



Ministry of Foreign Affairs

*Creative Twinning Fund 2018-2020*  
grant policy framework

Final version

## 1. Introduction

This grant programme serves as a guideline for assessing grant applications for projects covering the 2017-2020 period which use culture and creativity to foster social cohesion. This includes disciplines like visual arts, performing arts, film and literature, as well as multi-disciplinary art forms, cultural heritage and the architecture, design and new media sectors. Total funding of €5.2 million (non-ODA) is available for this period.

The Dutch government's international cultural policy 2017-2020 has three main objectives:

1. a strong (Dutch) cultural sector, where international exchange and sustainable cooperation ensure increasingly higher quality, and which is recognised and valued abroad;
2. more room for the arts to contribute to a world that is safe, just and ready for the future;
3. the effective use of culture as a tool of modern diplomacy.

This grant programme addresses the second objective.

The international cultural policy framework for 2017-2020 was set out in a letter to parliament of 4 May 2016. Further details of this policy were given in the supplementary letter to parliament of 17 November 2016. The government responded to the motion of MP Michiel van Veen in the letter to parliament of 15 February 2016.<sup>1</sup> These documents form the basis for these administrative rules.

## 2. Policy principles

### 2.1 Relevance of the fund

A world that is safe, just and ready for the future is in the interests of the Netherlands. It is also a key objective of Dutch foreign policy. In such a world, every individual and artist has the right to participate freely in cultural life. This right is a precondition for a blossoming, socially relevant cultural sector.

Yet in the regions bordering the European Union (EU), security and stability are under great pressure, as are, increasingly, the relations between those countries and the EU. Cultural freedom there is declining. Artists are becoming isolated and people's right to participate in a diverse cultural life is being eroded. This is particularly the case in countries and cities that are facing large numbers of refugees and migrants. Open dialogue about cultural differences is becoming more difficult and in some cases is giving way to cultural confrontation or even deliberate destruction.

Culture and creativity cannot solve these problems, but they can contribute to mutual understanding and dialogue. They can also help to find and shape alternative paths and solutions to social concerns. Shared cultural experiences foster mutual understanding and trust, not only between communities but also between countries.

Local initiatives and support are crucial in this regard, building on the commitment and drive of professionals, artists, designers and heritage experts, in both the Netherlands and the regions bordering EU. Young people in particular deserve attention. In countries where young people have no future prospects and have lost their sense of community, social cohesion and political stability will ultimately be undermined. It is therefore crucial to give young artists and culture lovers more opportunities in their own country and to increase their resilience by strengthening their ability to find creative and innovative solutions.

As outlined in the policy letters mentioned above, international cultural policy for 2017-2020 focuses on the role that culture can play in bringing people together at local, national and international level.

<sup>1</sup> Parliamentary Papers, House of Representatives 2015/2016 session, 31 482, nos. 97, 101 and 103.

## 2.2 Aims of the fund

This grant programme is aimed at projects that use culture to foster social cohesion.

A 'project' is a systematic description of activities to be carried out by a consortium. It includes a timetable and budget and is aligned with the objectives set out in the Creative Twinning policy framework.

The grants will support projects that achieve or contribute to one of more of the following objectives:

- a. a more vigorous local cultural sector which can contribute to social innovation;
- b. more participation in cultural events by young people;
- c. a safer, more sustainable urban living environment;
- d. sustainable preservation of local cultural heritage.

All projects must contribute to greater trust and a better dialogue between the Netherlands and the countries in question. The projects must be aimed at young people aged 15 to 24.

The grant programme is open to multiannual and strategic consortia made up of Dutch, international and local cultural organisations (including non-profit organisations and commercial establishments in the cultural domain) with a large and relevant network. The proposed projects must be aimed at countries bordering the European Union, where security and stability are under pressure and use culture to foster social cohesion and strengthen trust and dialogue between the Netherlands and the countries in question. The intended grant recipients should preferably operate at regional level, complementing and widening the geographical focus of other policy instruments.

## 2.3 Reading guide

Financial details and a timetable are set out in chapter 3 of this grant programme. Chapter 4 provides general information on the selection criteria and selection process. Chapter 5 presents the envisaged outputs and outcomes in further detail. Chapter 6 provides information on the general implementation of the grant programme. Chapter 7 sets out the formal requirements for applications and the further procedure. Finally, the last two chapters set out the threshold criteria (chapter 8) and substantive criteria (chapter 9).

# **3. Financial resources, allocation and timetable**

## 3.1 Available resources

A total of €5.2 million is available for grants under the Creative Twinning Fund 2018-2020. The minimum grant amount is €600,000 and the maximum €1.4 million. This means grants can be awarded to up to eight proposals. Projects must be carried out between 1 April 2018 and 31 December 2020 and have a duration of at least 24 months but no more than 33 months. Projects must start no later than 1 January 2019.

## 3.2 Allocation of available resources

Funds are allocated in the order in which applications are received. To be eligible for a grant, applications must satisfy the threshold criteria (including the consortium requirements) and attain a minimum score on the substantive criteria. See chapter 8 and 9 for further details.

## 3.3 Applications received simultaneously

If awarding grants to applications received simultaneously would result in the grant ceiling being exceeded, those applications will be ranked according to the degree to which they meet the criteria set out in this grant programme. The application that meets these criteria best will be given priority in the award of grants. If two or more applications meet the criteria in equal measure, they will be ranked by drawing lots.

## 3.4 (Provisional) exhaustion of funds

Once funds appear to have been exhausted by applications that have successfully met the threshold and substantive criteria, the processing of applications received from that point on will be

suspended. Only if an earlier application that satisfied the threshold and substantive criteria fails the organisational check will the processing of applications be resumed in the order in which they were received.

### 3.5 Residual funds

Following the approval of a number of applications, funds amounting to less than €600,000 (the minimum amount that can be applied for) may be left over. As the minimum grant amount is €600,000 and projects cannot be partially financed, no additional projects will be awarded a grant.

### 3.6 Deadline for submissions

Grant applications may be submitted from two weeks after the date on which the grant programme is published in the Government Gazette (*'Staatscourant'*) until 12.00 CET on 31 August 2018. A decision will be made on a grant application within 13 weeks of its receipt. Given that applications will be processed in the order in which they are received, funds may already be exhausted before the deadline for submitting applications has been reached. If so, subsequent applications will be rejected.

## **4. Selection criteria and procedure**

### 4.1 Who can apply for a Creative Twinning 2018-2020 grant?

Grants are intended for projects carried out by consortia made up of independent cultural organisations (including non-profit organisations and commercial establishments in the cultural domain) that have concluded a consortium agreement for this purpose.<sup>2</sup>

The lead party and all other parties in the consortium must have legal personality in order to be eligible for a grant.

Grant applications must be submitted by a lead party on behalf of the consortium. The lead party may be either a Dutch or foreign non-governmental cultural organisation. Commercial establishments in the cultural domain may act as co-applicants, but not as lead party.

At least one of the consortium parties must have its registered office in the Netherlands and at least one party must have its registered office in one of the countries that is the focus of the intended activities.

NB: Applicants (both lead parties and co-applicants) are only eligible for one Creative Twinning 2018-2020 grant. This means it is not possible for any of the parties in a consortium that was awarded a grant to participate in another grant application, either as lead party or as co-applicant.

Applicants may form a partnership with third parties to implement part or all of the project. Such partnerships are not consortia in the sense described above, but partnerships with local organisations, for instance, which implement certain parts of the project at local level.

#### *Responsibilities of the lead party*

If the consortium's application is approved, the lead party will be the grant recipient and, as such, is responsible for implementing the project. The lead party also bears full responsibility to the Minister for fulfilling all the obligations associated with the grant, even if the grant is partly used to fund the activities of co-applicants in the consortium, or if the activities are carried out in part or in full by one or more of the co-applicants. This also applies if there are any changes to the consortium, i.e. if one or more parties join or leave the consortium or if the consortium is dissolved.

The lead party must submit any changes in the consortium to the Minister for approval. The Minister reserves the right to demand repayment of all or part of the grant from the grant

<sup>2</sup> See chapter 7 for a definition of eligible parties.

recipient.

#### *Consortium agreement*

The grant recipient is dependent on its co-applicants for implementation and for the fulfilment of obligations in respect of the grant. To this end, all participating parties must sign a written consortium agreement, laying down how each party will contribute to the project and ensuring their cooperation and compliance with the agreements made and their fulfilment of the obligations towards the Minister in respect of the grant.

#### *Target group*

The target group is the specific group of people at which the proposed activities are aimed. The target group for Creative Twinning 2018-2020 activities is young people aged 15 to 24 (for instance, as viewers, listeners, visitors and/or participants). Individual members of the target group cannot be partners in a consortium except through organisations that officially represent the target group, such as a grassroots organisation, cooperative or formally registered company. The proposal must pursue clear, positive results for the target group (see also criterion I.4).

#### 4.2 Formal requirements

To be eligible for a grant, applications must satisfy the formal requirements given in chapter 7.

#### 4.3 Threshold criteria

To be eligible for a grant, the lead party, the co-applicants and the project for which grant funding is requested must in any case satisfy all the threshold criteria (D.1 to D.12, chapter 8). Applications that fail to meet one or more threshold criteria will be rejected and will not be processed further. Threshold criteria relate to the consortium and the types of organisation, the remuneration of the management and the board, and the project itself.

#### 4.4 Substantive criteria

Applications that meet the threshold criteria are then assessed against the substantive criteria (I.1 to I.8, chapter 9).

In order to be eligible for a grant, applications must be assessed as *good*. This means they must receive at least 70% of the maximum possible points score, and in addition, they must achieve a minimum number of points on certain individual criteria (see chapter 9). Details can be found in the application form(s). This should ensure that the applications selected are not only of sufficient quality, but also have a clear, positive impact by using culture to achieve the objectives set out in 2.2.

#### 4.5 Organisational capacity

To be eligible for a grant, the lead party must be capable of adequate financial management and, based on relevant expertise, of ensuring effective and efficient implementation<sup>3</sup> of the activities for which grant funding is being sought.

#### 4.6 Obligations arising from a grant award

If a grant is awarded the lead party must report on progress on the project. The reporting requirements will be laid down in the decision awarding the grant.

## **5. Programme logic**

A programme logic<sup>4</sup> has been drawn up for the second objective of international cultural policy for 2017-2020. For more information on Dutch international cultural policy, please consult the letters to parliament referred to in chapter 1.

<sup>3</sup> Article 4, paragraph 1 of the Ministry of Foreign Affairs Grants Decree.

<sup>4</sup> In terms of design and principles a programme logic is similar to a theory of change.

*Programme logic design: logically connecting activities and outcomes*

Projects must at least contribute to or achieve one of more of the following objectives (*outcomes*):

- a. a more vigorous local cultural sector which can contribute to social innovation;
- b. more participation in cultural events by young people;
- c. a safer, more sustainable urban living environment;
- d. sustainable preservation of local cultural heritage.

To this end, they may carry out various activities (*outputs*), such as developing, producing and presenting artistic creations; working together on social innovation; offering possible solutions to urban challenges; and exchanging knowledge on repurposing heritage sites.

This gives consortia scope for approaching the matter of project content and practical design from different angles. Nevertheless, the application must make clear to what extent the chosen approach aligns with the programme logic, and how the proposed activities relate to the envisaged objectives and outcomes (criteria D.9 and I.2).

*Eligible costs*

The lead party must be able to demonstrate that the costs described in the application can reasonably be connected to the activities for which grant funding is sought. This means in any case that costs may not exceed existing standards or otherwise deviate from the norm in the relevant social or cultural domain.

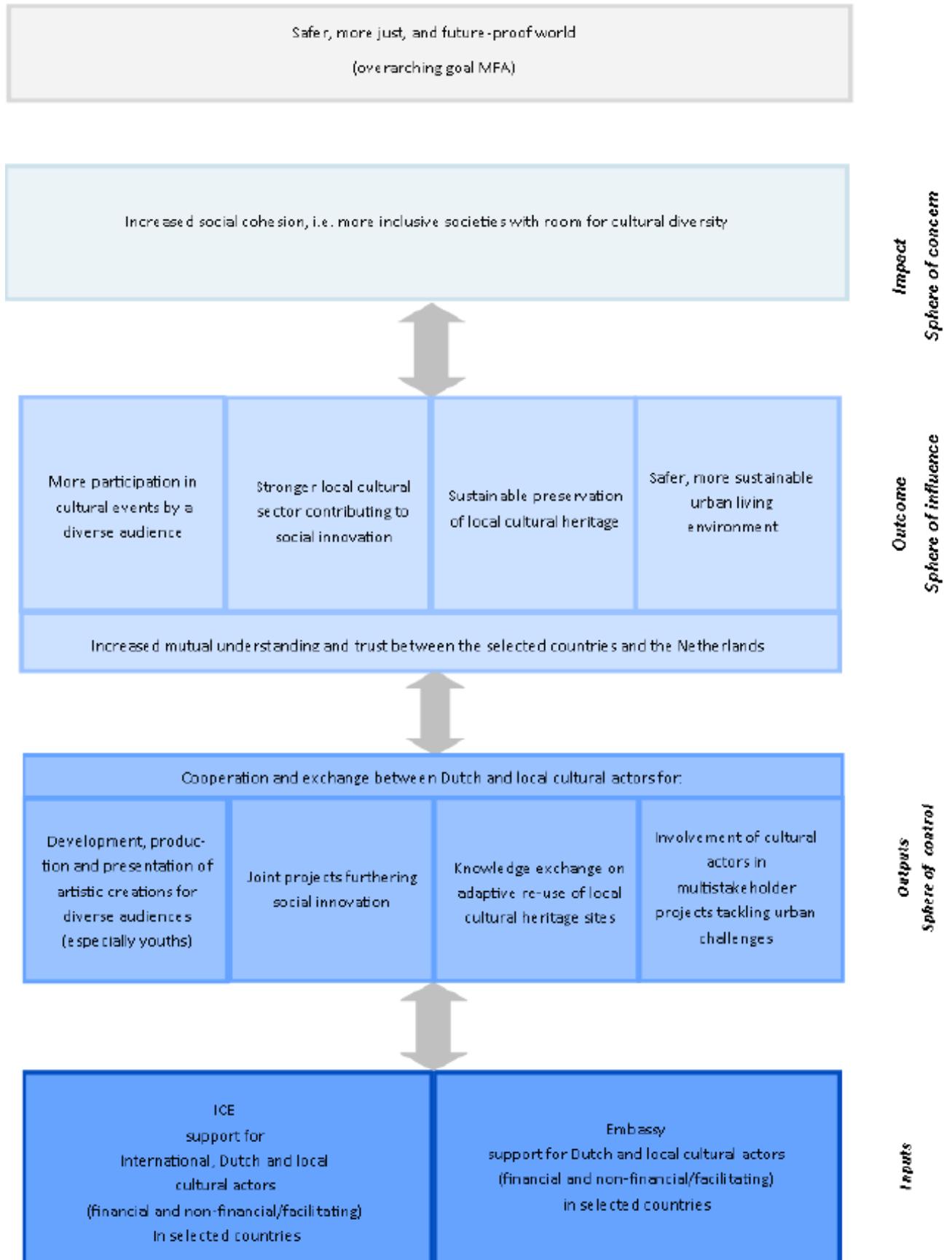
Only the following costs are eligible for a grant:

- staffing costs;
- project development and implementation costs (excluding preparatory costs for drawing up the application);
- office and accommodation costs;
- marketing and publicity costs;
- monitoring and evaluation costs.

Other costs that are not eligible for a grant are:

- preparatory costs for drawing up the application;
- costs for activities which have already been carried out at the time the grant application is submitted;
- structural investments, e.g. operating costs;
- building and restoration costs, except for costs relating to heritage restoration projects, provided these costs are reasonable and the application clearly explains how the costs relate to the intended objectives;
- study trips;
- feasibility studies;
- wage costs for public servants in central, provincial and municipal government;
- material acquisitions.

Figure 1 Programme logic diagram



## 6. Uitvoerder

The Minister of Foreign Affairs has assigned the implementation of the subsidy program to the Netherlands Enterprise Agency (RVO.nl). RVO.nl will implement the program on behalf of the Minister of Foreign Affairs on the basis of a mandate granted to RVO.nl.

## 7. Formal application requirements and further procedure

### 7.1 Deadline for submissions

Grant applications may be submitted from two weeks after the date on which this grant programme is published until 12.00 CET on 31 August 2018. Applications submitted after this deadline will be refused, even if the available funds have not yet been exhausted. Given that applications will be processed in the order in which they are received, funds may already be exhausted before the deadline has been reached. The lead party bears sole responsibility for ensuring that the application is complete and submitted on time.

### 7.2 Formal requirements

To be eligible for a grant, applications must meet the formal requirements as follows:

- The application must be received by RVO.nl before the deadline;
- The application must be complete, i.e. it must include all the forms and appendices referred to below and all fields must have been filled in;<sup>5</sup>
- The application must be signed where indicated.

The application must include the following documents:

- the completed application form;
- project proposal, including in any case: i) a summary, ii) a contextual and actor analysis, iii) details of activities in relation to the envisaged objectives, iv) details of project implementation and management, v) other criteria set out in the application form;
- a result-based project budget providing insight into project costs and funding, including how the organisations' own contribution will be funded;
- up to two reference projects (cases) conducted by the lead party or co-applicants in the consortium;
- consortium agreement;
- monitoring- and evaluation plan;
- Checklist for Organisational Capacity Assessment – COCA (if available).

### 7.3 Remedy period

Applications that not meet the formal requirements, will not be processed. However, the lead party will be given the opportunity to remedy this in accordance with Section 4:5 of the General Administrative Law Act. Failure to do so within the given time period will mean the application is not processed.

Particular attention is drawn to article 7, paragraph 3 of the Ministry of Foreign Affairs Grants Decree in this regard. If an incomplete application is submitted, the Minister may request a supplement in accordance with Section 4:5 of the General Administrative Law Act. *In this case, the date and time of receipt of the application will be the date and time on which the supplemented application was received.* Incomplete or insufficiently reasoned applications may be rejected based on the threshold or substantive criteria.

When filling in the form, it is not sufficient to refer for the sake of brevity to other parts of the application, websites or annexes, unless the application form states that this is wholly or partly

<sup>5</sup> See [www.rvo.nl/CreativeTwinning](http://www.rvo.nl/CreativeTwinning).

acceptable. If parts of the application form are incomplete, the lead party risks a lower score or even rejection of the application.

#### 7.4 Submission procedure

Applications must be *received* by RVO.nl no later than 12.00 CET on 31 August 2018.

##### *Submit via website*

Applications should preferably be submitted via the following website: [www.rvo.nl/CreativeTwinning](http://www.rvo.nl/CreativeTwinning)

##### *Submit by email*

Alternatively, applications may be submitted by email to: [ct@rvo.nl](mailto:ct@rvo.nl)

The time at which the application or email is received on the RVO.nl server will be considered the time of submission. If an application is split into several files which are each sent separately by email, the emails must be numbered, with both the email number and the total number of emails clearly indicated in the 'Subject' line (e.g. 'email 1 of 5', 'email 2 of 5', etc.).

Any technical issues relating to electronic submission are at the applicant's own cost and risk.

##### *Submit by post*

Submitting applications by post is not recommended. However, if the applicant prefers this option, the application should be submitted by registered post to the following address:

Netherlands Enterprise Agency  
Internationale ontwikkeling  
attn. "Creative Twinning 2018-2020"  
P.O. Box 93144  
2509 AC The Hague  
NETHERLANDS

NB: If an application is sent by standard post instead of registered post, the sender bears the risk of it being received late or not at all.

Applications sent by post are considered to be submitted on time if they are delivered to RVO.nl by 31 August 2018 at the latest. Please note that an item is not considered delivered until it has been recorded as such by RVO.nl.

#### 7.5 Other provisions

- a. Applications should be complete and without reservations, signed by an officially authorised signatory (state name and position) on behalf of the lead party.
- b. It is not possible to submit a provisional application.
- c. Applications must be submitted in Dutch or English. A Dutch or English translation should be added to annexes written in another language than Dutch or English. Applicants should not include informative or illustrative books, websites, CD-ROMs, USB sticks or DVDs about their organisation with their application.
- d. Applications received after the available funds appear to have been exhausted by other applications submitted earlier will not be processed, unless funds once again become available as a result of earlier applications not passing the organisational capacity check.
- e. Particular attention is drawn to article 9 of the Ministry of Foreign Affairs Grants Decree. Applications concerning activities that have already been started at the time that the grant application is submitted will be rejected.
- f. Questions concerning this document or any other matters will only be accepted if they are sent to the email address given above. If necessary, questions will be aggregated, anonymised and published once a week, with answers, on the Q&A section on [www.rvo.nl/CreativeTwinning](http://www.rvo.nl/CreativeTwinning).



## 8 Threshold criteria (D.1 to D.12)

Applications that fail to meet all the threshold criteria will be rejected and will not be assessed further. These criteria are listed below and explained where necessary.

### ***Threshold criteria concerning the consortium partners***

#### **Criterion D.1 - Applicants**

- a) The application is submitted by a lead party on behalf of a consortium.
- b) The lead party must be a Dutch, international or local **cultural** non-governmental organisation.
- c) The co-applicants are Dutch, international or local cultural organisations.

<i>Definitions regarding applicants</i>
<p>A 'cultural organisation' is an organisation that has legal personality under civil law, whose core activities are producing or presenting culture, developing artistic innovations or supporting the cultural community. This includes for example non-governmental organisations, knowledge institutions and commercial establishments in the cultural domain.</p>
<p>A non-governmental organisation is an organisation which has legal personality under civil law and is neither established by nor linked to a government body, either de facto or under its constitution (articles of association).</p>
<p>'Culture' encompasses all forms of art (performing arts, visual arts, film, literature, cultural crossovers), cultural heritage and the architecture, design and new media sectors.</p>

- A 'Dutch organisation' is an organisation established in the Netherlands under Dutch law that has its registered office in the Netherlands.
  - An 'international organisation' is an organisation that has its registered office outside the Netherlands.
  - A 'local organisation' is an organisation that has its registered office in one of the countries where the intended activities will be carried out.
- d) At least one of the parties in the consortium must have its registered office in the Netherlands. At least one of the co-applicants must be a local or international party that has its registered office in one of the countries where the intended activities will be carried out.

#### **Criterion D.2 - Size of the consortium**

The expenditure of the lead party and co-applicants together in the last two years for which an annual report was published must be at least €1.4 million per year.

NB: This criterion relates to the combined expenditure of all consortium partners. It does not concern the expenditure of other partners within the meaning of criterion D.3b, which are not consortium partners.

### **Criterion D.3 - Requirements for cooperation**

#### *a) Consortium agreement*

The application must include a consortium agreement signed by all the consortium partners involved laying down:

- i. how each of the partners will contribute to the consortium's activities;
- ii. how decisions are made within the consortium;
- iii. how costs and risks are shared among the participating parties;
- iv. how the lead party will ensure the fulfilment of obligations towards the Minister in respect of the grant, including responsibility for the joint aggregated reports.

#### *b) Local implementing organisation(s)*

If the activities are implemented in cooperation with one or more local implementing organisations that are not co-applicants within the meaning of criterion D.1, this organisation must be:

- i. a legal person,
- ii. capable of implementing all or part of the project based on its experience with the theme or region in question, or both, and
- iii. reliable and stable.

### **Criterion D.4 - Extent of organisations' financial independence**

The lead party and co-applicants must demonstrate that at least 25% of their combined total annual income was derived from sources other than Ministry of Foreign Affairs grants or contributions (including embassy contributions) in the 2014-2016 period. This criterion applies to the consortium as a whole.

### **Criterion D.5 - Excluded organisations**

Organisations that are not eligible for a grant and which may in no way participate in the application are:

- a) amateur clubs, hobby groups and private initiatives.
- b) organisations already receiving core funding from the Ministry of Foreign Affairs budget during the period to which the application relates are also excluded.

### ***Threshold criteria concerning the project***

#### **Criterion D.6 - Size of the grant**

##### *a) Minimum and maximum grant amount*

The grant amount requested must be at least €600,000 and must not exceed €1.4 million for the entire project.

##### *b) Maximum grant in proportion to size of consortium*

The average annual grant amounts will not exceed 50% of the consortium partners' joint average annual income in the 2014-2016 period.

##### *c) Own contribution*

At least 25% of the total budget for implementing the project for which grant funding is being sought must be financed from the consortium partners' own resources. The grant will cover up to 75% of the project costs that are eligible for a grant.

**Criterion D.7 - Additional funding**

The funding necessary to implement the project, in addition to the requested grant, must be guaranteed.

**Criterion D.8 – Thematic focus and target group**

a) The full amount of the grant requested must be used to contribute to the following policy objectives:

1. the second main objective of Dutch international cultural policy 2017-2020, i.e. using culture to contribute to a world that is safe, just and ready for the future; and
2. greater trust between the Netherlands and the countries in question; and
3. one of more of the following secondary objectives:
  - i. a more vigorous local cultural sector which can contribute to social innovation;
  - ii. more participation in cultural events by young people;
  - iii. a safer, more sustainable urban living environment;
  - iv. sustainable preservation of local cultural heritage; and

b) The project must have as its target group young people aged 15 to 24.

**Criterion D.9 - Project duration**

The project must have a duration of at least 24 months but no more than 33 months.

**Criterion D.10 - Start and end date of project**

The project must start between 1 April 2018 and 1 January 2019, and be completed by 31 December 2020 at the latest.

**D.11 - Countries where the activities will be implemented**

a) The project for which grant funding is being sought must be aimed at countries bordering the European Union.

b) Grants will not be awarded to projects aimed at countries not served by an operational Dutch embassy, to projects aimed at least developed countries (LDCs) as classified by OECD-DAC<sup>6</sup>, to projects in Libanon, Mali and the Palestinian Authorities<sup>7</sup>, and to EEA-member states<sup>8</sup>.

**Criterion D.12 - Activities not eligible for a grant**

The following activities are not eligible for a grant:

- initiatives aimed wholly or partly at proselytisation;
- the funding of commercial services or activities;
- activities which already receive grant funding or a contribution directly from the Ministry of Foreign Affairs budget;
- activities of a local civil society organisation which already receive a contribution from the Ministry of Foreign Affairs budget;
- activities of organisations already receiving core funding from the Ministry of Foreign Affairs budget during the period to which the application relates.

<sup>6</sup> See [https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/ldc\\_list.pdf](https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/ldc_list.pdf). The Minister for Foreign Trade and Development Cooperation deploys ODA-funded instruments for this group of countries.

<sup>7</sup> See the [letter to parliament of 15 February 2016](#).

<sup>8</sup> The European Economic Area (EEA) consists of all EU member states, plus Liechtenstein, Norway, and Iceland.

## 9 Substantive criteria (I.1 to I.8)

Only applications assessed as *good* are eligible for a grant. This is determined on the basis of the substantive criteria. Applications must receive at least 70% of the maximum possible points score and a minimum score on criterion I.1a and criterion I.2 (see application forms), or be rejected.

### ***Substantive criteria concerning the consortium***

#### **Criterion I.1a - Track record**

- a. The lead party and co-applicants are capable of achieving planned outputs and outcomes in line with the objectives of international cultural policy (chapter 5) and have at least two years' experience with the selected secondary objective(s) and one year's experience in the countries that fall under the region described in D.11.
- b. The consortium has a large and relevant network, which it will use when implementing the activities.
- c. The consortium should preferably operate at regional level (in two or more countries in the region described in D.11).

#### **Criterion I.1b - Inclusiveness, reciprocity and unique selling points**

- a. It must be clear from the consortium agreement that the composition of the consortium provides for complementarity, reciprocity and diversity between the participating organisations.
- b. The consortium partners must have an inclusive strategy.
- c. The consortium must specifically describe its unique selling points.

### ***Substantive criteria concerning the project***

The policy relevance of the applications submitted will be assessed on the basis of the following criteria:

#### **Criterion I.2 - Project design: context, risks and feasibility**

- a. The project is based on a thorough contextual and actor analysis, from which an adequate problem definition, the proposed – possibly innovative – intervention strategy and the outcomes have logically been derived. It is clear how the project will contribute to one or more of the Creative Twinning 2018-2020 objectives in each of the chosen countries.
- b. The project design takes account of the lessons and outcomes of evaluations, pilots, scientific research and other studies, etc.
- c. The project's resources, activities, outputs, outcomes, assumptions and indicators are formulated in SMART<sup>9</sup> terms, in a way that ensures these components form a logical and coherent whole, and takes into account the risk analysis (criterion I.7).
- d. The project is feasible and the desired results are proportionate to the available capacity in terms of knowledge, staff, resources, networks, etc.
- e. Overheads, including project management costs, are in reasonable proportion to the resources used for implementing the activities.<sup>10</sup>

#### **Criterion I.3 - Alignment with local demand and context**

<sup>9</sup> SMART: Specific, Measurable, Acceptable, Realistic and Time-related.

<sup>10</sup> Overhead costs are described in the 'Definition of administrative costs allowance'. See <https://www.rijksoverheid.nl/documenten/richtlijnen/2017/04/20/definition-of-administrative-costs-allowance>.

- a. The project and the proposed activities are aligned with locally relevant themes and local demand.
- b. All parties in the consortium 1) exert or have exerted effective influence over the development and content of the project; 2) exert effective influence over the way the activities are monitored and managed; and 3) contribute to the project financially or in kind.

**Criterion I.4 – Inclusiveness**

- a. The project takes account of inclusiveness.
- b. The consortium must specifically explain how it intends to achieve inclusiveness with regard to: 1) young people aged 15-24; 2) subgroups in the target group; 3) the extent to which projects take an inclusive approach; and 4) the implementation partners chosen, if any.

**Criterion I.5 - Long-term prospects for cooperation (sustainability)**

The project is sustainable. This is assessed on the basis of:

- a. long-term prospects for cooperation between consortium partners and with the prospective implementing organisations;
- b. the intended long-term effects on mutual understanding and trust between local, international and Dutch organisations and the people they represent;
- c. the way in which the project is used within local creative, political and societal developments.

***Technical criteria concerning the project***

**Criterion I.6 – PME system**

The planning, monitoring and evaluation (PME) system is sufficient for monitoring progress and corrective action in terms of resources, activities, outputs, outcomes and the underlying assumptions.

**Criterion I.7 – Risk management**

An adequate analysis has been made of the internal and external risks to the organisations and activities involved in implementing the project, including steps to mitigate those risks as much as possible.

**Criterion I.8 – Budget and proportionality**

The project makes a clear and realistic connection between the activities to be implemented and the resources necessary to do so, and the outputs and outcomes to be achieved.