

URBACT II

(2007 - 2013)



Application Form

Priority-Operation 2-1
Attractive and Cohesive Cities
Exchange and learning

SURE Phase II

Fostering diversification of local economies by using innovative Socio-economic methods of Urban REhabilitation in deprived urban areas

Submitted version

Secrétariat URBACT

194 avenue du Président Wilson
93217 Saint-Denis La Plaine
Tel: +33(0)1.4917.4645
Fax: +33(0)1.4917.4555
Email: a.bucella@urbact.eu

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1. Project Identity

1.1 Project title, Lead Partner and duration

Identification

Acronym	SURE Phase II
Program reference	tn 2nd call
Unique number (for search)	3409
Title	Fostering diversification of local economies by using innovative Socio-economic methods of Urban REhabilitation in deprived urban areas
Lead Partner	Municipality of Eger (HUNGARY)

Length of project

Start date	End date
2010-06-24	2012-12-24

1.2 Updated summarised description of the project and issue addressed

SURE' overall goal is to enhance sustainable growth focussing on diversification of local economies in deprived areas of small&medium sized cities. This will be achieved by developing an integrated Socio-economic Urban REhabilitation model, which is based on 5 Thematic Areas (tourism, enterprise, physical, strategy, community) and will be elaborated through participatory actions, with strong involvement of ULSGs. Main outputs: LAPs, SURE model, policy proposals. SURE addresses priority topic 8.

1.3 Partnership

	Partner Institution	Type of institution	Convergence / Competitiveness	Country	Area
Lead Partner	Municipality of Eger	Local authority	Convergence Zone	HUNGARY	Eszak-Magyarország
	Municipality of Pori	Local authority	Competitiveness Zone	FINLAND	Länsi-Suomi
	Dun Laoghaire Rathdown County Council	Local authority	Competitiveness Zone	IRELAND	Southern and Eastern
	Municipality of Alcobaça	Local authority	Convergence Zone	PORTUGAL	Centro (P)

	Municipality of Larnaca	Local authority	Competitiveness Zone	CYPRUS	Kypros / Kibris
	Municipality of Ottignies-Louvain-la-Neuve	Local authority	Competitiveness Zone	BELGIUM	Prov. Namur
	Municipality of Komotini	Local authority	Convergence Zone	GREECE	Anatoliki Makedonia, Thraki
	Municipality of Gheorgheni	Local authority	Convergence Zone	ROMANIA	Centru
	Studio Metropolitana Nonprofit Ltd.	other	Competitiveness Zone	HUNGARY	Kozep-Magyarország
	Business Innovation Centre of Albacete	other	Convergence Zone	SPAIN	Castilla-La Mancha

1.4 Project cost

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public total financemnt	Swiss Fund	Public total financemnt	Norway Fund	Public total financemnt		
477,866.00 €	156,524.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	634,390.00 €

2. Synthesis of Development phase achievements

2.1 List of activities implemented during development phase (phase I)

1. Finalising the partnership and organization of the kick-off meeting

After the positive decision of the URBACT Monitoring Committee in the end of November, 2009, with the active help of the Lead Expert (LE), Mr Hans Schlappa, the Lead Partner (LP) immediately started to organize the new partner search process. The 'partner search questionnaire' was sent out in the middle of December to approximately 20 candidate cities as well as some development agencies. The LP contacted potential candidates by phone and e-mail and the final decision about the partnership was made by the LP in consultation with the LE and initial partners. Eventually the SURE network consists of nine small and medium sized towns from all around Europe, representing different working cultures, and one thematic partner who specialises in participatory planning processes, which is key in all socio-economic approaches. In case of the city of Albacete, Spain, the Business Innovation Centre of the city participates in the network on behalf of the municipality.

As a preparation of the kick-off meeting, initial partners also had to provide information regarding thematic questions to the LE. The SURE kick-off meeting was held on 18-19 January 2010, in Eger and according to participants' feedbacks it was successful and highly professional from all points of view: content, management and development the creation of a friendly atmosphere (based on the evaluation sheets the event got 9,2 point of maximum 10). In addition to this, 9 out of 10 partners were able to participate in the kick-off meeting, and all of them were very enthusiastic, cooperative and open minded.

During the kick-off meeting the LP informed partners in detail about the URBACT II Programme, the SURE work plan and

the administrative/financial requirements; meanwhile the LE obtained necessary information from partner cities in the frame of interesting workshops and exercises and discussed the baseline study questionnaire (attachment of the baseline) and the state-of-the-art report as a part of the baseline study. In addition to handouts during the workshop, the LP prepared a CD for all participants with all the necessary documents to be used both in Phase I and II.

2. Completion of the baseline study and transnational workshop

Prior to the kick-off meeting the Lead Expert prepared a draft state-of-the-art report for comment and discussion during the workshop. The report provides an analysis of existing knowledge at EU level in what concerns policies, strategies and case studies on socio-economic approaches. This was discussed by project partners during the meeting.

Partner cities were requested to submit a baseline questionnaire in preparation of city visits by the LE. During the Development Phase the LE visited the following SURE partners:

- Lanarca (22.2.2010)
- Louvain La Neuve (24.2.2010)
- Dublin (2.3.2010)
- Gheorgheni (22.3.2010)
- Eger (23.3.2010)
- Studio Metropolitana (24.3.2010)
- Albacete (8.4.2010)
- Alcobaca (9.4.2010)
- Pori (12.4.2010)

Each city visit consisted of a briefing session with the lead representative of the partner city, an extended visit to each SURE target area, meetings with the mayor, chief executive or senior politicians and meetings with members of the LSG. During the city visits the LE confirmed the content of partners' profiles including the main priorities for the LAP, their responsibilities and the structure and process of the URBACT II Programme. Komotini was not visited during Phase I due to the closure of the European airspace in April, 2010, but the LP has known the city for a while. LP also visited Gheorgheni and Studio Metropolitana together with the LE.

Based on the LP's and LE's proposals, and with guidance from the URBACT Secretariat, the non-city partner Studio Metropolitana was allocated a specific role and tasks which are designed to complement and support the work of city partners. Studio Metropolitana provides an important contribution for every partner in the SURE network in the field of participatory planning as a horizontal theme. This is central to the success of the SURE project because the active engagement of local citizens is considered by all partner cities to be essential to the development of sustainable socio-economic regeneration.

Since the second partner meeting (Ireland) of the Development Phase was cancelled due to the complete closure of the European airspace (the scheduled meeting date was 19-20 April, 2010), project partners and the LE finalized the synthesis of the baseline (approaching the implementation phase) via e-mails and phone conferences: they identified the main thematic areas of the project to be tackled (thematic focal themes and clusters), agreed on the knowledge provider partner's cross-cutting contribution and defined the exchange and learning activities of the Implementation Phase. The LP also shared

its proposal for the management and communication framework of the Implementation Phase. Despite the disadvantageous circumstances (lack of the personal meeting), partners were active and thus the LP and LE were able to finalise the thematic structure and address remaining administrative questions. Afterwards, the Lead Expert finalised and edited the SURE baseline study, the LP prepared the Final Application.

3. Case study

The second transnational meeting of the SURE network in Ireland, at the end of the Development Phase, was designed to allow for a detailed case study on effective community development practice in deprived urban areas. This was a joint decision of project partners because community development is one of the 5 thematic priorities of the project. However, as the meeting in Ireland had to be cancelled due to the closure of the European airspace the partners decided to carry out this case study during the Implementation Phase.

4. Setting up Local Support Groups

During the Development Phase and with the support provided by the LP and LE all partners identified their potential LSG members and established formally their LSGs. This activity was strongly supported by the Lead Partner and the Lead Expert. In line with the project' theme (socio-economic urban rehabilitation) as well as with URBACT II principles, SURE emphasizes the effective and active involvement of LSG members into the exchange and learning activities in order to secure more efficiently the adoption of lesson learnt. This was well communicated by each partner and thus LSG members are very much committed to the project. As a result of the above process, four LSGs (in Alcobaca, Eger, Larnaca, Komotini and Pori) have held 2 formal meetings during the development phase, there were 3 LSG meetings in Albacete and Gheorgheni, and 4 in OLLN and DLR.

Concerning Studio Metropolitana, this non-city partner has been working on setting up a European panel of experts which will act as a transnational support group for Studio Metropolitana. This support group consists of experts on participatory planning who will provide links to other European networks in order to provide technical and methodological expertise to the work that will be developed during the Implementation Phase by project partners. Thus Studio Metropolitana's LSG will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies.

5. Communication and dissemination

Based on partners' input the LP edited and updated the mini-site on urbact.eu and drafted the first SURE newsletter. The newsletter will be disseminated at the same time with the submission of the project. Project partners agreed on the SURE logo, prepared by the LP. For the second partner meeting (which was cancelled unfortunately) the LP had prepared the Project Publicity and Communication Plan, which was approved through a written procedure. In addition the LP also arranged one media broadcast during the Development Phase.

6. Conceptual model of SURE

Based on project partners' inputs the LP and the LE of the SURE network created a detailed document about the main principles of the SURE network and the general communication and content framework for the whole project period. This is the SURE conceptual model, which consists three parts: the Baseline study, written by the LE, defines the main thematic framework; the Management Guide explains the reporting process for project partners and sets up the management structure (written by the LP); while the Project Publicity and Communication Plan (PPCP) provides the general communication rules for SURE project partners (by LP). The Management Guide and the PPCP will be finalized during the first partner meeting of the Implementation Phase.

7. Involvement of Managing Authorities

During the Development Phase all SURE partners identified the appropriate managing authorities. SURE partners made special efforts to involve Managing Authorities and invited them to participate in ULSG meetings twice: firstly at the beginning, laying down the local needs and main principles in connection with the baseline study, and secondly at the stage when the final work plan was agreed at the end of the Development Phase. In a number of cases the MA was very interested and supportive (for example in DLR and Albacete) but in most cases the MAs were not able to participate in LSG meetings. Where MA's were not able to attend LSG meetings SURE network partners organised bilateral consultations personally or by phone conferencing to agree the principal purpose and aim of the SURE project and also agreed a method of involvement of MAs in the Implementation Phase.

8. Completion of Final Application Form

This activity was focused on the completion of the Final Application Form and the collection of all the associated administrative documents: letters of commitment, letters of intent of the Associated Managing Authorities, audit trails, joint convention, etc. The basis of this action was the development of a detailed work programme (supported also by a detailed GANTT chart, prepared by the LP), with the definition of objectives, activities, tools, outputs/ deliverables, responsible partners and deadlines and of an action oriented budget for the Implementation Phase. All these details were mutually agreed by all SURE partners throughout the Development Phase.

9. Participation in Thematic Pole activities

The LP represented the SURE network both at the URBACT training workshop in December and the Thematic Pole meeting in February. Based on LP' strong commitment, it was suggested to the URBACT Secretariat that the SURE network prepares a 'case study' for the appropriate Thematic Pole about efficient community building approaches in deprived urban neighborhoods. Unfortunately this case study had to be postponed due to the closure of the European airspace. In addition, the Lead expert, Hans Schlappa, expressed his interest to write an article either for the URBACT Tribune or contribute to the 'Hot Topic' series on issues concerned with collaborative working in regeneration contexts.

2.2 Definition of issues to be addressed by the project (summary of baseline study outputs)

1. Thematic focal points of SURE network in Phase II

During the Development Phase SURE network enlarged and specified the sub-themes of the project. The main themes: 1. local economic development and diversification, 2. community building and public spaces, 3. housing and facilities, 4. local employment development remain as the broad conceptual framework for the SURE network, but they will be addressed under more specific thematic headings:

- tourism (including: marketing strategies, development of packages, local markets, quality services, tourism driven economic development, etc.)
- enterprise (including: local employment development start-ups, local economic diversification, social enterprise, job creation for young people, etc.)
- and physical improvements (including: housing, pedestrian areas, public spaces, traffic, etc.)

Equally, broad topics around ‘working in partnership’ and ‘governance’ have been turned into network specific themes included mainly under strategy and community. Hence the five thematic focal points for the Implementation Phase of the SURE network are:

1. Tourism
2. Enterprise
3. Physical improvements
4. Strategy (including: town centre management, partnerships, re-use bulidings, managing housing markets, etc.)
5. Community (including: youth, elderly, ethnic minorities, education, etc.)

In addition, Studio Metropolitana provides an important contribution for every partner in the SURE network in the field of participatory planning as a cross-cutting theme. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities.

1.1. Tourism

In SURE network there is a strong interest in exploring how tourism could be used to support the economic development of small and medium sized towns, where deprived neighborhoods are located close to attractive town centres. In particular partner cities are interested to learn more about the development of marketing strategies and touristic packages in order to share the benefits of tourist industry with the close deprived urban areas as well. Creating high quality support services, such as retail, catering, hotel and transport and how to promote local crafts and cultures were also considered to be important topics. In addition partners are interested in learning more about partnership working in the context of the tourism industry.

1.2. Enterprise

Every SURE partner expressed a strong interest in learning more about how the development of local enterprises can be encouraged. Support for business start-up, in particular social enterprise, creating synergies and diversifying the business base were key topics all partners want to explore in more detail. Equally important were topics related to the development of

entrepreneurial skills and vocational training of the labour force, especially in relation to ethnic minorities and young people.

1.3 Physical improvements

Almost all partners are concerned with finding ways of improving the physical fabric of their SURE target areas and the town centres they relate to. Six partners share a particular interest in housing refurbishments and facelifts to facades of historically valuable buildings. The management of traffic and pedestrian circulation in town centres, together with the creation of attractive open spaces are issues most partners want to find out more about.

1.4 Strategy

Almost all partners were interested in developing their strategic capacity to bring about integrated regeneration strategies. This includes partnership working and the development of strategic planning and policy tools. How to manage and re-activate housing markets is of interest to many partners as are strategic approaches to the re-use of buildings and land. A number of partners are also specifically interested in strategies concerned with the management of town centres.

1.5 Community

Most partners identified a need to learn more about how to reach and support people living in the SURE target areas. Exploring effective ways of working with young as well as older people was a priority for some partners, while others were more concerned with tackling prejudice, raising awareness and working with ethnic minorities and migrant communities. Developing confidence and self esteem among deprived communities was a further priority, together with finding ways of providing land or facilities for deprived communities.

1.6 Horizontal theme

The horizontal theme of participatory planning, represented by the knowledge provider partner will cut across the above 5 thematic focal points of SURE network.

In connection with the horizontal theme of the SURE network, participatory planning methods, Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities. This special role will range from guidance and support provided remotely to providing full scale practical support to a small number of partners (Studio Metropolitana will coach 4 ULSGs - Eger, Gheorgheni, Alcobaca and Pori, according to the original plans) in the design and implementation of consultative exercises. The exact nature of the support provided will vary, but might typically involve guidance on how particular stakeholder groups could be engaged, design of surveys and interviews, how findings from consultation can be shared with the community and how resident and business communities can be engaged in practical planning exercises. Based on the thematic partner' special assistance to all city partners, in the frame of the developing process of the LAP, ULSGs will be able to organise a number of public consultation events designed to engage residents who live, work and shop in the town and mainly in the LAP areas.

2. Tools of cooperation

2.1 Thematic clusters

Based on the above thematic focal points of SURE, thematic clusters will be established with the same topics. Thematic clusters consist of partner cities who share a number of characteristics and interests. These interests might be based on problems as well as opportunities a partner city encounters in regenerating the SURE target area; or they might relate to current initiatives delivered by other cities in the SURE network. Thematic clusters are designed to operate as discussion groups of like-minded participants which are facilitated by the Lead Expert. Thematic clusters will run in parallel with the formal study visits and transnational workshops throughout the implementation phase. The work of the Thematic Clusters will support the elaboration of the exchange and learning activities.

2.2 Study visits and transnational workshops

Study visits will be specifically designed to explore the thematic focal themes of the SURE network in detail. This might involve looking at practical examples, discussing theoretical concepts or examining evaluations of earlier attempts to deal with similar problems. It is planned to hold four study visits in total, with each focusing on one focal topic such as tourism, enterprise, physical and strategy issues. The community development topic will be covered by a transnational workshop to Dun Laoghaire Rathdown (where the meeting in the Development Phase was cancelled). The horizontal theme will be highlighted during the kick-off meeting in Gheorgheni, but as a horizontal topic, it will be discussed in all exchange and learning activities.

Transnational workshops will have a stronger focus on planning and monitoring content related progress made by the SURE network. In addition there will be a thematic element to each transnational meeting (Dun Laoghaire, Komotini and Pori) which includes site visits as well as guest speakers on particular topics.

6 case studies will be prepared based on the 4 study visits, the kick-off and the transnational workshop in Ireland), which will feed into the SURE model, the final output of the network as well as to the Local Action Plans.

2.3. Local Action Plan

As regards the selection of thematic focal themes each partner will be able to make its own choice as a mix from the above agreed sub-themes, and as a basis for their Local Action Plans. These plans will be closely linked to existing gaps, expectations and visions at local level.

3. The added value on European level

Most towns in Europe face complex socio-economic challenges. One such challenge is related to deprived neighbourhoods that are located close to the town centre. In small and medium sized towns these neighbourhoods do not tend to offer attractive opportunities for large scale investments and instead hold back their economic development potential. On the other hand, in

small and medium sized towns there are more possibilities to use the community as a catalyst in the development process. This may generate positive power from an investment point of view.

To tackle the complex interactions between social, physical and economic factors which lead to the decline of neighbourhoods requires expertise and resources which often exceed those available to small and medium sized towns. Smaller municipalities therefore are increasingly looking for opportunities to develop their capacity to work more effectively with resident and business communities on the development of integrated and locally sustainable solutions. The SURE network is designed to develop this capacity and to support its partners in the implementation of integrated socio-economic regeneration strategies which build on local strengths and opportunities.

The main output of the SURE network will be the Integrated SOCIO-ECONOMIC URBAN REGENERATION MODEL, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a TOOLKIT ON PARTICIPATORY APPROACHES towards planning and strategy development in deprived neighbourhoods. Both of these tools are likely to be valuable for smaller European cities which need to develop their capacity to develop sustainable urban regeneration strategies. This not only involves the capacity to develop effective partnership with public, private and civil society actors, which is identified as a core priority in the recent report on social and economic cohesion 'Growing regions, Growing Europe'. Maximising the capacity of smaller municipalities to support innovation at the grass roots of communities, encourage socially responsible enterprise and engaging marginalized citizens with meaningful training and work opportunities are also at the core of the recently launched 'European strategy for smart, sustainable and inclusive growth, Europe 2020'. However, the process of learning from practical actions in the development of a Local Action Plan is perhaps the most important capacity building tool of the SURE network.

2.3 Summary of local situations, partners' expectations and potential contributions (summary of baseline study)

Municipality of Eger

1. Local situation and challenges

The target area of the SURE project in Eger is located on the north-western edge of the town centre and has substantial potential to create a new commercial focal point. It includes two distinct parts: One part contains a secondary school, student accommodation and a number of high rise panel buildings providing residential accommodation. The other part is characterised by low rise accommodation and a Roma settlement accommodating approximately 300 – 400 residents. In addition to the housing problems found in the Roma settlement, there is a substantial number housing units in the target area which have structural and maintenance problems. The stimulation of a competitive market for housing would form part the strategy because there is little diversity in the type of accommodation available and the target area might offer opportunities to diversify the range of properties that are available. Prejudice and segregation between Roma and Hungarian communities is likely to present the biggest challenge for the development and implementation of an effective integrated regeneration strategy. Breaking the cycle of unemployment and lack of basic educational qualifications among the Roma community will require skill, investment and a long term strategy.

The LSG is chaired by the Mayor and facilitated by the Chief Architect. All key public agencies are members of the LSG, including the elected representative of the ethnic minority community and the local elected politician. In addition, one member of the LSG has for the past two years worked as a volunteer with the Roma community, supporting them in a variety of ways.

2. Expectations

The overall goal of the SURE project in Eger is to develop a strategy which combines the development of two different geographical locations into a new destination for tourists visiting the town. As part of this goal the LAP will focus on the social, economic and physical problems present in the target area to develop an integrated approach towards its regeneration. The individual members of the Local Support Group have expressed their commitment towards contributing their particular expertise and influence to bring this project to fruition. The development of the LAP will therefore initially focus on the following issues:

- Economic development,
- Social inclusion,
- Physical environment,
- Housing, and
- Circulation and access.

Currently members of the LSG have a particular interest in learning about social inclusion and working with ethnic minorities in relation to training and raising aspirations. In addition the LSG is interested in participative planning techniques and interventions to stimulate housing markets.

3. Potential contributions

Eger has substantial expertise and wide networks in the field of tourism which it will share throughout the implementation phase. In addition Eger has significant experience in forming public-private partnerships to develop strategic tourism related programmes and to bring about the physical renewal of historical buildings.

Municipality of Pori

1. Local situation and challenges

The target area abuts the western edge of the city centre and runs along the Kokemäenjoki river. It occupies a strategic location in relation to the current direction of growth of the town centre and also provides an important link to the northern part of the city which is located on the river bank opposite the target area. There are a wide range of land uses, such as high quality housing, a hospital and other health care facilities, cemeteries, some listed buildings as well as large tracts of brown field sites, a large engineering plant, derelict railway land and a number of small to medium sized businesses. Much of the vacant land in the target area is or will shortly be owned by the municipality and there are pressures for housing and commercial development as well as for the extension of the hospital site.

One of the key challenges is that the municipality has limited experience in the development and delivery of partnership based strategies. While there is a regional development agency with significant experience of promoting the Pori region for inward investment, the town has very limited experience in securing and utilising EU funding for regeneration projects. Although officers collaborate on project specific initiatives, the procedures and structures governing the municipality and other public agencies tend to work against a cross-cutting approach towards regeneration and promote a departmentalised approach in strategy development and delivery.

The LSG includes approximately 21 representatives from public agencies, local residents and local businesses. Although the composition of the LSG is likely to evolve to include students and perhaps other stakeholders, at this point in time it represents an innovative forum for the development of strategic land use planning that cuts across a wide range of administrative functions and disciplines.

2. Expectations

The overall purpose of the LAP is to create a vision for the future development of the target area as an expansion of the town centre and a link to residential areas on the northern bank of the river. In addition, the LAP would provide the blue print for the development of land use proposals through which actions would be co-ordinated. Although further discussion and analysis is required, at this stage the LAP is expected to focus on the following issues:

- Establishment of physical and functional links with the town centre and residential areas on the northern banks of the river
- Enterprise and innovation
- Tourism and culture

3. Potential contributions

Pori has significant capacity and expertise in strategic land use planning and will contribute this to the learning process. The municipality has joined SURE primarily to learn from other cities and will develop its experiences in working with European networks by hosting one of the transnational workshops.

Dun Laoghaire Rathdown County Council

1. Local situation and challenges

The target area consists of three neighbourhoods which are located next to each other: Loughlinston, Shanganagh and Ballybrack. These are primarily residential areas containing 2,500 households most of which are owned by the municipality and rented out to people on low incomes. These three neighbourhoods have the highest levels of unemployment in DLR and many residents depend on social welfare payments. DLR has experienced a rapid increase in unemployment particularly. In the two years from January 2008 to December 2009 official unemployment more than doubled from 5% to 14% of the working population. Youth unemployment tripled during this period with 1,800 of under 25s being without paid employment in the first quarter of 2010. There is a high level of family breakdown and single parent families, together with high levels of anti-social behaviour and vandalism. Low levels of educational achievement amongst the younger as well as the older population together with the continuing decline of low skilled jobs create substantial challenges for residents and public

agencies to break a cycle of decline in the target area.

The LSG has met on monthly basis during the development phase of the SURE project. There is a strong community presence at LSG meetings and it is likely that during the implementation phase the LSG will establish sub-groups to explore particular issues in detail. There is a strong emphasis on drawing on local knowledge and networks in developing ways of tackling the problems in the target area. It is anticipated that the LSG will engage in extensive consultation and community involvement activity and that young people will be encouraged to participate in the formation of the LAP during the implementation phase.

2. Expectations

The overall purpose of the LAP is to create an integrated set of interventions which support local people in gaining access to the labour market. Local community groups, community development officers and associated partnerships have for some time discussed the options for the development of such a strategy. The LAP is considered to be an important opportunity to focus the energies of local stakeholders on employment issues. At this point in time there is agreement that the LAP will focus on the following issues:

- Changing the composition of the local economy by encouraging social enterprise, innovation and entrepreneurship;
- Education and training to develop skills and confidence among local people to encourage them to enter the labour market;
- Initiating creative interventions that stimulate interest among young people in entering the labour market; and
- Reducing barriers to participation in training, education and volunteering.

At present the LSG is particularly interested to learn about the creation of employment opportunities for disadvantaged groups, especially social enterprises. In addition there is an interest in learning about how barriers to participation in training and personal development can be overcome, especially with regard to young people.

3. Potential contributions

DLR has substantial capacity and structures which support community development and was intended to act as a good practice example and case study during the development phase. Not only will DLR contribute to the learning process overall, there will also be a special site visit during the development phase to DLR to explore the community development approaches practiced.

Municipality of Alcobaça

1. Local situation and challenges

The target area consists of the residential area adjacent to the modern town centre and the monastery. The monastery attracts 400,000 visitors a year, primarily on day trips. Local tourist services are designed to deal with a rapid throughput of high volumes of visitors and during the day the town is dominated by tourists. In the evening many of the restaurants and shops around the monastery close because there is no through traffic to the area and very few residents actually live in the properties in the central part of the target area. As most of these tenants are older people, the area becomes very quiet in the evening. Most of the housing stock in the target area was built in the 19th and early 20th century and the number of vacant properties is

growing continuously because landlords cannot let them due to their poor condition. It is mostly older people who cannot move and thus remain in largely unsuitable housing conditions. There is a growing number of vacant retail units which used to provide services for local residents and the number of buildings which are abandoned or in a state of decay is also growing.

The LSG has been formed primarily between representatives of public agencies with the full support of the Mayor. It is an agreed priority to engage other interest groups, such as landlords and tourism related companies.

2. Expectations

There is a consensus that the overall purpose of the LAP is to find ways of maximising the benefits that can be drawn from the tourism industry and to develop initiatives which will activate the local housing market and revitalise the residential area.

Hence the LAP will initially focus on the following issues:

- Exploring models for the re-activation of local housing markets
- Establishing a forum for local landlords
- Creating tourism based business and employment opportunities.

Currently the LSG is particularly interested in finding out more about how housing markets can be stimulated and how economic development initiatives can be designed to maximise the benefits from tourism. Young people and the development of social enterprises are also important topics in the development of the LAP.

3. Potential contributions

Alcobaca has substantial expertise in the design and delivery of large scale physical regeneration projects which transform the city centre and the tourist attractions of the town. Alcobaca can make a significant thematic contribution on the topic of physical improvements and has agreed to host one of the four study visits which will be designed to explore this topic in detail.

Municipality of Larnaca

1. Local situation and challenges

The SURE target area is a distinctive neighbourhood located approximate two kilometres from the city centre. It was traditionally home to two different communities. One was a close nit community of Greek Cypriot trades people and workers who lived in relatively poor conditions. The other was a Turkish Cypriot community who was one of two Turkish Cypriot neighbourhoods in Larnaca where they lived largely isolated from the majority population of Larnaca. The unsettled state of the communities living in St Johns, together with the low status of the area, may have been the reason why neither residents or government tried to improve the area. Much of the building stock dates back to the late 19th and early 20th century, is single storey and in poor condition. Many of these buildings have very basic amenities and people can either not afford to carry out the necessary improvements or feel that the current condition and status of the area does not reflect their aspirations. Another reason for the lack of investment in local property is related to the conservation area status of St Johns. A further challenge is the perception that St Johns remains an area that has little to offer to its residents and visitors alike. The dominant image local

residents seem to have of themselves is that of a community which is not united and does share the same values.

A number of developments have been under consideration for some time for example creating a street market or a local museum and the LSG, which has the support from the elected Mayor and local politicians, has resolved to integrate such ideas into a coherent plan. The inclusion of a wide range of residents from both communities in the development process for the LAP is also an agreed priority.

2. Expectations

Recent discussions with political and community leaders of St Johns demonstrate that there is a determination to bring these different initiatives together in order to maximise their benefits for the neighbourhood. In their initial meetings the local action group has agreed that upon completion of the implementation phase the SURE Local Action Plan should provide an integrated strategy for the regeneration of St Johns which includes the following:

- A socio-economic profile for the area
- Marketing and awareness raising
- Traffic management and pedestrianisation
- Improvement of building frontages, and
- Development of cultural and economic activities.

The development process may of course identify further priorities, for example assistance for local enterprises, but at this stage the Local Support Group feels that the above priorities are sufficiently comprehensive and reflect local needs as well as opportunities.

The LSG is eager to learn about effective approaches towards participatory planning and the development, the exploitation of economic benefits offered by tourism and the development of social enterprises. In addition there is an interest in learning how housing markets can be activated and how town centres can be effectively managed.

3. Potential contributions

Larnaca has substantial expertise in strategic planning and development in relation to traffic management, building preservation and tourism development. These areas are all relevant to the SURE network and Larnaca will host the study visit which will focus on strategy issues.

Municipality of Ottignies-Louvain-la-Neuve

1. Local situation and challenges

The part of the city which forms part of the SURE project is Louvain-La-Neuve (LLN) which is a new town built in the 1960s and 1970s to accommodate the Universite Catholique de Louvain. The land on which LNN was built belongs to the university and with that most of the residential and commercial property of the town. The town is unique in its car-free design and attracts many thousands of visitors who enjoy the town and shopping facilities or who come to study its architectural

dimensions.

The target area is defined by the pedestrianised Rue des Wallons which runs for about 600 metres through the central area of LLN between the railway station and the Place des Sciences. In its hey day the Rue des Wallons was the main thoroughfare of the town centre. Visitors in particular were drawn through the Rue des Wallons because of the location of car parks around the periphery of the town centre. This was a bustling area of LLN all year round, but particularly during the summer months with regular events and fairs drawing visitors in large numbers to the squares and shops along the Rue des Wallons. The physical fabric of the Rue des Wallons shows evidence of heavy use over several decades. Buildings and pavements require repair or maintenance and public spaces show signs associated with a lack of investment. Although most retail units are let, they serve the less lucrative end of the market. There is a high turnover of retailers and a subsequent reluctance by them to invest in public amenities to make the area more attractive.

One of the main challenges is the current lack of vision about the future function of the target area for LLN. There is a clear consensus amongst members of the LSG that the LAP needs to be used to generate a strategic direction capable of galvanising the diverging interests into a joint action plan.

2. Expectations

The overall goal of the SURE project is to develop a strategy which will be rooted in economic regeneration of the Rue des Wallons and which integrates the social and community development measures required to regenerate the whole target area. Initially the LAP will focus on the following tasks:

- A definition of the target area which goes beyond the immediate Rue des Wallons and includes an appropriate range of residential property and public facilities
- An economic assessment of the potential for sustainable retail development in the target area within the overall context of the town
- An assessment of the opportunities for the diversification of the residential population in the target area
- An analysis of unemployment among young people and homelessness in the town

The development process is likely to identify further priorities, for example the inclusion of the student community and young entrepreneurs in the creation of a vision for the target area.

3. Potential contributions

OLLN is unique in that the municipality works in an almost symbiotic relationship with the university to manage the town. As part of this substantial capacity has been developed in the marketing of OLLN as a retail and tourist destination. It is in this area that OLLN will make an important contribution to SURE and will host the study visit focused on tourism development.

Municipality of Komotini

1. Local situation and challenges

The target area is located in the north-western part of the city and covers an area of approximately 125 hectare. It contains agricultural land, a stadium which supports many athletic activities, a retail centre and two residential areas. One of the residential areas was recently constructed and is occupied primarily by Roma, re-settlers and immigrants, while the other is considered to provide accommodation for high-income families and professionals. A river divides the area effectively into two sections. The university campus is close by and one has to cross the target area in order to reach the campus. Recently, an unused building of the municipality was given to the Institution of Thracian Art and Tradition which is very popular and will form a significant cultural focus for the whole city and the SURE target area in particular.

Compared to other neighbourhoods of the city, the SURE area is considered to be good except for the Roma area, which is provides only the most basic facilities and living conditions are very low. The Roma population of Komotini concentrates here and many Roma families were recently given land ownership by the Greek government due to having lived in the area for over 20 years. There are great inequalities in the area and strong feelings of discrimination towards specific groups of the population.

The LSG is convened by the municipality and has approximately 20 representatives from public agencies, local residents and local businesses. Although most of the participants are from public agencies there is a clear resolve to ensure that during the implementation stage of SURE more residents and voluntary associations will be drawn into the planning process.

2. Expectations

The overall purpose of the LAP is to identify and respond to the needs of the local population and find innovative ways to create employment opportunities. In addition, environmental improvements will be a priority together with the improvement of social support services for marginalised members of the local population. Although there is a need for further analysis and discussion at this stage the LAP is expected to focus on the following issues:

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- Analysis of the social and economic profile of the target area
- Creating business and employment opportunities
- Improving social spaces
- Diversifying local economies
- Education and awareness raising
- Supporting young people, especially early school leavers

3. Potential contributions

Komotini has significant experience in utilizing European Union funding to undertake social, economic and physical regeneration projects. The town has joined the SURE network primarily to learn about the social dimension of integrated regeneration strategies and will host one of the trans-national workshops.

Municipality of Gheorgheni

1. Local situation and challenges

The target area of the SURE project in Gheorgheni encompasses the town centre and the Red Lake holiday resort. While the development of economic, physical and social interventions will be focused on the town centre, these will be strategically linked to current or potential tourist activities in the Red Lake holiday resort and other leisure services in the surrounding areas. Most of the central area of Gheorgheni consists of buildings that have significant historical and architectural value. These buildings are primarily in private ownership, have a poor appearance and are in need of substantial repair. In addition, individual retailers promote their businesses in ways which are unsympathetic to the historical features of the buildings they occupy.

Despite its advantageous location, little co-ordinated effort has been made to create a coherent offer for tourists passing through Gheorgheni on the way to the Red Lake resort. Local customs, foods or crafts not marketed and services for visitors are poor. Due to its limited facilities and opportunities there is a continuous outward migration of young people, many of whom obtained degrees in the town's university. Those who are left behind are contributing to a growing number of young unemployed people.

The LSG is chaired by the Mayor who is supported by two officers, one working for the local business incubation unit and the other being the economic development officer of the municipality. The LSG is likely to establish a number of sub-groups each of which will focus on one specific topic of the LAP.

2. Expectations

The overall goal of the goal of the LAP is to establish a framework for tourism development which is based on connecting Gheorgheni's town centre with the Red Lake resort. This framework will provide the strategic direction for initiatives aimed at the development of the local skills base in tourism related industries, the generation of business opportunities and the physical regeneration of the buildings and open spaces in the town centre. The starting point for the development of the LAP which will focus on the following:

- Survey of current tourist behaviour;
- Identification of business opportunities based on local crafts, customs and synergies with existing tourist activities in the Red Lake area;
- Identification of a skills development programme which reflects current and future business opportunities;
- Renovation of facades of listed buildings;
- Traffic management;
- Improvement of open spaces and public amenities; and
- Development of a marketing strategy.

Currently LSG members have a particular interest in learning about all aspects of tourism related economic development and ways in which programmes to renovate privately owned buildings can be developed. In addition there is an interest in partnership working and the development of strategic frameworks for the regeneration of deprived neighbourhoods.

3. Potential contributions

Gheorgheni has little experience in the development of socio-economic regeneration and participates primarily to learn from others. However, Gheorgheni will host the kick-off meeting for the implementation phase which will have a thematic focus on participatory approaches towards planning and strategy development provided primarily by the 'non-city' partner Studio Metropolitana.

Studio Metropolitana Nonprofit Ltd.

1. Local situation and challenges

Studio Metropolitana is a registered not-for-profit organisation which provides a wide range of planning and community engagement services to municipalities, including the drafting of proposals to secure European Union funding. As such Studio Metropolitana has extensive experience in working on European Union funded projects, including the URB-Health project funded by URBACT I as well as a number of ERDF initiatives.

One of the main areas of expertise is the involvement of local residents in the development of solutions for complex environmental and social problems. Working alongside staff from municipalities, Studio Metropolitana applies sophisticated and innovative participatory methods which engage young as well as older residents over many months in the reflection on the main problems and the development of solutions. Over recent years Studio Metropolitana has built up a substantial profile of consultative planning projects which aimed to improve housing estates, streets as well as public open spaces.

2. Expectations

A further reason for the engagement of Studio Metropolitana at the network level is grow the transnational body of knowledge on effective approaches towards participation in the development of socio-economic regeneration strategies. To this end Studio Metropolitana will work with a transnational group of practitioners to develop a toolkit and good practice.

Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises. This will range from guidance and support provided remotely to providing full scale practical support to a small number of partners in the design and implementation of consultative exercises. The exact nature of the support provided will vary, but might typically involve guidance on how particular stakeholder groups could be engaged, design of surveys and interviews, how findings from consultation can be shared with the community and how resident and business communities can be engaged in practical planning exercises.

3. Potential contributions

Studio Metropolitana can make an important contribution for every partner in the SURE network. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities. Some partners have of course many years of experience in working with their local communities on the development of regeneration strategies. Many, however, are quite inexperienced in this and would benefit from support and

guidance.

The network decided that it would be beneficial to have a specialist ‘knowledge provider’ within the network instead of having to engage external experts on an ad hoc basis. This not only is likely to respond better to the needs of SURE partners but also provides opportunities to integrate the contributions from Studio Metropolitana at the network as well as city levels.

Business Innovation Centre of Albacete

1. Local situation and challenges

The SURE target area consists of four residential neighbourhoods which accommodates 47,800 residents, or 28% of Albacete’s population. The compact nature of the city means that it is just a ten minute walk from the outer edge of the target area to the city centre of Albacete. This is a high density urban area with very few open spaces and narrow streets. Most of the housing consists of six storey blocks of flats built in the 1950s and 1970s and many properties are in need of refurbishment and modernisation. Because of the declining housing standards the rents are comparatively low, thus attracting people from poorer backgrounds which in turn discourages better off families to move into the area. The out-flow of families with middle incomes and the influx of ethnic minorities not only changes the cultural context of the remaining residents, it also leads to over-crowding, thus exacerbating social tensions as well as social segregation. It is primarily older people who struggle to leave the area and thus stay behind, finding themselves increasingly isolated from their traditional social networks.

The LSG meetings are convened and chaired by the Director of the business innovation and incubation centre CEEI with the full support of the mayor and other senior politicians who are on the governing body of the CEEI. The LSG is determined to reach deep into the local communities in order to analyse existing problems and develop feasible solutions. This will include the involvement of local civic organisations, churches and voluntary agencies.

2. Expectations

The overall purpose of the LAP is to prevent the further deterioration of the neighbourhood through a co-ordinated strategy of interventions which tackle physical, social and economic challenges. There have been a number of formal and informal discussions amongst key stakeholders in public agencies and local communities. The current consensus is that initially the LAP needs to focus on the following issues:

- An analysis of the socio-economic composition and needs of the population;
- Identifying the scope for housing improvements, in particular with regard to the use of renewable energy;
- Improving the living conditions of older people;
- Creating business and employment opportunities; and
- Improving social spaces and social facilities.

Currently the LSG is particularly interested to learn more about employment creation for disadvantaged groups, the improvement of private sector housing and partnership working.

3. Potential contributions

Albacete has substantial capacity and experience in supporting business start-up and working through partnership in economic regeneration initiatives. One of the lead partners in the LSG is a large social enterprise which runs a highly successful business incubation centre. Alabacete can make a significant thematic contribution in this area and has agreed to host a study visit on the core theme of 'enterprise'.

3. Objectives, expected outputs and deliverables

3.1 Ensuring project coordination and management

Objective 1 (General coordination and project management) aims to implement the project activities in line with the project work plan and the budget, approved by the URBACT Monitoring Committee.

Action 1.1. - General project management, production of progress reports, certificates on expenditure and payment claims

The objective of ensuring project coordination and management is to provide a sound and precise project management system within the partnership. The proper management system provides an opportunity both for the Lead Partner and to Programme bodies to monitor and evaluate project activities and results regularly in the frame of project Progress Reports (activity and financial), certificates on expenditure and payment claims, through the web-based monitoring and accounting system PRESAGE-CTE. The main aim of these reports is to ensure that the implementation of the project activities is in line with the project work plan and the budget, approved by the URBACT Monitoring Committee. The progress reports and related documents shall be sent to the URBACT Secretariat by the Lead Partner within the three months after the end of the reporting period (within 30 September for the reporting period January to June; within 31 March after the reporting period July to December). LP will prepare an internal reporting template to be filled in by project partners monthly. These internal reports will be the basis of the creation of the joint progress report.

As a part of the Conceptual model of SURE, LP therefore prepared the Project Management Guide for project partners in the Development Phase. This document explains the reporting process for project partners in detail and sets up the management structure.

Action 1.2. - Preparation and coordination of management meetings

Project Manager (LP) and Project Coordinators (at partner level) mean the project Steering Committee (SC), which is the decision-making body of the SURE network. The SC is responsible for general operating policy, procedures, objectives and related matters affecting the SURE project as a whole. The SC guides and monitors the implementation of the project regularly. It holds operative meetings each time partners meet in the frame of the SURE network (8 SC meeting will be held in total). The tasks of the SC members include:

- Approval of strategic project documents, objectives and updated work plan;
- Decision making at strategic points of the implementation.

The tasks and operation rules of the SC will be listed in its general procedural rules. LP will provide the secretariat of SC, thus the LP will create detailed minutes on SC meetings.

Political Board (PB) of SURE project consists of the legal representatives, mayors of the partner cities/organisations. The Political Board is a supreme body of the SURE project, which aims to transfer the lessons learnt to local policies besides LAPs as well. PB members formally meet only at the final conference in order to approve the SURE model, but the appropriate PB member has to participate the locally implemented study visits, transnational workshops as well as to help the LSG' work locally. In order to reduce costs and minimize the carbon footprint of the project, no separate SC or PB meetings are foreseen. PB members will declare their commitment by a joint covenant.

Besides the content related positions, (Project Manager at LP, and Project Coordinators at partner organizations), project Financial Manager (LP) and Partner Financial Coordinators will support the project implementation in financial aspects. The Project Communication Manager (LP) and Communication Officers at partner level will be responsible for the sound implementation of communication tasks. The Communication Officer could be the local Project Coordinator as well. Roles and responsibilities are written down in detail in the Project Management Guide.

Action 1.3. - Project closure

The objective of the project closure is to produce and send the final documents and reports to the URBACT Secretariat in order to close the project in due time and efficiently, no later than three months after the end date. These documents are: final progress report (activity and finance); final certificates and statements of expenditure; final payment claim; final administrative closure report, match funding sheet, and project's final outputs.

3.2 Developing and implementing exchange and learning activities on sustainable urban policies with a focus on the project's topics

Objective 2 (Exchange and learning activities) aims to develop and implement exchange and learning activities on sustainable urban policies, focusing on sharing experiences, information, knowledge and best practices among project partners and other actors on innovative methods of socio-economic urban rehabilitation approaches.

A. THEMATIC FOCAL POINTS TO BE ADDRESSED BY EXCHANGE AND LEARNING ACTIVITIES

In general, exchange and learning activities are organised in SURE project around the identified and agreed thematic focal points of the project: 1. tourism; 2. enterprise; 3. physical improvements; 4. strategy and 5. community.

In addition, during the exchange and learning activities, the thematic partner, Studio Metropolitana provides an important contribution for every partner in the SURE network in the field of participatory planning as a cross-cutting theme. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities.

Based on the above thematic focal points of SURE network, thematic clusters will be established with the same topics. Thematic clusters consist of partner cities who share a number of characteristics and interests. These interests might be based on problems as well as opportunities a partner city encounters in regenerating the SURE target area; or they might relate to current initiatives delivered by other cities in the SURE network. Thematic clusters are designed to operate as discussion groups of like-minded participants which are facilitated by the Lead Expert. Thematic clusters will run in parallel with the formal study visits and transnational workshops throughout Phase II.

B. THE ROLE OF THE THEMATIC PARTNER IN EXCHANGE AND LEARNING ACTIVITIES

Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises. This will range from guidance and support provided remotely to providing full scale practical support to a small number of partners in the design and implementation of consultative exercises. The exact nature of the support provided will vary, but might typically involve guidance on how particular stakeholder groups could be engaged, design of surveys and interviews, how findings from consultation can be shared with the community and how resident and business communities can be engaged in practical planning exercises. This special support means 'coaching sessions' for 4 partners. In the frame of coaching on participatory planning, Studio Metropolitana will meet ULSG members personally and give a tailor-made training/coaching on participatory planning issues.

In addition Studio Metropolitana will participate like all other partners in study visits and transnational workshops. It is anticipated that each study visit will have a particular perspective on the engagement of local communities and Studio Metropolitana and the members of the expert panel to be established during Phase II, will contribute with case studies and other material to enable partner cities to explore the different dimensions of community involvement in the strategy process.

C. THE ROLE OF THE ULSGS IN THE EXCHANGE AND LEARNING ACTIVITIES

Since local action plans must be based on the lesson learnt during the exchange and learning activities of the project, and because LSGs has central role in the design and implementation of the LAPs, it is quite clear for SURE partners, that the main beneficiaries of the exchange and learning activities, and the project itself generally speaking, are the LSG members.

In line with the project' theme (socio-economic urban rehabilitation) as well as with URBACT II principles, SURE emphasizes the effective and active involvement of LSG members into the exchange and learning activities in order to secure more efficiently the local adoption of lesson learnt. LSG members' role, responsibilities, opportunities and the fact that LSG members will be the main beneficiaries of the SURE network, was well communicated by each partner during the Development Phase and thus LSG members are already very much committed to the project.

During the implementation of the SURE work programme, the ULSG members (in this case, this point refers only to 'not municipality employee' ULSG members) will be involved in several exchange and learning activities, as following:

- participation in the study visit on participatory planning methods in the frame of the kick-off meeting: 2 ULSG members per partner;
- participation in other 4 study visits: 3 ULSG members per partner;
- participation in transnational workshops: 1 ULSG member per partner;
- participation in the organisation of the local Schools Contest regarding the provision of the LAP area;
- Participation in local Press Conferences.

D. DESCRIPTION OF ACTIONS

Action 2.1. - Organisation of the kick-off meeting

The kick-off meeting (of the Implementation Phase) in Gheorgheni, Romania contains of two parts. 1. The full day Steering Committee meeting aims to discuss with partners the details about their roles and responsibilities in Phase II. In addition to this Thematic Clusters will be established. 2. With the help of the thematic partner, Studio Metropolitana, the local ULSG will organise a case study on how innovative participatory planning methods can be used in socio-economic urban regeneration projects, in the reality. This will be a case study for project partners and also a dissemination event for local citizens. Prior to the meeting, Studio Metropolitana will coach the local ULSG and plan together the case study activities. Associated managing authorities of partners will be invited to this event.

Action 2.2. - Organisation of 4 study visits

Study visits will be designed to explore the thematic focal points of the SURE network in detail (looking at practical examples, discussing theoretical concepts or examining evaluations of earlier attempts to deal with similar problems). It is planned to organise four study visits in total, with each focusing on one focal topic: tourism - OLLN, enterprise - Albacete, physical - Alcobaca and strategy - Larnaca. The community development topic will be covered by a workshop to Dun Laoghaire (where the meeting in Phase I was cancelled). The horizontal theme will be highlighted during the kick-off, but as a horizontal topic, it will be discussed in all study visits. Each study visit will be led by 1 thematic expert to be chosen by the Lead Partner and the Lead Expert in the beginning of Phase II. Besides thematic experts (URBACT), the active participation of external speakers and participation of the members of the Expert Panel led by Studio Metropolitana, is planned as well.

Each study visit should run over two days. The first day is set aside for site visits and the second day will focus on presentations, discussions and reflections on the implications for the development of Local Action Plans. In addition there is time set aside to deal with administrative matters.

The format of each study visit is likely to be based on the following principles:

- Lead Expert in consultation with all SURE partners identifies specific topics for the study visit;
- Lead Expert in consultation with the host identifies suitable external contributions (experts, speakers, etc.) and draws in other URBACT approved thematic experts as appropriate to produce a briefing paper and contribute to the proceedings;
- Site visit for officers to explore technical issues. This might include short trips to other places where good practice can be studied;
- Where possible a parallel programme of 'site visits' should be arranged for LSG members to enable them to meet the host LSG;
- Presentation and workshops by invited experts;
- Presentations by practitioners from the SURE network on the topic, including feedback from LSG members where appropriate;
- Plenary session on the implications of the findings from the study visit for the future development of Local Action Plans.

A case study report on the content & learning outcomes from each study visit, the kick-off meeting and 1 transnational workshop (in Dun Laoghaire Rathdown about community development) will be produced (linked to focal and horizontal themes). This will contribute to the development of the SURE model.

The participation of the Associated Managing Authorities in these activities will be enhanced during the whole project length in order to promote its impact on local and regional policies.

Action 2.3. - Organisation of 3 Transnational Workshops

Transnational workshops will have a stronger focus on planning and monitoring content related progress made by the SURE network. In addition there will be a thematic element to each transnational meeting which includes site visits as well as guest speakers on particular topics. It is anticipated that transnational workshops will have duration of one and a half days. 1-1 member of the European expert panel on participatory planning (animated by the knowledge provider partner) will attend the meeting as trainer/lecturer.

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Each transnational workshop will consist of the following activities:

- Update on progress and issues, encountered in developing LSGs and LAPs
- Thematic workshop, and
- Site visit with thematic focus, followed by reflection and discussion.

City of Komotini, Pori and Dun Laoghaire Rathdown will be responsible for the organization of 1 workshop each. The presence of external speakers and participation of the members of the Expert Panel led by Studio Metropolitana, is planned as well.

A report on the content & learning outcomes from each workshop will be produced. This will contribute to the development of the SURE model. 1 workshop (in Dun Laoghaire) contains a case study based on focal issue as well.

Action 2.4. - Organisation of a school contest regarding the provision of the LAP target area

The objective of this action is the organisation of a “SURE School Contest” at network level (except the thematic partner), since SURE project partners will develop LAP target areas for local young people in fact. The idea is to launch a school contest at local secondary schools and/or universities, asking youth telling their provisions on the LAP target area. Partners are free to plan the tools of the contest: essays, creative videos, articles, presentations, e-tools, master plans, etc. are welcome. The works must feed into the LAPs, therefore this action must be organized with the active involvement of the ULSGs. Each city partner shall organise a local dissemination event (exhibition, etc.) as well to promote the results of the contest and the project itself.

Action 2.5. Organisation of Final Conference

The main output of the SURE network will be the integrated Socio-economic Urban REhabilitation Model (SURE model), which is based on the experience of SURE partners and best practices and is designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns. This will be complemented by a toolkit on participatory approaches towards planning and strategy development in deprived neighborhoods, drafted by the non-city partner Studio Metropolitana. The final conference is scheduled to be held in Eger, Hungary, with the participation of all partners, including decision-makers, LSG and MA representatives. Since the SURE model has an added-value on European level, the final conference is planned to be an URBACT city lab event, a thematic regional conference, co-organised by the URBACT Secretariat.

The members of the Expert Panel will also attend the final conference as lecturers, providing a true transnational character to the dissemination event.

The Political Board of SURE network meets at the final conference in order to approve the SURE model formally in the frame of a joint covenant.

The participation of the Associated Managing Authorities in this event is enhanced in order to promote its impact on local and regional policies.

3.3 Fostering the impact of project activities on local policies

Objective 3 (impact on local communities and policies) aims to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level.

Action 3.1. and action 3.3. - Setting up and animation of Local Support Groups (3.1.) and production of action plans (3.3.)

In line with the URBACT II principles, Local Action Plans must be based on the lesson learnt during the exchange and

learning activities of the project, and LSGs have a central role in the design and implementation of the LAPs. The heart of the SURE network are the ULSGs which have been set up by each city partner in Phase I. The overall aim of the ULSGs is to improve the impact of URBACT exchange activities at local level. ULSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level. The animation of ULSGs will be organised through at least 10 local workshops (per city partner).

It is anticipated that the development of the LAPs will involve a number of public consultation events designed to engage residents who live, work and shop in the town and mainly in the LAP areas. This process will be supported by the thematic partner, Studio Metropolitana, which will coach 4 SURE ULSGs directly during the Implementation Phase, but also will provide tailor made help in the field of participatory planning for other partners by giving lectures in partner meetings or by setting up a special helpdesk function. This agreed decision is reflected in the ULSG budgets, where extra amounts were planned for public consultations (using the participatory planning methods learnt in the frame of the project).

The other crucial point is that besides normal meetings and public consultations, it is also essential to organise wider events such as open forums, thematic workshops locally, in line with the theme addressed, and with the active involvement of all the ULSG members. The above 'special ULSG meetings' provide a great dissemination opportunity for the given city and the ULSG as well as for the project itself.

At least 2 public consultations or open forums as special ULSG meetings are planned for all city partners.

In line with the above mentioned facts, the LAPs will be built up in three steps:

1. Through ULSG meetings partners will define the necessary local actions based on the opinions of different participants of the ULSG and also on the background knowledge of existing strategies and experiences, international best practices and in accordance with the local opportunities. In the frame of this process, partners will use the well-known, general strategy making process: identifying strategic priorities, actions and projects with the help of focus groups of the ULSG participants.
2. As a second step partners would like to widen the scope of the focus group and besides the ULSG members also involve, through open forums and public consultations, the opinions and remarks of local decision-makers, further stakeholders and inhabitants of the city and especially of the LAP target area. The results of these events be fed into the ULSG and thus into the LAP. This step will be helped by the thematic partner, Studio Metropolitana.
3. Partners will finalize the appropriate Local Action Plan by taking into consideration the lessons learnt by transnational exchange, which will be fed into the draft LAP continuously.

Managing Authorities will be invited to ULSG meetings of particular relevance, mainly for public consultations or open forums, but mostly regular bilateral consultations will be emphasized. Production of the LAPs will be supported thematically by the Lead Expert. Project partners are required to inform the LP and other partners about their ULSG activities in the frame of a short report.

Action 3.2. and action 3.3. - Setting up and animation of a European panel of experts on participatory planning (3.2.); production of a Transnational Action Plan (3.3.)

Like other partners of the SURE network, Studio Metropolitana, the thematic partner will have a Support Group to guide its work. However, Studio Metropolitana' Support Group will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities.

Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the experts' as well as on SURE partners' experiences.

It is anticipated that the Expert Panel will meet at least three times and consists of 5 persons. The first meeting would be designed to agree the work programme and specify individual contributions. This meeting will be in Budapest, at the beginning of the project implementation, with the presence of the Lead Expert. The second and third meetings would be intended to report on progress and agree the content of the toolkit. In order to reduce the project carbon footprint, these meetings will be organized during the Transnational Workshops. In addition to working through meetings, it is anticipated that Support Group members will draw on existing literature and case studies which represent good practice in an international context. Expert Panel members will be selected based on Studio Metropolitana knowledge and network, but together with the Lead Expert.

Beside support group meetings, 1-1 Expert Panel member will be invited as trainer or lecturer to the study visits and transnational workshops, and all members will attend the final conference, giving a due transnational character of it.

Action 3.4. - Production of the Socio-Economic Urban Rehabilitation Model

The main output of the SURE network will be the integrated Socio-economic Urban Rehabilitation model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a toolkit on participatory approaches (action plan of the thematic partner) towards planning and strategy development in deprived neighborhoods. The SURE model will be disseminated in national languages in the frame of publication of booklets. It will be prepared with the lead of the LE for the final conference, together with policy recommendations and a best practice collection.

The policy recommendations will be linked to the focal themes of the project as well and offer roadmaps for decision-makers at different levels to efficiently integrate socio-economic approaches into policy-making processes. With the help of the Lead Expert and Thematic Experts responsible for case studies, SURE network will create a best practice collection linked to the thematic focal points of the Implementation Phase.

SURE partnership emphasizes the efficient dissemination of the SURE model. Partners are committed to disseminate the SURE model to at least 5 important policymakers per partner personally at local/regional or national level, based on their

well-developed dissemination plans to be produced.

3.4 Taking part to the implementation of the Capitalisation process at programme level

Objective 4. (Capitalization process at programme level) aims to participate in a pro-active way in Thematic Pole activities, URBACT conferences and in other relevant European events and networks in order to share the knowledge and lesson learnt of SURE with other European professionals, and to learn further knowledge provided by other URBACT projects. The lesson learnt in capitalization process will feed into local level.

Action 4.1. - Participation in the Thematic Pole meetings

The objective of this action is the pro-active participation of project's Lead Partner and Lead Expert to the Thematic Pole (Disadvantaged Neighborhoods) meetings organized by the URBACT Secretariat and coordinated by the Thematic Pole Manager (Peter Ramsden). 3 events per year are foreseen with a duration of 2 days. The LP and the LE will regularly inform SURE project partners about roles and responsibilities of the SURE network in the Thematic Pole activities. The LP and the LE will participate in other URBACT Thematic Pole activities (e.g. case studies, articles, thematic pole website) as well as provide necessary inputs for the URBACT Secretariat continuously.

Action 4.2. - Participation in the URBACT Annual Conferences and Thematic Regional Conferences

The objective of this action is the active participation of project's Lead Partner, Lead Expert, other relevant partners (Alcobaca, Gheorgheni, Studio Metropolitana, Albacete) and corresponding Managing Authorities in URBACT Annual Conferences and Thematic Regional Conferences. The LP, the LE and relevant partner will regularly inform SURE project partners about the experiences and findings of conferences organised by the URBACT Secretariat.

SURE network intends to organize its final conference in close collaboration of the URBACT Secretariat, since the main output, the SURE model has relevance on European level as well. Therefore SURE network will organize a regional conference, if possible, in the frame of URBACT city labs.

Action 4.3. - Participation in other European events and contact with other European networks

The objective of this action is the active participation of project's Lead Partner, Lead Expert, other relevant partners (Dun Laoghaire Rathdown and Studio Metropolitana) and corresponding Managing Authorities in other European events and in the establishment of contacts with other European networks. The LP, the LE and relevant partners will regularly inform other SURE project partners about the experiences and findings of other European events.

3.5 Developing and implementing communication on and dissemination of project's activities and outputs

Objective 5. (Communication and dissemination) aims to reach the widest public as possible with the results and outputs of the project, namely project partners, LSG members, other local stakeholders, local citizens, especially of the LAP target areas, Managing Authorities, other regional and national authorities; local/regional/national decision-makers, European experts, European Commission and the civil society.

As part of the Conceptual model of SURE, LP prepared the Project Publicity and Communication Plan for project partners in the Development Phase. This document explains the general communication rules for SURE project partners.

Action 5.1. - Setting up and updating the space dedicated to the project on URBACT Website

The SURE project' mini-site has been prepared by the LP in Phase I, based on the inputs provided by project partners. The objective of this action in Phase II is updating the space dedicated to the project on the URBACT website regularly. It will be a continuous task for the Lead Partner, based on partners' inputs.

Action 5.2. - Production and dissemination of communication materials

2 materials will be developed in Phase II: 1 leaflet during the kick-off meeting by the LP, to introduce the project, its objectives and the partnership. This will be translated to national languages and edited based on local information by project partners, and disseminated by city partners in 1000 pcs each. Thematic Partner will create an electronic leaflet. Also the LP prepares the booklet for the final conference, disseminating the SURE model. This will be translated on national languages together with the key findings of the LAPs (1000 pcs each language). As a booklet the knowledge provider will publish its action plan on participatory planning methods in socio-economic development project of deprived neighborhoods of medium sized cities (1000 pcs).

Action 5.3. - Production of digital newsletters

8 newsletters, 7 linked to project events (kick-off meeting, 4 study visits, 2 workshops), and 1 to the LAP or the school contest, will be published during the Implementation Phase of the project, reporting its activities and results. Upcoming events, activities and relevant local information shall also be included. Thematic newsletters will be drafted by the appropriate partner responsible for the event organization, in English, and will be translated and edited (by local information) by project partners.

Action 5.4. - Creation of a specialised journalists data base and production of press releases, press articles

According to the Joint Convention, at the beginning of Phase II, each partner must provide: 1. the general contact list; 2. the

contact list of relevant journalists and media; 3. and has to set up a dissemination plan at local level. The kick-off meeting, the final conference, the four study visits, the school contest and Local Action Plans must be communicated by press releases on local languages. The idea is that the appropriate partner responsible for the activity shall provide an English press release to be translated by partners.

5 specially-written articles are planned, as opportunities arise, for the appropriate technical/academic press, drafted by the partners and the Lead Expert.

Action 5.5. - Organisation of Press Conferences

Each city partner is responsible for the organisation of 3 press conferences during the Implementation Phase as following: 1. related to the transnational activity hosted by the appropriate partner; 2. related to the results of the school contest; 3. related to the Local Action Plan and/or the final output of the project, the SURE model. Thematic partner shall organise 2 press conferences only.

3.6 Other objectives specific to your project

3.7 Concrete outputs and results

Each city partner of the SURE network is committed to elaborating or readjusting its Local Action Plan with a concrete roadmap to develop socio-economic urban rehabilitation methods. The contents of LAPs will be based on a commonly defined methodology and the lessons learnt at transnational level, but will be tailored to local needs. Besides outlining strategies, LAPs will contain concrete technical and financial feasibilities linked to future investments funded through Operational Programmes. To this effect, regular consultations with and the final validation by the Managing Authorities, an integral part of the LSGs, are a key to future success.

It is anticipated that the development of the LAPs will involve a number of public consultation events and open forums designed to engage residents who live, work and shop in the town and mainly in the LAP areas. This process will be supported by the thematic partner, Studio Metropolitana, which organization will provide tailor made help in the field of participatory planning for other partners.

It means that besides Managing Authorities, the local citizens, further stakeholders and decision-makers will validate the LAPs as well in the frame of the public consultations and open forums, by telling their opinions, remarks and wishes.

Production of the LAPs will be supported thematically by the Lead Expert, who will personally coach ULSGs in the final phase of the implementation.

The thematic partner, Studio Metropolitana will draft a Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the experts' as well as on SURE partners' experiences, during the project.

The SURE network has been set up for the purpose of functioning as an interactive platform to collect and disseminate knowledge feeding the process of impacting local policy-making in the field of socio-economic urban regeneration. Although the elaboration of Local Action Plans commence at an early stage of project implementation, interim outputs work towards finalising the documents. The work of the Thematic Clusters will support the elaboration of the exchange and learning activities. 6 case studies will be prepared based on them and the case studies will feed into the SURE model, the final output of the network.

The main output of the SURE network will be the integrated Socio-economic Urban Rehabilitation model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a toolkit on participatory approaches (action plan of the thematic partner) towards planning and strategy development in deprived neighborhoods.

Project implementation will be supported by intensive communication and dissemination activities, such as organising dissemination events (open forums and public consultations, kick off and final event, dissemination of the school contest); creating and sending out launching leaflets and final booklets to local, regional, national and European level stakeholders and the general public as well (on national languages); newsletters on national languages, press releases and press conferences linked to major project events; 5 professional article.

The SURE project will result in:

- All partners having started the signing process to the 'covenant of legal representatives' initiative and the implementation of the Local Action Plans;
- At least 4 ULSGs will gain a special training on participatory planning methods by the thematic partner;
- An integrated policy framework developed for using socio-economic urban rehabilitation methods efficiently;
- A set of 9 Local Action Plans and a Transnational Action Plan consulted with Managing Authorities and other relevant policy and decision-makers at local, national and European level
- A set of recommendations to the EU and Member States on the role and relevance of integrated socio-economic regeneration policies
- At least 10 projects financed by Structural Funds of partners in the upcoming programming periods

3.8 List of expected outputs/ deliverables

Product	Type	Value	Description
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Progress reports, certificates on expenditure, payment claims	report	6	The progress reports are basically linked to uploading expenditures on PRESAGE with the corresponding certificates on expenditure and payment claims, and based on the sound project management between the LP and project partners.
Final Report and related documents	report	1	The Final Report (final progress report, final payment claim, final certificates and statements of expenditure, final administrative closure report, match funding sheet, project's final outputs) will be prepared after the project closure.
Project Management Guide	document	1	As a part of SURE conceptual model, the Project Management Guide (written by the LP in Phase I), explaining the reporting process for project partners and sets up the management structure, will be approved during the kick-off meeting of Phase II.
Project Publicity and Communication Plan	document	1	As a part of SURE conceptual model, the Project Publicity and Communication Plan (written by the LP in Phase I), providing the general communication rules for SURE project partners, will be approved during the kick-off meeting of Phase II.
Management team set up at partner level	working group	10	Partner level management teams consist of the following functions: project and financial coordinator, communication officer. Depending on partners' capacities, these functions are fulfilled by two or more internal or external people.
Steering Committee	meeting	8	The decision-making body of the SURE network, the Steering Committee - which consists of partner level project coordinators - guides and monitors the implementation of the project. The 8 SC meetings are linked to partner meetings.
Minutes of SC meetings	document	8	The LP will provide the secretariat of the Steering Committee, thus the LP will create detailed minutes on SC meetings.
Political Board	working group	1	Political Board (PB) consists of the legal representatives of project partners. The PB is a supreme body of the SURE project, which aims to transfer the lessons learnt to local policies. PB members declare their commitments by a joint statement.
Detailed SURE workplan	document	1	A detailed workplan in the form of a GANTT will be discussed at the kick-off meeting. This document is meant to set out the time schedule linked to project outputs and the way to achieve them. The GANTT will be updated in each reporting period.

URBACT Local Support Group set up and animated	local support group	9	The setting up of ULSGs was the task of Phase I; however, the finalisation of the ULSG composition will finish at the beginning of Phase II, and the animation of ULSG will be a continuous task of the partner level project coordinators.
Setting up and animation of a European panel of experts on participatory planning	local support group	1	The Support Group of the knowledge provider partner will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies.
ULSG meetings including open forums and public consultations	meeting	90	The animation of ULSGs will be organised through at least 10 local workshops per partner. After setting up the main principles of the LAP, ULSGs will discuss the main LAP principles with local citizens in the frame of open forums&public consultations
Meetings of the European expert panel	meeting	3	It is anticipated that the European panel of experts on participatory planning (as a Support Group of the thematic partner) will meet at least three times and consists of 5 persons.
ULSG reports	report	93	Project partners are required to inform the LP and other partners about their ULSG activities in the frame of a short report.
Local Action Plans	local action plan	9	Based on the findings of ULSG (including open forums & public consultations), and also based on the experiences of the exchange & learning activities, each city partner develops its LAP. LAPs will be discussed by partners, and supervised by the LE.
Transnational Action Plan	local action plan	1	Studio Metropolitana will draft a toolkit on participatory planning methods in socio-economic development of deprived neighborhoods in small and medium sized cities. This will be prepared based on its support group' and SURE partners' experiences.
Kick-off meeting of Phase II, including a case study on participatory planning methods	dissemination event	1	The kick-off meeting in Gheorgheni aims to inform partners about their roles and responsibilities in Phase II (SC meeting), but also a case study on participatory planning methods will be organised, led by the thematic partner and Gheorgheni ULSG.
Organisation of Study Visits	meeting	4	Study visits will be specifically designed to explore the thematic focal themes of the SURE network (practical examples, discussing theoretical concepts, examining evaluations of earlier attempts, etc.)in detail.

Case study reports	thematic report	6	A case study report on the content & learning outcomes from each study visit, the kick-off meeting and 1 transnational workshop will be produced (linked to focal and horizontal themes). This will contribute towards the development of the SURE model.
Organisation of Transnational Workshops	meeting	3	Transnational workshops will emphasize planning and monitoring of SURE activities. In addition there will be a thematic element to each transnational meeting which includes site visits as well as guest speakers on particular topics.
Report on transnational workshops	thematic report	2	A report on the content & learning outcomes from each workshop will be produced. This will contribute towards the development of the SURE model. 1 TNW contains a case study based on focal issue as well, report therefore is counted there.
Organisation of school contest regarding the provision of the LAP target areas	dissemination event	9	A school contest will be organised by each city partner on how local youth see the LAP target area in the future. Each city partner shall organise a local dissemination event (exhibition, etc.) to promote the results as well as the project.
Organisation of the Final Conference	thematic regional conference	1	Scheduled to be held in Eger, Hungary, with the participation of all partners, including decision-makers, LSG and MA representatives. The final conference is planned to be an URBACT city lab event, co-organised by URBACT Secretariat.
Public consultations & open forums	dissemination event	18	In the frame public consultations&open forums, using participatory planning tools, ULSG members share their ideas regarding the LAP target area with local citizens and get their feedbacks so as to finalize the LAP. 2 events/city partners are planned
Production of the Socio-Economic Urban Rehabilitation Model	thematic document	1	The main output of SURE network will be the Integrated Socio-economic Urban Regeneration Model, which is based on the experience of SURE partners, and designed to provide guidance for other practitioners who intend to develop similar strategies.
Set of policy recommendations	Policy recommendations	1	The policy recommendations (part of the SURE model) are linked to the focal themes of the project and offer roadmaps for decision-makers at different levels to efficiently integrate socio-economic approaches into policy-making processes.

Best practice collection	good practice examples	1	With the help of the Lead Expert and Thematic Experts responsible for case studies, SURE network will create a best practice collection linked to the thematic focal themes of the Implementation Phase. This will be a part of the SURE model.
Thematic Pole meetings participated in	meeting	7	It is envisaged that the Lead Partner representatives and the Lead Expert will attend the Thematic Pole meetings organised by the URBACT Secretariat.
Reports on Thematic Pole meetings	report	7	The Lead Partner and the Lead Expert will inform SURE project partners about roles and responsibilities of the SURE network in the Thematic Pole activities.
URBACT Annual Conferences and Thematic Regional Conferences participated in	thematic regional conference	10	Lead Partner representatives, the Lead Expert and involved partners (Alcobaca, Gheorgheni, Studio Metropolitana, Albacete) will participate in the URBACT Annual Conferences and the Thematic Regional Conferences.
Reports on URBACT conferences	report	10	The Lead Partner, the Lead Expert and involved partners will inform SURE project partners about the findings of conferences organised by the URBACT Secretariat.
Thematic pole workspace on URBACT website animated	web site and collaborative tools	1	It will be the Lead Partner's responsibility to contribute to the development of the thematic pole workspace on the URBACT website.
Participation in other relevant European events and contact with other European networks	dissemination action	3	The Lead Partner and involved partners (Dun Laoghaire Rathdown and Studio Metropolitana) finds it important to disseminate project results in relevant European events and for relevant European networks.
Reports on participating in relevant European networks and events	report	3	The Lead Partner and involved partners will share with other SURE partners their presentations or papers prepared for relevant European events of networks.
Setting up and updating the space dedicated to the project on URBACT website	web site and collaborative tools	1	It is the LP' responsibility to develop and update regularly the project sub-page on urbact.eu, based on partners' input.
Specialised journalists database	web site and collaborative tools	1	According to the Joint Convention, at the beginning of Phase I each partner must provide 1. the general contact list; 2. the contact list of relevant journalists and media; 3. and has to set up a dissemination plan at local level, for dissemination.
Leaflet for the launching phase	communication tools	10 000	During the kick-off meeting, to introduce the project, its objectives and the partnership, LP creates a leaflet. This will be translated to national languages by each project partner, and disseminated by partners in 1000 pcs per each partner.

Press releases	communication tools	8	The kick-off meeting, the final conference, the four study visits, the school contest and the Local Action Plans must be communicated by press release on local languages. The system of editing press releases is ruled in the communication plan.
Press conferences	dissemination action	29	Each city partner shall organise 3 press conferences during Phase II: related to 1. the transnational activity hosted by the appropriate partner; 2. the results of the school contest; 3. the LAP. Thematic partner shall organise 2 press conferences.
Booklet about the SURE model	thematic document	9000	During the final conference LP will disseminate Socio-Economic Urban Rehabilitation Model, which will be translated and disseminated by national languages (1000 pcs/each language). Partners also shall insert local findings into this booklet.
Toolkit on participatory methods	thematic document	1000	The knowledge provider partner will publish its action plan on participatory planning methods in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This will feed into the SURE model as well.
Digital SURE newsletter	newsletter	8	8 newsletters - 7 linked to project events (kick-off, 4 study visits, 2 workshops), 1 to the LAP or the school contest - will be published during Phase II. These will be drafted by the host partners and translated/disseminated by project partners.
Production of Press Articles	articles / appearances	5	At the end of project implementation the partnership (including the LE) will outline the more technical aspects of project achievements, targeting professionals.
Attendance at the final conference	participant	120	It is envisaged that the final conference of SURE network will be a regional/European level conference, aiming to disseminate the project' results efficiently.
Dissemination meetings on political level	decision maker	50	Partners are committed to disseminate the project's results to at least 5 important policymakers per partner personally at local/regional or national level, based on their well-developed dissemination plans to be produced.
ULSG meetings involving MA representatives	meeting	18	At local level the attendance of MA representatives in ULSG meetings is linked mainly to open forums and public consultations. At least 2 meetings per city partners are planned.

Managing Authority representatives animated	participant	15	Contacts with the MAs have been established in Phase I. The main tasks in Phase II will be to invite them to project meetings linked to the focal SURE themes, and discuss with them project progress and results, request their written inputs, etc.
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4. URBACT Local Support Groups (ULSG)

4.1 Composition and functioning of URBACT Local Support Groups at partner level

Municipality of Eger

The LSG for the SURE project was established specifically to guide the development of the Local Action Plan. It is chaired by the Mayor and facilitated by the Chief Architect and has met twice during the development phase. All key public agencies are members of the LSG, including the elected representative of the ethnic minority community and the local elected politician. In addition, one member of the LSG has for the past two years worked as a volunteer with the local Roma community and there are representatives of the local target area in the LSG as well .

It is anticipated that the development of the Local Action Plan will be based on extensive consultation and involvement of local residents from both the Roma and Hungarian community. The LSG is likely to meet at least quarterly and that there will be sub-groups dealing with particular issues and themes.

At present the membership of the LSG includes:

- Mayor
- Chief officers of the municipality including planning, education, social care, legal and financial experts
- Elected local politician
- Representative of the ethnic government
- Chamber of Commerce and Industry
- Chamber of Architecture
- Chamber of Engineering
- Civic Round Table
- Tourism Destination Management
- Hill Parish Council
- Young Winemakers Guild
- Local primary school
- Local residents
- Urban Regeneration Company

Municipality of Pori

In line with the main characteristics of the SURE target area, the Local Support Group is composed of representatives from

public agencies, local residents and local businesses. During the second meeting the membership was broadened to include non-profit organisations as well as the regional development agency. Although the composition of the LSG is likely to evolve to include students and perhaps other stakeholders.

It is anticipated that the LSG will meet at least quarterly and that there will be thematic sub-groups working on particular issues concerned with the target area.

At the end of the development phase of the SURE project the membership of the LSG included:

- Relevant officials of the municipality, such as employment, social care, education, economic development and city planning
- Pori Regional Development Agency (POSEK)
- Student housing providers
- University Centre of Pori
- Resident associations
- Businesses
- Health and social care provider non profit organisations
- Chamber of Commerce of Satakunta
- Construction companies

Dun Laoghaire Rathdown County Council

Based on the agreement of the LSG members, the LSG in Dun Laoghaire Rathdown County will establish sub-groups in the Implementation Phase to explore particular issues in detail. The meetings are convened by the Development Officer of the local RAPID programme and there is a strong emphasis on drawing on local knowledge and networks in developing ways of tackling the problems in the target area.

It is anticipated that the LSG will engage in extensive consultation and community involvement activity and that young people will be encouraged to participate in the formation of the LAP during the implementation phase.

Currently the membership of the LSG includes:

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- Ballybrack Community Development Project
- Shanganagh Community Development Project
- Holly House Community Development Project
- DLR Chamber of Commerce
- Southside Local Employment Service
- DLRCC Economic Development Service
- Dun Laoghaire RAPID Programme
- Southside Partnership
- Southside Women's Action Network

Municipality of Alcobaça

The initial LSG meetings were primarily between representatives of public agencies with the full support of the mayor. Other interest groups were drawn into the process over time and it is intended to broaden the membership of the LSG as opportunities arise.

It is expected that the LSG will meet at least quarterly and it is likely that there will be two sub-groups, each dealing with either housing or tourism issues.

Currently the membership of the LSG includes:

- Mayor and Deputy Mayor
- Cabinet Member for planning and development
- Local area representatives
- Head of Urban Planning
- Managing Authority
- Local Traders Association
- Historical Society
- Representative of the Monastery.

Municipality of Larnaca

The inclusion of a wide range of residents from both communities in the development process for the LAP is of great importance if the current divisions are to be overcome and bridges between communities are to be built. Hence the LSG will use a variety of methods to maximise the participation of local residents, especially from the new refugee community.

The LSG intends to meet at least quarterly during the Implementation Phase of SURE project.

At the time of submission of this proposal the LSG comprised the following members:

- 3 political representatives (Mayor and local councilors)
- 2 representatives from the planning and economic development department of the municipality`
- 6 community representatives
- 1 representative from Larnaca's Chamber of Commerce and Industry
- representatives of local NGOs.

Municipality of Ottignies-Louvain-la-Neuve

The municipality, the university and traders have created a partnership which is aimed at maximising commercial opportunities in the city and to find solutions to the main economic problems local business faces. The SURE LSG is currently a sub-group of the above partnership. This group has met four times during the development phase and has already started the

development of a survey of shoppers and town planning study. The advent of the SURE project is expected to lead to a diversification of its membership and also its current brief to encompass the priorities set out in the baseline study.

Currently the membership of the LSG includes the following stakeholders:

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- Municipality
- University
- NACL partnership
- Residents Association for LLN
- Technical advisors, such as town planners, innovation and economic development specialists.

Municipality of Komotini

Although most of the participants are from public agencies it was anticipated during the first LSG meeting that during the Implementation Phase of SURE more residents and voluntary associations will be drawn into the process, especially since Komotini' LSG is also interested in participatory planning methods, so in the second part of the Implementation Phase the basic LAP will be consulted with local residents in the frame of participatory planning methods in the LAP target area. The priorities targeted by Komotini were agreed and membership of the following partners was confirmed:

- Representative of the Roma community
- Agricultural Association
- Re-settlers representative
- Social services
- Technical services
- Water and Sewerage company
- Local quarrying companies
- Recycling enterprises
- University

It is anticipated that the LSG will meet at least quarterly during the Implementation Phase and it is likely that sub-groups will be established to focus on particular issues concerned with the development of a socio-economic regeneration strategy.

Municipality of Gheorgheni

The LSG for the SURE project was established specifically to guide the development of the Local Action Plan. The LSG is chaired by the Mayor who is supported by two officers, one working for the local business incubation unit and the other being the economic development officer of the municipality. The LSG will establish a number of sub-groups with specific focuses.

It is anticipated that the development of the LAP will involve a number of public consultation events designed to engage residents who live, work and shop in the town centre of Gheorgheni. These events are likely to be interactive, encouraging residents as well as schools to share their vision for town centre and its links to the Red Lake area.

At present the membership of the LSG includes:

- Mayor
- Officers from the municipality
- Arbor Association of local timber industry
- Tourism Association
- Local businesses
- Social services
- Education services
- Youth Association
- Environment Association
- Agricultural Association
- Churches
- Architecture and planning office
- University
- Association of Armenians

Studio Metropolitana Nonprofit Ltd.

Like other partners of the SURE network, Studio Metropolitana will have a Support Group to guide its work. However, this Support Group will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies. Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the support group members' experiences as well as on SURE partners' experiences.

It is anticipated that the Support Group will meet at least three times and consists of 5 persons. The first meeting would be designed to agree the work programme and specify individual contributions. This meeting will be in Budapest, at the beginning of the project implementation. The second and third meetings would be intended to report on progress and agree the content of the toolkit. In order to reduce the project carbon footprint, these meetings will be organized during the Transnational Workshops. In addition to working through meetings, it is anticipated that Support Group members will draw on existing literature and case studies which represent good practice in an international context.

Beside support group meetings, 1 selected member will be invited as trainer or lecturer to the study visits and transnational workshops, and all members will attend the final conference, giving a due transnational character of it.

Membership will be organized based on the partner' and the LE' experience. At present the suggested membership of the support group includes the following organisations:

- Urban Space Management Ltd, United Kingdom

- Institute for Partizipatives Gestalten, Germany
- Salzburg Research Forschungsgesellschaft, Austria
- Swiss Federal Institute of Technology, Switzerland

Business Innovation Centre of Albacete

The LSG of the city of Albacete is chaired by the director of the business innovation and incubation center (CEEI) with the full support of the mayor and other senior politicians (governing body of the CEEI).

The person in charge of the Managing Authority attended the inaugural meeting of the LSG and gave the initiative its full support. While during the initial development stages representatives from public agencies had the main input into the process, the LSG is determined to reach deep into the local communities in order to analyze existing problems and develop feasible solutions. This will include the involvement of local civic organisations, churches and voluntary agencies. It is expected that the LSG will meet at least quarterly as a whole group, but that there will be a number of sub-groups which will focus on particular themes or issues and which will meet more frequently.

At present the membership of the LSG includes:

- Senior officers from the municipality's service departments including employment, economic development, housing, social services and town planning
- Chamber of Commerce
- Caritas
- Local area representatives
- Local branch of the European Anti Poverty Network
- Managing Authority
- Centro Europeo de Empresas e Innovación de Albacete

4.2 Integration of ULSG activities to project work programme

1. Objectives of ULSGs

Besides the harmonised and balanced partnership and efficient transfer of knowledge and experiences, the heart of the SURE network is the URBACT Local Support Groups (ULSG) which have set up by each partner (except the knowledge provider partner) in the Development Phase.

In line with the URBACT II Operative Programme the overall aim of the ULSG is to improve the impact of URBACT exchange activities at local level. ULSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level.

In general, ULSGs of SURE network in the Implementation Phase will help to:

- continuously clarify the particular needs of the cities;
- identify (mobilise and validate) what the city really has to offer to the project (through the exchange and learning activities) in the form of good practice, existing tools, site visits, policies and other experience;
- ensure that this knowledge will be reflected in the Local Action Plan to be produced during the Implementation Phase;
- identify (mobilise and validate) what (good examples, lessons learnt) the city really needs in order to prepare a useful Local Action Plan;
- disseminate the findings of the project to a wider local audience.

Finally, they can act as project champions and help mobilising the political and institutional support required to ensure that the Local Action Plan leads to real change.

2. Role of municipalities and animation of ULSGs

Therefore the role of the representatives of the local municipalities and especially the mayors in the LSGs' work is key, since they legitimate their participation. In SURE network, LSG is an opportunity for local municipalities to initiate renewal of a specific neighborhood based on the LSG' and local citizens' opinion and support.

The animation of ULSGs will be organised through at least 10 local workshops (per partner) which will be moderated by a selected representative member or external experts (chosen by the partner).

3. ULSG members' participation in exchange and learning activities

Since local action plans must be based on the lesson learnt during the exchange and learning activities of the project, and because LSGs has central role in the design and implementation of the LAPs, it is quite clear for SURE partners, that the main beneficiaries of the exchange and learning activities, and the project itself generally speaking, are the LSG members.

In line with the project' theme (socio-economic urban rehabilitation) as well as with URBACT II principles, SURE emphasizes the effective and active involvement of LSG members into the exchange and learning activities in order to secure more efficiently the local adoption of lesson learnt. LSG members' role, responsibilities, opportunities and the fact that LSG members will be the main beneficiaries of the SURE network, was well communicated by each partner during the Development Phase and thus LSG members are committed to the project very much.

Since the horizontal theme of the project, active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities, the SURE project emphasizes LSG members' participation in exchange and learning activities, mainly in study visits. Besides realizing good examples with the support of thematic experts of the given field, during study visits, parallel programme of 'site visits' will be arranged for LSG members to enable them to meet the host LSG. Also LSG members will have the chance to share their feedbacks together with professionals.

During the implementation of the SURE work programme, the ULSG members will be involved in several exchange and learning activities:

- participation in the study visit on participatory planning methods in the frame of the kick-off meeting: 2 ULSG members per partner;
- participation in other 4 study visits: 3 ULSG members per partner;
- participation in transnational workshops: 1 ULSG member per partner;
- participation in the organisation of the local Schools Contest regarding the provision of the LAP area;
- Participation in local Press Conferences.

The above numbers are true for most of the partners, but there are some exceptions.

4. ULSG working programme

In order to build up good group relationships, a capacity-building session is recommended at the beginning of the Implementation Phase.

It was a joint decision of project partners in the Development Phase to provide possibility for the ULSG members to use participatory planning methods to share their ideas regarding the LAP target area with the local citizens and to get their feedbacks.

It is anticipated that the development of the LAP will involve a number of public consultation events designed to engage residents who live, work and shop in the town and mainly in the LAP areas. This process will be supported by the thematic partner, Studio Metropolitana, which will coach 4 SURE ULSGs directly during the Implementation Phase, but will also provide tailor made help in the field of participatory planning for other partners by giving lectures in partner meetings or by a special helpdesk. This agreed decision is reflected in the ULSG budgets, where extra amounts were planned for public consultations (using the participatory planning methods learnt in the frame of the project).

The other crucial point is that besides normal meetings and public consultations, it is also essential to organise wider events such as open forums, thematic workshops locally, in line with the theme addressed, and with the active involvement of all the ULSG members. The above 'special ULSG meetings' provide a great dissemination opportunity for the given city and the ULSG as well as for the project itself.

In line with the above mentioned facts, the LAPs will be built up in three steps:

1. Through ULSG meetings partners will define the necessary local actions based on the opinions of different participants of the ULSG and also on the background knowledge of existing strategies and experiences, international best practices and in accordance with the local opportunities. In the frame of this process, partners will use the well-known, general strategy making process: identifying strategic priorities, actions and projects with the help of focus groups of the ULSG participants.
2. As a second step partners would like to widen the scope of the focus group and besides the ULSG members also involve, through open forums and public consultations, the opinions and remarks of local decision-makers, further stakeholders and inhabitants of the city and especially of the LAP target area. The results of these events be fed into the ULSG and thus into the LAP.

3. Partners will finalize the appropriate Local Action Plan by taking into consideration the lessons learnt by transnational exchange, which will be fed into the draft LAP continuously.

5. Involvement of Managing Authorities

Managing Authorities will be invited to ULSG meeting of particular relevance, mainly for public consultations or open forums, but mostly regular bilateral consultations will be emphasized.

6. The Transnational Support Group (expert panel) of Studio Metropolitana

Concerning the non-city partner Studio Metropolitana, the idea is to set up and animate a European group of experts on participatory planning as a horizontal theme. It is anticipated that the Support Group will meet at least three times and consists of 5 persons. The first meeting would be designed to agree the work programme and specify individual contributions. This meeting will be in Budapest, at the beginning of the project implementation. The second and third meetings would be intended to report on progress and agree the content of the toolkit. In order to reduce the project carbon footprint, these meetings will be organized during the Transnational Workshops. In addition to working through meetings, it is anticipated that Support Group members will draw on existing literature and case studies which represent good practice in an international context. Expert Panel members will be selected based on Studio Metropolitana' knowledge and network, but together with the Lead Expert.

Beside support group meetings, 1 member will be invited as trainer or lecturer to the study visits and transnational workshops, and all members will attend the final conference, giving a due transnational character of it.

Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the experts' as well as on SURE partners' experiences, and will feed into the SURE model.

The outputs of the ULSGs will be reports on meetings and the local action plans.

5. Involvement of Managing Authorities

In line with the URBACT principles, the Managing Authorities will be associated in the SURE network's activities as an integral part of the Local Support Groups. As indicated in the URBACT II Programme, there is a separate budget available for their involvement. The identified representatives of associated Managing Authorities will follow up on project implementation by attending – as stakeholders - Local Support Group meetings, especially the open forums and public consultations, the kick-off and final events, the 4 study visits, and transnational events organised by the URBACT Secretariat (thematic regional conferences organised annually) or other relevant networks. If MA representatives cannot participate in a meeting, SURE partners will provide them with tailor-made summaries and/or arrange bilateral consultation opportunities linked to project

milestones. Although Managing Authorities will always be invited to attend project meetings, regular bilateral consultations will also be emphasized. The associated Managing Authorities should comment and validate the project results during Phase II with special emphasis on LAPs.

The Managing Authorities' active involvement in the project implementation guarantees that the Local Action Plans fit in national/regional strategic planning and reflect local, regional and national priorities and therefore by developing a dialogue, at local level, between cities and the Managing Authorities, the SURE network will impact on the planning of Operational Programmes and will provide inputs for the definition of initiatives in the area of socio-economic urban regeneration, which may be selected for Structural Funds programmes.

Finally through their involvement in transnational events, SURE will allow Managing Authorities to exchange and learn from one another, especially on issues related to defining and implementing integrated and sustainable urban policies.

List of associated MAs of the SURE network:

Municipality of Eger:

NORDA Észak-Magyarországi Regionális Fejlesztési Ügynökség Közhasznú Nonprofit Kft.

Legal representative/Contact Person: Mr László Francsics, managing director/Ms Zsuzsa Bánszki TÓTHNÉ, Head of Eger Department

Phone number: +36-36/333-315

Email: banszki.zsuzsa@norda.hu

Address: Széchenyi utca 2., 3300 Eger, Hungary

Municipality of Pori:

Ministry of Employment and the Economy / Regional development

Legal representative/Contact Person: Heikki Aurasmaa, Permanent Under Secretary of State/Mr Voutilainen Olli, Senior Officer

Phone number: +358 1060 64919

Email: olli.voutilainen@tem.fi

Address: P.O.Box 32, FI-00023 Government, Finland

Dun Laoghaire Rathdown County Council:

Sothorn & Eastern Regional Assembly

Contact Person: Mr Stephen Blair, director

Phone number: 00353 51 860700

Email: sbalir@seregassembly.ie

Address: Assembly House, O'Connell Street, Waterford, Ireland

Municipality of Alcobaça:

CCDR CENTRO

Legal representative: Mr Alfredo Marques, President

Phone number: +351 239400114

Email: geral@ccdr.pt

Address: Rua Bernardim Ribeiro, 80, 3000-069 COIMBRA

Municipality of Larnaca:

Planning Bureau

Legal representative/Contact Person: Mr George Georriou, Permanent Secretary

Phone number: +357 22 602900

Email: planningbureau@planning.gov.cy

Address: Planning Bureau, 1409 Nicosia – Cyprus

Municipality of Ottignies-Louvain-la-Neuve :

Gouvernement Wallon, Ministère de la Région Wallonne

Legal representative/Contact Person: Mr Rudy DEMOTTE, Ministre-Président du Gouvernement de la Wallonie

Phone number: +32 81 331 367

Email: edr@gov.wallonie.be

Address: Rue Mazy 25-27; B-5100 Namur

Municipality of Komotini:

INTERMEDIATE MANAGING AUTHORITY OF EASTERN MACEDONIA AND THRACE

Legal representative/Contact Person: Vasileios Pitsinikos, substitute Head of the Intermediate MA / Mr EXARCHOU

TRYFON

Phone number: +302531352342

Email: texarchou@mou.gr

Address: IRODOTOU 28, 69100 KOMOTINI

Municipality of Gheorgheni:

Centre Regional Development Agency

Legal representative/Contact Person: Mr Simion Crețu, Director

Phone number: 0040 258 818 616

Email: office@adrcentru.ro

Address: Piata Consiliul Europei, 32D 510096, Alba Iulia, Alba County, Romania

Studio Metropolitana Nonprofit Ltd. :

Nemzeti Fejlesztési Ügynökség Regionális Fejlesztési Programok Irányító Hatósága

Legal representative/Contact Person: Mr Balázs Mosonyi, Director General

Phone number: 00 36 1 474 9610

Email: nfu@nfu.gov.hu

Address: H-1077 Budapest, Wesselényi u. 20-22.

Fundación Centro Europeo de Empresas e Innovación de Albacete (CEEI Albacete):

Dirección General de Presupuestos y Fondos Comunitarios

Legal representative/Contact Person: Mr Jose Antonio Poncela, General Director

Phone number: +34925 266 675

Email: dgpf@jccm.es

Address: Calle Real 14; 45002- Toledo

6. Methodology and use of expertise

6.1 Methodological framework for project implementation

In line with the URBACT principles, SURE network's core methodology relies mainly on exchange and learning activities (through Thematic Clusters and transnational events animated by the Lead Expert and Thematic Experts) and activities directly impacting on the local communities (this will be provided by ULSGs, helped by the thematic partner).

1. Thematic Clusters

Based on the thematic focal points of SURE (tourism, enterprise, physical improvements, strategy and community), Thematic Clusters will be established with the same topics. Thematic clusters consist of partner cities who share a number of characteristics and interests. These interests might be based on problems as well as opportunities a partner city encounters in regenerating the SURE target area; or they might relate to current initiatives delivered by other cities in the SURE network. Thematic clusters are designed to operate as discussion groups of like-minded participants which are facilitated by the Lead Expert. Thematic clusters will run in parallel with the formal study visits and transnational workshops throughout the Implementation Phase.

During the work of Thematic Clusters partners and the Lead Expert will analyze partner cities' best practices and feasibility potentials related to socio-economic urban regeneration issues through the participation and critical assessment by other partners from the Cluster.

The work in thematic clusters will be done entirely through web-based technology. It is anticipated that there will be a monthly topic on which the Lead Expert provides background information in relation to current policy and practice and then facilitates contributions from the members of the cluster. Membership of thematic clusters is intended to be flexible and all SURE partners should be able to participate in any cluster they like. However, given the active contributions that will be required from each member of a thematic cluster it is foreseen that each partner city will participate only in a small number of clusters.

Partners shown in CAPITAL are considered to share a significant range of interests and will form the core group of a cluster.

- Tourism Cluster: Albacete, ALCOBACA, EGER, GHEORGHENI, Komotini, LARNACA, OLLN, Pori
- Enterprise Cluster: ALBACETE, Alcobaca, DLR, EGER, GHEORGHENI, Komotini, OLLN, Pori
- Physical Cluster: Albacete, ALCOBACA, EGER, GHEORGHENI, Pori
- Strategy Cluster: ALCOBACA, EGER, Gheorgheni, Lanarca, Komotini, OLLN, PORI
- Community Cluster: Alcobaca, DLR, EGER, LARNACA, KOMOTINI, Pori

2. Transnational events

The joint work in Thematic Clusters leads the network to the organisation of 4+1 study visits and 3 transnational workshops. Study visits will be specifically designed to explore the thematic focal points of the SURE network in detail. This will involve looking at practical examples, discussing theoretical concepts or examining evaluations of earlier attempts to deal with similar problems. It is planned to hold four study visits in total, each of them focusing on one focal topic. The community development topic will be covered by a transnational workshop to Dun Laoghaire Rathdown. The horizontal theme will be highlighted during the kick-off meeting in Gheorgheni, but as a horizontal topic, it will be discussed in all exchange and learning activities. 4 study visits will be animated by thematic experts and there will be 6 case study reports based on the findings of the study visits, the kick-off meeting and the workshop to be organised in Dun Laoghaire. These reports on the content & learning outcomes from each study visit, the kick-off meeting and 1 transnational workshop will contribute towards the development of the SURE model as well as of the LAPs.

Transnational workshops will emphasize planning and monitoring of SURE activities, but there will be a thematic element to each transnational meeting which includes site visits as well as guest speakers on particular topics.

3. The role of the thematic partner and the cross-cutting theme of participatory planning

In connection with the horizontal theme of the SURE network, participatory planning methods, Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities. This special role will range from guidance and support provided remotely to providing full scale practical support to a small number of partners (Studio Metropolitana will coach 4 ULSGs - Eger, Gheorgheni, Alcobaca and Pori are originally planned)

in the design and implementation of consultative exercises. The exact nature of the support provided will vary, but might typically involve guidance on how particular stakeholder groups could be engaged, design of surveys and interviews, how findings from consultation can be shared with the community and how resident and business communities can be engaged in practical planning exercises. Based on the thematic partner's special assistance to all city partners, in the frame of the developing process of the LAP, ULSGs will be able to organise a number of public consultation events and open forums (at least 2 per city partner) designed to engage residents who live, work and shop in the town and mainly in the LAP areas.

This agreed decision is reflected in the ULSG budgets, where extra amounts were planned for public consultations (using the participatory planning methods learnt in the frame of the project).

4. Development of LAPs

In line with the above methodology, the LAPs will be built up in three steps:

1. Through ULSG meetings partners will define the necessary local actions based on the opinions of different participants of the ULSG and also on the background knowledge of existing strategies and experiences, international best practices and in accordance with the local opportunities. In the frame of this process, partners will use the well-known, general strategy making process: identifying strategic priorities, actions and projects with the help of focus groups of the ULSG participants.
2. As a second step partners would like to widen the scope of the focus group and besides the ULSG members also involve, through open forums and public consultations, the opinions and remarks of local decision-makers, further stakeholders and inhabitants of the city and especially of the LAP target area. The results of these events be fed into the ULSG and thus into the LAP. This step will be helped by the thematic partner, Studio Metropolitana.
3. Partners will finalize the appropriate Local Action Plan by taking into consideration the lessons learnt by transnational exchange, which will be fed into the draft LAP continuously. The Lead Expert will provide a continuous assistance for all city partners in the frame of proposals and remarks, and of course, the work of the Thematic Clusters, the information circulating there will help city partners to draft LAPs. Besides, the Lead Expert will personally help city partners in the finalization of the LAPs.

The associated Managing Authorities should comment and validate the project results during Phase II with special emphasis on LAPs. Thus the Managing Authorities' active involvement in the project implementation guarantees that the LAPs fit in national/regional strategic planning.

6.2 Lead expert and other thematic experts to be involved

The Lead Expert has devoted 42 days to the Development Phase. Since SURE network intends to work with 4 Thematic Experts as well in the frame of the study visits (12 days are allocated for them), in total the Lead Expert has 112 days available for the Implementation Phase. Below is the framework of main tasks currently agreed for the use of the available days in the Implementation Phase:

- Kick-off meeting of Transnational Support Group (Studio Metropolitana): 2 days
- Kick-off meeting of enlarged SURE partnership: 5 days
- Study visits: 4*6.5 days = 26 days
- Transnational workshops: 3*4.5 days = 13,5 days
- Final conference: 7 days
- Selecting guest speakers and thematic experts for workshops and meetings: 7*1,5 days = 10,5 days
- Workshops regarding the review of LAP with partner cities: 6*2,5 days = 15 days
- Participation in Studio Metropolitana' LSG meetings: 3 days
- Production of case studies: 6 days (1 each)
- Development of model for integrated socio-economic regeneration: 8 days
- Production of final report: 3 days
- Facilitation of e-based discussion forums of thematic clusters: 0.5 day per month (Sept.2010 – Sept 2010) 24*0.5 = 12 days
- Client liaison/contribution to newsletters: 1 day

In connection with Thematic Experts, whose task will be to animate one study visit, the plan is to spend 2 days to draft briefing paper on topic and agree with Lead Expert, and

1 day for workshop participation and facilitation (4 experts * 3 days = 12 days).

7. COMMUNICATION AND DISSEMINATION PLAN

7.1 Who will be your target groups ?

In line with the Project Publicity and Communication Plan, prepared by the LP in Phase I, SURE network intends to reach the following target groups during the Implementation Phase:

Actors involved in the project (internal stakeholders):

- project environment (all staff, management, organisational environment, Lead Expert, external experts, thematic experts, representative of managing authorities, LSG members, advisors to the project, etc.) and the programme environment (National Dissemination Points, FLCs, local EUKN points, URBACT Secretariat, etc.)

Actors affected by the implementation of the project or its further impact (external stakeholders):

- Local/regional/national authorities/administrations/politicians (policy makers for political backing of the project)
- Local/regional communities (local business communities, development agencies, investors, policy-making advisors and educational institutions giving potential input & feedback of the project and making use of the project's outcomes)
- Business & industries (interested SMEs, investors involved in, affected by, or working in the project's and/or in a

complementary theme.

- NGOs that might raise concern (on the social impact of the project)
- End-users or customers (the public, professionals, customers that could suffer/benefit from the project's outcome)

And also:

- EU Programme bodies/officers (discussing problems and needs of the project and permitting project monitoring)
- ERDF Programme beneficiaries outside the partnership: other similar or interested projects of the URBACT II Programme; other ERDF-funded projects (partners with common interests, goals)
- EU Institutions or agencies: European Commission (DG Employment, DG Regio, etc.); research institutes, observatories, umbrella organisations

7.2 What are the project identity and its main messages?

SURE is an URBACT thematic network that brings together 9 small and medium sized cities of 9 different European countries and a thematic partner: the cities of Albacete, Alcobaca, Dun Laoghaire Rathdown, Eger, Gheorgheni, Komotini, Lanarca, Ottignies Louvain La Neuve and Pori and the research centre (thematic partner) Studio Metropolitana.

The SURE project aims to support municipalities from small and medium sized town in the development of strategies which integrate social and economic interventions to regenerate deprived neighborhoods that are located close to the town centre.

The key challenge in urban regeneration is that every town and every neighborhood is different. Municipalities therefore have to develop their own approaches towards the social and economic regeneration of town centres and specific neighborhoods around them. But it is sure that any kind of urban regeneration intervention must involve local citizens and stakeholders. This is the main message of the SURE network.

Under the idea of socio-economic urban rehabilitation, and based on the challenges and expectations of the different partners, SURE network will focus on the following focal points: 1. tourism, 2. enterprise, 3. physical improvement, 4. strategy and 5. community. Besides, the theme of participatory planning will be a cross-cutting topic.

The main output of the SURE network will be the integrated Socio-economic Urban Rehabilitation model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a toolkit on participatory approaches (action plan of the thematic partner) towards planning and strategy development in deprived neighborhoods.

The main element of the visual identity of SURE network is the logo, prepared by the network in Phase I. The logo symbolizes

in a proper way the main challenge of the project: develop an urban area as well as help people living/working out there. Colors of the logo harmonize well with EU and Programme logos, and the stars refer to the EU as well.

7.3 Who will be the webmaster in charge of fulfilling and up-dating your pages on the URBACT website?

The Project Communication Manager to be selected at the beginning of the Implementation Phase will be responsible for the overall communication on the project at European level. As such, the person is in charge of ensuring overall dissemination of project outputs and results in Europe to the wider public. The Project Communication Manager also supervises the smooth functioning of communication amongst partners at a project level and coordinates internal communication activities and manages the tools. Thus the Communication Manager will be responsible for updating the SURE pages on the URBACT website as well as for providing information for the thematic pole website edited by the URBACT Secretariat.

The Project Communication Manager prepares together with the Project Manager, the Project Publicity and Communication Plan and plans the communication activities for the project's lifecycle. (S)he will work in close cooperation to the Project Manager and the Project Secretariat.

7.4 How will you organize your final event ?

The main aim of the SURE final conference is to disseminate the SURE Model (Socio-Economic Urban Rehabilitation Model) and related documents (toolkit on participatory approaches towards planning and strategy development in deprived neighborhoods, policy recommendations and best practice collection) to a wider public and to promote the continuation and enlargement of the network beyond the administrative end of the URBACT II project.

The final conference is scheduled to be held in Eger, Hungary, in September-October, 2012, with the participation of all partners, including decision-makers (Political Board members), LSG and MA representatives, professionals, civil servants and experts working in the field of socio-economic urban regeneration. Since the SURE model has an added-value on European level, the final conference is planned to be an URBACT city lab event, an open thematic regional conference on socio-economic urban regeneration approaches, co-organised by the URBACT Secretariat, targeting a true transnational audience.

The Lead Partner will publish the SURE model in the form of a Hungarian/English booklet and the Hungarian/English toolkit during the conference. These materials will be disseminated in national languages (partners will translate them and insert local information regarding the LAPs before publishing).

Besides the Lead Expert and invited key speakers, the members of the Expert Panel (run by the thematic partner) will also attend the meeting as lecturers, trainers, providing a true transnational character to the dissemination event. The Political Board of SURE network formally meets at the final conference in order to approve the SURE model formally in the frame of a joint covenant. The participation of the Associated Managing Authorities in this event is enhanced in order to promote its impact on local and regional policies.

The conference will be designed in a creative way, using specific methodologies and digital tools to promote the involvement of the target audience in the debates and to disseminate its results widely. Moreover, if possible, the conference will combine indoor sessions with study visits to specific experiences in the host partner city.

7.5 What will be your communication materials ?

2 materials will be developed in Phase II: 1 leaflet during the kick-off meeting by the LP, to introduce the project, its objectives and the partnership. This will be translated to national languages by project partners and the central content will be combined with local information. Leaflets will be disseminated by city partners in 1000 pcs each. Thematic Partner will create an electronic leaflet. 2. With the help of the Lead Expert and all partners, the LP prepares a booklet for the final conference, disseminating the SURE model. This will be translated on national languages by partners as well, and the central content will be combined with the key findings of the LAPs. Booklets also will be disseminated by city partners in 1000 pcs each. As a booklet the knowledge provider will publish its action plan on participatory planning methods in socio-economic development project of deprived neighborhoods of medium sized cities (1000 pcs).

SURE network also will disseminate the project results in the space dedicated to the project on URBACT Website as well as through the 8 SURE newsletters, linked to project events, LAPs and the school contest. Besides, each city partner shall organise a local dissemination event (exhibition, etc.) to promote the results of the school contest.

7.6 How, where, when will you disseminate the URBACT materials?

The SURE materials will be disseminated through the following events:

- Kick-off meeting
- Study visits
- Transnational workshops
- final conference
- Thematic Pole meetings and URBACT events
- Other relevant international events
- Policy-makers meetings
- Press conferences

These materials will also be spread through the Local Support Groups to a wider audience during the public consultations and open forums. The web-sites of the project partners and of the URBACT Programme will be used intensively to disseminate the network activities and results. Moreover, the specialised group of journalists created within the project will be a good mean to disseminate its outputs to the civil society.

Finally, the newsletter and other documents will be spread to a huge mailing list of people to be targeted by the project.

7.7 Which media are you targeting? How will you reach the media at a local level?

The project is targeting several media such as: national, regional and local newspapers; radios; TV; websites; etc. The idea is to reach them through the 8 press releases (in national language) and 29 press conferences, but also with organisation of interviews, dissemination of reports and photos of events and actions. The production of some press releases of European interest is foreseen as well.

Moreover, it is expected the organisation of 29 press conferences in project level centred on the public presentation of the transnational events, Local Action Plans after the formal approval of them by the different local councils and publicity events linked to the school contest. 5 specially-written articles are planned, as opportunities arise, for the appropriate technical/academic press, drafted by the partners and the Lead Expert. The project will create a database on specialised journalists in themes related with integrated urban development, who will follow the development of network activities and results.

The names of the local media that will be targeted for each partner are:

CITY OF EGER:

- Local TV Eger (Agria)
- Lyceum TV
- Radio Eger
- Radio One
- Heves Megyei Hírlap
- Egri Magazin
- local web sites: www.eger.hu, www.tveger.hu, www.heol.hu.

CITY OF PORI:

Newspapers:

- Satakunnan kansa (regional importance)
- Uusi aika
- Satakunnan Työ

free newspapers, delivered in all households:

- Satakunnan viikko,
- Porin sanomat

internet site: <http://www.pori.fi/kaavoitus/>

Radio: Radio Pori, Satakunnan Radio

DUN LAOGHAIRE RATHDOWN:

- The Irish Times (National Newspaper)
- Dun Laoghaire Gazette (Regional Newspaper)
- Southside People (Regional Newspaper)
- Communities Working Together (Local Community Magazine)
- DLR Times (Regional Newsletter)
- East Coast Radio (Regional radio station)
- Dun Laoghaire Rathdown County Council Web Site.

CITY OF ALCOBACA:

- Journal "O Alcoa"
- Journal "Região de Cister"
- Journal "Tinta Fresca"
- Web Journal "Tinta Fresca"
- Radio Cister
- Radio Benedita FM

CITY OF LARNACA:

- Prima Scala – Local magazine
- Provoli – Local magazine
- Larnaca – Local magazine
- Politis – National newspaper
- Radio FM – Radio Station with the highest number of listeners in the area
- VOX TV – Local TV station
- RIK TV – National Public TV Station

LOUVAIN LA NEUVE:

- Le Soir
- La Meuse
- New Europe
- Le Coeurdes Wallons
- Magazine of the local association of Louvain-La-Neuve

CITY OF KOMOTINI:

- Xronos newspaper
- Radio paratiritis
- Rodopi voice weekly newspaper
- TV Rodopi
- Patrida Newspaper

CITY OF GHEORGHENI:

Local target written media: Gyergyói Kisújság, Új Kelet, Gyergyói Hírlap

Local target Tvs: Fény TV, Gyergyó Tv

Microregional written media: Hargita népe

STUDIO METROPOLITANA:

As one of the marketing company of Budapest, Studio Metropolitana has a wide range of media partners. They mainly work with the electronic media (main partners: www.epiteszforum.hu , www.octogon.hu, www.hg.hu, www.metropol.hu, urbanista.blog.hu), but of course they also present in the written media (Építészfórum, Octogon Magazin, Metropol, also district weekly prints, as Helyi Téma).

CITY OF ALBACETE:

- La Verdad
- La Tribuna
- El Pueblo
- El Dia
- Albacete a Mano

7.8 Please illustrate what practical measures will be implemented to ensure that working methods, progress and outcomes are shared with all interest parties in a transparent way

Case study reports, reports on transnational workshops, LSG reports, reports on thematic pole meetings and the final outputs & deliverables of the project will be published on the SURE mini-site as well as on partner organisations' websites in some cases. It will enhance the transparency of the SURE implementation.

The results and outputs of the network will be spread to the widest audience as possible, through open conferences, seminars and workshops, publication of the deliverables on the web-sites, using local, regional and national media, etc.

8. Working Plan

Objective	Action	Start date	End date	Description	Localization	Main partner	Participating partners	Products	Amount
1. General coordination and project management	1.1. General project management, production of progress reports, certificates on expenditure and payment claims	2010-06-24	2012-12-24	The objective of ensuring project coordination and management is to provide a sound and precise project management system within the partnership. The proper management system provides an opportunity both for the Lead Partner and for the Programme bodies to monitor and evaluate project activities and results periodically in the frame of Progress Reports (activity and financial), certificates on expenditure and Payment Claims, through the web-based monitoring and accounting system PRESAGE-CTE.	not relevant	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete -	6 Progress reports, certificates on expenditure, payment claims	59,150.00 €

	1.2. Preparation and coordination of management meetings (SC)	2010-09-01	2012-11-30	<p>Project Manager (LP) and Project Coordinators mean the project Steering Committee (SC), which is the decision-making body of the network. SC is responsible for general operating policy, procedures, objectives and related matters affecting the project as a whole. The objective of this action is the organisation of the 8 management meetings, with the participation of representatives of all project partners. The aim is to monitor the project implementation in terms of outputs, deadlines, finances regularly. SC meetings are scheduled simultaneously with exchange and learning activities in order to reduce costs and minimize the carbon footprint of the project. SC meetings will be different in lengths, depending on the actual questions.</p>	<p>The idea is to schedule SC meetings simultaneously with exchange and learning activities. So Gheorgheni, Larnaca, Alcobaca, Louvain-la-Neuve, Komotini, Albacete, Pori and Eger host SC meetings.</p>	<p>Municipality of Eger</p>	<p>Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □</p>	<p>1 Project Management Guide - 1 Project Publicity and Communication Plan - 8 Steering Committee - 8 Minutes of SC meetings - 1 Detailed SURE workplan - 10 Management team set up at partner level - 1 Political Board</p>	<p>2,380.00 €</p>
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	1.3. Project closure	2012-10-15	2012-12-24	The objective of this action is to produce and send to the URBACT Secretariat the final documents and reports in order to close the project, no later than three months after the end date. These documents are: final progress report (activity and finance); final certificates and statements of expenditure; final payment claim; final administrative closure report, match funding sheet, and project's final outputs.	Not relevant	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	1 Final Report and related documents	4,180.00 €
								Sub total	65,710.00 €

2. Exchange and learning activities	2.1. Organisation of the kick-off meeting	2010-06-24	2010-10-29	The kick-off meeting (of the Implementation Phase) in Gheorgheni, Romania contains of two parts. 1. The full day Steering Committee meeting aims to inform partners in details about their roles and responsibilities in Phase II. 2. With the help of the thematic partner, Studio Metropolitana, the local ULSG will organise a case study on how innovative participatory planning methods can be used in socio-economic urban regeneration projects, in the reality. This will be a case study for project partners and also a dissemination event for local citizens. Prior to the meeting, Studio Metropolitana will coach the local ULSG and plan together the case study. Associated managing authorities will be invited to this event.	Harghita -	Municipality of Gheorgheni	Municipality of Eger - Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	1 Kick-off meeting of Phase II, including a case study on participatory planning methods - 1 Case study reports	37,940.00 €
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	2.2. Organisation of 4 study visits	2010-10-04	2012-03-30	Study visits will be designed to explore the thematic focal themes of the SURE in detail (looking at practical examples, discussing theoretical concepts or examining evaluations of earlier attempts to deal with similar problems). It is planned to hold four study visits in total, with each focusing on one focal topic: tourism - OLLN, enterprise - Albacete, physical - Alcobaca and strategy - Larnaca. The community development topic will be covered by a workshop to Dun Laoghaire (where the meeting in Phase I was cancelled). The horizontal theme will be highlighted during the kick-off, but as a horizontal topic, it will be discussed in all study visits. Each study visit will led by 1 thematic expert, external speakers are planned as well.	The action will be implemented in 4 different locations: in 1. Larnaca, Cyprus; 2. Alcobaca, Portugal; 3. Ottignies Louvain-la-Neuve, Belgium; 4. Albacete, Spain.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municaplity of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - The involvement of the representatives of associated managing authorities during the study visits is emphasized, since these meetings are key among exchange and learning activities.	4 Organisation of Study Visits - 4 Case study reports - 15 Managing Authority representatives animated	182,560.00 €
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	2.3. Organisation of 3 Transnational Workshops	2011-06-01	2012-06-29	Transnational workshops will have a stronger focus on planning and monitoring content related progress made by the SURE network. In addition there will be a thematic element to each transnational meeting which includes site visits as well as guest speakers on particular topics. It is anticipated that transnational workshops will have a duration of one and a half days. 1-1 member of the European expert panel on participatory planning (animated by the knowledge provider partner) will attend the meeting as trainer/lecturer.	Three partner will host transnational workshops: Dun Laoghaire Rathdown, Komotini and Pori.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	1 Case study reports - 3 Organisation of Transnational Workshops - 2 Report on transnational workshops	70,830.00 €
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	2.4. Organisation of a school contest regarding the provision of the LAP target area	2010-10-04	2011-06-30	The objective of this action is the organisation of a “SURE School Contest” at network level (except the thematic partner), since SURE project partners will develop LAP target areas for local young people in fact. The idea is to launch a school contest at local secondary schools or universities, asking youth telling their provisions on the LAP target area. Partners are free to plan the tools of the contest: essays, creative videos, articles, presentations, e-tools, master plans, etc. are welcome. The works must feed into the LAPs. Each city partner shall organise a local dissemination event (exhibition, etc.) to promote the results as well as the project itself.	This action will be implemented at each city partner.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcoaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Business Innovation Centre of Albacete - □	9 Organisation of school contest regarding the provision of the LAP target areas	6,605.00 €
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	2.5. Organisation of Final Conference	2012-08-01	2012-10-31	<p>The main output of the SURE network will be the Integrated Socio-economic Urban Regeneration Model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns. This will be complemented by a toolkit on participatory approaches towards planning and strategy development in deprived neighbourhoods. Scheduled to be held in Eger, Hungary, with the participation of all partners, including decision-makers, LSG and MA representatives. Since the SURE model has an added-value on European level, the final conference is planned to be an URBACT city lab event, a regional conference, co-organised by the URBACT Secretariat.</p>	<p>Heves - The Lead Partner, city of Eger hosts the final conference.</p>	Municipality of Eger	<p>Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - The Political Board of SURE network is a supreme body, which aims to transfer the lessons learnt to local policies besides LAPs as well. PB members formally meet at the final conference in order to approve the SURE model formally.</p>	<p>1 Organisation of the Final Conference - 120 Attendance at the final conference</p>	29,900.00 €
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								Sub total	327,835.00 €
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<p>3. Impact on local communities and policies</p>	<p>3.1. Setting up and animation of Local Support Groups</p>	<p>2010-06-24</p>	<p>2012-11-30</p>	<p>The heart of the SURE network are the ULSGs which have set up by each city partner in Phase I. The overall aim of the ULSGs is to improve the impact of URBACT exchange activities at local level. ULSG helps to spread the learning from transnational exchanges to a broader cross-section of local stakeholders and to ensure that the lessons learnt lead to change at a local level. The animation of ULSGs will be organised through at least 10 local workshops (per city partner). The development of the LAPs will involve a number of public consultation events and open forums (2/each city partner) designed to engage residents who live, work and shop in the town, mainly in the LAP areas. MA representatives will be invited to these special meetings.</p>	<p>This action is relevant at all city partners.</p>	<p>Municipality of Eger</p>	<p>Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Business Innovation Centre of Albacete - □</p>	<p>9 URBACT Local Support Group set up and animated - 90 ULSG meetings including open forums and public consultations - 90 ULSG reports - 18 Public consultations & open forums - 18 ULSG meetings involving MA representatives</p>	<p>93,590.00 €</p>
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	3.2. Setting up and animation of a European panel of experts on participatory planning	2010-06-24	2012-12-24	<p>Studio Metropolitana' Support Group will have a transnational character in order to facilitate the international transfer of knowledge on participatory approaches in the development of socio-economic regeneration strategies. Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the experts' as well as on SURE partners' experiences.</p> <p>This panel will meet at least three times and consists of 5 persons. Beside meetings, 1-1 member will be invited as trainer or lecturer to the study visits and workshop, and all members will attend the final conference.</p>	The 1st meeting will be in Budapest, at the beginning of Phase II. In order to reduce the project carbon footprint the 2nd & 3rd meeting will be organized during the Transnational Workshops.	Studio Metropolitana Nonprofit Ltd.	Municipality of Eger - □	1 Setting up and animation of a European panel of experts on participatory planning - 3 Meetings of the European expert panel - 3 ULSG reports	10,770.00 €
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	3.3. Production of Action Plans	2010-06-24	2012-09-17	The objective of this activity is the production of the Local Action Plans by each city partner, and a Transnational Action Plan by the thematic partner. Action plans must be based on the findings of ULSGs (including open forums and public consultations), on the experiences of the exchange and learning activities, and with the support of both the Lead Expert and the associated Management Authorities. Studio Metropolitana will draft its Transnational Action Plan, a toolkit on participatory planning in socio-economic development projects of deprived neighborhoods of small and medium sized cities. This action plan will be prepared based on the expert panel' experiences as well as on SURE partners' experiences.	Not relevant.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	9 Local Action Plans - 1 Transnational Action Plan	55,355.00 €
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	3.4. Production of the Socio-Economic Urban Rehabilitation Model	2012-01-02	2012-10-31	The main output of the SURE network will be the integrated Socio-economic Urban REhabilitation model, which is based on the experience of SURE partners and best practices and designed to provide guidance for other practitioners who intend to develop similar strategies for their own towns and cities. This will be complemented by a toolkit on participatory approaches (action plan of the thematic partner) towards planning and strategy development in deprived neighbourhoods. The SURE model will be disseminated in national languages in the frame of booklets. It will be prepared with the lead of the LE for the final conference, together with policy recommendations and a best practice collection.	Heves - The SURE model and related documents will be disseminated and discussed during the regional final conference (Eger, Hungary), and will be published on national languages together with local findings related the LAPs in the frame of booklets.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Muncaplity of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - This action will be led by the Lead Expert.	1 Production of the Socio-Economic Urban Rehabilitation Model - 1 Set of policy recommendations - 1 Best practice collection	8,510.00 €
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								Sub total	168,225.00 €
4. Capitalization process at Programme level	4.1. Participation in the Thematic Pole meetings	2010-06-24	2012-10-15	The objective of this action is the pro-active participation of project's Lead Partner and Lead Expert to the Thematic Pole (Disadvantaged Neighbourhoods) meetings organised by the URBACT Secretariat and coordinated by the Thematic Pole Manager (Peter Ramsden). There are foreseen 3 events per year with duration of 2 days. The LP and the LE will regularly inform SURE project partners about roles and responsibilities of the SURE network in the Thematic Pole activities. The LP and the LE will participate in other URBACT Thematic Pole activities (e.g. case studies, articles) as well as provide necessary inputs for the URBACT Secretariat.	Not relevant.	Municipality of Eger	□	7 Thematic Pole meetings participated in - 7 Reports on Thematic Pole meetings - 1 Thematic pole workspace on URBACT website animated	4,450.00 €

	4.2. Participation in the URBACT Annual Conferences and Thematic Regional Conferences	2010-06-24	2012-12-24	The objective of this action is the active participation of project's Lead Partner, Lead Expert, other relevant partners (Alcobaca, Gheorgheni, Studio Metropolitana, Albacete) and corresponding Managing Authorities in URBACT Annual Conferences and Thematic Regional Conferences. The LP, the LE and relevant partner will regularly inform SURE project partners about the experiences and findings of conferences organised by the URBACT Secretariat.	Not relevant.	Municipality of Eger	Municipality of Alcobaca - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	10 URBACT Annual Conferences and Thematic Regional Conferences participated in - 10 Reports on URBACT conferences	14,100.00 €
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	4.3. Participation in other European events and contact with other European networks	2010-06-24	2012-12-24	The objective of this action is the active participation of project's Lead Partner, Lead Expert, other relevant partners (Dun Laoghaire Rathdown and Studio Metropolitana) and corresponding Managing Authorities in other European events and in the establishment of contacts with other European networks. The LP, the LE and relevant partners will regularly inform other SURE project partners about the experiences and findings of other European events.	Not relevant.	Municipality of Eger	Dun Laoghaire Rathdown County Council - Studio Metropolitana Nonprofit Ltd. - ☐	3 Participation in other relevant European events and contact with other European networks - 3 Reports on participating in relevant European networks and events	3,070.00 €
								Sub total	21,620.00 €

5. Communication and dissemination	5.1. Setting up and updating the space dedicated to the project on URBACT website	2010-06-24	2012-12-24	The SURE project' mini-site has been prepared by the LP in Phase I, based on the inputs, provided by project partners. The objective of this action in Phase II is updating the space dedicated to the project on the URBACT website regularly. It will be a continuous task for the Lead Partner.	Not relevant.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	1 Setting up and updating the space dedicated to the project on URBACT website	3,760.00 €
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	5.2. Production and dissemination of communication materials	2010-06-24	2012-11-30	2 materials will be developed in Phase II: 1 leaflet during the kick-off by the LP, to introduce the project, its objectives and the partnership. This will be translated to national languages and edited based on local informations by project partners, and disseminated by city partners in 1000 pcs each. Thematic Partner will create an electronic leaflet. 2. Also the LP prepares the booklet for the final conference, disseminating the SURE model. This will be translated on national languages together with the key findings of the LAPs (1000 pcs each language). As a booklet the knowledge provider will publish its action plan on participatory planning methods in socio-economic development project of deprived neighbourhoods of medium sized cities.	This action is relevant at each partner.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	10 Leaflet for the launching phase - 9000 Booklet about the SURE model - 1000 Toolkit on participatory methods - 50 Dissemination meetings on political level	26,210.00 €
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	5.3. Production of Digital Newsletters	2010-09-01	2012-06-29	8 newsletters, 7 linked to project events (launching event, 4 study visits, 2 workshops), and 1 to the LAP or the school contest, will be published during the Implementation Phase of the project, reporting its activities and results. Upcoming events and activities shall also be included. Thematic newsletters will be drafted by the appropriate partner responsible for the event organization, in English, and will be translated and edited (local information) by project partners.	This action will be implemented at all project partners.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	8 Digital SURE newsletter	14,460.00 €
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	5.4. Creation of a specialised journalists data base and production of press releases, press articles	2010-06-24	2012-12-24	<p>According to the Joint Convention, at the beginning of Phase II, each partner must provide: 1. the general contact list; 2. the contact list of relevant journalists and media; 3. and has to set up a dissemination plan at local level.</p> <p>The kick-off meeting, the final conference, the four study visits, the school contest and Local Action Plans must be communicated by press releases on local languages. The system of editing press releases is detailed in the PProject Publicity and Communication Plan.</p> <p>5 specially-written articles are planned, as opportunities arise, for the appropriate technical/academic press, drafted by the partners and the Lead Expert.</p>	This action will be implemented at all partners.	Municipality of Eger	<p>Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaca - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete -</p>	1 Specialised journalists database - 8 Press releases - 5 Production of Press Articles	4,420.00 €
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	5.5. Organisation of Press Conferences	2010-09-01	2012-10-31	Each city partner is responsible for organisation of 3 press conferences during the Implementation Phase as following: 1. related to the transnational activity hosted by the appropriate partner; 2. related to the results of the school contest; 3. related to the Local Action Plan and/or the final output of the project, the SURE model. Thematic partner shall organise 2 press conferences.	This action is relevant at all partners.	Municipality of Eger	Municipality of Pori - Dun Laoghaire Rathdown County Council - Municipality of Alcobaça - Municipality of Larnaca - Municipality of Ottignies-Louvain-la-Neuve - Municipality of Komotini - Municipality of Gheorgheni - Studio Metropolitana Nonprofit Ltd. - Business Innovation Centre of Albacete - □	29 Press conferences	2,150.00 €
								Sub total	51,000.00 €
								Total	634,390.00 €

9. Project Management

9.1 Previous Experience of Lead Partner

LP's experience in European cooperation projects

Tourism is a key sector in Eger's economy and society; all the areas of interventions of the city are affected by tourism. Therefore, the city has experience mainly in participating in European networks in this field. The 'Ecos-Overture' project for example dealt with the impact of tourism on the urban environment and the LP also had a significant role in the preparation and implementation of the tourism development strategy of Carpathian Euroregion. Besides, Eger participated in several smaller, bilateral and multilateral projects, for instance with the twin cities programme. The city also prepared a strategic plan on urban development together with the Canadian Institute of Urbanism. All of the projects mentioned deal with integrated urban development, and more especially sub-themes which are tackled by SURE network as well, underlining the willingness and motivation of the Municipality of Eger to handle and solve the problems it has been facing. Besides transnational cooperation projects targeting urban development, Municipality of Eger also participated in a transnational project aiming to develop practical solutions in energy efficiency (1999-2001, Germany, the Netherlands and Hungary).

LP's experience of the problem to be addressed by the SURE network:

In recent years Eger has developed strong actions regarding integrated urban development. LP approved its Integrated Urban Rehabilitation Strategy in 2009 and started the implementation immediately. The Strategy defines 14 main areas of intervention to be implemented in different locations for the upcoming years. The overarching linkage among these territories is the development and establishment of green surfaces and corridors. The above mentioned Strategy is based on the main, strategic principles laid down by the Municipality in 1998. The first complex package (22 projects) of the Strategy targets the integrated development of the city centre (development of community spaces, rehabilitation of urban environment, enhancing green surfaces, new transport and parking solutions, etc.) has already started.

The above mentioned strategy identified two characteristic deprived urban areas as territories for specific, socio-economic urban renewal. Although the strategy defines concrete measures to be implemented, these are mostly infrastructural type of actions, corresponding to the LP' previous experiences in the field. The integrated development of the above mentioned deprived urban areas will start in the following years for which knowledge on soft measures to complement the infrastructural ones is needed. The LP therefore wants to share its rich experience in infrastructural development of urban environment and intends to gather knowledge and experience about 'soft' dimensions of urban development.

Experience of the LP's named officer in charge of leading the network:

The officer in charge of leading the network is the Chief Architect of the Municipality and therefore has significant experience in defining and implementing urban strategies and projects and in managing complex teams. As a leader, he has been

participating in the preparation and implementation of the above mentioned integrated strategies and projects. He has expertise in dissemination activities as well, fundamental for the project's development. The Municipality of Eger intends to be a regional chief architect centre to be established in the future.

The Municipality of Eger has thorough knowledge and wide experience in the problems to be addressed by the project and in working in a European network. Moreover, the Lead Partner has experienced and skilled staff who are able to coordinate and manage European projects smoothly.

The legally elected mayor of Eger, Mr László Habis is fully committed to urban and tourism development. Previously, as a deputy mayor, he worked personally on urban strategies as well, such as the city's development strategy which was made jointly with the Canadian Urbanism Institute. Mr. Habis has taken the responsibility to follow the project within the Municipality, he participated both the kick-off meeting and LSG meetings. He is the coordinator of all departments in the Municipality that function according to an integrated policy. He has also been the initiator of various projects within transnational programmes, social-educational projects for the development of Eger. As an economist Mr. Habis also has experience in business management.

9.2 General coordination and overall responsibilities

General coordination and project management falls in the overall scope of responsibility of the Lead Partner. Specifically, the Lead Partner takes the lead regarding objective 1 (general coordination and project management), objective 4 (Capitalization process at Programme level) and objective 5 (Communication and dissemination). Of course the Lead Partner will coordinate the SURE network in connection with the other objectives, but at those cases, the responsibility of the Lead Expert is important as well. Besides the Lead Expert the Lead Partner will be assisted by the thematic partner in objective 2 and 3 in terms of providing methodological support.

In line with the requirements of the URBACT Programme Manual, the Lead Partner has the management capacity of 2 full time employees in the form of both internal staff and external expertise; therefore, sound coordination and financial management is guaranteed.

As a part of the Conceptual model of SURE, LP prepared the Project Management Guide for project partners in Phase I. This document explains the reporting process for project partners in detail and sets up the management structure. Project Manager (LP) and Project Coordinators (at partner level) mean the project Steering Committee (SC), which is the decision-making body of the SURE network.

Besides the content related positions, (Project Manager at LP, and Project Coordinators at partner organizations), project Financial Manager (LP) and Partner Financial Coordinators will support the project implementation in financial aspects. The Project Communication Manager (LP) and Communication Officers at partner level will be responsible for the sound implementation of communication tasks. The Communication Officer could be the local Project Coordinator as well.

There will be a Project Secretariat at the Lead Partner as well, providing daily support for the project, financial and communication managers for the implementation of their management tasks. It operates as a kind of back-office, consisting of a project assistant employed by the LP. On behalf of the LP the Project Secretariat is the key contact for all project partners.

Roles and responsibilities of above positions are written down in detail in the Project Management Guide.

Political Board (PB) of SURE project consists of the legal representatives, mayors of the partner cities/organisations. The Political Board is a supreme body of the SURE project, which aims to transfer the lessons learnt to local policies besides LAPs as well.

9.3 Operational management, including administrative and financial aspects

Project coordination and management involves the production of periodic reports (internally sent to the Lead Partner and also official programme level reports), certificates on expenditure and payment claims, using the format available in the web-based monitoring and accounting system, PRESAGE. The main aim of these reports is to ensure that the implementation of the project activities is in line with the project work plan and the budget, approved by the URBACT Monitoring Committee.

The above documents shall be sent to the URBACT Secretariat by the Lead Partner within the three months after the end of the reporting period.

Project Manager (LP) and Project Coordinators (at partner level) mean the project Steering Committee (SC), which is the decision-making body of the SURE network. The SC is responsible for general operating policy, procedures, objectives and related matters affecting the SURE project as a whole. The SC guides and monitors the implementation of the project regularly. It holds operative meetings each time partners meet in the frame of the SURE network (8 SC meeting will be held in total). The tasks of the SC members include:

- Approval of strategic project documents, objectives and updated work plan;
- Decision making at strategic points of the implementation.

The tasks and operation rules of the SC will be listed in its general procedural rules. LP will provide the secretariat of SC, thus the LP will create detailed minutes on SC meetings.

Political Board (PB) of SURE project consists of the legal representatives, mayors of the partner cities/organisations. The Political Board is a supreme body of the SURE project, which aims to transfer the lessons learnt to local policies besides LAPs as well. PB members formally meet only at the final conference in order to approve the SURE model, but the appropriate PB member has to participate the locally implemented study visits, transnational workshops as well as to help the LSG' work locally. In order to reduce costs and minimize the carbon footprint of the project, no separate SC or PB meetings are foreseen. PB members will declare their commitment by a joint covenant.

Project management integrates also the activity of project closure: to produce and send to the URBACT Secretariat the final documents and reports in order to close the project, three months after the end date. These documents are: final progress report (financial and technical); final certificates and statements of expenditure; final payment claim; final qualitative report; match funding sheet; and project's final outputs.

10. Involvement of partners

The SURE network consists of nine small and medium sized towns from all around Europe, representing different working cultures, and one thematic partner who specialises in participatory planning processes, which is key in all socio-economic approaches. The partnership can be considered to be balanced because all partners share the same ambition which is the efficient use of integrated socio-economic urban rehabilitation methods in deprived neighbourhoods for boosting sustainable growth and diversification of local economies.

To reach this overall goal SURE partners want to share knowledge, and transfer this knowledge from one partner to another, and outside from/to the partnership. Partners will take an equal share in the major project activities, that is, the exchange and learning activities through Thematic Clusters, animating Local Support Groups and the development of Local Action Plans. Of course SURE network consists of more experienced and less experienced partners in the field of 5 thematic focal points of the project, each partner however has the clear ambition to develop a concrete roadmap for boosting and diversifying local economies by realising and exploiting existing growth potentials.

So that SURE network cooperation serves its purpose of providing a knowledge platform feeding the elaboration of Local Action Plans, the matchmaking activity at the kick-off meeting (finalisation of the composition of the Thematic Clusters) will guarantee the appropriate balance in the transfer process. Thematic clusters are designed to operate as discussion groups of like-minded participants which are facilitated by the Lead Expert. During the work of Thematic Clusters partners and the Lead Expert will analyze partner cities' best practices and feasibility potentials related to socio-economic urban regeneration issues through the participation and critical assessment by other partners. It is anticipated that there will be a monthly topic on which the Lead Expert provides background information in relation to current policy and practice and then facilitates contributions from the members of the cluster. The joint work in Thematic Clusters leads the network to the organisation of 4+1 study visits and 3 transnational workshops.

In line with SURE' 5 focal points and the horizontal theme, there will be 6 case studies organised in the frame of exchange and learning activities (kick-off, 4 study visits and 1 transnational workshop), with the strong support of the Lead Expert, and other Thematic Experts to be involved later in the project. Other transnational workshops will emphasize planning and monitoring of SURE activities, but there will be a thematic element to each transnational meeting which includes site visits as well as guest speakers on particular topics.

The 6 case study reports on the content & learning outcomes from each study visit, the kick-off meeting and 1 transnational workshop will contribute towards the development of the SURE model as well as of the LAPs.

In connection with the horizontal theme of the SURE network, participatory planning methods, Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises. This is because the active engagement of local citizens is considered to be central to the development of sustainable socio-economic regeneration for all partner cities. This special role will range from guidance and support provided remotely to providing full scale practical support to a small number of partners (Studio Metropolitana will coach 4 ULSGs - Eger, Gheorgheni, Alcobaca and Pori is originally planned) in the design and implementation of consultative exercises. The exact nature of the support provided will vary, but might typically involve guidance on how particular stakeholder groups could be engaged, design of surveys and interviews, how

findings from consultation can be shared with the community and how resident and business communities can be engaged in practical planning exercises. Based on the thematic partner' special assistance to all city partners, in the frame of the developing process of the LAP, ULSGs will be able to organise a number of public consultation events designed to engage residents who live, work and shop in the town and mainly in the LAP areas.

Project coordination and communication is the overall responsibility of the Lead Partner. However, each partner is responsible for partner level coordination of all relevant tasks, such as organising the LSG meetings and later the public consultations and open forums, animation of LSG members and MA, uploading expenditure in the Presage, reporting, etc. The way the Lead Partner will collect information and inputs from the partners (e.g. linked to the progress reports) as well as control mechanisms operated by the Lead Partner (e.g. monthly reports to be sent by the partners to the Lead Partner) will be discussed during the 1st SC meeting.

Regarding content management, the overall responsibility lies with the Lead Partner with the assistance of the Lead Expert. Certain actions, such as the work of Thematic Clusters, development of the Local Action Plans, animation of Local Support Groups and representatives of Managing Authorities, impacting policy-making and organisation of communication activities will be supervised and advice on common methodology will be provided by the LP. With regards to the public consultations and open forums, Studio Metropolitana will provide guidance and advice to each partner city as and when the need arises.

Representation of the SURE network, e.g. via participation in programme level activities and other relevant events, is a task undertaken by the Lead Partner and specific partners.

Regarding communication and dissemination activities, the city of Gheorgheni has undertaken the organisation of the kick-off meeting. The Lead Partner will host the final conference. Elaborating the joint contents in English as well as determining the layout and design parameters of the communication and dissemination materials will be the appropriate partner' responsibility (that hosts an event), with the help of the Lead Partner.

In connection with the newsletters, press releases and the 2 communication materials, each partner translates the joint contents into its local language, adds local news and information about project progress relevant to the local public and stakeholders and takes care of the appropriate design and layout.

11. Project finance

11.1 Financial contribution by partner and source

ERDF

Name of partner	ERDF	% ERDF	Public contributor							Total
			EX ANTE	State	Region	Local	Other public financing	Private	Public total financing	
Municipality of Eger	96,888.00 €	80.00 %	0.00 €	0.00 €	0.00 €	24,222.00 €	0.00 €	0.00 €	24,222.00 €	121,110.00 €
Municipality of Pori	45,052.00 €	70.00 %	0.00 €	0.00 €	0.00 €	19,308.00 €	0.00 €	0.00 €	19,308.00 €	64,360.00 €
Dun Laoghaire Rathdown County Council	42,287.00 €	70.00 %	0.00 €	0.00 €	0.00 €	18,123.00 €	0.00 €	0.00 €	18,123.00 €	60,410.00 €
Municipality of Alcobaça	45,504.00 €	80.00 %	0.00 €	0.00 €	0.00 €	11,376.00 €	0.00 €	0.00 €	11,376.00 €	56,880.00 €
Municipality of Larnaca	38,913.00 €	70.00 %	0.00 €	0.00 €	0.00 €	16,677.00 €	0.00 €	0.00 €	16,677.00 €	55,590.00 €
Municipality of Ottignies-Louvain-la-Neuve	40,796.00 €	70.00 %	0.00 €	0.00 €	0.00 €	17,484.00 €	0.00 €	0.00 €	17,484.00 €	58,280.00 €
Municipality of Komotini	43,264.00 €	80.00 %	0.00 €	0.00 €	0.00 €	10,816.00 €	0.00 €	0.00 €	10,816.00 €	54,080.00 €
Municipality of Gheorgheni	39,048.00 €	80.00 %	0.00 €	0.00 €	0.00 €	9,762.00 €	0.00 €	0.00 €	9,762.00 €	48,810.00 €
Studio Metropolitana Nonprofit Ltd.	40,474.00 €	70.00 %	0.00 €	0.00 €	0.00 €	17,346.00 €	0.00 €	0.00 €	17,346.00 €	57,820.00 €
Business Innovation Centre of Albacete	45,640.00 €	80.00 %	0.00 €	0.00 €	0.00 €	11,410.00 €	0.00 €	0.00 €	11,410.00 €	57,050.00 €
Sub total	477,866.00 €		0.00 €	0.00 €	0.00 €	156,524.00 €	0.00 €	0.00 €	156,524.00 €	634,390.00 €
Total	477,866.00 €	75.33	0.00 €	0.00 €	0.00 €	156,524.00 €	0.00 €	0.00 €	156,524.00 €	634,390.00 €

Total %	75.33 %	75.33 %	0.00 %	0.00 %	0.00 %	100.00 %	0.00 %	0.00 %	24.67 %	100 %	
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11.2 Legal basis for decision of funding

ERDF

Name of partner	Public contributor	Total	Legal basis			
Municipality of Eger	ERDF	96,888.00 €	96,888.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	24,222.00 €	24,222.00 €	Municipality of Eger Town	2009-08-27	No 516/2009 (VIII.27.) Assembly's Decision – "Submission of Inner Town's Rehabilitation"
	Other public financing	0.00 €				
Municipality of Pori	ERDF	45,052.00 €	45,052.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	19,308.00 €	19,308.00 €	Municipality of Pori	2010-04-19	KH 19.04.2010, § 373, URBACT II/SURE
	Other public financing	0.00 €				

Dun Laoghaire Rathdown County Council	ERDF	42,287.00 €	42,287.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	18,123.00 €	18,123.00 €	Dun laoghaire Rathdown County Council	2010-05-10	Record of Executive Business and Managers Order No: CDB/7/2010
	Other public financing	0.00 €				
Municipality of Alcobaça	ERDF	45,504.00 €	45,504.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	11,376.00 €	11,376.00 €	Municipality of Alcobaca	2009-09-15	Presidential Order
	Other public financing	0.00 €				
Municipality of Larnaca	ERDF	38,913.00 €	38,913.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	16,677.00 €	16,677.00 €	Larnaca Municipality	2010-03-16	Decision of Larnaca Council
	Other public financing	0.00 €				

Municipality of Ottignies-Louvain-la-Neuve	ERDF	40,796.00 €	40,796.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	17,484.00 €	17,484.00 €	Municipality of Ottignies Louvain-La-Neuve	2010-05-18	
	Other public financing	0.00 €				
Municipality of Komotini	ERDF	43,264.00 €	43,264.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	10,816.00 €	10,816.00 €	DIMOS KOMOTINIS	2010-05-13	
	Other public financing	0.00 €				
Municipality of Gheorgheni	ERDF	39,048.00 €	39,048.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	9,762.00 €	9,762.00 €	Municipality of Gheorgheni	2010-05-11	Local Council Decision no. 88/2010 approving the project „SURE - Fostering
	Other public financing	0.00 €				

Studio Metropolitana Nonprofit Ltd.	ERDF	40,474.00 €	40,474.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	17,346.00 €	17,346.00 €	The Municipality of Budapest	2009-12-07	
	Other public financing	0.00 €				
Business Innovation Centre of Albacete	ERDF	45,640.00 €	45,640.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	11,410.00 €	11,410.00 €	Fundación CEEI Albacete	2010-05-11	Letter of Commitment
	Other public financing	0.00 €				

11.3 Expenditures per year and main budget line

Expenditure category	2010	2011	2012	Total	%
Project coordination	740.00 €	2,550.00 €	1,280.00 €	4,570.00 €	0.72 %
Personnel	26,600.00 €	66,325.00 €	64,595.00 €	157,520.00 €	24.83 %
Meetings organisation	2,505.00 €	11,090.00 €	8,795.00 €	22,390.00 €	3.53 %

Travel and accommodation	14,480.00 €	70,100.00 €	41,710.00 €	126,290.00 €	19.91 %
Communication and dissemination	5,290.00 €	2,995.00 €	22,350.00 €	30,635.00 €	4.83 %
External expertise	12,015.00 €	41,560.00 €	36,850.00 €	90,425.00 €	14.25 %
Equipment	900.00 €	0.00 €	0.00 €	900.00 €	0.14 %
URBACT Local Support Groups	18,010.00 €	86,750.00 €	57,900.00 €	162,660.00 €	25.64 %
Managing Authorities	6,470.00 €	17,660.00 €	14,870.00 €	39,000.00 €	6.15 %
Total	87,010.00 €	299,030.00 €	248,350.00 €	634,390.00 €	100 %
%	13.72 %	47.14 %	39.15 %	100 %	-

11.4 Expenditures per year and source

Contributor nature		2010	2011	2012	Total	%
ERDF	ERDF	65,375.50 €	225,265.00 €	187,225.50 €	477,866.00 €	75.33 %
	EX ANTE	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local	21,634.50 €	73,765.00 €	61,124.50 €	156,524.00 €	24.67 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %

	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
Swiss Fund	Swiss Fund	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
Norway Fund	Norway Fund	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Total	87,010.00 €	299,030.00 €	248,350.00 €	634,390.00 €	100 %
	%	13.72 %	47.14 %	39.15 %	100 %	-

11.5 Project cost per budget line

Expenditure category	Subcategories	Total
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Project coordination	P2 (Pori): Project coordination linked to project management	350.00 €
	P3 (DLR): Project coordination linked to project management	350.00 €
	P4 (Alcobaca):Project coordination linked to project management	300.00 €
	P5 (Larnaca):Project coordination linked to project management	300.00 €
	P6 (Louvain): Project coordination linked to project management	300.00 €
	P7 (Komotini): Project coordination linked to project management	250.00 €
	P8 (Gheorgheni): Project coordination linked to project management	250.00 €
	P9 (STUDMET): Project coordination linked to project management	300.00 €
	P10 (Albacete):Project coordination linked to project management	300.00 €
	P2 (Pori): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	220.00 €
	P3 (DLR): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	100.00 €
	P4 (Alcobaca):Project coordination related to the organisation of one school contest regarding the provision of the LAP area	150.00 €
	P5 (Larnaca):Project coordination related to the organisation of one school contest regarding the provision of the LAP area	150.00 €

	P6 (Louvain): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	100.00 €
	P7 (Komotini): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	100.00 €
	P8 (Gheorgheni): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	100.00 €
	P10 (Albacete): Project coordination related to the organisation of one school contest regarding the provision of the LAP area	150.00 €
	P9 (STUDMET): Setting up and animation of a European panel of experts on participatory planning	800.00 €
	Total	4,570.00 €
Personnel	1.1. LP: General project management, production of progress reports, certificates on expenditure and payment claims	2,400.00 €
	P2 (Pori): General project management, production of progress reports, certificates on expenditure and payment claims	3,200.00 €
	P3 (DLR): General project management, production of progress reports , certificates on expenditure and payment claims	2,900.00 €
	P4 (Alcobaca): General project management, production of progress reports , certificates on expenditure and payment claims	600.00 €
	P5 (Larnaca): General project management, production of progress reports , certificates on expenditure and payment claims	2,200.00 €

	P6 (Louvain): General project management, production of progress reports , certificates on expenditure and payment claims	2,700.00 €
	P7 (Komotini): General project management, production of progress reports , certificates on expenditure and payment claims	2,000.00 €
	P8 (Gheorgheni): General project management, production of progress reports , certificates on expenditure and payment claims	1,500.00 €
	P9 (STUDMET): General project management, production of progress reports , certificates on expenditure and payment claims	1,700.00 €
	P10 (Albacete):General project management, production of progress reports , certificates on expenditure and payment claims	2,500.00 €
	LP (Eger): Preparation and coordination of management meetings (Steering Committee)	840.00 €
	LP (Eger): Project closure	1,080.00 €
	P2 (Pori): Project closure	640.00 €
	P3 (DLR): Project closure	290.00 €
	P4 (Alcobaca):Project closure	240.00 €
	P5 (Larnaca):Project closure	220.00 €
	P6 (Louvain): Project closure	270.00 €
	P7 (Komotini): Project closure	200.00 €
	P8 (Gheorgheni): Project closure	400.00 €
	P9 (STUDMET): Project closure	340.00 €
	P10 (Albacete):Project closure	500.00 €

	LP (Eger): Organisation of the kick-off meeting	360.00 €
	P2 (Pori): Organisation of the kick-off meeting	960.00 €
	P3 (DLR): Organisation of the kick-off meeting	870.00 €
	P4 (Alcobaca):Organisation of the kick-off meeting	480.00 €
	P5 (Larnaca):Organisation of the kick-off meeting	660.00 €
	P6 (Louvain): Organisation of the kick-off meeting	540.00 €
	P7 (Komotini): Organisation of the kick-off meeting	600.00 €
	P8 (Gheorgheni): Organisation of the kick-off meeting	1,500.00 €
	P9 (STUDMET): Organisation of the kick-off meeting	2,550.00 €
	P10 (Albacete):Organisation of the kick-off meeting	750.00 €
	LP (Eger): Organisation of 4 study visits	1,440.00 €
	P2 (Pori): Organisation of 4 study visits	3,200.00 €
	P3 (DLR): Organisation of 4 study visits	3,480.00 €
	P4 (Alcobaca):Organisation of 4 study visits	1,440.00 €
	P5 (Larnaca):Organisation of 4 study visits	2,420.00 €
	P6 (Louvain): Organisation of 4 study visits	2,970.00 €
	P7 (Komotini): Organisation of 4 study visits	2,400.00 €
	P8 (Gheorgheni): Organisation of 4 study visits	1,200.00 €
	P9 (STUDMET): Organisation of 4 study visits	3,060.00 €
	P10 (Albacete):Organisation of 4 study visits	3,500.00 €
	LP (Eger): Organization of Transnational Workshops	720.00 €
	P2 (Pori): Organization of Transnational Workshops	2,240.00 €

	P3 (DLR): Organization of Transnational Workshops	1,740.00 €
	P4 (Alcobaca): Organization of Transnational Workshops	1,440.00 €
	P5 (Larnaca): Organization of Transnational Workshops	1,320.00 €
	P6 (Louvain): Organization of Transnational Workshops	1,620.00 €
	P7 (Komotini): Organization of Transnational Workshops	1,600.00 €
	P8 (Gheorgheni): Organization of Transnational Workshops	900.00 €
	P9 (STUDMET): Organization of Transnational Workshops	2,550.00 €
	P10 (Albacete): Organization of Transnational Workshops	1,500.00 €
	LP (Eger): Organisation of one school contest regarding the provision of the LAP area	480.00 €
	P2 (Pori): Organisation of one school contest regarding the provision of the LAP area	640.00 €
	P3 (DLR): Organisation of one school contest regarding the provision of the LAP area	290.00 €
	P4 (Alcobaca): Organisation of one school contest regarding the provision of the LAP area	240.00 €
	P5 (Larnaca): Organisation of one school contest regarding the provision of the LAP area	440.00 €
	P6 (Louvain): Organisation of one school contest regarding the provision of the LAP area	270.00 €
	P7 (Komotini): Organisation of one school contest regarding the provision of the LAP area	200.00 €
	P8 (Gheorgheni): Organisation of one school contest regarding the provision of the LAP area	400.00 €

	P10 (Albacete): Organisation of one school contest regarding the provision of the LAP area	500.00 €
	LP (Eger): Organisation of one Final Conference	2,400.00 €
	P2 (Pori): Organisation of one Final Conference	320.00 €
	P3 (DLR): Organisation of one Final Conference	580.00 €
	P4 (Alcobaca): Organisation of one Final Conference	360.00 €
	P5 (Larnaca): Organisation of one Final Conference	440.00 €
	P6 (Louvain): Organisation of one Final Conference	540.00 €
	P7 (Komotini): Organisation of one Final Conference	400.00 €
	P8 (Gheorgheni): Organisation of one Final Conference	300.00 €
	P9 (STUDMET): Organisation of one Final Conference	510.00 €
	P10 (Albacete): Organisation of one Final Conference	750.00 €
	LP (Eger): Setting up and animation of Local Support Groups	4,800.00 €
	P2 (Pori): Setting up and animation of Local Support Groups	3,200.00 €
	P3 (DLR): Setting up and animation of Local Support Groups	2,900.00 €
	P4 (Alcobaca): Setting up and animation of Local Support Groups	600.00 €
	P5 (Larnaca): Setting up and animation of Local Support Groups	2,200.00 €
	P6 (Louvain): Setting up and animation of Local Support Groups	2,700.00 €
	P7 (Komotini): Setting up and animation of Local Support Groups	2,000.00 €

	P8 (Gheorgheni): Setting up and animation of Local Support Groups	2,000.00 €
	P10 (Albacete): Setting up and animation of Local Support Groups	2,500.00 €
	LP (Eger): Setting up and animation of a European panel of experts on participatory planning	720.00 €
	P9 (STUDMET): Setting up and animation of a European panel of experts on participatory planning	1,700.00 €
	LP (Eger): Production of Local Action Plans	1,440.00 €
	P2 (Pori): Production of Local Action Plans	4,480.00 €
	P5 (Larnaca): Production of Local Action Plans	4,180.00 €
	P8 (Gheorgheni): Production of Local Action Plans	1,800.00 €
	P9 (STUDMET): Production of Local Action Plans	3,910.00 €
	P10 (Albacete): Production of Local Action Plans	3,000.00 €
	LP (Eger): Production of the Socio-Economic Urban Rehabilitation Model	960.00 €
	P5 (Larnaca): Production of the Socio-Economic Urban Rehabilitation Model	660.00 €
	P8 (Gheorgheni): Production of the Socio-Economic Urban Rehabilitation Model	300.00 €
	P9 (STUDMET): Production of the Socio-Economic Urban Rehabilitation Model	340.00 €
	P10 (Albacete): Production of the Socio-Economic Urban Rehabilitation Model	750.00 €
	LP (Eger): Participation in the Thematic Pole meetings	1,200.00 €
	LP (Eger): Participation in the URBACT Annual Conferences	720.00 €

	P4 (Alcobaca):Participation in the URBACT Annual Conferences	60.00 €
	P8 (Gheorgheni):Participation in the URBACT Annual Conferences	400.00 €
	P9 (STUDMET): Participation in the URBACT Annual Conferences	680.00 €
	P10 (Albacete):Participation in the URBACT Annual Conferences	500.00 €
	LP (Eger): Participation in other European events and contact with other European networks	240.00 €
	P3 (DLR): Setting up and updating the space dedicated to the project on the URBACT website	290.00 €
	P9 (STUDMET): Setting up and updating the space dedicated to the project on the URBACT website	340.00 €
	P2 (Pori): Setting up and updating the space dedicated to the project on the URBACT website	480.00 €
	P3 (DLR): Setting up and updating the space dedicated to the project on the URBACT website	435.00 €
	P4 (Alcobaca):Setting up and updating the space dedicated to the project on the URBACT website	180.00 €
	P5 (Larnaca):Setting up and updating the space dedicated to the project on the URBACT website	330.00 €
	P6 (Louvain): Setting up and updating the space dedicated to the project on the URBACT website	405.00 €
	P7 (Komotini): Setting up and updating the space dedicated to the project on the URBACT website	150.00 €
	P8 (Gheorgheni): Setting up and updating the space dedicated to the project on the URBACT website	150.00 €

	P9 (STUDMET): Setting up and updating the space dedicated to the project on the URBACT website	255.00 €
	P10 (Albacete): Setting up and updating the space dedicated to the project on the URBACT website	375.00 €
	P2 (Pori): Production and dissemination of communication materials - 2 brochures	960.00 €
	P3 (DLR): Production and dissemination of communication materials - 2 brochures	870.00 €
	P5 (Larnaca): Production and dissemination of communication materials - 2 brochures	660.00 €
	P6 (Louvain): Production and dissemination of communication materials - 2 brochures	810.00 €
	P7 (Komotini): Production and dissemination of communication materials - 2 brochures	500.00 €
	P8 (Gheorgheni): Production and dissemination of communication materials - 2 brochures	400.00 €
	P9 (STUDMET): Production and dissemination of communication materials - 2 brochures	170.00 €
	P10 (Albacete): Production and dissemination of communication materials - 2 brochures	750.00 €
	LP (Eger): Production of digital newsletters	480.00 €
	P2 (Pori): Production of digital newsletters	1,280.00 €
	P3 (DLR): Production of digital newsletters	1,160.00 €
	P5 (Larnaca): Production of digital newsletters	880.00 €
	P6 (Louvain): Production of digital newsletters	1,080.00 €
	P7 (Komotini): Production of digital newsletters	800.00 €
	P8 (Gheorgheni): Production of digital newsletters	400.00 €

	P9 (STUDMET): Production of digital newsletters	680.00 €
	P10 (Albacete): Production of digital newsletters	1,000.00 €
	P2 (Pori): Creation of a specialised journalists data base and production of press releases, press articles	480.00 €
	P3 (DLR): Creation of a specialised journalists data base and production of press releases, press articles	435.00 €
	P5 (Larnaca): Creation of a specialised journalists data base and production of press releases, press articles	330.00 €
	P6 (Louvain): Creation of a specialised journalists data base and production of press releases, press articles	405.00 €
	P7 (Komotini): Creation of a specialised journalists data base and production of press releases, press articles	300.00 €
	P8 (Gheorgheni): Creation of a specialised journalists data base and production of press releases, press articles	300.00 €
	P9 (STUDMET): Creation of a specialised journalists data base and production of press releases, press articles	340.00 €
	P10 (Albacete): Creation of a specialised journalists data base and production of press releases, press articles	750.00 €
	LP (Eger): Organization of 3 Press Conferences	180.00 €
	Total	157,520.00 €
Meetings organisation	P8 (Gheorgheni): Organization of the Kick off Meeting	1,800.00 €
	P4 (Alcobaca): Organization of 1 study visit	2,300.00 €
	P5 (Larnaca): Organization of 1 study visit	2,300.00 €
	P6 (Louvain): Organization of 1 study visit	2,800.00 €
	P10 (Albacete): Organization of 1 study visit	2,500.00 €
	P2 (Pori): Organization of 1 Transnational Workshop	2,800.00 €

	P7 (Komotin): Organization of 1 Transnational Workshop	1,800.00 €
	LP (Eger): Organisation of one school contest regarding the provision of the LAP area	100.00 €
	P2 (Pori): Organisation of one school contest regarding the provision of the LAP area	200.00 €
	P3 (DLR): Organisation of one school contest regarding the provision of the LAP area	200.00 €
	P4 (Alcobaca):Organisation of one school contest regarding the provision of the LAP area	100.00 €
	P5 (Larnaca):Organisation of one school contest regarding the provision of the LAP area	170.00 €
	P6 (Louvain): Organisation of one school contest regarding the provision of the LAP area	150.00 €
	P7 (Komotini): Organisation of one school contest regarding the provision of the LAP area	100.00 €
	P8 (Gheorgheni): Organisation of one school contest regarding the provision of the LAP area	100.00 €
	P10 (Albacete):Organisation of one school contest regarding the provision of the LAP area	200.00 €
	LP (Eger): Organisation of one Final Conference	2,800.00 €
	LP (Eger): Organization of 3 Press Conferences	210.00 €
	P2 (Pori): Organization of 3 Press Conferences	230.00 €
	P3 (DLR): Organization of 3 Press Conferences	230.00 €
	P4 (Alcobaca):Organization of 3 Press Conferences	195.00 €
	P5 (Larnaca):Organization of 3 Press Conferences	200.00 €
	P6 (Louvain): Organization of 3 Press Conferences	200.00 €

	P7 (Komotini): Organization of 3 Press Conferences	200.00 €
	P8 (Gheorgheni): Organization of 3 Press Conferences	180.00 €
	P9 (STUDMET): Organization of 3 Press Conferences	125.00 €
	P10 (Albacete): Organization of 3 Press Conferences	200.00 €
	Total	22,390.00 €
Travel and accommodation	LP (Eger): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	660.00 €
	LP (Eger): Lead Expert's Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights)	650.00 €
	P2 (Pori): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	P3 (DLR): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	P4 (Alcobaca): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	P5 (Larnaca): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	P6 (Louvain): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	P7 (Komotini): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,100.00 €
	P9 (STUDMET): Participation at the kick off meeting and its preparatory visit (2 times: airplain, transfer, accommodation for 3 nights for 2 persons)	1,320.00 €

	P10 (Albacete):Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 person)	1,300.00 €
	LP (Eger): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 7 persons: Lead Expert, 2 Thematic Experts and 4 persons from the municipality)	18,200.00 €
	P2 (Pori): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	5,200.00 €
	P3 (DLR): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	5,200.00 €
	P4 (Alcobaca):Participation at 3 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	3,900.00 €
	P5 (Larnaca):Participation at 3 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	3,900.00 €
	P6 (Louvain): Participation at 3 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	3,300.00 €
	P7 (Komotini): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	5,200.00 €
	P8 (Gheorgheni): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 2 persons)	5,200.00 €
	P9 (STUDMET): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P9 (STUDMET): Preparatory coach visit to the location of 1 study visit (airplain, transfer, accommodation for 3 nights for 2 persons)	1,300.00 €
	P10 (Albacete):Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €

	LP (Eger): Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 3 persons: 1 Lead Expert and 2 persons from the municipality)	4,950.00 €
	P2 (Pori): Travelling to Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	2,200.00 €
	P3 (DLR): Travel toTransnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	3,300.00 €
	P4 (Alcobaca):Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	3,300.00 €
	P5 (Larnaca):Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	3,300.00 €
	P6 (Louvain): Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	3,300.00 €
	P7 (Komotini): Travelling to 2 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	2,200.00 €
	P8 (Gheorgheni): Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights for 2 persons)	3,300.00 €
	P9 (STUDMET): Travelling to 3 Transnational Workshops (1 person) + 1 preparatory visit (2 persons) -airplain, transfer, accommodation for 2 nights for 1 person is 650)	3,250.00 €
	P10 (Albacete):Travelling to 3 Transnational Workshops (airplain, transfer, accommodation for 2 nights, 2 persons go to 2 TNWs and only 1 pers. goes to the 3rd)	2,750.00 €
	LP (Eger): Travel of the Lead Expert to the Final Conference	550.00 €

	P2 (Pori): Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	1,300.00 €
	P3 (DLR): Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	1,300.00 €
	P4 (Alcobaca):Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	1,300.00 €
	P5 (Larnaca):Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	1,300.00 €
	P6 (Louvain): Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	1,300.00 €
	P7 (Komotini): Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 person)	1,300.00 €
	P8 (Gheorgheni): Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 persons)	660.00 €
	P9 (STUDMET): Travelling to the Final Conference (accommodation for 2 nights for 1 persons)	200.00 €
	P10 (Albacete):Travelling to the Final Conference (airplain, transfer, accommodation for 2 nights for 1 person)	1,950.00 €
	LP (Eger): Setting up and animation of a European panel of experts on participatory planning (Travel of the Lead Expert for the 1st meeting: flight, transfer and accommodation for 2 nights)	550.00 €
	P9 (STUDMET): Setting up and animation of a European panel of experts on participatory planning -travel to Eger for coaching	400.00 €

	LP (Eger): Production of the Socio-Economic Urban Rehabilitation Model - Lead Expert's travel costs to 6 places for helping partners' LAPs (incl. flight, transfer and accommodation)	3,300.00 €
	LP (Eger): Travelling to 5 Thematic Pole meetings (flight, transfer and accommodation for 2 nights) for 1 pers.	3,250.00 €
	LP (Eger): Participation in 3 URBACT Annual Conferences (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	1,650.00 €
	P4 (Alcobaca): Participation in 1 URBACT Annual Conference (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	650.00 €
	P8 (Gheorgheni): Participation in 2 URBACT Annual Conferences (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	1,300.00 €
	P9 (STUDMET): Participation in 2 URBACT Annual Conferences (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	1,100.00 €
	P10 (Albacete): Participation in 2 URBACT Annual Conferences (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	1,300.00 €
	LP (Eger): Participation in other European events and contact with other European networks (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	550.00 €
	P3 (DLR): Participation in other European events and contact with other European networks (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	550.00 €
	P9 (STUDMET): Participation in other European events and contact with other European networks (incl. flight, transfer and accommodation for 2 nights) for 1 pers.	550.00 €
	Total	126,290.00 €

Communication and dissemination	LP (Eger): Dissemination of the results of the school contest regarding the provision of the LAP area	100.00 €
	P3 (DLR): Dissemination of the results of the school contest regarding the provision of the LAP area	80.00 €
	P4 (Alcobaca): Dissemination of the results of the school contest regarding the provision of the LAP area	150.00 €
	P5 (Larnaca): Dissemination of the results of the school contest regarding the provision of the LAP area	150.00 €
	P7 (Komotini): Dissemination of the results of the school contest regarding the provision of the LAP area	80.00 €
	P8 (Gheorgheni): Dissemination of the results of the school contest regarding the provision of the LAP area	100.00 €
	P10 (Albacete): Dissemination of the results of the school contest regarding the provision of the LAP area	95.00 €
	LP (Eger): Production of the layout of the Local Action Plans	50.00 €
	P2 (Pori): Production of the layout of the Local Action Plans	120.00 €
	P5 (Larnaca): Production of the layout of the Local Action Plans	100.00 €
	P8 (Gheorgheni): Production of the layout of the Local Action Plans	70.00 €
	P9 (STUDMET): Production of a toolkit based on the Transnational Action Plan (1000 pcs)	2,200.00 €
	P10 (Albacete): Production of the layout of the Local Action Plan	80.00 €
	LP (Eger): Production of the Socio-Economic Urban Rehabilitation Model as a booklet	2,200.00 €

	LP (Eger): Production and dissemination of communication materials - preparation of one leaflet in 1000 pcs	500.00 €
	P2 (Pori): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,800.00 €
	P3 (DLR): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,800.00 €
	P4 (Alcobaca): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,500.00 €
	P5 (Larnaca): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,500.00 €
	P6 (Louvain): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,470.00 €
	P7 (Komotini): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,250.00 €
	P8 (Gheorgheni): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,000.00 €
	P9 (STUDMET): Production and dissemination of communication materials - 1 digital leaflet	200.00 €
	P10 (Albacete): Production and dissemination of 2 communication materials (one leaflet in the beginning and final booklet, both in local language, and 1000 pcs)	2,500.00 €
	LP (Eger): Production of digital newsletters	480.00 €
	P2 (Pori): Production of digital newsletters	560.00 €

	P3 (DLR): Production of digital newsletters	560.00 €
	P4 (Alcobaca):Production of digital newsletters	480.00 €
	P5 (Larnaca):Production of digital newsletters	480.00 €
	P6 (Louvain): Production of digital newsletters	480.00 €
	P7 (Komotini): Production of digital newsletters	400.00 €
	P8 (Gheorgheni):Production of digital newsletters	320.00 €
	P9 (STUDMET): Production of digital newsletters	300.00 €
	P10 (Albacete):Production of digital newsletters	480.00 €
	Total	30,635.00 €
External expertise	LP (Eger): General project management, production of progress reports , certificates on expenditure and payment claims	24,000.00 €
	P2 (Pori): FLC cost	2,000.00 €
	P4 (Alcobaca):General project management, production of progress reports , certificates on expenditure and payment claims	2,600.00 €
	P4 (Alcobaca): FLC Cost	1,750.00 €
	P5 (Larnaca): FLC Cost	1,750.00 €
	P10 (Albacete):FLC cost	1,750.00 €
	LP (Eger): External support to the preparation and coordination of management meetings (Steering Committee)	1,050.00 €
	P4 (Alcobaca): External support to the preparation and coordination of management meetings (Steering Committee)	490.00 €

	P8 (Gheorgheni): Organization of the Kick off meeting (for speakers and moderators)	1,200.00 €
	P4 (Alcobaca): External speakers/trainers for the Study Visit	1,200.00 €
	P5 (Larnaca): External speakers/trainers for the Study Visit	1,200.00 €
	P6 (Louvain): External speakers/trainers for the Study Visit	1,200.00 €
	P9 (STUDMET): External speakers/trainers for the Study Visit (Expert Panel members)	2,400.00 €
	P10 (Albacete): External speakers/trainers for the Study Visit	1,200.00 €
	P2 (Pori): External speakers/trainers for the Transnational Workshop	1,200.00 €
	P7 (Komotini): External speakers/trainers for the Transnational Workshop	1,200.00 €
	P9 (STUDMET): External speakers/trainers for the Transnational Workshop (Expert Panel members)	1,200.00 €
	LP (Eger): Speakers for the Final Conference	1,200.00 €
	P9 (STUDMET): Speaker for the Final Conference (Expert Panel)	600.00 €
	P9 (STUDMET): Setting up and animation of a European panel of experts on participatory planning - training fee of the 5 members in the 1st meeting	2,500.00 €
	LP (Eger): External support for the production of the Local Action Plan	8,000.00 €
	P3 (DLR): External support for the production of the Local Action Plan	5,600.00 €

	P4 (Alcobaca): External support for the production of the Local Action Plan	7,125.00 €
	P6 (Louvain): Production of Local Action Plan	8,000.00 €
	P7 (Komotini): Production of Local Action Plan	5,200.00 €
	LP (Eger): External support to setting up and updating the space dedicated to the project on the URBACT website	1,000.00 €
	LP (Eger): External support to prepare the content of the leaflet	120.00 €
	P4 (Alcobaca): External support to prepare the content of the leaflet	450.00 €
	LP (Eger): External support to prepare the content of the digital newsletters	960.00 €
	P4 (Alcobaca): External support to prepare the content of the digital newsletters	1,200.00 €
	LP (Eger): External communication support for the creation of a specialised journalists data base and production of press releases, press articles	720.00 €
	P4 (Alcobaca): External communication support for the creation of a specialised journalists data base and production of press releases, press articles	360.00 €
	Total	90,425.00 €
Equipment	P9 (STUDMET): purchase of 1 laptop	900.00 €
	Total	900.00 €
URBACT Local Support Groups	LP (Eger): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	660.00 €
	P2 (Pori): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €

	P3 (DLR): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	P4 (Alcobaca): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	P5 (Larnaca): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	P6 (Louvain): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	P7 (Komotini): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	P10 (Albacete): Participation at the kick off meeting (airplain, transfer, accommodation for 3 nights for 1 persons)	1,300.00 €
	LP (Eger): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	7,800.00 €
	P2 (Pori): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	7,800.00 €
	P3 (DLR): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	7,800.00 €
	P4 (Alcobaca): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	5,550.00 €
	P5 (Larnaca): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	5,850.00 €
	P6 (Louvain): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	5,850.00 €
	P7 (Komotini): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	7,800.00 €

	P8 (Gheorgheni): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 3 persons	7,800.00 €
	P9 (STUDMET): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights) for 1 persons (other LSG members as speakers)	2,600.00 €
	P10 (Albacete):Travel to 3 study visits (airplain, transfer, accommodation for 3 nights) for 2 persons	3,900.00 €
	LP (Eger): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P2 (Pori): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	550.00 €
	P3 (DLR): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	550.00 €
	P4 (Alcobaca):Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P5 (Larnaca):Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P6 (Louvain): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P7 (Komotini): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	550.00 €
	P8 (Gheorgheni): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P9 (STUDMET): Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 5 persons	6,500.00 €

	P10 (Albacete):Travel to Transnational Workshops (airplain, transfer, accommodation for 2 nights) for 1 person	1,100.00 €
	P9 (STUDMET): Travelling to the final conference (airplain, transfer, accommodation for 2 nights) for 5 persons	3,250.00 €
	LP (Eger): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	8,000.00 €
	P2 (Pori): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	8,000.00 €
	P3 (DLR): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	8,600.00 €
	P4 (Alcobaca):Setting up and animation of Local Support Groups - Organisation of LSG Meetings	7,500.00 €
	P5 (Larnaca):Setting up and animation of Local Support Groups - Organisation of LSG Meetings	7,600.00 €
	P6 (Louvain): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	7,000.00 €
	P7 (Komotini): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	6,800.00 €
	P8 (Gheorgheni): Setting up and animation of Local Support Groups - Organisation of LSG Meetings	7,100.00 €
	P10 (Albacete):Setting up and animation of Local Support Groups - Organisation of LSG Meetings	7,600.00 €
	P9 (STUDMET): Setting up and animation of a European panel of experts on participatory planning - travel of the LSG members to the 1st - separate - meeting and event organization costs	3,950.00 €
	Total	162,660.00 €

Managing Authorities	LP (Eger): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	330.00 €
	P2 (Pori): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P3 (DLR): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P4 (Alcobaca):Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P5 (Larnaca):Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P6 (Louvain): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P7 (Komotini): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	P8 (Gheorgheni): Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	200.00 €
	P10 (Albacete):Participation at the kick off meeting (airplain, transfer, accommodation for 2 nights)	550.00 €
	LP (Eger): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P2 (Pori): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P3 (DLR): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P4 (Alcobaca): Travel to 3 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	1,950.00 €
	P5 (Larnaca): Travel to 3 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	1,950.00 €

	P6 (Louvain): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	1,950.00 €
	P7 (Komotini): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P8 (Gheorgheni): Participation at 4 study visits (airplain, transfer, accommodation for 3 nights for 1 person)	2,600.00 €
	P10 (Albacete): Participation at 3 study visits abroad (airplain, transfer, accommodation for 3 nights for 1 person) and the local study visit in Spain	2,150.00 €
	P2 (Pori): Participation at Transnational Workshop	150.00 €
	P7 (Komotini): Participation at Transnational Workshop	250.00 €
	LP (Eger): Participation at the Final Conference	110.00 €
	P2 (Pori): Participation at the Final Conference	550.00 €
	P3 (DLR): Participation at the Final Conference	550.00 €
	P4 (Alcobaca):Participation at the Final Conference	550.00 €
	P5 (Larnaca):Participation at the Final Conference	550.00 €
	P6 (Louvain): Participation at the Final Conference	550.00 €
	P7 (Komotini): Participation at the Final Conference	550.00 €
	P8 (Gheorgheni): Participation at the Final Conference	330.00 €
	P10 (Albacete):Participation at the Final Conference	550.00 €
	LP (Eger): Participation in LSG meetings	400.00 €
	P2 (Pori): Participation in LSG meetings	300.00 €
	P4 (Alcobaca):Participation in LSG meetings	300.00 €
	P6 (Louvain): Participation in LSG meetings	220.00 €

	P7 (Komotini): Participation in LSG meetings	500.00 €
	P8 (Gheorgheni): Participation in LSG meetings	500.00 €
	P10 (Albacete): Participation in LSG meetings	270.00 €
	P9 (STUDMET): Participation at the 1st meeting of the European panel of experts on participatory planning	150.00 €
	LP (Eger): Participation in 2 URBACT Annual Conferences	1,300.00 €
	P3 (DLR): Participation in 1 URBACT Annual Conference	650.00 €
	P4 (Alcobaca): Participation in 1 URBACT Annual Conference	640.00 €
	P5 (Larnaca): Participation in 1 URBACT Annual Conference	650.00 €
	P6 (Louvain): Participation in 1 URBACT Annual Conference	550.00 €
	P8 (Gheorgheni): Participation in 1 URBACT Annual Conference	650.00 €
	P10 (Albacete): Participation in 1 URBACT Annual Conference	650.00 €
	P7 (Komotini): Participation in 1 URBACT Annual Conference	650.00 €
	LP (Eger): Participation in other European events and contact with other European networks	550.00 €
	Total	39,000.00 €
	Global budget	634,390.00 €

11.6 Expenditure breakdown per objective and main budget line

	1. General coordination and project management	2. Exchange and learning activities	3. Impact on local communities and policies	4. Capitalization process at Programme level	5. Communication and dissemination	Total
Project coordination	2,700.00 €	1,070.00 €	800.00 €	0.00 €	0.00 €	4,570.00 €
Personnel	26,720.00 €	60,070.00 €	47,140.00 €	4,430.00 €	19,160.00 €	157,520.00 €
Meetings organisation	0.00 €	20,420.00 €	0.00 €	0.00 €	1,970.00 €	22,390.00 €
Travel and accommodation	0.00 €	111,140.00 €	4,250.00 €	10,900.00 €	0.00 €	126,290.00 €
Communication and dissemination	0.00 €	755.00 €	4,820.00 €	0.00 €	25,060.00 €	30,635.00 €
External expertise	35,390.00 €	13,800.00 €	36,425.00 €	0.00 €	4,810.00 €	90,425.00 €
Equipment	900.00 €	0.00 €	0.00 €	0.00 €	0.00 €	900.00 €
URBACT Local Support Groups	0.00 €	90,510.00 €	72,150.00 €	0.00 €	0.00 €	162,660.00 €
Managing Authorities	0.00 €	30,070.00 €	2,640.00 €	6,290.00 €	0.00 €	39,000.00 €
Total	65,710.00 €	327,835.00 €	168,225.00 €	21,620.00 €	51,000.00 €	634,390.00 €

12. DECLARATION OF MAXIMUM AMOUNT OF EXPENDITURE to be certified AT THE END OF THE Development phase

I hereby, as signing person of this Final Application form and on behalf of the Lead Partner, attest on my honour that the project development phase (phase I) will be closed with a total and final certified expenditure (from the beginning until the administrative closure of phase I) that amounts to maximum:

63,240.00 €

This total amount will correspond to the following breakdown per category of expenditure :

Expenditure category	Total
Project coordination	430.00 €
Personnel	37,690.00 €
Meetings organisation	1,650.00 €
Travel and accommodation	11,500.00 €
Communication and dissemination	550.00 €
External expertise	8,310.00 €
Equipment	0.00 €
URBACT Local Support Groups	1,650.00 €
Managing Authorities	1,460.00 €
Total	63,240.00 €

I am aware that, at the end of the development phase (phase I), my project will not be allowed to declare and certify more than the amounts per category of expenditure as indicated in the breakdown table above. All exceeding expenditure will not be accepted by the URBACT II Managing Authority.

I am also aware that the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase (phase II) must not exceed the ceiling established for the maximum budget of a thematic network.

The non respect of this condition will cause the rejection of this Final Application form.

Moreover, the sum between the maximum amount of expenditure that will be claimed in categories 8 and 9 for phase I and the budget proposed for categories 8 and 9 for phase II, must respect the ceilings foreseen for the URBACT Local Support Groups and for the involvement of the Managing Authorities of operational programmes

13. Bank information

Partner		Bank info.
Municipality of Eger	Bank name	Raiffeisen Bank Zrt.
	Adress	Hungary, 3300 Eger, Jókai u. 5-7.
	Bank code	UBRTHUHB
	Account number	12033007 - 00278189 - 07300007
	IBAN number	HU 1512 0330 0700 2781 8907 3000 07
	SWIFT number	UBRTHUHB
	Internal reference	
	Account holder	Eger MJV Önkormányzata
Municipality of Pori	Bank name	Länsi-Suomen Osuuspankki
	Adress	Yrjönkatu 22, Pori FI-28100 Finland
	Bank code	
	Account number	
	IBAN number	IBAN FI1757000220008181
	SWIFT number	OKOYFIHH
	Internal reference	
	Account holder	Porin kaupunki
Dun Laoghaire Rathdown County Council	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Municipality of Alcobaça	Bank name	CAIXA GERAL DE DEPÓSITOS
	Adress	Praça 25 de Abril
	Bank code	CGDPT0030
	Account number	CGD0030000008930
	IBAN number	PT50003500300000000893046

	SWIFT number	CGDIPTPL
	Internal reference	
	Account holder	Município de Alcobaça
Municipality of Larnaca	Bank name	Bank of Cyprus Corp. Bank Center Larnaca 1 6300 Larnaca
	Adress	P.O.Box 40093
	Bank code	
	Account number	0581-12-004287-00
	IBAN number	CY28 0020 0581 0000 0012 0042 8700
	SWIFT number	BCYPCY2N
	Internal reference	
	Account holder	Demos Larnakos
Municipality of Ottignies-Louvain-la-Neuve	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Municipality of Komotini	Bank name	MILLENNIUM BANK
	Adress	APOSTOLOU SOUZOU 6, 69100 KOMOTINI
	Bank code	
	Account number	
	IBAN number	GR050380878000000010799370
	SWIFT number	
	Internal reference	
	Account holder	DIMOS KOMOTINIS
Municipality of Gheorgheni	Bank name	Banca Comercială Română (Romanian Commercial Bank) - Gheorgheni Agency
	Adress	Bulevardul Fratiei, no. 7, 535500, Gheorgheni, Harghita County, Romania
	Bank code	RNCB
	Account number	RO68RNCB0155016312450027
	IBAN number	RO68RNCB0155016312450027

	SWIFT number	RNCBROBU
	Internal reference	
	Account holder	Municipality of Gheorgheni
Studio Metropolitana Nonprofit Ltd.	Bank name	K&H Bank Zrt.
	Adress	H- 1051 Budapest, Vigadó tér 1.
	Bank code	10200830
	Account number	10200830-32320912-00000000
	IBAN number	HU83 1020 0830 3232 0912 0000 0000
	SWIFT number	OKHBHUHB
	Internal reference	
	Account holder	Studio Metroplitana Nonprofit Ltd.
Business Innovation Centre of Albacete	Bank name	Caja de Ahorros de Castilla La Mancha
	Adress	Parque Empresarial Campollano, c/G, 36
	Bank code	
	Account number	2105 1830 31 1242004510
	IBAN number	ES 8421051830311242004510
	SWIFT number	CECAESMM105
	Internal reference	Proyecto SURE
	Account holder	Fundación CEEI Albacete

14. Detailed information on the LEAD and project partners

Lead Partner Municipality of Eger

Partner Institution	Municipality of Eger
Address	2 Dobó tér
Postcode	3300
City	Eger
Area	Eszak-Magyarország
Country	HUNGARY

Contact list

Name	M. RATKAI Attila
------	------------------

Type	Project Coordinator
Service	Chief Architect
Function	Head of Architectural Department
Phone number	+36-36/523-738
Mobile phone	+36-20/5710-195
Fax	+36-36/523-786
Email	ratkai.attila@ph.eger.hu

Name	Ms KOLENICS Mónika
Type	Finance Officer
Service	
Function	Financial officer
Phone number	+36-36/523-754
Mobile phone	
Fax	+36-36/523-751
Email	kolenics.monika@ph.eger.hu

Name	Ms SZELÉNYI Rita
Type	Certifying Body
Service	
Function	Program manager
Phone number	+36-1/457-5518
Mobile phone	
Fax	+36-1/224-3291
Email	RSzelenyi@vati.hu

Name	M. GRÓSZ Éva
Type	Communication Officer
Service	
Function	International and EU project manager
Phone number	+36-36/521-925
Mobile phone	+36-30/645-46-84
Fax	+36-30/523-777
Email	urban.eva@ph.eger.hu

Name	M. Francsics László
------	---------------------

Type	Managing Authority
Service	
Function	Director
Phone number	003646504460
Mobile phone	
Fax	003646561389
Email	

Name	M. HABIS László
Type	Legal Representative
Service	
Function	Mayor of Eger
Phone number	+36-36/523-701
Mobile phone	
Fax	+36-36/523-777
Email	habis.laszlo@ph.eger.hu

Partner Municipality of Pori

Partner Institution	Municipality of Pori
Address	Valtakatu 4 B
Postcode	28100
City	Pori
Area	Länsi-Suomi
Country	FINLAND

Contact list

Name	M. Nagy Daniel
Type	Project Coordinator
Service	
Function	City planning architect
Phone number	
Mobile phone	+358 41 5347041
Fax	
Email	daniel.nagy@pori.fi

Name	Ms Hagan Kaija-Leena
Type	Finance Officer
Service	
Function	secretary
Phone number	+358 2 621 1615
Mobile phone	
Fax	+358 2 621 1607
Email	kaija-leena.hagan@pori.fi

Name	Ms Sjöroos Anne
Type	Certifying Body
Service	KPMG Oy Ab
Function	Senior Manager, APA
Phone number	+358 20760 3000
Mobile phone	+358 40 551 3181
Fax	+358 20760 3069
Email	anne.sjoroos@kpmg.fi

Name	Ms Keskinen Ulla
Type	Communication Officer
Service	
Function	Communications & International Relations Officer
Phone number	+358 2 621 1015
Mobile phone	
Fax	+358 2 621 1241
Email	

Name	M. AURASMA Heikki
Type	Managing Authority
Service	
Function	Permanent Under Secretary of State
Phone number	+35810606000
Mobile phone	
Fax	
Email	

Name	M. Voutilainen Olli
Type	Managing Authority
Service	Ministry of Employment and the Economy / Regional development
Function	Senior Officer
Phone number	+358 1060 64919
Mobile phone	
Fax	+358 10 604 8600
Email	olli.voutilainen@tem.fi

Name	Ms Luukkonen Aino-Maija
Type	Legal Representative
Service	
Function	mayor
Phone number	+358 2621 1010
Mobile phone	
Fax	+358 2621 1246
Email	aino-maija.luukkonen@pori.fi

Partner Dun Laoghaire Rathdown County Council

Partner Institution	Dun Laoghaire Rathdown County Council
Address	1 Harbour Square
Postcode	Dublin
City	Dublin
Area	Southern and Eastern
Country	IRELAND

Contact list

Name	M. LAWLESS DAVID
Type	Project Coordinator
Service	HUMAN RESOURCES AND COUNTY DEVELOPMENT BOARD DEPARTMENT
Function	RAPID CO ORDINATOR
Phone number	00353 1 204 7297

Mobile phone	00353 86 6074102
Fax	00353 1 2054875
Email	dlawless@slrcoco.ie

Name	Ms SWAN GRAINNE
Type	Finance Officer
Service	FINANCE MANAGEMENT SYSTEMS
Function	SENIOR STAFF OFFICER
Phone number	00353 1 205 4335
Mobile phone	
Fax	00353 1 204 7213
Email	gswan@dlrcoco.ie

Name	M. BOURKE DECLAN
Type	Certifying Body
Service	HOUSING POLICY SECTION
Function	ASSISTANT PRINCIPLE OFFICER
Phone number	00353 53 9117459
Mobile phone	
Fax	
Email	Declan_bourke@environ.ie

Name	Ms SCHELLHORN TORRY
Type	Communication Officer
Service	COMMUNICATION OFFICE
Function	
Phone number	00353 1 205 4333
Mobile phone	00353 86 794 7572
Fax	
Email	tschellhorn@dlrcoco.ie

Name	M. BLAIR STEPHEN
Type	Managing Authority
Service	
Function	DIRECTOR
Phone number	00353 51 860700

Mobile phone	
Fax	00353 51 879887
Email	sbalir@seregassembly.ie

Name	Ms BAKER MARIE
Type	Legal Representative
Service	
Function	Mayor
Phone number	00353 1 2054700
Mobile phone	00353 96 8186704
Fax	00353 1 205 4875
Email	mbaker@cllr.dlrco.ie

Partner Municipality of Alcobaça

Partner Institution	Municipality of Alcobaça
Address	Praça João de Deus Ramos
Postcode	2460 501
City	Alcobaça
Area	Centro (P)
Country	PORTUGAL

Contact list

Name	M. Letra Bruno
Type	Project Coordinator
Service	
Function	Assistant
Phone number	+351 262580825
Mobile phone	+351 925403682
Fax	+351 262580840
Email	Bruno.letra@cm-alcobaca.pt

Name	M. Gama Joana
Type	Finance Officer
Service	
Function	Officer

Phone number	+351 262580800
Mobile phone	
Fax	+351 262580865
Email	Joana.gama@cm-alcobaca.pt

Name	M. Soeiro José
Type	Certifying Body
Service	
Function	President
Phone number	+351 218814000
Mobile phone	
Fax	+351 218881111
Email	ifdr@ifdr.pt

Name	Ms Cândido Ana
Type	Communication Officer
Service	GCRP – Communication and PR Office
Function	Officer
Phone number	+351 262580861
Mobile phone	
Fax	+351 262580865
Email	Mafalda.candido@cm-alcobaca.pt

Name	M. Marques Alfredo
Type	Managing Authority
Service	
Function	President
Phone number	+351 239400114
Mobile phone	
Fax	+351 239400115
Email	geral@ccdr.pt

Name	M. Inácio Paulo
Type	Legal Representative
Service	
Function	Mayor

Phone number	+351 262580843
Mobile phone	+351 968497835
Fax	+351 262580840
Email	presidente@cm-alcobaca.pt

Partner Municipality of Larnaca

Partner Institution	Municipality of Larnaca
Address	The Town Hall Athenon Avenue P.O.Box 40045
Postcode	6300
City	Larnaca-Cyprus
Area	Kypros / Kibris
Country	CYPRUS

Contact list

Name	M. KARAKATSANIS ANDREAS
Type	Project Coordinator
Service	Technical Services
Function	Chief Municipal Engineer
Phone number	+357 24 815 521
Mobile phone	+357 99 655 926 / +357 99 560930
Fax	+357 24 625 773
Email	a.karakatsanis@larnaka.com

Name	M. GEORGIU DEMTRIS
Type	Finance Officer
Service	Management Department
Function	I.T. Officer
Phone number	+357 24 816 582
Mobile phone	
Fax	+357 24 653 332
Email	d.georgiou@larnaka.com

Name	M. Michael Andreas
------	--------------------

Type	Certifying Body
Service	Chartered Certified Accountants
Function	
Phone number	+357 24 627250
Mobile phone	
Fax	+357 24 655442
Email	andreas@gah.com.cy

Name	M. SHIALAROS MICHALIS
Type	Communication Officer
Service	Management Department
Function	
Phone number	+357 24 816 595
Mobile phone	
Fax	+357 24 653384
Email	m.shialaros@larnaka.com

Name	M. GEORRIOU GEORGE
Type	Managing Authority
Service	
Function	
Phone number	+357 22 602900
Mobile phone	
Fax	+357 22 666810
Email	planningbureau@planning.gov.cy

Name	M. MOYSEOS ANDREAS
Type	Legal Representative
Service	
Function	Mayor
Phone number	+357 24 816555
Mobile phone	
Fax	+357 24 653384
Email	

Partner Municipality of Ottignies-Louvain-la-Neuve

Partner Institution	Municipality of Ottignies-Louvain-la-Neuve
Address	Villes d'ottignies-Louvain-la-Neuve 35, Avenue des combattants
Postcode	1340
City	Ottignies
Area	Prov. Namur
Country	BELGIUM

Contact list

Name	M. Passeleq Didier
Type	Finance Officer
Service	
Function	
Phone number	
Mobile phone	
Fax	
Email	passeleqd@olln.be

Name	M. Robbeets Jean-Piere
Type	Certifying Body
Service	
Function	
Phone number	003224218211
Mobile phone	
Fax	
Email	jp.robbeets@inter.wallonie.be

Name	Ms Anciaux Marie
Type	Communication Officer
Service	Ottignies Louvain La Neuve
Function	assistant
Phone number	00 32 474 213 122
Mobile phone	
Fax	
Email	marie.anciaux@olln.be

Name	M. Demotte Rudy
Type	Managing Authority
Service	
Function	Minister-President du Gouvernement de la Wallonie
Phone number	
Mobile phone	
Fax	
Email	

Name	M. Du Monceau Cedric
Type	Legal Representative
Service	
Function	1st echevin Ottignies-Louvain-la-Neuve
Phone number	0032473412247
Mobile phone	
Fax	003210434803
Email	dumonceaunc@oln.be

Partner Municipality of Komotini

Partner Institution	Municipality of Komotini
Address	1, Vizyinou Square
Postcode	69100
City	Komotini
Area	Anatoliki Makedonia, Thraki
Country	GREECE

Contact list

Name	M. PASSOU DESPINA
Type	Project Coordinator
Service	
Function	
Phone number	+30 2531352400
Mobile phone	+30 6979227115
Fax	+ 30 2531082705

Email	tydkomot@otenet.gr
-------	--------------------

Name	M. BIBOGLOU ATHANASIOS
Type	Finance Officer
Service	
Function	
Phone number	+30 2531352400
Mobile phone	
Fax	+302531081659
Email	a.biboglou@komotini.gr

Name	Ms POULAKI MARIA
Type	Certifying Body
Service	SINGLE PAYING AUTHORITY, FIRST LEVEL CONTROL UNIT
Function	
Phone number	+30 2131500471
Mobile phone	
Fax	+30 2131500453
Email	

Name	Ms PASSOU DESPINA
Type	Communication Officer
Service	
Function	
Phone number	+30 2531352400
Mobile phone	+30 6979227115
Fax	+ 30 2531082705
Email	tydkomot@otenet.gr

Name	M. EXARCHOU TRYFON
Type	Managing Authority
Service	
Function	
Phone number	+302531352342
Mobile phone	
Fax	

Email	texarchou@mou.gr
-------	------------------

Name	M. Pitsinikos Vasileios
Type	Managing Authority
Service	
Function	Substitute Head of the Intermediate MA of The Region of East Macedonia-Thrace
Phone number	+302531352342
Mobile phone	
Fax	
Email	

Name	M. KOTSAKIS DIMITRIS
Type	Legal Representative
Service	
Function	Mayor
Phone number	+30 2531352400
Mobile phone	
Fax	
Email	gdkomot@otenet.gr

Partner Municipality of Gheorgheni

Partner Institution	Municipality of Gheorgheni
Address	Piața Libertății nr. 27.
Postcode	535500
City	Gheorgheni
Area	Centru
Country	ROMANIA

Contact list

Name	Ms Duka Emese
Type	Project Coordinator
Service	Development compartment
Function	Head compartment
Phone number	0040-266-364494

Mobile phone	0040-745-830789
Fax	0040-266-364 753
Email	dukaemese@yahoo.com

Name	M. Gyorfy Ioan
Type	Finance Officer
Service	Budget, Accounting and Heritage Service Financial and Local Taxes Service
Function	Financial Director
Phone number	0040-266-364 494
Mobile phone	0040-735 535 645
Fax	0040-266-364 753
Email	director-economic@gheorgheni.ro

Name	Ms Enache Marieta
Type	Certifying Body
Service	First Level Control Service
Function	Head of service
Phone number	0040-258 814 181
Mobile phone	0040-752 196 356
Fax	0040-258 814 181
Email	marieta.enache@mdrt.ro

Name	M. Nagy Zoltan
Type	Communication Officer
Service	
Function	Vice mayor
Phone number	0040-266-364 494
Mobile phone	0040-745-754-327
Fax	0040-266-364 753
Email	Zonder.co@gmail.com

Name	M. Crețu Simion
Type	Managing Authority
Service	
Function	Director

Phone number	0040 258 818 616
Mobile phone	
Fax	0040 258 818 613
Email	office@adrcentru.ro

Name	M. Mezei Janos
Type	Legal Representative
Service	
Function	Mayor
Phone number	0040-266-364 494
Mobile phone	0040-730-710 950
Fax	0040-266-364 753
Email	primar@gheorgheni.ro

Partner Studio Metropolitana Nonprofit Ltd.

Partner Institution	Studio Metropolitana Nonprofit Ltd.
Address	Károly körút 11.
Postcode	1075
City	Budapest
Area	Kozep-Magyarország
Country	HUNGARY

Contact list

Name	Ms Együd Réka
Type	Project Coordinator
Service	
Function	project manager
Phone number	+36 1 4110970
Mobile phone	+36 20 2295368
Fax	+36 1 4610270
Email	egyud@studmet.hu

Name	Ms Baracska Ildikó
Type	Finance Officer
Service	

Function	deputy director
Phone number	+36 1 4110970
Mobile phone	+36 20 2295264
Fax	+36 1 4610270
Email	Baracska@studmet.hu

Name	Ms Gordos Márta
Type	Certifying Body
Service	
Function	Head of Unit
Phone number	+36 1 224 3210
Mobile phone	
Fax	+36 1 224 3291
Email	mgordos@vati.hu

Name	M. Andor Márió
Type	Communication Officer
Service	
Function	communications manager
Phone number	+36 1 4110970
Mobile phone	+36 20 9357190
Fax	+36 1 4610270
Email	andor@studmet.hu

Name	M. Mosonyi Balázs
Type	Managing Authority
Service	
Function	Head of MA, General Director
Phone number	+36-1/474-9643
Mobile phone	
Fax	+36-1/474-9611
Email	nfu@nfu.gov.hu

Name	M. Gauder Péter
Type	Legal Representative
Service	

Function	managing director
Phone number	+36 1 4110977
Mobile phone	+36 20 9555847
Fax	+36 1 4610270
Email	gauder@studmet.hu

Partner Business Innovation Centre of Albacete

Partner Institution	Business Innovation Centre of Albacete
Address	Polígono Industrial Campollano. Avda. 4ª, nº 3
Postcode	02007
City	Albacete
Area	Castilla-La Mancha
Country	SPAIN

Contact list

Name	M. Rosell Javier
Type	Project Coordinator
Service	EU Projects
Function	Managing Director
Phone number	+34 967 616 002
Mobile phone	+34 663 144 124
Fax	+34 967 616 030
Email	jrosell@cecialbacete.com

Name	Ms Delgado Gema
Type	Finance Officer
Service	
Function	Financial Manager
Phone number	+34 967 616 002
Mobile phone	
Fax	+34 967 616 030
Email	gdelgado@cecialbacete.com

Name	M. Martí Jorge
------	----------------

Type	Certifying Body
Service	
Function	Auditor
Phone number	+34 967 214 760
Mobile phone	
Fax	+34 967 243 609
Email	info@cuspidauditores.com

Name	M. Rosell Javier
Type	Communication Officer
Service	
Function	Managing Director
Phone number	+34 967 616 002
Mobile phone	+34 663 144 124
Fax	+34 967 616 030
Email	jrosell@ceeialbacete.com

Name	M. Poncela Jose Antonio
Type	Managing Authority
Service	
Function	General Director
Phone number	+34925 266 675
Mobile phone	
Fax	+34 925 267 510
Email	dgpf@jccm.es

Name	M. Prieto Angel
Type	Legal Representative
Service	Management
Function	Managing Director
Phone number	+34 967 616 000
Mobile phone	+34 661 368661
Fax	+34 967 616 030
Email	aprieto@ceeialbacete.com

15. Certification

I hereby certify that the information stated in this application is to the best of my knowledge accurate and true.

The form must be signed by an elected representative. In case the Lead Partner's institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project.

Signature (elected representative) :	Signature (Lead Partner):
Name (Capital Letters):	
Function :	
Date:	

Official Stamp

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16. ANNEX 1 – ELIGIBILITY CRITERIA FOR FINAL APPLICATION FOR THEMATIC NETWORKS

The Final Applications submitted within the deadlines to the URBACT Secretariat will be checked for compliance with the eligibility criteria listed below:

- the proposal is submitted within the deadline set (6 months from approval by the Monitoring Committee for Thematic networks/ 4 months for Working groups).
- the proposal is complete in terms of number of documents required and includes the Final Application. The list of required documents will be provided to approved projects, along with guidelines for Final Application. It will include a letter of commitment for the Lead partner and 1 letter of commitment per partner (all letters shall be signed by an elected representative when appropriate).
- the proposal is complete in terms of information and data required in the documents (all sections in the Final Application, letters of commitment and other documents have been properly filled in according to the instructions).
- all the documents required are signed, dated and stamped by the candidate partners.
- the proposal refers to a project bringing together a maximum of 12 public authorities in the case of a Thematic network/ 8 public authorities in the case of a working group, from at least 3 Member and Partner States, which have designated one of the authorities as candidate lead partner.
- the proposed initial partnership is balanced in terms of geographical origin with candidate partners from both Convergence objective regions and Competitiveness objective regions. The balance is set at 50% Convergence – 50 % Competitiveness in the case of an even number of partners; 50% +1 Convergence or 50%+1 Competitiveness in the case of an uneven number of partners. Partners from Norway and Switzerland shall not be taken into account when setting this balance.
- all candidate partners are beneficiaries of the programme as defined in the Operational Programme.
- the candidate partners are not partners in more than 1 URBACT II ongoing project.
- the candidate lead partner is not Lead partner in an ongoing URBACT II project
- the proposal addresses one of the 16 priority topics defined for this call for proposals in terms of thematic coverage.
- regarding the budget, the sum between the maximum amount of expenditure that will be claimed for phase I and the proposed budget for the implementation phase (phase II) must not exceed the ceiling established for the maximum budget of a thematic network or working group

17. ANNEX 2 – Additional information concerning Thematic networks with the Fast Track Label

17.1 FAST TRACK Label and Commission support

17.2 Two-way bridge : involmnet of managing authorities

Question	YES	NO	Comment
For Thematic Networks with Fast Track label, the involvement of the relevant Managing Authorities is essential. Referring to section 1.3 of the application form, is information on the associated Managing Authority given for each city partner?		X	

If not, please explain which concrete steps have been taken to involve the relevant Managing Authorities, the problems encountered, and how you envisage bringing the missing Managing Authorities on board (for each city partner)?

17.3 Two-way bridge : commitment of managing authorities

Question	YES	NO	Comment
To complement information provided in section 5, do you envisage any further mechanisms to secure the commitment of the relevant Managing Authorities (e.g. Memorandum of Understanding)?		X	

Please illustrate what funding could be leveraged (i.e. from the Regional Operational programme or other programmes) based on the 'fast track' activities

18. ANNEX 3 - Realisation indicators

Group of indicators : project

Indicator		Target
Specific indicators of the priority		
Number of Exchange and Learning Seminars / Working Meetings	Quantitative	9 (meeting)
Number of thematic reports produced	Quantitative	7 (thematic report)
Number of Local Action Plans produced	Quantitative	10 (local action plan)
Number of Local Support Groups	Quantitative	10 (local support group)
TOTAL Number of participants to Local Support Groups	Quantitative	113 (participant)
TOTAL Number of male participants to Local Support Groups	Quantitative	63 (male)
TOTAL Number of female participants to Local Support Groups	Quantitative	50 (female)
Number of Participating Partners	Quantitative	10 (partner)
Number of Thematic experts used	Quantitative	44 (thematic expert)
Number of Thematic experts Male used	Quantitative	22 (male)
Number of Thematic experts Female used	Quantitative	22 (female)
Number of participants from non member states and non accession states	Quantitative	1 (partner)
Number of Newsletters created	Quantitative	8 (newsletter)
Number of newsletters disseminated	Quantitative	8000 (newsletter)
Number of Brochures created (edited not number printed)	Quantitative	2 (brochure)
Number of brochures printed	Quantitative	19000 (brochure)
Number of Dissemination Events organised	Quantitative	28 (dissemination event)
Number of external events with URBACT presence (stand etc)	Quantitative	3 (external event)
Number of articles / appearances published in press or other media	Quantitative	25 (articles / appearances)