



Connecting cities
Building successes



MANAGEMENT STRUCTURE

of



**URBACT II project URBENENERGY:
The urban contribution to combating climate
change - An integrated model for energy
efficiency conscious communities**

This project is co-financed by the ERDF in the URBACT II Programme

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PREAMBLE

The Municipality of Avrig (hereafter referred to as Avrig or Lead Partner) is the Lead Partner of the URBACT II project URBENERGY, in which altogether 10 project partners are cooperating. The role of the Lead Partner is to guarantee a sound implementation and financial management of the project.

Ensuring project coordination and management aims at providing a sound and precise project management system for the URBENERGY network. A transparent management system with a clear division of tasks between partners and agreed upon internal procedures provides an opportunity both for the Lead Partner and the Programme bodies to monitor and evaluate project activities and results periodically.

To this end, this Management Structure, which was developed during the development phase of the project and was agreed upon by the partnership, is to be considered as a first step. It is strongly based on the URBACT Programme Manual and has been developed in line with the final Application Form for Phase II. This document aims at outlining major responsibilities and the internal procedures related to project coordination.

Project management is an ongoing and lively process; partners are therefore required to dedicate sufficient time and efforts to provide a proper implementation. For the same reason, this draft management structure will be reviewed, updated and complemented in the form of a Project Management Guide to be developed during the first weeks of the Implementation Phase. The Project Management Structure will be submitted along with the progress report on phase I.

I. SHORT PROJECT DESCRIPTION

1. The URBENERGY network as a project

URBENERGY network is a project co-financed by the ERDF in the URBACT II Programme. The URBACT II programme will bring together actors at local and regional level to exchange and learn in a wide range of urban policy themes which focus on achieving the main objective of improving the effectiveness and impact of such policies at urban level. The programme will include a strong capitalisation and dissemination element with a view to define action plans that can be included in mainstream programmes and to communicate the results as widely and effectively as possible.

URBACT II Programme's overall objective is to *improve the effectiveness of sustainable integrated urban development policies in Europe with a view to implementing the Lisbon-Gothenburg Strategy.*

In line with the Programme framework, the URBENERGY project is structured in 2 main phases. The **Development Phase** started on **24/11/2009** and ended on **24/05/2010**. The **Implementation Phase** is scheduled to start on **24/06/2010** and end on **24/12/2012**. There will be an extra period available for all partners in order to provide the proper administrative closure (check details in the URBACT Manual).

The **project's overall objective** is to develop an integrated framework for improving energy efficiency and the optimal utilisation of renewable energy sources by offering an innovative model for creating a sustainable energy efficient urban environment. The model is based on 5 pillars (technology, governance, local business, financial and social) and will be elaborated in the frame of City Implementation and Solutions Labs. In line with the above overall aim, **URBENERGY intends to actively involve Local Support Group members during project implementation, providing due opportunity for the key stakeholders to participate in transnational exchange activities and to use the lessons learnt at local level.**

2. The URBENERGY Partnership

The URBENERGY partnership has been selected based on similar challenges and common ambitions, and with a view to matching partners according to their know-how and their development needs in the process of sharing experience and learning. The partnership is balanced in terms of geographical coverage (**10 partners from 10 EU countries**), with an equal number of partners from both Convergence and Competitiveness objective regions, who are all competent in dealing with the implementation of the issues at stake.

3. URBENERGY network activities

To achieve the objectives of the project, and in accordance to the URBACT rules, the partners will use different methods and approaches during the following type of activities:

1. Exchange and learning activities: in order to provide the members of the URBENERGY network with a knowledge platform to feed the elaboration of the Local Action Plans, **City Labs**

will be organised which are meant to function as deep dives for bringing problems, ideas and solutions together in interactive discussions with all relevant local stakeholders (i.e. LSG members and MA representatives) supported by a team of 5 experts coming from 5 different partner cities in the network.

2. Local activities: in accordance with the URBACT Programme requirements, each partner shall develop a **Local Action Plan** (LAP) with the active help of the **Local Support Group** (LSG) in order to provide the maximum local impact of the lessons learnt during transnational activities.

3. Involvement of Managing Authorities: in line with the URBACT framework, associated **Managing Authorities of concerned ERDF Operational Programmes** will be involved in project activities, mainly at milestone events. Communication with local/regional/national policy makers is crucial in the URBENENERGY network.

II. PROJECT MANAGEMENT STRUCTURE

1. Project coordination at Lead partner level

General coordination and project management falls in the overall scope of responsibility of the Lead Partner, which is in line with Objective 1 – Ensuring project coordination and management. In accordance with the requirements of the Programme Manual, the Lead Partner has the management capacity of two full time employees in the form of both internal staff and external expertise. Thus, sound coordination and financial management is guaranteed.

The Municipality of Avrig has appointed a **Project Coordinator** (PC) who is responsible for the overall coordination and direction of the URBENENERGY project work plan. The PC is the key contact person for the URBACT Secretariat.

Moreover, a **Finance Officer** (FO) has been designated who will deal with the financial project management of the Lead Partner. She will assist the project manager with the overall financial management and overall financial control of the project.

Based on the Subsidy Contract and the Joint Convention, the Project Coordinator together with the Finance Officer is responsible for the sound implementation of the URBENENERGY project. Their tasks include the following:

- § Coordinating the overall project activities and supporting the implementation of these activities in harmony with the Lead Expert;
- § Supporting the Lead Expert's work;
- § Coordinating the implementation of the work programme at project level;
- § Coordinating the overall transnational activities;
- § Coordinating the organisation of transnational events;
- § Organising events;
- § Monitoring the activities and results;
- § Appointing other professional staff or external experts as may be necessary for the efficient management of the project;

- § Drawing up the activity reports;
- § Managing the progress report process;
- § Monitoring the European funding, including the bi-annual project reports;
- § Keeping under control the rights and duties of all partners involved, as described in the Application Form and Joint Convention;
- § Implementing the project according to the approved Final Application
- § Implementing the Project as a whole within the time schedule
- § Coordinating and helping the project partners;
- § Receiving the grant from Managing Authority by URBACT Secretariat, and transfer allocations as agreed to project partners;
- § Carrying out the project's overall accounting, and produce all documents required for the final audit;
- § Managing, monitor and verify appropriate spending of the grant;
- § Providing appropriate documentation of the project in a separated project room.

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Besides the Project Coordinator and the Finance Officer, the Lead Partner has also appointed a **Communication Officer** (CO). The CO is responsible for the overall communication of the project at European level. As such, this manager is in charge of ensuring overall dissemination of project outputs and results in Europe to the wider public.

The CO also supervises the smooth functioning of communication amongst partners at a project level and coordinates internal communication activities and manages the communication tools. Together with the Project Coordinator, the Communication Officer prepares the Project Communication Strategy and plans the communication activities for the project's lifecycle.

Referring to the work plan and Application Form of URBENERGY, the Communication Officer's tasks include in particular:

- § Developing and implementing the Communication Strategy to promote the project at transnational, regional and local level in cooperation with project partners
- § Preparing and disseminating press releases and press conferences linked to the launching and final events
- § Creating and disseminating digital newsletters ("EnergyBriefs"), leaflets, brochures and other PR materials
- § Creating a specialised journalists data base
- § Setting up and updating the space dedicated to the project on the URBACT website, every 3 months
- § Professional article
- § Creation of final movie with contribution of project partners
- § Coordinating project partners' related activities based on the Final Application.

Communication Officer
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Together, the Project Coordinator, Finance Officer and the Communication Officer will constitute the **Project Management Unit** (PMU). This PMU will be responsible for the daily management of the project, including submitting the interim and final progress reports. The PMU, which plays an important role in implementing, monitoring, budgetary control and frequent audits on financial and administrative procedures, and internal and external communication, will be located at the premises of the Lead Partner in Avrig.

2. Project Coordination at project partner level

In order to support the Lead Partner in implementing the final Application Form, each partner has to appoint a person responsible for process and content management issues (**Project Coordinator**), a person for communication and dissemination tasks (**Communication Officer at local level**), and a **Finance Officer**. As a matter of fact, these three functions/roles could be taken on by one person at local level if desired.

The **Project Coordinator** (PC) at partner level is responsible for providing an efficient link between regional activities and the project as a whole, and for implementing the project at local level. The **Partner Finance Officer** (PFO) of the project partner is responsible for the eligibility of

regional activities and the partner's financial issues in general. According to the Joint Convention, the tasks of the PC and PFO include, in particular:

- § Daily management of implementation of the project activities at partner level;
- § Monitoring progress and coordinating the delivery of project products on partner level (output and results indicators);
- § Fulfilling reporting obligations (both content and financial) according to the national rules;
- § Having the reports validated by First Level Control (centralised or decentralised);
- § Active participation in city labs and LSG meetings;
- § Implementing the information and publicity measures for URBENENERGY locally and regionally as set out in the approved Final Application;
- § Starting up the implementation of partner level project activities according to the Final Application;
- § Implementing the respective part of the project within the time schedule and according to the budget;
- § Carrying out the partner level financial administration of the project (accounting and production/storing of all documents required for the final audit);
- § In case of any deviation from the originally set up activity or budget frames: immediately informing the LP and taking steps to overcome the irregularities;
- § Providing appropriate partner level project documentation in a safe (separated) place.

The **Communication Officer** of each project partner is the contact person within their own institution who is responsible for the partner's communication activities related to the project. The Lead Partner's task of overall project coordination includes the preparation and creation of all communication materials. However, it is the partners' task to adjust these materials locally.

In accordance with the Application form, the Communication Officer's tasks include:

- § Contributing, providing inputs for the Communication Strategy
- § Creating a specialised journalists data base
- § Preparing and disseminating press releases and organising press conferences linked to the city labs and master classes
- § Translating, adding relevant local features/information and disseminating digital newsletters ("EnergyBriefs") prepared by the Lead Partner
- § Disseminating locally and nationally relevant leaflets, brochures and other PR materials prepared by the LP
- § Contributing to the creation of the final movie

Partners shall ensure thorough cooperation amongst all Communication Officers and the timely management and coordination of communication tasks according to the Final Application.

The project Steering Committee

The Steering Committee (SC) will be made up of the partner level project coordinators. The SC is the main decision-making body of the URBENENERGY network and is responsible for general operating policy, procedures, objectives and related matters affecting the URBENENERGY project as a whole. The SC guides and monitors the implementation of the project regularly and holds operative meetings each time partners meet (5 SC meetings will be held in total linked to major

project activities, i.e. the launching and final events and the 3 master classes). 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 Steering Committee will be listed in its general procedural rules. The Lead Partner will chair the SC meetings and take a supervisory role.

The Political Board

The Political Board (PB) consists of the legal representatives, mayors of the partner cities/organisations. The Political Board is a supreme body of the URBENERGY project, which aims at transferring the lessons learnt to local policies, in addition to the expected impact of the Local Action Plans to be developed. PB members formally meet only at the final conference, but the concerned PB member is expected to in his/her city lab and LSG meetings. In order to recude costs and minimize the carbon footprint of the project, no separate SC or PB meetings are foreseen.