, generate social innovation and promote citizen empowerment. By favoring this mission, it is intended to ensure that all people, equally, have the opportunity to access, know and use new technologies to improve their quality of life and that of their environment. The objective is to achieve the SOCIAL USE of any type of technological tool to improve the world.

In the following links of the Andalusian Platform for Volunteering, we can see the need to make visible the great social work carried out by Volunteering in our society:

https://www.youtube.com/watch?v=BqEhGsOojEE

Likewise, the awareness that volunteering should provoke in the citizenship can also be understood by watching videos like this one:

https://www.youtube.com/watch?v=nw6QMftXkGA
BEST PRACTICES IN ANDALUSIAN VOLUNTEERING

In our region, Andalusia, there are several practical experiences from some of the Pilot Municipalities involved in the CO-CREATED Project. As examples, we can know some of the following ones:

- **LUCENA (CÓRDOBA) TOWNHALL**
  
  In this municipality there exists the Associacion "Friends of Europe" is a youth organization created in 2014 by young people who want to work to offer opportunities to young people at all levels, local, state and international. They base their work on intercultural learning and non-formal education, in order to encourage youth participation in an international context. They try to contribute to improve our society, present and future, thus abolishing barriers between countries, reducing racism and promoting tolerance between different cultures.

- **PRIEGO DE CÓRDOBA (CÓRDOBA) TOWNHALL**
  
  This municipality, whose City Council is participating in the piloting of the CO-CREATED Project, has established a Local Volunteer Plan (the Second), which covers the years 2015 to 2018 and is configured as an instrument for regulating and coordinating relations between the Administration Public Local (City Council - Municipal Social Services) and the organized voluntary movement and the organizations that currently work at the same (Platform of Volunteering of Córdoba and Federation of Social Associations Network), contributing without doubt to the Volunteering in Priego de Córdoba being more dynamic, more effective and give a better response to the needs of different associations.

The fundamental basic principles that inspire the **II Local Plan of Volunteering 2015-2018**:
- The participation of citizens as a principle of social transformation.
- Volunteering as a driver of democratic proximity.
- The autonomy of the associative sector in decision-making, promoting improvement in relation to the management and revitalization of participatory spaces, mobilizing the bases of citizenship and their commitment to organized voluntary action.
- The Social Responsibility and Recognition of the Solidarity initiatives.

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Innovation on topics of interest to social organizations, as well as the search for continuous improvement in the quality of the entities.

General objectives:
- Improve the management of volunteering in social organizations.
- Facilitate the participation of citizens in initiatives of commitment and organized voluntary action.
- Increase the quality and effectiveness of the actions developed from organized volunteering.
- Vertebrar relations of cooperation between associative movement and volunteering, with the set of social, public and / or private sectors.

Specific objectives:
- Disclose values of solidarity and participation to the whole citizenship.
- Inform the population about opportunities for participation in initiatives promoted by the associative movement of Priego de Córdoba.
- Promote training initiatives for the proper management of volunteering organized in social organizations.
- Know the real needs of the associative movement and volunteering in Priego de Córdoba.
- Promote cooperative actions in exchange with the set of social agents linked to organized voluntary action.
- Offer the general population the possibility of participating in voluntary action initiatives organized through volunteer organizations.
- Improve quality management in solidarity initiatives

**MORALEDA DE ZAFAYONA (GRANADA) TOWNHALL**

This municipality has approved the Regulations of the Volunteer Corps and Municipal Employees of the Moraleda de Zafayona City Council. Said Regulation was created with the purpose of regulating the voluntary action, as a support and complement to the one developed by the local associative fabric, starting from the singularity of each municipality, addressing especially those in which the associations, either by their number, either by its scope of action, do not cover the demands of volunteers.
The Volunteer Corps and municipal collaborators of the Moraleda de Zafayona City Council is constituted and with the creation of the same it is intended to fulfill the purpose of:

- Give channel to the initiative of how many people want to get in touch with the issues related to municipal activities, either for their participation in activities for the revitalization of the municipality or to increase their chances of helping other neighbors if necessary.

- The scope of action of this Regulation will be applicable to programs, projects or actions of volunteering promoted and developed directly by the City Council or the public entities dependent on it and carried out within its municipal area.

Basically, the actions of the volunteers fall within the scope of the voluntary action carried out in the projects and activities carried out in the municipality. The functions of the volunteers within the framework of the municipal institution are specified as follows:

- Participation in the design and evaluation of projects and / or actions in which it is incorporated.

- Participation in the design and / or dissemination of the campaigns that are launched, related to volunteering.

- Carrying out the activities of the projects to which it is assigned.

**ÚBEDA (Jaén) TOWNHALL**

http://ubeda.ideal.es/ubeda/movimiento-vecinal-recibio-20180428131149-nt.html

In April 2018, the headquarters of the Federation of Neighborhood Associations "La Loma" in Ubeda hosted a course on "Associative Diagnosis and Networking" for 3 days, organized by the Department of Citizen Participation, the Federation itself and the Network of Volunteering Canvases. A training action aimed at members, workers, managers and volunteers of associations and organizations of the third sector, as well as individual people interested in participation processes.

During the three days that this course lasted, we worked on the promotion, articulation and promotion of the associative and participative activity of the citizenship, facilitating and encouraging the participation of the groups and entities so that they are active protagonists of their change.
Among the aims of this meeting was the promotion of spaces for reflection, debate and communication; the creation and maintenance of stable participation platforms; or the incorporation of associative, administrative and private entities to the project to be developed. Likewise, it sought to describe and assess the situations that hinder or favor the development of networks; consolidate the map of resources, the directory and the contact agenda between associative, administrative and private entities to the project to be developed; identify and describe good practices; and achieve a good qualification of the members of the boards of directors, technical and management teams, as well as the voluntary personnel of the associations and organizations in the areas of citizen participation.

During these three days, 27 people from different neighborhood associations of women and cultural of Úbeda, have worked on techniques and tools to facilitate the associative and participatory activity of citizenship in order to create spaces for reflection, debate and communication, describe and value the situations that hinder and / or favor the development of networks, consolidate the map of resources, the directory and contact agenda between entities, identify and describe good practices of associative work in the Network at the local level.

The training on skills from volunteering and networking has led to this course on **COMPETENCES FROM VOLUNTEERING**, developed in the Training Classroom of the Department of Equality in Jaén, and precisely five entities of the province (AFAMP Bailén, World Welcomes Linares, Catholic Scouts, Colectivo Gentes and Red Lienzos itself) have participated in this training in which tools have been developed to facilitate the training of volunteers and skills improvement, as well as Management by competencies.

Techniques have been developed for the identification and evaluation of transversal competences and have also been reported on the development and certification programs of competences that are currently being carried out in this field: VOL + from the Volunteering Platform of Spain and directed to entities of the Third Sector and the NETWORK RECOGNIZES the certification of competences through youth volunteering and non-formal education and that will be the model to be developed in all the Autonomous Regions through INJUVE. From now on, these entities will participate in the VOL + Program, a program to make it easier for these entities to certify their competences when volunteering. With this new seal, volunteers can enrich their CV or try, at the time of applying for employment, the knowledge and experience they have gained by exercising the solidary task.
- **MIJAS (Málaga) TOWNHALL**

In April 2018, all the volunteers in Mijas had the opportunity to select from 5 training workshops that have contributed to improve the attention of the associative networks of the municipality. These seminars have been addressed to both volunteers and employees of the different associations of Mijas and have been opened to anyone who might be interested in training, and finally provide the necessary skills to work on a day-to-day basis with the most needy.

The main objectives of the volunteer area of the city council are the following:

- To create a space for meeting and exchange between voluntary associations active in the municipality.
- To create a network of interconnected associations via e-mail through which all collaborate in the dissemination of activities, events, campaigns, recruitment of volunteers, needs .... Of the different associations that are part of the Network.
- To coordinate volunteer activities in the municipality and boost social networks of activities, events, campaigns, recruitment of volunteers.
- To contribute to improve the training of volunteers and / or workers of the different associations to improve the services provided to the different groups they serve.
- To serve as a point of reference for people who want to collaborate in Volunteering and offer them a contact with Associations that need collaboration.

More information: [https://www.mijas.es/portal/es/voluntariado-mijas/proyectos-de-voluntariado](https://www.mijas.es/portal/es/voluntariado-mijas/proyectos-de-voluntariado)

- **PILAS (Sevilla) TOWNHALL**

The City Council of Pilas has signed collaboration agreements with 22 associations (February 2018):


The City Council of Pilas has signed in the last months of the year 2017, with charge to the Municipal Budget of that year, a total of 22 agreements of collaboration with different associations of the locality.
In this way, the government team promotes the associative fabric of our people, recovering the collaboration and support from the local administration, and thus fulfilling the commitment of this legislature to expand the number of associations receiving these grants of the Consistory.

Groups that do a magnificent job in their respective areas of work such as sports, culture, education, animal protection, health, economic development or social services, and that, in addition, are an important driver of employment, wealth and social dynamism for the municipality.

From the Town Hall of Pilas, through its different delegations, work is being done to continue extending this collaboration to other associations, which may qualify for a subsidy after compliance with the legal requirements.

Also, in 2016, at the Residencia de Mayores Cristo Rey, in collaboration with the City Council of Pilas, organized a free Volunteer course\(^\text{11}\), subsidized by the Diputación de Sevilla, which took place during the month of November.

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\(^\text{11}\) [http://www.pilas.es/opencms/opencms/pilas/actualidad/noticias/participacion/noticia_0141.html#Wv7Ms3sh35q](http://www.pilas.es/opencms/opencms/pilas/actualidad/noticias/participacion/noticia_0141.html#Wv7Ms3sh35q)
SECTION 4

LIST AND DESCRIPTION OF THE MAIN EU PROGRAMMES FOR THE NEW PROGRAMMING PERIOD 2014-2020

- Europe and programs: explaining it by numbers
- A formal approach to start: reasoning in a “European way”
- The project cycle management
- Agencies and programmes: Part I. Citizens participation
- Agencies and programmes: Part II European Programs
- Agencies and programmes, Cohesion Policy and Funds for local authorities
MODULE 1. Europe and programs: explaining it by numbers

What’s this course for?
The module intends to give a general excursus on the European policy with special attention to the last decade, trying to better express the change and the growing up of ideas and proposals. The aim is also the one to let the learner be fascinated and not confused on the operational aspects, so the module will introduce the subject “European Funds” in a simple way allowing opportunities to be glimpsed.

What will you learn?
The learner will know a general description of the European policy with short excursus on the last program period 2007-2013 and the explication of the strategy according to the three priorities smart, sustainable, inclusive growth to 2020.

1.1. Europe and its programs, a strategy for smart, sustainable and inclusive growth towards 2020: the three priorities

The community programs are lines of funding managed directly by the European Commission which, through its General Directorates (DGs) or Executive Agencies, deals with the publication of the programmatic lines and calls for tenders, the selection of projects and their monitoring, providing funds to beneficiaries without further intermediate steps.

The aim of the community programs is to implement the policies of the European Union in various thematic areas, through the cooperation between subjects belonging to several EU countries (and also to third countries).

By virtue of their "political" and "transnational" nature, Community programs are normally defined in terms of objectives, eligibility, type of interventions and allocation of funds over a period of seven years, following a legislative process involving the all the institutions of the European Union. The definition of a Community program (and consequently, the choice of eligible project proposals) constitutes a political act of the European Union. They also require potential beneficiaries for a transnational approach: it is normally appropriate to involve partners from several countries, to demonstrate that the project is capable of producing an impact on the Union as a whole and to elaborate the proposals in a vehicular language (usually in English, a language in which most of the information is transmitted to the participants).
Community programs are scheduled for 7 years and have a total allocation of more than 200 billion euro for the period 2014-2020 and cover an extremely wide range in terms of themes, categories of beneficiaries and methods of intervention.

The new EU programs for the 2014-2020 period are based on past successes but have been improved and streamlined and give a lot of space to key areas for the future of the EU: research and innovation, transport, energy, job opportunities for young people and improving the competitiveness of European companies and municipalities, to name just a few.

Their objective is clear: to promote growth and jobs and to improve quality in Europe. Furthermore, for this new programming period, Europe has set a new target: the streamlining of bureaucratic practices. The EU has simplified the financial rules for companies, cities, regions, scientists and NGOs of the Union. This makes public administrations easier access and a more immediate understanding of processes.

The Europe 2020 strategy is the EU’s overall program for growth and jobs for the current decade. It emphasizes **smart, sustainable and inclusive growth** (the 3 priorities) as a means of overcoming the structural deficiencies of the European economy, improving its competitiveness and productivity and promoting the emergence of a sustainable social market economy.

These 3 transversal priorities have been set:

- **Intelligent growth**, aimed at developing an economy based on knowledge and innovation;
- **Sustainable growth**, based on a greener economy, more efficient in resource management and more competitive;
- **Inclusive growth**, aimed at promoting employment and social and territorial cohesion.

In the Commission’s intentions, these three mutually reinforcing priorities are designed to outline a picture of the European social market economy for the 21st century, determining the direction of funds and the content of transnational actions to be implemented at European level, national and local to give life to tangible developmental effects.
1.2. The five objectives of the European strategy

By virtue of this programming, the European Strategy foresees 5 main and general objectives for the member states. Each member state then defined custom levels based on these objectives based on context analysis.

The progress made in this programming period is therefore measured on the basis of the following indicative thresholds:

- **Employment and employability**: 75% of people aged 22 to 64 must have a job;
- **Innovation and research**: 3% of EU GDP must be invested in Research and Development;
- **Environmental sustainability**: Greenhouse gas emissions must be reduced by 20% (or 30% if conditions permit) compared to 1990; 20% of the energy needs must be obtained from renewable sources; energy efficiency must be increased by 20%;
- **Education**: The school dropout rate must be less than 10% and the number of graduates must reach at least 40% of young people;
- **Inclusion and tackling poverty**: 20 million fewer people must be at risk of poverty.

1.3. The 7 flagship initiatives for the pursuit of the EU 2020 strategy

Europe is going through a period of profound transformation. The global economic crisis has nullified years of economic and social progress and highlighted the structural weaknesses of the European economy.

If you want to deepen your knowledge on Europe you can consult: [https://europa.eu/european-union/documents-publications/slide-presentations_it](https://europa.eu/european-union/documents-publications/slide-presentations_it).

A short revision could be useful!
Several long-term phenomena, such as globalization, pressure on natural resources and the aging of the population are intensifying. The need to adapt to this constantly evolving reality recalls the need to adopt strategies and solutions strongly based on innovation. Aid can come from the reformist force of individual member states that can drive reforms based on European strengths such as the single market, the common commercial policy and other policies of the European Union.

However if we want to maintain the European model of the social market economy in the current difficult context, Europe must also become more competitive. To address these issues, with the launch of the "Europe 2020" strategy, the short-term challenges related to the crisis will be addressed, as well as the adoption of appropriate growth support measures necessary to prepare the European economy for the future.

With reference to the five strategic objectives, individual member states decided to focus their attention on 7 key initiatives that could support and strengthen innovation and development at both local and transnational levels.

These are the 7 "FLAGSHIP initiatives" that are, for example, supported by effective intervention policies and by a strong operational response because they are recalled by many objectives in European programming.

1. "Innovation Union": aims to improve the conditions and access to finance for research and innovation, so as to ensure that innovative ideas can be transformed into products and services that can stimulate growth and employment. The areas of intervention in this sense will be the most varied: from transport to climate change, to the strengthening of financing instruments, easing the bureaucratic burden and facilitating access. Another aspect of the FLAGSHIP Innovation initiative is the launch of the EU innovation partnerships, so as to facilitate the participation of more subjects and more economic and productive sectors in the competition for the realization of ideas and initiatives.

2. "Youth on the move": aims to improve the efficiency of education systems and facilitate the entry of young people into the labor market, in particular through EU-funded study, learning and training programs, as well as platforms to help young people find work in other EU countries. The Commission proposes to increase the international attractiveness of European higher education institutions and to improve the overall quality of all levels of education and

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training in the EU”, combining excellence and equity, through the promotion of student mobility and trainees, and improve the employment situation of young people.

3. "European Digital Agenda": aims to accelerate the deployment of the high-speed Internet and information and communication technologies, including through the increase in funds for digital and ICT. For example through the realization of the super-speed of the network, broadband accessible to all, the spread of low cost services making that at least 50% of European households are able to access by 2020. To guarantee digital literacy to all, even the less young and the less well off.

4. "A resource-efficient Europe": intends to decouple economic growth from the use of resources. It supports the shift towards a low carbon economy, greater use of renewable energy sources, the development of green technologies and a more modern transport sector, as well as promoting energy efficiency.

5. "An industrial policy for the era of globalization": wants to improve the context in which small and medium-sized enterprises (SMEs) operate, for example by facilitating access to credit and reducing bureaucracy. It also supports the development of a strong and sustainable industrial base, capable of innovating and competing worldwide.

6. "An agenda for new skills and jobs": aims to modernize labor markets and to enable people to realize themselves by developing their skills and improving flexibility and safety in the workplace. It also wants to help workers find employment more easily in other EU countries, so that job offers and job demands can be better matched.

7. "European Platform against Poverty": aims to ensure social and territorial cohesion by helping the poor and the marginalized to enter the labor market and become active members of society. The Europe 2020 strategy is based on many other EU policies and activities, such as those on the single market, budget (used strategically to support priority action areas) and trade policy (which, for example, promotes trade agreements to allow European companies access to public procurement and research programs in third countries).

In the Communication of the European Commission 3.3.2010 "EUROPE 2020: a strategy for smart, sustainable and inclusive growth“13, clear and precise indications are given on how to counter

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the effects of the disastrous crisis that has enveloped the Union and above all there are references the new frontier economies, such as the Chinese and the Indian, which, starting from the bases of poverty and hardship, have invested heavily in innovation and modern technologies to boost trade and exports, thus mastering
the global market. Europe must now aim at innovation of quality and success for all member states, each with its own needs and peculiarities.

These indications can be read across the board in all the European programs that encourage the search for new digital opportunities and the maximum diffusion of innovative technologies for the development of models for work, for research, for territorial and local growth, especially referring to the markets in able to accommodate youth and non-professional skills, to green areas of intervention, inclusion and equal opportunities both gender and social.

1.4. Some good practices related to FLAGSHIP initiatives:

- Monitoring Platform of FLAGSHIP initiatives by the Committee of the Regions: Through the Monitoring Platform 2020, the CoR\(^\text{14}\) conducted a study to evaluate the "Youth on the Move" initiative between September and November 2012. Other initiatives in the period up to 2020 are aimed at carrying out comparative studies and evaluating the activities promoted for young people, for the social-work inclusion and for the professional inclusion. By consulting the Eurodesk site it is possible to put in evidence the progression made by Programs destined to young people that is a priority for public and private bodies in the fight against youth unemployment and poverty. Here the role of public body is foreseen in information and involvement of citizen. Each partner country can consult own national website\(^\text{15}\).

- Further support for the achievement of the objectives of the European 2020 Strategy is represented by the EESC, the body that in addition to dealing with democratic participation in Europe carries out an action of reporting and monitoring of the initiatives achieved in relation to the 2020 objectives. on initiatives promoted and disseminated also thanks to its opinions. On the FLAGSHIP initiatives, it maintains a role of control and monitoring. Consultation of the EESC’s work can be of interest for updates and instructions on the management of policies and strategies at the local level\(^\text{16}\).

\(^{14}\) Cor: European Committee of Regions


\(^{16}\) Link: http://old.eesc.europa.eu/?i=portal.en.europe-2020-flagship
MODULE 2. A formal approach to start: Reasoning in an “European way”

What’s this course for?
The module intends to give formal knowledge on how to approach the European Programs, underlining the role of information, document and the exploratory attitude needed. The learner will visit the available sites and develop a simple conception on how to use the financial instruments from EU. Important target is the interest towards communication with EU by means of sites, Agencies, and different destined platforms.

What will you learn?
The learner will acquire tools for coming into contact with some information agencies such as Europe Direct or official direct agencies. The learner will also be acknowledged on a “long list” of thematic area and relative link to Program or websites - the module is very descriptive with photos, examples, link and operationally based so to give the learner the idea to simple access to every kind of information on programs. An approach to Programs by calls will be given.

2.1 The European information: starting with knowledge

The EU is the symbol of a Union of rights, based on a shared cultural identity but composed of numerous individual identities that are respected and valued. It is also the result of the efforts made to maintain peace on a continent torn by war. Great efforts have been made to develop the idea of an economic and political union that would be a peace union and a guarantee of development for its citizens, and for this reason a great number of programs and funds has always been made available to all citizens and growing institutions.

The EU has defined procedures to ensure the transparency and efficiency of its programs, but these same procedures must be known and mastered. For this reason there is a clear need for tools and guidelines to support individuals and organizations wishing to implement a project but do not know exactly how to proceed. It is necessary to follow some basic rules and models to be able to realize a European project and first of all it is essential to have tools and knowledge to access information sources, know the origin of information, know where to find correct and reliable information. European information is itself a necessary asset and is already a good starting point for approaching the planning and understanding of data and therefore of reference programs.
An important requirement to keep up with the offers that the European Union promotes is flexibility, the dynamism of the user, be it the single citizen, the private body or the public one. In fact, Europe does not speak only to companies, trade associations or specific groups, but intends to reach all citizens directly or indirectly. European information must be included in the complex project of growth and development and overall strategy. Approaching Europe to get to know it means accepting invitations to mobility and curiosity towards member countries, identifying opportunities for growth in programs and then using funds to invest in change, taking the attitude of those who want to acquire new knowledge through the exchange of practices and experimental models. This concerns the perspective of the individual who can trace the satisfaction of a need in participation to a mobility project (think for example of adult education, training of young entrepreneurs or students ...), as well as that of complex bodies that can draw funds for the implementation of important activities and big projects. It is useful to understand that in the European Strategy, Programs, although sectoral, open opportunities to multi-sector perspectives as a project can often embrace various areas of intervention and be read and enjoyed under different perspectives (social, occupational, environmental etc ...). Not only that, but a project designed for a specific area can be rethought and re-evaluated under the lens of a different Program, and then evolved, modified, adapted to needs that have grown and changed.

The user’s attitude is the key to everything: European information is within reach of anyone who is strongly motivated; getting closer to the knowledge of the Programs is the prerogative of all European citizens who have an interest; the information that the EU provides through its websites is simple, accessible, in all languages and easily traceable; to be active for detailed understanding and adequate knowledge is not difficult as Europe provides Agencies and contact points available on the whole territory of the Union.

2.2. Subjects and fields of interests: Europe leaves none back!

The European Union to help the citizen to extricate himself in the complex world of funding rules has over time created a system of official documentation sites. The European information network aims not to leave anyone behind because the information sources are quite simple and accessible for popular use, with extreme visibility and diffusion at the level of the 2 EU countries and related languages.
The Directorate General for Communication (DG Comm) is responsible for dissemination and information to member countries. As reported on the corporate website https://ec.europa.eu/info/departments/communication/ "it deals with illustrating EU policies to the external public. It keeps the Commission informed of political developments and trends in public opinion and the media. It also coordinates communication campaigns within the Commission".

In addition to defining the plans for visibility and promotion of EU activities, it has also the task of management and responsibility for the dissemination of European communication, in particular the appropriate and widespread knowledge of the European Programs.

It is good to consider that any informative research should always start from the official websites and that the official website of the European Union is the EUROPA.EU portal. This is considered the best way to begin to delve into the deeper knowledge of the mechanisms of the EU and the programs themselves. We therefore consider the Europa.Eu portal as a basis for getting closer to European information, as more and more we enter into a fair knowledge of the world of European Programs, we start an increasingly specialized and sectoral knowledge journey. Furthermore, from the European Portal it is possible to go back, by theme, to the main community programs organized by subject. Following a simple description of the official links.

**EUROPA PORTAL**

You can start looking for subject you’re interested in.
Then you will arrive to Program!

https://europa.eu/european-union/index
Furthermore, DG Comm is responsible for managing the European information network through two privileged tools: 1) the Europe Direct network, represented at national level by various information points or Antennas and 2) the European Documentation Centers.

Europe Direct Antennas operate through the Internet, the call center and assistance services through branches in the area. These services are aimed at all citizens and associations as well as public bodies and public administrations. They provide technical assistance on calls, application packages, forms, recruitment of partners. The European Documentation Centers are established into Universities and college institutions of higher learning and make the paper and electronic documentation of the institutions of the Union accessible to the academic world and the general public. At the following links you can access the dedicated sites and visit the options and opportunities offered by the Antennas and the contact points.

...IF CULTURE IS YOUR TOPIC OF INTEREST

...you’ll have access to CREATIVE EUROPE PROGRAM

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In the discussion of this course, starting from section II specific on the European Programs links to dedicated agencies will be provided and specific information sites for each Program treated.

Some useful and descriptive sites for a systematic and gradual approach to the main European sources are provided below:

☞ [https://eurodesk.eu/](https://eurodesk.eu/): is the main European information site on youth policies. It is to be considered as a unique portal for European information aimed at young people. Consultation is useful to approach the world of mobility, initiatives, competitions and contests, but also young entrepreneurship and work. It is a privileged link to the Erasmus + Youth Program.

☞ [https://www.euractiv.com](https://www.euractiv.com): is a site that is aimed at recipients of various fields, offers updates and notices on issues related to environment, agrifood, health and market trends useful for context analysis at EU level

☞ [https://www.euroguidance.eu/](https://www.euroguidance.eu/): is a site dedicated to career guidance and training, information on study opportunities, participation in mobility projects, training, specialist training, but also tools for individual counseling, for example in school subjects or educational

☞ [http://www.eu-events.eu](http://www.eu-events.eu): the site offers an overview of the main events related to various categories of intervention and updates on the possible development of the bid programs etc ... it also offers the possibility to subscribe to training webinars on specific reference programs
EU official website summarizing and collecting the main thematic sites described above and referring to information on European programs, calls and information opportunities

**EURES**

*EURES (EUropean Employment Services) is a network coordinated by the DG Employment, Social Affairs and Equal Opportunities of the European Commission. It counts more than 700 advisers in contact with job seekers and employers across Europe.*

The EURES Advisers have the task of informing and helping candidates for mobility and companies wishing to recruit staff internationally. In addition to facilitating the meeting of supply and demand for work, they offer advice on legal and administrative aspects related to worker mobility.

**List of EURES advisors in Europe:**


**Laws and regulations, consultation of Gazzette**

Path to consult the Official Journal of the European Union: [http://europa.eu/index_it.htm](http://europa.eu/index_it.htm) > Documentation Center

**Legislation > Official Journal of the EU**


Once again, given the didactic relevance of the present discussion, some simple rules can be useful in order for information to be functional and open to an operational mastery of the world of EU programs. Some simple rules can help:

- Always comply scrupulously in the first instance with **official sources**
- Refer to the official websites of the individual programs
- Do not hesitate to contact any **official agencies or contact points** by phone or by e-mail to acquire information or clarifications on the programs
- Some official agencies organize contact and information seminars for the promotion of programs and also for information and operational training as well as on the
knowledge of calls for proposals on how to deal with the preparation of a project, consultancy on partnership

- Only after consulting the official sources it is advisable to surf the web in search of practices, experiences and projects already realized and to deepen collateral information that can help
- A general rule is to always be advised by those who have already had experiences of contact or consultation of useful sites.
- Given these previous points, word of mouth between technicians and industry experts can be a good method of information

### 2.3 List of EU main Programs – direct funds

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<tr>
<th>Program</th>
<th>Topic</th>
<th>Link</th>
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<tbody>
<tr>
<td>Creative Europe</td>
<td>Media, arts and culture</td>
<td><a href="http://ec.europa.eu/creative-europe/index_en.htm">http://ec.europa.eu/creative-europe/index_en.htm</a></td>
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</table>
The European Programs are the instrument through which the so-called directly managed funds are provided, the management of which is entrusted to the European Commission. It is in fact the Directorates-General and the Executive Agencies that transfer the funds to the beneficiaries of the loans. The purpose of the funding is to support the implementation of transnational projects (ie implemented by a partnership consisting of at least three partners from three different Member States) that contribute to the achievement of the European objectives.

We can speak of indirect funds if they are entrusted or managed by intermediate bodies often represented by local governments, municipalities or regions, in general by the internal authorities of the Member States. These funds represent the EU regional policy. All EU regions benefit from it even if the "less developed" regions receive more funds.

The main funds are the European Social Fund; the Regional Development Fund, the European fund for agriculture, the European fund for maritime affairs and fisheries, the Solidarity Fund.

### 2.3.1. Notices and calls: where to start?

Once we have identified a program that refers to an area that is of interest to us, we can only try to access a financial facility by presenting a project idea. Each program provides an
overall allocation distributed on the basis of the annuities. In every program, a cadence is foreseen, which refers to the "notices or calls" that periodically go out every six months or once a year. For this reason it is important to keep an eye on the informative sites related to the programs and check the warning dates for the exit of the calls. Usually, at least a couple of months after the call expires at the end of the announcement. **But what is a call for proposal?**

It is important to distinguish between call for proposals and call for tenders!

In the first case (**call for proposal**) there is a notice aimed at urging public and private operators to provide their proposals for the use of funds made available in order to achieve a goal that is suggested by the programming interpreted freely by the proposing subject. .

In the second case (**call for tenders**) we mean the invitation to present an economic offer, on the basis of technical indications provided on a specific purpose to be realized. In this case the service that is offered is already precise and punctually defined by the Customer, the proposer remains to develop a better economic offer.

Compared to the programs discussed and known in this course, we refer to the call for proposals, in this case the funding that is sometimes a percentage and not a total (a contribution from the proponent subject = co-financing is envisaged) assumes the definition of *grant*.

Once you have arrived at the call, this articulated in many paragraphs must be read and understood very carefully and especially after a meticulous analysis of the call it is good to observe all the application package, or the collection of tools and documents that are necessary to present a correct proposal design.

The application package is generally composed of:

- ✓ application form: the form within which it will be possible to insert all the information related to the partnership, to the proposing subjects and to the idea / project proposal we want to present
- ✓ guidelines: all the information to fill in correctly the form, the explanation of the items to be filled in, any limitations on characters and to facilitate the design synthesis
- ✓ user manual: many projects must be presented via online computer platforms. The user manual is necessary to facilitate access and use of the tools
- ✓ annexes: they are of different types. Identification annexes of the leader and partners, bank identification and financial capacity annexes, annexes for the re-planning of the
economic proposal and the financial plan of the project; other optional ones to improve the explanation of the project idea.

For example, for the presentation of a project on the EaSI program, after visiting the official website of the DG Employment and Social Affairs [http://ec.europa.eu/social/main.jsp?catId=1081](http://ec.europa.eu/social/main.jsp?catId=1081) you will find yourself with these operational data to be examined (note the application package) in which the documents are accessible in at least two foreign languages.
Controlling documents before starting to plan a design is an absolutely necessary procedure. We must observe some passages that simplify the decision regarding the commitment to submit a project.

Writing a project in response to a European call for proposals is not simple and above all not immediate since it is often preferable to contact a consultant /professional. In any case, some requirements can be assessed independently if you are able to understand the characteristics of the program itself, in addition to the call for proposal.

Meanwhile, it is useful to make a careful assessment of the time available for the submission of the project that includes a series of operational steps necessary beyond the actual writing: identification of transnational partners; any formal documents to be prepared, financial and economic capacity. In general, a good rule is not to present a project without studying the rules and the application package, the form and especially the call with particular reference to its deadline.
2.3.2. How to read a call?

To facilitate the READING AND ANALYSIS of a call for proposal it may be important to have a “summary sheet” that guides the selection of the most important elements to be enhanced and through which it is possible to carry out a feasibility plan on the project to be presented.

Distinctive elements of a project card:

☞ The name of the program and its priorities: getting to know a Program in general is a very good prerequisite, but it is important not to take the goals and objectives for granted, because these could vary from call to call. Always keeping an eye on the priorities expressed in the call is a good way to avoid mistakes in the object of the intervention.

☞ Participating countries and the number of partners required: to know how many countries are required, is a useful trick to identify the size of the partnership. The number of countries and partners can be a fundamental eligibility requirement.

☞ The type of organizations that can apply as lead partners and / or partners: identifying the requirements of the promoters, in the public or private case is necessary in order to characterize the nature of the project and the recipients.
The type of actions required by the call and can be financed: the activities to be carried out will be a fundamental element of the project idea, the ideas must coincide with the call requests and satisfy with what the program intends to finance.

Sustainable costs and co-financing share: which costs are eligible? Do they fall into the category of costs that we could / would like to support? Is co-financing required? What percentage?

The deadline: it is the first thing to evaluate in the analysis of a call since there are objective temporal limits for writing, the preparation of the accompanying formal documentation, the link with the partners, the revision of the project. A project can never be improvised and impromptu, it must be treated with attention to detail.

Formal presentation requirements: the observation of the set of documents to be presented is fundamental and must be taken into account with great care since it connotes the project with the structural, fiscal and personal requirements of the partners. Errors in the production of documents are fatal for the outcome of the project even if in substance this is sufficient.

<table>
<thead>
<tr>
<th>CHECK LIST OF IMPORTANT ELEMENTS OF A PROGRAMME GUIDE OR MANUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Purpose and objectives of the Commission</td>
</tr>
<tr>
<td>✓ Thematic priorities (ie the areas of reference for the design)</td>
</tr>
<tr>
<td>✓ Eligible initiatives (type of activity)</td>
</tr>
<tr>
<td>✓ Recipients of the program</td>
</tr>
<tr>
<td>✓ Eligible costs</td>
</tr>
<tr>
<td>✓ Reporting procedures</td>
</tr>
<tr>
<td>✓ Possible methods of interaction with the Customer</td>
</tr>
<tr>
<td>✓ Payment management (anticipation and sales)</td>
</tr>
<tr>
<td>✓ Reporting / audit procedures</td>
</tr>
</tbody>
</table>
2.4 The basis of project planning

If we have an idea for the realization of a project we can refer to an area of intervention by the availability of European funds made by one or more Program. We have learned in the previous section that we must choose the program that best meets our needs, analyze the general characteristics by visiting the official site page, identify the publication of calls and proposals for calls and once traced to the call carefully examine it starting from the deadline for the presentation of the Project.

The questions we have to ask are:

- Do I have the requisites to present a proposal as a leader?
- Can I intercept suitable partners on a transnational level?
- Does my project idea satisfy the requests in terms of recipients / eligible actions / activities to be proposed / budget and to implement them?
- Can I deal with any co-financing?
- Do I have sufficient technical skills and abilities to deal with both design and management?
- Furthermore, by examining the application package we can verify if we are able to prepare the project and all the necessary requirements in due time.
- If the answer to ALL the questions presented is YES then we can proceed with the drafting of a draft of a design idea that responds succinctly to the requirements of the call and that is clear enough to be immediately understood and attractive to any partner!
- If our idea has a good appeal on the partners it will be interesting also for the evaluator.
- And finally, do not forget that the preparation of a project is never a one-way process but choral: the project must be shared and participated among several subjects, who will jointly implement it in a transnational development perspective!
MODULE 3. The project cycle management

Objectives of the module
The module aims to provide a concise and simple overview of the design and the European design method. Starting from the project cycle, the phases and the methodology required by the EU to approve the projects with a unique and standardized language and style will be detailed. The user will be able to deepen the logic that underlies the European approach to experiment the technique of planning projects.

What will you learn?
The project phases and the European design logic will be defined according to the logframe analysis model. The user will know how to interpret and manage the drafting phases of a project, giving logic to the sequences and generating projects endowed with a sense according to the principles of the Logical Framework approach.

3.1. Why Project Cycle Management?

Project cycle management (PCM) defines the management of the activities of the decision-making processes that underlie the submission of a project proposal to an Evaluating Commission, in this case an EU Commission. The PCM indicates a unique and standardized approach.

The European Commission defined it at the beginning of the 1990s, when the analysis of projects received from several parts of the Member States presented different and inconsistent, difficult to read and manage differentiated methods. Thus, from 2001 to 2005, the versions of the PCM Guidelines Manual were revisited, but this always leads back to the same standardized and suggested model, based on the Logical Framework, as a reference for the whole of European planning.

The Cycle in six steps

A project consists, in a general sense, in the organization of actions over time for the pursuit of a predefined purpose, through the various design phases by one or more designers.

In a project, synthetically there are some recurring elements: the protagonists, the actuators and the people who participate as recipients, the staff and technicians-specialists and experts who contribute to the success of the activities; geographic and physical places where
the project comes to life: in European projects an important geographical concept is **transnationality**; the reason why the project can be proposed and is justified.

As a general rule, the design of a European project presupposes that the motivation for which the project is presented must be carefully defined. Often in the definition of the projects it is required to describe a "rationale" or the logic that underlies the presentation of the idea and its origin.

The preparation of a project presupposes a precise time scan which is briefly examined through a cycle. Starting from the programming that can be understood as general programming one arrives at the identification of details of a project idea and the consequent formulation or the "packaging" of a project and its presentation. The financing phase presupposes the outcome of the proposal and if this is positive, proceeds with the implementation of the planned interventions and subsequently the evaluation of the same. The cycle does not close, but continues with the evaluation of the long-term effects on further planning. The outcomes of the projects in fact affect the new programming and generate effects also on the general purposes, changing the social and collective reality.
The programming

This is the phase in which all the information requested by the call for proposal must be fine-tuned. As we saw in the previous module it is of fundamental importance to have acquired the right knowledge to understand the call, and therefore to have mastery about the characteristics of the program, the guidelines, the tools and all the aids that can guide our design work. This will guide us in the meantime to intercept the consistency of our project idea with the program and its priorities, but above all with the call requests. The planning phase also includes the possibility of documenting about any other projects that have been previously funded by the program, the protagonists and recipients, as well as the countries already involved and the ideas that have had the greatest resonance in the national territory and beyond.

In the planning phase, therefore, is the activity of collecting the main information concerning the call for proposals, the program and the EU priorities, as well as contextual information regarding the reality on which we intend to intervene: focus the problems, derive intervention objectives and therefore causal links in terms of actors involved, strategies and operational models.

What is useful at this stage?

- Carefully review the call for proposal
- Examine the program guidelines and manuals
- Identify any ideas to propose
- Check on the program website which other projects have been previously funded, to whom and in which countries
- Draw up a simple draft of what could be a design idea
- Clearly define problems and context on which to intervene

The identification

It is the phase during which a precise identity is assigned to the project. From reading the preliminary documents, the call, the guidelines of the program etc, you are able to conceive the general theme of the project and identify potential project partners to propose a co-design based on the eligible countries, the structural characteristics of the project idea. It may be important to understand whether partner countries have similar needs to those of our own, if transnationality assumes the connotation of a "peer" exchange, to build goals and activities together, or whether a partner exchange rate is more suitable, more experiential (best practices).
The same applies to the type of partner if it belongs to the world of private, social or public administration. The identification process itself will concern the recipients of the project. The target will be a priority in defining our project idea. Further information will be dealt with in a dedicated area to partnerships (paragraph 3.2). The context plays a decisive role in this phase and this is the moment when one should resort to the more technical tools of design according to the model of the PCM: the scenario, the objectives, the opportunities that the project can offer if addressed to certain recipients. In fact, once all the general aspects of the project idea have been framed, they will constitute a logical framework, precisely definable according to the logical framework of the project, where each element finds its justification. An in-depth analysis of the Logical Framework will be addressed in paragraph 3.1.7

What is useful at this stage?

- A summary but descriptive sheet of the project or better than the preliminary idea (project - draft)
- A reasoned scheme of potential partners
- A map (matrix) of objectives, purpose, results, activities, costs and tools (logframe analysis)
- Send the project file to the partners we want to involve with deadlines and precise indications about the expected response

The formulation

Formulating the project is the most delicate and important phase, it is the moment in which the project describes itself and is outlined in all its formal and substantial aspects. The drafting of the project is never the work of an individual because the European design is a participatory and joint project, that is a work to which all project partners and stakeholders are contributing to varying degrees.

The person\(^{18}\) responsible for the drafting of the project will take care to collect all the parts shared with the partners and to make improvements in the overall logic of the project, to

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\(^{18}\) In our experience it is definitely preferable that the defining and closing activity is entrusted to a single responsible person who keeps the ranks and the history of the project, while the drafting of the individual paragraphs of the form must be done in synergy by the whole partnership.
take care of the attachments, to verify that all the documents to be presented are prepared in due time, to pack and send the project.

The project must be drafted in the specific form which, according to the executive agency, may vary with respect to the setting. Usually there is an introductory part of "presentation of the leader and of the other partners, where all the detailed information, structural information and contact details are presented.
Then follows a part of "justification of the project" that is the rationale, the overall purpose and the motivation for which the project is presented, the objectives and actions to be implemented, the human resources to be involved.
Finally, a more part of the system that refers to the investment for the future and the implications that the project can generate in the long term: sustainability, ex post evaluation etc, the financial part and the budget can be expressed in a separate part of the form (a form of xls.) or at the end of the application form.
The formulation phase is the moment when the project is built by the joint effort of a group of professionals. In this phase it is fundamental to constantly ask ourselves:
- "What do we want to achieve?"
- "What actions must be taken to reach the objective and solve the problem"
The project should not be a theoretical treatment of information and concepts, but a proposal of actions that must be put into practice through methodologies and strategies tools. The practical and concrete aspect of a project is the one that most needs to be taken into consideration. The matrices of the logical framework have just this function.

What is useful at this stage?
a) Draft form with entries and paragraphs to be transcribed: online platforms are the presentation tool, but be careful to load the data at the last minute, better keep everything ready for a subsequent upload!
b) Always refer to the guidelines and any FAQs: often the doubts can be resolved quickly
c) Make a table with the schedule: set dates and times for production, for the tasks that each partner must perform. It is advisable to close the project a few days before
d) Always make a final review, perhaps by having the project read by an external and objective person
e) Use the check-lists before submission
The financing

This is the moment when the proposal is approved (or rejected) by the examining commission. The time that passes from the moment of presentation of the project (submission) can vary, usually not less than 6 months and in any case each program presents in the Guidelines also the timing of execution of the different phases.

Before the actual funding, it is possible that the examining commission or the responsible executive Agency starts an interlocutory process with the potential winners, to deepen some aspects that may not be completely clear or expressed in detail in the application dossier. This happens if the evaluation of the project has shown certain relevance in the contents such as to suggest a positive outcome, but some formal aspects, for example of documentation or budget, have not been clarified.

The Commission in question may decide to start a communication / negotiation process with the proposing subject and at the same time communicates the outcome of the evaluation. From the time of approval, after a certain period of time an agreement will be signed so to establish the rights and duties of the parties and above all the conduct and regulation to which the person in charge of the project must abide. Funding is usually granted to the lead partner or coordinator, in the case of a transnational partnership the partners will be able to sign a conventional internal agreement for budget management based on the allocation of executive tasks to be carried out. The leader will transfer the funds to the partners on the basis of the cadences suggested by Agency. The funding is always granted following evidences that are clearly established and which must be strictly produced according to the dictates of the Commission or Agency responsible.

The implementation

It is the moment of the actual management or of organization. In this phase we can observe:

- planned all the project activities in a detailed manner on the basis of a scheme that includes times and objectives;
- identified, defined and initiated the competent human resources that will take care of the project activities;
- initiated formal and substantial relationships with project partners;
- identified and procured any instrumental resources (eg: equipment) useful for carrying out the activities;
- identified the target of the actions;
- collected and organized all the
working materials and official documentation for the execution, as well as any products and results.

The coordination of the project or management in this phase will take care to manage the actions also according to the costs to be incurred for the realization of the various activities planned. An essential process in the implementation is monitoring, it is a system of constant verification of the project actions, planned in advance so as to allow the best performance of the project. Monitoring is carried out through meetings, remote conferences, questionnaires and any other verification tool that can be used in agreement between the partners. Monitoring is a moment of internal verification that applies both to the process (relationships, dynamics, work methods, development of ideas and concepts in progress) and to products (results, outputs, tools used, effects achieved); for this reason the implementation phase is also the phase during which it is possible to initiate corrective and improvement actions on several directions so as to recalibrate the project according to the progress status. During implementation, all dissemination and communication actions necessary for the diffusion of the project idea and activities, objectives and results that are gradually achieved are also firmly established.

The evaluation (and audit)

This is a final moment of the project, the one in which all the processes have now been approved and the results achieved so as to allow the team to pull the strings about the objectives actually achieved. It often assumes the connotation of external evaluation that is an observation and audit process by an expert who analyzes the results of the project and makes the comparison between contents and results. The evaluation can also assume a follow-up or ex-post control connotation if the results are examined and rechecked after a long time from the end (e.g: one year after the end of the project).

The logic frame (logframe)

The logical framework approach is an analytical approach that generally requires the development of a Logframe Matrix or a support matrix for the elaboration of a logical and reasoned scheme to facilitate and center the project formulation. The approach of the logical framework is recommended by the EU in order to facilitate both the genesis and the
formulation of the project is the management and implementation, so it is an approach that involves not only in the phase of identification and formulation of the project, but follows all the six fundamental phases.

A first phase of the approach based on the logical framework (logframe approach) is the analytical phase, that is, that leads to a better understanding of the problems to be faced and the objectives to be proposed. A second phase is that of planning that addresses more operational and organizational aspects of the project.

Knowing how to apply the logical framework is not immediate and above all does not solve all the problems of design ensuring the success: it is still important to rely on professionalism, rigor in deadlines and also the ability to intercept and identify critical steps and strategies that respond to the priorities and needs expressed by the European Commission. For this, a good knowledge of the general planning, in our case of the 2020 Strategy, and above all of the specific Programs is fundamental.

Yet the logical framework approach should be understood as an aid for organizing one's design thinking. It allows identifying weaknesses and risks, as well as resources and opportunities; it provides decision-makers with the opportunity to reflect on the positive and negative aspects of the decisions to be taken. All this is possible through the use of logframe matrix, ie logical structures that jointly examine all the aspects that make up a project.

The approach of the logical framework therefore allows us to arrive at a complex idea through an effective and descriptive decomposition of all the design aspects and to respond to filter questions such as: "why do we act on a context, who are the subjects involved, why are they involved, what can be done to act, how, with what instruments, what risks do they run, what opportunities will be offered "?

In the analysis phase, four main moments can be observed:

- Analysis of stakeholders and the general context, including preliminary institutional ones
- Assessment of capacity, gender analysis and needs of other vulnerable groups such as any fragile groups or disabilities
- Analysis of the problem - profile of the main problems including the relationship of cause and effect;
- Analysis of the objectives (aimed at constructing the image of the improvement of the future situation that one wants to obtain with the intervention)
- Analysis of strategies (comparison of different options for dealing with a given situation).
However, this type of analysis is based on a process of learning and transformation; therefore the four points listed above are not to be understood as static but as a whole in their logical concatenation.

For example, the analysis of the context and the main actors must certainly be evaluated at the beginning of the formulation, but during the definition of the project it will be necessary to make changes and adjustments aimed at meeting the logical needs of the project.

**In the planning phase the results of the analysis are transformed in an operative sense so as to distinguish these executive moments:**

- Preparation of the logical matrix that further details the ideas and links between elements of the project
- Definition of activities through the decomposition of tasks and roles (task analysis); declination of human, economic, instrumental resources etc., elements of the evaluation, indicators and sources of verification
- Preparation of a forecast budget based on all the elements previously exposed
- It is worthwhile to underline the contemporaneity of the phases, which concur with the definition of a final project to be submitted to the Evaluation Committee

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**The Logical Framework Approach**

**Analysis Phase**
- Stakeholder analysis - identifying and characterising potential major stakeholders; assessing their capacity
- Problem analysis - identifying key problems, constraints & opportunities; determining cause & effect relationships
- Objective analysis - developing solutions from the identified problems; identifying means to end relationships
- Strategy analysis - identifying different strategies to achieve solutions; selecting most appropriate strategy.

**Planning Phase**
- Developing Logical Framework matrix - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- Activity scheduling - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- Resource scheduling - from the activity schedule, developing input schedules and a budget
The problem’s tree and the objectives’ one

The Logical Framework (LF) allows a rigorous identification of the process that leads to the identification of objectives and results from the problems to be solved, few and specific. The following process is a simple cause-effect mechanism that starts from the general to arrive at the particular.

Thus identifying "macro" problems creates a concatenation of elements that are gradually more detailed and specific, which constitute "problems on which we intend to intervene". Furthermore, the transposition of problems (which have a negative connotation) into elements with positive connotations, ie objectives, allows the tree of problems to be transformed into a "tree of objectives". The approach is constructive, so the goals to be reached are useful for guiding the logic of the intervention.

![Fig. A Problem Tree](image-url)

The purpose of problem analysis is to guide the reasoning on the project’s focus topic so that the intervention is concretely based and does not start from simple theoretical assumptions that are not based on reality. Thus in this traditional example proposed by the Handbook of the PCM (2004, European Commission, EuropeAid Cooperation Office) we start from the infant mortality rate to arrive at health problems. The connection is then reversed, so we find
the causes down and gradually going up the logical scheme, the effects. Thus, in the analysis of the phenomenon, through a brainstorming system the suggestion is to position down everything that can be traced back to a cause and above all the elements that can be configured as effects.

In the diagram below it is instead highlighted how the problem is transformed into an objective: that is, from the analysis of the problematic situation to what one wants / it is possible to obtain as an operational aim of the intervention. From this it will be possible to decline the target tree.

**Transforming problems into objectives**

![An Objective Tree](image)

**The Logical Matrix**

*Once the problems’ tree and the tree of objectives are defined, it will not be difficult to start thinking about the intervention strategies and then intercept specific objectives and then expected results and activities and achieve results.*

It is possible that among so many problems highlighted in the brainstorming phase and as many objectives, some cannot be followed or converted operationally. These could constitute
external conditions to be kept under control and that it is good to recognize why there are no unforeseeable conditions in the project.

![Logframe Basics](image)

**Fig: Logframe Basic**

The logical framework (or matrix) is presented as a table in which the fundamental variables of design reasoning intersect.

<table>
<thead>
<tr>
<th></th>
<th>Intervention logic</th>
<th>Objective verifiable indicators</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project purpose</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Overall objectives: the most distant goal in time, the one closest to the community and which acts less on the direct recipients. They are the ones that fit most with the program policy and with EU policy.

Purpose of the project: represents the direct consequence of the actions on the target group. It can be only one in a project

Results: represent the immediate effect of the proposed actions, in objective and tangible terms

Activities: the actions to put in place to intervene on the problem and achieve the specific purpose

These elements are those that respond to the vertical logic of the project: this is the cause-effect logic that leads to the operation from the detail to the general. The horizontal logic is that of the elements "indicators, sources of verification, assumptions", this is the logic that leads to the measurement of the results of the project.

The identification of the partnership

An essential requirement in the drafting of European projects is the presence of partners from several Member States and sometimes third countries are admitted or required. Usually the programmatic guidelines and the same call for proposal decline the characteristics and preferences of origin of the EU countries in respect of an essential and fundamental principle which is precisely that of transnationality.

As already mentioned in the previous paragraph about "identification", it is essential to provide an identity and a clear appearance to our project to make sure that the actors are well prepared and specialized in the field of intervention.

Respect for the strategy envisaged in the intervention program in fact passes from the need for promoters to be able to manage the project and optimize the use of funds not only with a brilliant design idea that is innovative and relevant, but also with a good dose of structured expertise, perhaps in the face of previous experience in the sector of interest or in a particularly favorable context. To this end we speak of "technical capacity" and "economic capacity."

The research of the project partner always starts from the coordinator or applicant or in any case from the entity that conceives the project and whose task is to define the network.
In the identification phase, we also recommended the preparation of a general description\(^\text{19}\) of the project idea: it is especially useful for attracting interested parties and for creating and looking for the right partnership for our project: 1) the legal or regulatory composition: it is necessary to verify whether public or private bodies are required or preferred, 2) geographical origin: some countries may be preferred to others 3) structural budget or corporate composition requirements: SMEs may be required a certain turnover limit.

All of the foregoing leads to the need to procure the partnership in a quick and useful time so that the subjects involved can participate in the project drafting. Involving partners a few days after the deadline, not only is it confusing in terms of production of the design work, because it leads to work on the emergency, but obliges everyone to prepare both the documentary part and the project itself that probably will not provoke a positive result. In planning, the emergency is not a value at any stage.

The partners must be involved with a relaxed timing in order to allow them to analyze the project form submitted and to make any remarks and / or proposals. Moreover, if the project were to be financed, the fact of having previously known the partner and having agreed on the operating procedures in an appropriate manner will certainly facilitate the success of the relationship and therefore the final outcome of the project itself\(^\text{20}\).

The search for a European partner, if you do not have access to particular European networks, can be complex. As we often recommend starting from the official sites and the appropriate agencies can be the first important step.

So referring to the websites of executive agencies can help, as they often deal with the transmission of contacts that are functional to the creation of partnerships. A spontaneous search on the web through any search engine can also suggest subjects, bodies and associations that have already joined the program with funding. Finally, the EU representations of the regions in Brussels that can be contacted for partner research are also very useful. In this regard, it is reiterated that the project sheet, detailed and written in English or French, is necessary in order to link stakeholders.

\(^{19}\) An example is provided in appendix

\(^{20}\) [https://ec.europa.eu/epale/it/blog/7-tips-how-be-transnational-partnership-and-come-out-smiling](https://ec.europa.eu/epale/it/blog/7-tips-how-be-transnational-partnership-and-come-out-smiling)
**Appendix: the project sheet**

Following the model of the project that the Representation of the Sicilian Region in Brussels proposes for the search for partners and for the dissemination of the project proposal

<table>
<thead>
<tr>
<th>PARTNER SEARCH – (name of the programme)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General partner search or the name of the project</td>
</tr>
<tr>
<td><strong>Funding Programme</strong></td>
</tr>
<tr>
<td><strong>Call for proposal</strong></td>
</tr>
</tbody>
</table>
| **Applicant** | Name of your organisation  
Brief description of organisation  
Previous EU projects |
| **Topics of interest** | |
| **Project ideas** | Objectives, actions, beneficiaries |
| **Partner sought** | What Kind of partners are you looking for (public private organisations, NGO, local authorities, schools, etc.)?  
Are you looking for a lead partner? |
| **Deadline for receiving declaration of interest** | |
| **Contact** | Name of your organisation  
Website  
Contact person  
Email  
Phone number |
MODULE 4. Agencies and programmes

Part I. Citizens participation

Objectives of the module
The module provides general overview of the agencies tackling the citizens participation and the respective programme opportunities managed by them. The project cycle is presented and the application process is showcased for each programme in question.

What will you learn?
The trainees will get basic knowledge of the funding opportunities managed by Erasmus+, Europe for Citizens and Creative Europe programme together with the targeted priorities they cope with, funded actions and targets foreseen. Practical examples and pilot practices of successful projects are presented so that the participants may get acquainted with real models of citizens involvement in participatory process at the local level in line with the common international practice. Each graduate shall be able to identify the programme and match it with the problem in question, to follow the application process and fill in the relevant documents as well as to find appropriate tools for networking and cooperation with national and international counterparts.

I. EXECUTIVE AGENCY EDUCATION, AUDIOVISUAL AND CULTURE (EACEA)

1. General introduction:
The Executive Agency Education, Audiovisual and Culture (EACEA), located in Brussels has been operational since 1st January 2006.

Its mission is to implement a number of strands of more than 15 Community funded programmes and actions in the fields of education and training, active citizenship, youth, audiovisual and culture:

- Erasmus+
- Creative Europe
- Europe for Citizens
- EU Aid Volunteers
- Pan-African Programme
Bringing these programmes under a single banner allows coordinating management and providing programme beneficiaries with a fully comprehensive service.

While the agency has its own legal identity, it reports to four Directorates-General of the European Commission: Education and Culture (EAC), Migration and Home Affairs (HOME), Communication Networks, Content and Technology (CNECT) and Humanitarian Aid and Civil Protection (ECHO), which remain responsible for programming, evaluating, and issuing policies.

The agency is in charge of most management aspects of the programmes, including drawing up calls for proposals, selecting projects and signing project agreements, financial management, monitoring of projects (intermediate reports, final reports); communication with beneficiaries; and on the spot controls.

On the 1 January 2014, a new set of EU funding programmes for education, training, youth, sport, audiovisual, culture, EU aid volunteers and citizenship has been launched:

- **Creative Europe** - The new programme Creative Europe replaces the MEDIA, MEDIA Mundus and Culture programmes.
- **Erasmus+** - The new Erasmus+ replaces seven previous programmes.

The Agency is also responsible for the management of the Eurydice Network which provides analysis and comparable data on education systems and policies in Europe.

- **Europe for Citizen** - The new Europe for Citizens programme is the continuation of the previous programme.
- **EU Aid Volunteers**

For the implementation of the programme, EACEA has been entrusted with the following tasks:

- Preparation of the launch of the calls for proposals for the Programmes
- Assessment and selection of the proposals received
- Provided the applications meet the eligibility, selection and award criteria within the limits of the annual financial framework, commitment, contracting and payment phases, which follow the grant award decisions
2. Overview of outputs - at the end of 2016 the situation is as follows:

Lifelong Learning Programme - 162  
Erasmus Mundus II - 196  
Tempus - 232  
Bilateral Cooperation with Industrialised countries - 10  
Intra ACP Academic Mobility Scheme - 20  
Youth in Action - 24  
Europe for Citizens - 6  
MEDIA 2007 - 5  
MEDIA Mundus - 0  
Culture - 36

These figures show that the legacy of around 700 projects represents only approximately 10% of the total number of the open projects. The open projects of the previous generation of programmes still require some further actions for their treatment and final closure.

II. PROGRAMS MANAGED BY THE EACEA

1.1 General overview of the ERASMUS+ PROGRAMME

The Erasmus+ Programme builds on the achievements of more than 25 years of European programmes in the fields of education, training, sport and youth, covering both an intra-European as well as an international cooperation dimension. Erasmus+ is the result of the integration of the following European programmes implemented by the Commission during the period 2007-2013:

- Lifelong Learning
- Youth in Action
• Erasmus Mundus
• Tempus
• Alfa
• Edulink
• Programmes of cooperation with industrialised countries in the field of higher education

These programmes have been supporting Actions in the fields of higher education (including its international dimension), vocational education and training, school education, adult education and youth (including its international dimension). Erasmus+ aims at going beyond these programmes, by promoting synergies and cross-fertilisation throughout the different fields of education, training and youth, removing artificial boundaries between the various Actions and project formats, fostering new ideas, attracting new actors from the world of work and civil society and stimulating new forms of cooperation. Its budget of €14.7 billion will provide opportunities for over 4 million Europeans to study, train, gain experience, and volunteer abroad. Set to last until 2020, Erasmus+ doesn't just have opportunities for students. Merging seven prior programmes, it has opportunities for a wide variety of individuals and organisations.

1.2. Structure of the ERASMUS+ PROGRAMME

In order to achieve its objectives, the Erasmus+ Programme implements the following Actions:

- **(KA1)** Mobility of individuals
- **(KA2)** Cooperation for innovation and the exchange of good practices
- **(KA3)** Support for policy reform
KEY ACTION 1 – Mobility of individuals

This Key Action supports:

- Mobility of learners and staff: opportunities for students, trainees, young people and volunteers, as well as for professors, teachers, trainers, youth workers, staff of education institutions and civil society organisations to undertake a learning and/or professional experience in another country.

Involvement of municipalities
- Staff mobility for teaching - sending organisation
- Mobility project for adult education staff - receiving organisation
- Mobility projects for young people: volunteering projects - receiving organisation

- Erasmus Mundus Joint Master Degrees: high-level integrated international study programmes delivered by consortia of higher education institutions that award full degree scholarships to the best master students worldwide;
- Erasmus+ Master Loans: higher education students from Programme Countries can apply for a loan backed up by the Programme to go abroad for a full Master Degree. Students should address themselves to national banks or student loan agencies participating in the scheme.

KEY ACTION 2 – Cooperation for innovation and the exchange of good practices

This Key Action supports:

- Strategic Partnerships in the field of education, training and youth

Irrespective from the field impacted by the project, Strategic Partnerships are open to any type of organisation active in any field of education, training and youth or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local and regional authorities, recognition and validation centres, chambers of commerce, trade organisations, guidance centres, cultural organisations). Involvement of municipalities: Applicant, Associated partner Knowledge Alliances between higher education institutions and enterprises which aim to foster innovation, entrepreneurship, creativity, employability, knowledge exchange and/or multidisciplinary teaching and learning.

Involvement of municipalities: as partners, as associated partners
➢ **Sector Skills Alliances** supporting the design and delivery of joint vocational training curricula, programmes and teaching and training methodologies, drawing on evidence of trends in a specific economic sector and skills needed in order to perform in one or more professional fields.

**Involvement of municipalities:** n/a

➢ **Capacity Building in the field of higher education**

**Involvement of municipalities:** as partners

➢ **Capacity Building in the field of youth.**

**Involvement of municipalities:** as applicants, as partners

**KEY ACTION 3 – Support for policy reform**

This Key Action supports:

➢ **Structured dialogue:** meetings between youth and decision-makers in the field of youth.

**Involvement of municipalities:** as applicants

➢ **Knowledge in the fields of education, training and youth** for evidence-based policy making and monitoring;

➢ **Initiatives for policy innovation** to stimulate innovative policy development among stakeholders and to enable public authorities to test the effectiveness of innovative policies through field trials based on sound evaluation methodologies;
Cooperation with international organisations such as the OECD and the Council of Europe, to strengthen the impact and added value of policies in the fields of education, training and youth.

**JEAN MONNET ACTIVITIES**

Opportunities for teaching, research, and policy debate on the EU and its policies

**SPORT ACTIVITIES**

Which actions are supported?
- Collaborative Partnerships;
- Small Collaborative Partnerships;
- Not-for-profit European sport events.

1.3. Who can participate in the ERASMUS+ PROGRAMME?

The conditions of access to the Programme therefore relate to these two actors: the "participants" (individuals participating in the Programme) and the "participating organisations".

**Participants:**

As a general rule, participants in Erasmus+ projects must be established in a Programme Country. Erasmus+ brings such opportunities to all - students, staff, trainees, young people, youth workers, teachers, volunteers and more. It’s not just about Europe or Europeans either - with Erasmus+, people from all over the world can access opportunities.

**Participating organisations:**

Erasmus+ projects are submitted and managed by participating organisations representing the participants. If a project is selected, the applicant organisation becomes a beneficiary of an Erasmus+ grant. Beneficiaries sign a grant agreement or are notified of a grant decision which entitles them to receive financial support for the realisation of their project (grant agreements are not signed with individual participants).

Some Actions of the Programme are also open to informal groups of young people. As a general rule, organisations participating in Erasmus+ projects must be established in a Programme Country. Some Actions are also open to participating organisations from Partner Countries, notably in the field of higher education and youth.

Organisations willing to participate in Erasmus+ may be engaged in a number of development and networking activities, including strategic improvement of the professional skills of their staff, organisational capacity building, and
creating transnational cooperative partnerships with organisations from other countries in order to produce innovative outputs or exchange best practices.
In addition, organisations facilitate the learning mobility opportunities for students, education staff, trainees, apprentices, volunteers, youth workers and young people.

The benefits for involved organisations include an increased capacity to operate at an international level, improved management methods, access to more funding opportunities and projects, increased ability to prepare, manage, and follow-up projects, as well as a more attractive portfolio of opportunities for learners and staff at participating organisations.

**Programme countries:**
The following countries can fully take part in all the Actions of the Erasmus+ Programme:
- Member States of the European Union
- Non EU Programme Countries - former Yugoslav Republic of Macedonia, Iceland, Liechtenstein, Norway, Turkey.
The partner countries can take part in certain Actions of the Programme: for example countries from Western Balkans, Eastern Partnership Countries, South-Mediterranean Countries, Russian Federation.

**1.4. What to do in order to submit an ERASMUS+ APPLICATION?**
To submit an Erasmus+ project, applicants must follow the four steps described below:

1) Register in the participant portal
All organisations involved in the application must be registered and provide their basic legal and financial data in the Education, Audiovisual, Culture, Citizenship and Volunteering Participant Portal, if not already done.
To register in the Participant Portal, the person representing an organisation (or an informal group of young people) must carry out the following steps:

- Create an ECAS account (unless the person representing the organisation/group already has an account). New ECAS accounts can be created via the following website: [https://webgate.ec.europa.eu/cas/eim/external/register.cgi](https://webgate.ec.europa.eu/cas/eim/external/register.cgi)

The organisation/group need to register only once in the Participant Portal. Once the registration is completed, the organisation/group will obtain a Participant Identification Code (PIC). The PIC, which is a unique identifier and is necessary for the submission of applications, enables the organisation/group to fill-in the Erasmus+ electronic application forms in a simpler manner (i.e. by inserting the PIC number in the form, all the information provided by the organisation/group at registration stage will be automatically displayed in the form).

At the time of the registration, organisations must also upload the following documents in the Participant Portal:

- the Legal Entity form (this form can be downloaded from the European Commission's website at: [http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm));

For grants exceeding 60 000 EUR, applicants may need to upload specific documents to give proof of their financial capacity.

2) Check the compliance with the Programme criteria for the relevant Action/field

2.1. Eligibility criteria: To be eligible, the project must meet all the eligibility criteria relating to the Action under which the proposal is submitted. If the project does not meet these criteria at application stage, it will be rejected without being further evaluated.
2.2 Exclusion criteria: An applicant will be excluded from participating in calls for proposals under the Erasmus+ Programme or will be rejected from the award procedure if it is found in one of the situations described below, in accordance with articles 106 and/or 107 of EU Financial Regulation.

2.3. Selection criteria: Through the selection criteria, the National or Executive Agency assesses the applicant's financial and operational capacity to complete the proposed project.

2.4. Financial capacity: Financial capacity means that the applicant has stable and sufficient sources of funding to maintain its activity throughout the period during which the project is being carried out or the year for which the grant is awarded and to participate in its funding. The verification of the financial capacity does not apply to public bodies and international organisations.

2.5. Operational capacity: Operational capacity means that the applicant has the necessary professional competencies and qualifications to carry out the proposed project. Applicants must provide a declaration on their honour certifying that they have the operational capacity to implement the project.

3) Check the financial conditions

4) Fill in and submit the application form
To request an EU grant under the Erasmus+ Programme, applicants must use the forms specific for each Action and available on the websites of the European Commission, of the National Agencies or of the Executive Agency, using the correct electronic form and including all requested annexes. The electronic form must be completed in one of the official languages used in Programme Countries. In case of Actions managed at centralised level by the Executive Agency, applicants must fill in the form in one of the EU official languages. In case of projects submitted on behalf of consortia, the coordinating organisation or group submits a single application for the whole project on behalf of all the participating organisations. The application must be submitted to the appropriate National or Executive Agency. Applications sent by post, courier service, fax or email will not be accepted. The application must be submitted by the deadline set for each Action. Irrespective of the day of the deadline, the deadline for submission of electronic forms is always set at 12:00 (midday Brussels time). Applicants established in countries that have a different time zone should carefully consider the time differences to avoid rejections.
2.1. General overview of the EUROPE FOR CITIZENS PROGRAMME

The Europe for Citizens Programme adopted for the period 2014-2020 is an important instrument aimed at getting the Union’s 500 million inhabitants to play a greater part in the development of the Union. By funding schemes and activities in which citizens can participate, the Programme is promoting Europe’s shared history and values, and fostering a sense of ownership for how the Union develops.
A budget of EUR 187 718 000 for the period 2014-2020 was allocated for the Programme. The multiannual priorities were defined in 2016 by the European Commission after consultation of the Programme Committee. They will apply throughout the remaining period of the Programme (2018-2020) so that applicants have more time to plan and prepare their projects.


and European Commission [https://ec.europa.eu/](https://ec.europa.eu/)

2.2. Structure of the EUROPE FOR CITIZENS PROGRAMME

The Programme is implemented through two strands:

**Strand 1: European remembrance:** Raise awareness of remembrance, common history and values and the Union's aim.

Specific priorities for 2018:

- History of historical turning points in the recent European history (1938/1939 The beginning of the Second World War, 1948 The beginning of the Cold War, 1948 The Hague Congress and the Integration of Europe, 1968 Protest and Civil Rights Movement, Invasion of Czechoslovakia, protests and an anti-Semitic campaign in Poland)
- Civil society and civic participation in totalitarian regimes
- Anti-Semitism, Anti-Gypsy, Xenophobia, Homophobia and Other Forms of Intolerance: Drawing Lessons Today
- Democratic transition and accession to the European Union.

**Strand 2: Democratic engagement and civic participation:** Encourage democratic and civic participation of citizens at Union level.

Measures in this strand are:

- Town Twinning
- Networks of Towns
- Civil Society Projects
SPECIFIC PRIORITIES FOR 2018

- Debate on the Future of Europe and Counteracting Euroscepticism
- Promoting solidarity in times of crisis
- Promoting intercultural dialogue and mutual understanding and fighting the stigmatization of migrants and minority groups
- European Year of Cultural Heritage 2018

2.3. Who can participate in the EUROPE FOR CITIZENS PROGRAMME

Programme countries
- the Member States of the European Union
- Albania, Bosnia & Herzegovina, former Yugoslav Republic of Macedonia, Montenegro and Serbia.
- The Programme is potentially open to the following categories of countries provided that they have signed a Memorandum of Understanding with the European Commission on its participation in the Programme: acceding countries, candidate countries and potential candidates; the EFTA countries party to the EEA Agreement

Legal status of Applicants/ Partners
Applicants must be either public bodies or non-profit organisations with legal personality (Please refer to specific eligibility criterion of each strand/measure).

Specific criteria of the programme strands:

**Strand 1 – European Remembrance**

**Applicants/Partners:** Public local/regional authorities or non-profit organisations, including civil society organisations, survivors’ associations, and cultural, youth, educational and research organisations

**Strand 2: Democratic engagement and civic participation**

**Applicants/ Partners:**

- **Measure Town Twinning** - Towns/municipalities or their twinning committees or other non-profit organisations representing local authorities.
- **Measure Networks of Towns** - Towns/municipalities or their twinning committees or networks; Other levels of local/regional authorities; Federations/associations of local authorities; Non-profit organisations representing local authorities. The other organisations involved in the project can also be non-profit Civil Society Organisations
**Measure Civil Society Projects**—non-profit organisations, including civil society organisations, educational, cultural or research institutions, other organisations involved in the project can also be public local/regional authorities.

2.4. **What to do in order to submit EUROPE FOR CITIZENS PROGRAMME application?**

*For all strands/measures an electronic application system has been set up. Proposals have to be submitted using only the grant application electronic form (eForm).*

**STEP1: Register organisations**

In order to submit an application, applicants and all the organisations that will participate in the action must provide their Participant Identification Code (PIC) in the eForm. The PIC has to be previously obtained by registering the organisation in the Unique Registration Facility (URF) hosted on the Education, Audiovisual, Culture, Citizenship and Volunteering Participant Portal.

Moreover, applicants must upload the following documents:

- **Legal Entity form:**

- **Financial Identification form** duly completed and certified by the bank:

Information on **how to register** can be found at:
[http://ec.europa.eu/education/participants/portal](http://ec.europa.eu/education/participants/portal)

**STEP 2: Create and fill in the application eform**

Once you have carried out Step 1, navigate to EACEA’s Application eForm Homepage and proceed to the creation of your application eForm by clicking on the 'Create new application for funding’ button. Applicants must complete all of the data fields of the eForm and attach the Declaration on Honour.
A successfully submitted application MUST contain a submission number, which is automatically attributed and recorded upon the eForm submission.
If the application submission fails for any technical reason, the EACEA helpdesk service must be contacted BEFORE the application deadline at eacea-helpdesk@ec.europa.eu

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**CALENDAR 2014-2020: Submission of applications**

**Strand 1. European remembrance**

<table>
<thead>
<tr>
<th>Deadline for submission*</th>
<th>Eligibility period: Projects must start between</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 March</strong></td>
<td><strong>1 August of the same year as the deadline and 31 January of the year after the deadline</strong></td>
</tr>
</tbody>
</table>

**Strand 2. Democratic engagement and civic participation**

<table>
<thead>
<tr>
<th>Measure</th>
<th>Deadline for submission*</th>
<th>Projects must start between</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Town-Twinning</strong></td>
<td><strong>1 March</strong></td>
<td><strong>1 July of the same year of the deadline and 31 March of the year after the deadline</strong></td>
</tr>
<tr>
<td></td>
<td><strong>1 September</strong></td>
<td><strong>1 January and 30 September of the year after the deadline</strong></td>
</tr>
<tr>
<td><strong>Networks</strong></td>
<td><strong>1 March</strong></td>
<td><strong>1 July and 31 December of the same year as the deadline</strong></td>
</tr>
</tbody>
</table>
Applicants should be notified individually of the outcome of the evaluation procedure by a letter signed by the Authorising Officer sent via email – with receipt and read acknowledgement - at the latest four months after the application deadline. During these four months assessment and selection of applications take place, followed by the adoption of the award decision. Only when these procedures are completed, the lists of selected projects will be published on the following website: [http://eacea.ec.europa.eu/europe-for-citizens/selection-results_en](http://eacea.ec.europa.eu/europe-for-citizens/selection-results_en)

EUROPE FOR CITIZENS PROGRAMME video presentation: [https://www.youtube.com/watch?v=HoAanOqQ_Yo](https://www.youtube.com/watch?v=HoAanOqQ_Yo)

3.1. General overview of the CREATIVE EUROPE PROGRAMME

The CREATIVE EUROPE program was adopted by the European Parliament on 11 December 2013 and replaced the existing community programs - MEDIA, MEDIA Mundus, Culture. However, it will continue to address the particular needs of the audiovisual industry and the other cultural and creative sectors through its specific Culture and MEDIA sub-programmes. With a budget of €1.46 billion for 2014-2020, it will support tens of thousands of artists, cultural and audiovisual professionals and organisations in the performing arts, fine arts, publishing, film, TV, music, interdisciplinary arts, heritage, and the video games industry.

3.2. Structure of the CREATIVE EUROPE PROGRAM

The Programme consists of:
- MEDIA Sub-programme
- Culture Sub-programme
- Cross-sectoral Strand
Priorities of the MEDIA Sub-programme

1. The priorities in the field of reinforcing the European audiovisual sector’s capacity to operate transnationally are the following:
   - facilitating the acquisition and improvement of skills and competences of audiovisual professionals and the development of networks, including the use of digital technologies to ensure adaptation to market development, testing new approaches to audience development and testing new business models;
   - increasing the capacity of audiovisual operators to develop European audiovisual works with a potential to circulate in the Union and beyond and to facilitate European and international co-production, including with television broadcasters;
   - encouraging business-to-business exchanges by facilitating access to markets and business tools enabling audiovisual operators to increase the visibility of their projects on Union and international markets.

2. The priorities in the field of promoting transnational circulation shall be the following:
   - supporting theatrical distribution through transnational marketing, branding, distribution and exhibition of audiovisual works;
   - promoting transnational marketing, branding and distribution of audiovisual works on all other non-theatrical platforms.

Priorities of the Culture Sub-programme

1. The priorities in the field of reinforcing the cultural and creative sectors’ capacity to operate transnationally are the following:
   - supporting actions providing cultural and creative players with skills, competences and know-how that contribute to strengthening the cultural and creative sectors, including encouraging adaptation to digital technologies, testing innovative approaches to audience development and testing new business and management models;
   - supporting actions enabling cultural and creative players to cooperate internationally and to internationalise their careers and activities in the Union and beyond, where possible on the basis of long-term strategies;
   - providing support to strengthen European cultural and creative organisations and international networking in order to facilitate access to professional opportunities.
2. The priorities in the field of promoting transnational circulation are the following:

- supporting theatrical distribution through transnational marketing, branding, distribution and exhibition of audiovisual works;
- promoting transnational marketing, branding and distribution of audiovisual works on all other non-theatrical platforms;
- supporting audience development as a means of stimulating interest in, and improving access to, European audiovisual works, in particular through promotion, events, film literacy and festivals;
- promoting new distribution modes in order to allow the emergence of new business models;
- supporting the circulation of European literature with a view to ensuring its widest possible accessibility;
- supporting audience development as a means of stimulating interest in, and improving access to, European cultural and creative works and tangible and intangible cultural heritage.

3.3. Who can participate in the CREATIVE EUROPE PROGRAM

28 Member States

European Free Trade Association countries: Iceland, Liechtenstein, Norway and Switzerland,

EU candidate and potential candidate countries: Montenegro, Serbia, the former Yugoslav Republic of Macedonia, Turkey, Albania, Bosnia and Herzegovina, Kosovo

Neighbourhood countries: Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine, Algeria, Egypt, Morocco, Tunisia, Jordan, Lebanon, Libya, Palestine, Syria and Israel

Can individuals apply for funding?

Creative Europe will not be open to applications from individuals, but around 250 000 individual artists and cultural and audiovisual professionals will receive funding through projects submitted by cultural organisations.

Candidates may be European cultural operators active in the cultural and creative sectors defined in Article 2 of the REGULATION (EU) No 1295/2013 of the European parliament and of the Council: cultural and creative sectors' means all sectors whose activities are based on cultural values and/or artistic and other creative expressions, whether those activities are market- or non-market-oriented, whatever the type of structure that carries them out, and irrespective of how that structure is financed. Those activities include the development, the creation, the production, the dissemination and the preservation of
goods and services which embody cultural, artistic or other creative expressions, as well as related functions such as education or management. The cultural and creative sectors include inter alia architecture, archives, libraries and museums, artistic crafts, audiovisual (including film, television, video games and multimedia), tangible and intangible cultural heritage, design, festivals, music, literature, performing arts, publishing, radio and visual arts.

3.4. What to do in order to submit CREATIVE EUROPE PROGRAM application?

Applying to a program starts from registering your company or organization in a Participant Portal: [http://ec.europa.eu/education/participants/portal/desktop/en/home.html](http://ec.europa.eu/education/participants/portal/desktop/en/home.html)
Calls for proposals for CREATIVE EUROPE PROGRAM:
https://ec.europa.eu/programmes/creative-europe/calls_en

3.5. Good practice

715 festivals from 39 countries received the EFFE Label 2017-2018 as ‘remarkable festivals’ in Europe. On 4 May, the Label 2017-2018 results were announced by the International Jury chaired by Sir Jonathan Mills. EFFE – Europe for Festivals, Festivals for Europe, is Europe’s Label for remarkable festivals initiated by the European Festivals Association. It is an international festival community connecting festivals that are deeply committed to the arts, their communities and Europe. At the same time, it serves as a searchable online Festival Calendar on www.effe.eu for all international audiences interested in the arts of all kinds.
MODULE 5. Agencies and programmes

Part II European Programs

**Objectives of the module**
The module provides general overview of the agencies tackling the SMEs and the respective programme opportunities managed by them. The project cycle is presented and the application process is showcased for each programme in question.

**What will you learn?**
The trainees will get basic knowledge of the funding opportunities managed by COSME Programme, Horizon 2020 and Life + Programme together with the type of projects which can be funded, the participation of different actors, partnerships and Application process. Practical examples and pilot practices of successful projects are presented to that the participants may get acquainted with real models of citizens involvement in participatory process at the local level in line with the common international practice.

Each graduate shall be able to identify the programme and match it with the problem in question, to follow the application process and fill in the relevant documents as well as to find appropriate tools for networking and cooperation with national and international counterparts.

I. EASME Executive Agency for Small and Medium-sized Enterprises

The Executive Agency for Small and Medium-sized Enterprises (EASME) funds projects in the field of innovation, energy efficiency, environment and maritime affairs with a particular focus on SMEs:

- The EASME help manage the following EU programmes: COSME, Horizon 2020, LIFE+ and the European Maritime Fisheries Fund
- Support beneficiaries and applicants
- Ensure that EU programmes deliver results and provide the Commission with valuable input for its policy tasks

The EASME replaces the EACI (Executive Agency for Competitiveness and Innovation) that managed Enterprise Europe Network, Intelligent Energy – Europe, Eco-innovation and Marco Polo.
II. PROGRAMS MANAGED BY THE EACEA

1.1 General overview of the COSME PROGRAMME

The programme for the Competitiveness of Enterprises and Small and Medium-sized enterprises 2014-2020, established by Regulation (EU) No1287/2013, at the European Parliament of 11 December 2013 or better known as COSME programme is aimed at specific needs of SMEs.

The European Commission is responsible for implementing the programme COSME, as partially delegate and the European Executive Agency for Small and Medium Enterprises (EASME) and the European Investment Fund - for financial instruments.

COSME programme has a total budget of 2.3 billion for the period 2014-2020, including the following 4 areas of support:

- Improving access to finance for SMEs in the form of equity and debt;
- Improving access to markets for SMEs, particularly inside the Union but also at global level;
- Improving framework conditions for the competitiveness of enterprises;
- Promoting entrepreneurship.

The COSME programme is foremost a funding instrument that will improve access to finance for SMEs. For this purpose the period 2014-2020, nearly 1.4 billion euro of COSME budget is allocated to loans and venture capital, which may be complemented with the use of national financial instruments for SMEs.

Financial instruments of COSME programme include:

- **Loan guarantee facility** - Through the Loan Guarantee Facility, the programme will provide guarantees and counter-guarantees to financial institutions (e.g. guarantee societies, banks, leasing companies) so they can provide more loan and lease finance to SMEs. It is expected that COSME will enable between 220 000 and 330 000 SMEs to obtain financing for a total value of between €14 and €21 billion.

- **Equity facility for growth** - Through the Equity Facility for Growth, the programme will provide risk capital to equity funds investing in SMEs mainly in the expansion and growth-stage phases. The Facility should help between 360 and 560 firms to
receive equity investment with an overall volume invested ranging from € 2.6 to € 4 billion.

**COSME** provides support to European enterprises so that they can benefit from the EU’s single market and make the most of opportunities offered by markets outside the EU.

### 1.2. How to access the COSME financial instruments?

*If you are an SME or an entrepreneur looking for debt or equity finance and would like to see which financial intermediaries are working with COSME, please visit the Access to Finance portal: [https://europa.eu/youreurope/business/funding-grants/access-to-finance/index_en.htm](https://europa.eu/youreurope/business/funding-grants/access-to-finance/index_en.htm)*

Read success stories about companies that secured COSME-backed loans or equity: [https://ec.europa.eu/growth/features_en?field_newsroom_topics_tid=301](https://ec.europa.eu/growth/features_en?field_newsroom_topics_tid=301)
1.3. Type of projects which can be funded

- **COSME** funds the Enterprise Europe Network (EEN) consisting of over 600 offices in more than 50 countries helping SMEs find business and technology partners, understand EU legislation and access EU financing.

- **COSME** also funds web tools specifically designed for enterprises development such as Your Europe Business Portal or the SME Internationalisation Portal. The first provides practical online information for entrepreneurs who want to become active in another Member State. The latter puts the emphasis on support measures for companies which want to develop their business outside Europe.

- **COSME** finances the ASEAN, China and MERCOSUR Intellectual Property Rights (IPR) SME Helpdesks that offer advice and support to European SMEs facing difficulties in IPR issues, standards or public procurement rules in those geographical areas.

- **COSME** backs the implementation of the Entrepreneurship 2020 Action Plan through a wide range of activities. These include mobility exchanges, research, best practices diffusion and pilot projects in areas such as entrepreneurship education, mentoring or the development of guidance and support services for new and potential entrepreneurs, including young, women and senior entrepreneurs.

- **COSME** supports actions to improve the framework conditions in which enterprises operate, in particular SMEs, by reducing unnecessary administrative and regulatory burdens. Such actions may include measuring the impact of relevant Union law on SMEs, developing smart and business friendly regulation for them and reinforcing the use of the “Think Small First” principle for policy-making at national and regional level.

- **COSME** supports the emergence of competitive industries with market potential, by helping SMEs to take-up new business models and integrate into new value chains. The programme complements the actions of Member States in areas with high growth potential such as the tourism sector.

1.4. **COSME beneficiaries:**

- Active small and medium-sized businesses that provide easier access to finance, consolidation, and growth for their business

- Future entrepreneurs (including young people) - helping to set up their own business

- National, regional and local authorities - providing tools for effective policy reforms.
COSME programme in figures 2014-2020

<table>
<thead>
<tr>
<th>Total budget</th>
<th>EXPECTED RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3 billion EUR</td>
<td>Economic impact - every year COSME contribute to an increase in the European GDP by 1.1 billion euro and supporting 40 000 companies in creating or saving 30 000 jobs and launching 1 200 new business products, services and processes</td>
</tr>
<tr>
<td></td>
<td>Incentive impact – one euro invested in loan guarantees for SMEs will mobilise between 20-30 additional euros and for venture capital the ratio is expected to be between 4-6 additional euros</td>
</tr>
</tbody>
</table>

The official COSME website is: [http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm](http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm)

1.5. GOOD PRACTICE

Guarantee scheme COSME 2017 (Bulgaria)
The National Guarantee Fund (NFP) has launched a new guarantee scheme. This funding is made possible by the COSME counter-guarantee of the European Investment Fund (EIFI), set up under the Investment Plan for Europe (the Juncker Plan). The purpose of EFSI is to support the financing and implementation of productive investments in the EU and to ensure increased access to finance.

Who can apply?
- Small and medium-sized enterprises within the meaning of SMPS
- Businesses that do not engage in activities related to one or more banned COSME sectors

What is the eligible funding?
- New credits for investment or business purposes
- Financial leasing
- Maximum amount of funding - up to € 1.5 million
- Maximum funding period - up to 10 years
- Minimum funding period - 1 year

What are the advantages of the program?
- 50%
• Increased funding opportunities
• Reliable collateral requirements
• Lower funding costs
• National and European guarantee

Deadline for inclusion of guarantees in the portfolio: 31.12.2019

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**HORIZON 2020 PROGRAMME**

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2.1. General overview

Horizon 2020 is the biggest EU research and innovation programme ever. It will lead to more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. Almost €80 billion of funding is available over 7 years (2014 to 2020).

The Horizon 2020 program focuses on three main priorities:

**First priority: Excellent science:**

- Frontier research funded by the European Research Council (ERC): *Excellence is the sole criterion here for EU funding, which is awarded to individual researchers or research teams.*  
  Funding: €13.095 billion

- Marie Skłodowska-Curie Actions: *Support is offered to young and experienced researchers to reinforce their career and skills through training, or periods of placement in another country or in the private sector.*  
  Funding: €6.162 billion

- Future and emerging technologies
  Funding: €2.696 billion

- World-class infrastructure: *Research equipment can be so complex and costly that no single research team – or even country – can afford to buy or construct or operate it alone. Examples include: the high powered lasers that serve a diverse research community spanning medicine, materials sciences and biochemistry; specialised high-tech airplanes; or a monitoring station at the bottom of the sea, used for observing climate change.*  
  Funding: €2.488 billion
Second priority: Competitive industry

- Leadership in enabling and industrial technologies: Horizon 2020 supports the ground-breaking technologies needed to underpin innovation across all sectors, including information and communication technology (ICT) and space.  
  
  Funding: €13.557 billion

- Small and medium enterprises (SMEs): a key source of jobs and innovation – receive special attention in Horizon 2020. They can collaborate in projects as part of a consortium and can receive support through a dedicated instrument designed specifically for highly innovative smaller companies. The SME instrument will be pivotal in achieving this target by providing support to help single SMEs, or consortia of SMEs, assess the market viability of their ideas at the high-risk stage, and then to help them develop these ideas further. Funding is also available for business coaching and guidance on how to identify and attract private investors.  
  
  Funding: At least €3 billion

- Access to risk finance: Innovative companies and other organisations often find it difficult to access financing for high-risk new ideas or their development. Horizon 2020 helps to fill this “innovation gap” through loans and guarantees, as well as by investing in innovative SMEs and small midcaps.  
  
  Funding: €2.842 billion

Third priority: Tackling societal challenges

The EU has identified seven priority challenges where targeted investment in research and innovation can have a real impact benefitting the citizen:

- Health, demographic change and wellbeing
- Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy
- Secure, clean and efficient energy
- Smart, green and integrated transport
- Climate action, environment, resource efficiency and raw materials
- Europe in a changing world - inclusive, innovative and reflective societies
- Secure societies - protecting freedom and security of Europe and its citizens.

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First priority: Excellent science:</strong></td>
<td></td>
</tr>
<tr>
<td>Frontier research funded by the European Research Council (ERC)</td>
<td>€13.095 billion</td>
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<td>€6.162 billion</td>
</tr>
<tr>
<td>Future and emerging technologies</td>
<td>€2.696 billion</td>
</tr>
</tbody>
</table>
World-class infrastructure  €2.488 billion
Second priority: Competitive industry
Leadership in enabling and industrial technologies  €13.557 billion
SME instrument  €3 billion
Access to risk finance  €2.842 billion

Third priority: Tackling societal challenges
- Health, demographic change and wellbeing
- Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy
- Secure, clean and efficient energy
- Smart, green and integrated transport
- Climate action, environment, resource efficiency and raw materials
- Europe in a changing world - inclusive, innovative and reflective societies
- Secure societies - protecting freedom and security of Europe and its citizens.

2.1. Who may apply?

For standard research projects – a consortium of at least three legal entities. Each entity must be established in an EU Member State or an Associated Country. For other programmes – European Research Council (ERC), SME Instrument, the co-funding of national or public sector calls or programmes, coordination and support, training and mobility – the minimum condition for participation is one legal entity established in a Member State or in an Associated Country.

Eligible applicants by type of activity?

Research and innovation actions: Consortia of partners from different countries, industry and academia
Innovation actions: For example, prototyping, testing, demonstrating, piloting, scaling-up etc. if they aim at producing new or improved products or services: Consortia of partners from different countries, industry and academia.
Coordination and support actions: Single entities or consortia of partners from different countries, industry and academia.
Frontier research grants – European Research Council: The ERC funds excellent young, early-career researchers, already independent researchers and senior research leaders. Researchers can be of any nationality and their projects can be in any field of research.

Support for training and career development – Marie Skłodowska: Early stage researchers or experienced researchers (of any nationality), technical staff, national/regional research mobility programmes.

SME Instrument: This instrument is aimed at highly innovative SMEs with the ambition to develop their growth potential. It offers lump sums for feasibility studies, grants for an innovation project’s main phase (demonstration, prototyping, testing, application development...); lastly, the commercialisation phase is supported indirectly through facilitated access to debt and equity financial instruments. Only SMEs can participate. Either a single SME or a consortium of SMEs established in an EU or Associated Country.

Funding rates: In Horizon 2020 there is one single funding rate for all beneficiaries and all activities in the research grants. EU funding covers up to 100 % of all eligible costs for all research and innovation actions. For innovation actions, funding generally covers 70 % of eligible costs, but may increase to 100 % for non-profit organisations. Indirect eligible costs (e.g. administration, communication and infrastructure costs, office supplies) are reimbursed with a 25 % flat rate of the direct eligible costs (those costs directly linked to the action implementation).

2.2. How to apply?

Work programmes announce the specific research and innovation areas that will be funded. They are accessible through the Participant Portal (http://bit.ly/H2020PP) and indicate the timing of forthcoming Calls for Proposals. When ready each Call gives more precise information on the research and innovation issues that applicants for funding should address in their proposals. Although details on all Calls can also be found in the EU’s Official Journal, the Participant Portal goes further.

It provides easy-to-follow guidance and all the tools needed to apply for funding and manage projects throughout their lifecycle. It covers every type of research and innovation action. National Contact Points (http://bit.ly/H2020NCP) also provide a wealth of information and individual guidance on Horizon 2020. There is at least one in every EU country and some in other countries. Specific questions can also be sent to the online Research Enquiry Service http://ec.europa.eu/research/enquiries.
**Submitting a proposal**

Proposals must be submitted before the deadline of the relevant Call. The Participant Portal provides clear instructions. The system is simpler.

**Finding partners**

Many Calls require a team to have at least three partners. The Participant Portal partner search function helps to identify potential partners with particular competences, facilities or experience.

**Grant agreement**

Once a proposal passes the scientific evaluation stage (duration five months), applicants are informed about the outcome. For the proposals which are selected for funding, the European Commission then draws up the grant agreement. The time limit for signing the grant agreements is generally three months.

*Official animated presentation for the Horizon 2020 Program:*

3.1. General information
The LIFE Programme is a financial instrument of the European Union supporting projects for environment protection, nature and climate on the territory of the EU.

3.2. Programme structure
The Programme is structured in two sub-programmes, each covering three priority areas:

1) Sub-programme Environment:
- Environment and resource effectiveness;
- Nature and biodiversity;
- Environment-related management and information.

2) Sub-programme Climate Action:
- Mitigation of climate change;
- Adaptation to climate change;
- Climate-related management and information.

Programme budget: According to Article 4 of Regulation № 1293/2013, the total financial package for the implementation of the LIFE Programme for the period 2014-2020 amounts to EUR 3 456 655 000, distributed between the two sub-programmes as follows:
- EUR 2 592 491 250 to Sub-programme Environment (75% of the total financial package)
- EUR 864 163 750 to Sub-programme Climate Action (25% of the total financial package)

3.3. Multiannual Work Programmes
The multiannual work programmes (MWP) of the LIFE Programme are adopted by the EC in a specially regulated procedure. Each MWP should specify:
- the allocation of the funds to the priority fields and the different types of funding in each sub-programme;
- the topics of the projects implementing the thematic priorities to be financed;
- qualitative and quantitative results, indicators and objectives for each priority field and project type;
- the technical methodology of the project selection procedure and the selection and funds granting criteria;
- indicative schedules of the calls for proposals.

Second MWP: adopted for a three-year period and covers the period 2018 – 2020

### 3.4. Types of funding

Action grants covers the following project categories:

**“Traditional projects”**

- **“Pilot projects”** – projects implementing a technical tool or method that has not been implemented before or elsewhere, providing potential benefits to the environment and climate benchmarked against the current best practices that can later be implemented on a larger scale in similar situations;

- **“Demonstration projects”** – practically implementing, testing, assessing and disseminating actions, methods or approaches that are new or unknown in the specific project context, such as geographical, environmental or socio-economic context and that can be implemented elsewhere under similar circumstances;

- **“Best practice projects”** - implement appropriate cost-efficient and modern techniques, methods and approaches accounting of the specific project context;

- **“Information, awareness and dissemination projects”** are targeting support of communication, dissemination of information and awareness-raising in the sub-programmes environment and climate action fields

**“Integrated projects”** – implement on a large territorial scale (regional, multiregional, national or transnational) strategies and plans in the fields of environment and climate action, required by the specific EU legislation in the relevant field, developed in accordance with other Union acts or by the member states bodies, mostly in the field of nature, including inter alia, the management of the Natura 2000 network, waters, waste, air and mitigation of the climate change and the respective adaptation, while at the same time ensuring the involvement of the stakeholders and encouraging the mobilization of and coordination with at least one more Union, national or private source of funding;

**“Technical assistance projects”** – provide financial support to the applicants in the preparation of the integrated projects in the form of grants,

**“Capacity building projects”** are projects providing grants for capacity-building activities in the member states (MS), including the LIFE national and regional contact points, so that
the MS can participate in the LIFE programme more effectively. They are based on a Capacity-building Plan approved by the EC. Up to two such projects are eligible in each multiannual work programme.

“Preparatory projects” are projects mainly developed by the Commission in cooperation with the member states and targeting specific needs for development and implementation of the Union policy and legislation in the field of environment and climate;

Grants for operational and administrative costs of NGOs: Certain operational and administrative costs of non-government organisations pursuing goals of common EU interest, active predominantly in the field of the environment or climate actions and participating in the development, implementation and application of the Union policy and legislation are supported through grants. The maximum amount of EU co-financing through operational grants is 70% of the eligible costs.

According to Regulation № 1293/2013 part of the LIFE programme shall be distributed through two financial instruments, managed by the EIB jointly with the EC and providing grants:

Natural Capital Financing Facility (NCFF)
Through this financing facility EIB provides loans and investments in project supporting funds to the member states promoting the preservation of the natural capital, including the adaptation to the climate change. NCFF lends:

- **Conservative financing**: investments in long-term preservation of the ecosystems; cash flows generated by sustainable products and services.
- **Recovery financing**: investments in recovery of the historical value of the ecosystems; return at the expense of the increased asset value beyond the end of the project.
- **Offset (compensatory) payments**;
- **Conservation, recovery and creation of new ecosystem assets to be used for compensatory payments**.

For more information:

Private facility for energy efficiency (PF4EE) aims to increase the private financing of investments in increased energy efficiency projects. PF4EE provides EIB loans to financial intermediaries and protection against losses related to energy efficiency project loans. The instrument assists the intermediary banks in the MS in the development and provision of
specific programmes for energy efficiency project loans, aligned with the respective national action plans. PF4EE finances:

- Sustainable mechanisms of energy efficiency loan funding considered a market segment;
- Provision of debt financing for eligible investments in energy efficiency.

The financing facilities may combine both among them and with Union-funded grants.

**Co-financing ratio** for the entire programme period:

- up to 60% of the eligible costs for integrated projects, technical assistance projects and assistance to project preparation;
- up to 60% of the eligible costs for traditional projects, financed under Priority field Nature and Biodiversity in the environment sub-programme;
- up to 75% of the eligible costs, financed under Priority Field Nature and Biodiversity in the environment sub-programme, related to priority habitats or species in implementation of Directive 92/43/EC or bird species considered a priority for financing by the Committee for Adaptation to Scientific and Technical Progress, established by force of Article 16 of Directive 2009/147/EC, where necessary to achieve the preservation objective;
- 100% of the eligible costs of capacity-building projects.

The maximum co-financing amount envisaged for all other projects (traditional Climate Action sub-programme projects and traditional projects in the priority fields Environment and Resource Effectiveness and Environment-Related Management and Information of Environment sub-programme) shall be as follows:

- 60% for the period of the first multiannual work programme (2014 – 2017)
- 55% for the period of the second multiannual work programme (2018 – 2020)

**3.5. Eligible beneficiaries:**

**Public authorities:** national public organisations regardless of their form – central, regional, local, secondary disposers;

**Private organisations:** Commercial (*with the exception of Sole Owners); Non-commercial (including NGO)

**3.6. Applying to the programme:**

In the framework of the multiannual work programmes the EC publishes annual calls for proposals on the internet site of the LIFE Programme. Special manuals are developed for each call for proposals to guide the applicants in the process of preparation and application
with project proposals. When preparing their proposals, the applicants can also consult with the respective LIFE Programme contact points on the national and regional level.

The applicants should submit their proposals through a “eProposal” web-based tool containing all the necessary administrative, technical and financial forms and having attachment/upload functionality for the required documents.

(https://webgate.ec.europa.eu/eproposalWeb/)

3.7. Good practices

Information on successful projects in Bulgaria, Italy, Spain and France can be found at the following web sites:

Italy - http://ec.europa.eu/environment/life/countries/italy.html

Module 6. AGENCIES AND PROGRAMMES, Cohesion Policy and Funds for local authorities

Objectives of the module
The module provides general overview of the ERDF: European Regional Development Fund, the European Social Fund and the URBACT: the program for Cities.
Short description and how to access the program opportunities are presented and the best practices and the opportunities provided funding at local and regional level.

What will you learn?
The trainees will get basic knowledge of the funding opportunities from The ERDF: European Regional Development Fund, The European Social Fund and URBACT: the program for Cities together with the type of projects which can be funded, best practices and the opportunities provided funding at local and regional level. Practical examples and pilot practices of successful projects are presented to that the participants may get acquainted with real models of citizens involvement in participatory process at the local level in line with the common international practice.
The ERDF: European Regional Development Fund

**Short description:** ERDF aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions.

The ERDF focuses its investments on several key priority areas. This is known as 'thematic concentration':
- Innovation and research;
- The digital agenda;
- Support for small and medium-sized enterprises (SMEs);
- The low-carbon economy.

The ERDF resources allocated to these priorities will depend on the category of region.
- In more developed regions, at least 80 % of funds must focus on at least two of these priorities;
- In transition regions, this focus is for 60 % of the funds;
- This is 50 % in less developed regions.

Furthermore, some ERDF resources must be channelled specifically towards low-carbon economy projects:
- More developed regions: 20%;
- Transition regions: 15%; and
- Less developed regions: 12%.

**Specific Territorial Characteristics**
The ERDF also gives particular attention to specific territorial characteristics. ERDF action is designed to reduce economic, environmental and social problems in urban areas, with a special focus on sustainable urban development. At least 5 % of the ERDF resources are set aside for this field, through 'integrated actions' managed by cities. Areas that are naturally disadvantaged from a geographical viewpoint (remote, mountainous or sparsely populated areas) benefit from special treatment. Lastly, the outermost areas also benefit from specific assistance from the ERDF to address possible disadvantages due to their remoteness.

**How to access the program opportunities**
Where do I apply for regional funds?

Member States are responsible for managing programmes that are supported by Cohesion Policy. A designated managing authority provides information on the programme, selects projects and monitors implementation. You should apply for regional funding to the authority managing the relevant regional programme. That body will evaluate your project and decide whether to grant funding.

Find your managing authority:

Who can apply for regional funds?

Organisations that can benefit from regional funding include public bodies, some private sector organisations (especially small businesses), universities, associations, NGOs and voluntary organisations. Foreign firms with a base in the region covered by the relevant operational programme can also apply, provided they meet European public procurement rules.

Is my project eligible?

Before applying for a grant, you should check the European operational programmes in your region: http://ec.europa.eu/regional_policy/en/atlas/programmes/.

Your project application must meet the selection criteria and investment priorities of your regional programme. You will have to follow the application procedures of the relevant managing authority. Some have an ongoing procedure, others accept applications at certain times only. See the website of your managing authority for details.

Where can I get help?

This is a non-exhaustive list of the many sources of help and advice on getting EU regional funding:

- **The Europe Direct** information relays, with hundreds of information points all over Europe
- **Your managing authority** can give you advice, through each stage of the project application
- **The European team in your local authority or chamber of commerce**
- **The Enterprise Europe Network** provides expert advice to small businesses on how to access EU public funds and grants for research and development, innovation, investment, employment and training: https://een.ec.europa.eu/
Imagine Low Energy Cities involved eight European local authorities from: Bistrita, Romania; Dobrich, Bulgaria; Figueres, Spain; Lille, France; Milton Keynes, UK; Munich, Germany; Modena, Italy; and Odense in Denmark.

A pilot project involving eight partner cities from across Europe brought together local people and organisations to create a vision for more sustainable energy use. The goal was to develop 'roadmaps' for each city which would indicate how energy could be produced and used more efficiently in the year 2050.

A tool was developed to help the cities assess their energy policies and how to become more sustainable. Preparation of the roadmaps generated significant impacts, with cities updating their local sustainable energy action plans as a result of the work carried out. Imagine has also helped to improve communication and collaboration on energy issues among different municipal departments.
THE EUROPEAN SOCIAL FUND (ESF)

**Short description**
The ESF is Europe's main instrument for supporting jobs, helping people get better jobs and ensuring fairer job opportunities for all EU citizens. It works by investing in Europe’s human capital – its workers, its young people and all those seeking a job. ESF financing of EUR 10 billion a year is improving job prospects for millions of Europeans, in particular those who find it difficult to get work.

**How the ESF works?**
Each Member State, in partnership with the European Commission, agrees on one or more Operational Programmes for ESF funding for the seven-year programming period. Operational Programmes describe the priorities for ESF activities and their objectives. The EU distributes ESF funding to the Member States and regions to finance their operational programmes. These programmes fund employment-related projects which are run by a range of public and private organisations called beneficiaries. These projects benefit their participants – usually individuals, but also companies or organisations.

**Activities**

**Strengthening employment and mobility**
The ESF drive to boost employment aims at all sectors and groups of people who can benefit. However, there is a focus on groups who are suffering most or who can benefit significantly from ESF activities in these areas:

**Opening pathways to work**
The ESF funds projects that are helping millions of people looking for work to find a job. In addition, ESF help puts a particular focus on those who find it more difficult to get a job than others for a variety of reasons, for example because their skills are outdated or because they have no qualifications.

- **Creating chances for youth**

Many ESF activities offer training opportunities to give young job-seekers the skills and qualifications that are in demand on the jobs market, including green skills that are increasingly needed. As low-qualified young people are more likely to be unemployed than
those with qualifications, ESF projects focus on providing this group with the work-related skills that can lead to stable employment. Apprenticeships, company internships and short-term work placements are strongly supported, often in parallel with training courses.

- **Boosting business**
The success of EU businesses and industry is vital to increase employment and create new and better jobs. Much of this success is built on the quality and skills of the workforce and its ability to adapt to change. This is why many entrepreneurs and businesses use ESF help to boost the competences and flexibility of their most valuable resource – their workers.

- **Caring for careers**
To help the EU workforce to embrace change and flexibility, ESF projects are taking a variety of measures. Workers are offered training opportunities that give them the skills the evolving jobs market needs. Where unemployment threatens, training also helps reorient those threatened into growing industries where skills are in demand.

- **Better education**
ESF programmes and projects are helping to improve performance across the whole education sector from nursery schools through schools and universities to lifelong learning and vocational training systems. They are targeting three main results:

  - **Opening doors to learning**
The ESF is helping more young people to stay on at school and get the qualifications they need for a job and career. It is also ensuring wider access to high-quality education with projects to help children from disadvantaged groups and minorities to get the educational qualifications that matter.

  - **Helping people aim higher**
The ESF is funding innovative improvements to tertiary-level teaching, supporting partnerships with industry, and opening participation to people who are under-represented in higher education.

  - **Training that works**
The ESF is helping build a culture of training and lifelong learning to enable workers and employers to keep their skills and competences up to date.
**Giving a chance to all**
The ESF finances many thousands of projects to help people in difficulties and those from disadvantaged groups to get skills, to get jobs and have the same opportunities as others do.

ESF activities in this field follow four priorities:

- **Fighting marginalisation**

- **Promoting social enterprise**

  The ESF is actively supporting the establishment of social enterprises as a source of jobs, in particular for groups of people who find it difficult to get work for a variety of reasons. These include young long-term unemployed, disabled people and people in rural communities.

- **Supporting local partnerships**

  The ESF promotes networking between these stakeholders at EU, national, regional and local levels, in the field of employment and labour market inclusiveness. It also encourages the inclusion of social partners and NGOs in ESF projects, notably where these concern social inclusion, gender equality and equal opportunities.

- **Inclusive approaches**

  Some groups in society face discrimination in finding work, as well as in the workplace. They include women, older workers, minorities, and immigrants, among others. To help such groups, and others, ESF projects promote active inclusion measures which involve a series of steps to accompany them towards employment.

**Better public services**

In less-developed Member States and regions, the public services responsible for developing employment-related strategies and their implementation may lack the capacities to do so in the right way and cost-effectively. For this reason, ESF projects are helping strengthen the efficiency of public administration in delivering public services in all sectors. Support is available under two priorities:

- 🌍 *More effective institutions*: boosting the quality of a broad range of services available to citizens, workers and job-seekers in their towns, cities and regions.

- 🌍 *Partnerships for progress*: helping the public authorities and stakeholders such as NGOs to work together design and deliver successful programmes.

**How to participate?**

The ESF funds a rich variety of projects that improve people’s employment prospects and the jobs they do. Organisations and individuals interested in taking part can use the links given below:
Who to contact?
ESF funding is available through the Member States and regions. The ESF does not fund projects directly from Brussels.

- Organisations interested in ESF funding for a project should contact the ESF Managing Authority in their country or region. To find the relevant ESF contact address, visit the How to participate: [http://ec.europa.eu/esf/main.jsp?catId=45&langId=en](http://ec.europa.eu/esf/main.jsp?catId=45&langId=en)
- Individuals interested in participating in ESF projects can find the relevant ESF contact address in their country in the ‘Support in your country’ section: [http://ec.europa.eu/esf/main.jsp?catId=45&langId=en](http://ec.europa.eu/esf/main.jsp?catId=45&langId=en)

Who is who?
ESF projects are applied for and run by a wide variety of organisations known as **beneficiaries**, including public administrations, workers’ and employers’ organisations, NGOs, charities and companies.

The individuals who take part in an ESF project are called **participants**; these include, for example, older workers training for new skills, young job-seekers getting work placements, or people seeking advice on how to set up their own business.

### Good practice

<table>
<thead>
<tr>
<th><strong>BULGARIA</strong></th>
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<tbody>
<tr>
<td><strong>Project name:</strong></td>
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<tr>
<td><strong>Project duration:</strong></td>
</tr>
<tr>
<td><strong>Total budget:</strong></td>
</tr>
<tr>
<td><strong>Participants:</strong></td>
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<tr>
<td><strong>Organisation:</strong></td>
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The ESF-backed Support for Employment scheme has given thousands of unemployed people in Bulgaria the chance to enter the labour market. The scheme offered companies financial subsidies to take on new staff and train them for a period of 12 months. More than 52 000 people have started working life thanks to the scheme. Mentoring in the workplace was provided by 15 558 professionals.
### Good practice

#### ITALY

<table>
<thead>
<tr>
<th>Project name:</th>
<th>“Dote Unica Lavoro – The single employment voucher”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of activity:</td>
<td>Opening Pathways to Work</td>
</tr>
<tr>
<td>Project duration:</td>
<td>October 2013 – December 2015</td>
</tr>
<tr>
<td>ESF contribution:</td>
<td>EUR 26 500 000</td>
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<tr>
<td>Total budget:</td>
<td>EUR 62 600 000</td>
</tr>
<tr>
<td>Participants:</td>
<td>82 217</td>
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<tr>
<td>Country:</td>
<td>Italy</td>
</tr>
<tr>
<td>Organisation:</td>
<td>Lombardy Region</td>
</tr>
</tbody>
</table>

Thousands of people have been helped into work in Lombardy, Italy thanks to a scheme that provides the unemployed with vouchers which they can use to pay for a range of active labour market services. Dote Unica Lavoro – Single Employment Voucher – gives recipients the freedom to choose the options best suited to their situation including training, placements, internships and entrepreneurship schemes.

So far, more than 82 000 people have used the vouchers with 79% going on to get jobs.

### Good practice

#### FRANCE

<table>
<thead>
<tr>
<th>Project name:</th>
<th>“SAS – Springboard for Active Guidance of Young Job-seekers”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project duration:</td>
<td>April 2011 – December 2013</td>
</tr>
<tr>
<td>ESF contribution:</td>
<td>EUR 224 000</td>
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<tr>
<td>Total budget:</td>
<td>EUR 940 000</td>
</tr>
<tr>
<td>Participants:</td>
<td>738</td>
</tr>
<tr>
<td>Organisation:</td>
<td>Be Lim</td>
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The SAS project was aimed at people under 26 years of age who had been looking for a job for more than one year. The project offered a three-month programme designed to instil confidence...
and increase personal motivation. The young people took part in group activities that they were interested in such as a theatrical performance, charity event, producing a video or creating an exhibition. The goal was to develop team-working skills. Participants were also encouraged to learn about different fields of work and to actively find out more by contacting local businesses and chambers of commerce. SAS can boast impressive results: more than 70% of the young people who took part went on to find employment or enrol in a vocational training programme which was suitable for the needs within months of participation.

**Good practice**  
**SPAIN**

<table>
<thead>
<tr>
<th>Project name:</th>
<th>Regional Plan for the Reconciliation of Work, Family and Personal Life 2007-2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project duration:</td>
<td>2007 – 2010</td>
</tr>
<tr>
<td>ESF contribution:</td>
<td>€ 17,889,056</td>
</tr>
<tr>
<td>Total budget:</td>
<td>€ 22,361,320</td>
</tr>
<tr>
<td>Number of participants:</td>
<td>34,000 people affected, and 350 companies</td>
</tr>
<tr>
<td>Organisation:</td>
<td>Council of Economy, Business and Employment</td>
</tr>
</tbody>
</table>

The regional government of Castile-La Mancha in Spain has developed a plan which aims to help residents combine family responsibilities with their right to a decent job. The Vives Emplea programme provides a raft of measures to support those who struggle the most to escape unemployment including people with low educational attainment, single parents, immigrants, refugees and people with disabilities.

Vives Emplea puts together teams of up to 25 unemployed people. Each team undertakes a training and skills development course which lasts for six months. The aim is to identify each person’s strengths and weaknesses while building confidence and motivation for working life. Participants leave the courses with a tailored, goal-oriented employment plan. Since its launch in 2014, the programme has established 44 teams across Spain and helped more than 1,500 individuals. Around 54% of participants have gone on to find jobs.
URBACT: THE PROGRAM FOR CITIES

Short description
For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe.

URBACT’s mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another’s experiences, drawing lessons and identifying good practices to improve urban policies. Following the success of the URBACT I and II programmes, URBACT III (2014-2020) has been developed to continue to promote sustainable integrated urban development and contribute to the delivery of the Europe 2020 strategy.

Objectives
Following the success of URBACT I and URBACT II Programmes, URBACT III 2014-2020 is part of the European Territorial Cooperation which was developed with the aim to fund activities to promote sustainable integrated urban development in the cities across Europe and also to contribute to the implementation of the Europe 2020 strategy goals. The Programme is an instrument of cohesion policy. The main aim is the exchange of experience and knowledge between local authorities and cities through the establishment of targeted urban networks. The network partners are invited to jointly develop pragmatic solutions to common urban problems and challenges, integrating economic, social and environmental decisions based on a holistic approach.

Eligibility
The eligible programme area covers the Member States of the European Union, partner States Norway and Switzerland, countries under the Instrument for Pre-Accession Assistance (IPA II) and partner states around the world can participate also with their own resources.
Priority Axes

- Priority Axis 1 “Promoting Integrated Sustainable Urban Development” – 88.2 million euro
- Priority Axis 2 “Technical assistance” – 8.1 million euro

The main focus is put on the implementation of 4 main objectives, as follows:

- Capacity for policy delivery: Improvement of the capacity of the local authorities (cities) in the design and establishment of integrated urban strategies and actions;
- Policy design: Supporting the local authorities in the process of designing sustainable urban strategies and actions;
- Policy implementation: Improving the implementation of integrated urban strategies (plans) and actions for sustainable urban development;
- Building and sharing knowledge: Ensuring that practitioners and decision-makers at all levels (EU, national, regional and local) have increased access to URBACT thematic knowledge and share know-how on all aspects of sustainable urban development in order to improve urban policies.

To implement these objectives, in addition to the Action Planning Networks used by URBACT II, two other types of Networks are proposed in the framework of URBACT III: Implementation Networks and Transfer Networks. According to the operational programme a total of 70 Networks selected through calls for projects will be developed during the programming period: 40 Action Planning Networks, 15 Implementation Networks and 15 Transfer Networks.

The three types of Networks have common features concerning:

- **Network development**: First phase of 6-months for the development of a complete project and a second phase of 24-months for the implementation of the activities foreseen by the network.
- **Partnership**: Balance between cities from More Developed and Less Developed regions.
- **Expertise**: URBACT Programme provides each approved Network with an additional specific budget for the appointment of experts to support partners in implementing their transnational activities with both thematic content and methods for exchange and learning.
Meanwhile the 3 types of networks have clearly different focus:

Action Planning Networks are expected to support an organised process of exchange and learning among peers across Europe, with a view to improving local policies through concrete action planning. Cities willing to get involved in Action Planning Networks shall identify a policy challenge they want to address at local level. Then, they shall commit to develop an Integrated Action Plan that will address this challenge using a participatory approach.

Implementation Networks are targeting cities which have an integrated urban strategy/plan approved by the city council and have secured funding for the implementation of this strategy/plan. By taking part in an Implementation Network, cities with integrated strategies/plans focusing on similar thematic priorities can exchange and share experiences, discuss problems and seek possible solutions and generate new ideas to address challenges related to the different dimensions of the implementation process.

Transfer Networks are expected to support the transfer of good practices within cities in Europe building on the experience of a Good Practice City which will be the Lead partner of the Network. It is thus expected that, as a result of the adaptation and re-use of good practices successfully implemented, Transfer Cities of the network as well as the Good Practice City improve their integrated urban policies and the delivery of these policies on the ground.

Urban topics


**Economy** - Circular Economies, City Branding, Culture & Heritage, Employment, Entrepreneurship & SMEs, Food, Health, Knowledge Economy, Local Economic Development, Research & Innovation, Sharing Economy, Waste
Environment - Abandoned Spaces, Energy Efficiency, Food, Housing, Low Carbon, Risk Prevention, Urban Mobility, Waste

Governance - Capacity Building, City Branding, City Management, City Planning, Cross-border Cooperation, Financial Engineering, Knowledge Economy, Participation, Social Innovation, Urban-rural, Youth


Upcoming calls

7 January 2019: Call for the creation of Action-Planning Networks. More detailed information will be available during the 3rd quarter of 2018.

Beneficiaries

Cities (municipalities), districts and others equivalent, defined as public local authorities, associations and local agencies that have the authority to design and implement specific urban policies.

URBACT is 550 cities, 30 countries and 7,000 active local stakeholders.

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.
GOOD PRACTICE

Project “Interactive Cities - Digital, social media and user-generated content improving urban governance”

http://urbact.eu/interactive-cities

Program: URBACT III
Contract number: Ref Synergie - CTE No 236
Project value: 617 490 euro
Duration of the project: 03.05.2016 - 03.05.2018
Leading partner: Genoa (Italy)
Partners: Palermo (Italy), Varna (Bulgaria), Alba Iulia (Romania), Debrecen (Hungary), Tartu (Estonia), Ghent (Belgium), SemaEst Paris (France), CLLD Network-Lisbon (Portugal), Murcia (Spain)

Interactive Cities is a cutting-edge project aimed at exploring how digital, social media and user generated content can improve today’s urban management in European cities, whatever size.

Specific objectives:
1. Promote the city as an attractive tourist destination by attracting more tourists through social networks and improving its image at national and international level;
2. Improving communication channels for interaction between local authorities, citizens, businesses;
3. Urban development - involving a wider circle of citizens in the decision-making process, as well as easier research on public opinion through social channels.
CONCLUSION

The Handbook shall serve as an open source for followers and multipliers of the CO-CREATION approach whereas the content and the concept can be further enriched and extended by the notions and trends of the international modes of public operations.

The electronic copy of the Handbook “CO-CREATION model of teaching and learning in the EU context” is available on the project site and for more information, please visit: