ANNEX 1 – PARCEL DESCRIPTION PARCELS 1 to 8

Parcel 1: National resilience, crisis management, Safe aviation

Aviation safety
Flying is one of the safest forms of transport. Internationally and nationally, parties are working on continuous improvement of safety. The Ministry for IenW is responsible for establishing frameworks for how the sector realises safety. The sector parties are primarily responsible for safety in daily operations. The aviation authority of the Human Environment and Transport Inspectorate (ILT) issues licences and monitors compliance with the frameworks. The frameworks and legislation and regulations are largely established internationally (International Civil Aviation Organisation, ICAO) and at European level (prepared by the European Aviation Safety Agency, EASA).

Based on these frameworks, the Ministry strives for continuous improvement in the safety of Dutch civil aviation. The desired outcome is that there are no accidents in Dutch aviation. The national safety objective is to continuously improve aviation safety by identifying the greatest national risks and controlling them to an acceptable level. In addition, the Netherlands is committed to high compliance with international standards and has the ambition to remain among the best-performing countries in the world. An important part of this is implementing and maintaining a national safety management system for the State, as stipulated in the Dutch Aviation Safety Programme (NLVP). The Dutch Aviation Safety Action Plan (NALV) provides an overview of the operational and organisational safety initiatives to manage national safety risks and insight into the priorities that the Netherlands will set in the coming years to maintain and further improve the high level of aviation safety. These initiatives are based, among other things, on a national security analysis. This NALV is currently reviewed every four years and the safety initiatives every two years.

Examples of possible tasks include the use of external expertise in resolving and implementing the potential shortcomings identified by ICAO with so-called corrective action plans (ICAO assesses whether Member States comply with international frameworks), organising meetings in the field of safety awareness, maintaining the quality management system (which describes processes, procedures and roles, among other things), evaluating the NLVP and organising the aviation safety network day. Another example of a possible task is that, in the case of important decisions by the Ministry that lead to significant changes in aviation, an integrated independent safety analysis must first be carried out. This analysis identifies the potential consequences for safety in advance and is carried out on behalf of the Ministry.

Flight security, air traffic services and airspace
Civil aviation security is an integral part of the entire aviation process and focuses primarily on protection against deliberate threats and unlawful acts. The most important frameworks for security are also established internationally. The Ministry of Justice and Security (JenV)is primarily responsible. The Ministry of IenW is responsible for the frameworks governing security during flight operations and air traffic services. Responsibility for airspace is shared between the Ministries of JenV, Defence, and IenW. The aviation sector is responsible for implementing security measures. The Netherlands/the Ministry of IenW has also made efforts at the national, European, and global levels to better manage the risks of flying over and near conflict areas.

In the coming period, potential assignments are anticipated for civil aviation security in the area of in-flight security: drawing up a comprehensive inventory (public and private) for the policy area of in-flight security; and the impact of the Critical Entities Resilience Act (Wwke)

and the Cyber Security Act (Cbw) on the policy area of in-flight security. In addition, possible assignments in the field of ATM security (in consultation with LVNL and MUAC) include: drawing up a comprehensive inventory (public and private) for the ATM security policy area; and the impact of the Wwke and Cbw on the ATM security policy area.

Resilience, vital infrastructure and crisis management
Geopolitical developments mean that the importance of national resilience, crisis management and strategic autonomy in Europe and the Netherlands is rapidly increasing. Preparation in the civil aviation sector requires attention in light of current developments. In addition to resilience against physical and digital threats, ensuring security on flights and at airports (see previous section) and crisis management are crucial for maintaining safe and healthy aviation operations. Airports, airlines and other parties have a responsibility to protect their critical systems as effectively as possible. The Ministry of IenW is the department responsible for the vital infrastructure relating to aviation. The Ministry establishes (policy and legal) frameworks for the aviation sector to be and remain resilient, both physically and digitally. The Ministry also stimulates vital sector parties and stakeholder government parties to fulfil their responsibilities and guarantee the continuity of their primary processes. The annual monitoring via the resilience analysis and the annual update of the associated action programme are important instruments for this purpose. The Ministry of JenV is the coordinating department for all critical infrastructure in the Netherlands.

Cyber resilience also requires commitment from the Ministry of IenW. Among other things, the Ministry is working on legislation and regulations and increasing cyber resilience through the IenW-wide programmes.

The increase in geopolitical tension and hybrid/military threats also requires that the vital aviation process continues to function as well as possible during a hybrid attack or military emergency (societal resilience). In addition, it is important that aviation can support the military and allies in the event of a military emergency (military preparedness). The Ministry of IenW is addressing various issues to strengthen aviation resilience.

Possible contracts that could be on the agenda in the coming period include crisis management expertise for the Ministry and providing advice on the development and updating of aviation-related crisis planning, organising training courses, training and crisis exercises on the theme of aviation, and possibly organising networking meetings. Potential tasks in the area of vital infrastructure include supporting the Vitality/Cyber Resilience programmes, tasks related to implementation issues associated with the Wwke and the Cbw, refining the methodology for sectoral risk assessment, and developing and setting up the physical resilience reporting functionality. Due to the confidential nature of some contracts, the subsequent request may include requirements regarding Security clearance screening (VGB).

Facilitation
The Ministry of IenW has system responsibility for the functioning of transport hubs. The field of facilitation represents the public interest in the smooth and efficient flow of passengers and cargo through airports. Facilitation can be defined as: 'Taking measures to facilitate and expedite air traffic between the territories of the Contracting States and to prevent unnecessary delays for aircraft, crews, passengers and cargo.' This also guarantees capacity and network quality. Facilitation requires good standards. To this end, ICAO has established various facilitation-related frameworks. The scope of these rules covers a range of topics, from health-related measures to security-related measures concerning misbehaving passengers and frameworks for combating human trafficking and serious crime by providing passenger data. Within the Netherlands, policy responsibility is divided among various

departments, and the Ministry coordinates various aspects through the National Facilitation Committee.

Assignments that may be on the agenda in the near future include: further research into enforcement measures against disruptive behaviour by passengers; supporting interdepartmental coordination in the area of facilitation; project-based support for the National Facilitation Committee; a review of the pandemic preparedness plan; and research into legislation and regulations on requirements for assistance in the event of aircraft accidents and the connection with airport and airline emergency plans.

Environmental safety
Flying is one of the safest forms of transport. Nevertheless, accidents can still occur in which people are killed or injured. The likelihood of an aeroplane or helicopter crashing is highest during take-off and landing, so near the airport or heliport. At the same time, land-use factors, among other things, are putting greater pressure on the areas surrounding airports. The Ministry of IenW has imposed rules for houses, offices and wind turbines, for example, within a certain distance of airports. This is both to protect the surroundings from (the consequences of) aviation incidents and to protect aviation from undesirable activities carried out in the vicinity of airports. These rules apply to individuals, governments and businesses. However, the wider surroundings of an airport also have an impact on air traffic (and its safety). There are fewer rules governing this, and activities are performed in collaboration between all parties in the area: those in the aviation sector, local authorities, and private and commercial initiators. One example of this is the emergence of (larger-scale) solar parks to meet energy targets. Other examples include the development of recreational and nature areas, the transformation of agricultural land, or urban development with high-rise buildings (with consequences for radar range).

Tasks that may be addressed in the near future include updating the parameters for determining external safety risks and tasks related to reducing the risk of bird strikes.

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 2: Living environment

Policy responsibility
The Netherlands is a healthy and attractive country to live in. To maintain this, it is necessary to strike the right balance between quality of life, safety, accessibility, social utility, and land-use planning issues in the surrounding area. The IenW is responsible for limiting the negative effects of aviation. There is a mandate to restore the legal basis of airports in the Netherlands. In addition, a balance must be struck between, on the one hand, the airport's international connections and commitment to societal objectives (e.g. flights by the police and coastguard or trauma helicopters) and, on the other hand, limiting the negative impact of both on the living environment. In the vicinity of airports, it is important to safeguard the quality of the living environment because it affects the health of people living near airports. The IenW is committed to reducing noise pollution and emissions of harmful substances.

Required expertise
Work relating to the quality of the living environment in the aviation sector is of a specialised nature. The IenW lacks specialist expertise and (calculation) tools and therefore uses service provision to carry this out. The requested service provision relate to both support for generic policy development and specific questions concerning the various airports, and cover the entire spectrum of quality of the living environment. This concerns not only expertise surrounding aircraft noise and aviation emissions, but also knowledge of land-use planning and living-environment policy (e.g., the Environment Act and NOVI) around airports. The IenW encourages cooperation and emphasises the need for an integrated approach in the advisory process for this parcel. On the one hand, the IenW requires specialist knowledge of technology and professional methods for calculating values. On the other hand, insights into the interplay between the various facets of the quality of the living environment and the environmental approach are also important.

Examples of work that may be requested in this parcel are:

- Performing calculations in the field of noise and substance emissions related to aviation based on the applicable frameworks and models;
- Advising on policy options concerning aviation emissions such as ultra-fine particulate matter or substances of very high concern;
- Investigations into the effects of various policy options to reduce noise pollution from air traffic;
- Assessing reports/calculations from third parties (performing counter-expertise) because the knowledge or capacity to assess expert reports/calculations is not available at the IenW.

The above list is not exhaustive and is only intended to give an idea of possible activities. Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 3: Sustainable energy carriers

The aviation industry will need to transition to flying using sustainable aviation fuels (SAF), hydrogen and electricity – in other words, sustainable energy sources. This is necessary with a view to future Dutch and European energy security and independence (strategic autonomy), the competitiveness and profitability of the Dutch aviation sector, and the climate. The energy transition offers opportunities to augment our own sustainable energy production in the Netherlands and Europe in the coming years. The Netherlands is excellently positioned for this thanks to its geographical location and knowledge and expertise. Domestic production in Europe and diversification of raw materials increase the energy security and independence of the Netherlands and Europe. In addition, the energy transition also brings benefits for the living environment (such as reduced noise and nitrogen emissions) and the climate (reduced CO2 emissions and non-CO2 effects).

Sustainable energy carriers are essential to the energy transition, and technological innovations are needed to enable future flight using them. SAF is essential for the energy transition: in the short to medium term – and further into the future, still for long distances – it is the only way to achieve the energy transition. For short and medium distances, hydrogen and battery-electric aircraft offer good opportunities for flying without CO2 emissions. These aircraft also emit less or no particulate matter, nitrogen and noise.

Technological innovations are needed to advance the transition: flying on new types of SAF, electricity and hydrogen must be made possible and competitive in order to take further steps. This means that these technologies must be developed and their production must be started and scaled up. That these aircraft must be certified and ultimately purchased by airlines. That the infrastructure at and around airports must be constructed or modified. That adjustments to the airspace are necessary. That raw materials must be available and their transport must be safe. That the electricity grid can cope with the increased demand from airports. And so on. The transition will only be possible if sustainable energy carriers can soon be offered on a large scale and if the preconditions for using them operationally are met.

Contracts for this parcel mainly concern the following subjects:

- Legislation and regulations: implementing ICAO, EU and national obligations and objectives;
- The necessary (e.g. legal, regulatory and economic) preconditions for technological developments and the energy transition of the aviation sector;
- The position of the (Dutch) aviation sector in the energy transition;
- The energy demand of aviation towards 2050 (availability, distribution);
- The raw material base for sustainable energy carriers;
- The production capabilities in the Netherlands and the strategic location of the Netherlands;
- Energy infrastructure required for sustainable energy carriers, both at the airport and to the airport;
- Ground-based activities at airports;
- The innovation programme and facilitating technical development;
- Subsidy programmes, such as: Aviation in Transition (LiT) and the Climate Fund for Sustainable Energy Carriers (KTF);
- National pricing and/or standardisation (e.g. air passenger duty, ETS, ETD, etc.);

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 4: Economy, accessibility and pricing

A well-connected Netherlands is important. But how important? What does well connected mean? And how can this be managed?

This parcel deals with the international accessibility of the Netherlands and the economic significance of aviation. The Luchtvaartnota (Aviation Policy Memorandum) 2020–2050 sets out the ambition to maintain strong long-term connections between the Netherlands and destinations worldwide that are economically and socially relevant to our country.

This international connectivity for people and goods makes a significant contribution to our prosperity and well-being. Dutch consumers and businesses can easily travel internationally for business contacts, knowledge exchange, family visits and tourism, among other things.

On the other hand, tasks relating to climate, the living environment and safety set clear limits on the size of airports and the organisation of aviation.
The government is taking a comprehensive look at the future role and scope of aviation in the Netherlands. Important pillars in this regard are network quality, sustainability, and protection of the living environment and health. The Central Government plays a coordinating role in this, focusing on economic vitality, climate targets and social interests.

This parcel calls for policy expertise and supporting research on topics related to the economy and connectedness. Examples of contracts mainly relate to the following subjects:

- Economic and prosperity analyses form an important basis for policy decisions about the future of aviation. These analyses not only identify the direct economic effects of aviation activities, such as added value and employment, but also encompass broader social benefits and costs. This includes the role of international accessibility for the economy, the effects on the living environment and climate, and the valuation of non-market-related effects. This broad approach to prosperity supports a careful balance between economic interests and social and environmental constraints.
- International accessibility plays a crucial role in the business climate of the Netherlands. For many (international) companies and knowledge institutions, a well-connected aviation network is an important factor in their choice of location. A selective and qualitative approach to accessibility – focused on strategically relevant destinations – can strengthen international competitiveness, even without substantial volume growth.
- Slot regulation remains an important policy instrument for allocating scarce capacity at airports. As available space becomes more limited, a transparent, fair and forward-looking slot system is essential. Choices regarding the prioritisation of connections, more efficient use of slots and the integration of new modes of transport play a major role in this. Developments in transport patterns, benchmarking with comparable international airports and the impact of European regulations are decisive factors in the effectiveness of this instrument.
- Aviation policy issues are becoming increasingly important. Discussions about the distribution of air traffic rights, cooperation within Europe, competitiveness and the position of national and regional airports directly affect strategic choices about the future of the network. In this context, the relationship between commercial interests and public objectives is also becoming increasingly important.
- Strategic autonomy and geopolitics add an extra dimension to these policy considerations. In a changing global context, it is important that the Netherlands maintains access to vital connections, even in situations where international markets are under pressure. This calls for a balanced approach in which economic openness and strategic robustness go hand in hand.
- Airport charges and taxes are important financial instruments for both funding infrastructure and steering the aviation sector towards sustainability. A transparent and future-proof tariff structure contributes to fair competition, stimulates the use of

cleaner technology and makes social costs more transparent. This involves considering the balance between user contributions, public interests and the financial sustainability of airports.
- Finally, pricing is playing an increasingly important role in making aviation more sustainable and steering its development. Pricing mechanisms can help to better reflect external costs, such as CO_2 emissions and noise, in the cost of a flight. This can contribute to a more level playing field, more efficient use of capacity and the stimulation of sustainable choices by airlines and travellers. In this context, consideration is given to national instruments, but also to European and international agreements that promote effectiveness and create a more level playing field.

Key words for this parcel include:
- Economic and prosperity analyses
- Forecast/simulation model AEOLUS
- Competitive cost level (benchmark)
- Accessibility in relation to the business climate
- Mobility and accessibility
- Airport charges and taxes
- Market organisation issues
- Slot regulation
- Transport developments and benchmarking
- Network analysis and monitoring
- Policy framework for Network Quality
- Aviation policy issues
- Passenger rights
- Labour market issues and working conditions
- Accessibility from the Caribbean Netherlands
- Strategic autonomy and geopolitics
- Pricing
- EU-ETS studies
- CORSIA
- Other relevant aviation economic research

Advice on and implementation of social cost-benefit analyses (MKBA) is classified under welfare analyses. Policy evaluations and counter-expertise are part of the parcel.

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 5: Airspace and ground-based operations

The Minister of Infrastructure and Water Management and the Minister of Defence are jointly responsible for airspace. The organisation of airspace and governance of air traffic service providers must result in airspace use that is primarily safe, but also efficient and environmentally conscious. This is a challenge because Dutch airspace is small, busy and therefore complex. Conflicts of interest regularly arise between different users, neighbouring countries and stakeholders on the ground. The government is increasingly taking control of airspace issues, including relations with major tasks such as resilience and the energy transition. In order to properly address the challenges and tasks in the airspace domain, this parcel requires relevant knowledge and experience.

Airspace
The expertise required in this part of the parcel requires broad knowledge that is needed in the Airspace Department. This includes knowledge and advice on operational air traffic control concepts, flexible use of airspace (FUA), airspace structures and routes, and air traffic services. For example, we require knowledge of air traffic control procedures and airspace and flight procedure design and validation (EU 373/2017 certified). Aviation safety studies focusing on airspace issues, including the performance of safety assessments and aeronautical studies, may also be utilised. This also includes airport-related restricted areas in land-use planning (ICAO Annex 14 OLS) as well as the integration of unmanned traffic into the airspace. This parcel also covers the hiring of project management for highly technical projects.

In addition to technical airspace issues, this parcel also covers governance and performance management (within the Single European Sky). This includes policy and management issues relating to Air Traffic Control the Netherlands (LVNL), aviation meteorology (KNMI), Maastricht Upper Area Control Centre (MUAC), the Airspace Management Cell, the promotion of civil-military cooperation and 1ATM.

Examples of airspace contracts include:
- Adjustment of working process for airspace changes
- Designing and validating (RNP-AR) flight procedures
- Developing proposals for improvement in civil-military airspace management (ASM)
- Project management for airspace technical projects
- Support in the implementation of performance management in a Reference Period
- Establishment of restricted areas around airports in accordance with ICAO Annex 14
- Analysis of possibilities and effects of route changes near airports
- Advice on governance issues, both nationally and internationally
- Analysis of the effects of airspace on specific user groups
- Investigations into measures in the Integrated Approach to Lower Airspace.

Airspace revision
One specific task concerns the revision of Dutch airspace. This is about:
- expanding civil capacity in airspace and making more efficient use of airspace for the benefit of all airspace users;
- providing adequate education and training opportunities for the air force, army, navy and military police, tailored to the operational concepts of the armed forces; including the accessibility of military airfields;
- Minimising environmental impact, i.e., reducing noise nuisance and CO2 emissions as much as possible.

Examples of tasks related to airspace revision, in addition to the examples for airspace, include:

- Hiring project managers for sub-projects related to airspace revision
- Writing operational concepts
- Conducting capacity and impact analyses (e.g., environmental impact and noise)
- Coordinating simulations
- Support for Air Traffic Management in all aspects, including safety.

Integration of mining and offshore wind farms

The arrival of large-scale wind farms is making the North Sea airspace more complex and calls for new policies, modernisation of procedures and increased safety measures. The integration of these offshore wind farms alongside safe helicopter access to (existing) platforms is becoming an increasingly significant challenge as wind farms are moving closer to helicopter platforms. Both the Ministry of IenW and the Ministry of Climate Policy and Green Growth therefore require specific knowledge of offshore aviation.

Examples of contracts for the integration of mining and offshore wind farms include:

- Designing and validating PinS flight procedures
- Customised studies, aeronautical studies and safety studies into the placement of wind farms near helicopter platforms
- Accessibility calculations for offshore platforms
- Research and support in publishing obstacle information and helideck data in the AIP

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 6: Unmanned aviation

The development of unmanned aviation is progressing rapidly, and unmanned aerial vehicles or drones have become indispensable. The demand for drones for civil and military purposes has increased enormously and is becoming an increasingly important part of the aviation system and society in general.

Unmanned aviation has many socially relevant applications. The potential applications for drones are virtually endless. Unfortunately, not always with good intentions. That is why it is important to design the policy for unmanned aviation in such a way that we can utilise the desired applications in society and protect society from the undesirable use of drones. Ensuring safety, privacy, security and quality of the living environment are important preconditions in this regard.

The demand for and use of drones has increased significantly worldwide in recent years and continues to grow. In addition to Europe's open strategic autonomy, scaling up the Dutch drone ecosystem is of strategic importance for strengthening the Netherlands' sustainable earning capacity.

Within the existing aviation regulations, very little consideration has been given to drones as aircraft. This also applies to related regulations such as the Environment Act. Its characteristics, behaviour as an airspace user and effects on the living environment are different, which means that many of the existing regulations need to be amended.

The Ministry of IenW facilitates this innovative development by enabling experimentation with new forms of transport and robustly implementing the necessary new digital infrastructure. It provides direction for the digital transformation that is necessary due to the advent of drone technology.

The Unmanned Aviation Department develops regulations and stimulates the safe and responsible use of drones by (co-)implementing the EU Drone Strategy 2.0, developing and implementing European legislation (e.g., U-Space, zoning, training, registration, airworthiness, market surveillance), knowledge development (e.g., testing and experimentation framework) and research (e.g., vertiports, urban air mobility).

This parcel also relates to designing a smart and effective process for gathering quantitative and qualitative information and translating it into physical land-use implications for the purpose of preparing administrative decision-making. This parcel covers all aspects of the development of unmanned (autonomous) aviation.

Examples of contracts include:
- Vision and planning for the development of unmanned and autonomous aviation
- Future scenarios / visual concept development for unmanned autonomous flying
- Design thinking and design-based research to facilitate decision-making
- Roadmaps in development and transitions
- Transition in air traffic management/systems
- Change issues in ministerial commissioning and governance
- Support with policy issues relating to the security chain, enforcement and policy evaluations
- U-space: visions, analyses, sub-projects and pilots
- Integration into airspace and the living environment (aviation safety and security)
- AI, data and information security
- Integration between mobility systems (air traffic management)
- Exploratory studies and planning studies for Urban Air Mobility/Advanced Air Mobility.

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 7: Control and project and programme management

Within the departments, projects and programmes of the Aviation Boards, tasks are carried out in a coordinated and controlled manner. Within the constraints of time, budget, and quality, and with a view to risk management, this provides information to support a careful, effective decision-making strategy so that the intended objectives are achieved.

The service provision requested in this parcel concern project and programme management and control. Experience in the aviation sector is important in this regard. Understanding the tasks and the high time-pressure context in a politically and publicly sensitive domain is decisive to the extent to which project and programme management and control can be successfully implemented.

Project management is understood to mean: the systematic and controlled performance of a defined contract with a predefined objective, result, timeline and budget. Project management involves organising, directing and controlling activities in order to achieve the agreed objectives within the set constraints of time, money, quality and scope.

Programme management is understood to mean: the integrated coordination and management of a coherent set of projects and activities, with the objective of achieving sustainable benefits and strategic organisational objectives. Programme management focuses on interrelationships, dependencies and changes, and ensures that the combined results deliver added value compared to individual projects.

Project management refers to the systematic monitoring, analysis and adjustment of a project's progress and performance with a view to controlling time, money, quality, scope, risks and dependencies. Project management provides the project and programme manager and the client with reliable management information and supports transparency, accountability, and timely decision-making.

In addition to the three core activities mentioned above, this parcel may also include contracts that form a specific part of these activities or are preconditions for the performance of project management and control in the aviation context. This could include project or policy support, financial management, risk management, planning management, information management, scope management, and process guidance. In addition, activities may be requested for this parcel that have not yet been fully defined, and the project objective has not yet been defined.

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.

Parcel 8: People and society

Environmental management involves integrating environmental considerations into policies and projects in a structured, proactive manner. The objective is to clearly identify the interests, expectations and concerns of the stakeholders and to deal with them carefully. This involves a wide range of stakeholders: administrative organisations (such as local authorities), industry parties (airlines and airports), interest groups (such as nature and environmental organisations) and local residents.

The Aviation Policy Memorandum 2020–2050 focuses on four public interests: aviation must be safe, keep the Netherlands connected, contribute to a liveable environment, and be sustainable. In order to carefully weigh up these interests, it is important that stakeholders are involved in a structured and appropriate manner. The Central Government is responsible for decision-making, but it does so in close consultation with the outside world. This means that policy intentions and considerations are discussed with the community at an early stage, so that interests and ideas can be brought to the table in a balanced manner.

The service provision requested in this parcel focus entirely on environmental management: guiding a careful and transparent process, facilitating social dialogue, and helping to clarify and (re)formulate arguments. This supports policy in a way that enables broad participation and a transparent decision-making process.

Objectives for aviation environmental management

- Ensuring that the interests and ideas of the local community are genuinely taken into account in the considerations.
- Working towards an open and trustworthy government that demonstrates how decisions are made.
- Engage with stakeholders at an early stage so that their input can have an impact.
- Tell one clear and understandable story to the outside world.

Starting points for the approach

- All relevant stakeholders will be involved in a timely manner.
- Everyone receives sufficient and understandable information to be able to participate, and where necessary, the appropriate support, so that a level playing field is created.
- It is clear in advance how participation will be approached, for example in a project plan or separate participation plan.
- The participation plan shall be drawn up in consultation with the stakeholders or, at the very least, agreed with them.
- There is administrative support and decision-making regarding the chosen approach.
- The wishes and interests of all parties are made apparent and acknowledged.
- The contributions of participants are taken seriously.
- Participants always receive feedback on what has been done with their input.

Within the scope of this parcel, contracts may be requested on either a best-efforts or a results-based basis.