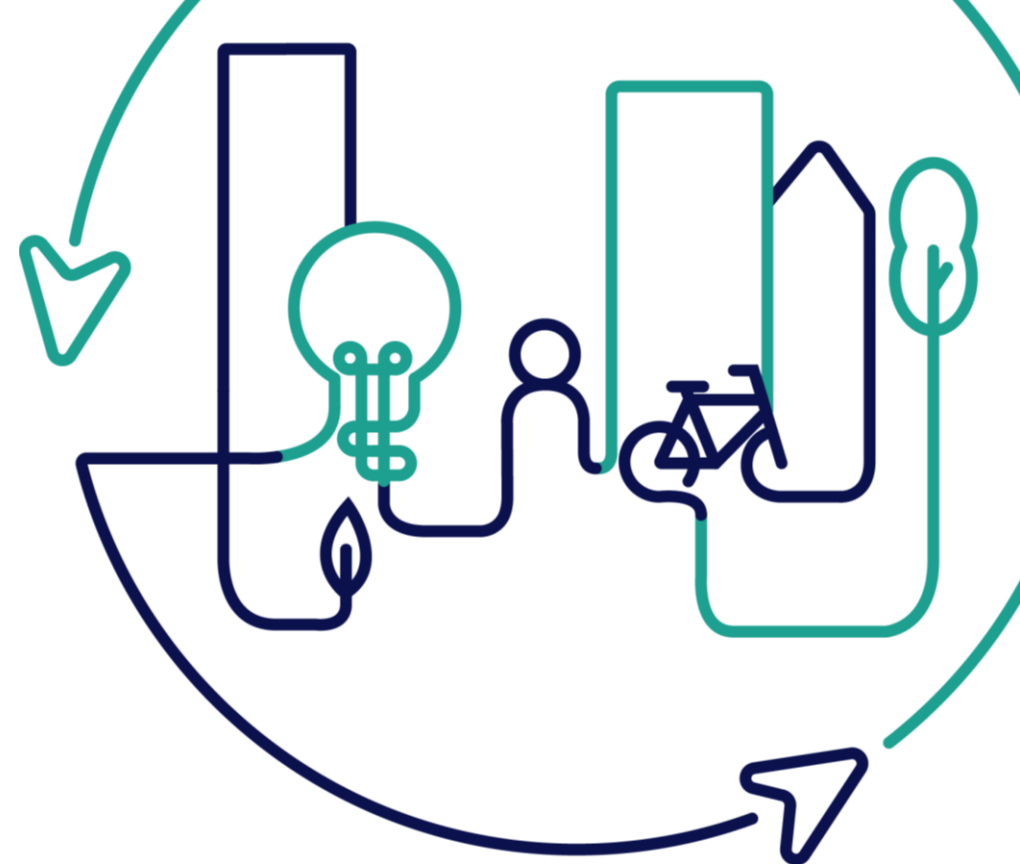


# EUROPEAN U R B A N INITIATIVE

General overview of EUI



Co-funded by  
the European Union



# Urban Innovative Actions

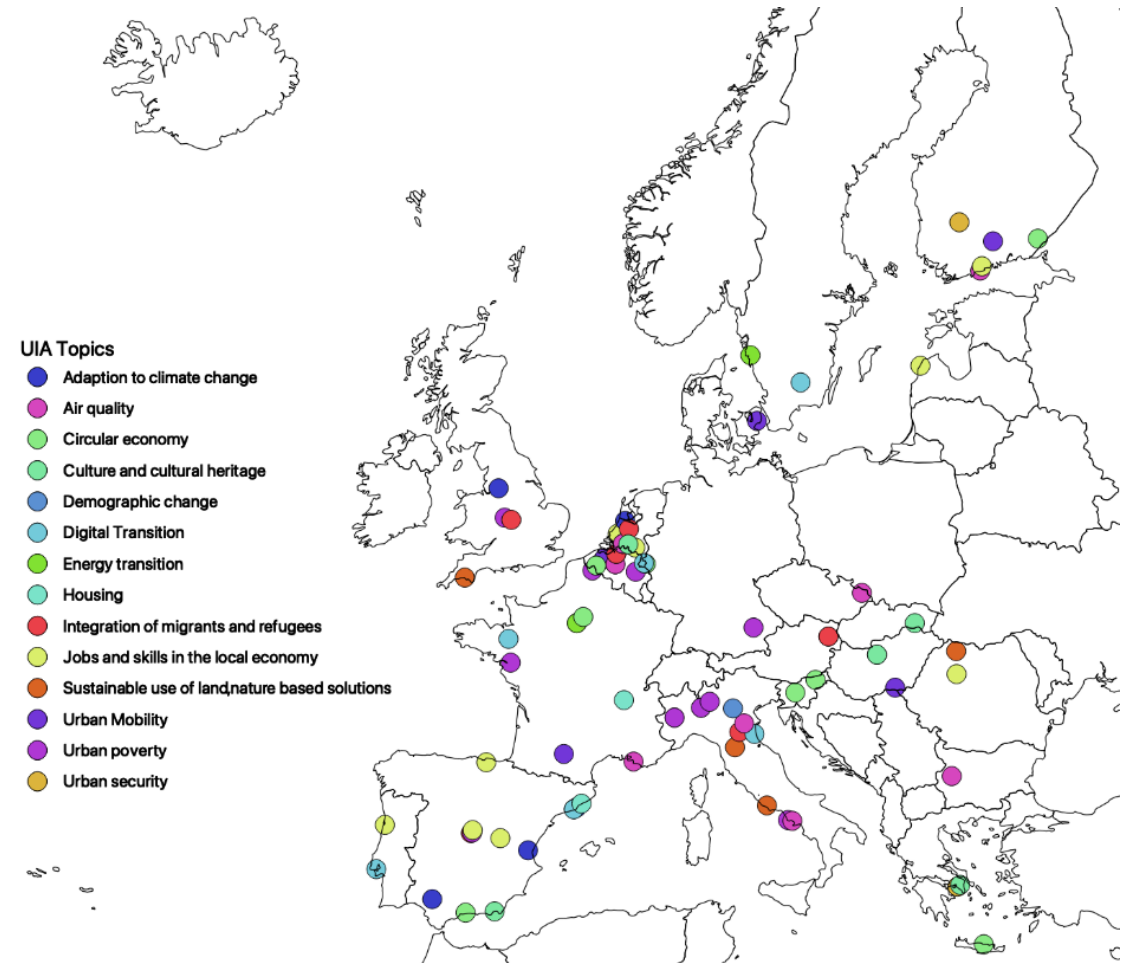
**FROM UIA TO EUI**

predecessor Initiative 2014-2020

# Urban Innovative Actions

## The “Urban Lab of Europe”

- Art.8 ERDF: “...To identify and **test new** solutions which address issues related to **sustainable urban development** and are of relevance at **Union level**.”
- To provide urban authorities with resources to test how new and unproven solutions work in practice and how they respond to the complexity of real life.
- **86 approved projects** from 19 member states and the UK
- **EUR 372 Mio** committed
- 5 calls completed



## WHY innovations?

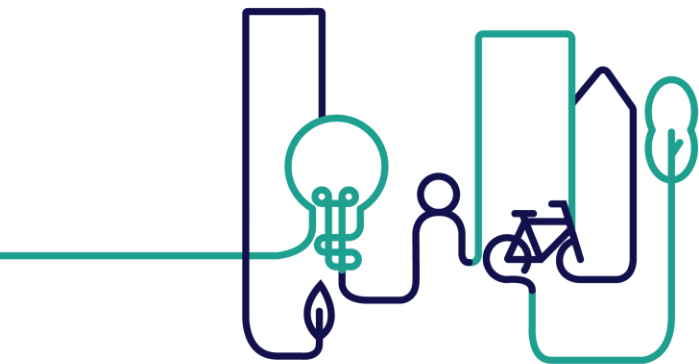
complexity, nature and scale of urban challenges  
requiring going beyond present state-of-art, traditional  
policies and services

—————→ innovative thinking

many ideas but potential solutions are not always put into  
**practice** [risks, lack of budget to pilot the ideas, cities accountable  
to local communities]

EUI offers an **opportunity** to test innovative ideas for  
'real', at urban scale with all the associated risks and  
complexities

to reach the ambitions of sustainable urban  
development



# Urban Innovative Actions Topics



Air quality



Circular economy



Climate adaptation



Culture and cultural heritage



Demographic change



Digital transition



Energy Transition



Housing



Integration of migrants and refugees



Jobs and skills in the local economy



Sustainable use of land and nature based solutions



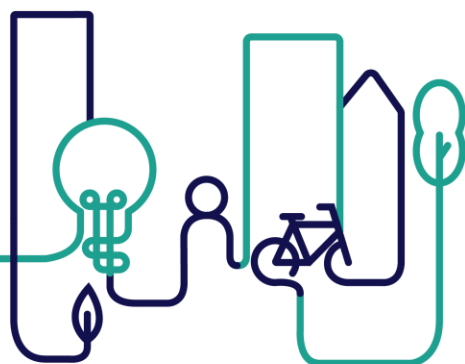
Urban mobility



Urban poverty



Urban security





# **European Urban Initiative**

**COHERENT SUPPORT FOR  
CITIES**

**3 EUI strands**

The **2021-2027 Cohesion Policy legislative package** includes the establishment of the EUI as an EU instrument, the successor to the Urban Innovative Actions implemented during the 2014-2020 programming period.

EUI is a European Union instrument and is managed by the **European Commission's DG Regional and Urban Policy**.

EUI has a total **ERDF budget of €450 million** for 2021-2027.

FUNDING FOR  
INNOVATIVE PILOT  
PROJECTS

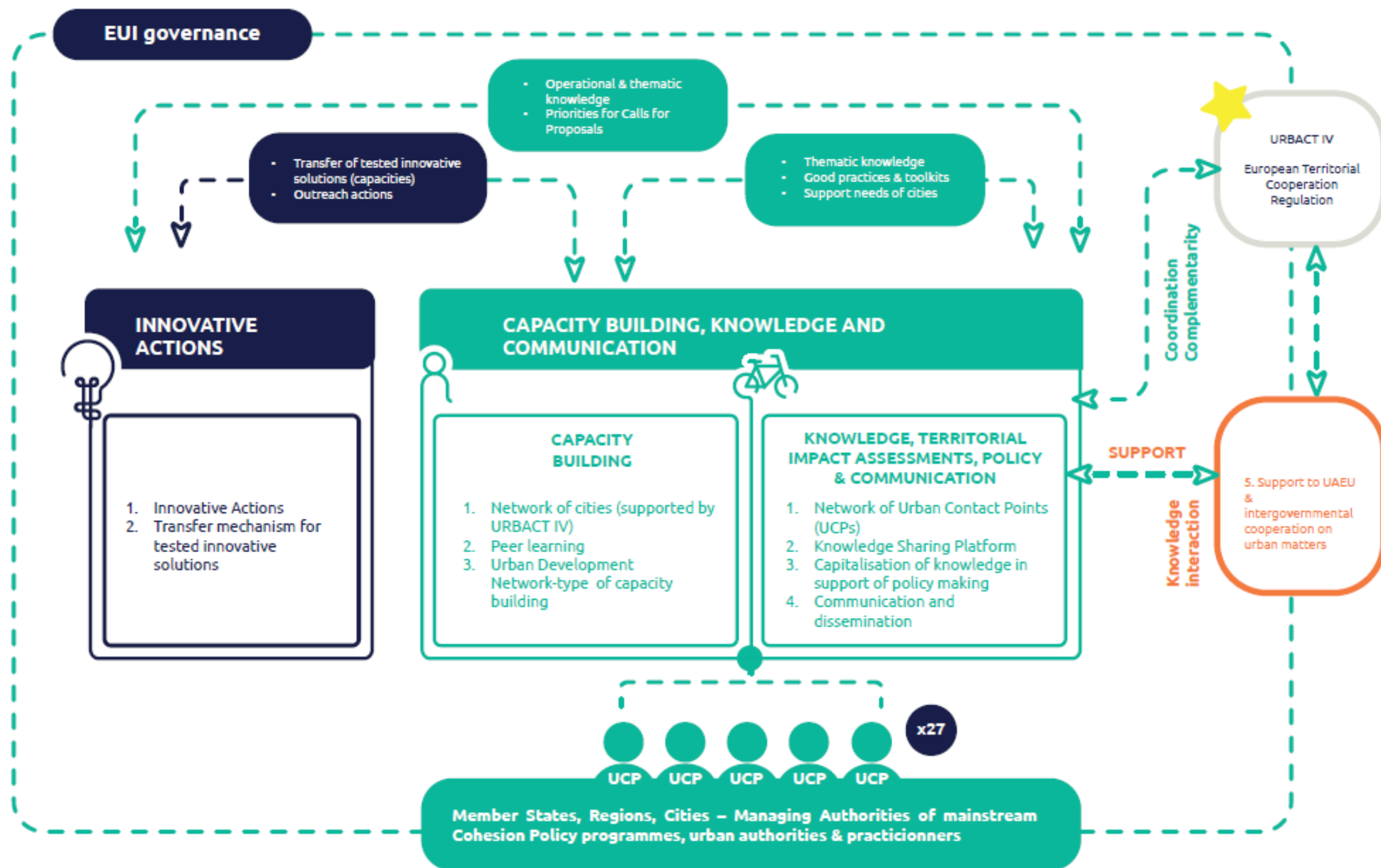
MEASURES TO  
SUPPORT &  
STRENGTHEN CITIES'  
CAPACITIES

ACTIVITIES AIMED AT  
DISSEMINATING AND  
EXCHANGING  
KNOWLEDGE

## THE INITIATIVE HAS BEEN CREATED in order to

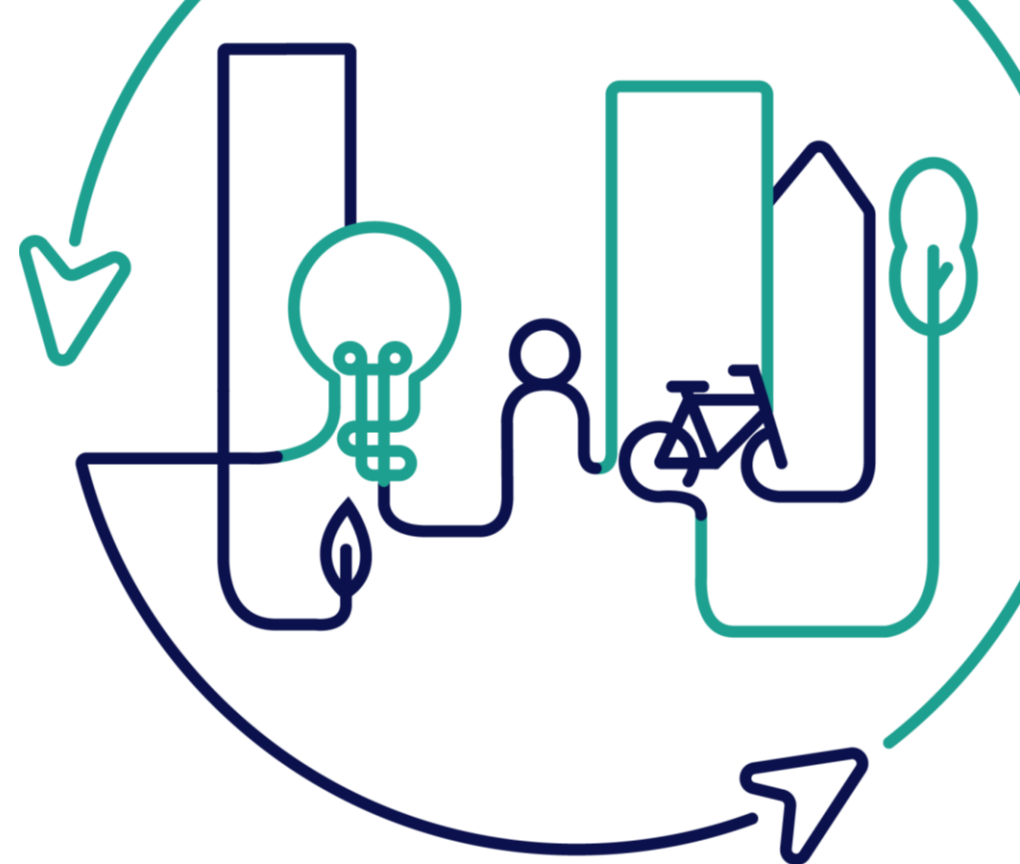
- identify and test innovative, transferable and scalable solutions to sustainable urban development problems of particular relevance at EU level
- building cities' capacity for sustainable urban development
- communicating, disseminating knowledge from implemented projects and further building on the lessons learnt and their experience





# EUROPEAN U R B A N INITIATIVE

From UIA to EUI. Key reform principles



Co-funded by  
the European Union

€50 million call for innovative projects in cities

EUROPEAN  
U R B A N  
INITIATIVE



## Introduction to the European Urban Initiative -innovative actions

## Key ambitions and reform principles

#CohesionPolicy #NewEuropeanBauhaus



Co-funded by  
the European Union

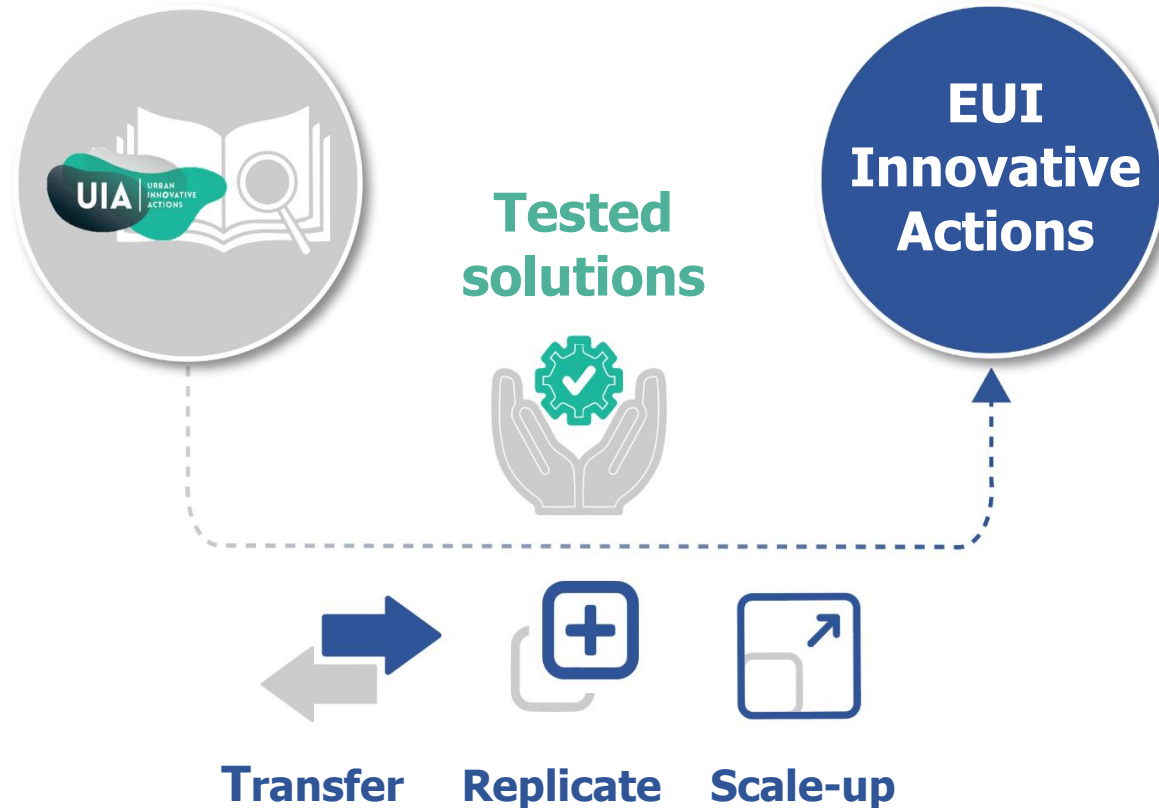
François Gallaga – DG REGIO  
Applicant seminar, Vilnius  
6/12/2022

# EUROPEAN URBAN INITIATIVE: A **VALUE CHAIN** AT THE SERVICE OF A REINFORCED **URBAN DIMENSION** FOR COHESION POLICY 2021/2027



- **A reinforced urban dimension:**
  - 8% of ERDF national allocations for sustainable urban development
  - A territorial strategic objective 5 for “A Europe closer to citizens”
- **A more complete set of services to urban areas within EUI:**
  - two strands to raise innovation capabilities and foster sustainable urban development
  - concerted efforts with URBACT IV

# WHAT WE EXPECT FROM THE NEW EUROPEAN URBAN INITIATIVE - INNOVATIVE ACTIONS



A lead role for applying cities in testing innovative solutions with more added value for Cohesion policy

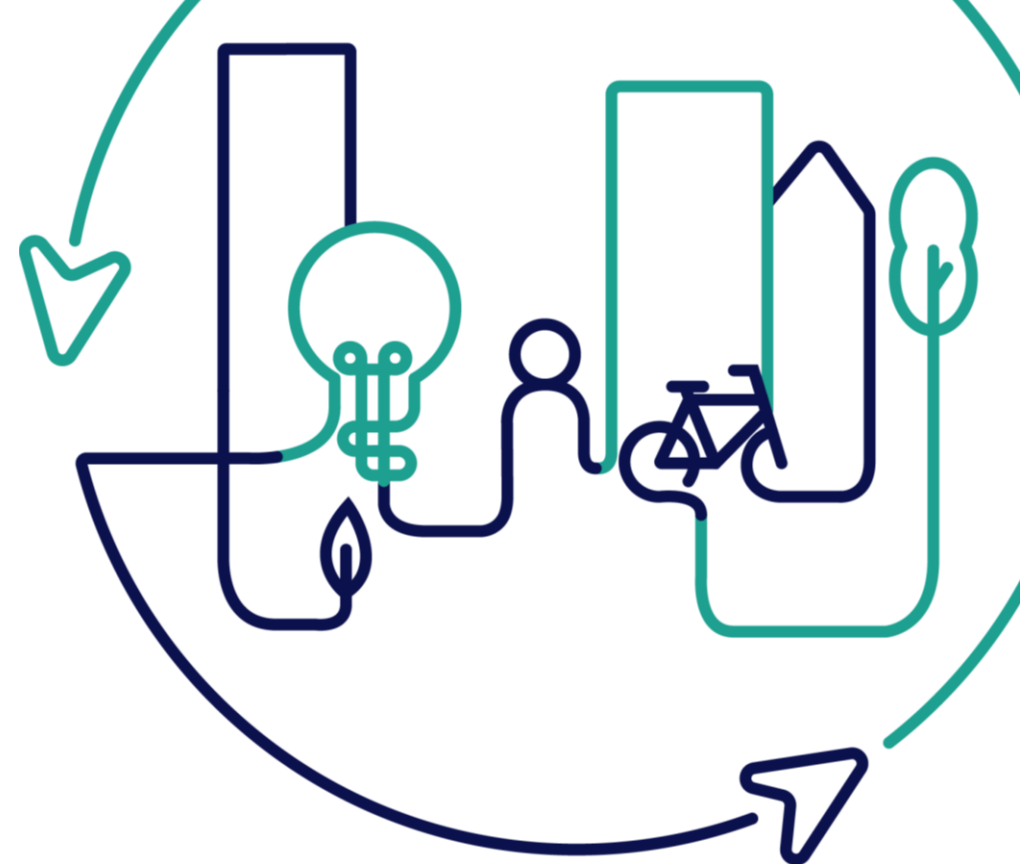
More precise measurement of results including against defined indicators

Projects ready to deliver on time and as planned

A strategy and identified partners for transfer becoming part of the experimentation

Plans to sustain and upscale activities once successfully tested

# EUROPEAN U R B A N INITIATIVE



1st Call for Proposals topic – New European Bauhaus



Co-funded by  
the European Union

€50 million call for innovative projects in cities

EUROPEAN  
U R B A N  
I N I T I A T I V E



**Call for proposals  
European Urban Initiative  
-innovative actions**

**in support to the New  
European Bauhaus**

#CohesionPolicy #NewEuropeanBauhaus



Co-funded by  
the European Union

François Gallaga – DG REGIO  
Applicant seminar, Vilnius  
6/12/2022



# New European Bauhaus: from concept to action

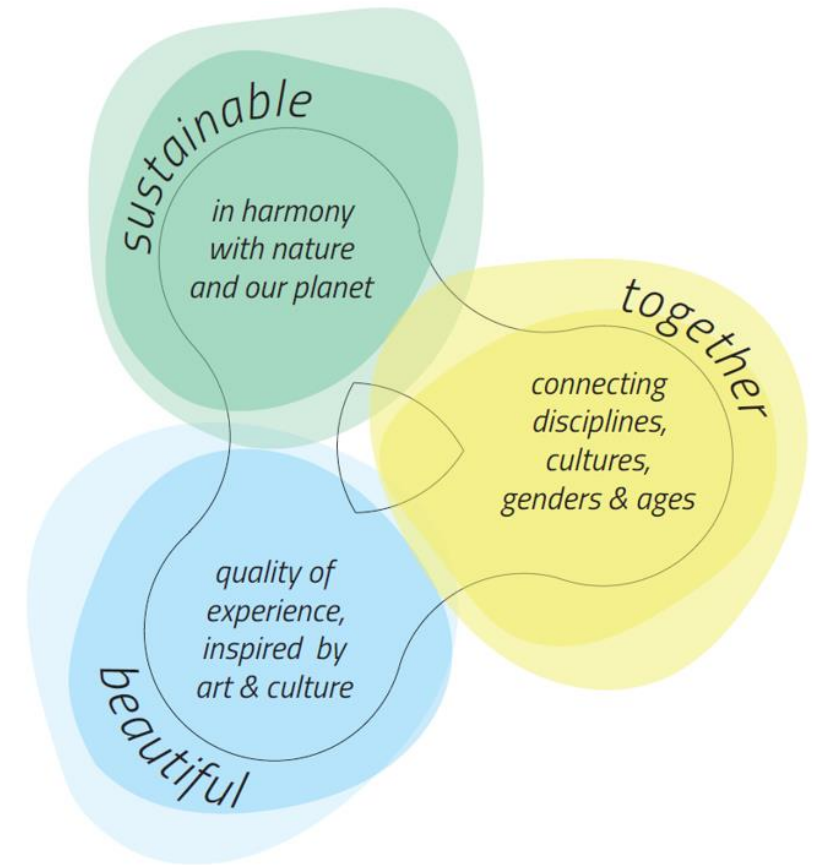
*A cultural movement as a driving force to bring the [European Green Deal](#) to life*

## Principles:

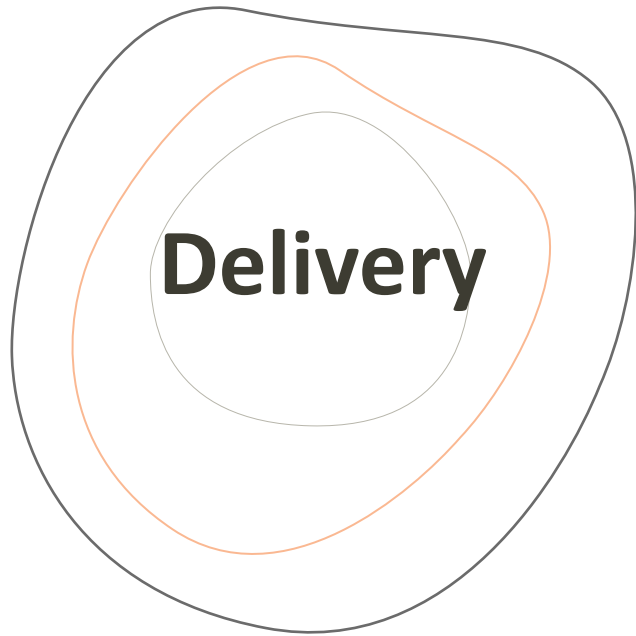
Global/local, participatory and transdisciplinary approach

## Thematic axes of the transformation path:

- Reconnecting to nature
- Regaining a sense of belonging
- Prioritising the places and people that need it the most
- The need for long term, life cycle thinking in the industrial ecosystem







### **Impacts at 3 levels**

- Transforming of places on the ground
- Transforming of the enabling ecosystem for innovation
- Diffusing of new meanings through education and culture

### **Cross-policy and cross-programmes**

- Setting the policy context
- Mobilising a set of EU programmes
- Calling on Member States to mobilise EU resources in shared management

# New European Bauhaus Compass



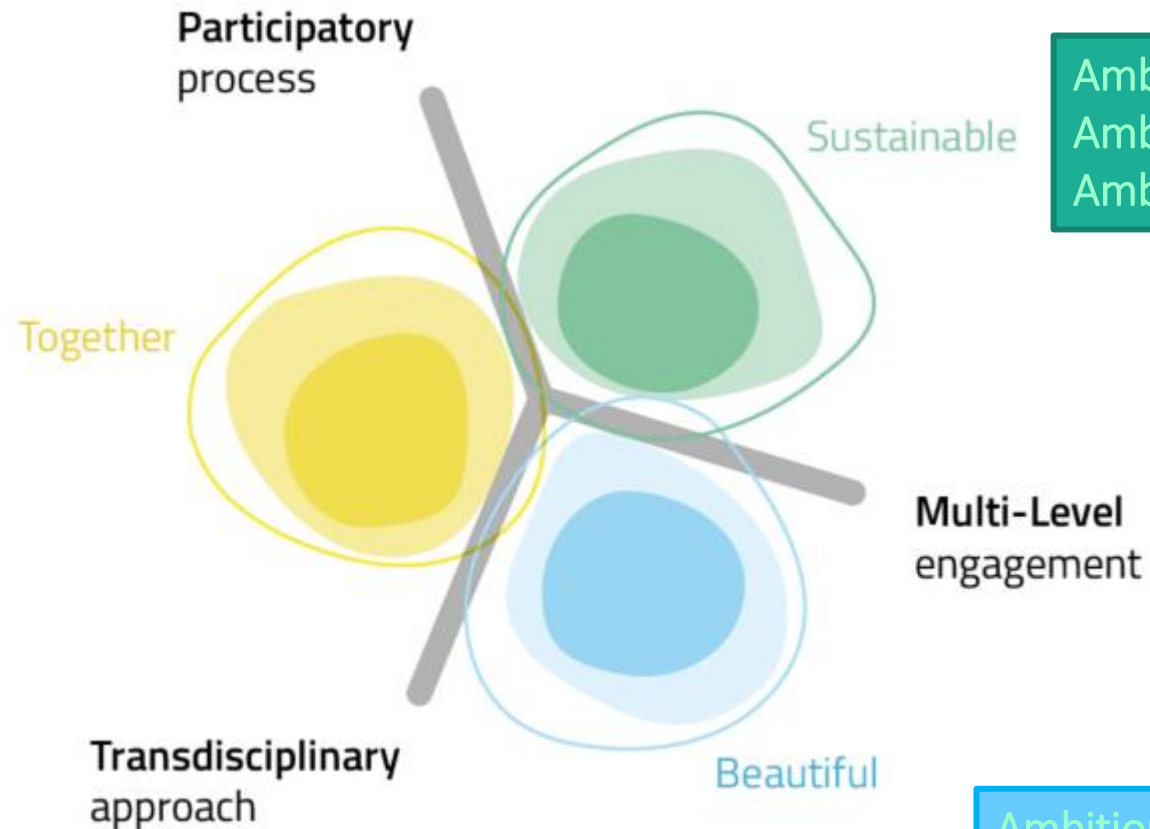
**The New European Bauhaus Compass is a guiding framework for decision and project makers wishing to apply the NEB principles and criteria to their activities. It will be tested through interactions with the NEB Community.**

- The Compass proposes directions for the development of projects to become truly “NEB”
- It inspires and guides the design of a project from its first stages
- It can be used to test the NEB ambitions with the examples, projects and guiding questions as a reference material.

# New European Bauhaus Compass



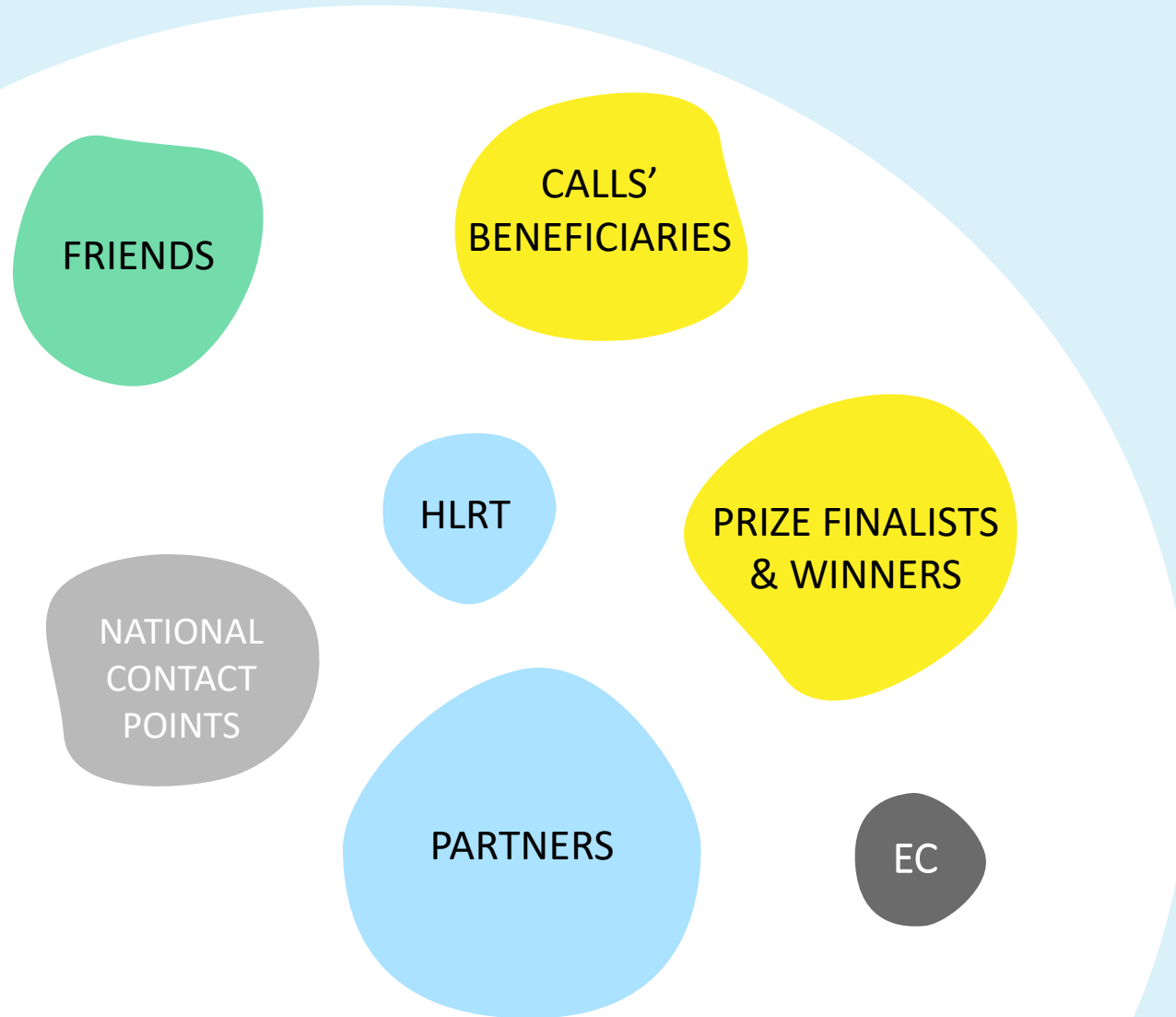
Ambition I: to include  
Ambition II: to consolidate  
Ambition III: to transform



Ambition I: to repurpose  
Ambition II: to close the loop  
Ambition III: to regenerate

Ambition I: to activate  
Ambition II: to connect  
Ambition III: to integrate

# NEB Community



**550** **Official Partners**  
*non political and non-for profit organisations*

**19** **Members of the High-Level Round Table**  
*practitioners in different fields relevant to NEB*

**99** **NEB Prize winners & finalists**  
*promoters of inspiring projects illustrating the NEB triangle of values*

**27** **National Contact Points**  
*public authorities coordinating national efforts to implement the initiative*

**60+** **Friends**  
*companies and public authorities*

**>** **NEB calls' beneficiaries**

**>** **NEB Team & other relevant EC colleagues**

To know more, please visit: [the NEB Lab \(europa.eu\)](https://the-neb-lab.europa.eu)

# EUI-INNOVATIVE ACTIONS CALL IN SUPPORT TO THE NEW EUROPEAN BAUHAUS

## Prompts for urban authorities:

- constructing or renovating in a spirit of circularity and carbon neutrality
- preserving and transforming cultural heritage
- adapting and transforming buildings for affordable housing solutions
- regenerating urban spaces



# EUI-INNOVATIVE ACTIONS CALL IN SUPPORT TO THE NEW EUROPEAN BAUHAUS



## Bridging with the Cohesion policy

**Specific objective 2.1** “energy efficiency and reduction of greenhouse gas emissions”,

**Specific objective 2.6** “transition to a circular and resource efficient economy”;

**Specific objective 2.7** “nature protection and biodiversity, green infrastructure in particular in the urban environment”

**Specific objective 4.3** “socioeconomic inclusion of marginalised communities, low income households and disadvantaged groups including people with special needs, through integrated actions, including housing and social services”

**Specific objective 4.6** “culture and sustainable tourism in economic development, social inclusion and social innovation”

**Specific objective 5.1** “fostering the integrated and inclusive social, economic and environmental development, culture, natural heritage, sustainable tourism and security in urban areas”.

References: ERDF Regulation – Article 3



# EUI-INNOVATIVE ACTIONS CALL IN SUPPORT TO THE NEW EUROPEAN BAUHAUS

## A list of indicators inspired from Cohesion policy to capture interconnected New European Bauhaus transformations

### **Output indicators (examples):**

- Dwellings with improved energy performance (*measurement unit: dwellings*)
- Citizens involved in the preparation and co-implementation of the project; (*measurement unit: persons*)
- Open space created or rehabilitated in urban areas (*measurement unit: square metres*)

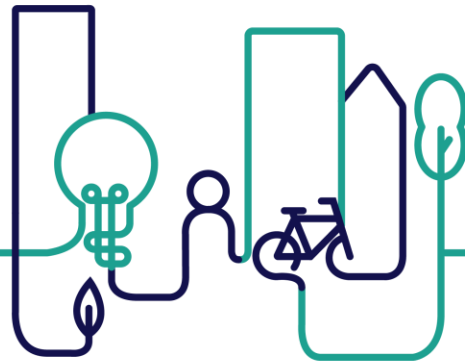
### **Result indicators (examples):**

- Jobs created in supported entities (*measurement unit: annual FTEs*)
- Estimated greenhouse emissions (*measurement unit: tonnes of CO<sub>2</sub>eq/year*)
- Visitors of cultural heritage sites preserved and/or transformed (*measurement unit: visitors/year*)

...to be used as relevant to complete your project proposals' specific indicators

**Thank you for your attention**

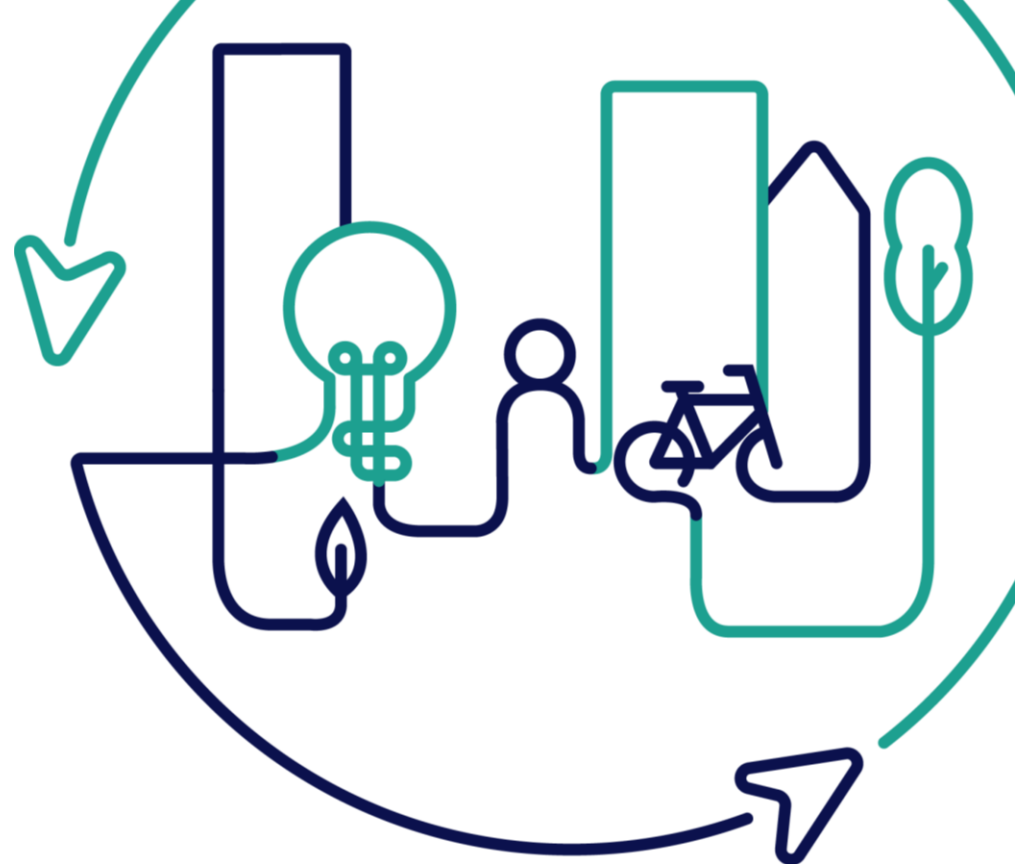
**More information at:  
[www.urban-initiative.eu](http://www.urban-initiative.eu)  
[europa.eu/new-european-bauhaus](http://europa.eu/new-european-bauhaus)**





# EUROPEAN U R B A N INITIATIVE

Project design and transfer component



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the European Union



## PROJECT DESIGN

“What can be done  
under EUI-IA?”

1

**Main features of  
an innovative solution**

2

**New transfer component**

3

**Project phases**



# MAIN FEATURES OF an EU-IA solution

1

## INNOVATIVE

[www.uia-initiative.eu](http://www.uia-initiative.eu)

**new**, bold, creative and **experimental**

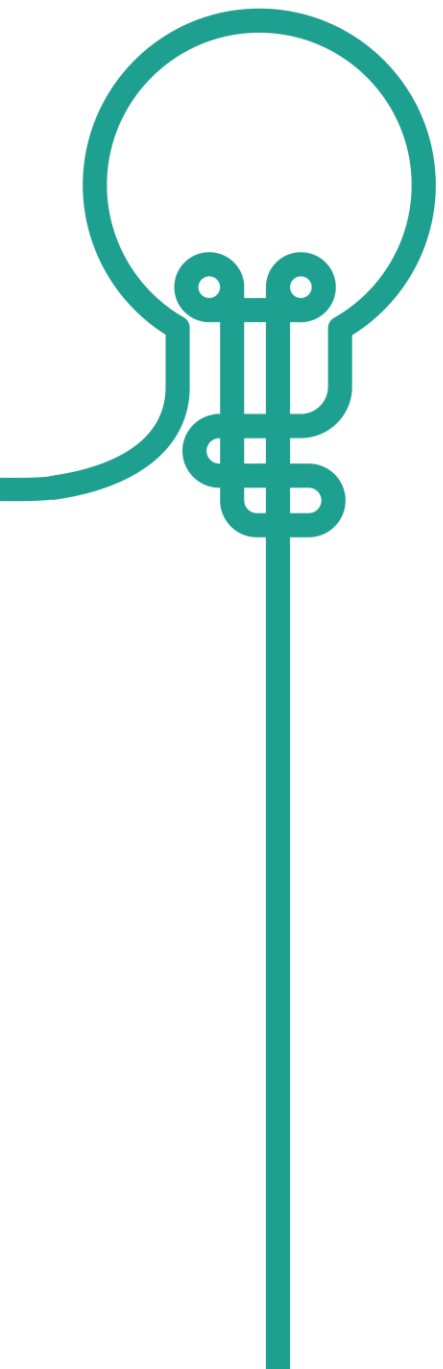
not previously implemented in EU → benchmarking!

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

**city-led**

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

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



# MAIN FEATURES OF an EUI-IA solution

2

## OF GOOD QUALITY

clear and logical work plan  
(objectives, activities,  
deliverables and outputs)

realistic ambitions

effective management  
structures and procedures

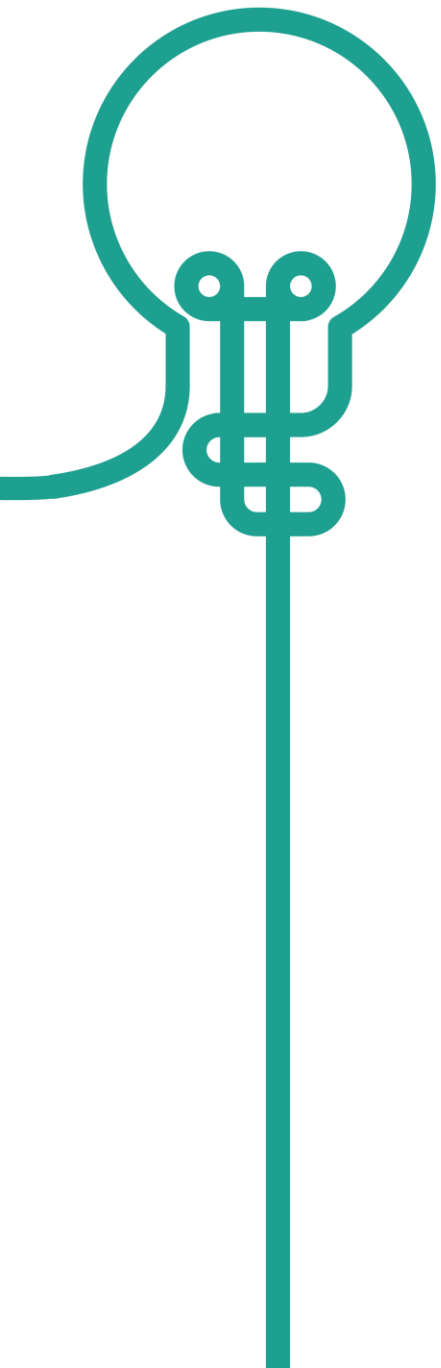
solid budget & good value for  
money

3

## PARTICIPATIVE

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

participative approach (consultation,  
coordination and co-design)



# MAIN FEATURES OF an EUI-IA solution

4

## MEASURABLE

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

**specific, realistic, measurable results** quantified through indicators

relevant **monitoring and evaluation** activities

**pre-defined indicators** taken into account

5

## SUSTAINABLE AND SCALABLE

significant and durable contribution to addressed challenges

potential to be self-sufficient - questions of **future ownership and potential funding sources** are addressed

**linked to** relevant local/regional/national **strategies and policies**

potential to be **scaled-up**



# MAIN FEATURES OF an EUI-IA solution

6

## TRANSFERABLE

central ambition: outputs and solutions used and replicable by other European urban areas

on the strategic level:

to foster innovation capacities, support knowledge building

on the operational level:

### 3 Transfer Partners

- coming from different EU Member States;
- at least two of the four cities involved (MUA + the 3 Transfer Partners) are located in less developed or transition regions;
- the partnership includes cities of different sizes.

# IDENTIFICATION & SELECTION OF THE TRANSFER PARTNERS

## START: APPLICATION STAGE

*Demonstrate that the project has identified other EU urban areas (geographical areas / cities with the relevant characteristics) that could benefit from replicating the innovative solution.*

*Elaborate on how you will identify the most suitable TP, what will you pay attention to while selecting your Transfer Partners. If cities interested in becoming TP have been already identified, specify that with listing them and presenting the motivations/rationale behind.*

similar characteristic, context, needs (also to increase their potential to innovate)

“matchmaking tool”

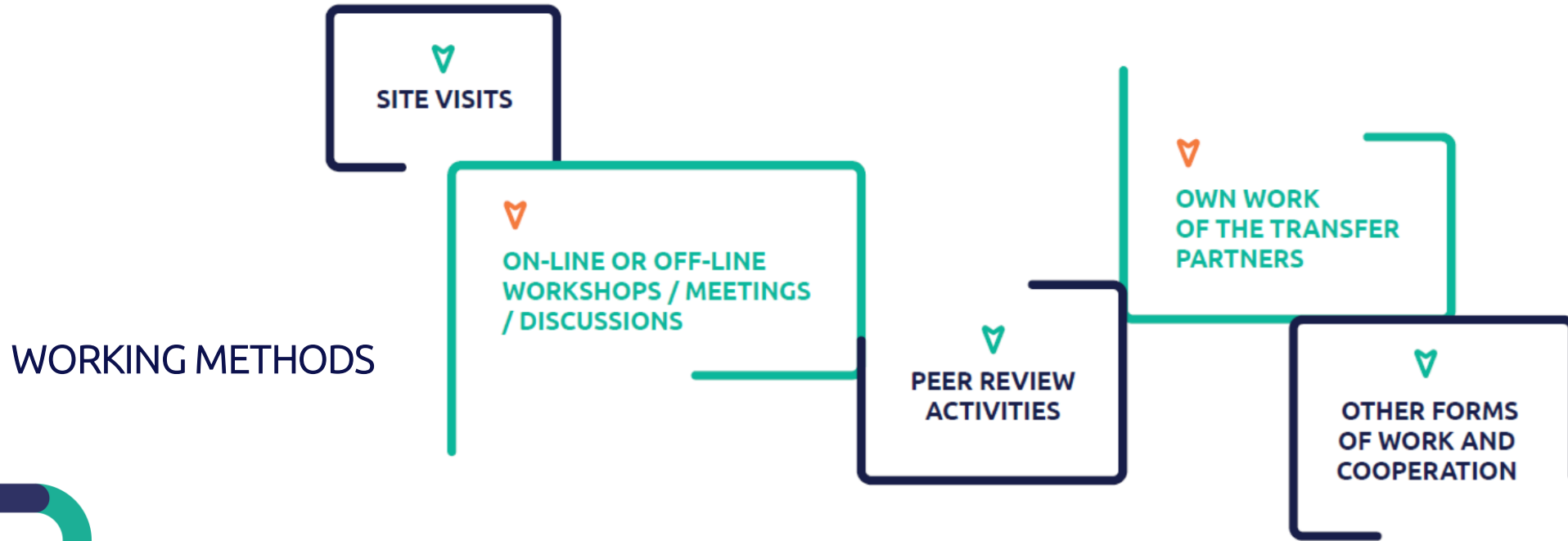


## END: INITIATION PHASE

Transfer Partners selected and Partnership Agreement or (minimum) letters of intent signed

# KEY CHARACTERISTIC OF THE TRANSFER COOPERATION

BUDGET: 120 000 EURO ERDF per Transfer Partner



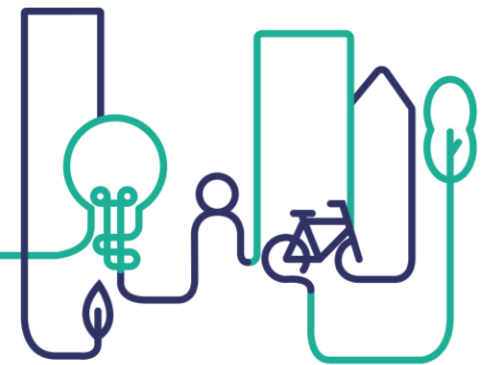
## OBLIGATORY OUTPUTS AND DELIVERABLES:

- Transfer Capacity Survey
- Replication Feasibility and Opportunity Study
- EUI – Innovative Solutions Model



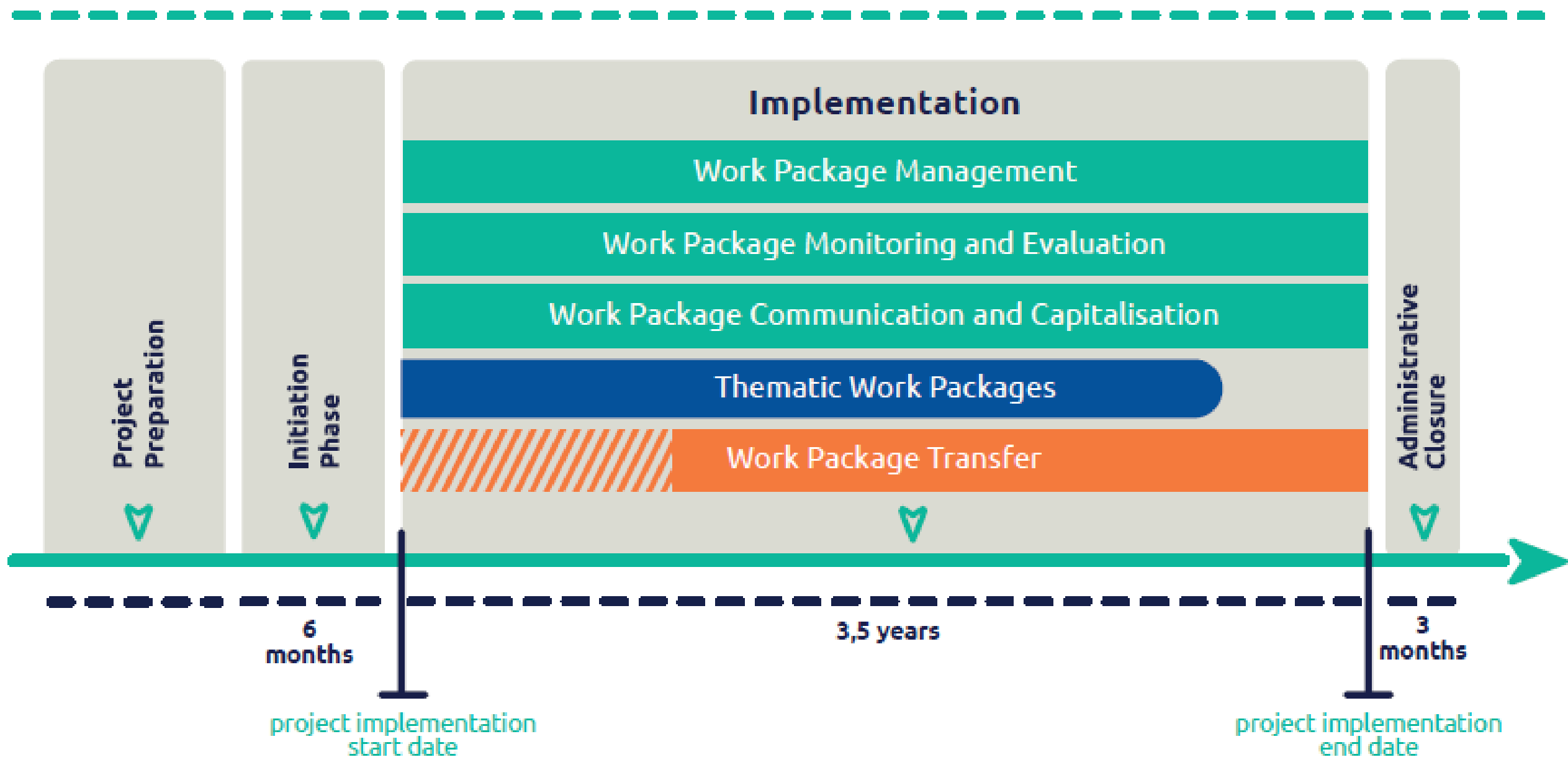
# PROJECT PHASES

## 4: Project Preparation / Initiation Phase / Implementation / Administrative Closure

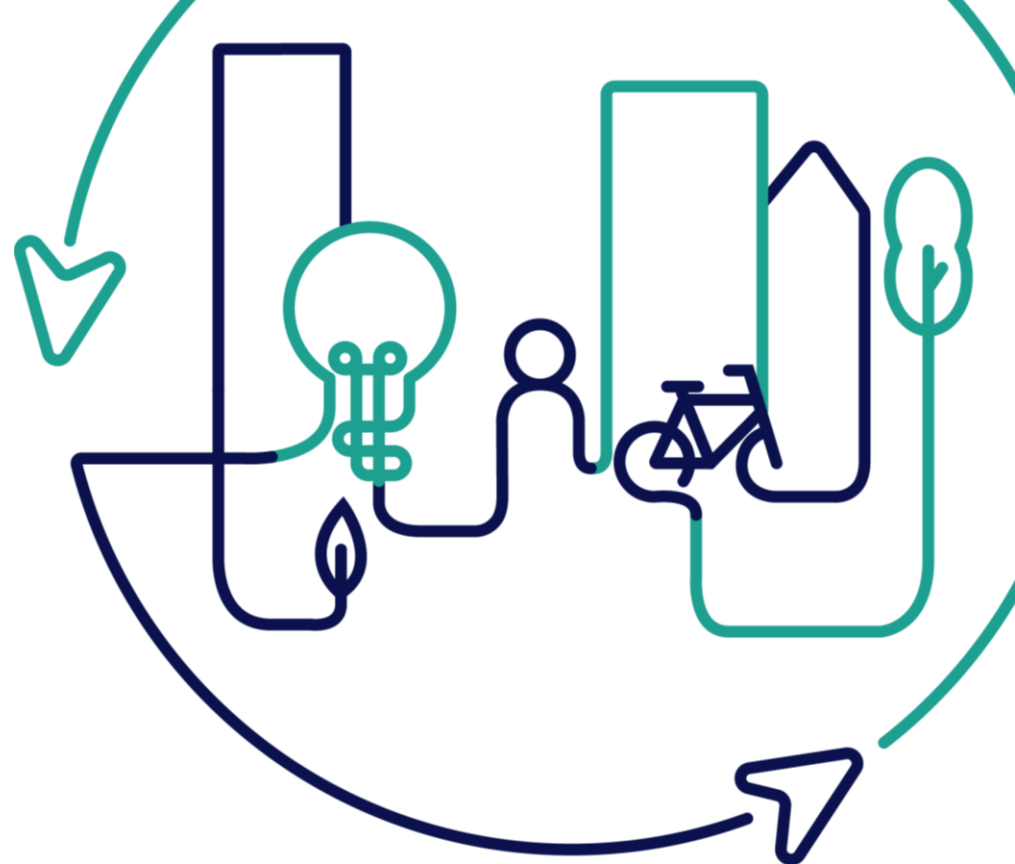


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# PROJECT PHASES



# EUROPEAN U R B A N INITIATIVE



Eligible applicants:  
eligibility of MUAs and partnership principles (“Who can apply?”)

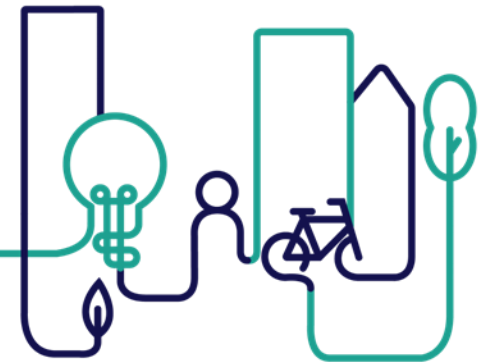


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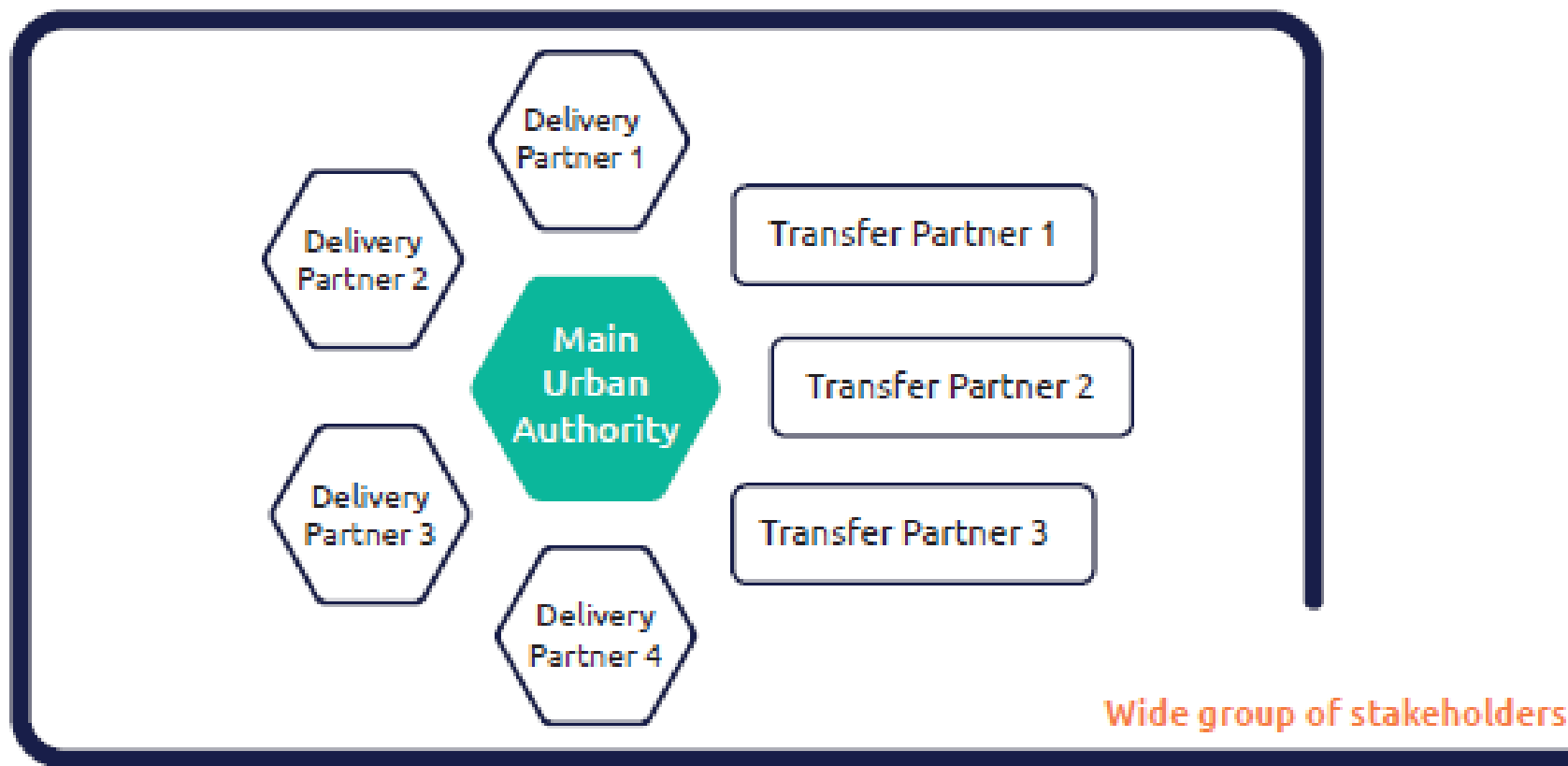
# Eligible applicants

## **Eligibility of Main urban Authorities and Partnership principles**

Who can apply?



# Overview of the composition of an EUI-IA Partnership



*Up to you to decide which Partners and competencies are needed to deliver your innovative solution!*



# General Partnership Principles

- Only an eligible Urban Authority can submit a proposal
- All eligible authorities and Project Partners must be **located in the EU**
- Very **local Partnerships**
- No transnational partnerships expected (except for Transfer Partners), unless specific competencies are needed and justified
- **Balanced, complementary**, promote horizontal & vertical integration
- A given Urban Authority (MUA or AUAs) cannot be involved in more than 1 application per Call for proposals (Delivery Partners have no such restrictions).
- Cooperation formalized in a Partnership Agreement

*The development of strong local partnerships between public bodies, the private sector and civil society is a cornerstone of sustainable urban development.*



**Main Urban  
Authorities**

The diagram features a central text element, 'Main Urban Authorities', enclosed in a rounded rectangular frame. This frame is part of a larger circular structure. A teal-colored curved arrow starts from the top right of the frame and points towards the top left. A dark blue curved arrow starts from the bottom right of the frame and points towards the bottom left. These two arrows, along with horizontal lines extending from the left and right sides of the frame, create a continuous loop around the central text.



# Role of the Main Urban Authority

- Responsible for the **overall implementation and management** of the project
- **Strategic leading role** in the development of the EUI-IA
- Bears the entire **financial and juridical responsibility** vis-à-vis the Entrusted Entity
- **Directly involved** in the experimentation
- **Chairing the Project Partnership**
- **Dedicated budget** and co-financing



# Which Urban Authorities can apply?

1

## Individual Urban Authorities

### **Any eligible Local Administrative Units**

*E.g. Municipalities, Districts (in case of some larger cities)*

2

## Organised agglomerations

### **Any eligible organised agglomerations**

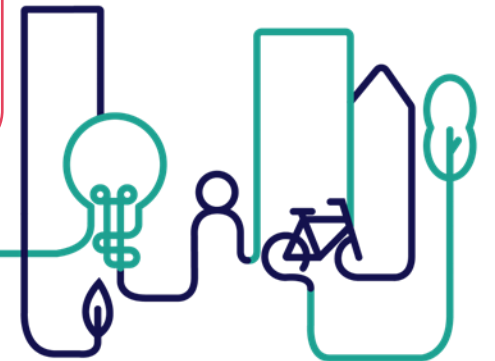
*E.g. Métropoles (FR), Mancomunidades (ES), Città Metropolitane (IT), Landkreis (DE), Comunidades Intermunicipais (PT)...*

3

## Association of individual urban authorities applying jointly

### **Any eligible group of urban authorities willing to submit a project together.**

*E.g. 3 (contiguous) municipalities willing to apply jointly to address a similar challenge*



# What defines an eligible MUA?



1

**Local Administrative Unit (LAU)** or a grouping of LAUs

2

Population > **50 000 inhabitants**

3

**Degree of Urbanisation** (DEGURBA 1 or 2): cities, towns or suburbs



Reference document:



**EUI-IA Call1 Correspondence table**

# How to check the eligibility of the MUA?

NUTS 3 CODE	LAU CODE	LAU_CODE_2	LAU NAME NATIONAL	LAU NAME LATIN	CHANGE (yes/no)	POPULATION	TOTAL AREA (m2)	DEG-URBA	DEG-URBA same as last year?
BE211	11001	BE_11001	Aartselaar	Aartselaar	no	14468	11015556	2	
BE211	11002	BE_11002	Antwerpen	Anvers	no	531420	204293229	1	
BE211	11004	BE_11004	Boechout	Boechout	no	13557	20710028	2	
BE211	11005	BE_11005	Boom	Boom	no	18825	7387152	2	
BE211	11007	BE_11007	Borsbeek	Borsbeek	no	11107	3901269	2	
BE211	11008	BE_11008	Brasschaat	Brasschaat	no	38254	38580646	2	
BE211	11009	BE_11009	Brecht	Brecht	no	29833	91451100	2	
BE211	11013	BE_11013	Edegem	Edegem	no	22256	8717948	2	
BE211	11016	BE_11016	Essen	Essen	no	19216	47568895	2	
BE211	11018	BE_11018	Hemiksem	Hemiksem	no	11737	5479228	2	
BE211	11021	BE_11021	Hove (Antwerpen)	Hove (Anvers)	no	8300	6018087	2	
BE211	11022	BE_11022	Kalmthout	Kalmthout	no	19052	59409054	2	
BE211	11023	BE_11023	Kapellen (Antwerpen)	Kapellen (Anvers)	no	27634	37220780	2	
BE211	11024	BE_11024	Kontich	Kontich	no	21267	23801502	2	
BE211	11025	BE_11025	Lint	Lint	no	8739	5651541	2	
BE211	11029	BE_11029	Mortsel	Mortsel	no	26220	7784336	2	
BE211	11030	BE_11030	Niel	Niel	no	10506	5320952	2	
BE211	11035	BE_11035	Ranst	Ranst	no	19744	43675152	2	
BE211	11037	BE_11037	Rumst	Rumst	no	15160	20134220	2	
BE211	11038	BE_11038	Schelle	Schelle	no	8570	7774410	2	
BE211	11039	BE_11039	Schilde	Schilde	no	19952	36095679	2	
BE211	11040	BE_11040	Schoten	Schoten	no	34320	29493576	2	
▶ BE BG CZ DK DE EE IE EL ES FR HR IT CY LV LT LU HU MT NL AT PL PT RO SI SK FI ...									



It is strongly recommended to carry out an eligibility self-assessment!

# 1

## Individual Urban Authorities

Any Municipality/ City Council **fulfilling the 3 criteria** defining an eligible Urban Authority:

- Recognized as Local Administrative Unit



Agencies and companies fully/ partially owned by a Municipality are not LAUs and cannot be recognised as eligible urban authorities

- Population (> 50 000 inhabitants)
- Degree of urbanisation by Eurostat (DGURBA 1 or 2)

Case n°1  
(Most EU Member States)

**Administrative borders** of  
municipalities/city councils  
**CORRESPOND to LAUs as defined  
by Eurostat**

→ **Direct check possible** in the  
Eurostat correspondence table

Case n°2  
(Case of PT, EL, MT, LV, IE)

**Administrative borders** of  
municipalities/city councils include  
several LAUs, and  
**DO NOT CORRESPOND to LAUs as  
defined by Eurostat**

→ **Further calculation needed** from  
the Eurostat correspondence table

1

# Individual Urban Authorities - *Example*

Case n°1 (Most EU Member States)

➔ Check the 3 conditions

## Italy

LAU NAME NATIONAL	LAU NAME alternative	CHANGE (yes/no)	POPULATION	TOTAL AREA (m2)	DEGURBA
Treviso		no	84930	55578100	1



## Romania

LAU NAME NATIONAL	LAU NAME LATIN	CHANGE (yes/no)	POPULATION	TOTAL AREA (m2)	DEGURBA
Municipiul Deva	Municipiul Deva	no	67786	58780383	2



1

# Individual Urban Authorities - *Example*

Case n°1 (Most EU Member States)

## *Sweden*

LAU NAME NATIONAL	LAU NAME LATIN	CHANGE (yes/no)	POPULATION	TOTAL AREA (m2)	DEGURBA
Värmdö		no	45566	443970000	3



## *France*

LAU NAME NATIONAL	LAU NAME LATIN	CHANGE (yes/no)	POPULATION	TOTAL AREA (m2)	DEGURBA
Châlons-en-Champagne	Châlons-en-Champagne	no	44753	26040000	2



1

# Individual Urban Authorities - *Example*

Case n°2 (PT, EL, MT, LT, LV, IE)

➔ *Calculation is needed to check the 3 conditions*

## **Portugal** - Amarante Municipality

- The administrative borders of the Municipality do not correspond to LAUs as defined by Eurostat
- 26 constitutive parishes considered as LAUs by Eurostat
- Calculation required:

➔ Sum of the total population (> 50 000 inhab.)



➔ Share of the population with **DGURB 1 or 2** (> 51%)



Code	LAU	POP	DEGURBA
130112	FREGIM	2 836	2
130119	LOMBA	793	2
130120	LOUREDO	638	2
130121	LUFREI	1 777	2
130135	TELÕES	4 226	2
130136	TRAVANCA	2 278	2
130138	VILA CAIZ	3 026	2
130142	UNIÃO DAS FREGUESIAS DE AMARANTE (SÃO GONÇALO), MADALENA, CEPELOS E GATÃO	11 840	2
130144	UNIÃO DAS FREGUESIAS DE FIGUEIRÓ (SANTIAGO E SANTA CRISTINA)	3 828	2
130145	UNIÃO DAS FREGUESIAS DE FREIXO DE CIMA E DE BAIXO	3 643	2
130147	VILA MEÃ	5 006	2
130103	ANSIÃES	623	3
130107	CANDEMIL	771	3
130115	FRIDÃO	863	3
130117	GONDAR	1 686	3
130118	JAZENTE	542	3
130123	MANCELOS	3 114	3
130126	PADRONELO	884	3
130128	REBORDELO	365	3
130129	SALVADOR DO MONTE	1 066	3
130134	GOUVEIA (SÃO SIMÃO)	633	3
130139	VILA CHÃ DO MARÃO	940	3
130141	UNIÃO DAS FREGUESIAS DE ABOADELA, SANCHE E VÂRZEA	1 675	3
130143	UNIÃO DAS FREGUESIAS DE BUSTELO, CARNEIRO E CARVALHO DE REI	1 019	3
130146	UNIÃO DAS FREGUESIAS DE OLO E CANADELO	492	3
130148	UNIÃO DAS FREGUESIAS DE VILA GARCIA, ABOIM E CHAPA	1 700	3

Total POP:	56 264	
POP in LAUs with DEGURBA 1 or 2:	39 891	70.9%
POP in LAUs with DEGURBA 3:	16 373	29.1%

## Organised Agglomerations

→ Association or grouping of urban authorities with a **legal status of organised agglomeration**:

- Be officially **recognised as a tier of local government** (different from the regional and provincial levels)
- Be composed **only by municipalities/city councils**
- Have **specific and exclusive competences**, fixed by national law, delegated by the municipalities involved, for policy areas relevant for the project
- Have a specific **political** (with indirect representation of the municipalities involved) **and administrative structure** (dedicated staff)

→ The combined number of inhabitants is **at least 50.000**

→ The majority of inhabitants (**>51%**) lives in constitutive LAUs of the agglomeration that are classified as cities, towns or suburbs according to the degree of urbanisation by Eurostat (**DGURBA 1 or 2**).



Considered as a **Single Urban Authority in the Application Form**:

- Shall be indicated as 'Main Urban Authority' in the Application Form
- Represent all municipalities/city councils involved



## Organised Agglomerations - *Examples*

### Eligible

*(Non exhaustive list)*

- Metropolitan areas
- Intermunicipal associations - E.g. Communautés de communes, d'agglomération (FR), Unione di Comuni (IT), Mancomunidades (ES), Comunidades Intermunicipais (PT),...
- Landkreis (DE)
- European Groupings of Territorial Cooperation (if solely composed by urban authorities)

### Not eligible

*(Non exhaustive list)*

- National associations of cities
- Environment Consortium
- Regional/natural parks
- Provinces, Regions, Counties
- LEADER region
- « Patto dei sindaci »
- Tourism districts

3

## Association of Urban Authorities applying jointly without legal status of Organised Agglomeration

This is allowed under the following conditions:

- One of the Urban Authorities is identified as 'Main Urban Authority' and the others are listed as 'Associated Urban Authorities'
- The total combined number of inhabitants is > 50 000 inhabitants
- Each single Urban Authority composing the association is a Local Administrative Unit
- Each single Urban Authority composing the association is considered as a city, town or suburb according to the degree of urbanisation by Eurostat (DGURB 1 or 2)



Territorial contiguity & limited number of AUAs involved are recommended.

## Specific case of rural LAUs

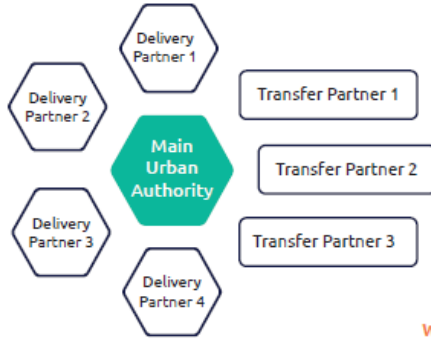


It is possible to include in the EUI-IA Partnership Local Administrative Units defined as **rural** according to their degree of urbanization (**DEGURBA code 3**), if:

- The innovative solutions require an **urban-rural interface or functional area** approach
- The rural LAU is identified as a **Delivery Partner** in the Application Form
- The number of inhabitants does not count to reach the minimum eligibility threshold of 50 000.
- The reason for including LAU defined as rural is clearly presented and **justified** in the AF.

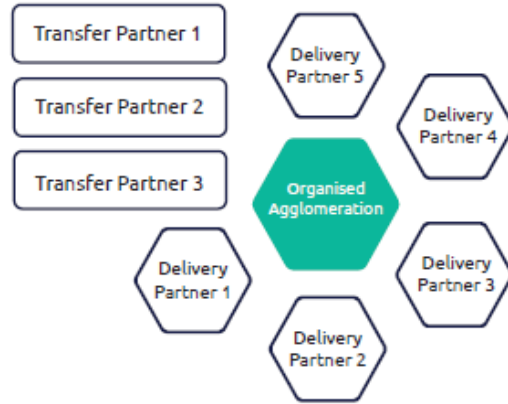


1



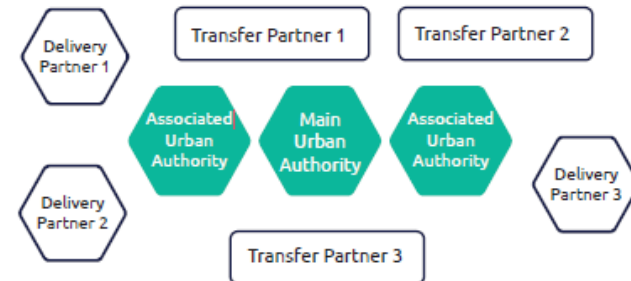
Wide group of stakeholders

2



Wide group of stakeholders

3



Wide group of stakeholders



**EUI-IA Call1 Correspondence table**

**Data missing or not available in the table?  
Doubts on the accuracy or interpretation of  
the data?**

Contact us at [info@urban-initiative.eu](mailto:info@urban-initiative.eu) !





**Delivery  
Partners**

The diagram features a central circle with the text "Delivery Partners" inside. Two curved arrows form a continuous loop around the circle: a teal arrow on top pointing clockwise, and a dark blue arrow on the bottom pointing counter-clockwise. Two horizontal lines extend from the left and right sides of the circle, one dark blue and one teal, which then curve back into the circular path.

# Role of the Delivery Partners

- 
- **Active role** in the implementation of the project
  - Mix of relevant Partners (Institutions, higher education institutes, sectoral agencies, NGOs, private sector...) that are needed to deliver the proposed solution
  - Key organisation able to bring knowledge and expertise into project design & implementation
  - Responsible for the delivery of specific activities and of the related deliverables/outputs
  - **Dedicated budget** and co-financing
  - To be selected through fair and transparent procedures
  - Any organisation having **legal personality**, except:
    - Consultancy firms having as primary objective the development and management of European projects, and
    - Organisations with no staff budgeted (only declaring external expertise costs)



Partnerships with more than 10 partners may require extra efforts and resources to ensure an effective management!



The diagram features a central circle with the text "Transfer Partners" inside. Two curved arrows form a continuous loop around the circle: a teal arrow on top pointing clockwise and a dark blue arrow on the bottom pointing counter-clockwise. Two horizontal lines extend from the left and right sides of the circle, one dark blue and one teal, which then curve back into the circular path.

**Transfer  
Partners**





## Role of the Transfer Partners

- **Urban authorities** joining the Project Partnership to follow and learn from the experimentation and interested in replicating the innovative solution
- **3 Transfer Partners** originating **from other Member States** than the MUA
- Located in the EU
- Local Administrative Unit defined according to the degree of urbanisation (**DEGURBA 1 or 2**)
- **No minimum number of inhabitants** required
- **Active role in the Transfer Work Package** (compulsory outputs)
- Dedicated **fixed budget** (EUR 120 000 ERDF lump sum) and co-financing



**Wider group of  
Stakeholders**

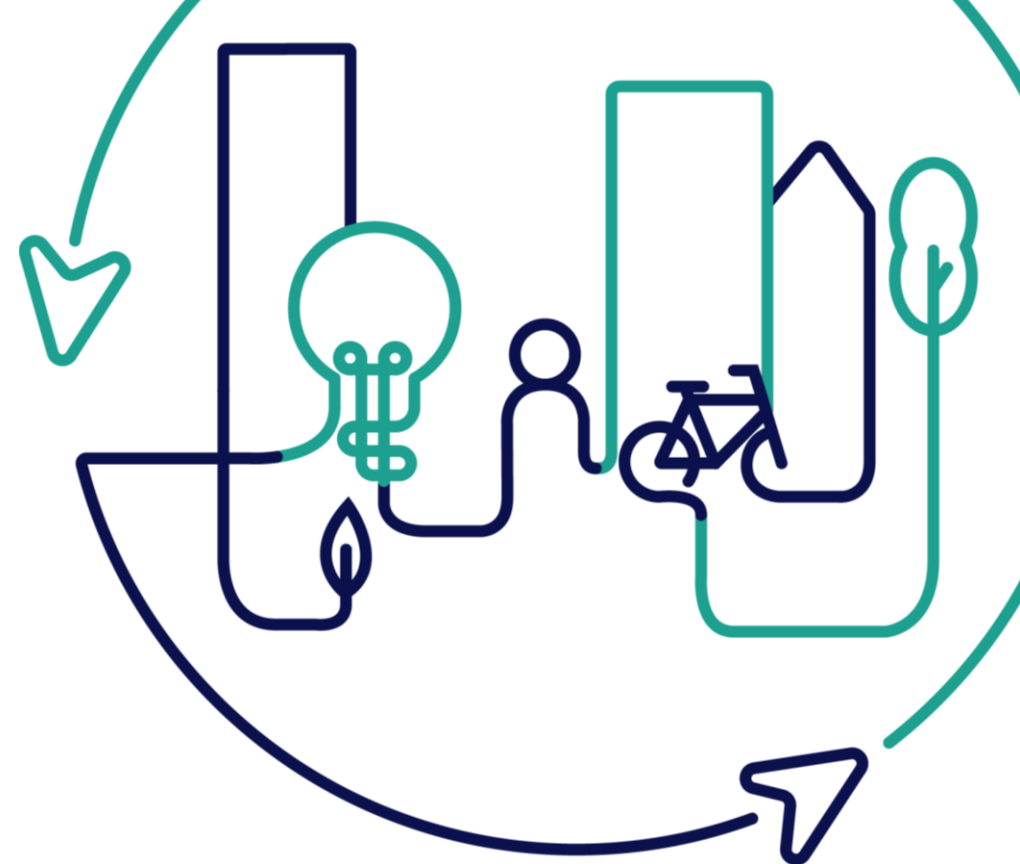


# Role of the Wider group of Stakeholders

- Local communities, social partners, business, NGOs, experts, institutions, organisations, individuals, project's target groups that **may influence or be influenced by the project**
- No official status of Project Partners
  - **No active role/** responsibilities
  - **No dedicated budget**
- Recommended to be involved in the design and implementation of the project to ensure a smooth project delivery and maximize sustainability (**co-creation**)
- Projects shall design **structured mechanisms** to ensure their effective involvement (clearly explained in the AF)

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

# EUROPEAN U R B A N INITIATIVE



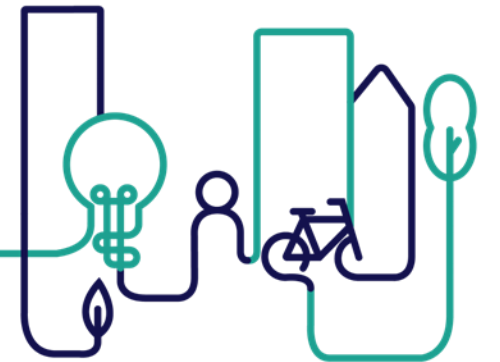
Funding principles ("How does the finance work ?")



Co-funded by  
the European Union

# Funding Principles

How does the finance work ?





# **TABLE OF CONTENTS**

**1**

**Total costs & ERDF payments**

**2**

**Eligibility of project expenses**

**3**

**In details**

# Total costs & ERDF payments

# Total costs principle (1.8.1)

## Definition and rationale

### Definition

- EUI follows the **total costs principle**. Whilst the project receives **ERDF co-financing up to 80%** of the eligible costs, every Partner (MUA and AUA, Delivery Partners and Transfer Partners) receiving ERDF needs to secure **20% at least of public or private contribution** to complete its budget either **from its own resources or from other sources, in cash or in kind**.
- **The contribution cannot come from another EU funding source**

	%	EUR
<b>ERDF</b>	80% maximum	EUR 5 Mio ERDF maximum
<b>Contribution</b> <ul style="list-style-type: none"><li>• Cash and/or in kind</li><li>• Public or private</li><li>• Own resources or not</li></ul>	20% minimum	EUR 1.25 Mio (ERDF rate = 80%)
<b>Total</b>	100%	EUR 6.25 Mio



## Other financial rules

### In-kind contribution (7.5.3)

#### Principle

- Non-cash contributions which have a monetary value, but given free of charge to the project
- E.g. Provision of goods, real estate, land (max 10%), volunteers, equipment, services, rents...

#### Requirements

- Necessary to carry out the project and achieve the project objectives
- Not previously paid for/ co-financed by EU funds
- Value independently assessed by an expert
- Limited to maximum 20% of the budget
- Eligible provided included in the Application Form (both in the Contribution section + Work Plan budget)

# ERDF payments (1.8.2)

## Overall functioning

### EUI-IA payment scheme

- Mainly based on the principles of **advance ERDF payments** and ultimately of reimbursement of costs that were actually incurred

	First ERDF payment	Second ERDF payment	Third ERDF payment
When	Within 90 days from the successful completion of the Initiation Phase	During the project implementation - After the submission and approval of a Financial Claim 1	After the project implementation - After the submission and approval of a Financial Claim 2 (+ 4 <sup>th</sup> Annual Progress Report and Final Qualitative Report)
Type	<b>Advance payment</b>	<b>Advance payment</b>	<b>Reimbursement</b>
How much	<b>50%</b> ERDF grant	<b>30%</b> ERDF grant	Maximum <b>20%</b> of the ERDF grant
Included	Lump sums for preparation and Initiation Phase		Lump sum for closure

# Eligibility of project expenses

# Eligibility of project expenses (7.1)

## Background

### Return on experience from the Urban Innovative Actions Initiative

- 86 projects funded
- Almost EUR 300 Mio of reported expenses

### Greater use of simplified cost options

- One of the most important simplification measures encouraged by EC
- Easier access of small beneficiaries to ERDF funding
- Reduced reporting burden and costs for the projects
- Lower error rate in reported expenses
- Quicker control of project expenses
- Faster payment of projects

# Simplified cost options

## 1. Lump sums

### Definition

Single sum of money paid to the project upon completion of pre-defined terms of agreement on deliverables and/or outputs. Lump sums involve approximations of costs established based on fair, equitable and verifiable calculation methods.

➤ Project preparation:	EUR 25,000	(corresponding to EUR 20,000 ERDF)
➤ Initiation Phase:	EUR 75,000	(corresponding to EUR 60,000 ERDF)
➤ Project Closure:	EUR 20,000	(corresponding to EUR 16,000 ERDF)
➤ Transfer Partner: Partner)	EUR 150,000	(corresponding to EUR 120,000 ERDF per Transfer

# Simplified cost options

## 2. Flat rates

### Definition

Specific categories of eligible costs which are clearly identified in advance are calculated by applying a percentage fixed ex-ante to one or several other categories of eligible costs. Flat rates involve approximations of costs and are defined based on fair, equitable and verifiable calculation methods, or they are established by specific regulations.

- Staff costs (option 1): **20%** of the total eligible amount declared by the Project Partner under the cost categories: external expertise, equipment and infrastructure
- Office & administration costs: **15%** of staff costs
- Travel and accommodation: **5 %** of staff costs

# Simplified cost options

## 3. Standard scale of unit costs

### Definition

A project receives ERDF on the basis of quantified activities, outputs or results multiplied by standard scale of unit costs established by the Initiative

- Staff costs (option 2) are calculated based on standard scale of unit costs defined by the Project Partner. In this case, the standard unit cost is an hourly rate, and it applies to every employee regardless of the position. Project Partners must report the staff costs based on the number of hours worked by their employees.

Method of calculation: **hourly rate = Annual payroll / Full time equivalents / 1,720**

- Annual payroll: total staff costs of the Project Partner per year, in EUR
- Full Time Equivalent: number of full-time equivalents employed by the organisation
- 1,720: maximum number of hours per full time employee per calendar year

# Real costs

## Principles

### Definition

- Real costs refer to the amount actually paid out by Project Partners to achieve a certain outcome
- In EUI-IA, real costs concern goods and services purchased by a Project Partners

### Principles

- Expenses incurred on the basis of real costs are:
- Subject to procurement rules
- Backed by a complete audit trail (evidence of procurement, contract, invoice, proofs of payment...)



# Real costs

## Cost categories concerned

### External expertise and services

- Expenses related to professional services and expertise provided by external service providers
- It also includes Financial Schemes implemented by Project Partners (limited to a maximum of max. EUR 60 000 per beneficiary)

### Equipment

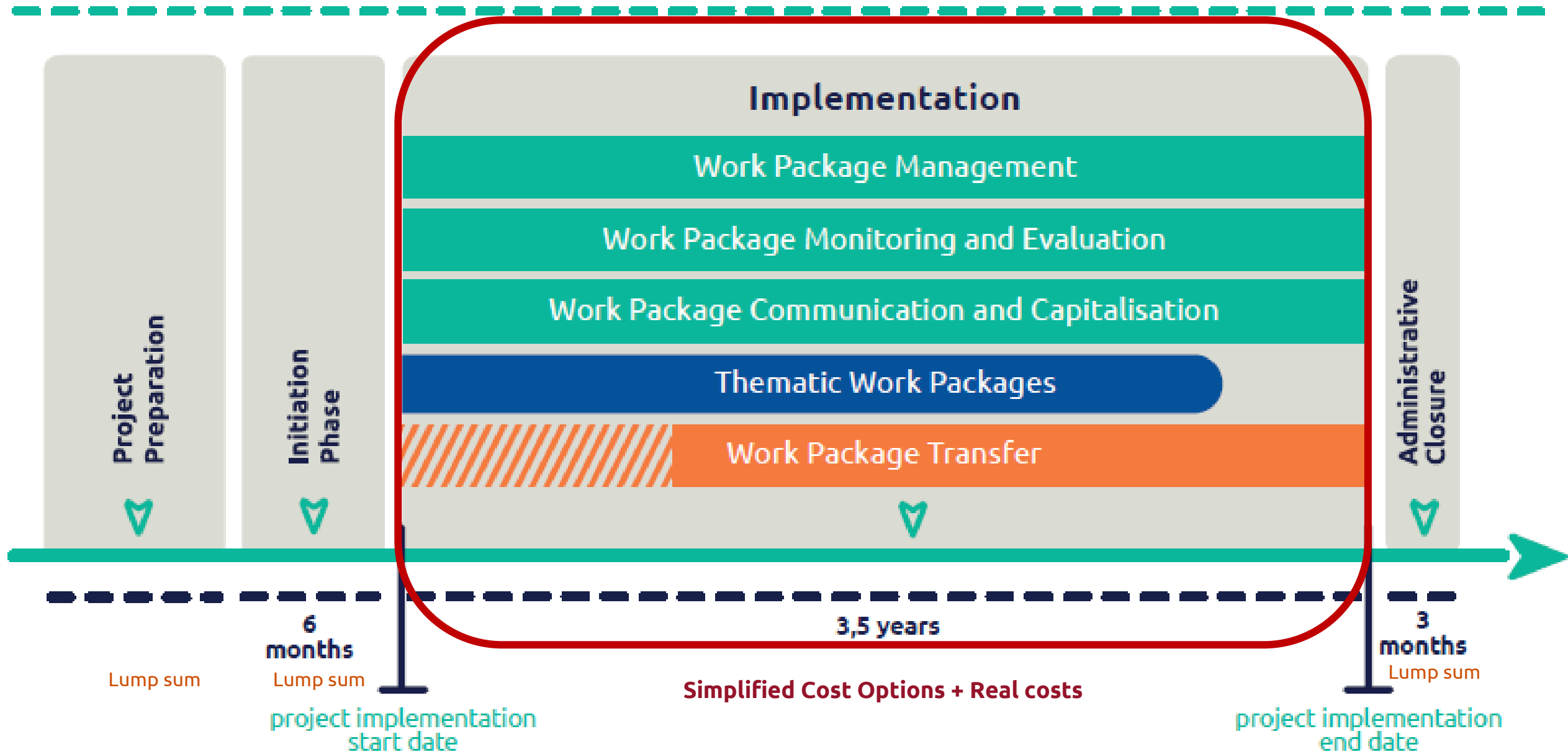
- Expenses related to equipment purchased, rented or leased by a Project Partner (other than those covered by the Office and Administration cost category)

### Infrastructure and construction works

- Expenses related to investments in infrastructure

# Eligibility period (7.4)

## Overview

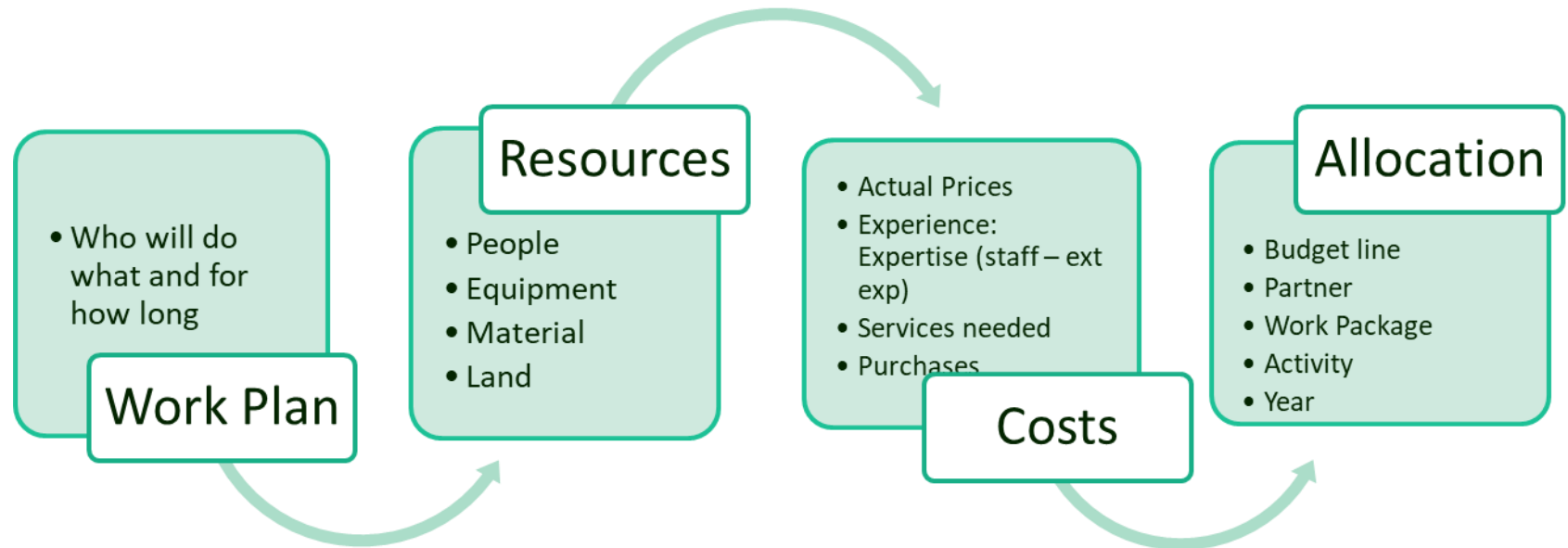
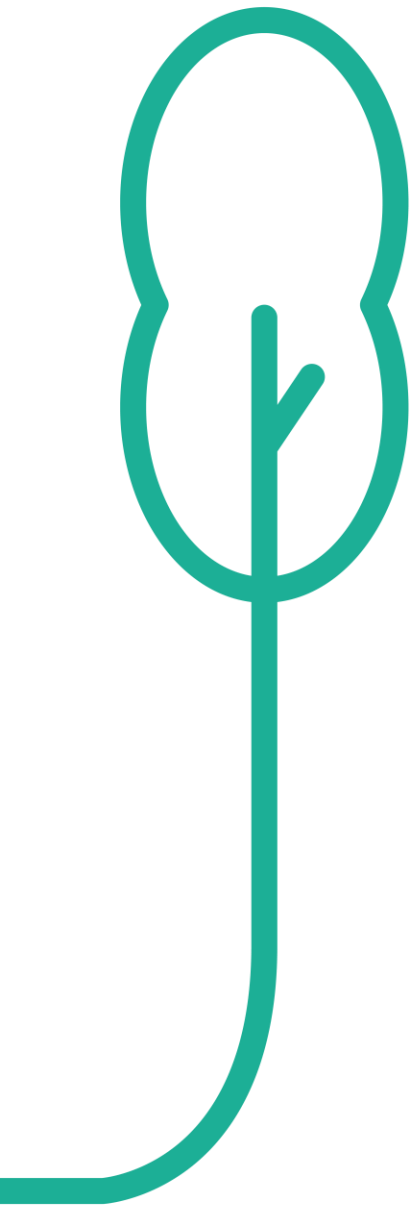


**In details**

**Finance, eligibility rules, project budget**

# Budget Planning

How to ensure a clear and consistent planning of your project budget?



# Key principles of sound budget planning

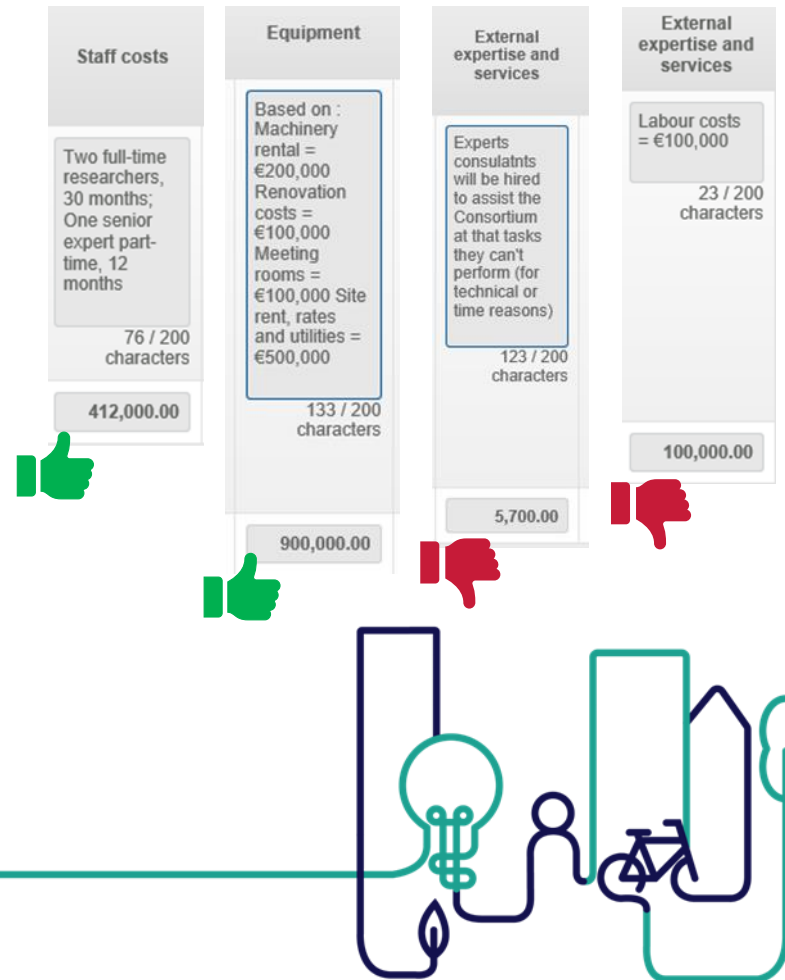
- **Well described planned costs**

- At WP level for each Project Partners involved
- Costs allocated under the relevant Cost Categories
- 200 characters to describe your costs!



Project Partner 1 - Name	Staff cost (€)	Office and Administration (€)	Travel and Accommodation (€)	External Expertise and services (€)	Equipment (€)	Total (€)
Allocated Budget Description	Further information on the eligible costs under this cost category is to be found in the EU-IA Guidance under Chapter 7.2.1	<p>Automatically calculated.</p> <p>Office and administration costs are covered by a flat rate (15%) of the reported staff costs. No description is therefore needed (the EEP system will automatically indicate N/A).</p> <p>Further information on the eligible costs under this cost category is to be found in the EU-IA Guidance under Chapter 7.2.2.</p>	<p>Automatically calculated Travel &amp; accommodation costs of Partners' employees are automatically covered by a flat rate of 5% of the reported staff costs. No description is therefore needed (the EEP system will automatically indicate N/A).</p> <p>Further information on the eligible costs under this cost category is to be found in the EU-IA Guidance under Chapter 7.2.3.</p> <p>For example: Participation to 3 meetings/ events to engage citizens and end users, etc.</p>	<p>[200 characters]</p> <p>Further information on the eligible costs under this cost category is to be found in EU-IA Guidance under Chapter 7.2.4. For example: Catering for Steering Committee events, payment of an e-web management platform, legal consultancy and notarial services, technical and financial expertise, etc.</p>	<p>[200 characters]</p> <p>Further information on the eligible costs under this cost category is to be found in the EU-IA Guidance under Chapter 7.2.5. For example: laboratory equipment and devices, 3D printer for the vocational centre, server to manage traffic data, solar panels, batteries to store energy, etc.</p>	<p>Automatically calculated</p> <p>No explanation requested</p>

Make your descriptions  
clear and specific!



# Key principles of sound budget planning

- Costs directly & clearly related to the activities planned in the Work Plan

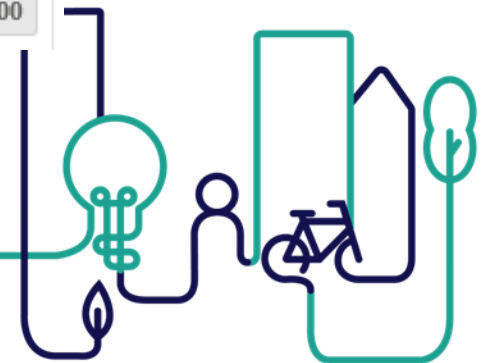
**Direct** connection with the work plan

Connection with the work plan made **explicit** from the descriptions

- Clear and specific costs descriptions
- Coherence & correspondence with planned activities
- Use of cross-references

External expertise and services	Equipment	External expertise and services
<div>A.3.1 EU-wide practitioners workshop: Catering and travel costs for external representatives</div> <div>95 / 200 characters</div> <div>25,000.00</div>	<div>PCT incentives arranged e.g. in user contest</div> <div>D5.4.3 see appendix 2</div> <div>69 / 200 characters</div> <div>100,000.00</div>	<div>Preparatory study for the community restaurant and conciergerie implementation</div> <div>79 / 200 characters</div> <div>4,000.00</div>

Use direct cross-references or clear reference to the title of project activities!

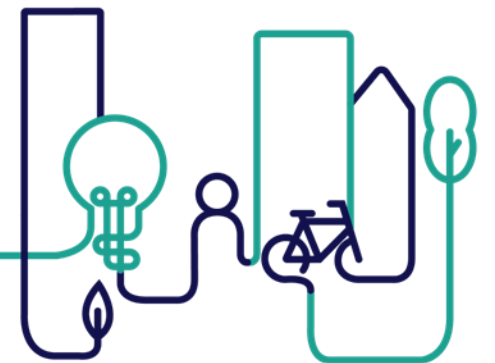


# Key principles of sound budget planning

- **Balanced, reasonable and relevant**
- **Reflect and proportionate to Project Partners involvement**
- **In line with project time plan**

**Any high or low budget share** must be relevant and proportionate regarding Work Plan activities!

Indicative budget breakdown per activity			
Activity	Amount (%)		Budget (€)
A 4.1	<input type="text" value="8.00 %"/>		<input type="text" value="20,781.56"/>
A 4.2	<input type="text" value="2.00 %"/>		<input type="text" value="5,195.39"/>
A 4.3	<input type="text" value="90.00 %"/>		<input type="text" value="233,792.55"/>
Total	<input type="text" value="100.00 %"/>		<input type="text" value="259,769.50"/>





# Key principles of sound budget planning

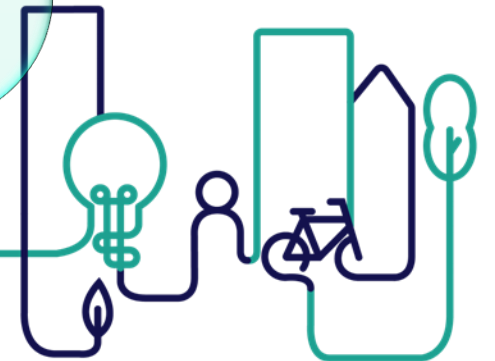
- **Anticipate:**

## Public Procurements

- Each Project Partner shall be aware of applicable procurement rules
- To ensure the **eligibility of contracts-related costs**
- To anticipate the **timeline for procedures** and to avoid generating delays

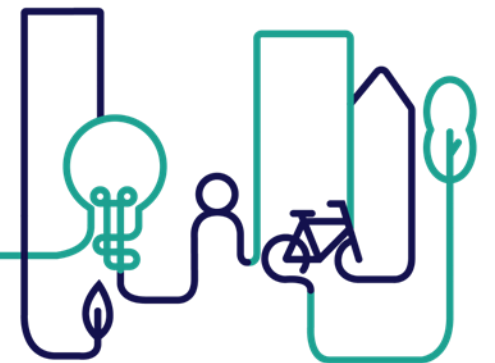
## State Aids

- Project shall be designed in compliance with State aid rules at all levels
- Only projects involving **economic activities**
- **Only the 20% contribution** secured by Project Partner (**public**)



# Project budget tips

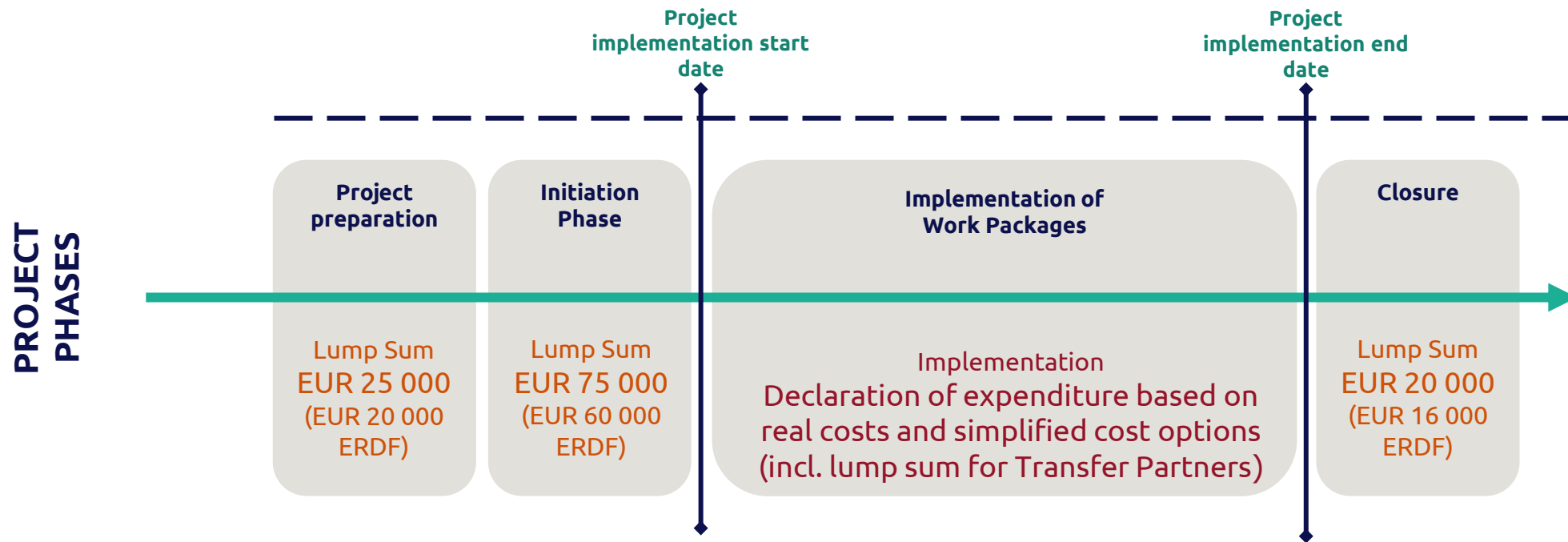
- Be **realistic** when planning your budget (check real costs – market value) and avoid:
  - Guess-based budgets and unrealistic costs
  - Excessive costs (staff, external experts, equipment ...)
- Wonder whether the project budget represents **good Value for Money**
- Project budget should **reflect Project Partners' involvement** in the activities
- **Rely on EUI-IA Guidance** to plan the budget and what is possible/ eligible
- Realistic approach (incl. public procurement)
- Not include **costs already covered by EUI-IA**:
  - Auditors
  - IA Experts
- **Be aware that budgeting takes time: start early enough!**



# Costs categories & Audit trail

# Eligibility period

## Overview





## Staff costs

### Eligibility of costs

ELIGIBLE	INELIGIBLE
<ul style="list-style-type: none"><li>✓ <b>Salary payments</b> (fixed in an employment/work contract)</li><li>✓ <b>Other costs</b> directly linked to salary payments (e.g. employment taxes, social security, holidays, overtime, including health coverage, taxable benefits or pension contributions)</li></ul>	<ul style="list-style-type: none"><li>× <b>Voluntary payments</b> (e.g. payments not in line with the employment contract, the employment policy of the Project Partner, or payments without any legal commitment)</li><li>× Staff costs for employees <b>not officially assigned</b> to the project are ineligible.</li><li>× <b>Dividends</b></li><li>× <b>Overheads</b> as already included under cost category “office and administration”</li></ul>

# Staff costs

## Option 1: Flat rate at 20%

### Principle

- Up to 20% on all costs of the Project Partner under external expertise and services, equipment, and infrastructure and construction works

### Audit trail

- With this methodology, Project Partners **do not need** to provide any justification or supporting documents to claim staff costs
- The auditor focuses on checking that the staff costs have been calculated according to the methodology and that the other categories of costs (under external expertise and services, equipment, and infrastructure and construction work), which form the basis for the calculation, are legal and regular

# Staff costs

## Option 2: Standard Scale Of Unit Costs

### Principle

- The staff costs are calculated based on **standard scale of unit costs defined by the Project Partner**. Project Partner must report the staff costs based on the number of hours worked by their employees
- The standard unit cost is an hourly rate, and it applies to every employee regardless of the position
- The Project Partner can only report the hours of an employee working under an employment contract or equivalent and cannot declare more than 1,720 hours per full time employee per calendar year

### Method of calculation

**hourly rate = Annual payroll / Full time equivalent / 1,720**

- Annual payroll: total staff costs of the Project Partner per year, in EUR
- Full Time Equivalent: number of full-time equivalents employed by the organisation
- 1,720: maximum number of hours per full time employee per calendar year

### Audit trail

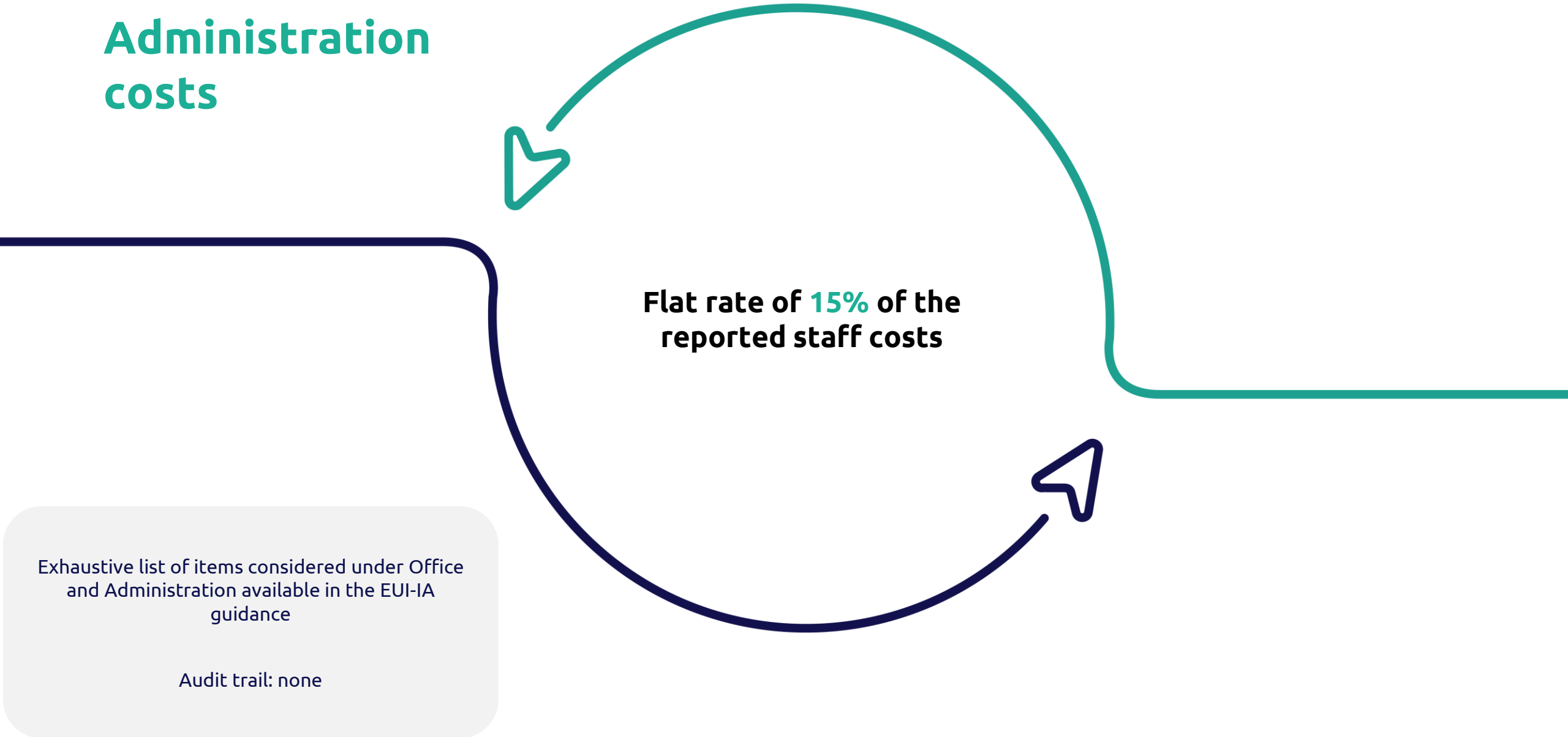
- Employment confirmation & report of hours

## Office and Administration costs

Flat rate of **15%** of the  
reported staff costs

Exhaustive list of items considered under Office  
and Administration available in the EUI-IA  
guidance

Audit trail: none





## Travel & Accommodation costs

Flat rate of **5%** of the reported staff costs



Exhaustive list of items considered under Travel and Accommodation available in the EUI-IA guidance

Audit trail: none

# Real costs

## Principles

### Definition

- Real costs refer to the amount actually paid out by a Project Partner to achieve a certain outcome
- In EUI-IA, real costs concern goods and services purchased by a project partner

### Principles

- Expenses incurred on the basis of real costs are:
  - Subject to procurement rules
  - Backed by a complete audit trail (evidence of procurement, contract, invoice, proofs of payment...)

# Real costs: external expertise and services

## Overview

### Principle

- Professional services and expertise provided by external service providers (other than the Project Partners) contracted to carry out certain activities linked to the delivery of the project
- The work of external service providers must be necessary for the project and should be linked to activities foreseen in the Application Form

### Examples

- Studies or surveys (e.g. evaluations, strategies, concept notes, design plans, handbooks), training, translations, promotion, communication, publicity or information items, IT systems and website development; modifications and updates...

# Real costs: external expertise and services

## Financial schemes

### Principle

- Distribution of financial contribution as a reward following a contest (such as prizes, vouchers, or grants) to the benefit of third parties (individuals or organisations) that are not part of the Project Partnership
- Such schemes must respect the principles of transparency and equal treatment, should promote the achievement of policy objectives of the EU and contribute to the project's objectives and results
- Projects need to monitor and control that winner beneficiaries are using the individual award according to the selected concepts

### Specificities

- The awards must not exceed EUR 60 000 in total per third party
- A financial scheme planned at the application stage must be properly described in the Application Form with the following details of the scheme, either in a dedicated Work Package, activity or deliverable

# Real costs: equipment

## Overview

### Principle

- Equipment purchased, rented or leased by a Project Partner, other than those covered by the office and administration cost category
- It also includes costs of equipment already in possession by the partner organisation and used to carry out project activities

### Types of equipment

#### Accessory equipment

Tool or device used to carry out project activities. It is necessary for the implementation of project activities and for the delivery of the project outputs and used for that purpose.

*Examples: a beamer used for the project team to present project progress, small instruments needed for gardening activities, etc.*

**Reporting:** depreciation based

#### Investment equipment

Tool or device considered as a project investment (or part of a project investment) and produced as result of the funding given to the project that will remain in use by the target group after the completion of the project.

*Examples: 3D printer for the vocational centre, server to manage traffic data, solar panels, batteries to store energy, etc.*

**Reporting:** full costs

# Real costs: infrastructure and construction works

## Overview

### Principle

- Costs related to investments in infrastructure that do not fall into the scope of other cost categories
- Infrastructure and construction works are eligible only if crucial for the achievement of the project's outputs and results

### Examples

- Purchase / provision of land (10% maximum of the total project budget)
- Purchase / provision of real estate
- Site preparation
- Building permits
- Building materials

# Audit & Control

# Audit & Control Overview

## Three levels of control at EUI

### First level control

*Represent the frontline of the overall control-system. FLC is an independent body responsible for ensuring that all expenditure declared by the Project Partners comply with the EUI, EU, national and Partner rules and is therefore eligible, legal and rational.*

### Second level control

*Ensures that the overall management, control procedures and documents set up at EUI level are correctly applied and ensure the prevention and correction of potential weaknesses and error*

### Other types of control

*Other responsible EU bodies such as the European Commission's audit services, the European Court of Auditors, or the Entrusted Entity and European Urban Initiative Permanent Secretariat themselves may carry out audits to check the quality of the implementation of the project*





First Level  
Control

# First Level Control

## Ex-ante audit

### Overview & purpose

- The ex-ante audit is an on-the-spot control carried out at the MUA's and selected Project Partners' premises
- FLC checks, amongst others, public procurement policies, project management (including structures), planned investment locations, resources allocated to the project, etc.
- FLC also controls and validates standard unit costs methodologies for staff costs during the ex-ante audit, should the Project Partner choose this option

### Follow-up

- The ex-ante final report is drafted by the FLC and is sent to the Permanent Secretariat for review
- FLC gives its opinion (**unqualified, qualified or adverse**) regarding the functioning of the management and control system at the MUA/Project Partner level
- In case of **adverse opinion**, a corrective action plan is required and the Entrusted Entity may decide to stop the project or suspend it until corrective measures are undertaken and verified

# First Level Control

## Administrative & on-the-spot check

### Administrative check

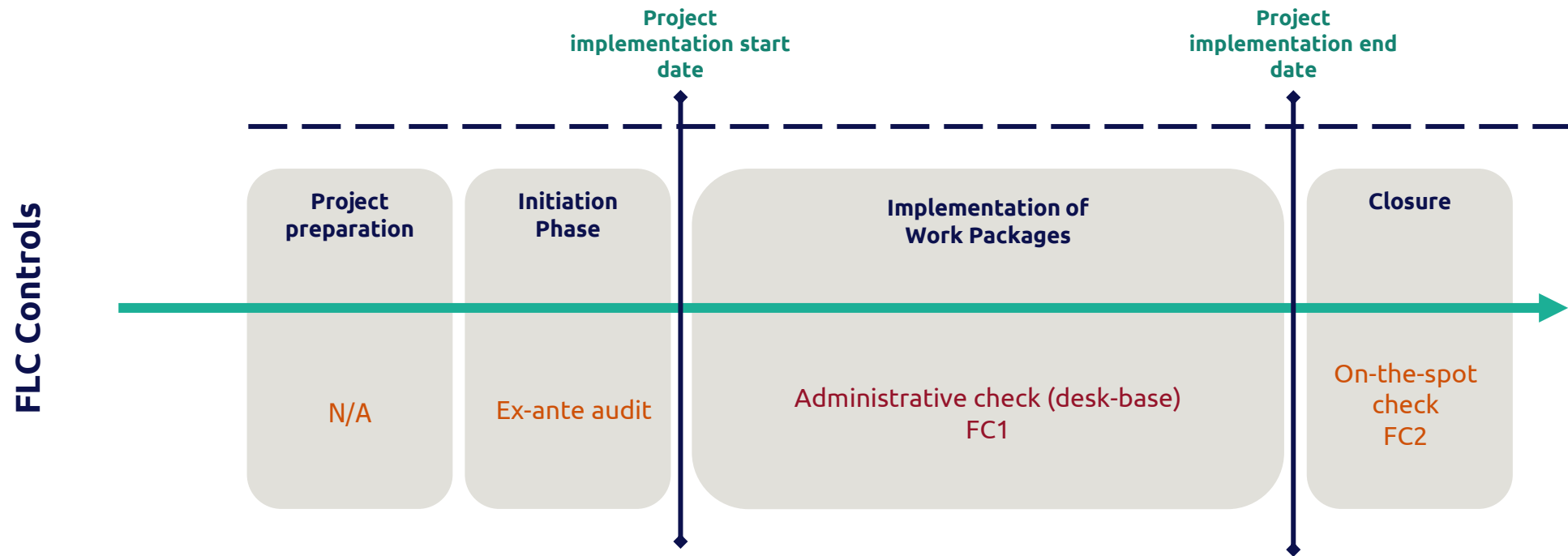
- The administrative or “desk-based checks” are performed by the FLC at its own premise once all project expenditure documents of the Financial Claim are provided by the MUA to the FLC
- The main task of the FLC is to ensure the regularity of declared costs and compliance with all relevant regulations
- It must be possible to clearly identify which expenditure has been reported for the project and to exclude the possibility of reporting the same cost twice (e.g. in two different cost categories, reporting periods, or projects/funding schemes)

### On-the-spot check

- On-the-spot control means that the FLC will actually visit the project and verify that certain activities, purchases of services and products as well as investments have actually taken place in accordance with the approved Application Form during the implementation, and that related regulations have been respected
- In general, the following aspects are verified during the on-the-spot checks:
  - (i) The reality of the operation
  - (ii) The delivery of products and services in full compliance with the approved application
  - (iii) Physical progress
  - (iv) The accuracy of all information provided by the beneficiary regarding physical and financial implementation of the operation

# First level control

## Overview



### Centralised System

For the EUI-IA, FLC is centralised and sub-contracted to a single independent audit company

Project partners do not have to claim the costs indulged by the FLC work



Other types of  
control

# Other types of control

## Overview

### Second Level Control (SLC)

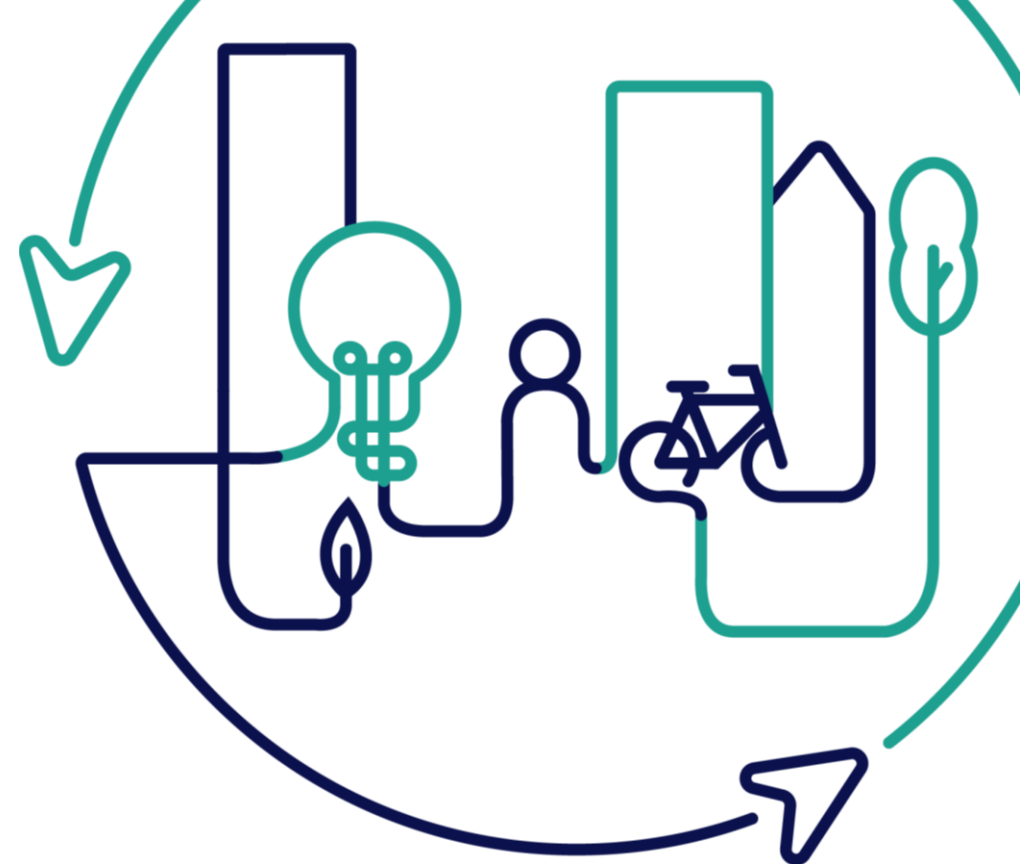
- The SLC system aims at ensuring that the overall management, control procedures and documents set up at EUI level are correctly applied and ensure the prevention and correction of potential weaknesses and errors
- SLC is in charge of carrying out system audits and yearly audits on operations (projects). During the audit on operations at least 10% of projects are selected to verify that they have declared their expenditure correctly
- The purpose of these checks is to ensure that no mistakes are made in the accounting records at the level of projects and that FLC worked properly
- SLC system is centralised and externalised to an independent audit company, directly managed by Permanent Secretariat

### Others

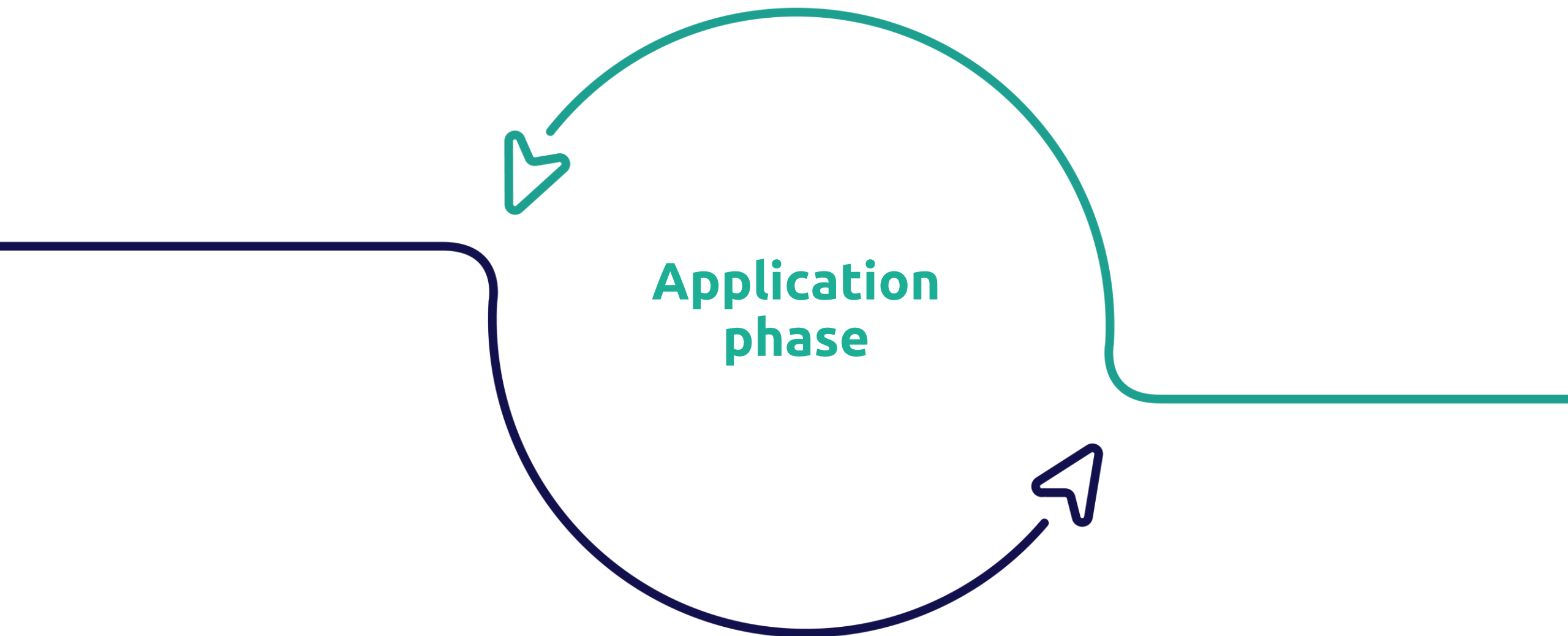
- The European Commission's audit services, the European Court of Auditors, or the Entrusted Entity and European Urban Initiative Permanent Secretariat themselves may carry out audits to check the quality of the implementation of the project
- Projects may be checked even after the project has ended. It is therefore important to ensure not only good documentation but also safe archiving of all project documents at the very least until the date indicated in the project closure notification

# EUROPEAN U R B A N INITIATIVE

Application and selection process  
("How to apply / be selected ?")



Co-funded by  
the European Union



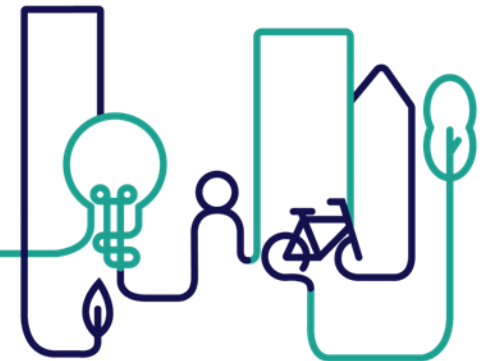


# Electronic Exchange Platform

- 100% paperless, through the [EEP](#)
- Possibility to set-up multiple accounts linked to the same AF, all users have editing rights

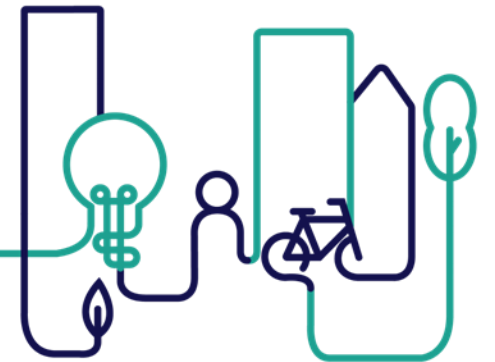
Where to find help?

- [EUI-IA Guidance](#)
- [Technical guidance for EEP](#)
- [Application Form curtesy working document](#)
- Info-bubbles (translated in all EU languages) of the EEP



# Documents to be submitted

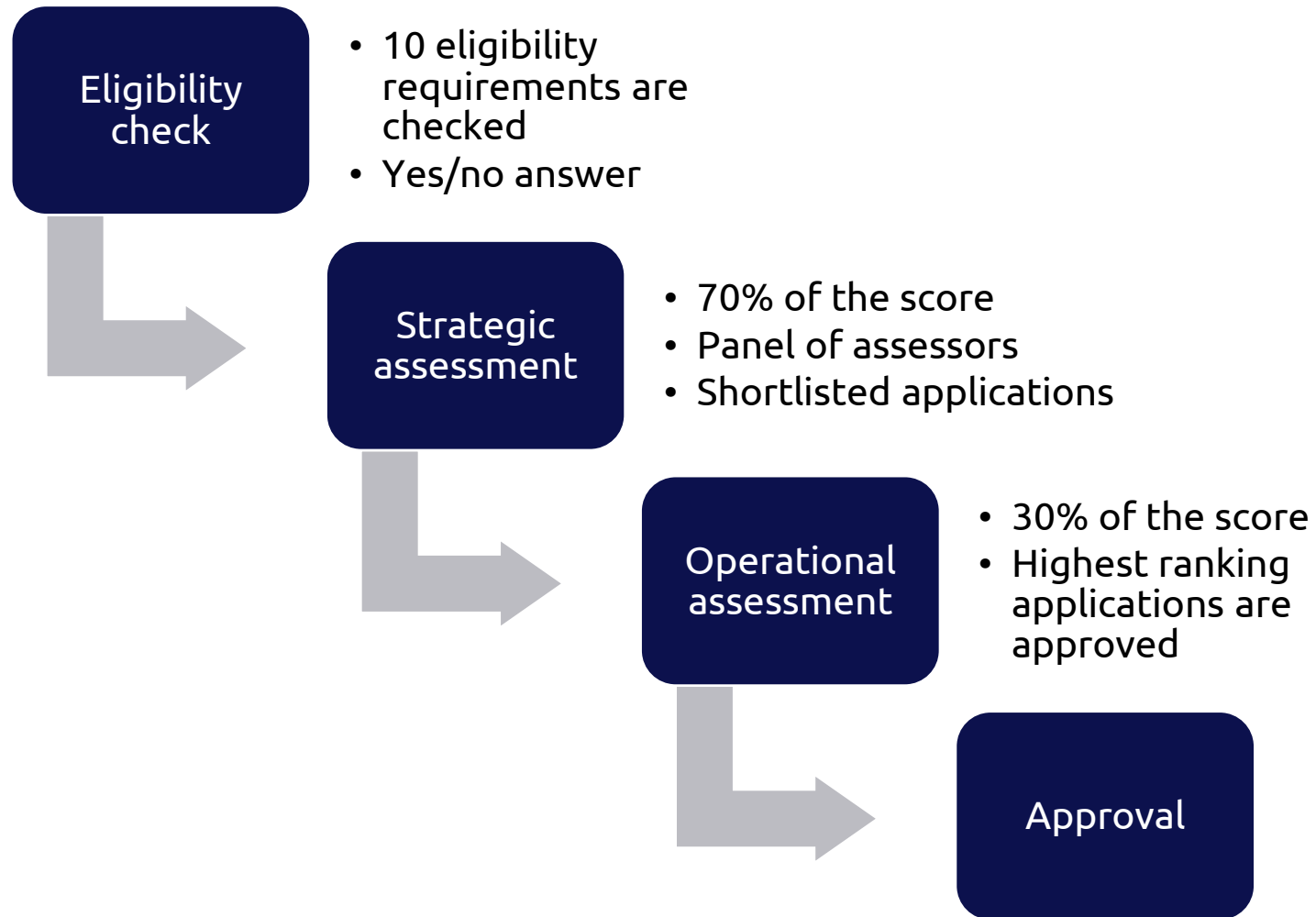
1. Application Form
2. Signed Confirmation sheet
- (3.) Annex document (non mandatory – maps, graphics...)





**Selection  
process**

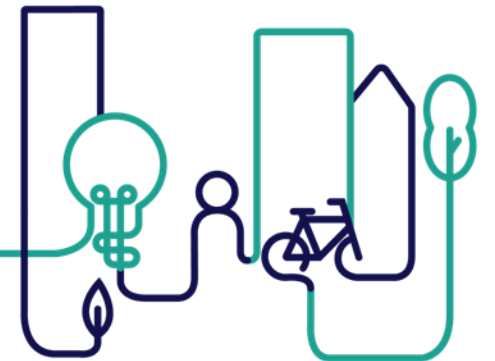
## 3 Steps Selection Process

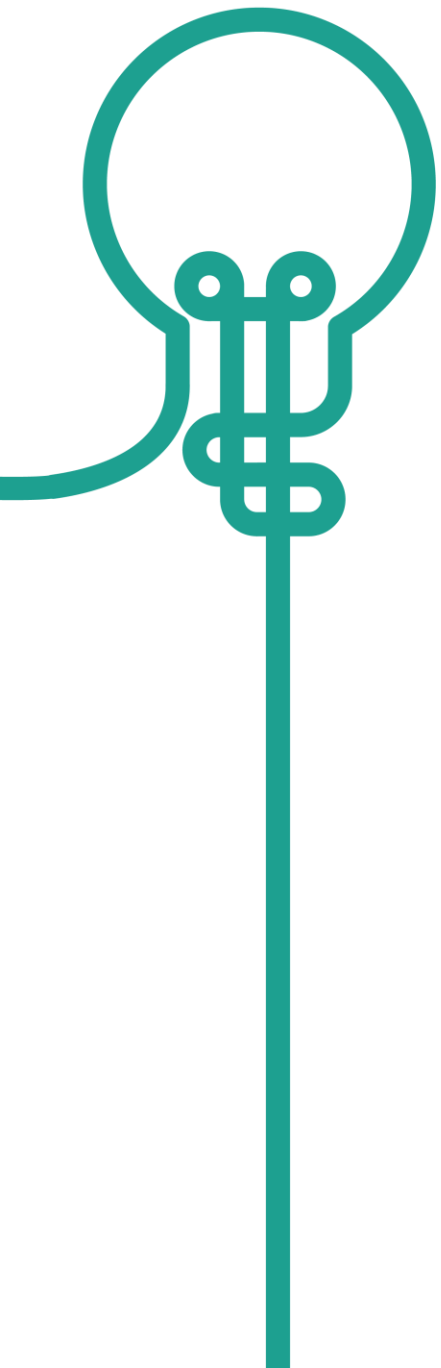


# Eligibility check

## 10 requirements among which:

- The AF has been submitted on time and is completely filled-in
- Urban authorities applying are eligible
- Urban authorities are only involved in one proposal in the call
- Eligibility period, budget requirements, co-funding principle are respected
- All partners are located in the EU
- The signed confirmation sheet has been submitted





# Strategic Assessment

## ➤ **Innovativeness and relevance (30%)**

To what extent is the applicant able to demonstrate that the project proposal is a new solution that has added value in relation to the topic of the Call? To what extent is the solution relevant to the local context and to Cohesion Policy objectives?

## ➤ **Partnership and co-creation (12%)**

To what extent is the Partnership relevant and solid to implement the proposed solution and achieve expected results. To what extent the proposal allows meaningful participation and co-creation from stakeholders, target groups and citizens?

## ➤ **Measurability of results and impact (12%)**

To what extent are expected results specific and realistic, and reflecting project expected impact on the local context, as well as beneficiaries/end users?

## ➤ **Sustainability and up scaling (8%)**

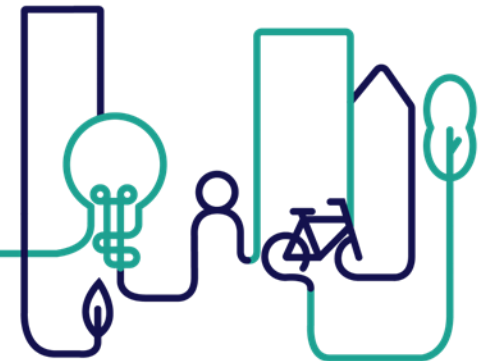
To what extent will the project provide a durable contribution to address the identified challenge? To what extent the proposed solution will be self-sustainable beyond its end date and has the potential to be up scaled if proven successful?

## ➤ **Project's transferability (8%)**

To what extent will the project have the potential to be transferable to other urban areas across Europe?

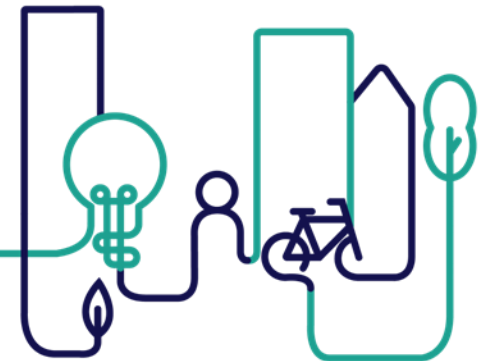
# Focus on : Innovativeness and relevance

- How to demonstrate the innovativeness of your proposal ?
  - Benchmark your idea, quote existing projects/initiatives
  - Use scientific papers, data sets both to demonstrate the innovativeness and the need at local level
- What is city-led innovation ?
  - Relevant of a public institution
  - The urban authority is actively involved



# Focus on : Measurability of results and impact

- Ensure your objectives and results are specific to your project, realistic and ensure you can propose quantified targets
- Check the RACER criteria – Relevant, Accepted, Credible, Easy, Robust
- Check the outputs and results indicators mentioned in the ToR and align the project with those
- Who can propose a solid methodology in the partnership ? Co-create the evaluation WP





# Operational assessment

## ➤ **Project Design and Logic (12%)**

To what extent are Work Plan elements (activities, deliverables, outputs, indicators) complete, realistic, consistent and coherent? To what extent will the proposed project design lead to the achievement of objectives and expected results?

## ➤ **Project feasibility and operational readiness (8%)**

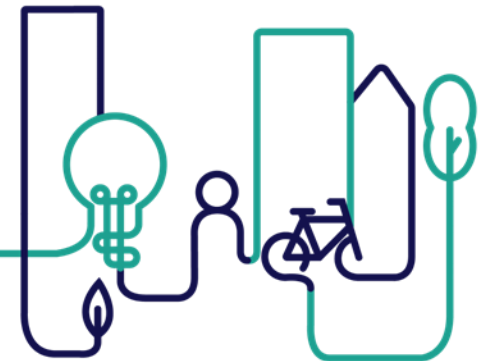
To what extent the proposal demonstrates to be feasible (to be implemented within the given time-frame) and operationally ready?

## ➤ **Organisational arrangements and operational capacity (5%)**

To what extent are management and communication activities appropriate and supporting the overall implementation of the project?

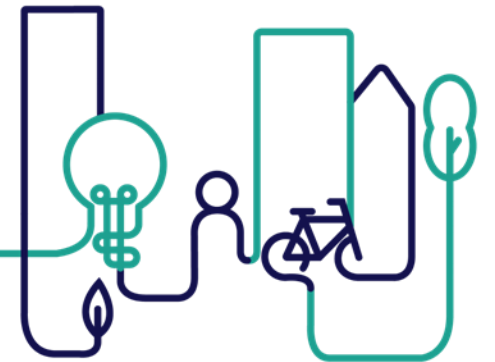
## ➤ **Budget (5%)**

To what extent is the budget coherent and proportionate?



## Focus on : Project Design and Logic

- Ensure the structure of the work packages and the links between them is logical and clear
- The division of the tasks between the partners are coherent
- There must be a clear link between work packages, activities, deliverables and outputs

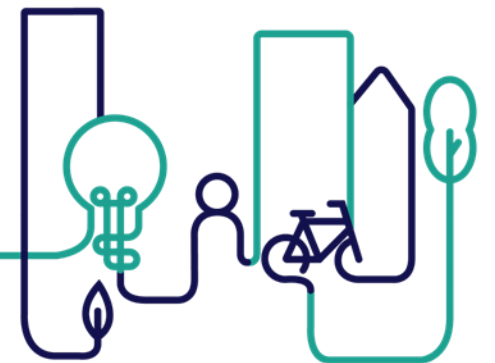


## Focus on : Project feasibility and operational readiness

- Ensure the structure of the work packages and the links between them is logical and clear
- Demonstrate that the project be quickly operational after approval
- Identify main risks and propose mitigation measures
- Ensure the time sequence is logical

If there are investments:

- What are the key legal, technical and administrative requirements?



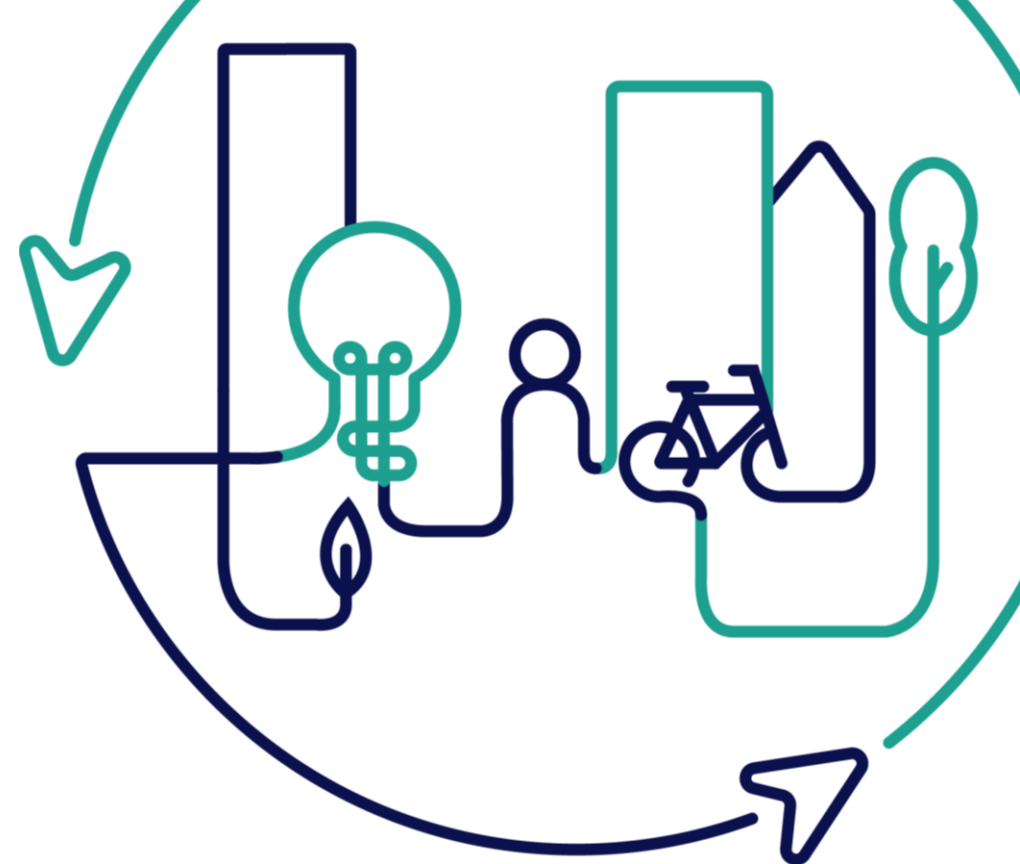


## Key documents

Available [here](#)

- [Terms of Reference for Call 1](#)
- [Application Form curtesy working document](#)
- [EUI-IA guidance](#)
- [EEP technical guidance](#)
- Info-bubbles in the EEP
- [New Leipzig Charter](#)

# EUROPEAN U R B A N INITIATIVE



Intervention Logic and Application Form



Co-funded by  
the European Union

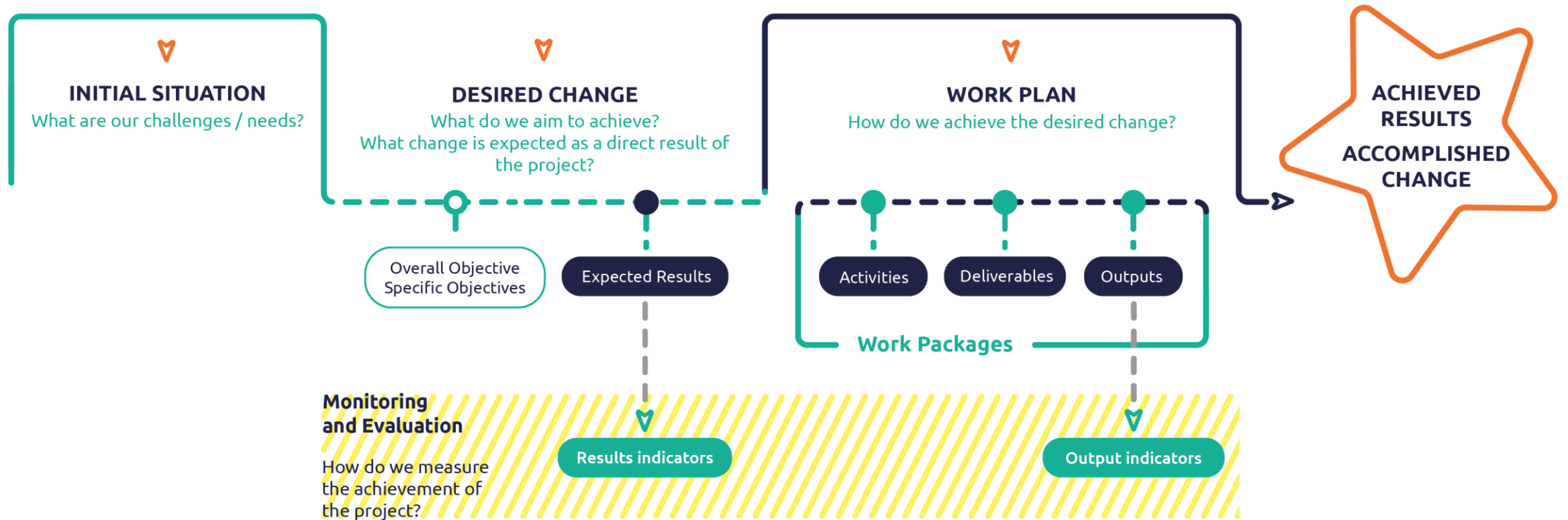


# **EUI - INNOVATIVE ACTIONS**

## **INTERVENTION LOGIC**



## PROJECT INTERVENTION LOGIC





# MAIN ELEMENTS OF THE INTERVENTION LOGIC

## Overall Objective

WHAT DO YOU AIM TO ACHIEVE THROUGH THE PROPOSED PROJECT?  
Relates to strategic aspects and the overall context (strategic ambition of the Main Urban Authority)  
Describes a long-term change (beyond the project duration) in an socio-economic situation for the benefit of the beneficiaries

## Specific Objectives (max. 3)

Contribute to the overall objective  
Are narrower in scope and detail what the project is trying to achieve during its duration

## Expected Results (max. 3)

Reflect the desired mid-term change in the local situation as direct consequence of the project implementation  
Describe the immediate advantage for beneficiaries  
Should correspond to specific objectives





# DESIRED CHANGE

## Example 1

### Overall Objective

- Reduce the poverty risk among single parents working in the health sector in city x

### Specific Objective

- Enable single parents working in the health sector in city x to take up full-time employment
- Ensure flexible care for children of single parents in city x while parents are at work

### Expected Results

- Through full-time employment, single parents are no longer dependent on state transfer payments and can offer themselves and their children the necessary financial security.

## Example 2

- Use invasive alien plant species as a resource in city x

- Develop new approaches for manufacturing new products\* from invasive alien plant species

\* dyes, stationery articles, wood articles ...

- Local citizens in city x can identify invasive alien plant species, and are aware of their collection methods and processing potential

# INDICATORS



## Result Indicators

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

Relevant

Accepted

Credible

Easy

Robust

## Output Indicators

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

# PRE DEFINED RESULT INDICATORS CALL 1

- Jobs created in supported entities (measurement unit: annual FTEs);
- Users of new and upgraded digital services, products and processes (measurement unit: users/year);
- Estimated greenhouse emissions (measurement unit: tonnes of CO<sub>2</sub>eq/year);
- Waste collected separately (measurement unit: tonnes/year);
- Waste recycled (measurement unit: tonnes/year);
- Waste used as raw materials (measurement unit: tonnes/year);
- Rehabilitated land used for green areas, social housing, economic or other uses (measurement unit: hectares);
- Annual users of modernised and/or buildings reconverted in social housing (measurement unit: users/year);
- Visitors of cultural heritage sites preserved and/or transformed (measurement unit: visitors/year);
- Proportion of stakeholders representing creative sectors in the partnership (measurement unit: percentage of creative stakeholders among the partners);
- Level of participation achieved in the engagement with local communities – information, consultation, co-creation, co-decision (measurement unit: percentage of the local population engaged).



# PRE DEFINED OUTPUT INDICATORS CALL 1

- New products and services created (measurement unit: new products/services);
- Infrastructure supported (new, renovated, reconverted or modernised) (measurement unit: supported infrastructures);
- New equipment created and/or supported (measurement unit: new equipment);
- People supported (trained, upskilled, accompanied or assisted) (measurement unit: persons);
- Dwellings with improved energy performance (measurement unit: dwellings);
- Public buildings with improved energy performance (measurement unit: square metres);
- Green infrastructure supported for other purposes than adaptation to climate change (measurement unit: hectares);
- Surface area of rehabilitated land supported (measurement unit: hectares);
- Capacity of new or modernised social housing (measurement unit: persons);
- Stakeholders involved in the preparation and co-implementation of the project (measurement unit: participations of stakeholders);
- Citizens involved in the preparation and co-implementation of the project; (measurement unit: persons);
- Open space created or rehabilitated in urban areas (measurement unit: square metres).





# MAIN ELEMENTS OF THE WORKPLAN

**WORK PACKAGES:** Main pillars of the project, constituted by a group of related project activities, required to produce project outputs

**ACTIVITIES:** Specific tasks performed for which resources are used

- Each activity shall result in a deliverable and/or an output

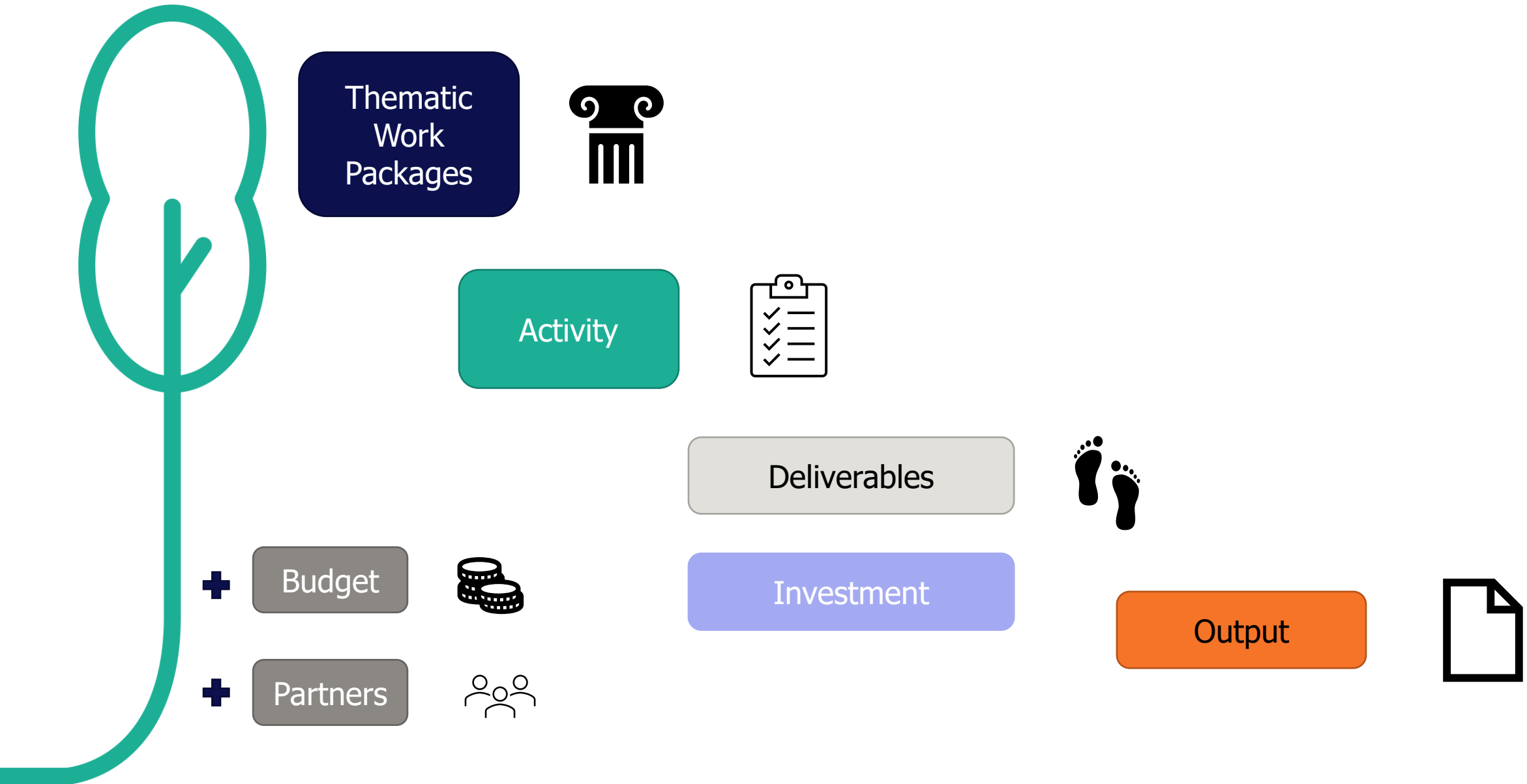
**DELIVERABLES:** Tangible or intangible objects delivered within an activity

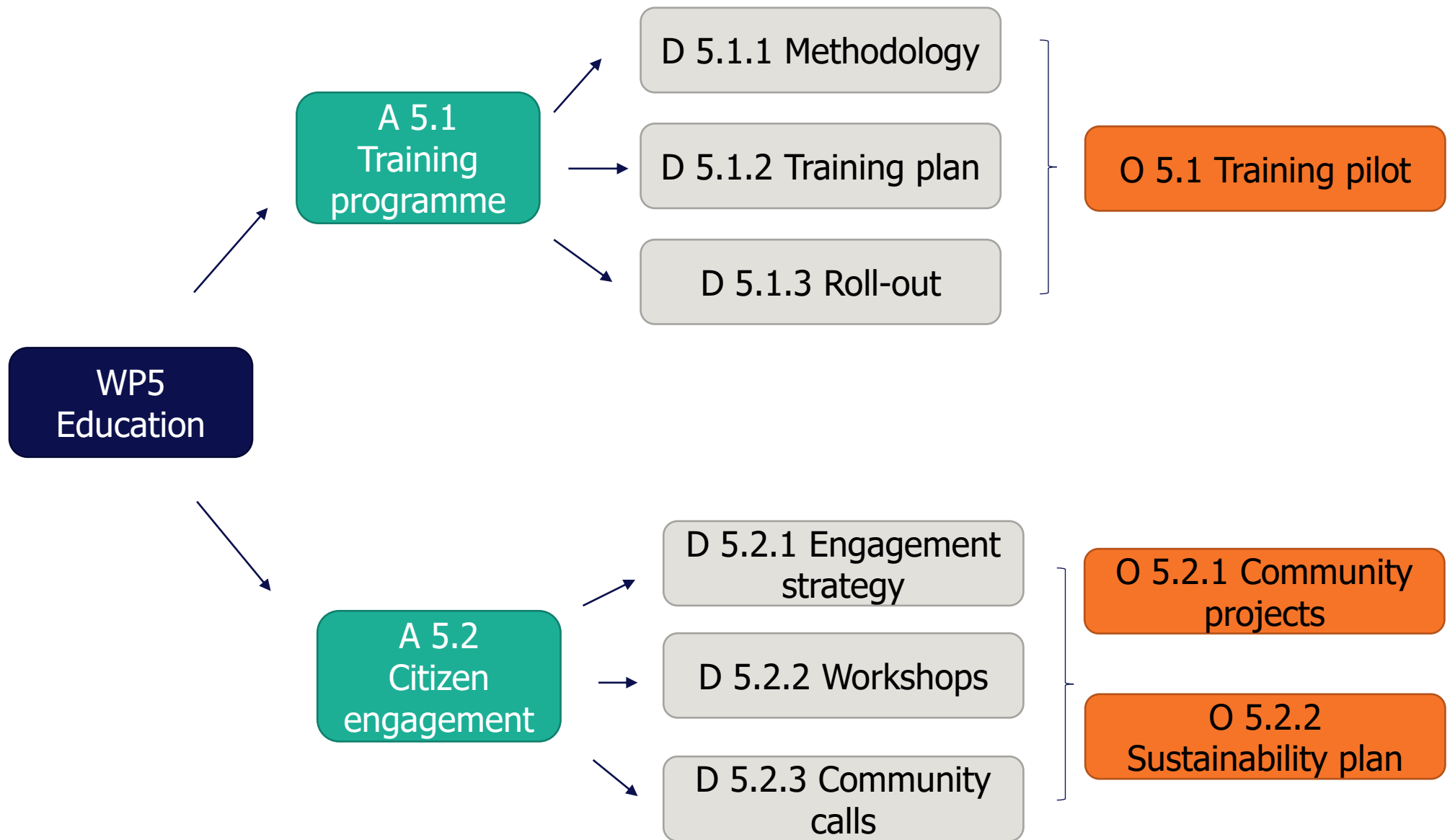
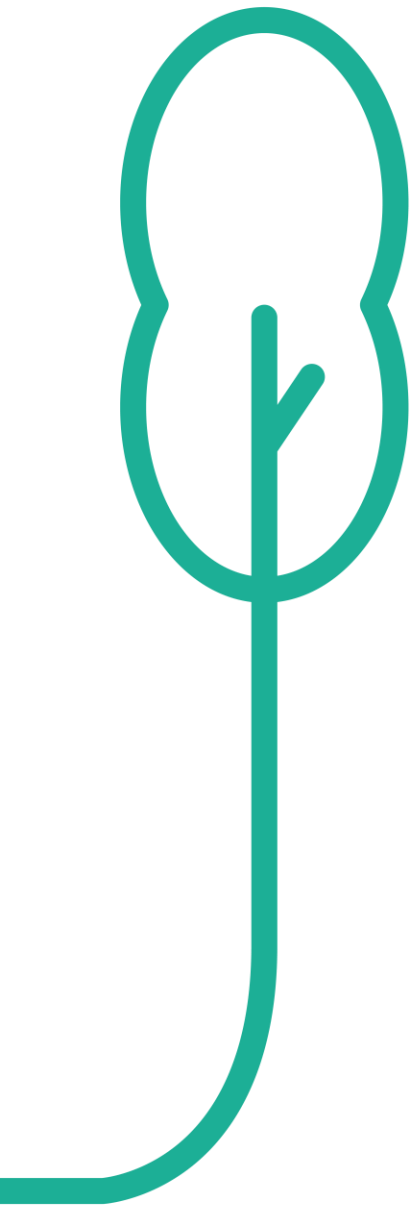
- Considered as intermediary/ relevant steps in the delivery of a project output
- Shall directly contribute to the achievement of the project output

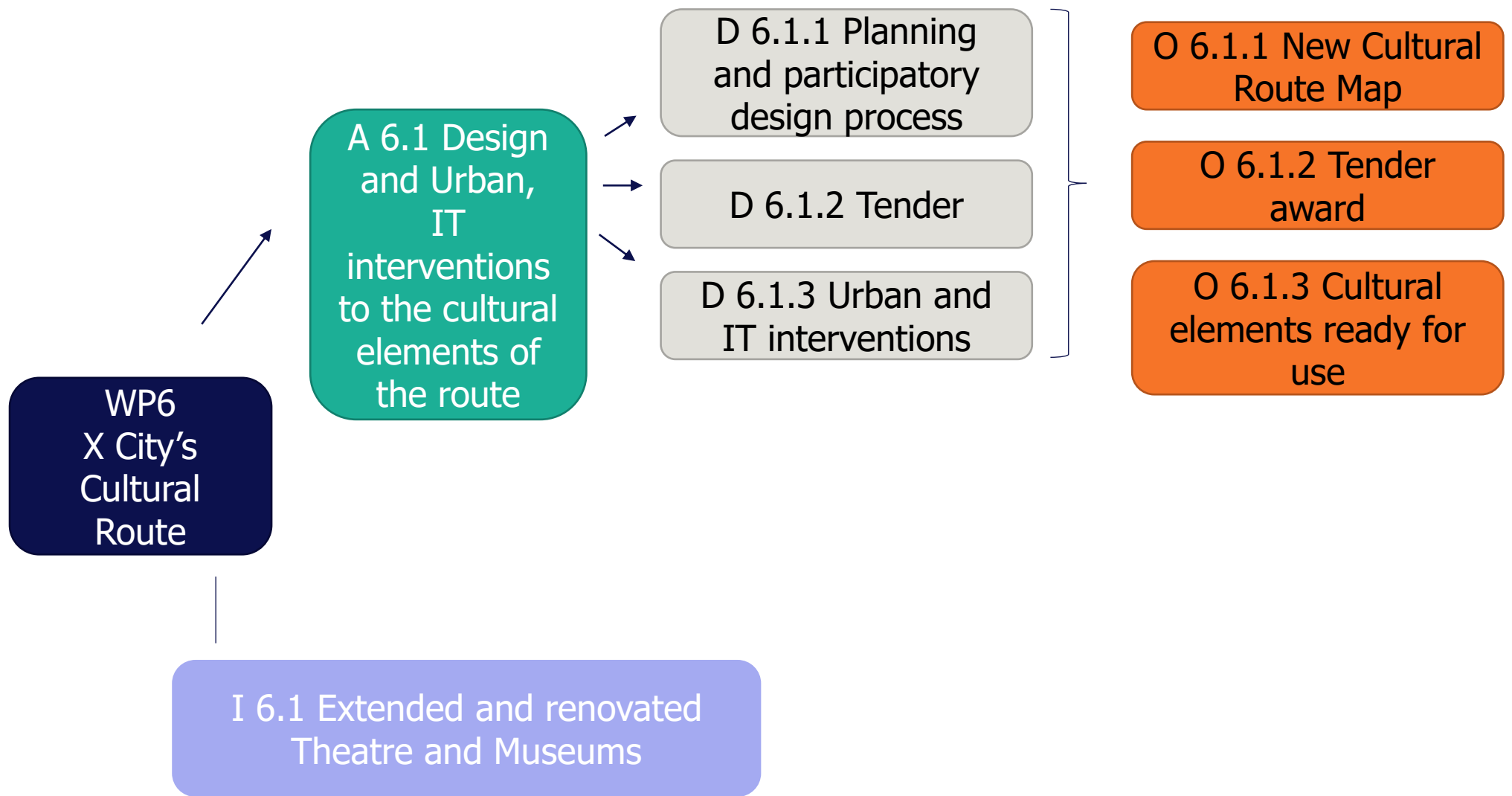
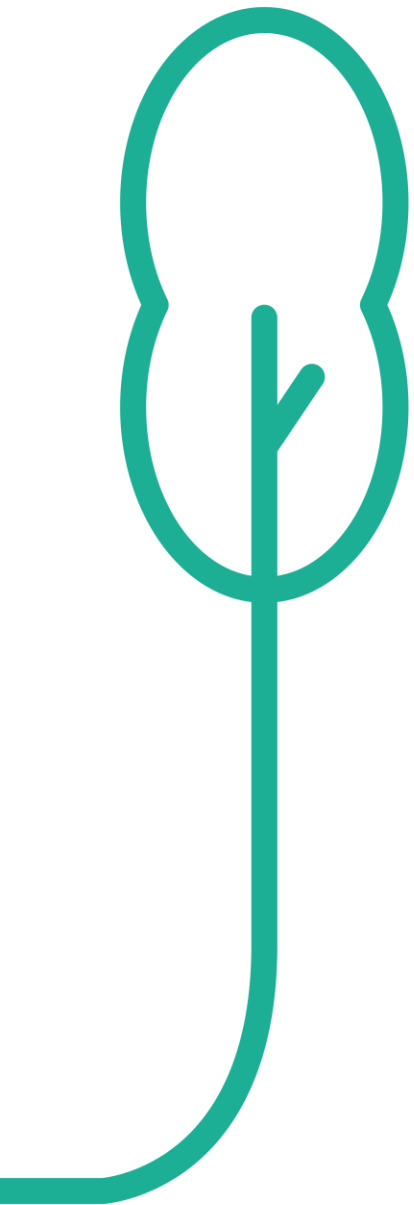
**OUTPUTS:** Main products of the project that have been produced as a result of the funding given to the project

- Minimum one per Thematic WP

**BUDGET:** Necessary resources per partner must be filled in the related budget line in each Work Package











# **EUI - INNOVATIVE ACTIONS**

## **APPLICATION FORM**





## STRUCTURE OF THE APPLICATION FORM

**A**

PROJECT SUMMARY

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**D**

WORKPLAN

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PROJECT BUDGET

**F**

SOURCE(S) OF PARTNERS' CONTRIBUTIONS

**G**

RISK MANAGEMENT

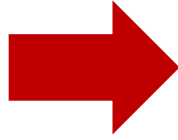
**H**

CONFIRMATION SHEET

**ANNEX**



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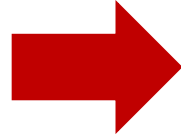
RISK MANAGEMENT

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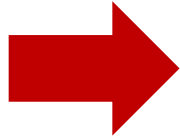
RISK MANAGEMENT

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CONFIRMATION SHEET

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# STRUCTURE OF THE APPLICATION FORM



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## FOCUS ON : SECTION C – PROJECT DESCRIPTION

Part C encompasses the key elements of the **intervention logic**.

- Project relevance and innovativeness
- Partnerships and co-creation processes
- Project specific objectives, results and outputs
- Project sustainability and scaling-up

A **result-oriented framework** should be demonstrated across the application form.

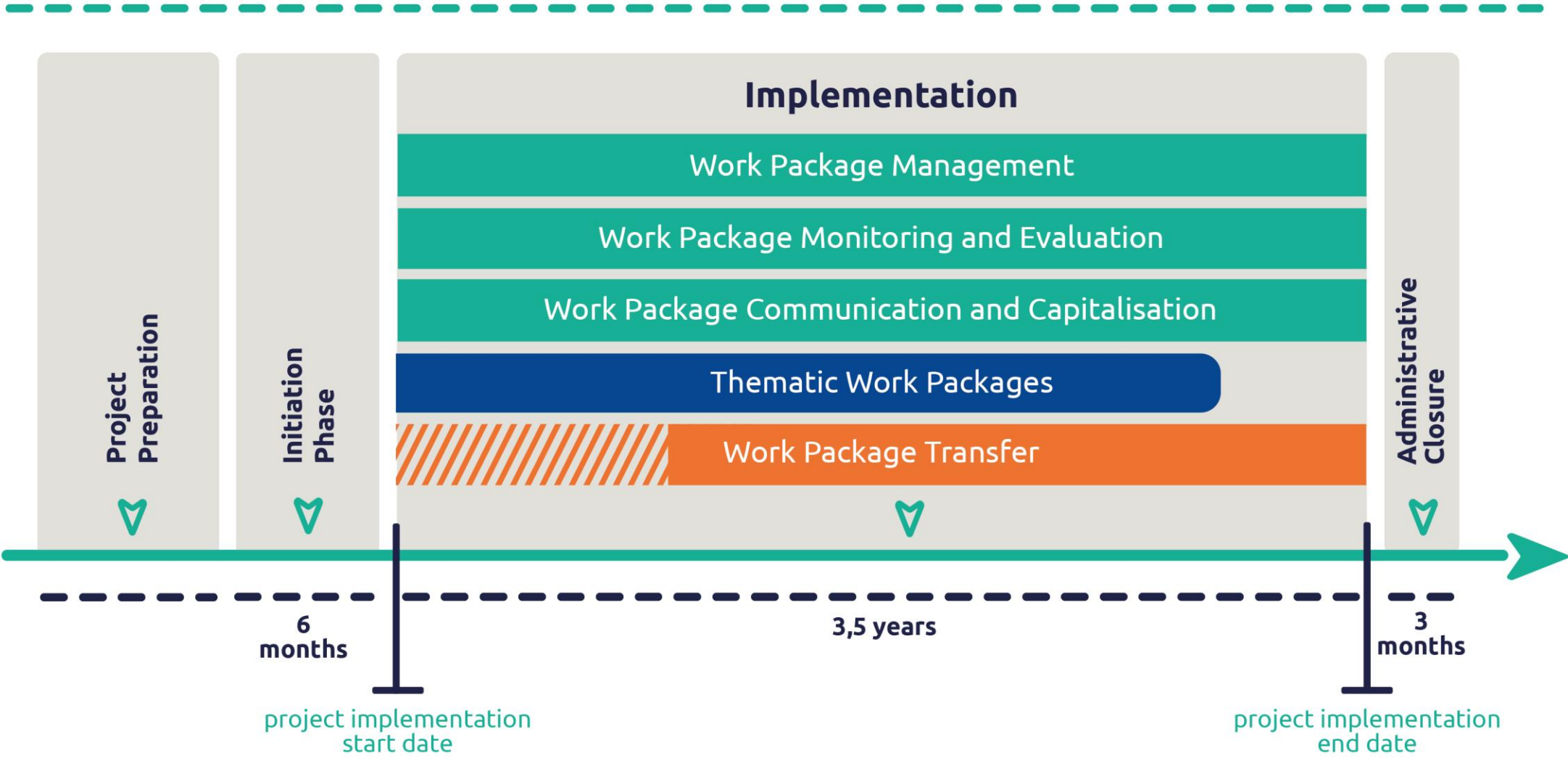
# STRUCTURE OF THE APPLICATION FORM

- 
- 
- A** PROJECT SUMMARY
  - B** PARTNERSHIP
  - C** PROJECT DESCRIPTION
  - D** WORKPLAN
  - E** PROJECT BUDGET
  - F** SOURCE(S) OF PARTNERS' CONTRIBUTIONS
  - G** RISK MANAGEMENT
  - H** CONFIRMATION SHEET
- ANNEX**

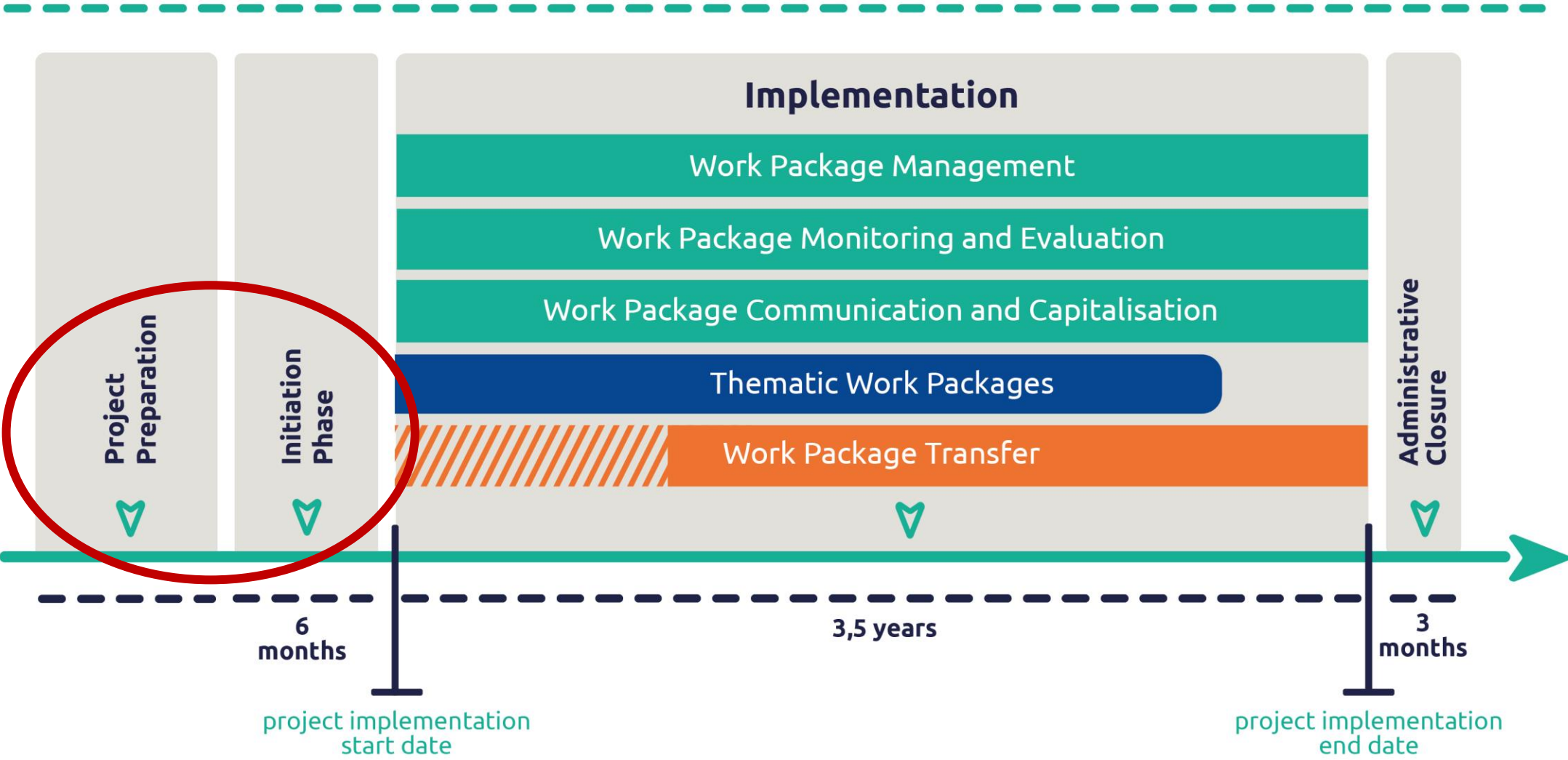
**FOCUS ON :**  
**SECTION D - WORKPLAN**



# PROJECT PHASES



# PROJECT PHASES





# PREPARATION & INITIATION WORK PACKAGE

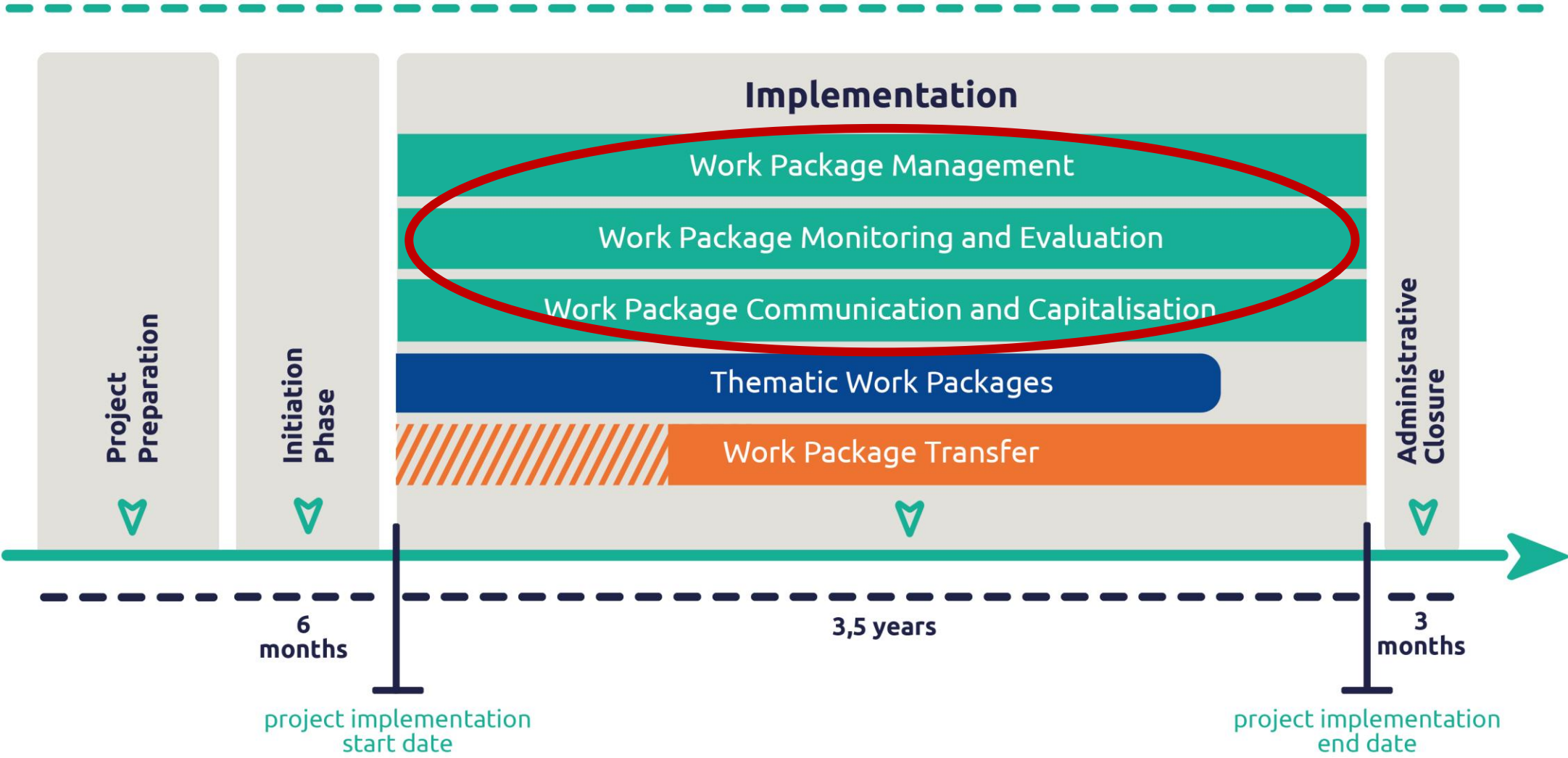
**Project Preparation** - Activities necessary for the project definition and design

- 1 pre-filled AND pre-defined deliverable:
  - Application form submitted

**Initiation Phase** - Activities carried out before the official start of the project implementation

- 8 pre-filled AND pre-defined deliverables:

# PROJECT PHASES





# MANAGEMENT WORK PACKAGE

- Description of the project management and coordination on strategic and operational level
- Structures, responsibilities and procedures for the day-to-day management
- Aims to organise the work between the involved Project Partners
- Important elements:
  - Maximum duration: 3.5 years
  - Up to 6 activities
  - 5 predefined activities:

Set Up of the Project  
Management Structures  
and Governance  
framework

Project Coordination and  
Internal Communication  
Partnership

Project Work Plan  
Management and  
Reporting

Project Financial  
Management

Procurement and Legal  
proceedings



# MONITORING & EVALUATION WORK PACKAGE

- Description of how the project monitoring and evaluation will be carried out in the project
- Important elements:
  - Maximum duration: 3.5 years
  - Up to 5 activities
  - 4 predefined activities:

Monitoring of project  
performance

Establishment of the  
evaluation framework of  
the innovative solution

Data collection on the  
implementation/performance  
of the innovative  
solution

Final evaluation of the  
innovative solution and  
reporting on result  
indicators



# COMMUNICATION & CAPITALISATION WORK PACKAGE

- Communication strategy = a strategic tool to support the project objective(s)
- Identify your target groups and communication objectives

Clear

Specific

Measurable

- Important elements:
  - Maximum duration: 3.5 years
  - Up to 6 activities
  - 4 predefined activities:

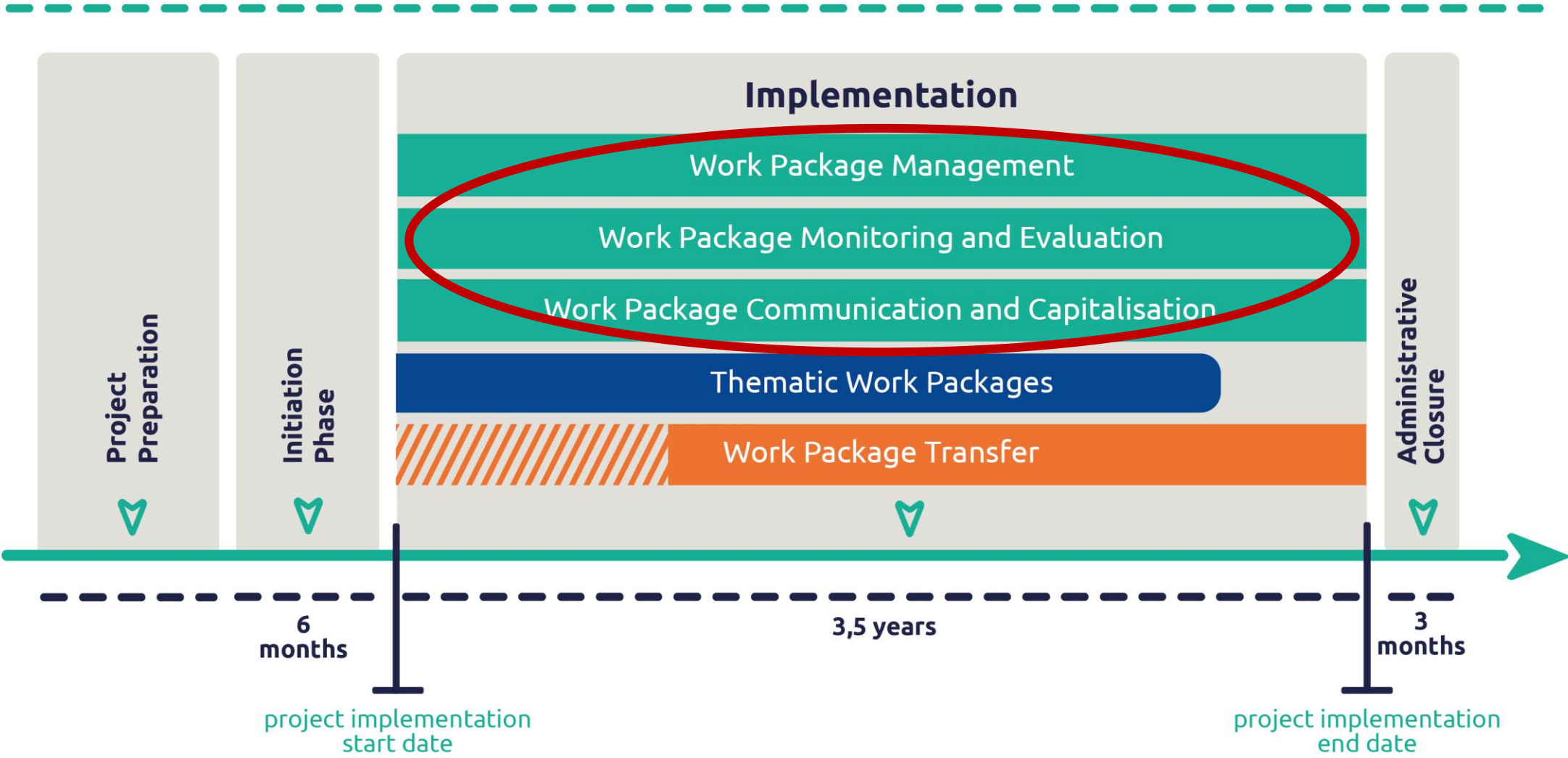
Kick off communication  
activities

Promotional and  
informational activities

Capitalisation and  
dissemination activities

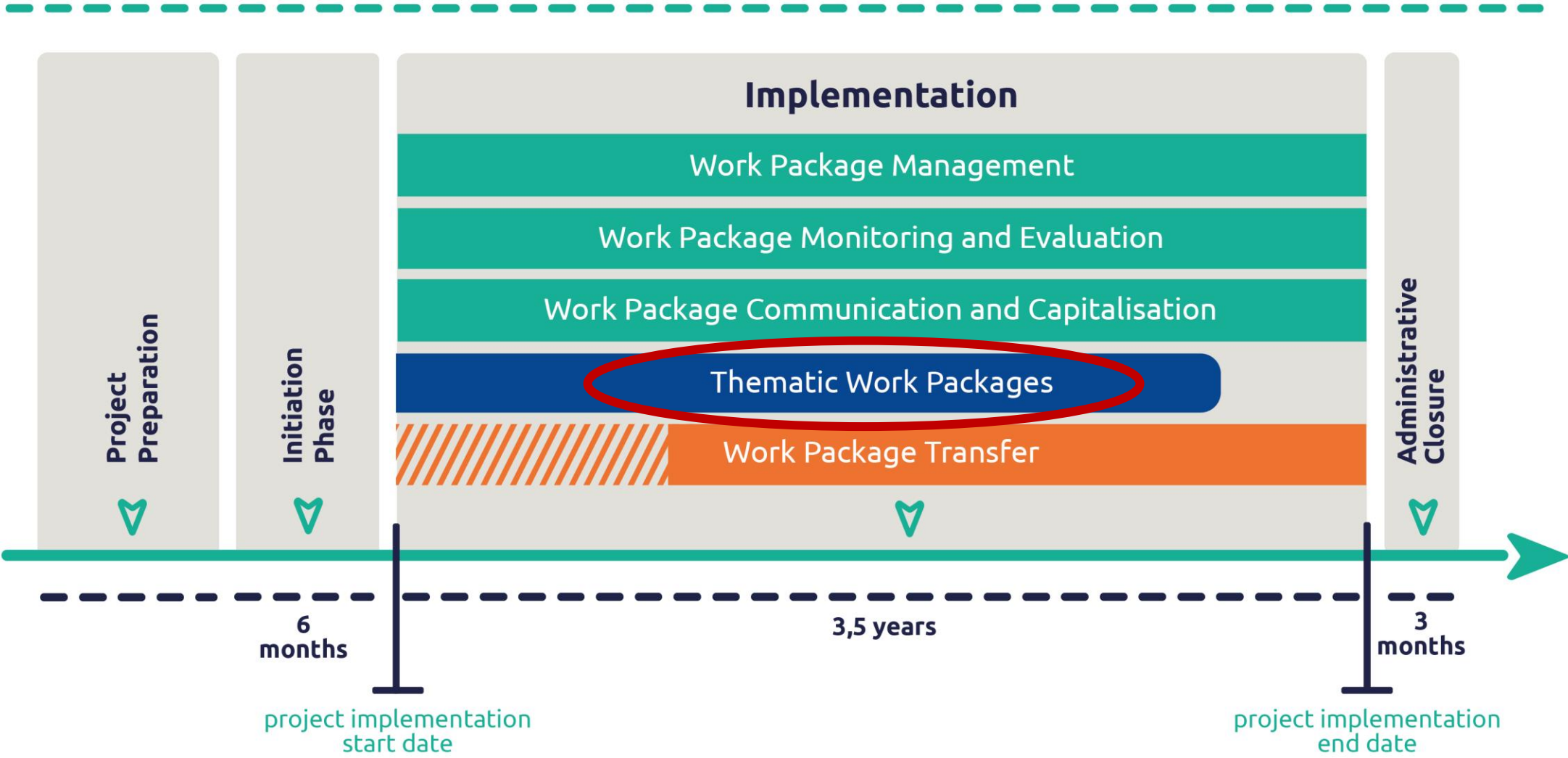
Final closing and  
dissemination activity

# PROJECT PHASES

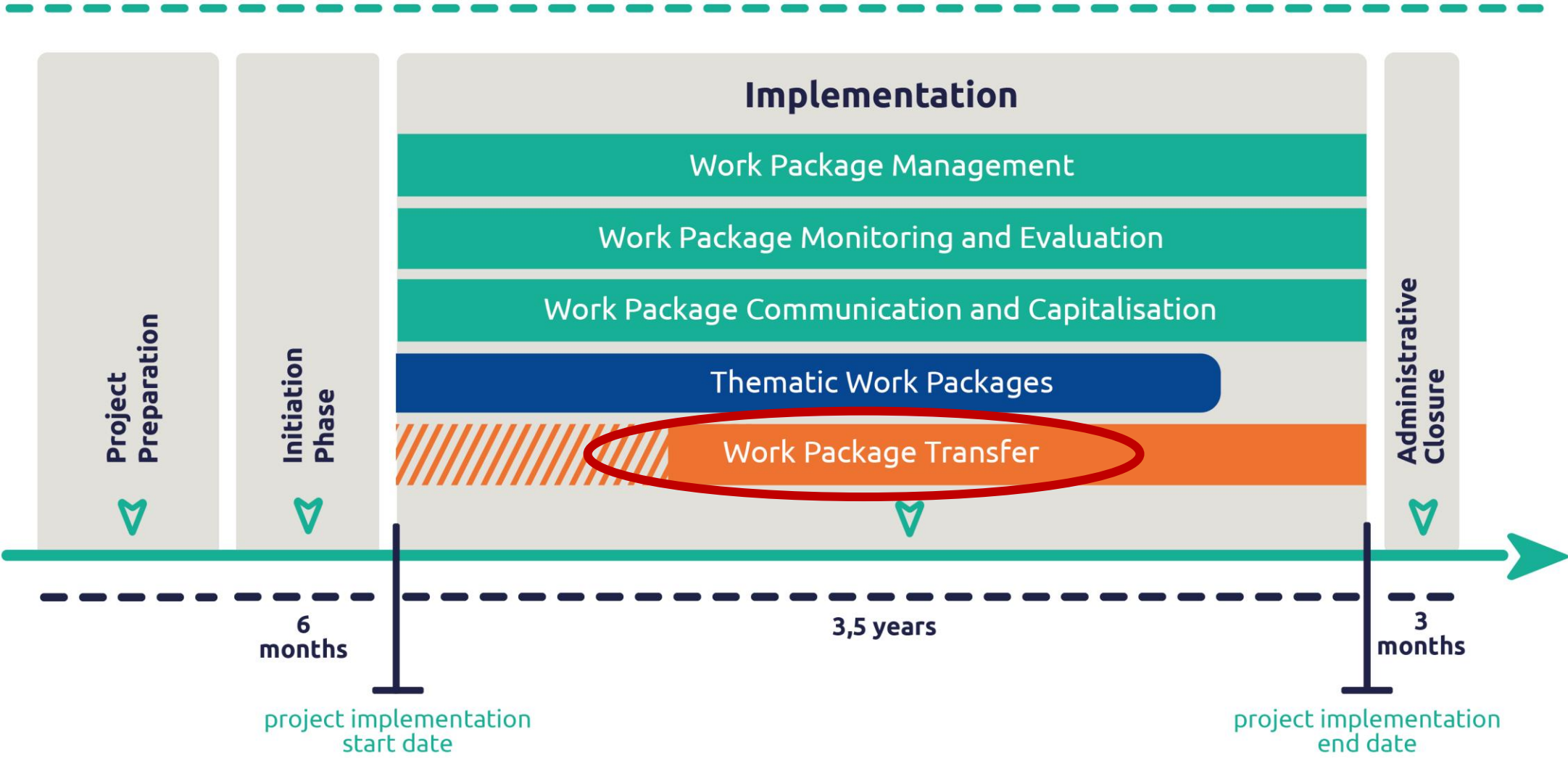




# PROJECT PHASES



# PROJECT PHASES





# TRANSFER WORK PACKAGE

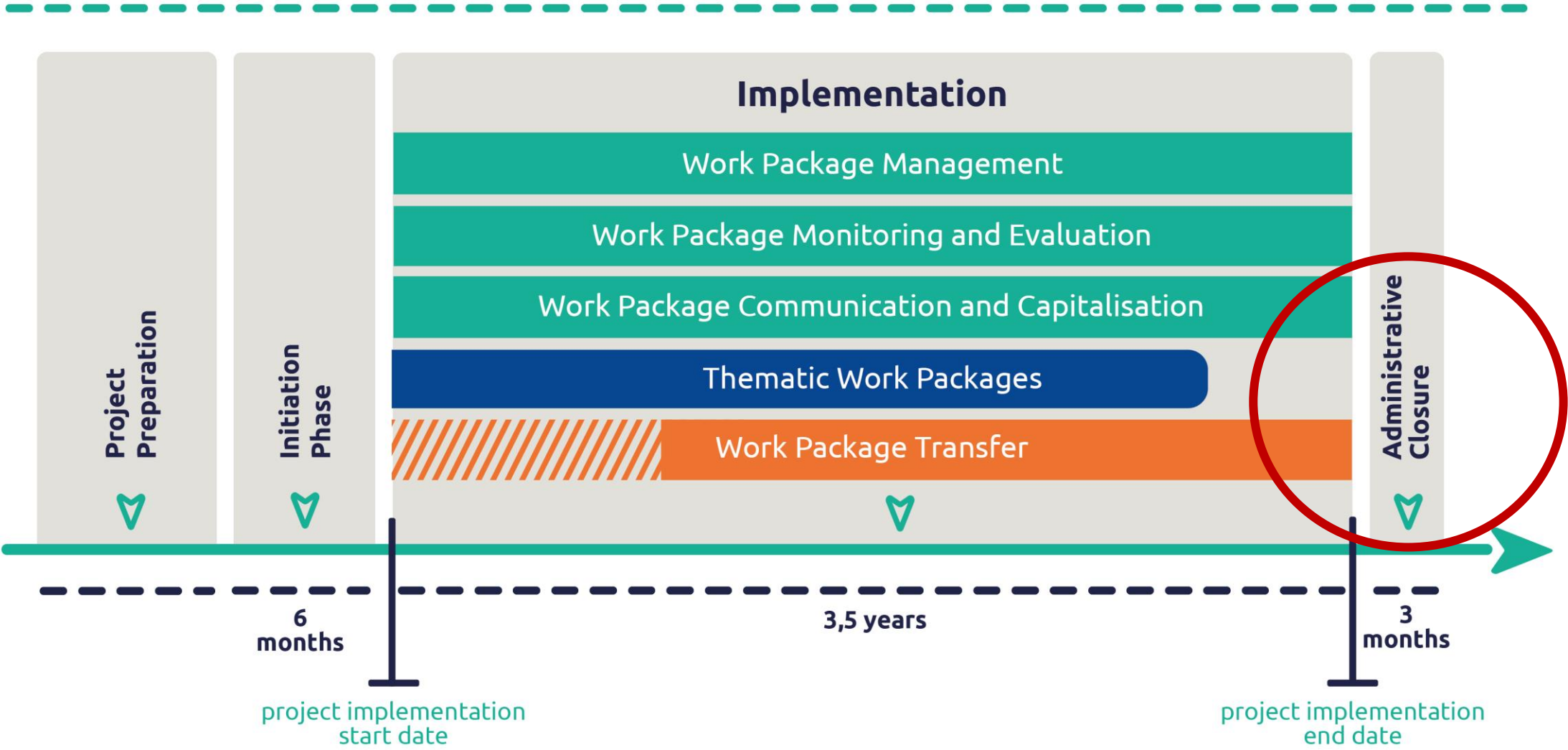
- At the application stage: Concept and framework of the Transfer
- At a later stage once all Transfer Partners are selected: Detailed work plan prepared with Transfer Partners
- Important elements:
  - Maximum duration: 3.5 years
  - Up to 4 activities
  - 3 predefined activities:

Coordination of the  
transfer cooperation

Knowledge exchange and  
peer to peer learning

Formulation of the  
framework for the transfer  
of innovative solution

# PROJECT PHASES





# CLOSURE WORK PACKAGE

- Administrative closure of the project
  - 3 pre-filled deliverables:
    - Drafting and submission of the final Annual Progress Report
    - Preparation and submission of the final Financial Claim
    - Preparation and submission of the Final Qualitative Report
- Important elements:
  - Maximum duration: 3 months (after end of the project implementation)

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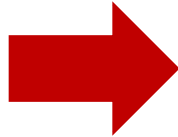
**G**

RISK MANAGEMENT

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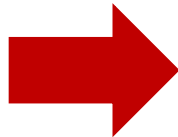
**G**

RISK MANAGEMENT

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## FOCUS ON :

### SECTION F – SOURCE(S) OF PARTNERS' CONTRIBUTIONS

- Each partner needs to secure at least 20% of public or private contribution (cash or in-kind) to complete its funding
- Not from another EU funding source
- Do not forget to budget your in-kind contribution as well in the related Work Package.



# STRUCTURE OF THE APPLICATION FORM

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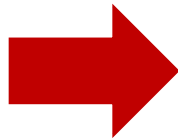
**G**

RISK MANAGEMENT

**H**

CONFIRMATION SHEET

**ANNEX**





## **FOCUS ON :** **SECTION G – RISK MANAGEMENT**

- Description of the risks that may affect the project implementation
- Detailed actions that will be taken in order to mitigate identified risks
- For example:
  - Project management capacity risks
  - Work plan implementation risks
  - Investments risks

# STRUCTURE OF THE APPLICATION FORM

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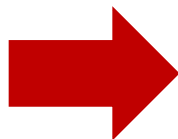
**G**

RISK MANAGEMENT

**H**

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**ANNEX**





## FOCUS ON : SECTION H – CONFIRMATION SHEET

- Document available on the Electronic Exchange Platform (EEP)
- Only the Legal representative of the **Main Urban Authority** should sign it
- It is not allowed to modify the content of the Confirmation Sheet



## STRUCTURE OF THE APPLICATION FORM

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**ANNEX**

## TIPS FOR APPLICANTS

- Drafting Style: Simple and clear
  - The system is character limited therefore text should be adapted.
- Include cross-references for a better understanding of the project intervention logic
- Mention responsible & involved partners in activities/outputs/deliverables
- Pay attention to the logical time sequence
- If a deliverable is of a repetitive nature, include it once with the last delivery date (i.e. training programme); in the description specify the start date and frequency
- Target values should capture the quantity of deliverables/outputs produced, not the expected number of beneficiaries or budget
- While filling in your Application Form remember to save from time to time
- One annex (i.e. map presenting the area of intervention, a graph, an infographic) can be attached (max. 5 MB)

# HOW TO SUBMIT YOUR APPLICATION?



**The submission of the Application Form (and annex) is 100% paperless through the use of the EUI-IA's Electronic Exchange Platform.**

➤ **Online submission**

➤ <https://eep.urban-initiative.eu>

(information bubbles available in 24 EU languages)

➤ **Prepare your application**

➤ Application Form courtesy document ([word template](#))

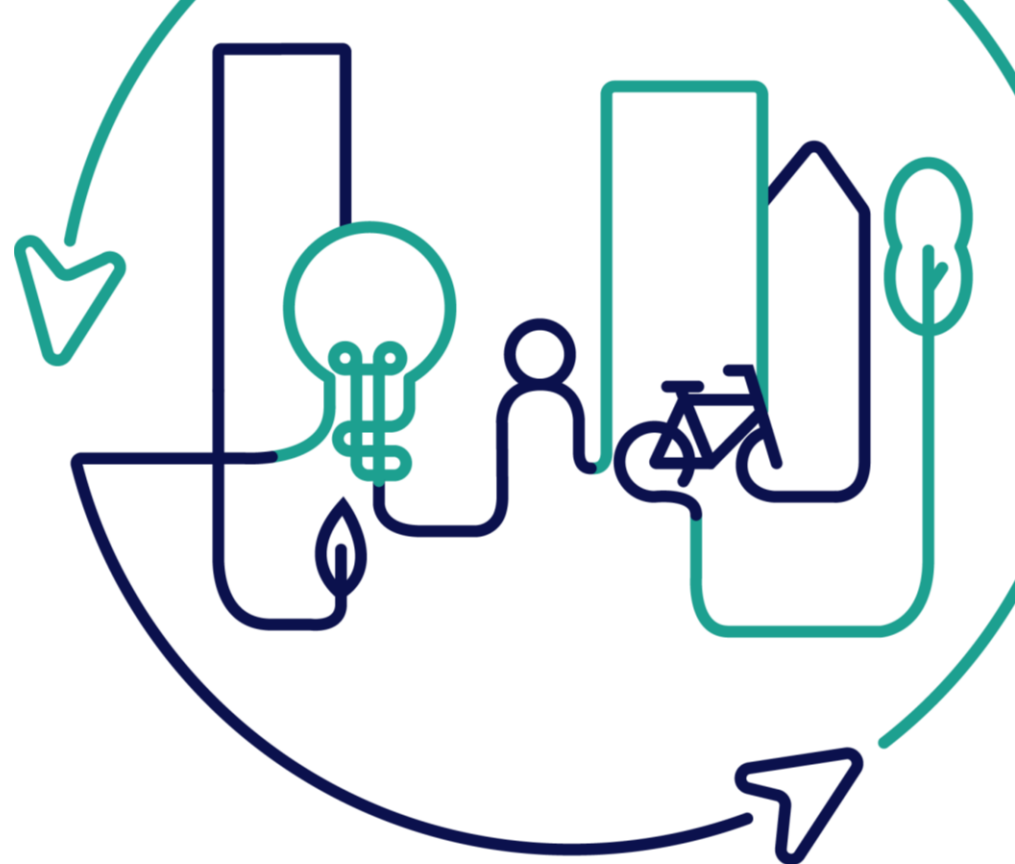
➤ EUI-IA Online Guidance

➤ Technical guidance for the Electronic Exchange Platform ([pdf](#))

Additional resources available at: <https://www.urban-initiative.eu/calls-proposals/first-call-proposals-innovative-actions>

# EUROPEAN U R B A N INITIATIVE

Communication and capitalisation



Co-funded by  
the European Union



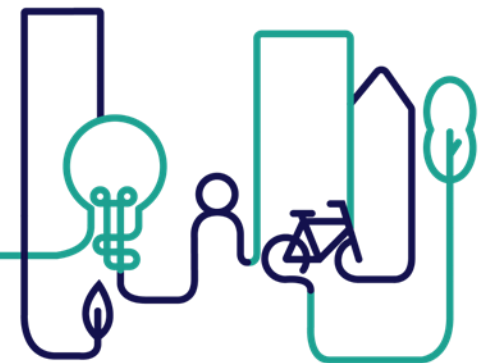
# Key requirements

## COMMUNICATION

- **Effective communication:** an important part of the EUI-IA projects
- Communication as an **integral part of the project**, contributing to the project objectives
- Article 50 of the Regulation 2021/1060 on **EU funds beneficiaries' obligations** regarding information and communication measures for the public

## CAPITALISATION

- **Capitalisation activities:** to facilitate the transfer and the re-use of good practices
- Strategic objectives for EUI: **capturing**, sharing and upscaling EUI-IA experiences, **inspiring** the use of Cohesion policy funds in urban areas, **building** capacities on innovation



# Key principles for capitalisation and knowledge transfer

- Assistance of an **external EUI expert** for knowledge capture and dissemination throughout project implementation.
- Participation and contribution to the **EUI knowledge activities**
- **Costs related to EUI Experts** (including their travel and accommodation) covered by the EUI

# Key principles for communication

- Participation and co-creation
  - Consideration of wider group of stakeholders
- Internal vs. external communication
- Allocation of time & resources
- Communication contact point
- Brand and Identity
  - EUI common brand identity

# Key principles for communication

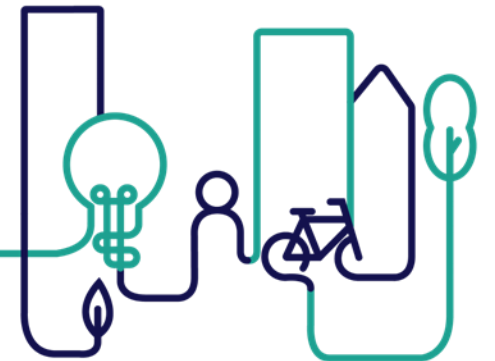


# Communication and capitalisation work package

*Describing the communication strategy, related communication and capitalisation activities and how it will contribute to achieving the project's objectives*

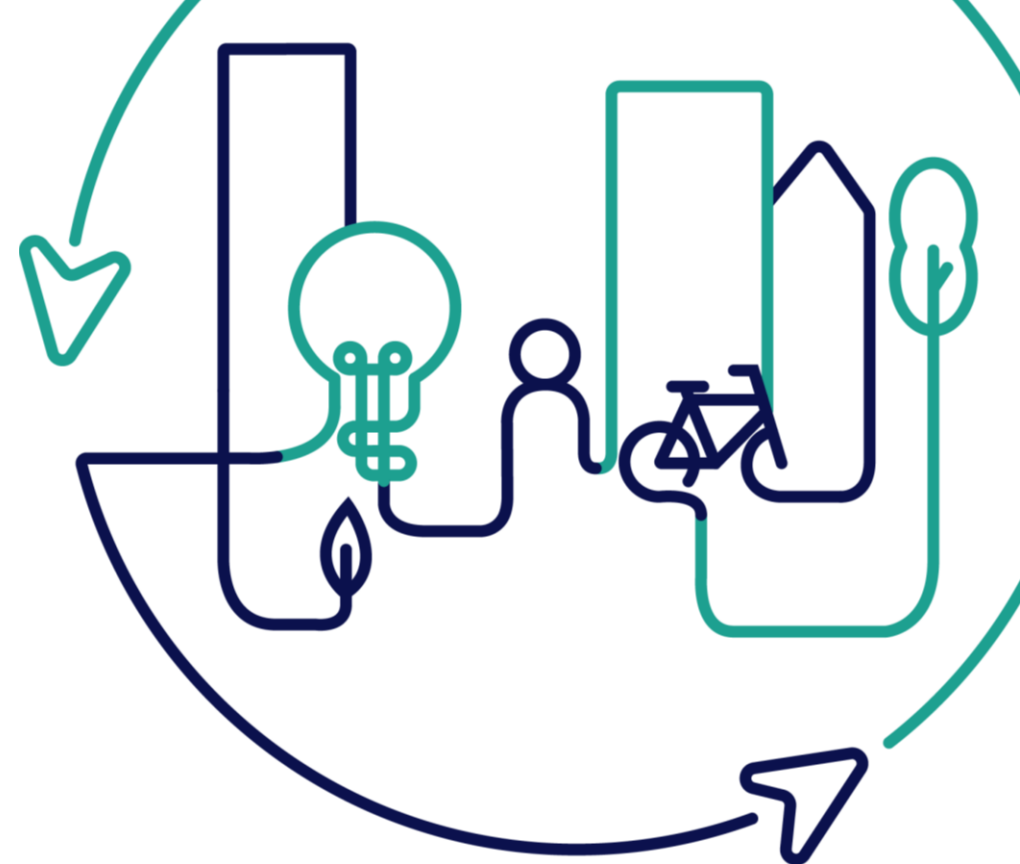
## 4 set activities

- A.4.1 Kick off communication activities
- A.4.2 Promotional and informational activities
- A.4.3 Capitalisation and dissemination activities
- A.4.4 Final closing and dissemination activity



# EUROPEAN U R B A N INITIATIVE

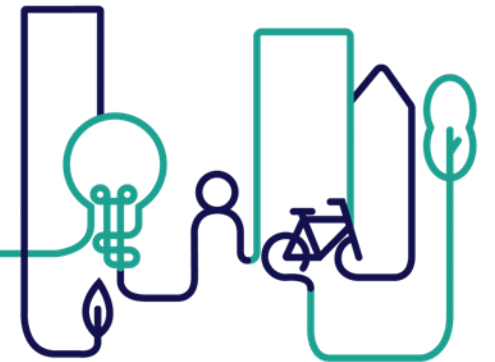
Support to applicants and beneficiaries



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the European Union

# Timeline 1<sup>st</sup> Call and Support to applicants:

## **When to apply and how we support you**





## Timeline 1st CALL EUI-IA

- 1<sup>st</sup> CALL EUI-IAs has opened on **10/10/2022** and closes on **19/01/2023 at 2PM CET**

### Indicative timeline:

- **Eligibility check:** January – February 2023
- **Strategic assessment:** March – April 2023
- **Operational assessment:** May – June 2023
- **Announcement of approved projects:** July 2023





The diagram features a central text element 'Support to applicants' in a teal, sans-serif font. This text is enclosed within a circular loop formed by two arrows. The top half of the loop is a teal arrow pointing clockwise, while the bottom half is a dark blue arrow pointing counter-clockwise. Two horizontal lines extend from the left and right sides of the circular loop, one in dark blue and one in teal, suggesting a flow or connection to other parts of a larger system.

**Support to  
applicants**

A teal-colored lightbulb icon with a circular base and a vertical stem, positioned on the left side of the slide.

# Online collective Q&A sessions

➤ 26 October 2022

**the New European Bauhaus, project's application form and its intervention logic**

➤ 16 November 2022

**financial aspects of the project implementation (eligibility rules, project budget)**

➤ 14 December 2022

**communication, capitalisation, and knowledge management in EUI-IA projects**

➤ Structure of online seminars: 2 hours, **EUI PS presentations with focus on Q&As**



# Online collective Q&A sessions

## Online collective Q&A sessions

Three Q&A sessions will take place online. Each session will last 120 minutes and will have a thematic focus. Online seminars will take place on the following dates:

- **26th October 2022** – 1st Call for Proposals topic: the New European Bauhaus, project's application form and its intervention logic;

[Check the video recording](#)

- **16th November 2022** – financial aspects of the project implementation (eligibility rules, project budget) and project management recommendations;

[Check the video recording](#)

- **14th December 2022** – new transfer component of the innovative actions projects, communication, capitalisation, and knowledge management in EUI-IA projects

All online sessions will be recorded and available on the EUI website.

[Register](#)

<http://www.urban-initiative.eu/calls-proposals/first-call-proposals-innovative-actions>



# Online one-to-one consultations

- **30 minute meetings**
- **Priority to Urban Authorities**
- **The purpose of the consultation is to support applicants:** on how to apply for funding, how to define the work plan, budget, deliverables/outputs, and transfer component and how to manage an EUI project
- Please note that **feedback on the feasibility and strategic nature of the project proposal cannot be provided**
- Registration is now **closed**.
- 24 Consultations delivered
- If you would like to discuss your project with us please email [info@urban-initiative.eu](mailto:info@urban-initiative.eu)



# GUIDANCE & FAQs

➤ **The EUI GUIDANCE on the EUI webpage entails pre-defined Q&As to help you**

## Frequently asked questions

How can I check my eligibility to submit a proposal to the EUI – first Call for Proposals?



Can an organisation that is not an Urban Authority submit a proposal for an EUI-Project?



What role can national ministries or regional authorities have in a project?



Can organisations like a municipal department, municipal institution, municipal agency or municipal company apply as a Main Urban Authority?



## Another question?

**Submit a question**



# Self-assessment Tool

- On the EUI webpage you can use our **self-assessment tool**
- It lists guiding questions **reflecting the main EUI-IA project features** to have in mind while preparing your EUI-IAs project proposal
- Each question is built to help you **check the relevance of the project proposal prepared** and as an entry point to the EUI Guidance
- **You can find it here:**

**Is my project idea  
relevant and ready for  
EUI funding?**

Check the eligibility of your project



# EUI Permanent Secretariat – who we are

- The EUI PS is responsible for the daily management and implementation of operational activities of EUI. It is the main interface for the EUI and works directly with urban authorities and other EUI audiences and stakeholders. In addition, the PS supports the Urban Agenda for the EU and the Intergovernmental cooperation on urban matters.
- The EUI Permanent Secretariat is located in Lille, France.
- Our international team carries out the day-to-day management of the Initiative activities and provides the main interface for support to applicants, project partners and urban stakeholders across Europe.







# The support all along the project

- **The Lead Officer** – dedicated contact for EUI-related subjects
- Extended support at **Initiation Phase**
  - Initiation meeting
  - Compulsory EUI-IA training
  - Update of the Application Form
  - Monitoring Plan
- **Reporting and monitoring** all along the implementation period
  - Preventive monitoring – Milestone Reviews, Site visit, Ad-hoc meetings
  - Reporting – Annual progress Reports, Final Qualitative Review
- Processing of the **Requests for Changes**
  - Minor changes
  - Technical adjustments
  - Major changes

# Initiation phase

- **An initiation meeting** (via teleconference) enables project managers and the Permanent Secretariat to discuss the overall Initiation Phase process, steps and calendar, and notably the recommendations stemming from the Selection Committee, as well as the project readiness check.
- A **compulsory EUI-IA training seminar** for the project managers is organised to discuss all there is to know on project and financial management, reporting, monitoring, control, deviations, changes and communication.
- *If necessary*, an **updated Application Form**, reflecting the Selection Committee recommendations, ex-ante audit or project readiness check findings, required Result Indicators corrections, etc. must be submitted by the project following the initiation meeting and validated by the Permanent Secretariat (see Application Form for an indicative timeline).
- A **Monitoring Plan** must be drafted and jointly agreed by the project and responsible the Permanent Secretariat Lead Officer. This Monitoring Plan is the basis for the ongoing monitoring throughout project implementation.
- **Readiness check** (including **ex-ante audit** performed by the First-level controller).



# Project Implementation – preventative monitoring

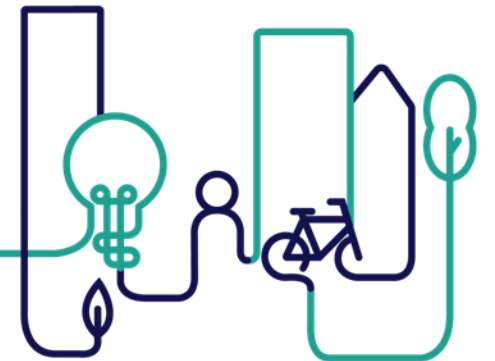
## ➤ Milestone Reviews

Identified milestones based on the latest valid version of the project Application Form (i.e. key activities / deliverables / outputs) which are **key moments linked to the implementation of the project** Work Plan to be used by both the MUA and Permanent Secretariat as a framework for a preventative, flexible and ongoing monitoring of the project delivery.

## ➤ Site visits

- Site visits are visits paid by the Permanent Secretariat to the project premises **to perform a quality control and monitor activities or investments on the ground.**
- at least once during the project Implementation phase
- walkthroughs including a visit of the investment site(s); participation in project events; interviews with final beneficiaries and members of the wider group of project stakeholders; ...

## ➤ Ad-hoc meetings



# Project Implementation – reporting

- Annual Progress Reports (APRs) The **Annual Progress Report** (APR) describes the activities implemented, the deliverables/outputs produced, the results achieved, the resources used, etc.
- Final Qualitative Report (FQR) The **Final Qualitative Report** (FQR), submitted at the end of the project implementation, exclusively focuses on the overall summary of the project (including: challenges encountered; main outputs and results achieved; long-term sustainability and scalability of the project; summary of the experimentation and of the innovative aspects of the project; involvement of local stakeholders, participation and co-creation; overall added value that the project brought to the Cohesion policy; summary and results of the implementation of the transfer component, etc.) and does not include any reported expenditure.

Reporting period	Reporting deadlines		
	Annual Progress Report (APR)	Financial Claim (FC)	Final Qualitative Report (FQR)
First day of month 1 project Implementation phase - Last day of month 12 project Implementation phase	APR1: Last day of month 13	FC1: when reported expenditures are above 35% of the project budget	—
First day of month 13 project Implementation phase - Last day of month 24 project Implementation phase	APR2: Last day of month 25		—
First day of month 25 project Implementation phase - Last day of month 36 project Implementation phase	APR3: Last day of month 37		—
First day of month 37 project Implementation phase - Last day of month 42 project Implementation phase	APR4: latest 1 month after the end of the project Implementation phase		—
First day of month 1 project Implementation phase - Last day of month 42 project Implementation phase	—	FC2: latest 3 months after the end of the project Implementation phase (at the end of the Administrative Closure phase)	FQR: latest 3 months after the end of the project Implementation phase (at the end of the Administrative Closure phase)

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