



# PEACEPLUS

Northern Ireland - Ireland

Co-funded by the



European Union



UK Government



Rialtas na hÉireann  
Government of Ireland



**The PEACEPLUS Change Maker Funding Programme,  
managed by the Special EU Programmes Body**

## **Change Maker Funding Programme Applicant Guidance Document**

### **Investment Area 1.2 (IA 1.2) – Empowering Communities**

### **Investment Area 6.2 (IA 6.2) – Maintaining and Forging Relationships between Citizens**

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## Document Control

Version	Date	Description of Changes	Approved By	Position
1.0	21/11/2025	Final Draft	Paula Hill	Interim Director, Managing Authority
2.0	06/01/2026	Pg 6. What We Will Not Fund – amendments made Pg 16. Staff Flat rate – further detail added	Paula Hill	Interim Director, Managing Authority
3.0	04/02/2026	Pg 6. What Will Not fund - Charges for use of partners' own space, facilities or services - added	Declan McGarrigle	Senior Manager of Programme Delivery and Development

# 1 INTRODUCTION

This Guidance is designed to make applying to the PEACEPLUS Change Maker Funding Programme straightforward, inclusive and accessible. It explains what the Change Maker Funding Programme can fund, who can apply, how to structure a work plan, how to build a budget, how your application will be assessed, and how approved projects will be paid. It also points you to organisations offering practical support to help you submit an application.

## 1.1 Investment Areas

Change Makers comprises two small grants investment areas (IA1.2 & IA6.2) aimed at grassroots, people-to-people projects that build trust, inclusion, and reconciliation across communities and across the border.

### **Investment Area 1.2: The Empowering Communities to Embed Peace Small Grants Programme**

#### **(Cross-community Projects)**

The Empowering Communities to Embed Peace Small Grants Investment Area will support the delivery of people-to-people projects by civic and community organisations through the provision of a small grants programme. It will enable a bottom-up approach designed to empower people and organisations, at a grassroots level, to make a direct contribution to peace and reconciliation within their community. It will incorporate measures to encourage participation by smaller organisations with limited administrative resources and will be streamlined in nature, with simplified administration and access.

Supported projects will enable organisations to work on shared challenges, on a cross-community basis, these projects may also have a cross-border element. The thematic approaches will vary but central to all projects will be meaningful and purposeful contact between people from different community cultural and political backgrounds. This will incorporate activities designed to address and transform sectarian / racial attitudes and behaviours. Related actions will build respect and a mutual appreciation for cultural diversity and inclusivity.

If necessary, investment will be made in single identity work, where this will lead to initial and sustained contact with individuals and groups from different community, cultural and political backgrounds. In particular, minority and marginalised groups are encouraged to apply.

## **Investment Area 6.2 Maintaining and Forging Relationships between Citizens**

### **(Cross-border Projects)**

The Maintaining and Forging Relationships between Citizens Programme will build up mutual trust, by encouraging people-to-people actions to support projects working across borders.

The programme will put in place mechanisms to finance small-scale projects or people-to-people projects that make a strong contribution to the social and civic cohesion of the cross-border region. There will be a focus on joint actions to promote citizens' cooperation and trust-building, linking up small organisations across the border that work directly with citizens, including community groups (for example, sports clubs, cultural organisations), schools, SMEs, and organisations in the social economy sector.

## **2 GRANTS AVAILABLE**

The total budget for the PEACEPLUS Change Maker Funding Programme is €40 million. This is broken down into two Investment Areas:

<b>Investment Area</b>	<b>Total Allocation</b>	<b>Eligible Project Size</b>	<b>Application Mode</b>
<b>1.2</b>	€20,000,000	€10,000 –€100,000 (total eligible costs)	Continuous (apply anytime)
<b>6.2</b>	€20,000,000	€10,000 –€100,000 (total eligible costs)	Continuous (apply anytime)

### 3 ELIGIBILITY

#### Who can apply

Constituted, not-for-profit organisations, including, but not exhaustive:

- Local community groups
- Associations (e.g. social inclusion, ex-offenders, sports, arts, history, cultural bodies)
- Voluntary sector organisations
- Traveller and Migrant organisations
- Disability support organisations
- Umbrella/representative bodies for the above
- Non-government organisations (NGOs)
- Non-profit social enterprises
- Universities, schools, colleges, higher education & research institutions

**Note:** Every Lead Partner and any budget holding Project Partners must upload their current constitution or governing document with the application.

#### Who cannot apply

- Profit-taking organisations
- Individuals

#### What we will not fund

- Projects with a negative environmental impact
- Projects that cannot be completed within programme timescales
- Recoverable VAT
- Costs not directly related to project delivery
- Retrospective costs (before project approval date)
- In-Kind contributions
- External expertise costs to complete post project evaluations
- Staff or external expertise for project-level evaluations that duplicate SEUPB-commissioned evaluations
- Undertakings in difficulty (Art. 2(18), Reg. (EU) 651/2014), unless allowed under de minimis or temporary State-aid rules
- Infrastructure and works (capital/refurbishment)
- Charges for time of individuals associated with any project partners
- Charges for use of partners' own space, facilities or services

### 3.1 Duration of a Project

Assessors will check that your project duration is proportionate to your activities and outputs and, in discussion with the applicant, the project duration may be amended and reflected in the Letter of Offer. The official project start date will always be the date the project was approved.

By way of example, a project with a total eligible budget around €30,000 might typically plan for up to 12 months of delivery. A project around €100,000 might plan for up to 24 months, but a larger value project may also be delivered within a shorter timeframe.

Whilst projects can have multiple timescales, projects must plan their completion by 30 June 2029. It is expected that most projects will be completed well in advance of this date.

## 4 MAKING AN APPLICATION

Making an application can feel daunting. To make it easier, this guidance walks you through each step and points you to the available support.

### How to apply (summary of steps):

- Read the [Call Document](#) for the Investment Area you are intending to apply to.
- Register on the Joint Electronic Monitoring System (Jems) Portal, this is the online platform you will be using to submit your application and relevant supporting documentation. You can register [here](#).
- Prepare your documents early, including all quotations/price checks required by the price check thresholds (see section 6.2 below).
- Complete the application in Jems making sure you follow this guidance.
- For technical support on Jems please raise a support ticket via the Jems Portal [here](#).

For help completing your application, register with the Support Partner [here](#) or email: [changemakers@cooperationireland.org](mailto:changemakers@cooperationireland.org). We recommend you do this before you start to

complete your application on the online Jems portal as the Support Partners can advise and guide you through the process of applying.

## 4.1 Applying for PEACEPLUS Change Maker Funding: Your Step-by-Step Guide

The Applying for PEACEPLUS Change Maker Funding: Your Step-by-Step Guide is a handbook that walks you through the entire Jems application, from registration to submission. It explains each screen, clearly shows you what to upload, and highlights common pitfalls to avoid so you can submit a complete, compliant application the first time.

You can access the Applying for PEACEPLUS Change Maker Funding: Your Step-by-Step Guide [here](#).

## 4.2 Partnership Options and Single-Applicants

There are three different types of Partner that can be involved in a project:

- A **Lead Partner (LP)** is given a budget and is responsible for the overall coordination, management and implementation of the project.
- A **Project Partner (PP)** shares some budget and contributes to the delivery of the project.
- An **Associated Partner (AP)** does not hold a budget but contributes to the delivery of the project.

Applications may be presented in one of three configurations:

- A project composed of a Lead Partner (LP) and one (or more) Project Partner (PP).
- A project composed of a Lead Partner and one (or more) Associated Partner (AP).
- A project composed of a single Lead Partner without a Project Partner or Associated Partner.

**All projects must outline demonstrable cross-border/cross-community credentials in their application (see Section 5.1).** It is acknowledged that this needs to be given particular thought and attention in the case of single Lead Partner projects where it may be more difficult to demonstrate.

**Note:** Including Partners can enhance an application by strengthening cross-border/cross-community delivery and access to target groups. If you do not already have a Project Partner and would like help to find one, register [here](#).

## 5 ASSESSMENT & SELECTION

Assessment begins with an admissibility check. You must meet the following admissibility criteria. This means answering “Yes” to admissibility criteria 1, 2, & 4 and answering “No” to admissibility criteria 3 if true.

	Admissibility criteria	Yes	No
1.	Are all sections of the application fully authorised? i.e. Has an authorisation form been uploaded which is signed by the Director/CEO/ Chairperson or equivalent within the Lead Partner organisation?		
2.	Are all applicable sections of the application form on Jems completed?		
3.	Has the project been physically completed or fully implemented prior to the proposal for funding? <b>Completed projects are ineligible.</b>		
4.	Are the Lead Partner and any Project Partners eligible, and does the organisation/partnership fulfil the minimum organisation/partnership requirements?		

**Only those projects which meet the admissibility criteria will progress to scoring.**

## Assessment and Scoring Criteria:

Criterion	Assessment	Total Available Score (%)
1) Contribution to PEACEPLUS objectives	<p>How does the project advance peace and reconciliation from the bottom up (i.e. at a grass roots level)?</p> <p>How will the project contribute to the output and results provided in the <a href="#">call document</a>?</p> <p>Is there a clear and credible peace component showing how the activities contribute towards building positive relationships, understanding and cohesion between communities?</p>	20%
2) Quality of project design	<p>Is the work plan clearly defined with realistic and measurable aims and activities?</p> <p>Has it been demonstrated how activities and timelines fit together to promote participation from marginalized and underrepresented groups?</p>	15%
3) Cross-community/cross-border co-operation	<p>Who will the project work with across communities/borders and how will they work together?</p> <p>(See Cross-Community/Cross-Border Co-operation Criteria on <a href="#">page 11</a>)</p>	15%
4) Project team and implementation	<p>How well does the applicant demonstrate its capacity to manage delivery, monitoring, finance, communications and administration effectively?</p>	10%
5) Value for money	<p>Does the budget represent value for money and is it proportionate to achieve the proposed results?</p> <p>Are all costs eligible, relevant, reasonable, in line with market rates and well matched to the project's outputs and intended outcomes?</p>	20%
6) Sustainable development	<p>Does the project make a positive contribution to the principle of sustainable development? (see <a href="#">Horizontal Principles</a> section 5.2)</p>	10%
7) Equality & accessibility	<p>Is the project open to everyone regardless of gender, religious belief, political opinion, race, age, marital status, or sexual orientation, people with a disability and persons without, and people with dependents and persons without? (see <a href="#">Horizontal Principles</a> section 5.2)</p>	10%
		<b>100%</b>

**For a project to be successful, it must meet all of the admissibility criteria and achieve a minimum score of 3 out of 5 for each criterion. In this instance, your application will be recommended to the Steering Committee for approval.**

**If you fail to achieve at least a 3 on any criterion, your application will receive a fail recommendation to the Steering Committee. Scores and feedback will be provided to the applicant.**

### Scoring:

The score for each criterion is based on a pre-determined rating system depending on how well the evidence provided by the applicant satisfies the assessment questions.

Score	Assessment	Descriptor/Indicator
0	Nil Response	Response failed to address the question.
1	Very Poor	A very poor response with limited evidence of capacity to deliver against the criterion.
2	Poor	A poor response with some evidence of capacity to deliver against the criterion, but overall, it is below the standard expected for an award of funding.
3	Acceptable	A sound response which demonstrates evidence of the capacity to deliver to an acceptable standard against the criterion but does not demonstrate any added value in delivery above the minimum standard required.
4	Good	A good response with strong evidence of capacity to deliver above the minimum standard expected against the criterion.
5	Excellent	An excellent response with very strong evidence of capacity to deliver well above the minimum standard expected against the criterion demonstrating considerable knowledge and experience.

At any stage during the assessment process, you may be issued time-bound clarifications to resolve specific points.

## 5.1 Cross-Community/Cross-Border Co-operation Criteria

Community level co-operation is a fundamental part of the PEACEPLUS Change Maker Funding Programme. All applications must show Joint Development and Joint Implementation to demonstrate co-design with local communities. All applications must also show at least one of Joint Staffing or Joint Financing. Below is some guidance on the Co-operation question.

**Joint Development:** You should say how the project was co-designed by people across communities: who you consulted, which groups have participated or will be participating (name them), how the members of these groups are involved in the development of the project and how governance (board/committee) reflects cross-community representation.

**Joint Implementation:** Explain how activities will be delivered together (cross-community and/or cross-border) by the members of each group/organisation that is participating. This might include, for example, sharing roles/responsibilities for implementation and how skills/learning will be shared. It should also include partnership agreements or written engagement agreements (where there are no project partners).

**Joint Staffing** (*which, for Change Maker, includes volunteers and people on boards and committees*): If staff are in the budget, confirm how they will work across the project for the benefit of all. If you have no staff costs, you might describe the volunteer/committee structure that supports cross-community/cross-border delivery (who they are, what they do, how they represent all targeted communities).

**Joint Financing:** This is about putting the funds to work for communities, i.e. how the financing will be used across the communities/border. Describe clear, transparent financial management (single budget holder is fine). Show how the funds will benefit each of the communities involved, how accountability works (procedures, reporting), and how stakeholders can expect to see the impact of any funds awarded.

## 5.2 Horizontal Principles

Horizontal Principles (criteria 6 and 7 in the Scoring and Assessment Table in Section 5.2) are core cross-cutting principles in all EU Programmes which should be considered across every project, and throughout the whole life of projects. These principles are: sustainable development and environmental protection, equal opportunities and non-discrimination, and equality between men and women.

### Recording Contributions in your Application Form:

The Joint Electronic Monitoring System (Jems) is where you record your project's contribution to the Horizontal Principles. There is a dedicated space in the Jems application form for demonstrating contribution to Horizontal Principles. This space is limited, so applicants are only required to provide brief detail.

The following are **examples** of how a project might demonstrate their contribution to the Horizontal Principles. You will need to consider how your particular project will contribute to each of the principles.

Horizontal Principle	Type of Contribution	Description of Contribution
Sustainable development and environmental protection	Positive/ Negative/ Neutral	<ul style="list-style-type: none"> <li>- Promote active travel/carpooling/public transport for events.</li> <li>- Integrate particular actions on a relevant/ chosen environmental/sustainable topic. E.g. plant trees in your local area as part of a project.</li> <li>- Use opportunity to educate target audience on consumption. Use recyclable/reusable materials.</li> </ul>
Equal Opportunities and Non-Discrimination		<ul style="list-style-type: none"> <li>- Proactive recruitment campaign targeting underrepresented groups to participate in programme / on management board / advisory groups.</li> <li>- Education on inclusion.</li> </ul>
Equality Between Men and Women		<ul style="list-style-type: none"> <li>- Ensure caring and domestic responsibilities are catered for to widen access to workshops, meetings, and events. Equality for all gender identities.</li> </ul>

**Note:** It is important that your answers to these principles are specific to your particular project.

## 5.1 Mandatory Attachments

Applicants must upload the following documents with their application form. Items marked with an asterisk (\*) have templates available within the [open calls section](#) (click on the call you are applying to, navigate to Templates).

- Constitution of Lead Partner and any budget holding Project Partners
- Project Budget Template\* (along with all required supporting documentation)
- Authorisation Form\* (Lead Partner only)
- Relocation and Transfer of Productive Activity Declaration Form(s)\* (Lead Partner and Project Partners)

**Note:** All required documents must be uploaded to Jems before an application is submitted. Any additional attachments will not form part of the assessment process.

## 6 BUDGET

A Simplified Cost Option (SCO) has been designed to be applied to applications under the Change Maker Funding Programme. This means that instead of reimbursing actual costs, the programme agrees on a fixed lump sum amount which is paid in stages, linked to pre-agreed milestones/deliverables. Further information on these milestones is provided at section 7.1 of this guidance document. Use the Change Maker Budget Template provided within the [open calls section](#) (click on the call you are applying to, navigate to Templates).

### 6.1 Developing a budget

#### What you can budget for

**External Expertise & Services (EES):** These are the costs necessary for the delivery of your project. EES costs cover expenditure paid by a budget holding Partner to carry out certain tasks or activities linked to delivery of the project. Examples may include:

- Participant travel and accommodation (e.g. bus hire, B&B)

- External experts/coaches, etc.
- Catering for events/sessions
- Training/programme-related learning materials; printing
- Translation/interpretation
- Promotion and communications (design, advertising, printing)
- Event costs
- Travel and accommodation for external experts, volunteers or speakers
- Other specific expertise/services essential to the project

**Equipment:** Costs for the purchase or hire of essential project-related equipment by a budget holding partner that is needed to deliver project activities. Equipment costs are capped at 20% of the total eligible project budget and must be **necessary, reasonable, and proportionate** to the project. Examples of project related equipment may include:

- IT Hardware and Software (directly related to project delivery only)
- Furniture and Fittings
- Tools and Devices
- Sports Equipment
- Gardening Equipment
- Musical Equipment
- Kitchen Equipment
- Other specific equipment necessary for the project

**Staff:** If you employ staff who are directly working on the project, Staff Costs are eligible for reimbursement at a flat rate of 20% of the other Direct Costs of the project (EES + equipment). This is 20% of direct costs of the partner that is employing the member of staff, not 20% of the direct costs of the total project. This can be auto-calculated for you within the budget template and on Jems if you select the option to apply it.

**Indirect Costs:** Indirect Costs are funded at 7% of all other Direct Costs (including the 20% flat rate for staff if applicable). Overheads (e.g. heat, light, etc.) and administration are covered by this flat rate. Do not include separate overhead line items in the project budget. This will be auto-calculated for you within the budget template and on Jems (online form) if you select the option to apply it.

## 6.2 Value for Money

At application stage, a market price check must be conducted to show the draft budget is based on current market rates. All Direct Cost budget lines (any category) should use the lowest of quotes/price checks as set out below.

### Threshold guidance:

#### €0–€200 (per single item/line)

- A minimum of two price checks need to be carried out for each of the costs included in the project budget. Written quotations are not required but the applicant needs to provide details of how the price check was carried out, referencing names of suppliers (i.e. phone call to supplier, internet search, etc.).
- Prices obtained must be on a 'like for like' basis from each supplier.
- To set the draft budget amount: Use the lowest of the prices obtained.
- If similar/recurring items together exceed €200, they are to be treated as one lot and apply the higher threshold (two written quotes for €200–€5,000). Do not split orders to avoid moving into higher thresholds.

#### €201–€5,000 — Market price check rules

- A minimum of two quotes/price checks required.
- Evidence required to be submitted with an application: two independent written/evidenced price checks (e.g., emailed quotes, PDFs, or dated web screenshots with URL).
- Quotes/prices obtained must be on a 'like for like' basis from each supplier.
- To set the draft budget amount: Use the lowest of the prices obtained.
- If similar/recurring items together exceed €5,000, apply the higher band (three written quotes). Do not split orders to avoid moving into the higher threshold.

## **€5,001–€50,000 — Market price check rules**

- A minimum of three quotes/price checks required.
- Evidence to be submitted with the application: three independent written/evidenced price checks (emails/PDF quotes or dated web screenshots with URL) based on a short written/documented specification (i.e. a copy of written specification shared with supplier and/or document specification used when conducting own online search for the goods/services you are planning to purchase is required).
- Quotes/prices obtained must be on a 'like for like' basis from each supplier.
- To set the draft budget amount: Use the lowest of the prices obtained.
- If similar/recurring items together form one logical lot within this band, do not split to stay under threshold.

Where costs exceed €50,000, please contact the Support Partner for advice on pricing requirements.

### **Cross-Border Pricing**

- We understand that many projects will be delivered on a cross-border basis.
- Quotes should be sought where delivery happens.
- If you plan to deliver activities in both Northern Ireland and Ireland and these are included as a combined cost in a budget line, then you should seek quotes/prices for these costs in each jurisdiction in line with threshold guidance, i.e. to include at least one quote from each jurisdiction.

Regardless of value, all prices must be reasonable and item(s) necessary for delivery.

All quotes should be for similar items or services ('like for like'). For example, you shouldn't compare a quote from a community venue with one from a hotel or compare catering for a finger-food buffet with a three-course meal.

This will be assessed when an application has been submitted.

The detail provided in the project budget template along with the evidence of quotes will be assessed as part of the value for money assessment of the project. Evidence of quotations must be uploaded along with your Change Maker application. Information on how to upload these can be found in: [Applying for PEACEPLUS Change Maker Funding: Your Step-by-Step Guide.](#)

### 6.3 Budget Example

This draft budget example is purely illustrative to show how a compliant draft budget can be structured after determining the total cost per each of the cost categories, it is not intended to be a real project.

Cost Category	Description	Cost (€)	Evidence to be uploaded
EES	Venue hire	2,800.00	Two independent written/evidenced quotes/price checks
EES	Facilitator/Mediator for 20 sessions	8,700.00	Three independent written/evidenced quotes/price checks. Written specification shared with suppliers or documented specification used when conducting online search
EES	Training/learning materials & printing	2,450.00	Two independent written /evidenced quotes/price checks
EES	Catering	5,643.00	Three independent written/evidenced quotes/price checks and written specification shared with suppliers or documented specification used when conducting online search
Equipment	Tablet (essential)	199.00	Details of two price checks carried out
Subtotal: EES + Equipment		19,792.00	—
Staff Costs (flat rate): 20% of Direct Costs (Auto-calculated)		3958.40	Provide staff contract/appointment letter + description of how staff member will be working directly on the project
Indirect Costs (flat rate): 7% of Direct Costs (Auto-calculated)		1,662.53	No evidence required
<b>Total Draft Budget</b>		<b>25,412.93</b>	—

## **7 PAYMENTS & CLAIMS**

Instead of reimbursing actual costs, projects will receive a fixed lump sum amount based on the budget you provide with your application. The lump sum will be paid in stages in the form of milestone payments. A milestone payment is made when the project delivers a specific, agreed-upon output which is included in their Letter of Offer. Verification and audit will focus on how the budget was set and whether agreed outputs for each milestone were delivered. Applicants must provide evidence that all of the activities associated with each milestone specified in the Letter of Offer (e.g. delivery of training, hosting of events or completion of a report etc.) have been completed, including (where it forms part of the milestone) evidence that the equipment has been purchased/used.

All activities within each milestone must be completed for the payment to be made. Each milestone is subject to Management Verification by the Controller (Pobal), who will review the supporting evidence, determine whether the milestone has been met, and certify the outcome. This digital certification should then be submitted, through JEMS, by the Lead Partner with its Project Report for each relevant reporting period. Only upon submission by the Lead Partner of the Controller certification and Project Report will the payment be triggered. Payments will not be made for partially completed milestones – if any element of a milestone is not achieved, no payment for that milestone can be made, as the Controller will not be able to certify completion.

### **7.1.1 Milestone Payments**

The payment of the lump sum linked to project milestones is intended to simplify project implementation. The focus is on outputs/results, not invoices or receipts. This reduces both administrative and audit burden for projects.

These milestones will be drawn from, or directly linked to, your activities. However, depending on the number of activities, not every activity will become a milestone.

As part of the application process, applicants must, on Jems, prepare a project work plan with a single work package. Keep it simple, logical, and easy to understand, only one work package is required.

Within the work package, set out a small number of clear activities describing what you will do from start-up through delivery to completion. Use plain titles and short descriptions that show how each activity contributes to your objective and output indicator(s). These activities will form the basis for the project's payment milestones at Letter of Offer stage.

### Work Package Example:

This **example** is based on a €25,412.93 draft budget for a cross-community dialogue and skills programme and 20 facilitated sessions and two events under IA1.2.

Project Activity	Description	Lump Sum (€)	Indicative Timescale for Completion & Reporting	Evidence Required
Activity 1.1 – Governance & Mobilisation	Finalise governance and project start-up	Milestone 1 – 50%  (€12,706.46)	Month 1 - 3	- Signed Partnership Agreement or Written Engagement Agreement  - Letter of Offer signed
Activity 1.2 – Event & Programme Delivery	<ul style="list-style-type: none"> <li>Opening event as per application</li> <li>Delivery of 10 facilitated sessions</li> </ul>	Milestone 2 – 30%  (€7,623.88)	Months 4 - 6	<ul style="list-style-type: none"> <li>Event materials (e.g. agendas, publicity with correct logos, photos of event set up)</li> <li>Facilitator(s) confirmation (e.g. letter confirming dates/times/locations of completed sessions, facilitator report, agenda, facilitator invoice)</li> </ul>
Activity 1.3 – Programme Delivery Completion	<ul style="list-style-type: none"> <li>Delivery of 10 facilitated sessions</li> <li>Closing event as per application</li> </ul>	Milestone 3 – 20%  (€5,082.59)	Months 7 - 9	<ul style="list-style-type: none"> <li>Event materials (e.g. agendas, publicity with correct logos, photos of event set up)</li> <li>Facilitator(s) confirmation (e.g. letter confirming dates/times/locations of completed sessions, facilitator</li> </ul>

				report, agenda, facilitator invoice)
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### 7.1.2 Milestone Reporting

**Note:** Payment and payment schedules are tailored per project and confirmed in the Letter of Offer.

For further guidance or assistance about any aspect of the programme or this document we have a dedicated helpdesk and helpline set-up which is managed by our Support Partners and we encourage you to contact our partners for assistance.

Helpdesk: [changemakers@cooperationireland.org](mailto:changemakers@cooperationireland.org). Helpline: 02890 321462.