

Involvement of Managing Authorities in the URBACT II projects Results from the survey to MA March 2011



TABLE OF CONTENT

1.	Introduction	3
2.	Methodology and Respondents	4
3.	Initial contact and Prior relations with URBACT	6
4.	Actual involvement in the URBACT projects	7
5.	Main difficulties in getting involved	8
6.	Usefulness	10
7.	Main outcomes resulting from MA involvement	11
8.	Lessons learned by MAs involved.....	13
9.	Interesting practices to share.....	16
10.	Improving the framework for the cooperation between MAs and URBACT projects.....	17
	Annex 1. List of respondents	21
	Annex 2. List of respondents by country	24

1. INTRODUCTION

3

The URBACT II programme strongly encourages the participation of Managing Authorities of Operational Programmes in projects' activities in order to increase the impact of these activities and link the Local Action Plans to be produced by partners to funds available in the Operational Programmes. While over a hundred Managing Authorities have signed letters of intent to support partners involved in a project proposal, this commitment does not always translate into an active participation when the project is implemented. Lead partners have regularly informed the Secretariat about the difficulties partners were facing in getting their MAs on board, both at local level and at project level.

As a first response to this concern, the Secretariat has launched a series of actions aiming to develop a better knowledge and understanding of the dynamics related to the (non) involvement of MAs in the programme.

A first enquiry was conducted in April 2010 among project partners, which showed that the participation of MAs varied a lot from one project to another and even from one partner to another within the same project. Partners also stressed how challenging it was to get their MAs on board in most cases.

A group of active MAs was gathered in November 2010 to share their experience of being involved in an URBACT project and discuss on the difficulties they had faced, the incentives and added-value of such a cooperation, etc. The group was also consulted on the questionnaire to be addressed to MAs involved in the programme.

During the URBACT Annual Conference in Liege in December 2010, a workshop was dedicated to the participation of MAs in the programme. The issue was also discussed by URBACT community members during the URBACT café. Reports of both sessions are available on the URBACT website.

This document presents the results of the online survey conducted by the URBACT Secretariat, in January 2011, among the Managing Authorities of Operational Programmes involved in URBACT II projects.

In order to complement the perceptions collected from project partners, the present survey was addressed to MAs themselves. It aimed to cast light on the dynamics underpinning their involvement: how do they actually get involved, what difficulties they may face, what is the added-value of this cooperation, etc.

The experiences, perceptions and insights developed through these different actions provide an important material on which to draw at a moment when both the reprogramming of the URBACT programme and the 3rd call for proposals are being discussed. This should allow the URBACT Managing Authority to improve the framework for the participation of MAs in the near future.

The URBACT Secretariat would like to thank all representatives of Managing Authorities who dedicated their time to fill in the questionnaire, and the interns who actively contributed to the process: Tomasz IWANICKI, for putting up the online survey, and Simina LAZAR, for updating the database, collecting and processing all the questionnaires and producing a first analysis of the data.

2. METHODOLOGY AND RESPONDENTS

• **Questionnaire**

The online survey was built on a questionnaire including 16 questions, among which 7 were open questions. The main issues addressed were:

- initial relation between MA and URBACT members;
- actual involvement of the MA in the URBACT projects (activities, difficulties, incentives, etc.);
- the use of the MA specific budget line in URBACT projects' budget;
- lessons learned by MA through local and transnational involvement;
- concrete results of this involvement;
- good practice examples;
- suggestions for the improvement of URBACT framework

• **Target group**

The survey was addressed to the Managing Authorities that officially got involved in the programme by signing a letter of intent to support a project application under the 1st and 2nd calls. The URBACT Secretariat received a total of 140 letters of commitment, signed by 119 different MAs.

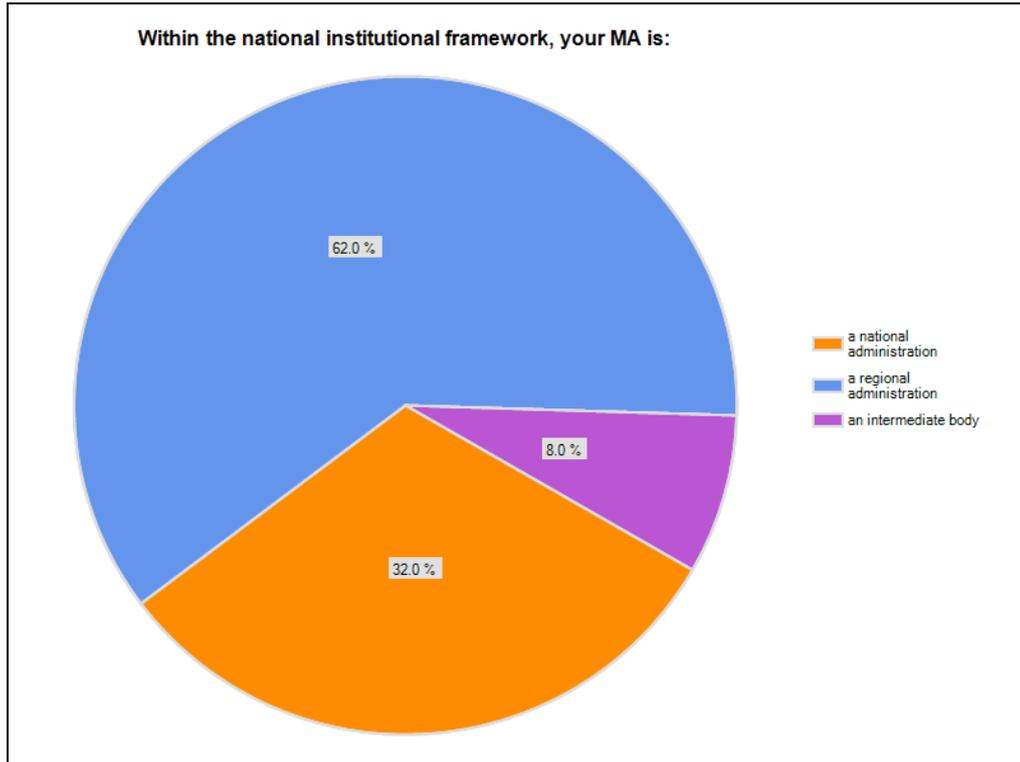
Nevertheless, due to changes in institution names or contact persons, only 97 contacts did eventually receive the invitation to take part to the survey. Despite an intensive process to update the database (also using the database of the European Commission's *inforegio* site), it was not possible to find contact details for all 119 MAs at the time when conducting the survey.

• **Responses**

52 survey responses were received, representing 43 Managing Authorities from 21 countries. This corresponds to a good response rate of 44.3% on the base of the original contacts (details on response rates per country are available in Annex 1).

As figure 1 below indicates, most respondents are regional MAs (62%), national administration (32%). It is interesting to note that intermediate bodies also took part in the survey, probably as a result of being forwarded the invitation to take part to the survey by the MA itself. They represent 8% of the respondents.

Figure 1 – Type of Managing Authority



When it comes to projects being represented, the vast majority of MA taking part in the survey is involved with 1st call project partners. 74% of the respondents are associated with 1st call projects, and 26% with 2nd call project partners.

Considering the coverage of projects (MAs were asked to list the projects they were associated with), it appears that networks with the Fast Track label benefit from a higher response from “their” MAs than “regular” networks. An average of 3 MAs per project participated in the survey. This number increases to 4 for the Fast Track networks, and even to 5 MAs for the 1st call Fast Track networks. The stronger involvement of MAs in these networks is also reflected in their participation to such enquiries.

The average number of MAs per project that responded to the survey is of 3.45. For the Fast Track projects this average is a bit higher, 4.3 MA per project. Moreover, the Fast Track projects of first call have an average of 5,5 MAs per project, while the 2nd call Fast Track Projects have an average of 2 MAs responding the survey per project.

Interestingly enough, some of the MAs involved in the 2 Fast Track Networks, MILE and URBAMECO, did take part to the survey whereas both projects ended in 2009. As these 3 MAs are not involved in any of the ongoing projects, it reflects a long-term interest of MAs that got involved in URBACT.

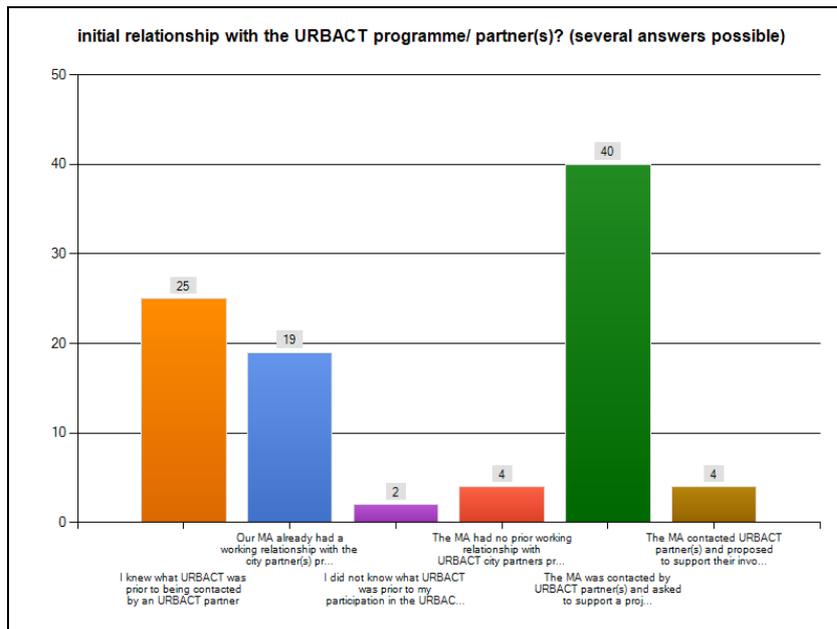
3. INITIAL CONTACT AND PRIOR RELATIONS WITH URBACT

6

The responses to the survey show a rather good visibility of the URBACT programme among Managing Authorities. Only 2 respondents reported they did not know what URBACT was prior to their participation in the URBACT programme. Concerning potential links with the local partners they got involved with, it appears that a majority of respondents had not experienced a working relationship with them before getting involved through URBACT (73%).

In most cases (almost 80%), the partner city contacted the MA and asked for support to its project application. This is actually the standard procedure, when the partners, during the Development phase of their project, ask the support from their MAs, this being one of the assessment criteria for project applications.

Figure 2 – First contact



Reference to 2010 survey among URBACT partners

About 2/3 of the partners taking part to the first survey (61 out of 92) report they knew what a MA was prior to their participation in the URBACT programme and more than half of them (55,4%) had an existing relationship with their MA prior to their participation in the Programme. Such figures tend to show that URBACT partners and Managing Authorities are informed about the existence and role of each other.

4. ACTUAL INVOLVEMENT IN THE URBACT PROJECTS

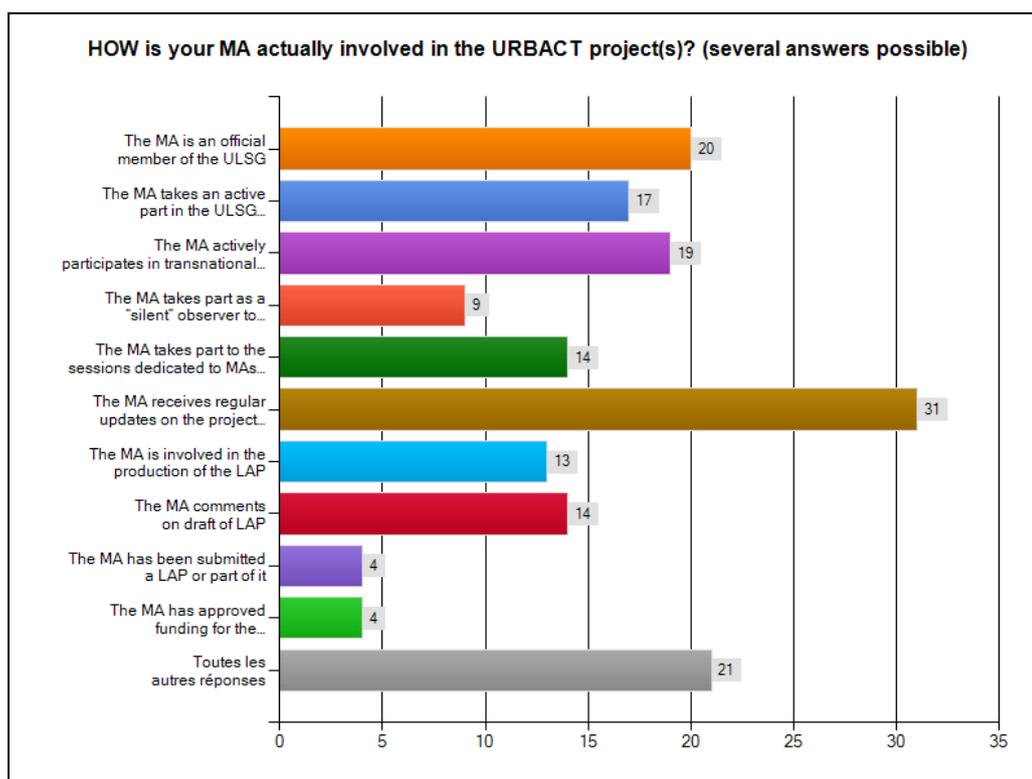
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As mentioned above, the Managing Authorities taking part in this survey signed a letter of intent supporting partners who submitted a project proposal under an URBACT call. This implies that there is a minimum base, even if formal and administrative, on which the relationship between the MA and the URBACT partner is being built. Nevertheless, it is crucial to understand how this initial commitment is then implemented through the life of the project once it is approved.

MAs were asked how they were actually involved in the URBACT projects they had committed to support. The responses are quite encouraging as 11,5% respondents only state that the MAs had not been in a position to actively take part to the project activities, whether at local or transnational level. Along the same line, 9% only declare taking part "as silent observers".

The first kind of involvement reported by MAs is rather passive but remains an important basis on which to build more active ways of involvement: about 60% of respondents state that they receive regular updates on project activities (meeting agendas/ reports, interim outputs, etc.). More important is the fact that, according to respondents, almost 40% of them are official members of URBACT Local Support Groups, while 32% report attending ULSG meetings.

Figure 3 – Concrete involvement



When it comes to concrete project activities, the participation appears more limited but still encouraging regarding:

- the production of the Local Action Plan: 25% report being involved;
- the transnational seminars at project level: 40% declare attending.

In the cases where a MA has committed with several partners involved in several URBACT projects, most underline the fact that their actual participation varies from a project to another. Their participation depends on the topics addressed, the potential

link with OP and funding available. It is strongly related to the human resources available within the MA.

Reference to 2010 survey among URBACT partners

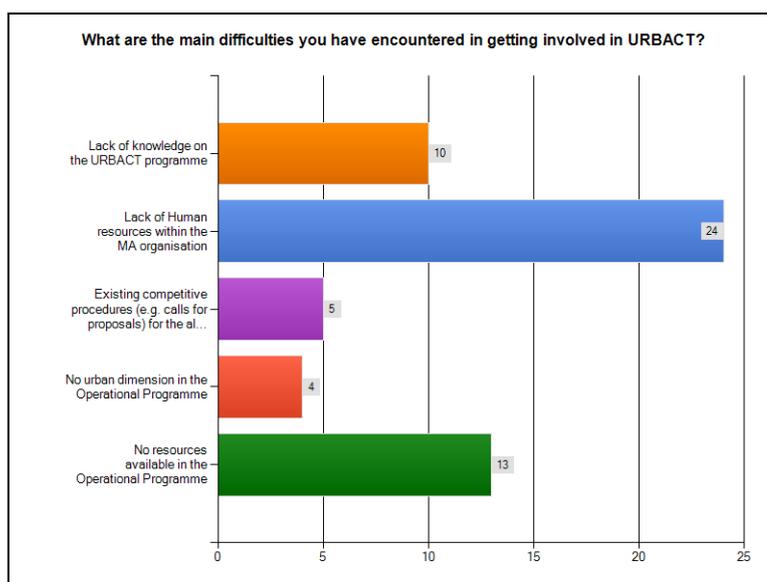
The perception of the partners regarding the same issues slightly differs from that of the MAs:

- 53% respondents report that MAs take part to ULSG meetings
- 29% respondents consider their MA as being an active partner while 28% consider them as “silent observers”.

5. MAIN DIFFICULTIES IN GETTING INVOLVED

As shown in figure 6 below, the main difficulty reported by MAs in actually participating in URBACT project is the lack of resources. More especially, 24 respondents (46%) consider the lack of human resources as the main obstacle to getting sufficiently involved in URBACT, while 25% rather put it on the lack of financial resources available in the Operational Programme.

Figure 6 - Difficulties



The lack of funds available in the Operational Programmes comes second in the difficulties put forward by MAs.

In relation with the Operational Programmes, some respondents stressed the issue of the calendar mismatch between the implementation of the OP and the production of the Local Action Plans. In some cases, the structure of the OP included the urban dimension, but the funds were allocated before the beginning of the URBACT projects (e.g. MA Central Macedonia).

Other MA put forward problems of competences within the MA:

Our problem is that Ministry of Economy & Finance is only an administrative and financial manager of Regional Mainstream OP and of URBACT OP. This Ministerial Department has no competences regarding the subjects dealt by the thematic networks. These matters are out of our scope, so we cannot contribute actively in network meetings.

Ministry of Economy & Finance, Spain

The responsibility for energy efficiency and housing policy (topic of the project) lies in another ministry in Estonia.

Ministry of the Interior, Estonia involved in a housing project

In relation with the issue of human resources, especially in the case of national level MA, the physical distance is also reported as an obstacle to actual participation. The suggestion to involve the intermediary bodies in a more official way should be taken forward:

There is a "distance inconvenience"- meaning that sometimes it is difficult for the MA to work with cities located in a considerable distance and participate in local support groups. A solution could be to have an active involvement of the Intermediate Bodies of ROP in the networks and to better link regions with cities.

Ministry of Regional Development and Tourism, Romania

Reference to 2010 survey among URBACT partners

From the partners' perspective, the 3 most reported challenges related to the involvement of MAs differ from the ones put forward by the MAs. Over 40% of partner respondents stated that a core difficulty in collaborating with MAs was the existence of competitive procedures for the allocation of OP funds (calls for proposals). This dimension came before the issue of the lack of human resources within the MA (38.2%). For the partners, the lack of interest from the MA was the 3rd reported difficulty (34% respondents).

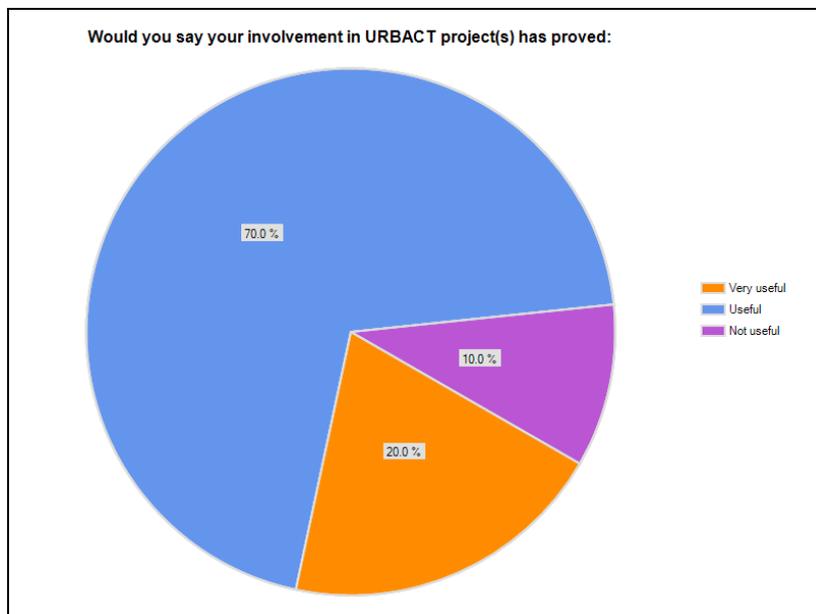
In the survey to MAs, the existence of competitive procedures came in 4th position only.

6. USEFULNESS

10

90% of the respondents report their involvement in the URBACT projects as being useful or very useful, with 70% stating that it was useful, and 20% considering it as very useful.

Figure 4 – Usefulness



Reference to 2010 survey among URBACT partners

These figures do echo the results of the survey among partners, in which 71.3% of partners considered their relation with their MA as being “useful”.

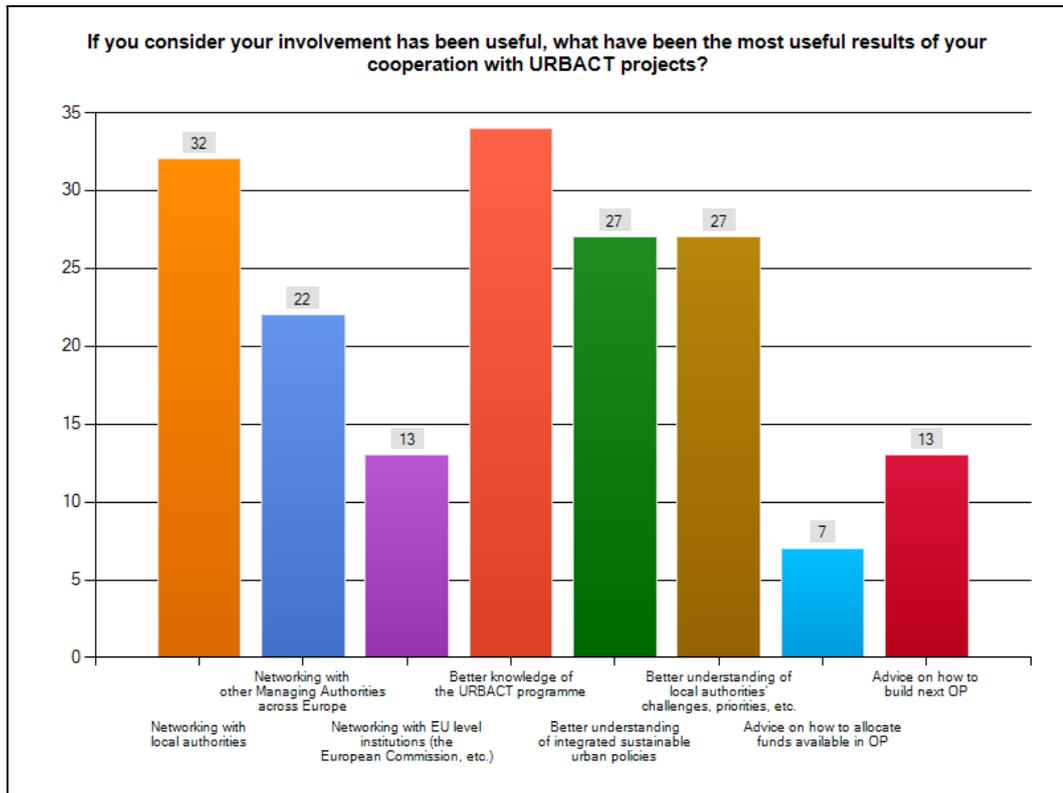
When asked about what they were gaining out of their involvement in an URBACT project, MAs first put forward a better knowledge of the URBACT programme (65%), which is clearly not a priority objective of the programme when encouraging partners to get their MA on board.

Nevertheless, more concrete and operational gains are reported by a significant number of MAs involved:

- increased networking with local authorities: 61%
- better understanding of integrated sustainable urban policies: 52%
- better understanding of local authorities’ challenges, priorities: 52%
- increased networking with other MAs across Europe: 42%

Last but not least, 25% of MAs who answered the survey mention gains in networking with EU level institutions, which is an interesting outcome of such a process.

Figure 5 – Useful results



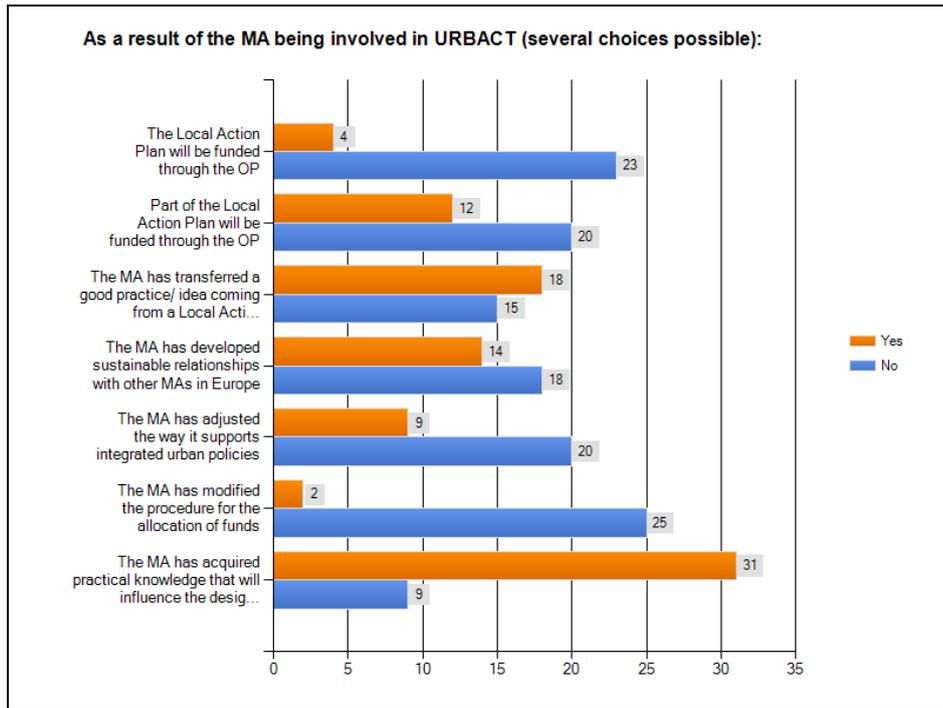
7. MAIN OUTCOMES RESULTING FROM MA INVOLVEMENT

MAs were asked about the main outcomes resulting from their involvement in an URBACT project. About 2/3 of respondents report they had acquired practical knowledge that will influence the design of the next Operational Programmes.

The second most frequent answer lies in the transfer, by the MA, of a good practice/idea coming from a Local Action Plan developed by an URBACT partner they were involved with.

When it comes to the Local Action Plans themselves, it is important to underline that almost 50% of MAs state that, as a result of their cooperation with the project partner, part of the Local Action Plan will be funded through the Operational Programme. Considering the fact that the survey was conducted at a time when most Local Action Plans were not yet finalized, and considering the difficulties faced by both partners and MAs in building working relationships through URBACT, this is to be considered as a very promising result.

Figure 7 – Outcomes



It should be underlined that the positive responses concerning funding of the Local Action Plans through the Operational Programmes mainly come from the former “New Member States”. Cases where the Local Action Plan will be totally funded relate to the Czech Republic, Hungary, Romania and Poland. Cases where parts of the Local Action Plans shall be financed through the Operational programmes are more common in the old Members States such as Portugal, the United Kingdom and Germany.

Some MAs did explicitly argue that it was a bit too early for them to report any incidence on funding of the Local Action Plans as these were not ready yet.

8. LESSONS LEARNED BY MAs INVOLVED

- *At local level*

In the survey, MAs were asked: “What did you learn out of this cooperation with partner cities at local level?”. 36 MAs answered to this question.

A first group of answers relates to a better understanding of the realities, needs and challenges faced by cities at local level. This is an interesting result as MAs also play a role in the design and implementation of urban development policies at national and regional level.

With this cooperation the MA has better knowledge of the territory and it's problems, and gains a significant proximity with the municipalities and local stakeholders.

Regional Coordination Commission of Lisbon and Tagus Valley, Portugal

A second group of answers refers to learning about the integrated approach to urban development. Some comments deal with the integration understood as cooperation across city departments within the municipality:

The absolute inter-dependency between the differing departments within the city and how they must be properly brigaded.

Government Office for the North West, England

Others underline the importance of partnerships and cooperation between different stakeholders, at local level as well as between local and regional/national levels, in order to obtain successful integrated approaches:

This kind of projects are very positive because they allow different institutions/ backgrounds/ persons to work together, and not only with one's usual partners (municipalities), but also with other local actors such as professional schools, local associations (industrial and commerce), universities, banks, incubators, employment services, etc, and also to learn more about their work, as well as to let them know more about our activity and it helps to create a real network group. (...) It also creates synergies for other common interest projects/themes. The concept of networking of all relevant stakeholders is reinforced as the best way to achieve better planning, management practices and better solutions. It is also the better way to involve and compromise all for the same objective. It has been a very enriching experience.

Regional Coordination and Development Commission - Centre (CCDRC), Portugal

For a successful elaboration and implementation of sustainable integrated urban development policies the cooperation between partners is crucial.

Ministry of Regional Development and Tourism, Romania

Important is the urban focus and the possibility to address issues in an integrated manner. This certainly helps in understanding the complexity of the urban challenges.

Rotterdam Development Corporation OBR, The Netherlands

Urban development policies and their complementarities with regional and European policies

Région Basse-Normandie, France

A third and last group of comments relates to learning about the delivery of urban policies on the ground, and more especially about the delivery of European policies and the implementation of European frameworks at local level:

More about what is going on at the local level in delivering the Regional Economic Strategy and the regional ERDF programme. I have learnt more about how local partners are working together.

One North East, UK

- ***b) At transnational level***

A similar question was asked, concerning the lessons learned from the cooperation at transnational level, to which 35 MAs responded.

One of the most salient points among the answers relates to the “European dimension” on which MAs could work and exchange through the transnational activities. This translates into gaining practical knowledge on European problems as well as ways of dealing with these problems in the different national contexts.

Probably one of the most important lessons to be learned is that for the same problem or issue, which occurs in all member states, there are different ways and solutions to address it, meaning that learning from one other is an essential tool to avoid making the same mistakes. Therefore an active and future involvement of MAs in URBACT networks is for the benefit of all communities.

Ministry of Regional Development and Tourism, Romania

Mainly how different partnership and funding structures are operating across the EU to tackle very similar issues, but often in different ways or at different stages.

One North East, UK

Most EU cities have policies in place to aim to meet challenges that are the same (sustainable development, accessibility, access to services, innovation, entrepreneurship, knowledge economy, support to SMEs, creating more and better jobs, social cohesion, equal opportunities, a safe city, governance, citizen participation, etc) but policies vary considerably between Member States. Hence the opportunity to exchange experience and learn from good practice in these fields is very important and very useful. As MA representative, it was also important to understand more about the way the other MA deals with these subjects and the way they work with their regional/local partners.

Regional Coordination and Development Commission - Centre (CCDRC), Portugal

How the other European partners and Managing authorities support solutions for a good urban development.

Saxony State Ministry of the Interior, Germany

A number of MAs have underlined the impact of such activities in developing networking, not only with local partners and other MAs but also with EU representatives:

We have developed sustainable relationships with other partners and we will try to keep working relations after project completion. We have seen many interesting projects executed with support of EU funds. Thanks to active participation in the project we developed working contacts with EU representatives.

Marshal's Office of Lubelskie Voivodship, Poland

More generally, the networking activities at transnational level were put forward as a major mechanism to learn from one another's practices and experiences:

This cooperation allows us to know better other realities and projects as well as good practices that can be shared and used among our partners.

Regional Coordination Commission of Lisbon and Tagus Valley, Portugal

9. INTERESTING PRACTICES TO SHARE

16

MAs were invited to share good/ innovative practices they had developed about how to usefully get involved in an URBACT project. This question was not always fully understood as focusing on MAs involvement in an URBACT project. Nevertheless, a few MAs did provide interesting insights on possible good ways to implement a successful cooperation with URBACT projects.

The designation of one person, one responsible, to follow each project with very well defined responsibilities proved to be a very good practice.

Regional Coordination and Development Commission - Centre (CCDRC), Portugal

Participation in meetings organized by the city; active participation in transnational meetings; organizing mutual events (even beyond the project itself); co-operation on future involvement in URBACT programme.

Marshal's Office of Lubelskie Voivodship, Poland

Continuity in the participation of the representatives in all the networks meeting.

Ministry of Regional Development and Tourism, Romania

Other MAs understood the question as relating to good practices in urban development policies. Even though it was not the focus of the question, it is worth reporting them here:

The good practice developed during in the URBACT project CityRegion.Net was creating informal, free of charge, regional structure called the Kielce Metropolitan Area. It is the partnership of local authorities of Kielce Metropolitan Area (KMA) - 11 surrounding municipalities and some stakeholders such as Swietokrzyskie Regional Development Office, Kielce Trade Fairs Sp. z o.o, Kielce Airport S.A., the Staropolska Chamber of Commerce, the Statistical Office in Kielce. The KMA works with support of MA.

The Marshal Office of Swietokrzyskie Voivodeship, Poland

The dissemination of the Amadora project (Youth Orchestra) in six other cities of the region.

Regional Coordination Commission of Lisbon and Tagus Valley, Portugal

10. IMPROVING THE FRAMEWORK FOR THE COOPERATION BETWEEN MAS AND URBACT PROJECTS

When asked about ways to improve the framework for the cooperation between MAs and URBACT projects, MAs answered with one voice: it is all about timing and adjusting calendars for the elaboration of the Operational Programmes and for the implementation of the URBACT projects.

The URBACT Programme in the future should be designed before the elaboration/production of future Regional Mainstream OP Programs in order to know the financial needs. We have to get regional governments truly involved in the implementation of this Program and in the transnational networks meetings.

Ministry of Economy & Finance, Spain

An improvement of the framework could consist in an earlier launch of URBACT networks before the elaboration of operational programmes in order to be able to correlate the needs identified in the LAPs with the financing possibilities offered by relevant operational programmes.

Ministry of Regional Development and Tourism,
Romania

URBACT's target should be to try to influence new round of Programmes, or to have additional budget added to Regional OP to be committed after URBACT projects have been completed.

Southern & Eastern Regional Assembly, Ireland

Anticipate the nature of funding to be made available under the structural funds for the next programming period and work with the MAs in advance of the design of the OPs to determine if complementarities can be incorporated.

Southern & Eastern Regional Assembly, Ireland

Adopt same programming periods. Foreseeing extra activity in OP especially for programmes/ EU-networks like URBACT.

City of Vienna, Municipal Department, Managing
Authority, Austria

Maybe the URBACT Programme could take into consideration the OPs of the programming period as far as commitment of funds is concerned. In other words projects implemented should have finished earlier in order for the LAPs to have more chances of being financed.

Planning Bureau, Cyprus

Another recurrent issue to work on seems to be the need for a better (different?) definition of possible roles for MAs in the URBACT projects.

A handbook setting out the role and expected responsibilities of the Managing Authority.

Greater London Authority, UK

The design of the Program is good, but, as we notice among the different URBACT projects on our region, that is not enough, it is needed some follow-up and, maybe a better explanation of the role of the managing authorities so we can be more involved and more useful since the beginning.

Regional Coordination and Development Commission -
Centre (CCDRC), Portugal

Trying to align the "big" strategic OP with the very practical, local focus of URBACT is always going to be a challenge - especially if the local project comes after the development of the OP. From what I have seen of the cooperation between cities I think it has been most impressive but I have to say that this is not reflected in what appears to have been the MA role. In some cases this could be described as the policemen or guardian of the project to the exclusion of also being a supportive partner. This is a shame and a missed opportunity. Perhaps, if necessary, the MA needs persuading of the benefits of URBACT at a higher level?

Government Office for the North West, UK

Letters from URBACT Secretariat to dedicated MAs explaining their role in URBACT projects.

Marshal's Office of Lubelskie Voivodship

There needs to be a far greater degree of involvement by managing authorities in the selection of which themes could assist the transfer of knowledge into the mainstream of ERDF and ESF. Most of the URBACT themes have been irrelevant to the current round of OPs which are heavily focused on competitiveness, innovation, new business start ups, etc. There is a mismatch between what the OPs are doing and what the URBACT programme is seeking to do (this has also been undermined by the Lisbon earmarking, which the OPs are subject to, which does not allow investments in urban areas (code 61) to count towards the 75% threshold for competitiveness regions). In the future, there needs to be a much closer cooperation between experimentation within cities and the transfer of this as best practice within OPs. This can only happen if managing authorities are involved in the selection of which networks offers the best opportunity for sharing of new knowledge. And this may not be networks which involve partners from that region at all.

North West Regional Development Agency, UK

More exchange between the cities, the MA and the URBACT Secretariat.

The high number of responses to this question (69% MAs did respond) as well as the quality of the answers is an encouraging sign regarding the interest of MAs vis-à-vis the URBACT programme. The request for more in-depth information about the programme and for good practice examples coming from partners are a red line of this entire survey. This demand is strongly related to the one for guidelines on the participation of MAs.

While these results are very important for the future of URBACT, the lessons learned by the MAs, as well as the innovative practices they acquired demonstrates that the cooperation between URBACT partners and MAs can be a highly successful process. Moreover, all along the survey we can sense a strong interest to continue working within the URBACT framework and to develop it. The main issues relate to the resources available to do so and to the calendar of the design of the Operational programmes on the one hand and of the implementation of the URBACT programme on the other hand. In the meantime, a first important step to undertake will be the production of guidelines as a support for both partners and MAs in fostering their cooperation under URBACT.

ANNEX 1. LIST OF RESPONDENTS

No	Country	Region	Managing Authority	Department
1	Austria		Government of Styria	Department 14, Economic Affairs and Innovation
2	Austria		City of Vienna	Municipal Department, Managing Authority
3	Belgium		Région Wallonne	Cabinet du Ministre président de la Wallonie
4	Cyprus		The Planning Bureau of the Republic of Cyprus	Planning Bureau
5	Czech Republic	Region South East	Regional Council of the Cohesion	Administration (Secretariat) of Regional Council
6	Czech Republic	Region Moravia-Silesia	Regional Council of the Cohesion	Office of the Regional Council of the Moravia-Silesian Cohesion Region
7	Denmark		Danish Enterprise and Construction Authority	Regional Policy
8	Estonia		Estonian Minister of Interior	Regional Policy Bureau
9	Finland		Ministry of Employment and Economy	Regional Development Unit
10	France	Region Basse-Normandie	Conseil Régional de Basse Normandie	
11	Germany	North Rhine Westphalia	Ministry of Economic Affairs, Energy, Building, Housing and Transport	
12	Germany	Saxon Region	Saxon State Ministry of the Interior	
13	Germany	Bavarian Region	Ministry of Economic Affairs, Infrastructure, Transport and Technology	Referat III/1
14	Germany	Hessen Region	Ministerium für Wirtschaft, Verkehr und Landesentwicklung	
15	Germany	Baden-Württemberg Region	Ministerium für Ländlichen Raum, Ernährung und Verbraucherschutz	
16	Germany	Mecklenburg-Vorpommern Region	Ministry for Economy, Labour and Tourism	
17	Greece	Region of East Macedonia and Thrace	Intermediate managing authority	
18	Greece	Western Greece Region	Intermediate Managing Authority	
19	Greece	Attica	O.P.Attica	Unit A

20	Greece	Region of Central Macedonia	Intermediate Managing Authority	URBAN DEVELOPMENT
21	Greece	Region of Central Macedonia	Intermediate Managing Authority	URBAN DEVELOPMENT
22	Hungary		National Development Agency	Managing Authority for Regional Development Programmes
23	Hungary		National Development Agency	
24	Ireland	Southern and Eastern Region	Southern and eastern Regional Assembly	
25	Ireland	Southern and Eastern Region	Southern and eastern Regional Assembly	
26	Italy	Emilia Romagna Region	Emilia Romagna Region	Coordination unit of ERFD MA
27	Latvia		Ministry of Regional Development and Local Government of Latvia	
28	Netherlands	Rotterdam	Rotterdam Development Corporation OBR	
29	Netherlands	Province of Gelderland	Province of Gelderland	Urban development
30	Netherlands	Provincie Noord-Brabant	Provincie Noord-Brabant	
31	Poland	Świętokrzyski Region	Marshal Office of Świętokrzyski Region	Regional Spatial Planning Team
32	Poland	Lubelskie Region	Marshal's Office of the Lubelskie Voivodship	Department of Strategy and Regional Development
33	Poland	Wielkopolska Region	Marshal's Office of the Wielkopolska Region	Implementation of Regional Programme Department
34	Portugal	Centro Region	CCDRC (Regional Commission of Co-ordination and Development of the Centre)	Presidency Cabinet
35	Portugal	Lisbon and Tagus Valley Region	Lisbon and Tagus Valley Regional Development Coordination Commission	Presidency Cabinet
36	Portugal	Alentejo Region	CCDR Alentejo	
37	Romania	Centru Region	Regional Development Agency - intermediate body	
38	Romania		The Territorial Office for SME's/Ministry for SME's	Information Departement
39	Romania		Ministry of Regional Development and Tourism	

40	Romania		Ministry of Regional Development and Tourism	
41	Romania		Ministry of Regional Development and Tourism	
42	Spain	Catalunya Region	Dpt Economia y Coneixement	
43	Spain		Ministerio de Economia y Hacienda	
44	Spain	Andalucia Region	Ministry of Economy and treasury	Dirección General de Fondos Europeos
45	Sweden	West Region	Swedish Agency for Economic and Regional Growth	Regional Unit of West Sweden
46	Sweden	West Region	Swedish Agency for Economic and Regional Growth	Regional Unit of West Sweden
47	United Kingdom	North West Region	Government office for the North West (GONW)	European Programmes Executive
48	United Kingdom	Scotland	East of Scotland European Partnership	Structural funds
49	United Kingdom	London	London Development Agency	
50	United Kingdom	North West Region	North West Development Agency	European Policy
51	United Kingdom	North East Region	One North East	Europe & Skills Strategy Team
52	United Kingdom	Yorkshire	Yorkshire Forward	

ANNEX 2. LIST OF RESPONDENTS BY COUNTRY

No	Country	No of URBACT partners	No of URBACT partners with Letter of Intent	No of MA that signed the Letter	No of MA contacted for the survey	No of MA that responded to the survey
1	Austria	7	7	3	2	2
2	Belgium	8	6	2	2	1
3	Bulgaria	8	7	1	1	0
4	Cyprus	2	2	1	1	1
5	Czech Republic	6	3	3	3	2
6	Denmark	3	3	2	2	1
7	Estonia	1	1	1	1	1
8	Finland	4	2	1	1	1
9	France	27	17	11	8	1
10	Germany	23	20	14	12	6
11	Greece	24	16	9	6	4
12	Hungary	13	9	1	1	1
13	Ireland	4	3	1	1	1
14	Italy	40	23	13	8	1
15	Latvia	3	2	2	2	1
16	Lithuania	2	1	1	1	0
17	Luxembourg	0	0	0	0	0
18	Malta	3	3	1	1	0
19	Netherlands	13	9	4	4	3
20	Poland	29	20	9	8	3
21	Portugal	18	14	5	4	3
22	Romania	25	10	5	5	3
23	Slovakia	2	1	1	1	0
24	Slovenia	5	1	1	1	0
25	Spain	34	23	10	7	2
26	Sweden	13	11	2	2	1
27	United Kingdom	29	18	15	12	4
	TOTAL	346	232	119	97	43

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants

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