How to write a LIFE PROPOSAL

Your personal guide for success!

Life Cyclamen

European Commission

How to Write a LIFE proposal Workshop

Your personal guide for success

Contents

1. Why have we made this guide for you?

Purpose

This workbook was prepared for you to use while participating in our workshop for preparing a LIFE Proposal and guide you through all the steps of the process in an interactive and meaningful way. Starting from the very beginning with the Call of Proposals until the submission of Proposals and their evaluation, it aims to draw a pathway for successful proposal writing for each and every one of you, experienced or new to LIFE, through the expertise of the Cypriot National Contact Point (NCP) and the Cyclamen Thematic Experts.

Gains

With the completion of this Workshop you will be able to:

- Understand the way a LIFE Proposal is submitted and know the different deadlines
- Understand the award criteria
- Incorporate the award criteria in your Proposal
- Recognize the importance of EU Added Value
- Distinguish the difference between stakeholders and target audience
- Identify the expected risks and limitations
- Improve the sustainability of your project
- Craft a successful communication strategy

2. Two-Stage Submission Process

The project submission procedure from the 2018 call under LIFE's Environment sub-programme undergoes changes for simplicity. Applications will be submitted in two stages. The first stage is a concept note, approximately 10 pages long. Applicants that make it through to the second stage of LIFE's Environment sub-programme will then submit their full proposal based on feedback from the LIFE programme. For the LIFE Climate Action sub-programme, the submission procedure remains unchanged. Applicants will submit full proposals from the start.

a. Timeline for submission process

Two application procedures for the 2019 call:

a. Two-stage approach based on a concept note followed by a full proposal-Sub-Programme ENV
b. One-stage approach based only on a full proposal -Sub-Programme CLIMATE ACTION

Applicants must submit their concept notes to the Contracting Authority via eProposal by the 17/06/2019, 16:00 Brussels local time for ENV/RE and by the 19/06/2019 16:00 Brussels local time for NAT/BIO and GIE.

The applicants with the best ranked concept notes will be invited (end October 2019) to submit a full proposal using the web tool eProposal available via the LIFE web page.

LIFE Call 2019 opening: 4 April 2019		
AREA	**CLOSING CN**	**CLOSING Full Proposal**
CLIMATE	**N/A**	**12-Sep-2019**
ENV-RE	**17-June-2019**	**Feb-2020**
NAT	**19-June-2019**	**Feb-2020**
GIE	**19-June-2019**	**Feb-2020**

b. Key features for the Concept Note stage

What should the concept note include?

- Information about the Coordinating Beneficiary
- Description of the environmental problem targeted (for environment and information & governance strands) / description of species, habitats, biodiversity issues targeted by the project (for nature and biodiversity strands)
- Project objectives
- The project partners (information on the coordinating and associated beneficiaries, and co-financers of the project)
- Description of the project actions
- Expected results and impacts of the project
- The sustainability of project results
- Project risks and constraints
- The EU added value of the project (understood at this stage as the contribution to LIFE priorities and objectives)
- The pilot or demonstration character of the project (and/or best practice for nature and biodiversity strand)
- An indicative budget for the project

10 pages total!

Eligibility Criteria

- contributes to one or several of the general objectives set out in Article 3 of the LIFE Regulation and of the applicable specific objectives in Articles 10, 11 and 12 of the LIFE Regulation,
- falls within the scope of the priority area (as set out in Article 9 of the LIFE Regulation) of the LIFE sub-programme for Environment under which the project proposal was submitted
- takes place in the Union and/or territories to which the Treaties and relevant acquis apply or it fulfils one of the exceptions laid down in Articles 5 and 6 of the LIFE Regulation and specified in the Guidelines for applicants 2017, and
- corresponds to one of the following project types as defined in Article 2 (a), (b), (c) and (h) of the LIFE Regulation: Pilot projects; Demonstration projects; Best practice projects ; Information, awareness and dissemination projects.

- is not focused on research or dedicated to the construction of large infrastructure.

Compliance with eligibility criteria specific to each priority area

- Priority area Environment and Resource Efficiency must contain actions that lead to substantial and measurable direct effects on the environmental and/or climate action issue(s) targeted.
- Priority area Nature and Biodiversity, must dedicate at least 25% of the eligible budget to concrete conservation actions.
- Priority area Environmental Governance and Information must contain actions that lead to substantial and measurable direct or indirect effects on the environmental issue(s) targeted by causing substantial and measurable direct effects on the environmental governance, information, and/or awareness and dissemination issue(s) targeted.

CONCEPT NOTE AWARD CRITERIA	MINIMUM PASS SCORE*	MAXIMUM SCORE
1. Overall quality of the proposal	5	20
2. Overall EU added value	10	30
OVERALL (PASS) SCORES	**15**	**50**

Award Criteria-Concept Note

1. Overall quality of the proposal

- Clarity of the intervention logic of the proposal (including the description of the pre-operational context)
- Its feasibility
- Indicative value for money.

2. Overall EU added value

- the project contribution to the LIFE priorities
- its expected impact

- and the sustainability of the project results

c. Key features for the Full Proposal stage

AW 1 Technical coherence and quality

1. Clarity:

- Baseline description: problem; threats; appropriate preparatory actions; maps; phase II projects; previous similar projects.
- Logical structure: link between threats, objectives, actions, results; quantified expected results (outputs); indicators.
- Actions description: how, when, where, why, by whom; relevance; coherence; adequate for project implementation

2. Feasibility:

- Management and consortium: appropriateness; project progress monitoring
- Planning and risk management: deliverables, milestones; coherent/realistic planning; risk assessment; mitigation measures; stakeholders involvement; permits; appropriate commitments (A8)

AW 2 Financial coherence and quality

1. Transparency and consistency of budget:

- Is the budget well justified, cost-efficient and consistent with actions described?

2. Compliance with rules:

- Is the budget compliant with LIFE guidelines for applicants, the General Conditions of the LIFE Model Grant Agreement and the LIFE Regulation?

3. Value for money:

- To what extent does the project generate the maximum benefit from its expected outputs against the resources available?

AW3 EU added value: extent and quality of the contribution to the specific objectives of the priority areas of the LIFE sub-programme for Environment

Environmental/conservation benefits shall be:

- Clear and quantified: are the indicator table and the calculations understandable?
- Substantial and ambitious: will the project 'make a difference'?
- Credible/realistic: are the 'intentions' well reflected in the actions and deliverables? Do we believe they will achieve the benefits they claim?

AW 4 EU added value: sustainability (continuation, replication, transfer potential)

- All projects must include strategies or actions that will ensure the continuation, replication and/or transfer of the results of the project.
- Mere continuation and maintenance of project results will be sufficient for a passing score, while further geographical/context spread will be judged on the level of ambition.
- Extent to which there is a realistic strategy in place to ensure that the project results will be maintained or improved in the medium/long term (actions will continue after project end) -> from the technical, administrative and financial points of view
- The project must present a strategy (including concrete actions) to multiply the impacts of the projects' solutions and mobilise a wider uptake, beyond dissemination and networking.

Replication: the solutions applied in the project are used again in the same way and for the same purposes by other entities/sectors during or after the project end.

Transfer: solutions applied in the project are used in a different way or for a different environment, climate action or related governance and information purpose, during or after the project end.

AW5 Contribution to the project topics

- Applicants should clearly explain whether and why their proposal falls clearly and fully under one or maximum two of these project topics (and their full list of requirements!).
- Only the topics the applicant selects will be considered. Whether or not the project possibly fits under some other topic that has not been marked should not be examined.

AW6 EU added value: synergies and transnationality

1. Assessment of contribution to a policy area different than the ones covered by the LIFE programme

- Actual integration of project's results into other policy areas and/or achieve complementarity with these.
- Multi-purpose delivery mechanism: the proposal does not only plan to achieve the project's specific main environmental objectives, but has foreseen concrete actions aiming at achieving objectives in other policy areas.

Score depends on extent and quality of contribution (max 8 points).

2. Green procurement and Ecolabel (1+1 points): Commitment to apply green public procurement (1 point) and/or, the preference of products and/or services of officially recognised eco-labelling schemes (1 point) through a clear delivery mechanism.

3. Uptake (1 point): Uptake of Horizon 2020 or preceding Framework Programmes results but there must be sufficient evidence for the added value of this uptake for the project.

Transnational proposals shall be favoured and awarded extra points if there is sufficient evidence for an added value of the transnational approach (max 4 points).

	Award criteria	**Minimum pass score (*)**	**Maximum score**
Technical and Financial coherence and quality			
1	Technical coherence and quality	10	20
2	Financial coherence and quality (including value for money)	10	20
EU added value			
3	Extent and quality of the contribution to the specific objectives of the priority areas of the LIFE sub-programme for Environment	10	20
4	Sustainability (continuation, replication, transfer)	8	15
	Overall (pass) score	50 (*)	
Bonus			
5	Contribution to the project topics	—	0 or 5 or 10
6	• Synergies (including multipurpose and integration/ complementarity (max. 8 points), Green Public Procurement (max. 1 point), Ecolabel (max. 1 point), and uptake EU-research results (max. 1 point))	—	15
	• Transnational (max. 4 points)		
	Maximum score		**100**

	Award criteria	Minimum pass score (*)	Maximum score
Technical and Financial coherence and quality			
1	Technical coherence and quality	10	20
2	Financial coherence and quality (including value for money)	10	20
EU added value			
3	Extent and degree of quality of the contribution to the LIFE sub-programme for Climate Action priority areas and related specific objectives contained in Articles 14, 15 and 16 of the LIFE Regulation	10	20
4	Sustainability (continuation, replication, transfer)	8	15
	Overall (pass) score	50 (*)	
Bonus			
EU added value: contribution to the implementation of the Paris Agreement			
5	Contribution to the Climate Action policy areas set out in Section 4	—	0 or 5
	Contribution to the detailed work areas contained in the LIFE Climate Action annual call for proposals	—	0 or 5
6	• Synergies (including multipurpose and integration/ complementarity (max. 8 points), Green Public Procurement (max. 1 point), Ecolabel (max. 1 point), and uptake EU-research results (max. 1 point))	—	15
	• Transnational (max. 4 points)		
	Maximum score		**100**

3. EU Added value

Each proposal is assessed on the basis of different criteria that can be found on the available guidelines.

In this section, some basic information on the concept of EU added value is presented. It is noted that this information is only indicative and does not replace the original information available in the LIFE application package, available in the LIFE website.

The Added value of a proposal is evaluated on the basis of 4 different pillars which are presented in Figure 3.1).

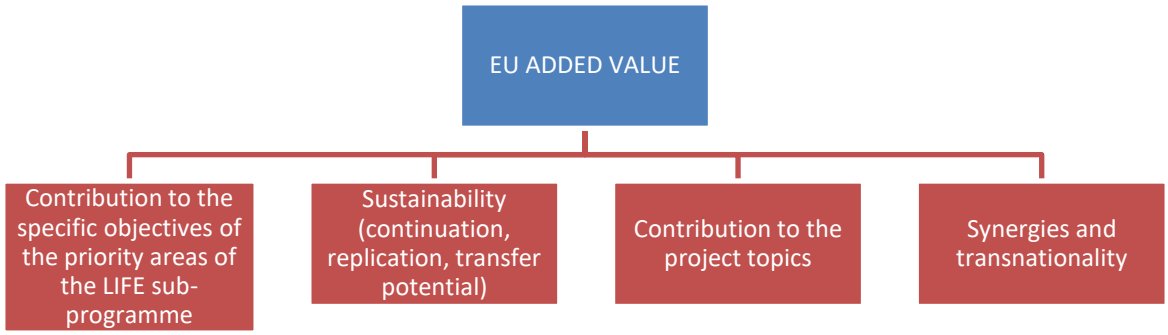


Figure 3.1 The pillars of EU Added value

Source: The LIFE Multiannual Work Programme 2018

Contribution to the specific objectives of the priority areas

Proposals that manage to contribute to specific objectives of the priority areas are prone to receive higher score. Please note that Priority areas are different in each LIFE strand and are described in the Multiannual Work Framework 2018 and in the Application guidelines.

Sustainability (continuation, replication, transfer potential)

Sustainability is defined as the **capacity to maintain project's results after its implementation,** by **continuation,** by **replication** or by **transfer** (MAWP II, 2018).

Some definitions:

- Continuation: the project results are used by the same or other entities
- Replication: Results used by other sectors and/or actors, during and after the project
- Transfer: Solutions are used in a different way for a different environment, climate action or related purpose.

Use of multi-purpose delivery mechanisms

The proposal does not only plan to achieve the project's specific main environmental and/or climate action objectives, but, at the same time, aims at achieving other purposes.

Indicative solutions of great environmental performance that also promote economic and social sustainability: Indicative examples (not exhaustive list) include the generation of a market, inclusion of long-term unemployed at a remote region, increase of welfare from a natural park operation)

Improving (or introducing) integration in other policy areas and achieve complementarity

Project proposals that, while focusing on a specific environmental or climate action issue, improve integration of these specific environmental or climate action objectives in other policy areas and/or achieve complementarity with these, and thus create synergies with the objectives of other Union policies will be favourably assessed.

Think big but prove in both qualitative and quantitative terms links with other European and national policies

Using Green public procurement procedures and/or products & services of officially recognised eco-labelling schemes

Commitment to apply green public procurement and/or, the preference of products and/or services of officially recognised eco-labelling schemes such as the EU Ecolabel through a clear delivery mechanism would lead to additional scoring.

Transnational cooperation among Member States

Proposals shall be favoured, if transnational cooperation among Member States is essential to guarantee the achievement of the project's objectives.

Uptake from previous EU funded programmes (i.e. H2020)

The uptake of research results under Horizon 2020 or its predecessor programme is an element that could also affect positively scoring. Ensure that you provide concrete links between your proposal and the H2020 project.

Notes/ Conclusions

4. Hints and tips

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

5. Stakeholders & Target Audience

a. Stakeholders – partners or obstacles?

Stakeholders are those who may be affected by or have an effect on your project. A stakeholder is any person, group or institution with an interest or "stake" in the outcome of your project and who may have something to gain or lose if conditions change or stay the same as a result of your actions. Their interest may be positively or negatively impacted by your project. Some may serve on your core team as project partners, some may be advisors to your effort, some may lend support along the way, and some may prove to be target audiences. Stakeholders are all those who need to be considered in achieving project goals and whose participation and support are crucial to its success.

LIFE is a big fan of participatory process. That means involving as many as possible of those who are affected by or have an interest in your project, and its' expected results. In most cases, involving all of these groups of people will lead to a smoother project implementation, greater community support and buy-in, and a better understanding of problems and potential solutions. Identifying and involving the right stakeholders has a multiplier effect for your project and will contribute to the transferability of the results. Take into account that LIFE pilot and demonstrative projects must include a significant set of actions to evaluate and replicate the results of the project and transfer knowledge into other sectors, including active networking with, and active dissemination to, other stakeholders that could apply the results of the project (methods/solutions/lessons). Besides, even in best practice projects as is the case of most LIFE Nature projects, the empowerment and involvement of local communities and other key stakeholders e.g. Natura 2000 managers, is a crucial element of long term sustainability of concrete actions. To ensure sustainability it is also important to solve the problems of the local people. This is particularly clear in the case of LIFE Nature projects targeting large carnivores. To enable co-existence between humans and the target species, projects have worked to change attitudes, alongside practical interventions such as providing electric fences or compensating damage to livestock or beehives. In many cases, successful LIFE Nature projects have worked with groups who were initially hostile to nature conservation approaches that they saw as a threat to their way of life. However, engagement and cooperation enabled mutual understanding between the different interests and the identification of solutions that met nature conservation goals as well as the needs of interest groups. The stake for successful stakeholder participation is that everyone speaks the "same" language, and share a sense of project ownership.

Know the relevant stakeholders from the start.

Therefore, early in project design and proposal writing, you should be in a position to identify the stakeholders you intend to involve in your project other than the beneficiaries and describe how you will make that happen. You should decide about what kind of input you expect from them and how their involvement will be used in the project actions/activities i.e. through meetings, workshops, participation in concrete conservation actions, trainings etc. At the onset it's important to think about the differences between core team members (internal stakeholders) and stakeholders (external). Your core team members are those who will be undertaking the project—planning, implementing, evaluating, and revising the steps along the way. Your team may, in fact, include many representatives of stakeholder groups. However, stakeholders are likely to be a much larger group of people whose interests may be affected by the project directly or indirectly. However, you should include those stakeholders involved in the project, not those relevant to the topic.

b. What's the Difference between Stakeholders and Target Audiences?

Stakeholders are groups of individuals who are directly or indirectly impacted by the decisions and actions of your project. And that table can turn – stakeholders can impact your project with their decisions and actions. That's why it is important to take the time and resources to know your stakeholders and understand their expectations at the time of proposal writing. Stakeholders' perceptions and actions will play a crucial role in your project's management, implementation and continuation of results. For instance, in Nature conservation projects that often means working face-to-face with interest groups such as farmers, hunters and landowners. Some of them will be engaged in specific project events and activities, public meetings, open days, and seminars. Expert engagement can occur through workshops, seminars and conferences and so on.

Target audiences on the other hand, are most likely to be interested in your project's messages. Intrinsically, stakeholders are among the target audience. However, although you want the target audience informed and seek to improve their awareness level and perhaps even help change their attitudes/behavior in the long-term, you do not actively engage them in the project; they are target groups for communication. The target groups for the dissemination activities of your project are all those persons and / or organizations that could best make use of the results and lessons of the project during or after the end of the project. Examples of target audiences include, but are not limited to, public administrations, private legal practitioners and NGO's, relevant stakeholders in the target area, businesses, farmers, managers of N2K sites, children & students etc.

Example: Consider a LIFE project on Climate Change Adaptation aiming to design and mainstream effective climate risk management systems for Europe.

Stakeholders are:

- Ministers, government officials, Parliamentarians, local officials, government agencies;
- Private sector actors including analysts and decision-makers in the financial and insurance sectors and highly climate vulnerable sectors e.g. agriculture, fisheries, food processing etc.;
- Critical infrastructure managers (including cities) and regulators in electricity, gas, water, flood defense and transportation;
- Civil society including foreign policy and security NGOs, city networks and think tanks;
- Pan-regional institutions including the European Council, European Parliament, European Environment Agency, OSCE, NATO etc.

Main target audiences are:

Key decision makers and decision support actors (scientific or economic advisors, etc.) able to implement or influence government climate adaptation policy.

Distinguishing between target audiences and stakeholders will help you design an effective communication strategy.

One of the main ingredients for success is targeted communication, with specific messages and ways of reaching each of the target interest groups. You should identify the stakeholders you want to reach and segment your target audience. Be as specific as possible in identifying them. You may target students, businesses, public authorities and policy-makers, local, national and international media, but that does not mean you will also engage them as stakeholders in your project. The ability to distinguish between audiences and stakeholders is critical to successful stakeholder engagement and dissemination of knowledge and project results.

Similar to stakeholder engagement, information and awareness raising activities regarding the project to the general public and stakeholders should in general begin early on in the project in order to be effective. During the project, it is expected from you that you will make your achievements known and share information to encourage replication. Communication and dissemination of information produced through your project will help you connect with existing networks that can act as multipliers (e.g. networks of NGOs, business associations etc.) and open-up to possible synergies that will allow you to fine-tune and transfer your initiatives. Your communication activities will let policy-makers know what you are doing and help them see the transferability of your good practices and the link between your project and

EU/national policies. Since it's impossible to reach everyone at once or through identical communication messages, narrowing your focus to a core audience helps you develop an effective communication strategy. It helps you craft a messaging strategy that appeals directly to the type of people who are more likely to be interested to what you have to say. It is also more cost-effective to refine your audience, because your campaigns are run on a smaller, more focused scale, targeting individuals or groups who may already have an interest in the topics dealt by your project. For all these reasons you must be able to describe the main target groups and also the methods for dissemination of information at the time of proposal writing.

Tips

- Identify from the start all important aspects in which you want to achieve change in the context of your project. This will help you evaluate your impact: e.g. whether you achieve your objectives or you have to adapt your strategy; whether the target audience is doing what you expected e.g. if multipliers shared your information, etc. Remember that in each action you must clearly define and justify its target audience, and the expected impact which is expected to be significant. For example, if an action concerns brochures, leaflets, publications, films etc. you must specify the target audience and how many people will be informed e.g. 2500 persons informed, 3000 newsletters circulated etc.

c. Stakeholders, how do we classify them?

Stakeholders can be classified in several different ways. One of those is Internal/External stakeholders.

Internal stakeholders are individuals or groups inside the project, who participate in the coordination, funding, resourcing, implementation and communication of the project and its results.
External Stakeholders are individuals or groups outside the project, but who can affect or be affected by the project and its outcomes.

Internal stakeholders may appear more important because of their proximity to the project; however, although they may be more immediately influential, their influence may only be important in the short term. On the contrary, external stakeholders arguably wield the most influence on the long-term success of a project, because external stakeholders will often be the end users. This category may include government departments who have a regulatory interest in the project's actions and output, funding based stakeholders i.e. persons or organizations that support the project financially e.g. investors, social groups, and finally, the general public,

who are not stakeholders until they experience negative effects from the project's activities (or positive for that matter).

One more way to characterize stakeholders is by their relationship to the project.

- Primary stakeholders are the people or groups that stand to be directly affected, either positively or negatively, by your project/project results. In some cases, there are primary stakeholders on both sides of the equation: a regulation that benefits one group may have a negative effect on another.
- Secondary stakeholders are people or groups that are indirectly affected, either positively or negatively, by your project.
- Key stakeholders, who might belong to either or neither of the first two groups, are those who can have a positive or negative effect on an effort, or who are important within or to an organization, agency, or institution engaged in an effort. Other examples of key stakeholders might be funders, elected or appointed government officials, heads of businesses, or clergy and other community figures who wield a significant amount of influence.

d. What do we mean by Stakeholders and their interests?

Stakeholders are generally said to have an interest in a project based on whether they can affect or be affected by it. The more they stand to benefit or lose by it, the stronger their interest is likely to be. The more heavily involved they are in the project, the stronger their interest as well. Some stakeholders' interests may be best served by carrying the effort forward, others' by stopping or weakening it. Even among stakeholders from the same group, there may be conflicting concerns. Stakeholders' interests can be varied: Economic (business and private ownership), Political, Regulatory, Professional, Academic etc. For instance, some stakeholders may have economic concerns, but this is not always negative. Economic concerns may also work in favor of your project as is the case for Land stewardship agreements which can provide jobs and economic advantages for the community. It might be backed, therefore, by unions, professional associations, and local government, largely for economic reasons.

Tips

- You don't have to – and in fact shouldn't – guess what stakeholder interests are. Ask them what's important to them. If there are stakeholders that aren't willing to be involved, try to talk to them anyway. If that isn't possible, try to find out their concerns from others who are likely to know. Most stakeholders will be more than willing to tell you how they feel about a potential effort, what their concerns are, and what needs to be done to change or to address those concerns.

e. What is Stakeholder Analysis?

Stakeholder Analysis is the identification of a project's key stakeholders, an assessment of their interests and the ways in which these interests affect your project and its viability. It is a way of determining who among stakeholders can have the most positive or negative influence on an effort, who is likely to be most affected by the effort, and how you should work with stakeholders with different levels of interest and influence.

It's an important part of your job to determine who all your stakeholders are, and to try to involve them in a way that advances your goals. Regardless of the purpose of your project, identifying stakeholders and their interests should be among the first, if not the very first, of the items on your agenda.

A Stakeholder Analysis can help to identify:

- The interests of stakeholders in relation to the project's objectives – stakeholders who will be directly affected by, or who could directly affect, the project are clearly of greater importance than those who are only indirectly affected;
- Actual and potential risks/conflicts of interest – a stakeholder vital to your project may have many other priorities and you need to know this to plan how to engage them;
- Relationships between different stakeholders – helping to identify possible coalition;
- Groups that should be encouraged to participate in different stages/activities of the project;
- Appropriate strategies and approaches for stakeholder engagement;
- Ways to reduce negative impacts on affected groups.

There are a number of ways of undertaking a stakeholder analysis. Workshops, focus groups and interviews are three common approaches. Whatever approach is used, there are three essential steps in stakeholder analysis: 1) Identifying the key stakeholders and their interests (positive or negative) in the project; 2) Assessing the influence of, importance of, and level of impact upon each stakeholder; and 3) Identifying how best to engage stakeholders. Here we will focus on the first two steps.

STEP 1 Identifying key stakeholders and their interests (positive or negative)

In identifying stakeholders, it's important to think beyond the obvious. Beneficiaries, policy makers, etc. are easy to identify, whereas indirect effects – and, as a result, secondary stakeholders – are sometimes harder to see. For instance, traffic restrictions that control

speeding to reduce animal vehicle collisions in residential neighbourhoods may affect commuters that use public transportation or commercial drivers. Try to think of as many ways as possible that your project might bring benefits or problems to people not directly in its path. Given that, there are a number of ways to identify stakeholders. Often, the use of more than one will yield the best results.

A. Brainstorm. Get together with your team members and start calling out categories and names. Part of the point of brainstorming is to come out with anything that comes to mind, even if it seems silly. After 10 or 15 minutes, stop and discuss each suggestion, perhaps identifying each as a primary, secondary, and/or key stakeholder.

B. Collect categories and names from people in the affected community/sector (if they're not available to be part of a brainstorming session).

C. Consult with organizations that have been involved in similar efforts, or that work in the area of concern.

D. Get more ideas from stakeholders as you identify them. If appropriate, advertise.

Stakeholder Table

One stakeholder analysis technique used and modified by many, involves a table to aggregate information on the different stakeholders (Table 5.1). Stakeholders should be identified in terms of their roles not individual names. Your list may grow or shrink as your analysis progresses, and your understanding deepens. When adding potential stakeholders and their interests to the table, it is important to consider the benefits the stakeholders may receive from the project, changes the project might require them to make, and project activities that might cause damage or conflict for them. You should also consider what these groups of individuals can do for your project during its implementation and well beyond its completion to advance your goals as continuators or replicators of your results.

Some of the key questions you ought to ask yourselves at this step include:

- Who is or will be affected, positively or negatively, by what you are proposing to do?
- Who holds official positions relevant to what you are doing?
- Who runs organizations with relevant interests?
- Who has been involved in any similar issues in the past?
- Whose names come up regularly when you are discussing this subject?
- Who will help integrate results into policy? Involve people with mandate e.g. competent authorities. Keep government bodies informed. Local Politicians should be aware of the benefits of a project in order not to change the approach once the government changes.
- What activities will continue after the project's end? Who will be responsible for their continuation? Involve these people from the start.
- Who needs capacity building for the future? You may need to train people in order to achieve the project's objectives in the short term and in the long-term as well.
- Who can add capacity to your project? Who are the people or groups most knowledgeable about, and capable of dealing with, the resources/matter at stake?
- Who can replicate the project results? Who might be the end users for your technology/methodology? National authorities, businesses etc. should have a role in the uptake of results. You need to demonstrate your economic/conservation etc. benefits to them.
- What are the expected socio-economic and ecosystem services effects of your project? Having a clear picture of the probable impact of the project actions on the local economy and population, as well as on the ecosystem functions protection and restoration, can help you identify all relevant stakeholders and target audience for your project. Who is most dependent on the resources at stake? Is this a matter of livelihood or economic advantage? Which groups of people could benefit through your actions (e.g. landowners, businesses…)?
- Who possesses claims – including legal jurisdiction and customary use – over the resources at stake? Are several government sectors and ministry departments involved?
- What are the actual and potential risks or conflicts of interest that could negatively affect the successful implementation of your project? For example, who is threatening the conservation target? List any groups of people which might be your main opponents and think how involving those in the project can transform them into your greatest supporters. Are there major events or trends currently affecting the stakeholders (e.g., development initiatives, land reforms etc.)?

STEP 2 Assessing the influence of, importance of, and level of impact upon each stakeholder

Stakeholder Grid

Let's suppose, then, that you've identified all the stakeholders, and that you understand each of their concerns. Now what? They all have to understand what you want to do, you have to respond to their concerns in some way – at least by acknowledging them– and you have to find a way to have them engaged in the project and move forward with as much support from them as you can.

Most methods of stakeholder analysis/mapping divide stakeholders into one of four groups, each occupying one space in a four-space grid. A stakeholder grid is a tool that helps visualize the relative influence (on one axis) and level of interest—either positive or negative—(on the other axis) of each of the stakeholder groups. This technique can be used either alone or in conjunction with the previously discussed table (Stakeholder Table). A stakeholder grid can assist a project planner by visualizing which stakeholders share similar goals or have similar interests. A stakeholder grid is also useful for stakeholder groups to identify unexpected alliances, that is, groups that do not regularly share an interest, but which may join efforts to promote a position that both share.

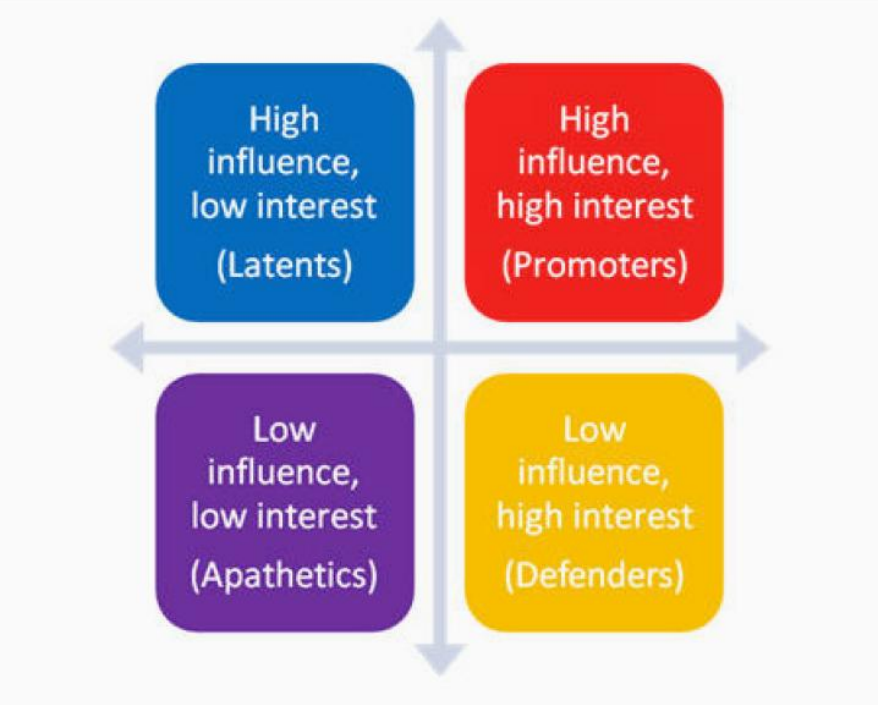


Figure 5.1. Stakeholder grid

Both influence and interest can be either positive or negative, depending on the perspectives of the stakeholders in question. The lines describing them are continuous, meaning that people can have any degree of interest from none to as high as possible, including any of the points in between.

Interest *means one or both of two things: (1) that the individual, organization, or group is interested (economically, socially, environmentally…) in the effort; and/or (2) they are affected by it. The level of interest, in this second sense, corresponds to how great the effect is.*

Influence *can be interpreted in several ways; for example, a group can exercise official power in some way – as a government agency. Another possibility is influence as a "community leader" or people with large networks etc., some people and organizations exercise influence through economics and so on.*

The purpose of this kind of diagram is to help you understand what kind of influence each stakeholder may have on your project. That knowledge in turn can help you decide how to manage stakeholders (the 3rd step of Stakeholder Mapping) – how to marshal the help of those that support you, how to involve those who could be helpful, and how to convert – or at least neutralize – those who may start out feeling negative. It is assumed that the stakeholders most important to the success of your effort are in the upper right section of the grid, and those least important are in the lower left. The people described as "**key stakeholders**" would generally appear in the upper right quadrant; in fact, they could be either promoters or staunch opponents, and the same – with different degrees of power and interest – goes for the other three sections of the grid. In many cases, there will be people in both camps in each quadrant, and among your tasks is to turn negative influential stakeholders to positive, and to move as many current and potential supporters as possible closer to the top right of the chart.

Among Key Stakeholders are: Government officials and policy makers as they can devise, pass, and enforce laws and regulations that may either fulfill the goals of your effort or directly cancel them out (e.g. legislators, local board members etc.); Those who can influence others e.g. the media and community leaders that people listen to; and, Those with an interest in the outcome of your effort even though not affected by or involved e.g. the business community, activists, people with academic or research interests, funders and potential funders, the community at large.

The names in parentheses are another way to define the same stakeholder characteristics in terms of how they relate to the effort.

- Promoters have both great interest in the effort and the power to help make it successful (or to derail it).
- Defenders have a vested interest and can voice their support, but have little actual power to influence the effort in any way.
- Latents have no particular interest or involvement in the project, but have the power to influence it greatly if they become interested.
- Apathetics have little interest and little power, and may not even know the effort exists.

In short, once the stakeholder register has been completed the stakeholder analysis provides a more comprehensive summary of the stakeholder's needs and wants; what the stakeholder's requirements are, and how they might change throughout the project. As you would expect, stakeholders have different values and interests. Because of this, strong communication, negotiation, and conflict resolution skills are necessary on your part to ensure the stakeholder is satisfied with your project and will help continue and/or replicate and transfer your results.

Exercise 1: Stakeholder analysis table

a) Select a case study (Project A, Project B)
b) Based on the information provided identify stakeholders to engage in the project by filling in the following table

- To fill out the first column in the table below, list the stakeholders in relation to the above list of questions. Number your stakeholders for easy reference.
- Then describe the stake or mandate of each stakeholder in the second column (their interests). The mandate refers to the nature and limits of each stakeholder's stake in your project (e.g. profit, livelihoods, lifestyles, cultural values, spiritual values, research etc.), and the basis of that stake (e.g. customary rights, ownership, administrative or legal responsibilities, social obligation, etc.).
- For each stakeholder, describe their level of support or opposition to your project in column 3.
- In column 4 consider the actions or project revisions that could be taken to obtain stakeholder support and/or reduce opposition.
- For each stakeholder, describe their potential role in the project in column 5.
- In the last column decide who the key stakeholders are, i.e., those who – because of claims over or direct dependence on resources, or their power/authority/responsibility – are central to your project. Their participation is critical.

Project A: Using Friendly and Environmentally Controlled Technologies for Pesticide Reduction
Objectives: the project seeks to demonstrate new tools for reducing the impact of pesticide spray drift on flora, fauna and human health. This will include tools for optimal volume rate adjustment, to reduce the amount of pesticide sprayed, as well as tools for drift reduction. The rate adjustment tools will be tested in citrus groves and vineyards in Spain, France and Italy. It will also modify a tool for fast direct atmospheric dioxin detection, developed by an earlier LIFE project, to measure the impact of spray drift in real agricultural conditions. The project will develop procedures for low-impact pesticides application. It will also share its know-how with farmers, agricultural technicians, statutory agencies and governments to ensure widespread uptake. The project helps to implement EU chemical policy in Mediterranean countries, including both the Sustainable Use of Pesticides Directive and REACH Regulation. It also supports the implementation of the Water Framework Directive and the agri-environment measures of the EU common agricultural policy.
Environmental issues addressed: Industry-Production-Agriculture-Forestry
Expected results: • A general procedure for low emission pesticide application using tools for optimal volume rate adjustment and drift reduction; • Reduction: in plant protection products released into the environment in the cost of applying pesticides, in water consumption, in carbon footprint, in pesticide airborne drift and associated risk for bystanders, in pesticide risk for wild aquatic and terrestrial organisms outside the areas sprayed; • Identification of inert compounds of pesticides and the main secondary products from pesticide degradation in air; • Development and validation of a new instrument that can quickly measure pesticide drift. This will be 80-90% quicker at sampling and analysis than current methods; • A business plan for possible future commercialization of the new technology to determine pesticides in soil and air, study pesticide spray drift and/or to assess the application of pesticides from a health standpoint in real agricultural conditions; • Database of airborne drift values in the atmosphere and the relationship between them; • Hazard Quotients less than 1 (no adverse effects) in risk assessment studies for all compounds when using drift-reducing techniques.

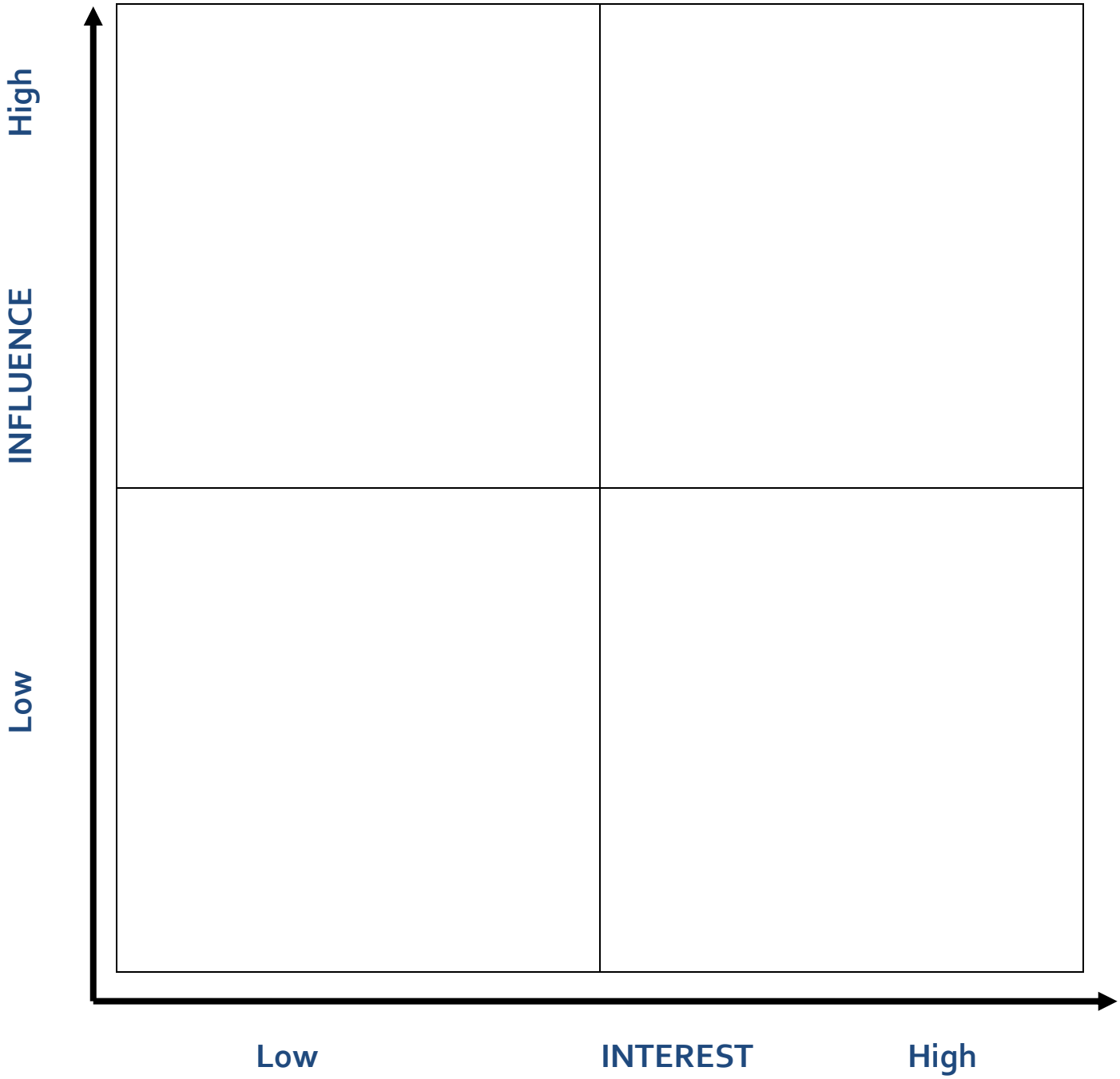
Project B: Preventing Animal-Vehicle Collisions – Demonstration of Best Practices targeting priority species in SE Europe
Objectives: The main objective of the project is to demonstrate best practices that can be used to reduce the negative impacts of road infrastructure on large carnivores across Europe. The project directly implements the Habitats Directive, by reducing threats to brown bear, lynx and wolf within Natura 2000 sites, and is also relevant to EU road safety legislation.
Environmental issues addressed: Species – Mammals - Land-use & Planning - Transport planning - Traffic monitoring
Expected results: • Installation of demonstration Animal-Vehicle Collision (AVC) prevention systems; • Re-adaptation and improvement of wildlife road-crossing structures; • Interventions for road kill prevention and improvement of connectivity, for example via road bridges or tunnels, to enable the movement of populations of target species; • Decrease in mortality of target species due to accidents with vehicles by at least 50% in the intervention areas; • Increase driver awareness to the risk of collisions with the target species in the project areas; • Reduction of speed by at least 30% of vehicles as a reaction to the prevention activities; • Knowledge of the AVC prevention systems transferred to at least 100 decision-makers.

	Stakeholder	Stake/Mandate	Level of support/ opposition for project	Notes & Strategies for obtaining support or reducing obstacles	Potential Role in Project	Key Stakeholder (yes/no)?
1.						
2.						
3.						
4.						
5.						
6.						

7.						
8.						
9.						
10.						
11.						
12.						

Exercise 2: Stakeholder analysis grid

a) Select a case study (Project A, Project B)
b) Based on the information provided organize potential stakeholders according to importance and influence. For each stakeholder, consider the degree (significant, some, little, or no) of importance and influence they might have on your project and write the name in the appropriate box.



6. Expected Risks and Constraints

a. What are the expected risks and constraints?

Any project is managed under a set of clear-cut constraints, and they need to be defined from the very beginning of the project. If the coordinator and partners clearly understand limitations of the project environment (such as due dates, funding, skill levels, resource availability etc.) under which the activities are to be performed, they will do a better job for ensuring project success and developing a well-grounded implementation plan.

The consortium of the project will:

- ✓ Identify all possible internal or external events ("constraints and risks")
- ✓ List such constraints and risks, in the decreasing order of importance
- ✓ Indicate any possible constraints and risks due to the socio-economic environment
- ✓ Detail how you have taken into account the risks identified into the planning of the project (time planning, budget, alternative plans, etc.) and the definition of the actions
- ✓ Indicate whether the competent authorities in charge of assessments procedures have been consulted and the results of these consultations.
- ✓ Plan for a buffer zone (reducing the effect of any delays, allowing for more flexibility)
- ✓ Prepare Preventative and Contingency Mitigation Plan

Examples of common risks and constraints:

- Time planning
- Lack of co-funding
- Poor partnership
- Lack of stakeholder support
- Insufficient background information
- Insufficient Communication Plan
- Objectives too broad, too many
- Missing deadlines of milestones and deliverables
- Long administrative procedures
- Long data collection analysis
- Lack of communication and consultation with the competent authorities
- Staff turnover
- Public procurement

b. Why do you need to have a Mitigation Plan in place?

The Mitigation Plan records details of all the risks identified at the beginning and during the life of the project, their grading in terms of likelihood of occurring and seriousness of impact on the project, initial plans for mitigating each high level risk, the costs and responsibilities of the prescribed mitigation strategies and subsequent results.

It includes:

- A unique identifier for each risk;
- A description of each risk and how it will affect the project;
- An assessment of the likelihood it will occur and the possible seriousness/impact if it does occur (low, medium, high);
- A grading of each risk according to a risk assessment table;
- Who is responsible for managing the risk;
- An outline of proposed mitigation actions (preventative and contingency);

This Plan should be maintained throughout the project and will change regularly as existing risks are re-graded in the light of the effectiveness of the mitigation strategy, and new risks are identified.

The Mitigation Plan is developed to:

- Provide a useful tool for managing and reducing the risks identified before and during the project;
- Document risk mitigation strategies being pursued in response to the identified risks and their grading in terms of likelihood and seriousness;
- Provide the coordinator with a documented framework from which risk status can be reported;
- Ensure the communication of risk management issues to all partners;
- Provide a mechanism for seeking and acting on feedback to encourage the involvement of the partners; and
- Identify the mitigation actions required.

Table 6.1: Rating for Likelihood and Seriousness for each risk

L	Rated as Low	E	Rated as Extreme (Used for Seriousness only)
M	Rated as Medium	NA	Not Assessed
H	Rated as High		

Table 6.2: Grade of Combined effect of Likelihood/Seriousness

	Seriousness				
Likelihood		LOW	MEDIUM	HIGH	EXTREME
	LOW	N	D	C	A
	MEDIUM	D	C	B	A
	HIGH	C	B	A	A

Table 6.3: Recommended actions for grades of risk

Grade	Risk mitigation actions
A	Mitigation actions, to reduce the likelihood and seriousness, to be identified and implemented as soon as the project commences as a priority.
B	Mitigation actions, to reduce the likelihood and seriousness, to be identified and appropriate actions implemented during project execution.
C	Mitigation actions, to reduce the likelihood and seriousness, to be identified and costed for possible.
D	To be noted - no action is needed unless grading increases over time.
N	To be noted - no action is needed unless grading increases over time.

Table 6.4: Expected Risks and Mitigation Actions								
ID	**Description of Risk**	**Assessment of Likelihood**	**Assessment of Seriousness**	**Grade**	**Change**	**Mitigation Actions (Preventative or Contingency)**	**Responsibility for mitigation action(s)**	**Timeline for mitigation action(s)**
R1	Poor performance of project partners	L	H	C	-	The partners for this project have been carefully selected to ensure that they will be able to rise to the occasion and complete their tasks successfully and on time. Therefore, even if the severity of such a risk is high, the probability is very low. Moreover, the coordinator has worked in previous projects with most of the partners with a positive experience which sets precedence for the future. The task allocation was done with respect to each partner's strengths and abilities and where a lack of competences was detected, extra funds for subcontracting have been assigned. The management plan will set safety measures to further reduce the probability and impact of the risk.	Coordinator	Throughout the project

R2	Staff turnover	H	L	C	-	Staff turnover is nearly unavoidable. However, the severity of such an event is not high and could be further reduced if the right steps are taken. The main area where issues that may arise from staff turnover is in communication. To avoid that, the guidelines set during project communication will require immediate notice of the communication manager for any staff changes. Moreover, the partners will update the communication/mailing list monthly so that only the relevant people are being kept in the loop. All new staff that engages in the project will be briefed and brought up-to-date either by a person from the same organisation, or, if this is not possible, by the project manager. Reminders on deliverable deadlines will be sent on a regular basis to avoid late submissions due to staff turnover.	All partners	Throughout the project
R3	Financial liquidity problems	L	M	D	-	The Project Fund works with co-financing from each partner, so it is possible to face financial liquidity problems, especially in periods with high expenditures i.e. for travelling. To reduce risk's likelihood the project manager will give detailed and realistic projections to partners and financial objective to better manage funds internally.	All partners	Throughout the project

Exercise 1

The main aim of the LIFE Project is to evaluate, through a pilot scale demonstration, an innovative and simple technology, and a low-emission process that enables the safe transformation of food waste, mainly from hotels into animal feed, utilizing an altered solar drying process.

Environmental issues addressed: Industry-Production - Food and Beverages, Waste - Bio-waste (including food waste), Waste - Waste recycling

Target EU Legislation

- Waste
- Directive 2008/98 - Waste and repealing certain Directives (Waste Framework Directive) (19.11.200 ...
- COM(2015)614 - "Closing the loop - An EU action plan for the Circular Economy" (02.12.2015)

Beneficiaries

Coordinator: Eniaios Syndesmos Diaheirishs Aporrimaton Kritis
Partners: (1) Harokopio University, Greece (2) Technological Educational Institute of Crete, Greece (3) Freie Universität Berlin, Germany (4) Agricultural University of Athens, Greece

Fill the table below with the expected risks, rating for Likelihood and Seriousness for each risk, grade of combined effect of Likelihood/Seriousness, recommended actions for grades of risk.

ID	Description of Risk	Assessment of Likelihood	Assessment of Seriousness	Grade	Change	Mitigation Actions (Preventative or Contingency)	Responsibility for mitigation action(s)	Timeline for mitigation action(s)
R1								
R2								
R3								

R4								
R5								
R6								
R7								

R8								
R9								
R10								

7. Continuation / valorisation of the project results after the end of the project

a. Main purpose of the Form

Describe how the project will be continued after the end of the LIFE funding; what actions are required to consolidate the results in order to ensure the sustainability of the project results.

Number of questions in the Form

- Climate Action Sub-programme: 4 Questions
- Environment and Resource Efficiency (Priority area): 3 Questions
- Nature and Biodiversity Proposals (Priority area): 6 Questions

Question 1 (CLI/ENV/NAT): Which actions will have to be carried out or continued after the end of the project?

List project actions indicating their reference (e.g. A1, A2…) and title.

Question 2 (CLI/ENV/NAT): How will this be achieved? What resources will be necessary to carry out these actions?

How the above actions will be continued after the project, by whom, within what timeframe and with what financing the above actions will be continued after the project. Discuss here the technical, financial and human resources.

Question 3 (CLI/ENV/NAT): To what extent will the results and lessons of the project be actively disseminated, transferred and/or replicated after the end of the project to those persons and / or organisations that could best make use of them? (Please identify these persons / organisations):

How dissemination/replication activities will continue after the end of the project. Please list the persons / organisations that have been so far identified as targets for these dissemination activities.

Question 4 (CLI/NAT): How will the long-term sustainability of the project's concrete actions be assured?

Please provide respective details.

Question 5 (NAT): Protection status under national / local law of sites / species / habitats targeted (if relevant):

Please indicate what protection status is expected to be acquired by or after the end of the project, and when.

Question 6 (NAT): How, when and by whom will the equipment acquired be used after the project end:

Please list the main pieces of equipment to be purchased under the project and provide details on their utilisation after the end of the project. Please bear in mind that, according to the General Conditions of the Model LIFE Grant Agreement the purchase costs incurred for durable goods by public authorities or non-profit organisations in LIFE Nature and Biodiversity projects, the eligibility of durable goods purchased under the project shall be subject to the beneficiaries undertaking to continue to assign these goods definitively to nature conservation activities beyond the end of the project.

To be considered eligible for funding, all actions must meet each of the following conditions:

- the need of the action has to be well justified in view of the objectives of the project; and
- the long-term sustainability of the investments must be guaranteed.

Important Note: Please be aware that continuation is different from replication and transfer. However, continuation is part of the overall sustainability strategy of a project.

Exercise 1

Key characteristics that should be shown in the B6 Form:

Close-to-market projects

In the context of this type of projects, a clear strategy for maintaining project results through commercialization and industrialization of the proposed solutions after the end of the project shall be included.

Project activities should show such commitment and already prepare for project continuation during the project timeframe. Contrary to what foreseen in previous LIFE programmes the possible generation of revenues and the inclusion of close to market activities are welcome and considered as a strong indicator of project sustainability. Please note that commercialization and industrialization can start already during the project duration.

Examples of typical activities that would have to be included in light of such continuation during the project are:

i. Full definition of the proposed business model as well as of the organizational, ownership and partnership structure for market launch of the proposed solution

ii. Investment analysis/studies/activities related to full industrial/commercial scale up of the proposed solution and of its economic feasibility

iii. Market/competitor analysis in light of market launch

iv. Marketing plan, distribution channels, commercial and business development activities/studies

v. Studies/activities regarding the access to financing sources as well as the physical identification of sites for full commercialization/industrialization

vi. Verification carried out though the Environmental Technology Verification (ETV)

vii. Development of a credible business plan (compulsory)

Evaluation Criteria

EU added value: Sustainability (continuation, replication, transfer potential)

In evaluating this criterion, the following point should be taken into account:

1. Does the proposal convincingly demonstrate that the proposed solutions and related expected social and economic effects will be continued, replicated and/or transferred after project end?

   Is this sustained by a sufficiently ambitious yet credible strategy and action plan in order to reach a critical mass and mobilise a wider uptake during the project and/or in a short and medium term perspective after its end?

2. To what extent does the proposed approach go beyond transfer of knowledge and networking, and involves putting the solutions developed and/or applied in the project into practice beyond the project period, elsewhere or for a different purpose?
3. Are actions foreseen to ensure funding after the project ends?

   Does the project foresee that savings and/or income will be generated by the project's proposed solutions?

Exercise 2

Examples of barriers to long-term success

b. Long Term success factors for projects

What makes a project successful?

Common overall approaches identified by ex-post evaluations include:

- Delivering tools to improve management capacity;
- Engaging relevant public authorities;
- Effective local stakeholder engagement;
- Secure long-term funding; and
- Transferability of best practices

Delivering tools to improve management capacity

One of the most successful ways of delivering long-term success has been to create tools, processes or mechanisms that enhance management capacity.

Worth mentioning here that several LIFE Nature projects have worked to create the partnerships, deliver the agreements or identify the interventions necessary to deliver effective conservation practices long into the future.

Examples of such successful approaches include:

• Creation of national working groups on species conservation – e.g. Iberian desman; Spanish Imperial eagle;

• Approval of conservation strategies – e.g. Iberian lynx; Fea's petrel;

• Establishment of long-term management plans – e.g. brown bears in Romania;

• Definition of new legislation – e.g. Royal Decrees on power lines and invasive species in Spain;

• Identification of more cost-effective conservation interventions – e.g. for the forget-me-not at Lake Constance, Germany.

Public authority engagement

The adoption of national strategies or legislation is much more likely where the relevant public authorities are involved in drafting them and will thus support their official approval. Public authorities are also more likely to have the capacity to provide the leadership, funding and long-term commitment necessary for the delivery of ambitious long-term plans and actions.

Usually, an essential condition for regional or national authority engagement is that the project fits with their priorities. This also significantly increases the likelihood that - whoever the project beneficiary - the project's work will be picked up, continued or developed through additional public funding at national or regional level once the LIFE project is completed.

Local stakeholder engagement

Another long-term success factor for projects is the extent to which they engage local stakeholders effectively.

Success in this area prevents unnecessary conflict and the undermining achievements by inappropriate human activities and behaviour.

In many cases, successful LIFE projects have worked with groups who were initially hostile to nature conservation approaches that they saw as a threat to their way of life. However, engagement and cooperation enabled mutual understanding between the different interests and the identification of solutions that met nature conservation goals as well as the needs of interest groups.

Indeed, the promotion of such approaches is perhaps one of the greatest successes of LIFE overall, given the need to balance long-term nature conservation goals with local economic development.

Long-term funding

A clear lesson from LIFE is that often one project is not enough.

8. Knowledge sharing

Take home messages

9. Communication Actions

a. Case study 1

Project: LIFE-FOODWASTEPREV (LIFE15 GIE/HU/001048)

Background information: About 1.8 million tons of food waste is produced annually in Hungary. A significant proportion of this – about one third – is produced in households. According to the results of national research it means 68 kg per person, annually, and nearly half of it could have been avoidable. Although this amount lags behind some extremely wasting countries, it still accounts for a major part of Hungarian customers' baskets. Altogether we have to count with 300 000 tones of biodegradable waste, which has a serious impact on our environment, considering not only its destruction but the process of production, as well.

Recognizing the problem, the National Food Chain Safety Office (NFCSO/NÉBIH) started its 'Wasteless' programme with the financial support of the European Union's LIFE (L'Instrument Financier pour l'Environnement) sub-programme, with the aim to decrease the amount of Hungarian food wasted. While determining the aims of the programme, the thematic priorities of the 7th Environmental Action Programme of the European Union were applied.

Review the flyer below that was prepared and shared for the purposes of this Project and define the target audience and the objectives of this communication.

How to store leftovers

RECOMMENDED TIME INTERVAL FOR THE STORAGE OF DIFFERENT DISHES

TYPE OF DISH		STORABILITY IN THE REFRIGERATOR (2-5 °C)	STORABILITY IN THE FREEZER (-18 °C)	COMMENT
Broth **Soups in general**		1-2 days 2-3 days	2-3 months 4-6 months	Place meat and vegetables in different food containers.
Cooked meat **Fried chicken** **Meat dishes**		2-3 days 3-4 days 3-4 days	2-3 months 4 months 2-3 months	For faster cooling and easier reuse cut them up and place them in the form of several smaller pieces.
Stews **Sauces and dishes with sauce/meat**		2-3 days 1-2 days	4-6 months 2-3 months	Fat from the sauce may get separate, but we may get homogeneous consistency again after reheating.
Pasta with sauce **Cooked paste (itself)**		1-2 days 3-4 days	1 months -	Freezing of cooked pasta is not recommended.
Pizza		2-3 days	3 months	-
Sandwiches		2-3 days	1 months	-
Hard-boiled egg **Devilled eggs** **Dishes with egg**		5-7 days 2-3 days 3-4 days	- - 1 months	Freezing of dishes of eggs is not recommended.
Salads with ham, chicken, tuna		3-4 days	-	Freezing is not recommended.
Casserole dishes		1-2 days	1 months	-
Cakes and pies		1-3 days	4-6 months	Depending on the type of cake, this time interval might be shorter – 1-2 days for whipped cream cakes.
Waffles, doughnuts		4-5 days	1 months	-

Remark in connection with cakes:
While an average cake may be cooled for 1-4 days, in case of buttercream or whipped cream cakes this time interval gets shorter: it is rather 1-2 days. Freezing of these products is not recommended due to their milk- and whipped cream content. Sponge cakes, other confectionary and pastry might be placed for several months without quality loss.

Target Audience:	
Objectives:	

a. Case study 2

Spot the mistake in the below communication activity

Action C1: Media Work
- Advertisements in the daily press (newspapers). Eight different newspaper advertising messages will be created (months 1, 5, 8, 20, 26, 32, 44, 47) having a word length of 50 – 100 words and size 21 x 17 cm with at least 2 photos. The potential beneficiaries (NGO's, private companies, public authorities, etc.) will be the target. The advertisements will deal with a different issue of environment and climate change each time. The advertisements will be published in the Saturday's issue of the largest circulation newspaper.
Notes:

b. Case study 3

Spot the mistakes in the below budget:

External assistance costs	
Description	**Cost**
1 TV spot	8.000 €
1 Radio spot	1.000 €
2 Video Walls	500 €
Other costs	
Description	**Cost**
Airing time for the TV spot	6.000 €
Organisation of Open Day Fair for specific stakeholders & potential beneficiaries	500 €

Notes/ Conclusions

Some Budget elements/hints

Only costs incurred for actions implemented during project life-time can be eligible!	Personnel. **– 2% rule for public bodies**	Daily rate – based on gross salary + contributions according to the national legislation (social security, pension, etc.)	Travel costs – according to internal rules of project beneficiaries **REMEMBER THE KICK OFFS!**
External assistance – not more than 35% of the total budget	Durable goods – 100% for NAT projects, for the rest, only depreciation costs can be financed by the Union support (up to 25% for infrastructure, up to 50% for equipment)	Prototypes – 100% if developed specifically for LIFE project	Public tender – mandatory for contracts above 130,000 €
Ineligible costs (ecolabel costs, ROC, bank charges, costs of plans not implemented, internal invoicing)	Public entities must comply with national legislation	Good value for money has to be demonstrated even if public tender is not necessary	Auditor needed only above 750,000 € per beneficiary