



PROJECT UNLOCK

UNLOCKING FUNDING FOR BUSINESSES



**MALTA
EMPLOYERS**



CHECK-IN

EU HELPDESK MOP

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Introduction

This document, developed as part of the Erasmus+ project Unlock, presents two separate Manual of Procedures (MOP) for the functioning of an EU Helpdesk in Malta and in Portugal. The Unlock project establishes two EU Helpdesks within partner organisations to further support their members in their pursuit of local and EU funding opportunities.

The purpose of an MOP is to standardise, document, and communicate how a service, such as an EU Helpdesk, should operate; ensuring consistency, accountability, and quality in their delivery. These MOPs will ensure the correct establishment of the EU Helpdesks during this project and their continued operation beyond the project's completion.

This document will also serve as an useful tool to achieve project Unlock's overarching goal; encouraging other similar organisations to support their members in accessing local and EU funding opportunities, by forming their own internal EU Helpdesks.

The two EU Helpdesks established under the Unlock project are:

- **EU Helpdesk at Malta Employers (Malta):** Housed within the Malta Employers' Association, this Helpdesk will provide free support to all paying members, particularly SMEs and large enterprises, on local and EU funding opportunities. Additionally, by way of a bi-lateral agreement established under the project, the Helpdesk will also extend its services to select business members of CCIF.
- **EU Helpdesk at Check-In (Portugal):** his Helpdesk will be hosted by Check-In Association in Portugal and will primarily support its youth members (aged 13 to 30) in accessing, participating in, or applying for locally and EU funded opportunities in areas such as mobility, training, and civic engagement.

This document outlines the Operational Guidelines, Communication Strategy, and the Monitoring & Evaluation Plan for the EU Helpdesks in both Malta and Portugal.

MOP

EU Helpdesk at Malta Employers



EU Helpdesk at Malta Employers (Malta)

1. Overview

Mission

The EU Helpdesk at Malta Employers shall strive to support businesses in their pursuit of local and EU funding opportunities, encouraging uptake and challenging barriers. The EU Helpdesk shall seek to empower members through information provision, capacity building and direct assistance.

Objectives

- To raise awareness of local and EU funding opportunities by delivering clear, accurate, and relevant information to businesses.
- To provide tailored training and practical guidance that empowers enterprises to effectively apply for and manage local and EU funding opportunities.
- To navigate local and EU funding opportunities, identifying suitable funding opportunities for specific business initiatives.

3 Pillars for support

Inform

The EU Helpdesk at Malta Employers shall organise and host periodical *Information Sessions* to familiarise members with local and EU funding. The *Information Sessions* will serve to raise member's awareness, knowledge and understanding of funding opportunities and programmes, managing authorities, as well as requirements and procedures to apply.

Assist

The EU Helpdesk at Malta Employers shall hold *One-to-one Meetings* to support and assist members with their funding-related queries. Helpdesk representatives shall strive to navigate local and EU funding to identify appropriate opportunities for financing the member's specific business initiative, need or priority. *One-to-one Meetings* can be directly requested by members or prompted by the Helpdesk to address other forms of incoming queries.

Engage

The EU Helpdesk at Malta Employers shall organise periodical *Training Sessions* to build members' understanding in relation to local and EU funding. The *Training Sessions* will serve to strengthen member's capacity, familiarity and experience of the diverse project stages involved, as well as other general but essential knowledge in relation to local and EU funding opportunities.

Service Users

The EU Helpdesk at Malta Employers shall primarily seek to support the members of the Malta Employers Association. While the Association includes employers from both public and private entities, the EU Helpdesk at Malta Employers shall offer its full support to members that are privately owned companies and therefore qualify for funding opportunities for businesses, i.e., micro, small medium and large enterprises.

Furthermore, the EU Helpdesk at Malta Employers shall seek to support select members of CCIF. By way of a bi-lateral agreement signed between Malta Employers Association and Cross Cultural Internation Foundation (CCIF), employers registered with CCIF will have free access to all EU Helpdesk services.

User Profiles

	Newcomer	Intermediate	Experienced
% of the target group (local funding):	29%	63%	8%
% of the target group (EU funding):	53%	42%	5%
Definition:	No prior or minimal familiarity, awareness, knowledge, and capacity.	Some past familiarity and capacity; aware and knowledgeable of some opportunities available.	High familiarity, quite aware and knowledgeable of the various opportunities available; has internal capacity but could still benefit from external support.

Table 1 – Research Results: share of members per profile

2. Stakeholder Analysis

Stakeholder analysis is a critical process in development of an EU Helpdesk, aimed at identifying and understanding all the stakeholders who have an interest in or can be affected by the various EU Helpdesk initiatives.

The significance of undertaking a stakeholder analysis lies in its resulting guide to better decision-making, fostering effective communication and ensuring the successful implementation of the EU Helpdesk.

By systematically mapping out who the stakeholders are, their levels of influence and interest, and how they might react to different EU Helpdesk services and initiatives, organisations can anticipate potential support or resistance and respond strategically.

A stakeholder analysis was conducted by the Unlock project partners for each EU Helpdesk, given the variations in services being provided and target audience. All relevant stakeholders were primarily identified for the EU Helpdesk at Malta Employers. These include individuals or institutions, both internal and external. A full list of identified stakeholder is found below.

Once identified, stakeholders were classified according to certain characteristics: their level of interest and the amount of influence/ power to disrupt, oppose or create an obstacle. The power-interest matrix below, visually maps this process to help determine who needs to be closely managed, informed, consulted, or simply monitored.

Stakeholders	Interest	Influence/Power
Registered members with Malta Employers - Employers (general) - HR/ Finance representatives - Director/CEO/Owner	- HIGH - MEDIUM - MEDIUM	- MEDIUM - LOW - HIGH
Potential new members New Association Members (general)	HIGH	LOW
External - Registered Employers with CCIF - Other Social Partners - Consultancy Agencies - Managing Authorities (for local and EU funds)	- HIGH (+ve) MEDIUM (-ve) LOW - HIGH - HIGH	- MEDIUM (+ve) LOW (-ve) LOW - MEDIUM - MEDIUM

Table 2 – Stakeholders interest and influence

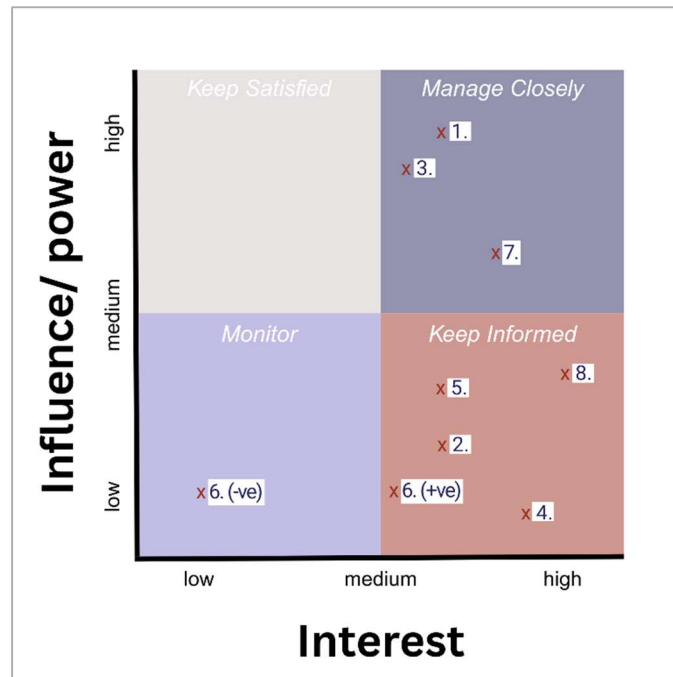


Figure 2 - Power-Interest Matrix

1. Employers (general): Members (employers) are the primary target group for the EU Helpdesk at Malta Employers and hence should be ‘managed closely’. Power/influence in the service was listed as high due to employers’ unique position. Members can in fact dictate the service provision by displaying or not displaying any interest in the helpdesk’s various initiatives. Interest, on the other hand, was rated as medium to reflect the research results, which show that various barriers and challenges negatively impact the level of interest in local and EU Funding in general.

2. HR/Finance representatives: The primary target group was then split into more defined categories based on the probable end user (as identified in the research results). Whilst the level of interest remains the same as the primary target group, their individual power and influence diminishes, thus one must simply ‘keep such stakeholders informed’.

3. Director/CEO/Owner: At Malta Employers, Directors, CEOs and owners are to all intents and purposes the association’s ‘members’. Interest is again diminished, albeit slightly, as the research results showed that it was often low-level individuals or teams who in the past were tasked to apply. Power, on the other hand, was classified as high to again reflect their unique position.

4. New Employer Members: The stakeholder analysis identified the potential for the EU Helpdesk at Malta Employers to attract new members. In this regard, their level of interest can be classified as high, whilst their power/influence is low since external users will have little to no say in the helpdesk’s proceedings.

5. Registered Employers with CCIF: As the secondary target group for the Helpdesk, their level of interest is on par with other target groups. Power and influence, on the other hand, is reduced but is still greater than HR/Finance representatives. Their influence is greater as priority is set for the EU Helpdesk to prioritise the specific needs of marginalised and vulnerable groups.

6. Other Social Partners: This category of stakeholders encapsulates other Employers Associations and Trade Unions in Malta.

- On a positive note, these stakeholders represent an opportunity for collaboration, reaching out to more employers and sharing expertise. Given the potential added benefit to their organisation and members, interest is set to medium, listing them under 'keep informed'.
- On the other hand, as the association's direct 'competitors, they have the potential to disrupt the helpdesk's initiatives. Therefore, one must 'monitor' such stakeholders attentively.

7. Consultancy agencies: This category of stakeholders encapsulates all public and private organisations providing assistance on local and EU funding opportunities to businesses in Malta. It is important to note that Malta Employers has a number of members who are consultancy agencies, offering similar assistance to that of the helpdesk, but at a fee. In line with Malta Employers' values, the Helpdesk shall not overstep its reach and promote collaboration. Given their potential to disrupt helpdesk initiatives, due to any perceived competition, such stakeholders are listed under 'manage closely'.

8. Managing Authorities: These stakeholders, as the source of such funding opportunities, may offer expertise. Thus, there is potential for collaboration when organising various EU Helpdesk initiatives. This puts them under 'keep informed'.

3. Operations

The EU Helpdesk at Malta Employers will provide the following 3 services:

One-to-one Meetings

The EU Helpdesk shall provide assistance in the form of information provision. This would entail holding one-to-one meetings with members to discuss the ambitions of the company, identify appropriate funding opportunities and outline the requirements and procedures to apply.

Furthermore, one-to-one meetings can serve to inform on the proper management of local or EU funded projects, outlining reporting procedures, legal obligations and best practices for project management. Meetings can be directly requested by members or prompted by the Helpdesk to address other forms of incoming queries.

Information Sessions

The EU Helpdesk shall organise Information Sessions to create awareness and to convey specific and pertinent information on local and EU funding opportunities. Information Sessions will be organised at the discretion of the Helpdesk targeting specific profiles. Furthermore, separate sessions will be organised targeting:

- **Current members** – whereby participation will be restricted to those employers who are registered with either the Malta Employers Association or CCIF; with the goal being to create awareness of funding opportunities and generate interest in other EU Helpdesk services.
- **Potential new employer members** – whereby participation will be open to the general public, along with current members; with the goal being to increase awareness amongst businesses on funding opportunities and attract new members.

Research Results' Recommendations and Insights:

Main Target Group:	Current members	Potential new employer members
Topic (user profile):	- Open Calls (<i>newcomers</i>) - Specific local/EU opportunities (<i>intermediate</i>)	- Specific local/EU opportunities, but including: (<i>newcomers</i>) • Networking • Membership added value

Table 3 – Research Results: recommendations of topics per target group and user profile

The research report emphasises the need for greater awareness of EU funding as oppose to local funding opportunities.

Open Calls: This type of session focuses on listing the funding opportunities for businesses that are open, providing brief information and call specifications. Such sessions can be split into themes: ex. local and EU opportunities for growth, digitalisation, etc. Such sessions can also be organised multiple times per year to account for members' staff turnover. The aim for such sessions is to create awareness, strengthen familiarity and provide enough information to generate interest in other EU Helpdesk services.

The research report emphasizes the need for dedicated information sessions on Malta Enterprise schemes.

Specific local/EU opportunities: This type of session seeks to provide detailed information on a specific local or EU funding opportunity, informing participants of the opportunity, its specifications and requirements, as well as its procedure to apply. The aim for such sessions is to strengthen participants' knowledge and capacity in relation to specific local and EU funding opportunities. When targeting potential new employers, the session can include additional incentives such as networking or informing on the added value of membership.

Training Sessions

The EU Helpdesk shall organise Training Sessions with the aim to build the capacity of members to apply for and manage local and EU funded projects. Training Sessions will be organised at the discretion of the Helpdesk targeting specific profiles. Furthermore, separate sessions will be organised targeting:

- **Current members** – whereby participation will be restricted to those employers who are registered with either the Malta Employers Association or CCIF. Such sessions will be organised at no cost to the participant.
- **Potential new employer members** – whereby participation will be open to the general public, along with current members. A fee will be set for non-members.

Research Results' Recommendations and Insights:

*The research report emphasises the need to organise **online classroom-style** training sessions, given the limited interaction needed.*

Classroom-style training sessions will be structured and primarily theory-based, designed to deliver expert-led instruction on specific topics. These sessions may incorporate individual assessments to reinforce learning outcomes. Given their limited requirement for real-time interaction, they can be effectively delivered online to maximize accessibility and efficiency.

*The research report emphasises the need to organise **physical workshop-style** training sessions to facilitate groupwork.*

Workshop-style training sessions will emphasise interactive and collaborative learning, encouraging active participation through group work, practical exercises, or project demonstrations. Designed to foster peer learning and real-time engagement, these sessions are ideally conducted in person to maximise their effectiveness and impact.

The research report identifies members' preferred topics for training. The results provide a valuable indication of the thematic areas the EU Helpdesk should prioritise.

Topics for Training Sessions	Research Results
Introduction to EU/local funding	85%
How to write a successful funding application	71%
Project implementation and compliance	54%
Developing a project idea	44%
Sound Project Management practices	41%
The importance of Dissemination, Monitoring and Evaluation	39%
Other (please specify)	8%

Table 4 – Research Results: topics of interest

Collaboration

In line with the results of the stakeholder analysis, both Information and Training Sessions can be organised in collaboration with other local Social Partners and Trade Unions, managing authorities and other relevant government entities, and private consultancy agencies. Collaboration may be pertinent if it provides added value or generates further income.

- **Social Partners/Trade Unions:** such organisations provide further access to the EU Helpdesk's target audience, mainly businesses, employers and employees. Such collaborations can serve to attract new members, support more businesses or simply promote the collaborative efforts of the Malta Employers.
- **Managing Authorities/other Government entities:** such organisations may provide expertise to the organisation of Information or Training Sessions. Their knowledge on particular funding opportunities or the various procedures to apply for and manage local and EU funded projects can be of added value when organising such sessions.
- **Private Consultancy Agencies:** the EU Helpdesk at Malta Employers may organise Information and Training Sessions in collaboration with particular private Consultancy Agencies at a fee, inasmuch as the agency is registered as a member with the Malta Employers Association. The Helpdesk could promote the agency's consultancy services alongside its awareness raising or capacity building sessions, providing further added value to members.

4. Communications

Incoming

An inquiry may be received by the EU Helpdesk at Malta Employers through the below communication channels. An inquiry may be settled by a phone call, through a reply by email or by setting up a one-to-one meeting.

- Telephone
- Email
- Website/ Social Media

Outgoing

A communications plan was developed for the EU Helpdesk at Malta Employers. The plan identifies the internal communication tools at the disposal of the Helpdesk and the external communication methods that can be used to promote the different EU Helpdesk services. It is important to note that all communication 'messages' need to be tailored to the intended target audience, whether they are current or prospective members of Malta Employers or CCIF, or whether the Helpdesk aims to target newcomers or intermediates.

Research Results' Recommendations and Insights:

The research report confirms that the preferred method of communication for reaching members is via 'Email/ Mailshot'

Communication Plan

Communication Tools, Methods and Target Audience			
Internal (communication)		External (promotion)	
<i>Registered members</i>		<i>Prospective members</i>	
1	Email Mailshot	1	Targeted advertising on social media/ online platforms
2	Private Malta Employers' (ME) Council WhatsApp group	2	Targeted SMS
3	Private ME Members' Microsoft Teams group (not currently operational)	3	New ME general WhatsApp community (not currently operational)
4	ME Council Meetings	4	Physical presence at pertinent conferences and events
5	CCIF Mailing list of TCN employers	5	Posts on ME Facebook page
		6	Posts on ME LinkedIn page

Table 5 – Communication Plan

5. Monitoring and Evaluation

A monitoring and evaluation plan was developed for the EU Helpdesk at Malta Employers. The plan covers the monitoring of helpdesk services, inquiries and events and evaluates the quality of the service per activity and overtime to ensure that the helpdesk continues to provide support to its members.

Key Performance Indicators (KPIs) and feedback mechanisms are utilised to monitor and evaluate the effectiveness of the helpdesk.

Monitoring & Evaluation Plan

	KPIs	Feedback
One-to-one meetings	- No. of meetings held	An online survey will be sent following all one-to-one meetings by email. The survey will use the Net Promoter Score (NPS) metric to measure the likelihood of a user recommending the Helpdesk. The survey asks a single question to the respondent requesting to rate their likelihood of recommending the Helpdesk on a scale of 0 to 10.
Information Sessions	- No. of events held - No. of leads converted*	For sessions held online, a short online feedback form will be sent to participants. A QR code linking the feedback form can be presented during the session or a link to the feedback form can be sent following the session by email.
Training Sessions	- No. of events held - No. of leads converted*	During physical sessions, a Mentimeter will be used to evaluate and record participant feedback. Where not possible, physical feedback forms will be distributed and participants will be asked to fill them in at the end of the session.
Inquiries	- No. received - No. of leads converted*	
Overall Service		The EU Helpdesk will issue an online questionnaire every two years amongst past users and members of the Malta Employers Association in general. The aim is to assess the current service provision of the Helpdesk, assess why members choose not to participate or make use of the EU Helpdesk and to re-assess members' barriers, challenges and needs in relation to local and EU funding.

Table 6 – Monitoring & Evaluation Plan

**leads converted refers to the number of one-to-one meetings set following an EU Helpdesk event or when handling an inquiry.*

6. Conclusion

The **EU Helpdesk at Malta Employers** is a strategic initiative designed to empower businesses in navigating and accessing local and EU funding opportunities.

Shaped by extensive research and stakeholder analysis, this MOP is designed around three core pillars: **Inform**, **Assist**, and **Engage**, which collectively ensure a comprehensive approach to raising awareness, building capacity, and offering direct support.

By tailoring its services to diverse user profiles, from **newcomers** to **intermediates** and **experienced** members, and its commitment to collaboration, from **managing authorities**, to **consultancy agencies**, enhances the Helpdesk's potential impact and reach.

This MOP's structured Operations, Communications, and Monitoring & Evaluation plans ensure that the EU Helpdesk remains responsive, effective, and aligned with member needs for years to come.

Ultimately, the EU Helpdesk at Malta Employers serves as a practical, scalable model for how employer associations can proactively support their members in leveraging EU and national funding opportunities to achieve growth, innovation, and resilience.

MOP

EU Helpdesk at Check-IN (Portugal)



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EU Helpdesk at Check-In (Portugal)

1. Overview

Mission

The EU Helpdesk at Check-IN shall strive to empower individuals and organisations by connecting them with opportunities in entrepreneurship, mobility, and European cooperation, providing information and training sessions which will help them to be more informed and prepared to reach their own goals.

Objectives

- The MOP is designed with the primary aim of fostering inclusive access to entrepreneurial and professional opportunities for individuals and organisations, with a particular focus on mobility and European cooperation. The Helpdesk will serve as a gateway for people interested in exploring new ventures—whether through starting their own business, engaging in international collaboration, or gaining experience through mobility initiatives.
- One of the core objectives of the Helpdesk is to promote entrepreneurial opportunities for individuals who are motivated to relocate, explore new markets, or gain international experience. Whether they are aspiring entrepreneurs or early-stage business owners, the Helpdesk will provide tools and guidance to help them navigate the practical and strategic steps needed to establish or expand their ventures in a new environment. The Helpdesk will seek to encourage innovation, self-employment, and economic resilience through entrepreneurship.
- The Helpdesk aims to serve as a comprehensive information hub on funding opportunities available to both private entities and non-governmental organisations (NGOs). A special emphasis is placed on accessing European funds and programs, which play a crucial role in supporting youth initiatives, social innovation, and cross-border collaboration.

Service Users

Undergraduate students represent a key target group for this Helpdesk. These are individuals who are currently enrolled in a higher education programs (typically a bachelors level) and are in the early stages of their academic and professional development. They are often between the ages of 15 and 25 and are exploring different career paths, gaining practical experience, and developing new skills. Many undergraduates are eager to engage in international experiences, expand their networks, and explore opportunities beyond their home country. The Helpdesk will aim to address their needs by providing information about:

- Entrepreneurial opportunities for students interested in launching their own ventures, joining start-ups, or participating in innovation projects.
- European mobility programs, such as Erasmus+, which allow students to study or intern abroad while earning academic credit.

- **Volunteering and exchange** programs through initiatives like the European Solidarity Corps, offering meaningful, socially impactful experiences.
- **Mentorship and collaboration**, especially through Erasmus for Young Entrepreneurs, which connects aspiring entrepreneurs with experienced business owners across Europe.

Furthermore, the helpdesk will aim to target youth workers. Youth workers are essential in the process of empowering young people, supporting their personal and social development, and helping them navigate challenges related to education, employment, and active citizenship. Their work often involves designing and running programs, mentoring, facilitating workshops, and building inclusive environments where young people can grow and thrive. In this regard, the Helpdesk will aim to provide:

- **Access to funding opportunities** for youth-led or youth-focused projects, especially through European programs like Erasmus+ and the European Solidarity Corps.
- **Information on mobility and exchange programs**, which can help youth workers expand their own skills or create international learning opportunities for the young people they work with.
- **Support for professional development**, including training, networking, and partnerships across Europe.
- **Resources for promoting entrepreneurship and innovation**, which youth workers can use to inspire and guide young people interested in launching their own initiatives.

2. Stakeholder Analysis

A Stakeholder analysis was conducted in development of an EU Helpdesk, The aim was to identify and understand all the stakeholders who have an interest in or can be affected by the various EU Helpdesk initiatives.

Stakeholders	Interest	Influence/Power
1. Undergraduates	MEDIUM	HIGH
2. Youth Workers	MEDIUM	MEDIUM
3. Similar/Complimentary NGOs	MEDIUM	LOW
4. Managing Authorities	LOW	LOW

Table 7 – Stakeholder interest and influence

Undergraduates (manage closely): As the primary target group, Check-IN's undergraduate audience rate high in there influence and power due to the prerequisite for the Helpdesk to support the needs of their main audience. Interest is rated as medium due to the fact that, from past experience, proactive communication and dissemination efforts were always needed to promote events.

Youth Workers (keep informed): As the secondary target group their power and influence marginally diminishes. Whilst, interest remains the same.

Similar/Complimentary NGOs (monitor): Other NGOs may offer similar or competing services to the Helpdesk's primary and secondary audiences. Whilst from past experience no competition or rivalry existed, it is important to take note of other initiatives targeting same target groups to avoid any hinderances or interruptions.

Managing Authorities (monitor): These stakeholders, as the source of such funding opportunities, may offer expertise. Thus, there is potential for collaboration when organising various EU Helpdesk initiatives.

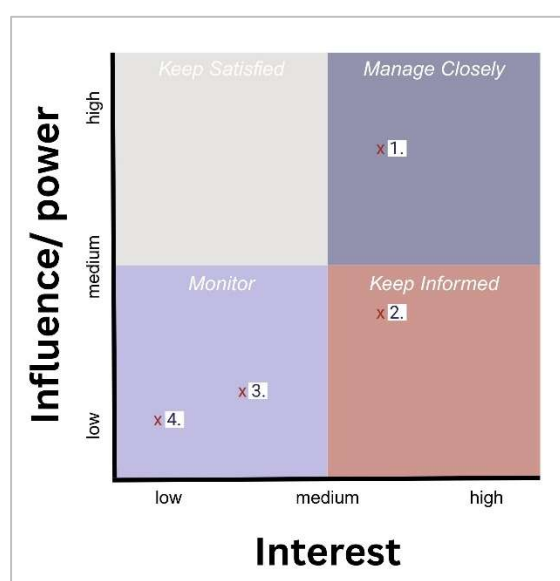


Figure 3 - Power-Interest Matrix

3. Operations

The EU Helpdesk at Check-IN will provide the following 2 services:

Information Sessions

The Helpdesk will organise periodical information sessions, targeting youth workers and undergraduates respectively. The aim of this is to make European programs more understandable and accessible.

During these sessions, participants will receive clear and practical guidance on how to participate in EU funding opportunities such as Erasmus+, the European Solidarity Corps, and Erasmus for Young Entrepreneurs. Participants will be able to learn how to apply for funding, start their own projects, and take part in international exchanges. Moreover, they stand to gain valuable insights into proposal writing, eligibility criteria, and upcoming deadlines. These sessions will also provide opportunities to connect with peers, mentors, and experienced project coordinators, encouraging collaboration and knowledge sharing.

Information sessions will be delivered in various formats, including live webinars, online Q&A events, on-site workshops, and thematic briefings. Some typical session topics include how to apply for Erasmus+ youth projects, an introduction to Erasmus for Young Entrepreneurs, and exploring funding opportunities for NGOs and youth-led initiatives. Each session will be designed to be practical, engaging, and aligned with current funding calls and developments.

Training Sessions

The Helpdesk will also provide targeted training sessions aimed at building practical skills and strengthening the capacity of individuals and organisations working in the fields of youth, mobility, and entrepreneurship. These sessions are especially relevant for youth workers, NGO staff, early-stage entrepreneurs, and students who are looking to take a more active role in European-funded projects or develop their own initiatives.

The training sessions will go beyond general information and focus on hands-on learning. Participants will be guided through real-world processes such as developing project ideas, writing strong applications, managing European funding, and implementing international partnerships. The goal is to equip attendees with the tools and confidence they need to lead or contribute meaningfully to successful projects.

Sessions will be organised around specific themes or needs. From the research conducted, trainings might focus on how to design and manage an Erasmus+ youth exchange, how to support young entrepreneurs through cross-border mentoring, or how to lead inclusive and impactful local initiatives supported by EU programs. These trainings are interactive, practical, and often include group work, case studies, and peer exchange, creating a dynamic learning environment that supports both individual growth and collective impact.

4. Communications

Incoming

An inquiry may be received by the EU Helpdesk at Malta Employers through the below communication channels. An inquiry may be settled by a phone call, through a reply by email or by setting up a one-to-one meeting.

- Telephone
- Email
- Website/ Social Media

Outgoing

A communications plan was developed for the EU Helpdesk at Check-IN. The plan identifies the internal communication tools at the disposal of the Helpdesk and the external communication methods that can be used to promote the different EU Helpdesk services. It is important to note that all communication 'messages' need to be tailored to the intended target audience.

Communication Plan

Communication Tools, Methods and Target Audience			
Internal communication tools		External communication tools	
1	Social Media Posts	1	Targeted advertising on social media/ online platforms
		2	Municipality Cooperation (Mailshot)
		3	Municipality Cooperation (Poster)
		4	WhatsApp community Group

Table 8 –Communications Plan

5. Monitoring and Evaluation

A monitoring and evaluation plan was developed for the EU Helpdesk at Check-IN. The plan covers the monitoring of helpdesk services and evaluates the quality of the service per activity and overtime to ensure that the helpdesk continues to provide quality support.

Key Performance Indicators (KPIs) and feedback mechanisms are utilised to monitor and evaluate the effectiveness of the helpdesk.

Monitoring & Evaluation Plan

	KPIs	Feedback
Information Sessions	- No. of events held - No. of leads converted*	For sessions held online, a short online feedback form will be sent to participants. A QR code linking the feedback form can be presented during the session or a link to the feedback form can be sent following the session by email.
Training Sessions	- No. of events held - No. of leads converted*	During physical sessions, a Mentimeter will be used to evaluate and record participant feedback. Where not possible, physical feedback forms will be distributed and participants will be asked to fill them in at the end of the session.
Overall Service		The EU Helpdesk will issue an online questionnaire every two years amongst past users and members of the Malta Employers Association in general. The aim is to assess the current service provision of the Helpdesk, assess why members choose not to participate or make use of the EU Helpdesk and to re-assess members' barriers, challenges and needs in relation to local and EU funding.

Table 9 –Monitoring & Evaluation Plan

**leads converted refers to the number of one-to-one meetings set following an EU Helpdesk event or when handling an inquiry.*

6. Conclusion

The EU Helpdesk at Check-IN is strategically designed to serve as a bridge between young individuals, youth workers, and the vast array of European funding and mobility opportunities. By offering tailored information and training sessions, the Helpdesk empowers its users to engage more actively with EU programs, build entrepreneurial initiatives, and participate in cross-border collaboration.

This Manual of Procedures outlines the foundational structure of the Helpdesk, from its mission and target users to its operational model, stakeholder engagement, and communications strategy. Through a clearly defined monitoring and evaluation framework, the Helpdesk is committed to continuous improvement and responsiveness to user needs.

Ultimately, the Helpdesk aspires to become a trusted, accessible resource for those navigating the European funding landscape. With a strong focus on inclusivity, empowerment, and capacity-building, it is well-positioned to contribute meaningfully to the professional and personal development of its target groups, while fostering innovation and mobility across Europe.