

Interreg
North Sea Region
C5a



European Regional Development Fund

EUROPEAN UNION

C5a

Action Plan

INTERREG NSR VB

Working version 0.1

16 April 2019

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Introduction

This is the action plan for the implementation of the project Cluster for Cloud to Coast for Climate Change Adaptation (C5a). The purpose of this action plan is to support the execution of activities in work packages and establish the roles of partners (beneficiaries) in the project. The first section of this document provides information about C5a's objective, approach and organisational structure. The second section presents the project's structure followed by Work Packages (WP) tables that describe the activities and timeframes for implementation. The concluding section of the document contains budget tables as per in the project's application. The complete project Gantt chart is included in annex A. Further information about partners' expertise and interests is provided in annex B.

1. C5a objective, approach and organisational structure

Objective and approach

The Cluster for Cloud to Coast Climate Change Adaptation (C5a) objective is to develop a 'Cloud to Coast (C2C)' approach for better management of flood risks. The genesis of C5a lies in the realization (by partner countries in the north sea region) that there has been a significant increase in the frequency and severity of floods as a result of climate change .It has also been realized that flood management approaches have to urgently adapt to this new reality to ensure that the populace is safe , the environment is healthy and economic prosperity can be ensured .

The C5a approach intends to adapt a whole of system approach , whereby four constituent systems (catchments, coasts , cities , infrastructurel networks) will be integrated. This integration will allow for the development of multifunctional and adaptable solutions that result in more sustainable, integrated and multifunctional answers for the climate related challenges of the North Sea region

C5a will will build on the outcomes of seven ongoing Interreg NSR projects (in the project BWN) to ensure that the C2C approach is both evidence-based and practical. By harnessing the knowledge that is already being generated in the 7 projects, C5a will work with partners to co-create the C2C approach. This approach will be multi-beneficial, advantageous and include a strong resilient component related to flood management from Cloud to Coast. Its also an ojective to produce a method that can be applied in practice.

To develop the C2C method and ensure its applicability, C5a will examine 7 case studies, organize 2 sessions with EU DGs and a high level policy learning group will be formed . Further , there will be an outreach program for local, national, transnational and global networks to raise awareness and acceptance in- and outside the NSR. In this manner it will be possible to build capacity and support for the acceptance and application of the Cloud to Coast approach by relevant authorities and practitioners across the NSR, and beyond.

In doing so, our C2C adopts a whole-of-system approach that addresses both physical assets to protect against floods and the capability of communities to cope with the occurrence of floods.

By developing a common language of system resilience C5A will promote the use of hard (conventional engineering) and soft (socio-ecological) measures and embed flood resilience across different policy sectors. These three elements are form the basis of the C2C approach, namely:

1. a common language to support a whole-of-system C2C approach -(recognising that language, and its embedded disciplinary bias, is often a barrier to integrated approaches, therefore a 'common language' is a pre-requisite to enable integrated action across sectors and ensure multiple disciplines are able to express the behaviour of the whole system using the same terminology)
2. a framework of adaptive asset management as a practical means of guiding investments and interventions within the physical environment (recognising that need to combine nature-based and conventionally-engineered infrastructure a parts of integrated asset management to manage flood risk effectively)
3. an approach to developing socio-ecological resilience throughout whole-of-system (recognising the social context of communities at risk and the role of 'soft' measures to complement physical assets in managing flood risk and preparing for future climate change)..

C5A will be implemented in four phases that will run simultaneously throughout the different work packages. These phases are:

- Exploration: The partners will create a common language and understanding together with practitioners in the project network . They will collect relevant adaptation strategies and produce examples to illustrate the need for added value of the C2C approach. A Policy Learning Group (PLG) will help shape the approach and ensure resonance with policy leads of the NSR.
- Development: C5A will tap into the activities of the existing projects (e.g. workshops, meetings and conferences) to open up and integrate the project networks and outcomes for the co-creation of the C2C approach.

- Implementation: C2C will be applied in case studies, to provide tangible, practical data and results on the applicability and identification of improvement opportunities. The functioning of the C2C concept will be monitored, evaluated and adjusted for uptake in the NSR.
- Integration and Synthesis: The C2C approach, narratives and its results will be disseminated throughout the networks by the project partners and the PLG, consisting of high-level policy makers and practitioners that influence water/flood management decision-making, encouraging collaborative decision-making that improves resilience of the NSR from Cloud to Coast. Overarching elements and principles of the C2C approach will then be a basis for engagement through communication and policy learning activities.

Table 1: Expected project results

Indicator	Target	Unit	Definition
Increased number of multibenefits (functions / services / outcomes) delivered	3	No. of additional functions of the targeted infrastructure / system	By counting the number of functions provided by the targeted infrastructure. Baseline for the current approach is set at 1 (mono functional infrastructure) and the result for the C2C approach is derived from the case study report.
Improving long-term risk reduction for less whole life investment	5	Benefit-Cost Ratio (BCR) of the investment in flood protection, in percentages of increase	Through an assessment of the percentage improvement in the estimated whole life BCR with the C2C approach in comparison to the current BCR. Baseline is set before the workshop commences and the result is derived from the case study reports
Increased adaptability of flood management approaches	3	No. of additional adaptation pathways	Increased no. of adaptive pathways, i.e. a decision-making strategy that consists of a sequence of measures

		available to the decision maker to choose from	over time to achieve a set of prespecified objectives under uncertain conditions, available to decision makers, before and after using C2C
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Organisational structure

The Dutch Ministry of Infrastructure and Environment - Rijkswaterstaat (RWS) is the Lead Beneficiary and coordinator of C5a . Transnational cooperation will be implemented through five Work Packages. WP1 focuses on Project Management and WP2 on ensuring we raise awareness of the project and communicate our findings. In WP3 we will jointly develop the underpinning concepts of our C2C approach and work in collaboration with the seven case study partners in WP4 to translate these concepts through a process of co-design and co-development into a practical and tested approach. WP5 focuses on engaging policy makers (through the formation of a Policy Learning Group) and providing policy narratives to engage take-up across the NSR .

The C5A project directly builds on the knowledge and experience of the seven approved NSR projects that address various parts of the flood system currently approved under Priority 3 of the NSR 2014-2020 programme. The Lead Beneficiaries of these seven projects will have periodic meetings in a C5A consultative group, for inter-project coordination and to validate outcomes for acceptance and/or applicability.

Table 2: List of C5a partners

Organisation	Acronym	Country
Ministry of Infrastructure and Environment - Rijkswaterstaat	RWS	The Netherlands
Sayers and Partners	SPL	UK
Universiteit Twente	UT	The Netherlands
Schleswig-Holstein Agency for Coastal Defence, National Park and Marine Conservation	ACNM-SH	Germany
Lansstyrelsen Varmland - The County Administration Board of	VCAB	Sweden
Vlaamse Milieumaatschappij	VMM	Belgium
Province Drenthe	PD	The Netherlands
Niedersächsischer Landesbetrieb für Wasserwirtschaft, Küsten-und Naturschutz	NLWKN	Germany
Kystdirektoratet	DCA	Denmark
Kent County Council	KCC	UK

2. C5a Project management processes and structure

C5a's Management Team (MT) consists of the project leader (PL) who represents the Lead Beneficiary (LB) RWS, an annicullary PMT (also from RWS) . The PL is also leader of Work Package 1 (Project Management) and the communications manager is the leader of Work Package 2 (Communication Activities). The creation of a Steering Committee (SC) was facilitated at the beginning of the project (i.e. during C5a launch event). The SC is formed of high-level representatives of all partner organisations; it will meet 1 or 2 times a year to review progress. The

SC provides oversight and strategic guidance and handles internal conflicts that cannot be solved at MT level.

C5a will report twice a year to Interreg NSR Joint Secretariat (JS). One report will be a basic report that includes all content based progress per work package and the second report will be a full report that (apart from content based information) also including all facts and figures showing the progress on all of the work packages and of the financial situation will be provided.

Table 3: reporting schedule C5a

#	Type	Reporting period	Period	Partner submitting to FLC (indicative)	Submitting to LP	Submitting to JS	Expected payment
1	Basic Progress report	1-01-2019 – 31-08-2019	8 months		18-10-2019	30-11-2019	
2	Full progress report and financial report	1-09-2019 – 28-2-2019	6 months + 14 months financial	31-3-2020	17-4-2020	31-5-2020	31-8-2020
3	Basic Progress report	1-03-2019 – 31-08-2020	6 months		16-10-2020	30-11-2020	
4	Full progress report and financial report	1-09-2020 – 28-02-2020	6 months + 12 months financial	31-3-2021	16-4-2021	31-5-2021	31-8-2021
5	Basic Progress report	1-03-2020 – 31-08-2021	6 months		15-10-2021	30-11-2021	
6	Financial report and Final report	1-09-2021 – 31-12-2021 1-01-2019 – 31-12-2021	12 months financial 36 months	31-1-2022	11-2-2022	31-3-2022	31-7-2022

- 30th of November (Reporting Period: 1 January to 31 August)
- 1st of December (Reporting Period: 1 September to 28 February)

The first reporting period will start on January 1st 2019 and will end on August 31st, 2019. The report is available in the Online Monitoring System (OMS). Partners will first have to create their own report and submit them to their respective FLC's. Please adhere to the deadlines in the schedule above (table 3: reporting schedule). The lead beneficiary will have to compose all the partner reports into one project report and submit it to the JS.

Coördination meetings will be scheduled each half year. Individual work packages hav their own rhythm for meeting.

Table 4: Coordination Group Meetings C5a

Activity	Date	Location
Kick off	7 – 8 th Feb 2019	Brussels
CGM 2	19 – 21 st June 2019	Ringkobing , DK
CGM 3	6 – 8 th Nov 2019	DE
Midterm	3 – 5 th June 2020	Utrecht , NL
CGM 5	4 – 6 th Nov 2020	Kent, UK
CGM 6	2 – 4 th June 2021	Drenthe ,NL
End Event	1 – 3 rd Dec 2021	Kaarlstad, SWE

3. C5a Action Plan: project structure and Work Packages WP

C5a is being implemented via five Work Packages. RWS is leader of Work Packages (WP) 1. which entails project management. Work packages 2 – 5 cover the other aspect necessary for project realisation. In C5a , the activities in all work packets will be carried out simultaneously , with lots of cross pollination of information .

- WP 2 is being led by VCAB and is responsible for communication
- WP 3 is led by Sayers and Partners and is responsible for the co-creation of the C2C approach
- WP 4 is led by University Twente and is responsible for the application of the C2C approach
- WP 5 is led by VVM and is responsible for the Policy Learning Group

The work- flow in the figure on the following page highlight the interrelations between the various work packages and also shows that WP's have to work together to develop the C2C approach

Fig 1 : Workflow of C5a

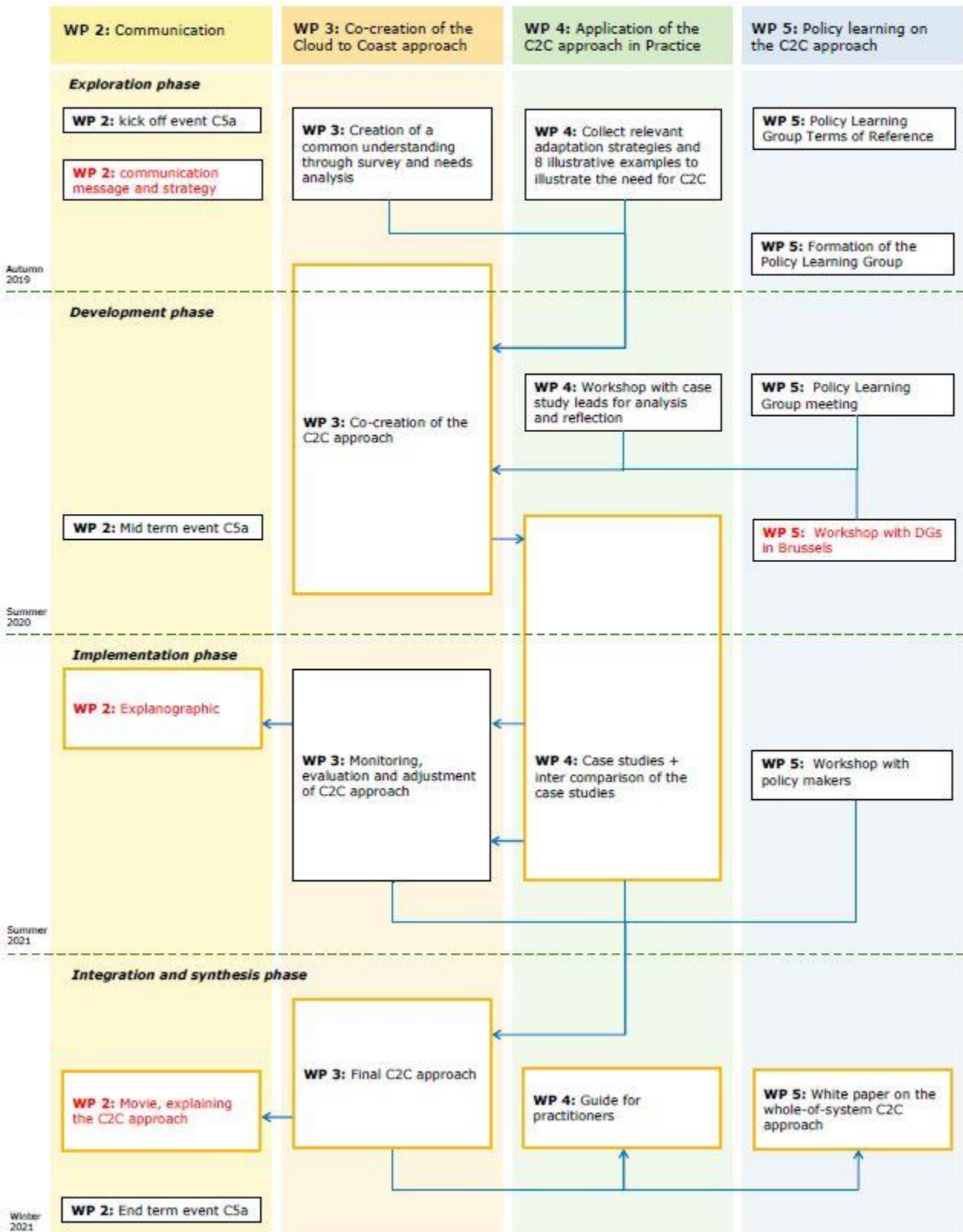


Work flow C5a

WPs 2, 3, 4 and 5

LEGEND

- Deliverable WP
- Key deliverable WP



WP1: Project Management

WP Leader: Rijkswaterstaat, The Netherlands

WP1 ensures the smooth running of the C5a project by setting up an efficient management structure. RWS has extensive experience managing Interreg projects and acts as project manager (PM). A Management Group (MG) consisting of the PM and the Work Package Leads oversees the project's day-to-day affairs and the coordination and evaluation of the activities performed within the Work Packages. A Coordination Group (CG) consisting of one representative per beneficiary meets bi-annually under the leadership of the project lead beneficiary (LB). The CG ensures follow up of the WP implementation, quality assurance and risk assessment and is the decision making body of the project. A Steering Group (SG) formed by a senior manager of each beneficiary and chaired by the LB meets at the start, half way and at the end of the project.

Table 5: WP1 Project Management

Task name		Description	Deliverables	Deadline	Status
T1	Coordination Group (CGM), Steering Group (SG) and Consultative Group (CG) meetings	Each year at least 2 CGM, 1 SG and 1 CG are held to manage and discuss the delivery of activities, outputs and results. These meeting are held back-to-back with other transnational meetings to reduce the travels expenditures.	CGM (6x), SG (3x) and CG (3x) meetings (project management and monitoring).		
	T1.1 Coordination Group meetings (sub)				
T2	Action plan, risk log, reports and Mid term Review	Action plan and risk log are living documents. The reporting is done twice a year in 1 full and 1 basic report. At the halfway point in the project, a midterm review will be held. The objective of this event is to review the progress that has been achieved and also to look forward to make sure the project is on the right track.	The action plan, risk log, normal reporting and mid term reviews are seen as means to ensure that the project is in line with the expected production and funding plan. These reports will be shared at the CGM and SG in their meetings.		
	T2.1 Action plan, risk log, reports and Mid term review (sub)				
T3	Partnership agreement and subsidy contract	Prior to starting the project after approval, the LB makes sure a partnership agreement is signed by all partners and a subsidy contract is in place.	The partnership agreements and the subsidy contract ensure the participation and production of the partners in the project to the Lead beneficiary and the Joint Secretariat, respectively.		

WP2: Communication Activities

WP Leader: Länsstyrelsen Värmland, Sweden

Effective communication is key in reaching the objectives of the project, with the main aim to ensure the solid and lasting effects of the project results. We will motivate our target groups use of the C2C water management approach by demonstrating its importance and added value, by sharing C5A results through targeted communication activities, tailored to each relevant stakeholder. WP-leader Värmland County Administrative Board (VCAB) has a Communication Manager (CM) within its organisation. Each partner has a corresponding Communication Officer (CO). The CM in coordination with COs, will develop an operational and strategic communication plan, containing objectives, target groups, channels and activities, such as Website, Social Media and Poster, which will comply with NSR's Publicity Requirements.

Table 6: WP2 Communication Activities

Task name		Task description	Deliverables	Deadline	Status
T1	Plan for operational and strategic communication activities, including separate plans per region	The Communication lead together with Communication Officers from partners carries out communication activities at operational and strategic dimensions. This is included in the Communication Strategy. Each region also makes an individual plan.	A living document on communication is prepared and regularly updated. The regions translate the overall strategy in their own, region specific plans. We envision one overall and ten individual communication plans.		
	T1.1 Plan for operational and strategic communication activities (sub)				
T2	Start, Midterm and End events	At the start of the project a kick-off event was organised. We will also hold midterm and final events. During these events authorities and professionals are informed of, and involved in, the C5A project communications.	3 events are organised, 1 at the start, one halfway and 1 at the end of the project		
	T2.1 Start, Midterm and End events (sub)				
T3	The Story about C5A	A communication message, “the story about C5A”, based on the projects objectives, that in an easy, concise and motivating way to explain the C2C approach is developed. Next to that, other communication initiatives will be developed as well.	“The story about C5A”, apart from being a story, is also transformed into an explanatory graphic and a short video, for enhanced visual impact of the project aims, objectives and results. We will also have other communication activities. 3 +50=53.		
	T3.1 The Story about C5A				
T4	Digital exposure and online exchange of information	Special attention is needed for our digital activities. There is a project website and each partner will devote webspace on their organisations site to C5A. Next to this, a dedicated online tool is developed for internal communication.	This section covers the digital tools for internal and external communication. There will be one general website, 10 individual websites and 1 online tool, making 12. Also, we will use social media for small articles, images and video.		

WP3: Co-creation of the Cloud to Coast Approach

WP Leader: Sayers and Partners, United Kingdom

In close collaboration with the case study leads, WP3 will co-create, monitor and validate the C2C approach. The WP includes 4 phases:

- **Exploration:** Disciplinary language differences are identified and a common language for the C2C approach is jointly created with practitioners via workshops and survey. Building upon the activities of the seven ongoing Interreg NSR projects we explore the challenges and opportunities for integrated actions.
- **Development:** Using both scientific and practical knowledge we develop the Cloud-to-Coast approach based on an integrated narrative that brings together short-term and long-term goals across policy sectors and promotes both the complementary use of 'hard' and 'soft' measures.
- **Implementation:** The C2C approach is then adjusted and enhanced through workshops with case study leads, experts and stakeholders to validate insights and implementation challenges. We also involve the PLG in validating the approach to ensure the C2C approach is capable of rapid take-up within and outside the NSR on project completion.
- **Integration and synthesis:** Through a case study review we further refine the C2C approach and set out the overarching elements and principles of the C2C approach. This forms the basis for the guidance for practitioners and policy 'white paper' to be developed in WP5.

Table 7: WP3 Co-creation of the Cloud to Coast Approach

Task name		Description	Deliverable	Deadline	Status
T1	Exploring existing adaptation approaches and barriers to Cloud-to-Coast	A survey and needs analysis are used to explore existing approaches to adaptation across the case studies. This is combined with a desktop analysis to assess language barriers embedded within different disciplines.	This analysis draws the landscape on which the C2C approach is based during its development.		
	T1.1 Exploring existing adaptation approaches and barriers to Cloud-to-Coast (sub)				
T2	Developing a conceptual model of the Cloud-to-Coast approach	The common goals and concept of Cloud-to-Coast adaptation approach is developed based on the analysis of survey results, published science and a combination of dialogue with the case study leads (WP4) and the review of exemplary practices.	This model is the starting point for testing the approach.		
	T2.1 Developing a conceptual model of the Cloud-to-Coast approach (sub)				
T3	Evaluation and adjustment of the C2C approach	We evaluate and adjust the C2C approach based on experience from case studies in WP4. These activities ensure that the C2C approach is practical and is well-prepared for continued uptake beyond the end of the project and beyond the NSR.	The adjustments to the models as a result of the feedback and experiences of the case studies leads to an improved model that is ready for broader uptake.		
T4	Internal working group meetings	We will prepare and coordinate a series of meetings to ensure close internal working and effective collaboration between WP's 3, 4 and 5	Partners meet on a regular basis. Group determines the frequency (at least bimonthly in any kind of form). Its estimated that over the 3 year duration of this project that this		
	T4.1 Internal working group meetings (sub)				

Task name	Description	Deliverable	Deadline	Status
		group will have 18 meetings.		

WP4: Application of the Cloud to Coast Approach in Practice

WP Leader: Universiteit Twente, the Netherlands

In WP4, the C2C approach will be put into practice. This will be done in four phases simultaneously. Phases will be defined in in WP3:

- **Exploration:** Relevant adaptation strategies and 8 exemplary practices, which illustrate the need for the C2C approach across four constituent systems, are examined to create a common understanding of the practical application of the C2C approach.
- **Development:** A C5A partner workshop is conducted to analyse and consider the relevance and applicability of the C2C approach from the practitioners' and PLG perspectives. Outcomes are fed back into the WP3 activities.
- **Implementation:** The C2C approach is applied within the 7 C5A case studies. In each case study, the added value of the C2C whole-of-system approach compared to the current mono-sector/system-specific approaches, is tested by the practitioners. The jointly agreed structure of the case studies includes a desk study and interviews with relevant stakeholders to get a thorough understanding of current circumstances and the challenges faced, followed by an on-site reflection workshop, supported by C2C experts and involving all relevant stakeholders. A cross-comparison of case studies results in the identification of issues and enablers for putting the C2C approach into practice, and key areas for follow up activities are synthesised.
- **Integration and Synthesis:** Based on the cross-comparison and the C2C approach, a guide for practitioners is made.

Table 8: WP4 Application of the Cloud to Coast Approach in Practice

Task name	Description	Deliverable	Deadline	Status
T1	Common understanding, cross comparisons and a guidance for authorities and policy makers	A crosscomparison of the existing results in the identification of issues and enablers for C2C. From this a roadmap is made that guides authorities and practitioners in designing and implementing their future climate adaptation pathways.		
T1.1	Common understanding, cross comparisons and a guidance for authorities and policy makers (sub)			
T2	Workshop for analysis and reflection and regular internal meetings	C5A partner workshop, outcomes are covered in a report. Regular meetings (6, physical if not digitally possible) will be on preparing and coordinating the implementation of the Work Package and liaising with WP 3 and 5 about inter linkages.		
T2.1	Workshop for analysis and reflection (sub)			
T3	C5A Case Studies	At least one workshop per case study is held on site.		

WP5: Policy learning on the Cloud-to-Coast Approach

WP Leader: Vlaamse Milieumaatschappij, Belgium

This WP is active throughout the duration of the project with increased involvement at the start and the end of the project. Going beyond simple dissemination, the objective of this WP is to reach out to existing networks within and outside the NSR to foster a strong bond with existing climate adaptation networks. It is also increasing knowledge and experience, raise awareness of, and disseminate and transfer the C2C approach. A Policy Learning Group (PLG) is set up through involving high-level policy makers and practitioners that influence climate change decisionmaking in the NSR. The PLG supports the project in its efforts to facilitate the uptake, policy and capacity building for the C2C approach.

Table 9: WP5 Policy learning on the Cloud-to-Coast Approach

Task name		Description	Deliverable	Deadline	Status
T1	Policy Learning Group meetings and internal meetings	The PLG is brought together and meets at the start, halfway and at the end of the project. There are internal meetings to coordinate the networking, PLG and white paper activities.	PLG meets 3 times. Internal meetings back to back with coordination group meetings 6 times.		
	T1.1 Policy Learning Group meetings and internal meetings (sub)				
T2	The C5A Brussels workshops	Organise workshops (in Brussels) to engage and interact with policy makers and administrations at the local, regional, national and European (e.g. DG REGIO, CLIMA, ENV, MEPs) level.	A meeting with several policy stakeholders and influencers is held at the start and end of the project.		
	T2.1 The C5A Brussels workshops (sub)				
T3	White paper on Cloud to Coast approach	The white paper on the C2C whole-of-system approach helps governments within and outside of the NSR region with uptake of the C2C approach. the white paper is based on, but not be the same as, the guidance for authorities produced by WP4.	This white paper is sent to local, regional, national and EU representatives.		
	T3.1 White paper on Cloud to Coast approach (sub)				

C5a project milestones

Table 10: C5a milestones (identified at this stage)

Month	Milestones:	
M2	MS1	Kick-off meeting
M2	MS2	Launch event - partnership agreement signed
M	MS3	Communication plan
M	MS4	Defined objectives Policy Learning Group (PLG)
M		Basic Progress Report #1
M		Full Progress Report and Financial Report #1
M		Basic Progress Report #2
M		Full Progress Report and Financial Report #2
M		Basic Progress Report #3
M		Full Progress Report and Financial Report #3 and Final Report
M	MS	Final report

4. C5a budget tables

Tables 11, 12 and 13 show C5a External services and expertise budgets, C5a project per beneficiary per budget line and C5a shared costs respectively. These tables are included in this section of the action plan to facilitate the execution and monitoring of activities during the project implementation.

Table 11: External expertise and services, equipment

Partner	Work package	Description	Budget
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	WP 1 Projectmanagement	First Level Control	€ 15.000
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	WP 1 Projectmanagement	Hosting partner meeting	€ 2.500
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	WP 1 Projectmanagement	Mid-term event (shared costs)	€ 20.000
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	WP 2 Communication activities	Communication expenses	€ 2.500
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	WP 3 Co-creation of the Cload to Coast Approach	External expertise/capacity Socio Ecological Resillence	€ 50.000
Sayers and Partners	WP 1 Projectmanagement	First Level Controler	€ 3.000
Sayers and Partners	WP 2 Communication activities	SPL website and blog content C5a	€ 3.000
Sayers and Partners	WP 5 Policy learning on the Cload-to-Coast Approach	T&A costs external PLG participation	€ 500

Universiteit Twente	WP 1 Projectmanagement	First Level Controller	€ 7.500
Länsstyrelsen Värmland	WP 1 Projectmanagement	Hosting partner meeting	€ 4.000
Länsstyrelsen Värmland	WP 2 Communication activities	Explanographic (shared costs)	€ 9.000
Länsstyrelsen Värmland	WP 2 Communication activities	Final event, catering and venue (shared costs)	€ 14.000
Länsstyrelsen Värmland	WP 2 Communication activities	Communication/dissemination tools (banners, flyers,...) (shared costs)	€ 2.000
Länsstyrelsen Värmland	WP 2 Communication activities	Final event, key note speaker (shared costs)	€ 4.000
Länsstyrelsen Värmland	WP 2 Communication activities	Internal communication platform (shared costs)	€ 500
Länsstyrelsen Värmland	WP 4 Application of the Cloud to Coast Approach in Practice	External expertise/capacity Case Study	€ 3.800
Länsstyrelsen Värmland	WP 4 Application of the Cloud to Coast Approach in Practice	Case study – catering regional meetings	€ 1.000
Länsstyrelsen Värmland	WP 4 Application of the Cloud to Coast Approach in Practice	Case study – communication/dissemination materials	€ 500
Provincie Drenthe	WP 1 Projectmanagement	First Level Controller	€ 7.500
Provincie Drenthe	WP 4 Application of the Cloud to Coast Approach in Practice	External expertise/capacity Case Study	€ 20.000

Nieder-sächsischer Landesbetrieb für Wasserwirtschaft, Küsten- und Naturschutz	WP 1 Projectmanagement	First Level Controller	€ 7.500
Nieder-sächsischer Landesbetrieb für Wasserwirtschaft, Küsten- und Naturschutz	WP 1 Projectmanagement	Hosting partner meeting	€ 2.500
Region Midtjylland	WP 1 Projectmanagement	First Level Controller	€ 7.500
Kent County Council	WP 1 Projectmanagement	Hosting partner meeting	€ 2.500
Kent County Council	WP 3 Co-creation of the Cload to Coast Approach	Specialist review of water system approach in Kent	€ 4.000
Kent County Council	WP 3 Co-creation of the Cload to Coast Approach	Hosting workshop	€ 5.000
Kystdirektoratet	WP 1 Projectmanagement	First Level Controller	€ 15.000
Vlaamse Milieu-maatschappij	WP 1 Projectmanagement	First Level Controller	€ 7.500
Vlaamse Milieu-maatschappij	WP 2 Communication activities	Kick off event (shared costs)	€ 10.000
Vlaamse Milieu-maatschappij	WP 5 Policy larning on the Cload-to-Coast Approach	Workshops (venue, catering, ...)	€ 10.000
Total			€ 241.800

Table 12: Project budget - overview per beneficiary per budget line

Partner	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Total budget
Ministerie van Infrastructuur &	€ 286.850	€ 43.027	€ 33.001	€ 90.000	€ 0	€ 452.878

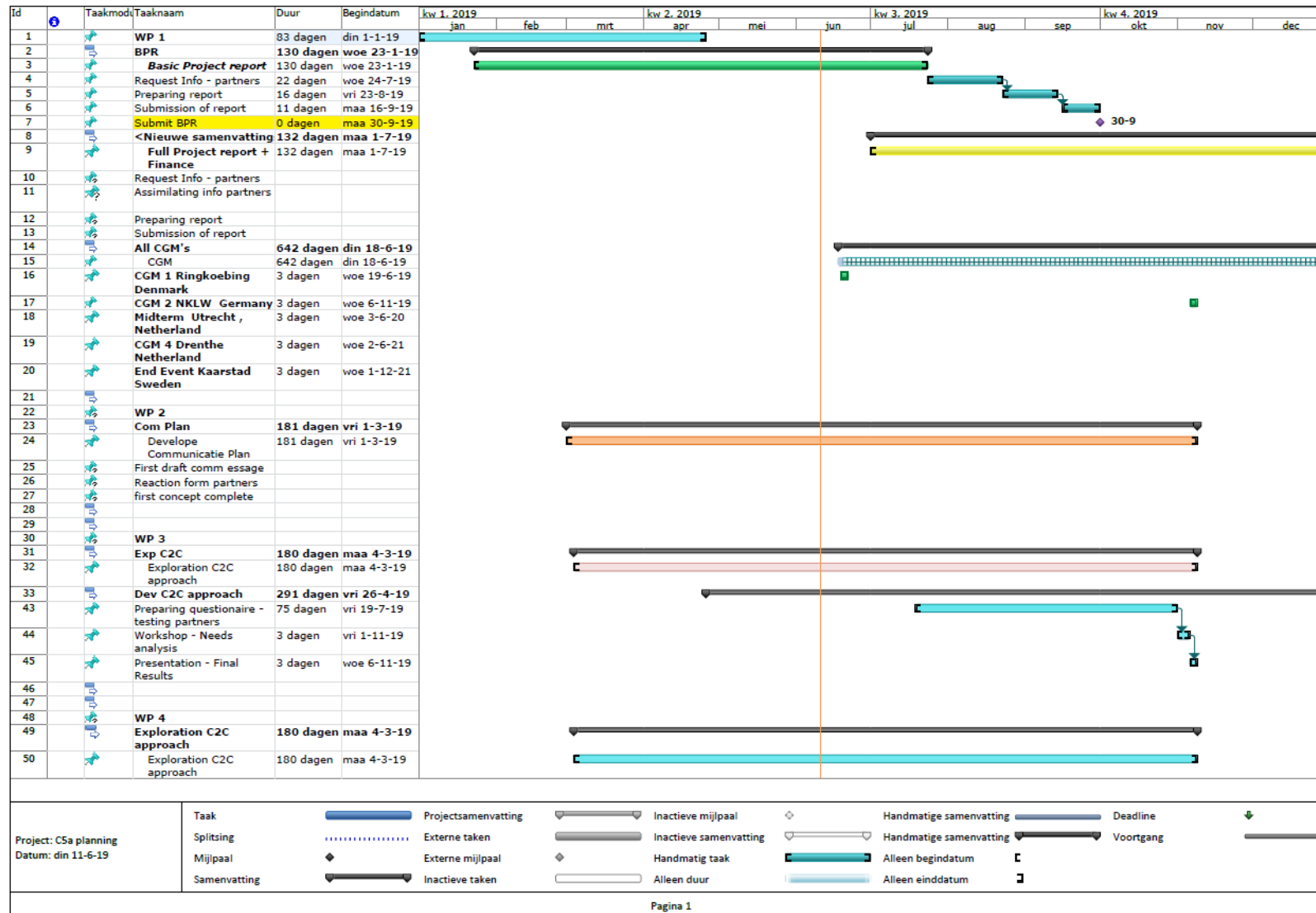
Waterstaat - Rijkswaterstaat						
Sayers and Partners	€ 283.000	€ 42.450	€ 17.600	€ 6.500	€ 0	€ 349.550
Universiteit Twente	€ 206.928	€ 31.039	€ 17.533	€ 7.500	€ 0	€ 263.000
Länsstyrelsen Värmland	€ 88.000	€ 13.200	€ 19.600	€ 38.800	€ 1.000	€ 160.600
Provincie Drenthe	€ 58.000	€ 8.700	€ 10.200	€ 27.500	€ 0	€ 104.400
Nieder-sächsischer Landesbetrieb für Wasser-wirtschaft, Küsten- und Naturschutz	€ 94.694	€ 14.204	€ 13.900	€ 10.000	€ 0	€ 132.798
Region Midtjylland	€ 49.000	€ 7.350	€ 8.200	€ 7.500	€ 0	€ 72.050
Kent County Council	€ 95.200	€ 14.280	€ 13.900	€ 11.500	€ 0	€ 134.880
Kystdirektoratet	€ 38.865	€ 5.829	€ 48.400	€ 15.000	€ 0	€ 108.094
Vlaamse Milieu-maatschappij	€ 96.000	€ 14.400	€ 9.000	€ 27.500	€ 0	€ 146.900
Total	€ 1.296.537	€ 194.479	€ 191.334	€ 241.800	€ 1.000	€ 1.925.150

Table 12: Project budget - overview shared costs per beneficiary

Partner	Total Partner Budget 100%	Total Budget excluding shared costs	Pro rata % per Partner	Total (100%) Shared Costs	50% Shared costs pro rata per Partner
Ministerie van Infrastructuur & Waterstaat - Rijkswaterstaat	€ 452.878	€ 317.804	18%	€ 135.074	€ 17.917
Sayers and Partners	€ 349.550	€ 349.550	20%	€ 0	€ 19.707

Universiteit Twente	€ 263.000	€ 263.000	15%	€ 0	€ 14.827
Länsstyrelsen Värmland	€ 160.600	€ 110.600	6%	€ 50.000	€ 6.235
Provincie Drenthe	€ 104.400	€ 104.400	6%	€ 0	€ 5.886
Nieder-sächsischer Landesbetrieb für Wasser-wirtschaft, Küsten- und Naturschutz	€ 132.798	€ 132.798	8%	€ 0	€ 7.487
Region Midtjylland	€ 72.050	€ 72.050	4%	€ 0	€ 4.062
Kent County Council	€ 134.880	€ 134.880	8%	€ 0	€ 7.604
Kystdirektoratet	€ 108.094	€ 108.094	6%	€ 0	€ 6.094
Vlaamse Milieu-maatschappij	€ 146.900	€ 136.900	8%	€ 10.000	€ 7.718
Total	€ 1.925.150	€ 1.730.076	100%	€ 195.074	€ 97.537

Annex A: Tentative planning C5a





Annex B: background information about C5a partners

This is an informative section on BwN partners and their interests and expectations from their participation in the project.

To be prepared: page with partners' logos. All logos with similar size to reflect that action plan is a team product.