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Mayors for Economic Growth Facility

CALL FOR INTEREST:

MISSION-ORIENTED PORTFOLIOS FOR LOCAL TRANSFORMATIONS

GUIDANCE NOTE for Selection of municipalities to develop and activate a mission-oriented portfolio of systemic measures to foster transformational and sustainable growth

This call for interest is open for acting members of the Mayors for Economic Growth Initiative in the Eastern Partnership countries: Armenia, Moldova and Ukraine.

May 2025

[Purpose of this document: To be sent to local authorities/members to describe the intent, criteria and guideline of the call for interests]

Table of Contents

Note on terminology and definitions	3
Mayors for Economic Growth	6
Mission-oriented Economy Journey	6
Mission Theme for the open call	11
Selection process	12
Indicative timeline	14
Eligibility & Selection Criteria	14
Application process & further information	17
Annex 1: Call for Interest – Application Form	18

Note on terminology and definitions

Local Authorities/Municipalities: The document uses these two terms interchangeably. The document may use related terms such as urban context and cities as similar contexts.

Complexity: A term used to characterize or describe a 'system'. Complex systems can be found in many different places, such as in nature, traffic, our brains, the economy and society. Complex systems are often characterized by emergent behaviour, nonlinear dynamics, limited predictability, self-organization and fundamental uncertainty. They consist of billions of agents with different ambitions, interests and values. These agents coordinate their interactions through communities, social constructs (e.g. markets and companies), and institutional regimes (e.g. nation-states and laws). These systems are fundamentally complex because of the human agency that sits at their core. Complexity applies also at the scale of a city or community, in which multiple actors from numerous sectors interact in formal and informal ways. Hence, we cannot fully predict behaviors nor are there any 'right' solutions waiting to be discovered, which makes the decision-making challenging.

Systems thinking: is at the heart of managing complexity as it helps us to see the whole and not simply the parts of the systems. It is a holistic way of looking at the world, where the parts to a system, such as development challenges, can only be properly understood, and thus managed, when taken in relation to the whole system. Systems lens will help us to understand and identify where to act and interact in the interconnected and interdependent complex systems, such as municipalities. Systems need to be mapped out to identify where and how innovation can play a role in catalysing change dynamics, and interventions developed as "mission-oriented portfolios" that can address different barriers and opportunities simultaneously. Mission-oriented Portfolios may include social innovation as well as innovation in finance, technology, policy, governance, citizen engagement, education and other relevant levers of change.

Strategic innovation: is the ability to create large-scale change through the use of innovation beyond single-point project and experimentation. It effectively engages in the generation and application of knowledge to enhance decision-making in uncertainty and accelerate the design of actions. Strategic innovation requires working

with 'owners' of a problem or challenge to secure a clear mission or intent and demand-side pull for transformational change to occur. Strategic innovation is built upon systems thinking, recognizing the roles of culture, identity, and behaviour, in the world around us and integrating these underlying structures as we attempt to bring about transformative positive change.

Portfolios: Are a practical way to embed strategic innovation into programming. A portfolio consists of a group of connected innovations designed to simultaneously address different leverage points in the complex systems identified in earlier stages of the strategic innovation process. The key nature of the portfolio interventions are 'learning' and 'discovery' for the interventions to produce intelligence about the constantly changing social systems. A portfolio should be dynamic and evolve based on learning through the process, seeking out new ideas and actors, and pushing for synergies among multiple interventions. It is the combined learning, capabilities, resources and experimentation that make up a portfolio that together bring about transformative change, and not one single point of intervention (e.g. project or grant).

Mission-oriented economy approach: This approach focuses on solving specific societal challenges through targeted, strategic interventions. It involves setting clear, ambitious goals ("missions") that require innovation and coordination across various sectors and actors. This approach aims to drive economic growth by addressing complex problems, creating interconnected solutions that benefit society as a whole.

Sense-making: Is the ability to learn from our activities and is in the heart of dynamic management of the portfolio. The feedback loops from the experiences in the implementation generate learnings and insights to create actionable intelligence in the portfolio. This intelligence is then fed back to the portfolio to keep our programming coherent and relevant for the context and to accelerate transformation at scale. Feedback loops inform policymaking and dynamic management of the portfolio.

Gender responsive: It refers to policies, programmes, or actions that actively consider and address the different needs, experiences, and challenges of individuals based on their gender. It involves first identifying gender inequalities, then addressing them, and promoting gender equality by ensuring that outcomes support the empowerment of all genders, with a particular focus on women. A gender responsive approach includes:

- Identifying gender disparities by analyzing how different genders are affected by policies or initiatives and implementing actions to address inequalities.

- Ensuring equal participation and decision-making opportunities for all genders.
- Integrating gender perspectives and considerations throughout planning, implementation, monitoring, and evaluation processes.

Note on the Mayors for Economic Growth as a Phase 3:

Since its first launch in 2017 by the European Union (EU) and, later re-introduction of the initiative in 2021 through the United Nations Development Programme (UNDP) and key development partners' involvement, the Mayors for Economic Growth (M4EG) Facility has been empowering local authorities and communities in Armenia, Azerbaijan, Moldova, and Ukraine to explore and pursue innovative growth trajectories. While building on the successes and learnings of phase 2, the M4EG will continue to support municipalities in the EaP countries with new tools and practices to foster innovation, collaboration, and investment readiness to drive sustainable local economic growth.

Mayors for Economic Growth

The EU and UNDP are assisting local authorities in the Eastern Partnership (EaP) region (Armenia, Moldova, Ukraine) to become active facilitators for sustainable, inclusive economic growth and job creation. This new phase of Mayors for Economic Growth (2025-2028) (hereinafter Mayors for Economic Growth) aims to build on the successes of phase 2 (2021-2024) and will develop and implement an innovative approach of understanding and managing complexity, systems thinking and mission-oriented portfolio building for local authorities to define their needs and solve complex problems by collaborating with different stakeholders, experimenting and testing different solutions and learning from each other, which falls within the overall frame of “strategic innovation”.

The action will cover Armenia, Moldova, Ukraine over the next 4 years and **aims to:**

- Expand access and add more learning opportunities online and offline to build capabilities for the entire M4EG networks on funding and financing, leadership, digital skills, among others for the green recovery and development of local authorities.
- Support up to 20 or more local authorities from the region will be selected to undergo a deep learning and coaching journey in developing and activating mission-oriented portfolios, with access to seed grants and subsequently, growth and scale grants through an annual open call for proposals. Selected local authorities will have access to pipeline development and an IFI track as part of the Mission-oriented economy programme.
- Announce Innovative Challenge grants, providing grants for cities in the EaP countries to test new modalities and instruments in local level financing.
- Co-host regional forums and national platforms to exchange on emerging practice, inspiring action and lessons learnt among local governments and other stakeholders.

Mission-oriented Economy Journey

Mayors for Economic Growth aims to develop and implement a “mission-oriented economy approach” for local authorities to unpack their needs and solve complex

problems by collaborating with different stakeholders, and experimenting and testing different solutions.

Therefore, a small number of local authorities within the cohort of the network will, by building on their local development strategy (LEDP or equivalent) and by implementing the mission-oriented economy approach, develop pilot interventions to showcase concrete results in urban transformations.

The selected cities will apply a **strategic innovation framework** (see figure below) utilizing tools and techniques such as:

- Community listening (hearing narratives that exist in society)
- Co-creation with diverse groups of innovators, investors and public servants of bankable projects
- Activation of mission-oriented portfolios and their dynamic management
- Actively designing bankable projects to attract private sector and other forms of financing (including social ventures)
- Capability development in local authorities

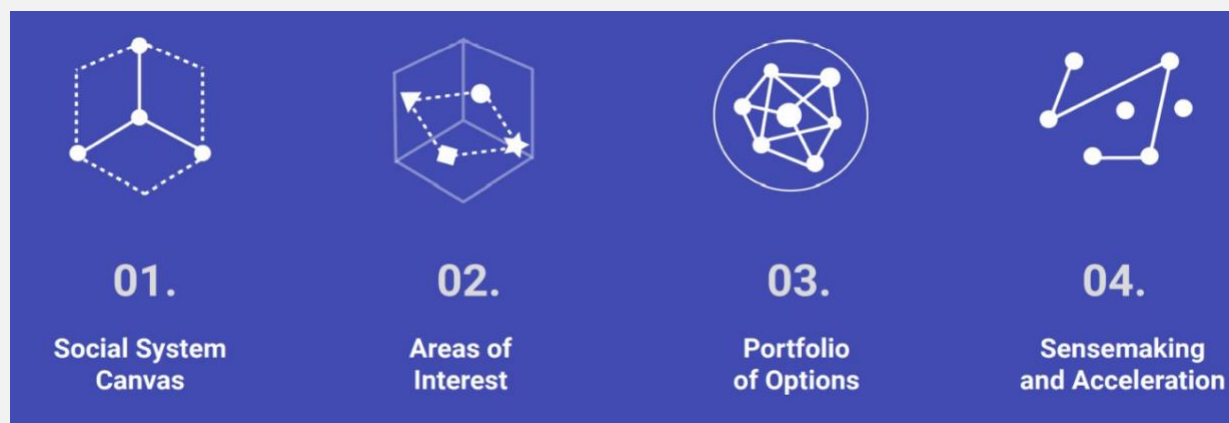


Fig 1. Example tools available to assist in this innovation process.

In practice, this will mean supporting a green and inclusive recovery of municipalities, curbing out-migration, while tapping into a diverse set of resources to finance the transformation. The objectives will be met through the interconnected outcomes, outputs and activities to deliver enhanced capacities of local authorities and implementation of portfolios contributing to improved environmental and socio-economic outcomes at the local level in the EaP region. This will entail supporting local authorities in the collaborative preparation of investment ready portfolios - bringing into the process with local authorities, civil society, innovators, local change-makers

and private sector, enabling active learning and knowledge sharing within the entire network of M4EG, and seeding and dynamic management of interconnected investments with the purpose of renewal of secondary cities and making them a better place to live. The project will seek to develop mission-oriented portfolios that enable better distribution of resources to meet local needs, and cut across

- governance (i.e. creating spaces for enhanced participation of citizens, especially women and marginalized communities, improving transparency and accountability, transitioning to digital, open and inclusive governance models),
- economy (i.e. strengthening local economies, enhancing opportunities for entrepreneurs and innovators, testing new and green business models) and
- environment (i.e. green retrofitting, renewal of public spaces, transition to more sustainable services, and climate-resilient infrastructure, improvement of air quality).

Mission-oriented portfolios will be built upon the municipality's local development strategy (Local Economic Development Plan or equivalent), existing potential of transformation and dynamics (recognizing where there is energy), and they will be co-created and fully contextualized to the needs of the beneficiary secondary cities (local authorities, residents, civic groups and private sector). The portfolios should also be designed to be implemented with "available" resources.

Why municipality transformation?

Taking a mission-oriented portfolio approach to these challenges we think will have fundamental holistic benefits in allowing the participating towns and cities to go further, faster towards achieving outcomes such as climate neutrality and social justice. There is often a willingness to act but a lack of capability, resource and know-how while the effects of COVID-19 have introduced significant further challenges, as well as opportunities, as cities struggle to find the right balance of protection and stability while seeking to maintain trust. Attention and resources are being drawn into states of permanent crisis, with social and behavioural tipping points at their centre.

This initiative attempts to address these challenges through a systems approach that moves beyond 'siloes' methods with single sector solutions. As problems and solutions are intertwined and connected, narrowly targeted solutions might not

bring the expected result or allow for systemic response. It will help to build capacity within the participating teams, developing a portfolio of solutions, which if pulled together will bring learnings and insights, the pooling of resources, economies of scale benefits and the ability for the participating teams to build trust, raise capital and learn from each other.

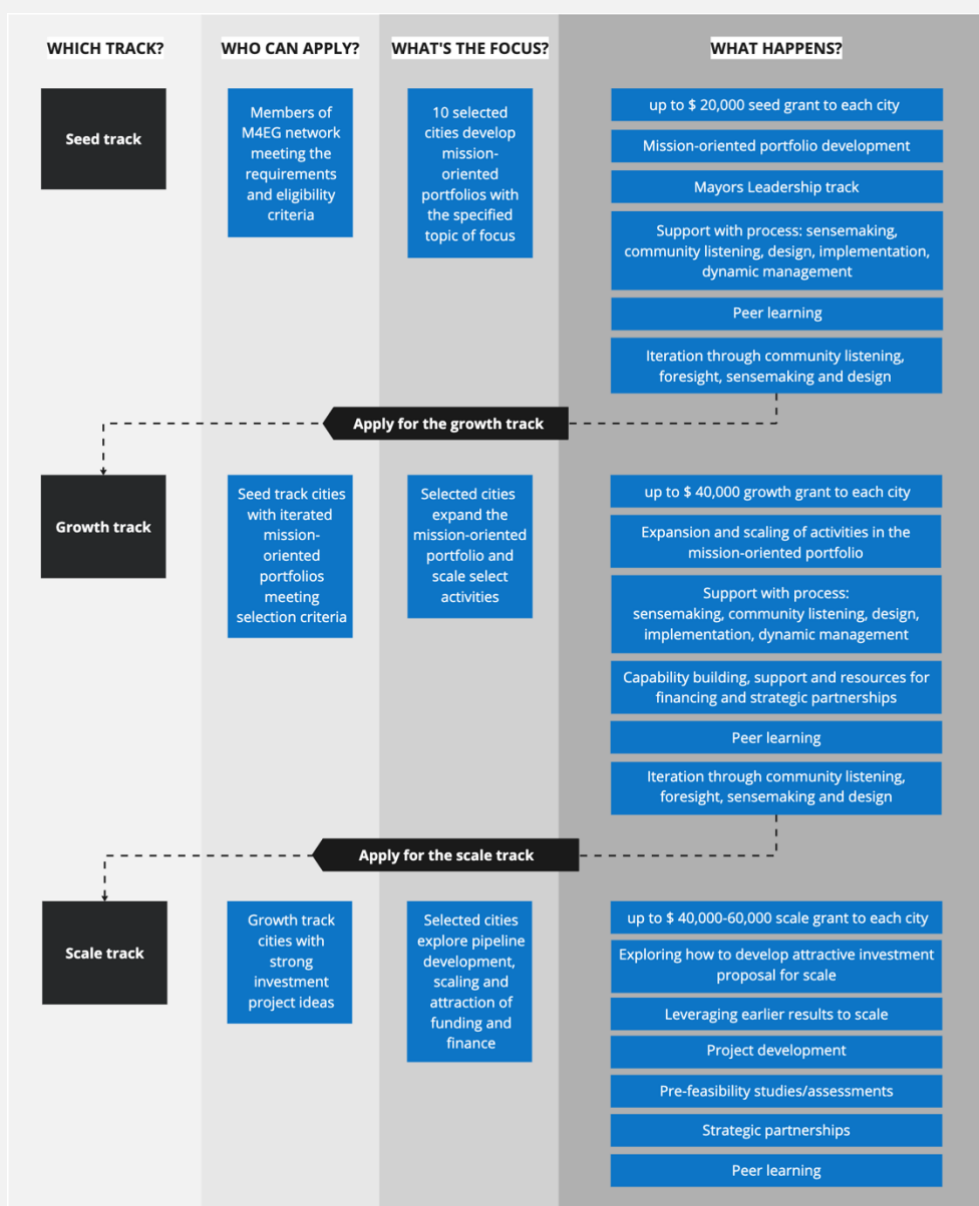
A comprehensive support package will be provided with technical assistance and financial support to enable this journey.

This is up to a year-long journey in the seed phase, where selected municipalities will engage closely with UNDP in a learning journey to create mission-oriented portfolios and implement designed interventions

A total of up to \$120,000 of financial support is available through a **phased approach**:

- Provision of up to \$20,000 as a seed grant for all selected towns/cities to design and develop their mission-oriented portfolio and begin the testing and implementing activities
- Opportunity to apply for a growth grant of up to \$40,000 after the implementation and iteration of the mission-oriented portfolio to further develop the mission-oriented portfolio and further test and scale select activities
- Opportunity to apply for a scale grant of up to \$40,000-60,000 for the pipeline development for scaling

The M4EG will also facilitate connection with IFI programmes for further scaling and in special cases, larger grants can be provided to projects with the scaling potential.



This phase of application process is towards the selection for the seed track only. The same selection criteria will be used to evaluate the municipality's commitment to move forward in the growth and scale tracks.

What selected municipalities can expect

In the seed phase of the Mission-oriented Economy Journey, selected municipalities will be:

- Supported through a journey with innovative processes to:
 - see the problem through new/different lenses
 - identify the mission and strategically important entry points
- Supported to design and develop 2 to 5 innovative and experimental interventions in the city aligned to the mission

- Provided financial support for use in different type of cost categories as long it is aligned with the mission and for interventions that have an experimental nature. *(Please note that salaries in the local authorities are not eligible to be covered by the financial support. These salaries, however, can be considered as in-kind contribution of the municipality)*
- Expected to implement the designed experimental interventions in 2-6 months from completion of the design
- Responsible for ensuring implementation, dynamic management and reporting on progress, learning and financial details

Mission Theme for the open call

In April-May 2025, a survey was circulated among member municipalities of the M4EG network to understand the local level priorities under various thematic areas.

Economic Resilience

Economic resilience is the ability of a local economy to adapt to changing circumstances through innovation. It is also the ability to withstand and recover from shocks and stresses such as crises generated by conflicts, natural disasters, demographic shifts, etc. This includes maintaining and improving essential services, fostering growth and sustainable development, setting up adaptive physical and institutional infrastructure to stay ahead in these changing times.

As a result of the survey and the relevance to National and EU priorities, the open call for Armenia, Moldova and Ukraine is on the topic of Economic Resilience.

The selection criteria in the application will aim to further understand why this topic is relevant to the municipality and ask if it is identified in their local level strategy.

Selection process

In 2025, up to 10 cities from the participating EaP countries will be selected to undergo the mission-oriented economy journey. The successful applicants will utilize this learning offer and grants to implement a systemic reform of local and regional governance, increase citizen engagement in decision-making and create an enabling environment for local economic growth.

Applicants must demonstrate that they have the capacity for rapid mobilization and the continuation/development of the initiative after the project has been completed. Evidence on collaboration with a diverse set of actors, as well as the track record in delivery and capacity to innovate will also form part of the appraisal.

The selection process will involve UNDP and the European Commission at both country and regional/central level.

Local authorities that have previously been a part of programmes such as M4EG Response and Renewal or M4EG Urban Imaginaries are eligible to apply.

This grant programme is designed for local authorities that have not previously gone through any Portfolio programmes before, to expand and diversify the number of cities. Hence, this call is **only open for cities that were not previously selected for the any of the UNDP Portfolio programmes.**

Municipalities that were part of the M4EG Portfolio Journey have already completed the seed and growth phase and will have opportunities to apply for a different call for interest for scale grants and the M4EG Secretariat remains available to support them.

The selection process in 2025 is shown in the below table:

CALL FOR INTEREST	
Dates	26 May – 15 June 2025
Eligibility Criteria	3 criteria (see below) <i>Please note: Cities in UNDP portfolio programmes are not eligible. Cities previously part of M4EG Response and Renewal</i>

	<i>and M4EG Urban Imaginaries are eligible to apply as long as they meet the 3 eligibility conditions.</i>
Selection Criteria	9 criteria (see below)
Selection process Longlisting	Online application form (in national language). Automated process with the UNDP country offices team providing monitoring.
Selection process Shortlisting	The UNDP country team in the respective country reviews the online applications based on a scoring sheet and recommends municipalities/local authorities for conversation/discussion.
Selection process Conversation	UNDP Regional Project Team validates the short-listing process. Those shortlisted will be called in for a brief motivation conversation/discussion/meeting between the respective Mayor's team and respective UNDP Country Office team.
Selection process Selection Committee	Based on short-listing assessment and the conversation, the UNDP country teams submit their proposed candidates to a Selection Committee consisting of EU (DG ENEST), UNDP Istanbul Regional Hub and UNDP Brussels.
Numbers of applications	All active members can apply. As the number of members varies greatly from country to country, between 2-5 will be recommended for a conversation. The final number of successful applicants for the CFI will depend on the readiness and capabilities of the proposed municipalities. In 2025, up to 10 municipalities will be selected through the call for interest.

	The respective EU Delegations will be kept abreast by the UNDP Country Offices of the selection process.
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Table 1: Overview of the call for interest process.

Please note that another round of calls for interest will take place in 2026.

Indicative timeline

Event	Date
Launch of CFI	26 May 2025
National events with session on CFI	May – June 2025
Period for requesting clarifications to UNDP	26 May to 15 June 2025
Deadline for submission of application to CFI	15 June 2025
Invitation for interview processes	By mid-July
Final screening and Selection committee	By end-July
Final results announcement	11 August 2025
Start of the mission journey	01 September 2025
Indicative time for start of implementation of seed grant	November 2025 – Jan 2026
Indicative time for start of implementation of growth grant	May 2026 – August 2026
Indicative time for start of implementation of scale grant	December 2026 – April 2027

Eligibility & Selection Criteria

The following are the **3 eligibility criteria** and the **10 selection criteria** for local authorities, used for the Call for Interest:

Eligibility Criteria:

1. Local authorities must be located in one of the following Eastern Partnership countries: Armenia, Moldova, Ukraine; and must be a **member of the M4EG National network** in one of these countries.

Municipalities in these countries that are not currently members, can join the network by filling in the membership form. Please contact the UNDP Country Focal Points mentioned on the last page of this document (page 17).

2. Local authorities must have **already developed or should be in the process of developing a local level strategy** for their economy and/or development or similar (e.g. LEDPs or equivalent) for the municipality, to justify alignment with the thematic area (see selection criterion 1).

3. A **single local authority can apply or two local authorities in the M4EG network** with an agreement to share commitment to peer learning and resources, can apply together and be considered.

For two municipalities to be considered together,

- both municipalities should meet the eligibility and selection criteria
- both municipalities should have or should be in the process of developing their own local level strategies and
- both municipalities should submit their own applications.

Both the municipalities (if selected) will be eligible to receive support and a financial package up to \$20,000 each during the seed phase and potentially additional support in subsequent phases.

A municipality can submit only one application.

Please note: Cities in UNDP portfolio programmes are not eligible. Cities previously part of M4EG Response and Renewal and M4EG Urban Imaginaries are eligible to apply as long as they meet the above conditions.

Selection Criteria:

1. The local authority's strategy or plan **has a strong vision and focus on Economic Resilience.**
2. Local authorities must **commit to co-investing in the project** for a value of 10% of the financial support provided by the project at every stage. This can be either through in-kind contribution (such as dedicated time and human resource commitment of a municipal personnel for the project, hiring expertise to the team to support the project, etc.) or in co-funding the project

at the activation and implementation phase.

3. **Evidence of commitment of the municipal leadership** in participating in the leadership track to support the project and commitment of the leadership in ensuring the municipality provides resources towards learning and implementation of mission-oriented portfolios.
4. **Evidence of capacity to implement community development projects** to achieve concrete results and sustainable outcomes, demonstrating a track record.
5. **Evidence of prior efforts in establishing partnerships** with national government, cross-sectoral collaborations, NGOs, local and international organizations, private sector, etc. In addition, **confirmation of partnership for this project** with one or more of the following: NGO, CSO, BMO, academia, private sector, etc.
6. **Demonstration of clear commitment to implement a new approach**, and an open mindset to do innovation as measured by the level of interest and time allocated for such a project. Some experience on innovation or testing new solutions, approaches and new ways of working - group-work, task force, cross-sectoral teams.
7. **Demonstration of collaborative work** - capacity of the municipality to engage citizens from different genders and backgrounds, to co-create development projects and ensure high levels of citizen engagement/participation, would be considered an asset
8. **Active participation in the Urban Learning Centre** activities, events and courses could be considered an asset.
9. **Previous experience in implementing activities to empower women** (as citizens, leaders and entrepreneurs), mainstreaming gender in public service delivery could be considered an asset. Openness to embed gender-responsive principles and support from technical and leadership level will be considered an asset.

10. Evidence of **inter-municipal cooperation or linkage of local level strategy with SDG localization or innovative finance initiatives** will be considered an asset.

Application process & further information

Interested members of Mayors for Economic Growth will submit an online application through an announced Call for Interest, open from **26 May 2025** and end on **15 June 2025**. No applications shall be accepted after the deadline. The application form will be shared by the UNDP Country Office to the members in the country, and the form will be in the respective national language.

The applications should be submitted by the local authority as the lead applicant. While it is encouraged to include partner organizations from CSOs, NGOs and other organizations in the project, the lead organization needs to be the local authority.

Information meetings on Call for Interest and introduction to approach

There will be at least one online plenary session (using Zoom or similar) in each country where all interested active members can attend. This country level call will include an introduction to the approach and terminology of this new phase of the Mayors Facility (i.e. complexity, systems thinking etc.), and examples for illustration and inspiration.

All information meetings will have a questions and answers session for potential applicants.

Additional questions can also be sent to the respective country coordinator as per the below list of contacts.

Country Contact Points:

Armenia: Krist Marukyan, Project Coordinator, krist.marukyan@undp.org

Moldova: Veaceslav Bulat, Project Manager, veaceslav.bulat@undp.org

Ukraine: Mustafa Sait-Ametov, Regional Development Programme Manager, mustafa.sait-ametov@undp.org

Please keep the following email in copy: eu.m4eg@undp.org

Annex 1: Call for Interest – Application Form

Section 1. General Information and setting the intention

<i>Your (working) vision/intent statement for municipal transformation</i>	(100 words max)	
<i>Municipality, Region</i>		
<i>URL /web-page and email, official Facebook page (if relevant)</i>		
<i>Contact information of the person who will be the lead coordinator for the application</i>	Name	
	Mailing address	
	Work landline	
	Mobile	
	Email	
<i>Briefly describe the existing situation and explain what major challenge(s) your municipality aim to address if successfully selected</i>	(200 words)	
<i>Who will directly and indirect benefit from your intentions (especially from gender, ethnic and other identity perspectives)?</i>	(100 words)	

Section 2. Eligibility Questions

<p>1. Are you a member of the M4EG in one of these countries Armenia, Moldova, Ukraine?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
<p>2. Do you have a local level strategy for the economy/development or similar (LEDP or equivalent)</p>

☐ Yes

☐ No

Please attach the latest development plan or strategy document

3. Are you applying as a single local authority or as two local authorities?

☐ Single local authority

☐ Two _____ local _____ authorities
Partner local authority: _____

If applying as two local authorities, please attach a document of proof for collaboration

If you are applying as two local authorities, how do you plan to collaborate with your partner municipality and share commitment to peer learning and resources? (max 300 words)

[This response can contribute up to 5 points to the total score earned below for each of the cities. The scores of both municipalities will be combined for evaluation and comparison with other applications. This is done to encourage applications that can complement each other through their different experiences and capabilities and provide an opportunity for cities that might not succeed on their own.]

*If you are applying as **two local authorities**, please ensure both municipalities complete and submit separate applications. If both municipalities do not submit separate applications, only the submitted application will be considered for the single submitting municipality.*

Section 3. Selection Questions

1. Please describe how the topic of 'Economic Resilience' is relevant for your municipality. How is the importance of the topic identified in your local level strategy, please provide evidence.
(max 200 words)

Weightage: 10%

2. Please mention how the local authority plans to co-invest in the project for a value of 10% of the financial support provided in the seed phase. This could be in the form of co-funding for the interventions or in-kind contributions through dedicated time and human resource commitment of a municipal personnel for the project or hiring expertise to the team to support the project.
(max 100 words)

Please attach a signed document from the Mayor as evidence of commitment to co-invest in the project for a value of 10% of the financial support provided by the project at every stage.

Weightage: 10%

3. Please provide evidence of confirmation of the municipal leadership in participating in the leadership track to support the project and commitment of the leadership in ensuring the municipality provides resources towards learning and implementation of mission-oriented portfolios.
(max 100 words)

Please attach a signed document from the Mayor as evidence of commitment to participate in the leadership track in October/November/December 2025, if selected

Weightage: 10%

4. Capacity to implement community development projects

- A. Please share **evidence of implementing a prior community development project** and explain the results, outcomes and learnings in a previous municipal and or/urban development project.
(max 200 words)

Please attach evidence of having implemented a prior community development project

Weightage: 10%

- B. Please explain relevant **capacities** in the municipalities that you can rely on for this programme (e.g. who is in the team, their capacity to work on this initiative and track record of similar or relevant work). How are you ensuring equal participation and contribution of women in the initiative?
(max 200 words)

Weightage: 10%

5. Collaboration

- A. Please share example(s) of previous **collaboration** your municipality has done with civil society groups, the private sector, universities, international organizations, etc. What were the objective, and the results of this initiative?
(max 200 words)

Weightage: 10%

- B. Please mention who would be your current partners for this initiative and how you plan collaborate.

(max 200 words)

Please attach evidence of confirmation of partnership with CSO, NGO, BMO, academia, private sector or other organization(s) for this project

Weightage: 10%

- C. Does the municipality have existing or potential private sector or funding partnerships for this project? Please share details as these partnerships will be valued and encouraged.

(max 100 words)

Weightage: 5%

6. Please explain your interest in **testing a new approach** and bringing in more **innovation** in your work; please briefly share any relevant innovation initiatives you have led - objectives, partners, results.

(max 300 words)

Weightage: 15%

7. Please share any additional experience on **citizen engagement or co-creation** of development projects, if relevant.

(max 100 words)

Weightage: 2%

8. Has the municipality engaged with M4EG's Urban Learning Centre, in any of the online or offline activities? If yes, please mention the courses taken/ events attended.

(max 100 words)

Weightage: 2%

9. Please mention if you have prior experience in implementing activities to empower women.
In addition, please express the commitment of the municipality to ensure the project is gender-responsive.
(max 100 words)

Please attach a signed document from the Mayor as evidence of commitment of the municipality to ensure the project is gender-responsive.

Weightage: 3%

10. Please share any previous or current **inter-municipal cooperation, SDG localization or local innovative finance.**
(max 100 words)

Weightage: 3%

Attachments required for selection:

1. Latest local level strategy/ development plan / LEDP or equivalent
2. Document of proof for collaboration (if applying as two local authorities only)
3. Evidence of importance of 'Economic Resilience' identified in the local level strategy such as extract from local level strategy document
4. Signed document from the Mayor as evidence of commitment to
 - co-invest in the in the project for a value of 10% of the financial support provided by the project at every stage.
 - provide support through resources towards learning and implementation of mission-oriented portfolios
 - participate in the leadership track in October/ November/ December 2025, if selected
 - commitment to ensure the project is gender-responsive
5. Evidence of having implemented a prior community development project
6. Evidence of confirmation of partnership with CSO, NGO, BMO, academia, private sector or other organization(s) for this project