Connecting cities Building successes

URB

URBACT II

(2007 - 2013)

Application Form

Final Application Form Thematic Networks - P II - 2012

Priority-Operation 2-1

Attractive and Cohesive Cities

Exchange and learning

RE-Block Phase II

REviving high-rise Blocks for cohesive and green neighborhoods

Submitted version

URBACT Secretariat

5, rue Pleyel

93283　Saint-Denis Cedex

Tel: +33 (0)1 49 17 46 02

Fax: +33 (0)1 49 17 45 55

Email: a.bucella@urbact.eu

Table of contents

- I - (I) PROJECT IDENTITY

1. (I.1) Project title, Lead partner and duration

Identification

Acronym	RE-Block Phase II
Program reference	TN Call 3 - Phase II
Unique number (for search)	5545
Title	REviving high-rise Blocks for cohesive and green neighbourhoods
Lead Partner	Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government (HUNGARY)

Length of project

2013-02-01	2015-04-30

2. (I.2) Updated summarised description of project and issue addressed

RE-Block demonstrates how introducing a smart model building on innovative public-private partnership and participatory cooperation contributes to integrated social and economic development of deprived urban areas. The model elaborated in the frame of intensive knowledge exchange follows two thematic (physical & social) and one overarching (governance) axes. Main outputs are LAPs with spin off project ideas, Smart Urban Governance Guidelines, Policy recommendations.

3. (I.3) Partnership

Lead Partner	Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government	Local authority	Competitiveness Zone	HUNGARY	Kozep-Magyarország
	Municipality of Södertalje	Local authority	Competitiveness Zone	SWEDEN	Stockholm
	City of Iasi	Local authority	Convergence Zone	ROMANIA	Nord-Est
	City of Gelsenkirchen	Local authority	Competitiveness Zone	GERMANY	Münster

REGION OF EAST MACEDONIA AND THRACE (REMTH)	regional authority	Convergence Zone	GREECE	Anatoliki Makedonia, Thraki
City of Malaga	Local authority	Convergence Zone	SPAIN	Andalucia
Tor Vergata University of Rome / Università di Tor Vergata - Dipartimento di Scienze e	University and research center	Competitiveness Zone	ITALY	Lazio
Vilnius City Municipal Government	Local authority	Convergence Zone	LITHUANIA	Lietuva
Salford City Council	Local authority	Competitiveness Zone	UNITED KINGDOM	Lancashire
City of Magdeburg, Urban planning department	Local authority	Convergence Zone	GERMANY	Magdeburg

4. (1.4) Project cost

- II - (II) SUMMARY OF DEVELOPMENT PHASE ACHIEVEMENTS

1. (II.1) List of Activities implemented during Development Phase

In the development phase of the RE-Block project there were two parallel actions carried out: the expansion of the initial partnership of five cities to possibly ten and at the same time the identification of those issues which are common for the partnership and also those which are specific to one or more partners. It was an important aspect that partners represent different systems from the EU. Although the partnership was finalized in a rather late stage of the development phase the RE-Block partnership became an interesting mix of partners from Scandinavia, the UK, Central and Southern Europe, as well as partners from the "old" and the "new" member states. The late finalization of the partnership was due partly to the fact that one of the members of the initial partnership had to decommit. Financing problems of the Municipality of Komotini resulted in a partner change: the Municipality of Komotini has withdrawn and replaced with the Region of East Macedonia and Thrace. The identification of partner's interests was achieved through a process of different steps. Partners answered questionnaires and city visits were carried out by the lead expert accompanied by the representative of the Lead Partner at each partner city having a RE-Block target area. In the framework of the city visits issues arising from the questionnaires were discussed in details with the potential members of the Local Support Group: residents, officials from the municipalities, politicians, researchers of universities and experts involved in some preliminary work concerning the target area. Besides the meetings visiting the target area and going around in the cities contributed to the better understanding of the local neighbourhood issues in the wider context of the cities. The profile drawn up on each of the partner city follows the same method. The problems of the target areas are discussed in relation to the main characteristics, historic background, and socio-economic situation of the city the target areas are part of.

The second partner meeting organised in Malaga on 20-21 September 2012 attended by the representatives of each partner but one, was an important milestone in the development phase. Content related issues like the thematic focus of the project, initial ideas for the Local Action Plan and the exchange of potential good practices were discussed together with the draft work plan for the project and also the budget and the management of the project. To help the discussion on the thematic focus a table of matrix was created indicating the preferences of each partner. An aggregation of the preferences served as a synthesis of the most common issues for the RE-Block project. As most of the partners taking part in the RE-Block project deal with deprived high-rise housing areas jeopardised by either turning into ghettos or slowly becoming abandoned/uninhabited, the lasting, sustainable rehabilitation of the housing estates was considered to be the common interest for partners handling both its social aspects and physical aspects in an integrated way throughout the whole process. Therefore the project's initial thematic focus was not changed, but rather further defined in accordance with the partners' needs. Poverty became an issue tackled indirectly via energy efficiency and governance models are highlighted, as the development of the social and physical environment must go hand in hand in order to reach sustainable results.

2. (II.2) Definition of the issues to be addressed by the project

1. All partners are convinced that Re-Block should focus on the sustainable rehabilitation of high-rise housing estates by the integrated development of their social and physical environment using innovative and effective public-private cooperation structures. Community engagement using social actions should go hand in hand with quality upgrades of the physical housing

and living environment.

2. The development of social environment builds upon the participation of all interested and relevant parties at all stages of redevelopment (local stakeholders, as public bodies, private investors/developers, owners, banks, residents, civil organizations) in order to create cohesive communities and inclusive governance structures, to improve social inclusion and improve image of the high-rise housing estates.

3. The development of physical environment focuses primarly on the refurbishment of the estates by raising energy efficiency of the blocks and on the improvement of facilities by upgrading green spaces and providing meeting spaces. They have been considered as the most urgent needs with also the most direct and measurable impact on quality of living conditions!

4. Specific emphasis must be put on the legal, financial and governance aspects of the rehabilitation process (including planning, management and monitoring) of these high-rise housing estates. If these aspects are neglected or not taken into account in a structured way the whole rehabilitation process fails.

5. The Baseline Study confirms the initial approach that the most effective model for implementation of the project will be the integrated implementation approach of the two sub themes: , the development of the physical and social environment:

- Development of physical environment is needed, as all housing estates require modernisation and refurbishment of common areas and facilities, energy efficiency and isolation from the city becoming a serious issue. However, these main issues are further aggravated by lack of proper maintenance, lack of sense of property by inhabitants, unattractive design and unsustainability. The physical renewal of these estates itself therefore will not solve problems on the long term.

- Development of social environment is also highly needed, as the housing estates became over time home to a high percentage of people with low education, low incomes and high rates of unemployment, suffering from a low level of community activity, partly the result of the absence of facilities for meeting and socialising. These social issues are linked to serious economic problems, too. Unemployment and dependence on social security benefits mean that incomes are often very low and debt is an issue. Improving the blocks themselves will not address the economic problems and unless the estates become attractive places to live, people who can afford to leave will continue to do so, leaving social problems behind.

Therefore these two aspects of the quality of living in these estates have to be addressed simultaneously in an integrated way.

6. Development issues are made more difficult by the fact that apartments are privately owned. Owners often have low incomes and insufficient resources to refurbish their flats, and there are inadequate legal and financial provisions for maintaining and refurbishing common areas. Owners often lack sense of ownership and/or the private owner does not live in the apartment, which makes their involvement in any kind of rehabilitation rather complicated. To achieve a fully-fledged rehabilitation the private owners need to be motivated and involved as partners in the process.

7. The Baseline study confirms that these two subthemes should be discussed and tackled in an integrated way. It was also clearly acknowledged that methodologically these 2 sub themes should be dealt with within an overarching framework of the following 3 issues throughout the entire implementation period of the project:

- The lack of sustainable policy solutions and capacities will be dealt with by formulating ENHANCED MULTI-LEVEL GOVERNANCE guidelines, with emphasis on bottom-up involvement of all interested parties and social groups into the design and the implementation of urban development projects.

- Private/public cooperation should be strengthened by the project's PARTICIPATORY APPROACH, enabling inhabitants in these areas to act responsibly and proactively regarding the regeneration of their own urban spaces through coaching/mentoring/training.

- Lack of private investors and funds: lack of workable schemes to attract private investors into urban rehabilitation programmes will be overcome by elaboration of models for PRIVATE - PUBLIC STAKEHOLDER COOPERATIONs, building strong cooperation between private and public stakeholders, e.g. finding new investment and debt reduction models

using the national know how of each partner and/or elaborating on experiences gained in other Urbact projects like SURE, RegGov, CASH and HOPUS.

Re Block integrates the 3 cross cutting Urbact issues in the following way:

A. Managing Urban development in the context of the economic crises.

The rehabilitation of deprived neighbourhoods became an urgent topic in many cities all over Europe especially in light of the current economic and financial crisis and parallely sustainability became a top priority. The shortage of public funding and the hesitating approach of the private financial sector to provide loans for the rehabilitation of these housing estates requires new innovative and integrated approaches to provide funding for rehabilitation creating new ownership structures, pro active funding approaches using national and EU programmes, models for public/private loans and attracting private investors. . The added value of the RE-Block Network is that it tries to find ways and solutions to combat this rather hopeless situation by capitalysing on the know how of 10 partners, benefitting and cross fertilising the experiences of the partners which are all in different stages of rehabilitation.

B: Foster integrated and sustainable approaches to urban development.

An integrated approach and full timely and structural engagement of all parties having an interest is a condition for a sustainable rehabilitation process. This was also a key principle for the design of Re Block. This principle was for all partners an important aspect to join the Re Block partnership. The second important element is the integrated approach of the physical rehabilitation process and the social problems which asre typical for these deprived urban neighborhoods.Community engagement using social actions should go hand in hand with quality upgrades of the physical housing and living environment. This is a condition for a sustainable and long lasting impact of the Re Block actions and outputs

C: Efficient partnerships and Multi level governance processes.

Although problems are mostly of a local or regional nature, it is clear that solutions need a multi governance approach both vertically by involving throughout the whole implementation process local, regional, national and EU stakeholders and horizontally by involving in an integrated way decision makers, users, investors, developers, financial institutions. Only this approach can detect different needs at an early stage of the rehabilitationprocess, common interests can be found in an early stage which creates better chances to be succesful during the implementation of concrete projects triggered by the RE-Block project.

Added valu of the network

Between the 1960s until the early 1980s large scale high-rise estates were constructed in order to handle housing shortage in cities all over Europe. Although there are good examples of sustainable large scale high-rise estates, the number of those estates where deterioration of both the physical environment and the social environment started early and living conditions became problematic. These estates became deprived areas with a strong negative image, where population was poor and socially isolated.

The rehabilitation of deprived neighbourhoods became an urgent topic in many cities all over Europe especially in light of the current crisis and parallely sustainability became a top priority. The shortage of public funding and the hesitating approach of the private financial sector to provide loans for the rehabilitation of these housing estates requires new innovative and integrated approaches to provide funding for rehabilitation creating new ownership structures, pro active funding approaches using national and EU programmes, models for public/private loans and attracting private investors. The added value of the

RE-Block Network that it tries to find ways and solutions to combat this rather hopeless situation by capitalysing on the know how of 10 partners, benefitting and cross fertilising the experiences of the partners which are all in different stages of rehabilitation. Therefore the project focuses strongly on 1) the enhancement of multi-level governance and elaboration of private - public cooperation structures and also 2) applies an integrated approach of the development of social and physical environment.

Enhancement of multi-level governance

One central problem that arises when an initiative or development programme is planned, run and promoted by authorities, institutions and developers is that the actual residents of the neighbourhood do not feel any ownership to it. It may be a high quality programme, but still attract only a small local audience because it lacks a local foundation. Consequently, for a neighbourhood initiative or plan to be successful, popular and above all sustainable , it is crucial that the residents have a sense of ownership to it. When developing a neighbourhood it is thus crucial to actively engage residents and not just involve and inform at stages when all decisions have been taken. Increased participation in decision-making and neighbourhood planning is a condition for a successfull and above all sustainable rehabilitation of the deprived neighbourhoods Re Block is focussing on.

Integrated approach of the development of social and physical environment

All partners are strongly committed to apply a participatory approach and involve all relevant parties and actors in solving problems. The inclusive governance models allow an iterative approach in the development of both the social and physical environment of housing estates: practical experience of partners in this area clearly shows as neither the development of physical environment nor the development of social environment itself cannot provide long-term sustainable solutions. Simply improving the blocks themselves will not address the economic problems caused by unemployment and low incomes. And unless the estates become attractive places to live, people who can afford to leave will continue to do so, leaving social problems behind.

The project has multiple links with key EU policies and strategies

The need for private investment, mechanisms to reduce housing costs, strengthening communities, involving different stakeholder and public authorities through an innovative social model and complying with the European Commission's Energy Efficiency Plan 2011 are all key priorities. Indeed, social housing is mentioned as a future priority of European cohesion policies after 2013.

As such, RE-Block is in line with the Commission's proposals, set out in the so-called 'The European Platform against Poverty and Social Exclusion' (EPAPSE), which is one of the seven 'flagship initiatives' developed under the framework of 'Europe 2020' Strategy.

RE-Block network is also in line with the Leipzig Charter on Sustainable European Cities suggesting to pay special attention to deprived neighbourhoods within the context of the city as a whole, pursuing strategies to upgrade the physical environment, supporting preventive and safety measures, promoting the active involvement of the citizens and creating better dialogue with political and other representatives. To sum up, the project demonstrates how the introduction of new, innovative public-private partnerships, bottom-up cooperation based on participatory approach contributes to social and economic development of deprived urban areas. This new approach can motivate and enable citizens to act responsibly and proactively regarding the regeneration of their own urban spaces.

Prioritizing poverty reduction is one of the main issues discussed by the 'EUROPE 2020 STRATEGY' in which for the first

time in European Social policy making Europe's leaders have agreed on a target to reduce the number of people at risk of poverty and social exclusion, aiming to lift at least 20 million people out of poverty by 2020. The COMMITTEE OF REGIONS (CR) underlined the importance of strengthening social housing within European policies in relation with "combating poverty and social exclusion" pillar of the 2020 Strategy in its document "Towards a European Agenda for Social Housing" (April 2011). Moreover the CR highlights the links between the current financial crisis, the increasing household debts and problems faced by those living at the periphery of the society.

Contribution to the main objectives to the Urbact programme

The project will CONTRIBUTE TO the MAIN OBJECTIVES of the Urbact Programme by highlighting the importance of an innovative and integrative approach that combines specific variables of sustainable urban development while taking into account the specific social and economic problems faced by the population living in high rise block buildings.

While the main entry point is the regeneration of deprived neighborhoods, the integrated approach developed by the Thematic Network also creates direct links to OTHER THEMATIC PILLARS of URBACT, namely promoting the inclusion of specific groups such as immigrants and elderly, enhancing efficient urban public administration, promoting social innovation in deprived areas, promoting sustainable energy. The RE-Block thematic network will capitalize on the Urbact project's achievements regarding the development of higher levels of sustainable housing provision (e.g. Suite).

3. (II.3) Summary of partners' situations, expectations and potential contributions

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

Budapest 18th district Pestszentlőrinc – Pestszentimre, Havanna (LP) started to build up this Urbact thematic network based on the need to find new tools and solutions to give a boost to the rehabilitation of the "Havanna" high-rise block building estate, a deprived urban area situated at the outskirts of 18th district of Budapest. The population of the district is around 100,000 of which the "Havanna" housing estate has a population of more than 17,000 people with low income and social status. The integrated social city rehabilitation of the Havanna high-rise block buildings was launched already in 2007 (Central Hungarian Regional Development OP), but there are still substantial challenges to be solved.

The public authority owns only a low percentage of the dwelling, thus public-private cooperation needs to be established with (public and private) investors to make rehabilitation financially feasible. On the other hand, the involvement of citizens is a key to carry out a sustainable rehabilitation process. Also, parties need to define sustainable and viable level of physical refurbishment using economically and technically up-to-date methods. The Lead Partner wishes to carry on with the rehabilitation taking into account leading and tendency-building examples in Europe, such as Amsterdam's Bijlmermeer high-rise estate urban rehabilitation, where the city combined the use of an integrated approach, financial support and participation of inhabitants.

The LP and other European cities sharing this objective can contribute to and benefit from the RE-BLOCK Thematic Network. Partners will work together on the main themes (improvement of social environment, physical environment and new ways of governance) of the project from the start. The Knowledge Ambassadors nominated and delegated by each partner will provide technical assistance to the partners and partner city ULSGs in the preparation of the LAPs. In this joint effort they will share good practices and bad experiences – something which did not work – as well, and will utilise the synergy of common thinking. KAs will disseminate experiences gained abroad in their local environment and ensure that cross-fertilization work

within the project.

Partners have already gained experiences in different areas the RE-block project is targeting. Good practices and the lessons learnt will be shared with the partnership. Examples: working in an integrated way: putting physical and social dimension together, how to involve the MA, new way of coordination – horizontal cooperation to ensure integrated work at the level of the city administration, the system of district/neighbourhood management, residents involvements in development processes, develop sense of community ownership, examples for PPPs, good practice in community communication.

Municipality of Södertälje

SÖDERTALJE, Fornhöjden (P9:) Södertälje is situated about 40 kilometres South-West of Stockholm and has a high percentage of inhabitants with a foreign background, especially in Fornhöjden, a suburban residential area where nearly two-third of the residents have Assyrian/Syrian and Iraqi background. The imminent renovation of the more than 30 years old blocks and the improvement of energy efficiency of the buildings is coupled with the need to close some of the "attitude" gaps between the main society and the segregated area. Södertälje would like to turn Fornhöjden into an ecological urban model of safe and pleasant neighbourhood and establish new type of governance/coordination structures.

City of Iasi

IASI, Pacurari (P2): Iasi is the second largest city of Romania with 366 000 inhabitants. Besides the difficult social and financial situation of people living in block buildings, the ethnic conflicts are becoming recurrent. Iasi can capitalize on its international experience gained in the SUITE URBACT project and on 5 small scale urban planning projects (Canadian International Development Agency). Yet, an integrated approach combining social and physical aspects is still missing from urban planning processes. Iasi is aiming at finding tailor-made solutions through RE-Block.

City of Gelsenkirchen

GELSENKIRCHEN, Tossehof (P3): The city of Gelsenkirchen is situated in Northwest Germany. The former industrial city, due to its restructuration, faced a serious population shrink (today 267 000 inhabitants) accompanied by social conflicts. Since 2005 the city refurbished more than 60% of its Tossehof high-rise settlement (3 300 inhabitants) and aims to complete the implementation of this renewal project. The city wants to enrich the final phase of this local project with a smart and innovative approach based on transnational knowledge exchanged through RE-Block.

REGION OF EAST MACEDONIA AND THRACE (REMTH)

REGION OF EASTERN MACEDONIA – THRACE, KOMOTINI (P4): Komotini, where the target area for the Region of East Macedonia and Trace is situated in Northeast Greece and has 66 000 inhabitants. Komotini has implemented an extensive housing program for the Greek re-settlers in the past years. Today major problems are related to the rehabilitation of the old degraded pole where Roma minority lives (near the city centre). Although there are no 8-10 storey high buildings, and no housing estates in Komotini, there are very similar urban problems to the ones the RE-Block project is dealing with. In Komotini there are different ethnic, minority groups living next to each other but isolated, without interactions between the different groups with different cultural background. In order to improve the physical connections, street network between the different groups of minorities, new streets have to be opened. It requires the move of one of the minority groups to another area of the town. It can only be successfully accomplished if the right participatory method is applied. Another problem which has implications on the social, economic situation of the population is fuel poverty. Multi-storey residential buildings in the

target area are equipped with individual and very often illegal heating systems and are in urgent need of energy efficient retrofitting. For the Region of East Macedonia and Trace the work to be carried out in Komotini will serve as a pilot. The learning experience in this area will also affect the outcome of the integrated development strategies as they will be proposed in the local action plan. The model developed for a different kind of governance, the experiences working with different minorities and the necessary community building activities and also best practices in energy efficient retrofitting will be used by the regional authority in other towns having the same problems in its territory.

City of Malaga

MALAGA, Palma Palmilla (P5): Malaga is situated in the South of Spain and has 560 000 inhabitants. The main problem is related to deprived high-rise or block building areas such as the "Palma Palmilla" district. Malaga would like to capitalize on its substantial experience in European urban rehabilitation projects (URB-AL, CAT-MED) and enhance smarter governance methods involving citizens through RE-Block project.

Tor Vergata University of Rome

TOR VERGATA UNIVERSITY OF ROME, Tor Sapienza/Morandi (P6): Rome is the Capital of with a housing estate of high-rise blocks (Viale Giorgo Morandi) placed within a rather heterogeneous area comprising of abandoned industrial plots, a consolidated residential area, neglected public green areas, and an informal settlement of primarily Roma people. It has a territory of 21,4 km2 with a total population of 12 648. There is a need of a strategic vision at urban/metropolitan scale, which could later serve as a methodological guidance for the Municipality of Rome on the rehabilitation of deprived areas in the city.

Vilnius City Municipal Government

VILNIUS, Zirmunai (P7): Vilnius is the Capital of Lithuania. The multi-storey housing stock in the Zirmunai district was built in the 1960s and has an ageing population with non-willingness to make any renovations, resistance to any new projects or ideas and disintegrative attitude of inhabitants. The Municipality wants to find ways the Zirmunai are can be rehabilitated and become attractive for young families to move in.

Salford City Council

SALFORD, Islington Estate (P8): Salford city is part of the Greater Manchester conurbation, which was created in 1974. The Islington Estate is part of Central Salford where two tower blocks of 230 flats are situated. The community of the high-rise blocks is characterised by low level of education, high percentage of households receiving social and housing benefit. The refurbishment of the buildings is currently implemented but the development of the social environment is needed in order to reach long-lasting sustainable results.

City of Magdeburg, Urban planning department

MAGDEBURG, Neu-Olvenstedt (P10): Magdeburg is situated on the Elbe River and is the capital city of the Lander of Saxony-Anhalt Neu Olvenstedt estate has a high percentage of people with low level of skills and high unemployment, vacant properties, increasing number of foreigners, social tensions and the population of the estate decreased radically (10,700). The main challenge of Magdeburg is to establish a sustainable future for the estate now that it has a much smaller population and how to make use of the infrastructure of the residential area (public utilities, public transport, playgrounds, social and sports facilities), which was appropriate for servicing 30,000 people.

4. (II.4) Coherence of your partnership

All cities' political leadership have strong commitment towards urban regeneration of their deprived neighbourhoods and have been or are currently engaged in relevant European/regional or local level projects. The project partners of RE-BLOCK were selected in a way to bring different experience, expertise and approaches into the project. Partners realized that despite the diversity of locations, financial opportunities, number of population, percentage of publicly owned dwellings or the state of the rehabilitation process (from "soft" interventions up to radical decisions on demolishment), they all share common and recurrent problems to be treated. Such problems are vandalism, crime and safety issues resulting in stigmatism and further deprivation of these areas, creating a vicious cycle which leads to poverty and marginalization of the population.

Although the ten target housing estates in the Re-Block project are located in widely different parts of Europe they all share many of the same problems. Despite great historical and cultural variations, the life of all ten housing estates has evolved to the present point in time where they all need to address multiple physical, social and economic issues. Partners recognised that these issues are strongly interlinked and need to be tackled in a holistic way if solutions are to be lasting and sustainable.

Based on a due analysis of problems detected by partner cities three common dimensions of problems could be identified.

1. Physical Dimension

All ten housing estates were built in the 60s, 70s and early 80s in response to post war social and economic trends including the need to replace substandard housing and migration from the countryside to the city. The blocks are therefore now between 30 and 50 years old, and in most cases have received inadequate maintenance during their lifetime. Whilst this has been addressed and refurbishment has taken place in some cases through government programmes the condition of the blocks and the apartments within is now, on most of the estates, unsatisfactory for modern living.

In all the housing estates the physical fabric of the estate needs attention. The apartments require modernisation, and common areas and facilities, as the heating systems especially need refurbishment. Energy efficiency is a serious issue in most of the estates, as outdated systems and poor insulation mean that energy costs are high for residents, most of who are on low incomes. Public outdoor spaces are generally in poor condition and not easily useable. Although some estates have a community centre of some sort, social facilities are often lacking and there are few opportunities for people to meet.

Compounding their situation, these estates are often isolated from the city of which they are a part. Boundaries are created by main roads or railways which are difficult to cross, and public transport links to the wider area are often limited. There can also be social isolation, arising from the bad image of the estate caused by its social and economic problems.

• Unattractive public spaces: need for more green spaces, poor design, lack of proper maintenance, mono-functional open spaces, over crowdedness, lack of sense of property by inhabitants, neighborhood-anonymity of inhabitants

• Periphery/Isolation: population physically, geographically and / or functionally cut from the urban network, leading to feeling of isolation

• Architecture and energy efficiency: design is outdated, unattractive, rundown, not energy efficient, unsustainable, apartments of small size

2. Social Dimension

The housing estates also have notable social problems. Although the estates were attractive places to live when they were first built offering a good living environment, over time they have become home to a disproportionate number of people with low education, low incomes and high rates of unemployment. In some cases the estates are home to high numbers of immigrants and/or Roma, including some illegal occupation of the properties. Anti-social behaviour and crime are major problems on many of the estates. Most estates suffer from a low level of community activity, partly the result of the absence of facilities for meeting and socialising.

Linked to these social issues are serious economic problems. Unemployment and dependence on social security benefits mean that incomes are often very low and debt is an issue. Poor levels of education achievement make it difficult for residents to find proper training that would lead to well paid work. This in turn is linked to crime and drug problems.

Added to this, the estates suffer from multiple social and economic problems which have been compounded by the economic crisis of recent years. Tackling all these issues will require comprehensive action.

The multi-faceted issues facing the target estates (physical, social, and economic) need to be tackled in a comprehensive way if the estates are to have a sustainable future. Simply improving the blocks themselves will not address the economic problems caused by unemployment and low incomes. And unless the estates become attractive places to live, people who can afford to leave will continue to do so, leaving social problems behind.

Whilst the precise nature of the issues varies between each housing estate, the overall focus of the Re-Block project therefore needs to be on a series of holistic action plans aimed at involving local residents and other stakeholders in achieving long term improvement of the conditions on their estate. Municipalities of partner cities want to provide good quality and affordable housing in a pleasant and well functioning environment for their citizens. However, this is a task which exceeds the potential/capacity of each city/town especially when they suffer of the consequences of the economic crisis yet. Therefore partners are going to look for new ways of public private cooperation to ensure lasting rehabilitation actions.

• Multiple levels of deprivation: high numbers of disadvantaged, indebted inhabitants living closely together, disintegrated and fragmented population, low income, education level, high rate of unemployment, low prices of both social and private housing.

• Conflicts resulting from cultural / ethnic diversity: the cohabitation of different cultures and ethnic groups (e.g. Romas, Muslims, Asian and Africans) results in social segregation and territorial detachment

• Disintegrative attitude of inhabitants: lack of / weak common representation, no sense of community, low level of initiatives and cooperation

3. Overarching governance dimension

On most of the housing estates, these issues are made more difficult by the fact that apartments are privately owned. The owners often have low incomes and insufficient resources to refurbish their flats, and there are inadequate legal and financial provisions for maintaining and refurbishing common areas. It is also closely related to residents' lack of sense of ownership. It is an additional problem when the private owner is a faceless investor, which is only interested in the return. In some other cases the private owner does not live in the apartment/s he/she owns which makes their involvement in any kind of rehabilitation rather complicated if at all. It also raises two other issues: the difficulties which mixed ownerships mean in the block of flats and also the lack of management structures or the insufficient operation of them. To achieve a fully-fledged rehabilitation the private owners need to be motivated and involved as partners in the process.

• Lack of private/public cooperation: no direct link between private and public stakeholders, citizens are not properly involved in the decision making processes

• Lack of sustainable policy solutions and capacities: local authorities do not possess tools and experienced workforce to develop effective policies

• Lack of private investors and funds: lack of workable schemes to attract private investors into urban rehabilitation programmes

Main objective

The MAIN OBJECTIVE of Re-Block is to ensure the sustainable rehabilitation of high-rise housing estates by the integrated development of their social and physical environment using innovative and workable public-private cooperation and financing structures.

The development of social environment builds upon the participation of all interested parties in order to create cohesive communities and inclusive governance structures, to improve social inclusion and improve image of the high-rise housing estates.

The development of physical environment focuses on the refurbishment of the estates by raising energy efficiency of the blocks and on the improvement of facilities by upgrading green spaces and providing meeting spaces. Great emphasis is placed on the legal and financial aspects of the rehabilitation process (including planning, management and monitoring) of high-rise housing estates.

The sub-themes of the project are:

1.0 Sub-theme: Social environment
-0 create cohesive communities and inclusive governance structures
-0 facilitate social activities thus improve social inclusion and image of the area

2.0 Sub-theme: Physical environment
-0 refurbish estates by raising energy efficiency
-0 improve facilities by upgradinge green spaces and providing meeting spaces

The various project themes are presented in a structured way in order to ensure that they each receive proper attention as dimensions of what is needed to achieve integrated solutions for the disadvantaged neighbourhoods. This does not however mean that these issues will be treated separately or in isolation. The project aims to deliver comprehensive LAPs which address the complex and specific needs of each target area. This will be done by identifying the particular social, economic, physical and governance issues in each target area, and the linkage between them. The work of the LSGs will be organised in a way that ensures integrated approach through the elaboration process of the LAPs. Having the sub-groups discussed the different issues, heads of sub-groups (KAs) meet regularly and make the results of the different subgroup match. Peer reviews and transnational events will be organised the same way. Dedicated sessions will allow detailed and in depth discussions on the different project themes while the plenary sessions will serve for exchange and synthesis to ensure that integrated approach prevails.

Partners focus on the development of an innovative participatory community-building model based on:
-ENHANCED MULTI-LEVEL GOVERNANCE, with emphasis on bottom-up involvement of all interested parties and social groups into the design and the implementation of urban development projects.
-PARTICIPATORY APPROACH, enabling inhabitants in these areas to act responsibly and proactively regarding the regeneration of their own urban spaces through coaching/mentoring/training.
-PRIVATE - PUBLIC STAKEHOLDER COOPERATION building strong cooperation between private and public stakeholders, e.g. finding new investment and debt reduction models.

The model and/or the toolkit will be developed in the framework of the project as a result of the work of the knowledge ambassadors and the Local Support Groups. Participatory methods should be further developed locally as a response to the circumstances in each target area. For minority groups for whom language or culture is an issue the first step should be to identify community leaders who act as informal spokespersons for the community and are trusted. An approach which has already proved to work is when "hard core" community building activity is combined with informal social events. The adequate use of social media could become integral part of the participative model as well. LSGs will review participation activity and then the project will bring together analysis of experience in all partner cities and develop the toolkit based on the

lessons learnt from partners' practices.

Expected results of RE-Block:

Taking into considering the different stages of development and financial resources available at partner level, the following milestones were identified:

- Short term: building upon the results of the Baseline study a further and more detailed assessment of needs, local tailor-made methods to deal with the most urgent problems enhancing urban regeneration.

- Mid-term: (e.g. end of implementation phase): innovative frameworks for public-private partnerships, bottom-up cooperation models based on participatory approach, mentoring/coaching and self-governance methods, fundraising and fund screening techniques to acquire funds for the physical urban regeneration interventions.

- Long term: (up to 10 years after the project) Partners will be using their tailor made transferable toolkits and will be trained for active public/private cooperation and fundraising. They will have acquired new funds for investments from Objective 1 and social cohesion programmes as the EU policies after 2013 are expected to give priority to social housing and urban renewal of deprived areas.

5. (II.5) EAP recommendations

The recommendations made by EAP were taken into consideration and integrated in the project.

Recommendation 1: "The full application explains how it will capitalise upon the results of the URBACT II SURE and REGOV projects."

Re-Block is capitalising on SURE and RegGov projects.

Re-Block is building on the results and recommendations of RegGov. The Final Report of RegGov recommends to "strengthen regional governance from the bottom up: no local projects without integrated city-wide strategies"; partners involve a wider neighbourhood in their ULSGs and involve Managing Authorities. Authorities and expertise linked to the city's master plans are already involved in this phase of the project. RegGov emphasizes the importance of activating and enabling inhabitants, providing short-term successes and long-term visions: Re-Block involves a Thematic Expert, who will make recommendations about the quality of LAPS for conversion into future projects suitable for further development, enabling targeting of mainstream funding opportunities. These spin-offs result in the short-term successes that give the necessary boost for ULSGs and help the realization of long-term visions. ULSGs themselves improve trust among stakeholders and cooperation structures with cities and the MAs. The whole focus of RE-Block is built practically on the recommendation of RegGov to link physical investments to socially integrative activities and even steps on a higher level by adopting an iterative approach between the two. Moreover, RE-Block adds to this a Governance aspect, as an overarching horizontal dimension of the project, which improves the viability of public-private cooperation structures. Lessons learnt in RegGov are validated within RE-Block by the City of Sodertalje, which participated in RegGov.

The other REgGOV recommendation is the linkage with city wide strategies. In ReBlock deprived urban areas are all included in city wide urban development planning strategies. One of the key failures will be to consider them as (socially) isolated areas. They must and should be renovated withing the broader and wider city planning context to create engagement and understanding. During the first analysing phase of the project this city planning aspect will be studied by all partners and it will also one of the issues covered by the Knowledge Hub

The Final Report of SURE is not finalised yet, still there are many conclusions of the project on which RE-Block is capitalizing. One of the most relevant outcomes is the SURE Model of Integrated Strategy Development, which can be one of the basic methods applied during the drafting of the LAPs. The activities planned within RE-Block however are built in a similar way. The phase of research and idea generation can be linked directly to the setting-up of LAPs and preparation for the peer review sessions and the series of transnational knowledge exchange events (peer reviews, transnational urban hub workshop) represent the consultation and benchmarking phase. Finally, prioritising and decision making is reached via symposium and finalisation of LAPs with the involvement of MAs and the thematic expert to identify spin-off projects.

Lessons learnt in SURE also show that smaller cities often lack the capacity to deliver cross-cutting interventions, and while the lack of capabilities among residents to engage in complex strategy development and implementation is openly talked about, the lack of capacity within municipalities to work with their communities is rarely mentioned. RE-Block tackles this need by nominating 2 Knowledge Ambassadors who will work within the Transnational Urban Hub and thus learn more about not only the "best practices", but about the "best processes" that lead to the desired outcomes.

Recommendation 2: "The full application includes a comprehensive set of deliverables for the work packages and that in particular sufficient exchanges among the partners are envisaged."

A comprehensive set of deliverables was listed in the Application, related to Work Packages. The list of deliverables includes – among many others – 10 Peer Review Sessions, 10 LAPs, 10 Spin-off Projects, a Smart Urban Governance Guidelines, Policy Recommendations and a Final report.

The number of exchanges among the partners was increased. As outlined in "4.1. Thematic approach", the Network's main topics will be adressed through 3 main channels:

1.☐ RE-Block adresses the challenge to link transnational and local knowledge exchange by creating a virtual platform: Transnational Urban Hub (TUH) for accelerating transnational learning and exchange between local /regional levels and between different members of the Re-BLOCK project. The TUH will be a regular link between the project's transnational level events, ULSG members and the Lead Expert and it will serve as a virtual organ of cross fertilization and knowledge transfer between transnational (WP3) and local (WP2) levels.

2.☐ The 3 main project events will be organized along the 3 main thematic issues (Physical development, social development, governance) with the involvement of main project actors and the members of TUH (20 Knowledge Ambassadors)

3.☐ The Peer Review Sessions will be a series of specific events where local knowledge (ULSG members) and transnational knowledge (delegations of a maximum of 5 KAs) will meet in the form of 3 day meetings and will hold intensive discussions on local problems.

Recommendation 3: "The full application makes clearer the vision that the project aspires to achieve in the deprived neighbourhoods in which it will focus."

The focus was thoroughly discussed and rediscussed via emails and the Second partner meeting organised in Malaga. To help the discussion on the thematic focus a table of matrix was created indicating the preferences of each partner. An aggregation of the preferences served as a synthesis of the most common issues for the RE-Block project. As most of the partners taking part in the RE-Block project deal with deprived high-rise housing areas jeopardised by either turning into ghettos or slowly becoming abandoned/uninhabited, the lasting, sustainable rehabilitation of the housing estates was considered to be the common interest for partners handling both its social aspects and physical aspects in an integrated way throughout the whole

process. Therefore the project's initial thematic focus was strenghtened and more presisely defined in accordance with the partners' needs and the advice of the Urbact programme representative. Combatting poverty is still defined as an important impact of the project but the issue as such will be tackled more indirectly. For example energy efficiency being one of the main targets of the rehabilitation process will reduce costs for residents. This requires physical works but also the inclusion of awareness raising actions being part of the social engagement programmes. This aproach comes back in the governance models to be developed as the development of the social and physical environment must go hand in hand in order to reach sustainable results.

Recommendation 4: "The budget for the development phase needs to be reconfigured in association with the URBACT Secretariat."

The budget for the development phase was reconfigured in association with the URBACT Secretariat.

- III - (III) WORK PACKAGE 1 – PROJECT MANAGEMENT

1. (III.1) Lead partner management team

A) LP's experience of the problem to be addressed by the network

One of the main development priorities of the Lead Partner is to find innovative solutions for the sustainable rehabilitation of the "Havanna" high-rise block building estate, a deprived urban area situated at the outskirts of 18th district of Budapest. Its inhabitants (17.000 people) have low income and social status and are particularly exposed to the current financial crisis, often in the position of not being able to pay their bills. This urban area of the city calls for urgent integrated physical and social rehabilitation as a means to eradicate poverty.

In 2007 the local government developed the Havanna Programme, listing all the relevant problems and action plans and suggestions to resolve them. As a second step, the district has started to review its social support system, in order to reach those vulnerable groups who need it the most. From 2007 onwards, the district started to look actively for European funds to assure the successful implementation of the HP. The LP won two European Union funded grants covering the two main dimensions of the rehabilitation (physical and social):

1) "Rehabilitation of housing estates built with industrial technologies" was financed through the Central Hungary Operational Programme, and aimed at the physical rehabilitation of this area.

2) „Love to Learn" project was financed through the Central Hungary Operational Programme and aimed at enhancement of educational activities, set-up of life-long learning initiatives, development of knowledge capital and mentoring talented young people from the Havanna high-rise blocks. The project started in 2009.

Despite of these initiatives, HP showed only partial success because of the lack of an integrated approach and efficient involvement of the citizens.

The LP recognized the need for more specific, targeted actions and policy making with the involvement of citizens and decided to get engaged in an URBACT Thematic Network. Through RE-Block the LP would like to become familiar with European best practices on efficient regeneration of similarly deprived high-rise block neighborhoods, making them more attractive, improving their environmental quality, whilst creating an integrated tailor-made approach to combat poverty.

B- LP's experience in European/International networks

The project experience of the LP is clearly proving the ability and expertise to carry out the development and management of such projects.

The LP has previously participated in the implementation and management of several international and Objective 1 and Objective 2 projects (large infrastructure and public service related, complex projects). Recently it has successfully managed the development and submission of two European scale projects (RE-SEEties, air-LED) as a Lead Partner and it has vast experience in managing twinning projects. The two major transnational projects developed and managed are:

- RE-SEEties (SEE Programme): The 18th District is the Lead Partner of the Project. RE-SEEties is aiming at creating transnational synergies for the purpose of finding feasible solutions to environmental challenges in urban contexts by facilitating improved governance in the field of waste valorisation and efficient utilisation of energy sources;

- air-LED (Central Europe Programme). The district is Lead Partner of the project. air-Led is aiming to enhance integrated polycentric development planning in Central European airport catchment areas along the common vision of becoming Airport Cities.

In terms of international networks, the district has participated as project partner in numerous programmes, such as IN

VINOVERITAS, EC Programme, Youth in Action Programme (1.1 Youth Exchange), Europe for Citizens Programme,
TOWN TWINNING- Krepuska Wine and Arts European Town Twinning Vintage Festival.

As for the Objective 1 projects, below is a list of the highlighted references:

- Integrated social urban rehabilitation – rehabilitation of housing estates built with industrial technologies, Central Hungary
Operational Programme - 2007-5.1.1/C HAVANNA Housing Estate;

- Budapest Integrated Urban Development Programme – development of district centres, Central Hungary Operational
Programme - 2009-5.2.2/B;

- „Love to Learn" Public Education Association, Human Ressources and Social Development Programme, Central Hungary
Operational Programme - 5.1.1./CF 2009-003-0030;

- Environment and Energy Operational Programme – 2009/5.3.0/A - Several projects in energy development in buildings and
renovation of public lighting;

- ICT development related to environment protection in public administration, Central Hungary Operational Programme -
2008-3.3.4/C;

- Strengthening community support of disadvantaged youth of the district and supporting their social integration, Social
Renewal Operational Programme - 5.2.5-08/1/2008-0057;

- Competence based education, equal accessibility to education in innovative institutions, Social Renewal Operational
Programme - 3.1.4/08/1;

- Support for development of social services, basic child welfare services, Central Hungary Operational Programme -
2008-4.5.2/A;

- Secondary utilisation of municipality data assets - Comenius Regional Cooperation, Economic Competitiveness Operational
Programme - 2008-4.3.2;

- Infrastructural development of services supporting social inclusion, Human Resources Operational Programme - 4.2;

- Establishment of regional school and kindergarten development centres to promote competence based learning and teaching
Programmes;

- Promoting local coordination of employment supporting activities, Regional Operational Programme - 3.2.1;

- Supporting the implementation of municipalities' children and youth related activities IFJ-GY-07-C;

C- Experience of the responsible person/officer/ staff in charge of leading the network in the name of the Lead Partner

Mr. István Hunyadi, the Project Coordinator of the Lead Partner is an experienced civil engineer and financial economist,
having more than 12 years of experience in working closely with the local government of Budapest 18th District as a council
member (presiding different committees – financial, development, economic) He has a good understanding of the structure of
corporations at the local government, as he is currently a member of the board of directors in charge of urban development,
construction and financial companies. He has filled in a variety of leadership positions related to the governmental sector in
the fields of urban development, transportation, budgeting and facility management. For the past two years, he has been
working as City Manager of the 18th District, coordinating and supervising financial issues, budgeting and carrying out facility
and asset management. His civil engineer past enables him to understand complex urban development issues. These assets
combined with his experience in city management and his high level of written and spoken English makes him a perfect
Project Coordinator at the LP's institution.

Mr. Hunyadi will be supported by a strong municipal structure. Indeed, the organizational structure of the Municipality is
designed in a way that its personnel are able to manage and implement multi-actor projects. This is guaranteed by the efficient
work of the separate organizational unit dealing with social and urban development issues. The District is equipped and will

provide the necessary competent internal staff to manage RE-Block as the Lead Partner of the Thematic Network. External experts experienced in transnational cooperation projects' management and implementation will assist the Municipality in its role of Lead Partner in RE-Block.

The Project Coordinator of RE-Block is Mr. István Hunyadi. The Proect's Finance Officer will be Mr. László Sallai, who has vast experience in the implementation of ERDF funded and European cooperation projects. Mr. Krisztián Dombrádi was appointed as Project Communication Officer. He assists the Municipality in communication tasks on a regular basis and has experience working as a communication manager for more state-owned enterprises. Ms Krisztina Ábrahám being an architect will be involved as a Knowledge Ambassador for physical environment and Mr Dombrádi as a sociologist will be the Knowledge Ambassador for social environment.

2. (III.2) Activities to be implemented under work package 1

Starting point:

Sound and effective management is a key to the successful implementation of RE-BLOCK. The Lead Partner, having the overall responsibility to implement the project will therefore create a transparent project coordination and management structure. The division of tasks between partners and the internal procedures and deadlines will be clearly defined providing all partners along with the Programme Authorities with the right tools to monitor and evaluate project activities on a regular basis. All partners have adequate institutional and organisational structures and will provide experienced staff to implement coordination tasks. The 18th District has a leading role in project management and coordination and will appoint a coordinator with ample experience in implementation of EU cooperation projects and urban regeneration projects.

Phase 1 : Start-up and overall coordination

The LP will take the lead in the overall coordination, organising regular management meetings and communicating with project partners. First, all partners will appoint their coordinators responsible for partner level management. In addition, the LP will hire extra support to provide the necessary expertise in programme specific management requirements.

A workshop dedicated to project management will be organised at the kick-off event where the financial and project management guidelines and the detailed work plan will be presented and discussed and internal coordination procedures and deadlines will be agreed upon in accordance with the Joint Convention. The Lead Expert (besides the guidelines for the Peer review Process, see WP2) will present a methodology paper for the Kick-off meeting, which will contain the main outlines of the common work with the RE-Block project and the main draft structure of the Local Action Plan (as a template for partners). Finally, the LP responsible for coordinating and supervising the Lead Expert will certify her performance towards the Secretariat.

Phase 2: Steering Committee meetings and mid-term review

Partners will set up a Steering Committee composed of partner level coordinators that will meet on a regular basis linked to joint project events and in 2 times in a virtual form. The Steering Committee will be the primary decision-making body of the project. At their meetings, SC members will discuss about project progress and necessary actions to be taken to allow for proper progress. As a mandatory project output, the LP with the assistance from partners will present a mid-term review in month 12-14 of the implementation. The aim of this document is to assess the project objectives, outputs and results, especially

regarding the ULSGs activities and the development of the Action Plans, and make suggestions for the necessary adjustments.

The review will be discussed and agreed upon by the SC at their respective meeting.

The LP and project partners will participate in URBACT events related to management issues as much as possible.

Phase 3: Reporting and project closure

Reporting, also coordinated by the LP, aims to continuously follow up and document project progress. Partners will submit their individual reports by uploading expenditures in the Presage system. The LP will synthesise partner level inputs into the Progress Reports and assist partners by providing help desk support and reviewing the documents. At the end of the project all programme requirements concerning project closure will be met. This includes archiving and delivering the project closure documents.

3. (III.3) Partners' Involvement in work package delivery

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

Phase 1: Start-up and overall coordination

- Overall coordination
- Organizing Kick-off
- Management guidelines and work plan
- Management Workshop on Kick-off meeting

Phase 2: Steering Committee meetings and mid-term review

- Coordination of setting up and leading SC
- Mid-term review
- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

- Progress reports
- Final document
- Help desk support to other partners

Municipality of Södertälje

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

City of Iasi

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

City of Gelsenkirchen

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

REGION OF EAST MACEDONIA AND THRACE (REMTH)

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

City of Malaga

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

Tor Vergata University of Rome

4. (III.4) List of expected deliverables under work package 1

City of Magdeburg, Urban planning department

Phase 1: Start-up and overall coordination

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

Salford City Council

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

Vilnius City Municipal Government

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

Phase 1: Start-up and overall coordination

-Appointing project coordinators

Phase 2: Steering Committee meetings and mid-term review

- URBACT events on management issues participated in by the partners (TBC)

Phase 3: Reporting and project closure Reporting

-Progress reports (partner level reporting)

	Product	Quantity	Delivery date
1	Financial and project management workshop	1	31.03.2013
2	Management guidelines and detailed work plan issued	1	31.03.2013
3	Set of Contractual documents (subsidy contract, joint convention)	1	31.03.2013
4	Methodology paper	1	31.03.2013
5	Steering Committee meetings	5	30.04.2015
6	Mid-Term review	1	30.04.2014
7	Progress reports	5	30.04.2015
8	Final closure documents	1	30.04.2015
9	Help desk support	1	30.04.2015
10	Expert Request Forms	1	31.03.2014
11	FLC Reports	25	30.04.2015

Describe each deliverable listed in the table above

Financial and project management workshop: Initial Workshop on financial and project management.

Management guidelines and detailed work plan: Management guidelines and detailed work plan issued.

Set of Contractual documents: subsidy contract, joint convention.

Methodology paper: Methodology on the functioning of Transnational Urban Hub (TUH), including schedule for virtual meetings and Peer Review Sessions (needs to be ready before the Kick-Off Meeting).

Steering Committee meetings: The decision-making body of RE-Block network, the Steering Committee - which consists of partner level project coordinators - guides and monitors the implementation of the project (2 virtual and 3 organized with main project events).

Mid-Term review: Mid-term review in month 12-14 of the implementation aiming to assess the project objectives, outputs and results, especially regarding the ULSGs activities and the development of the Action Plans, and make suggestions for the necessary adjustments.

Progress reports: 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: 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.

Help desk support: Provided by the LP to the Partnership with the involvement of external expertise for Management Support

Expert Request Form: Expertise request form for providing thematic expertise for the elaboration of Spin-off Projects

FLC reports: 5 Partners' FLC reports x 5 Progress Reports = 25

- IV - (IV) WORK PACKAGE 2 – TRANSNATIONAL EXCHANGE AND LEARNING

1. (IV.1) Organisation of the exchange and learning process

The Network's main topics will be adressed through 3 main channels in this Work Package based on a Methodology established by the Lead Expert for the Kick-off meeting (See WP1).

1.☐First of all, with a creative and innovative approach, RE-Block adresses the challenge to link transnational and local knowledge exchange by creating a virtual platform: Transnational Urban Hub (TUH) for accelerating transnational learning and exchange between local /regional levels and between different members of the Re-BLOCK project. TUH will be a virtual knowledge hub, composed of 20 Knowledge Ambassadors (KAs), two KAs being delegated by each partner. KAs will cover the two main thematic areas of the project (social and physical dimension thematic axis) and will be coordinated by the Lead Expert. The TUH will be a regular link between the project's transnational level events, ULSG members and the Lead Expert and it will serve as a virtual organ of cross fertilization and knowledge transfer between transnational (WP3) and local (WP2) levels.

Transnational Urban Hub will be an online exchange platform. This platform is meant to be managed via free services available for such purposes (e.g. www.groupspaces.com/reblock_tuh). Via the use of this tool KAs will be able to communicate and share information.

2.☐The 3 main project events will be organized along the 3 main thematic issues (Physical development, social development, governance) with the involvement of main project actors and the 20 Knowledge Ambassadors. Dedicated sessions will allow detailed and in depth discussions on the different project themes while the plenary sessions will serve for exchange and synthesis to ensure that integrated approach prevails. The fact that the Knowledge Ambassadors will be constantly in contact with each other, the Lead Expert and their local ULSG Coordinators, will ensure the continuity of knowledge transfer between local and transnational level.

3.☐The Peer Review Sessions will be a series of specific events where local knowledge (ULSG members) and transnational knowledge (delegations of a maximum of 5 KAs) will meet in the form of 3 day meetings and will hold intensive discussions on local problems.

2. (IV.2) Activities to be implemented under work package 2

Activity 2.1: Peer Review Sessions

Besides putting down the basis of common cooperation between the partners, the Kick-Off Meeting (WP1) will have two main purposes: 1) Establishment of the working methodology of the Transnational Urban Hub and 2) Creation of a basic methodology and a Travel Matrix for the Peer Review Sessions.

1. During the Launching TUH Workshop (held with the Kick-Off Meeting) the LE will play a major role in the preparation of the upcoming Peer Review Sessions and the partners for the whole project implementation. A Transnational Urban Hub (TUH) will be created. TUH will be a virtual knowledge hub, composed of two Knowledge Ambassadors per partner. The TUH will be a regular link between the project's transnational level events, ULSG members and the Lead Expert and it will serve as a virtual organ of cross fertilization and knowledge transfer between transnational (WP3) and local (WP2) levels. As part of the training, partners will also receive the necessary support to operate their local ULSG and the ULSG toolkit, made

available by the URBACT secretariat.

Partners have already committed themselves to the project by contributing to the preparation of the AF, by hosting the LE, participating the project meetings and confirming their contribution to the project budget. Knowledge ambassadors are selected by the partners themselves according to the experience needed, the position at the partner organisation, the command of English, and the commitment to carry out the work required from them in the course of the project. They will closely work together with the LE who will provide the necessary support for them. Although the project is expected to start only on 1st of February 2013 most of the partners have already nominated their Knowledge Ambassadors.

The TUH will meet only 3 times in person (at the 3 Main Transnational Events) and at least 5 times virtually. The 20 KAs will be also main actors of the Peer Review Sessions, as they will be delegated to these events according to a Travel Matrix elaborated by the Lead Expert. Partners will express their main problems and identify the specific expertise needed to enrich the process of their own Peer Review Sessions. The "Give and Get" session organized during the Second Transnational Partner Meeting in Malaga also have given an initial view on what kind of knowledge partners would offer to the partnership and what kind of knowledge they need to learn more. The Lead Expert will make a suggestion on the KAs (max 5) to be delegated to each Peer Review Session based on the Baseline Study and the partners's needs. This Travel Matrix will be constituted in a way to ensure a balanced knowledge transfer within the partnership so that each Peer Review Session and each partner can benefit from the best transnational experience.

KAs are chosen to delegate a certain city's knowledge to the 3 Main Transnational Events and Peer Review Sessions as well as to report back to their local communities, to have a constant relationship with their local ULSG coordinator and attend ULSG meetings. Their cooperation and working methodology is a key to a successfull implementation of RE-Block.

During the Peer Review Sessions, delegated Knowledge Ambassadors (4-5) are working together with the host city's ULSG including delegated MA members, relevant local staff, the project coordinator and also the 2 local Knowledge Ambassadors. Each Peer Review Session (in total 10) is a 3-day intensive interactive workshop: 1-day seminar to present local challenges of hosting city, ½ day site visit, 1-day peer review discussion. These workshops result in 10 Peer Review Reports, drafted by the host's project coordinators, including an analysis of strengths and weaknesses. The Reports will feed into the 1st drafts of Local Action Plans (LAPs, see WP3) therefore need to contain recommendations for the first draft of the Local Action Plans, focusing on the physical and social environment of the rehabilitation. The 10 Peer Review Reports will be synthesised in one Peer Review Synthesis Report elaborated by the LP for the Mid-term Event (Transnational Urban Hub Workshop, TUHW).

Activity 2.2 Peer Review Synthesis and summarizing results

A Transnational Urban Hub Workshop (TUHW) will be held linked to the Mid-term Event in Gelsenkirchen as a forum to discuss and synthesise the results of the Peer Review Reports. TUHW will be organized in a structured way: dedicated sessions will allow detailed and in depth discussions on the different project themes while the plenary sessions will serve for exchange and synthesis to ensure that integrated approach prevails. Project coordinators and KAs will attend TUHW.

Moreover, partners can delegate a representative of their MA and ULSG, if they find it relevant. Conclusions and findings will be summarized in a Transnational Urban Hub Synthesis Report (TUHSR), with the assistance of the Lead Expert. The report is meant to align the two main thematic areas of the Peer Review Sessions with the governance aspect, as the overarching horizontal dimension of the project. The TUHSR will also give important input for the elaboration of the 1st drafts of the LAPs.

In order to ensure transnational best practice exchange, partners have selected European best practices in the domain of high-rise rehabilitation projects all over Europe. 2-3 representatives from these selected cities will be invited to the TUHW and will present innovative solutions to problems treated by the RE-Block thematic network.

Partners agreed upon the importance of presenting results of the project in the form of a "Brussels briefing". Municipality of Iasi undertook this responsibility based on its extensive international relations and experience in organizing international events. This decision was taken at the final project meeting of the development phase. Therefore a Transnational Urban Hub Symposium (TUHS) will be held in Brussels linked to the Final Event with the participation of Project Coordinators and TUH's Knowledge Ambassadors along with MA and ULSG members (if relevant). In terms of organization, this meeting will follow the structure of the TUHW. The Symposium will follow-up on the TUHSR and the 1st drafts of LAPs. The TUHS will also be organized along the 3 thematic areas (social and physical development, governance).

As a result of the TUHSR, a Smart Urban Governance Guideline and a set of Policy Recommendations will be elaborated to give final inputs to the Final Local Action Plans. The Smart Governance Guideline will be developed in the form of a toolkit and will be addressed to local municipalities/city councils. This guideline will guide cities facing similar problems and will offer tailor-made solutions and tools, including innovative governance methods. Policy Recommendations on the other hand will be addressed to local/regional and European level policy makers and will propose a set of recommendations in terms of how to change efficiently the policy making and implementing processes and facilitate integrated high-rise rehabilitation. Finally, based on all previously developed documents, the Final Report will be elaborated for a wider dissemination.

3. (IV.3) Partners' Involvement in work package delivery

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

- Launching TUH Workshop (Kick-Off Meeting)
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)
- 1 Transnational Hub Synthesis Report
- Transnational Urban Hub Synthesis Report
- Final report

Municipality of Södertalje

- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)

City of Iasi

- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location

- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)
- Transnational Urban Hub Symposium in Brussels

City of Gelsenkirchen
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)
- 1 Transnational Urban Hub Workshop
(2 days meeting, with project coordinators, KAs, MA and ULSG members)

REGION OF EAST MACEDONIA AND THRACE (REMTH)
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)

City of Malaga
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)

Tor Vergata University of Rome
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)
- Smart Urban Governance Guidelines

Vilnius City Municipal Government
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)

Salford City Council
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)
- Policy Recommendations: Salford

City of Magdeburg, Urban planning department
- 1 TUH established
- 1 Peer Review Sessions organized: 3 day meetings for max 15 ppl per location
- 1 Peer Review Session Reports (all project coordinators with constant help of KAs)

4. (IV.4) List of expected deliverables under work package 2

	Product	Quantity	Delivery date
1	Travel Matrix	1	30.04.2013
2	Methodology guideline on Transnational Urban Hub (TUH)	1	31.03.2013
3	Workshop and training on TUH (Kick-Off)	1	31.03.2013
4	Transnational Urban Hub established	1	30.04.2013
5	Peer Review Sessions	10	31.01.2014
6	Peer Review Session Reports	10	28.02.2014
7	Peer Review Synthesis Report	1	31.03.2014
8	Transnational Urban Hub Workshop organized (Mid-term event)	1	31.03.2014
9	Transnational Urban Hub Synthesis Report	1	30.04.2014
10	Transnational Urban Hub Symposium organized	1	28.02.2015
11	Smart Urban Governance Guideline	1	31.03.2015
12	Policy recommendation paper issued	1	31.03.2015
13	Final Synthesis Report issued	1	30.04.2015

Describe each deliverable listed in the table above

Travel Matrix: Travel Matrix delegates KAs to the Peer Review Sessions so that each partner can benefit from the best transnational experience.

Methodology on Transnational Urban Hub (TUH): Methodology on the functioning of Transnational Urban Hub (TUH), including schedule for virtual meetings and Peer Review Sessions (needs to be ready before the Kick-Off Meeting)

Workshop and training on TUH (Kick-Off): Workshop on the functioning of TUH during Kick-Off Meeting will have two main purposes: 1) Establishment of the working methodology of the Transnational Urban Hub and 2) Creation of a basic methodology and a Travel Matrix for the Peer Review Sessions

Transnational Urban Hub established: TUH will be a virtual knowledge hub, composed of two Knowledge Ambassadors per partner (20 in total). TUH serves as a virtual organ of cross fertilization and knowledge transfer between transnational (WP3) and local (WP2) levels.

Peer Review Sessions: Peer Review Sessions, delegated KAs (4-5) are working together with the host city's ULSG (incl. MAs and 2 local KAs). 3 day meetings for max 15 ppl per location.

Peer Review Session Reports: Report on the Peer Review Sessions complied by project coordinators with constant help of KAs

Peer Review Synthesis Report: A Report synthesizing the Peer Reviews Sessions,

Transnational Urban Hub Workshop organized (Mid-term event): TUHW will be organized in a structured way: 3 parallel

sessions focusing on the 3 thematic areas (social and physical development, governance) will be held. 2 days meeting, with project coordinators, KAs, MA and ULSG members.

Transnational Urban Hub Synthesis Report: Conclusions and findings of Transnational Urban Workshop will be summarized in a Transnational Urban Hub Synthesis Report (TUHSR), with the assistance of the Lead Expert.

Transnational Urban Hub Symposium organized: Organized by Iasi in Brussels

Smart Urban Governance Guideline: The Smart Governance Guideline will be developed in the form of a toolkit and will be addressed to local municipalities/city councils, facing similar problems and will offer tailor-made solutions and tools, including innovative governance methods.

Policy recommendation paper issued: Policy Recommendations addressed to local/regional and European level policy makers, proposing a set of recommendations on how to change efficiently the policy making and implementing processes and facilitate integrated high-rise rehabilitiation.

Final Synthesis Report issued: Final report concluding the results of the project

- V - (V) WORK PACKAGE 3 – IMPACT ON LOCAL POLICIES AND PRACTICES

1. (V.1) General Framework of activities to be implemented under work package 3

Starting point

The main purpose of WP3 is to 1) foster the impact of transnational exchange and learning activities (Transnational Urban Hub) on local policies and 2) strengthen the capacity of local municipality staff and stakeholders in the field of integrated urban policy making and participative action planning and public-private cooperation structures. The Peer Review Sessions and the active involvement of Urbact Local Support Groups (ULSG) members, Knowledge Ambassadors and Managing Authorities (MAs) will support the elaboration of tailor made Local Action Plans.

Activities:

Activity 3.1 Active involvement and coaching of ULSGs

The Urbact Local Support Groups will comprise of private and public stakeholders relevant for both project thematic areas, including respective MAs and political representatives from the local/regional level. ULSG members will agree on the common principles of their functioning based on the ULSG toolkit and the methodology guideline of the LE (see WP2). An average of 4 ULSG meetings will be organised per year, each being summarised in meeting reports, to serve as evidence for ULSG activities feeding into the major project documents. ULSG members will participate in 1-3 Capacity building session(s) (organized by URBACT at national level).

Coordinators of ULSGs will be in constant contact with the TUH Knowledge Ambassadors in order to channel transnational knowledge and specific expertise into the Local Action Plans.

Above the national Capacity Building session organized by the Programme, partners have specific allocated budget for knowledge transfer towards their ULSGs (coordination of ULSG meetings, invitation of specific experts to ULSG meetings or to organize a local capacity building session), depending on the specific need of the given partner. Governance is one of the basic themes for the project. Partners have already recognised that sustainable solutions for complex and interlinked urban problems like living on high rise estates of disadvantaged neighbourhoods cannot be created through the traditional working structures. To find feasible and long term solution to the problems the involvement and active contribution of relevant actors are needed primarily the residents themselves. Residents' involvement is not a separate issue but an integral part of the project. Experience of successful residents involvement from partner cities will be used as well as knowledge from other Urbact projects will also be drawn. It is the partners' role to find those natural leaders, who are motivated to work voluntarily for the community. This could either be in the form of local communication strategies – to sell the project – or motivation dialogues with existing stakeholder-residential groups. If not before, residents' engagement will be ensured through different meetings, forums, special assistance provided for them, tailor made coaching and/or small scale community building actions will develop commitment for working in partnership. Different techniques can be used to trigger successful involvement of residents, such as "Operating active listening" (Trigger a real process of local inclusion, identify all possible interlocutors, have a complete outlook of topics/urban issues to face) and "Promoting neighbourhood animation" (activation of pro-active local residents; acquirement and socialization/share of local strategic information and experiences; collaboration among local involved public and private planning actors; common understanding on development issues).

Residents of target areas will be reached via multiple tools:

Indirectly: residents will be reached via associations and other civil organizations of residents of the target areas. These have

already been identified and involved in the project and the ULSG meetings. Further organizations will be involved in the Implementation phase.

Directly: residents will be involved directly via:

-□electronic newsletters (elaborated in local language and with local content),

-□local dissemination events with Press conferences (organized together with last ULSG meetings) and

-□social media. Each partner will create social media groups or adhere to the already existing ones) and will disseminate information directly via these channels.

The preliminary composition of the partner cities ULSGs shows the intention of residents involvement. In some cases this will be done through existing associations, in other cases some development work will be needed to identify people or structures for residents to participate in ULSG. Once established the ULSG will benefit from project learning and training activities. Each partner will endeavour to involve 3-5 residents to its ULSG providing a good coverage of the society of the target area.

The involvement of the MAs in the process of developing Local Action Plans will be a vital element of the RE-BLOCK thematic network's activities. As key members of the ULSGs, they will be involved in the ULSG meetings from the setting up of ULSGs and will be involved in the local Peer Review Sessions, too (WP2). Project partners will request written feedback from the MA representatives regarding the contents of the Local Action Plans. MA representatives will also be invited to attend the Transnational Urban Hub Symposium as well as the Kick-Off Meeting (Launching Event) and Mid-term Event. MAs will be consulted with at major project milestones, too. They can also choose to participate in another partner's Peer Review Sessions, if relevant.

Summarizing the involvement of MAs, each MA will be invited to at least 8 ULSG meetings and to 4 transnational events and each MA will be consulted at least twice. Additionally, MAs will receive all the communication and dissemination materials produced in WP4 (that means they receive 1 Launching brochure, 1 Mid-Term Brochure, 1 Final brochure, 5 Newsletters (2 electronic newsletters and 3 digital&printed newsletters), 1 project film, and will be invited to all communication events.

Activity 3.2 Elaboration of Local Action Plans

Following the Peer Review Sessions and based on the methodology guidelines (prepared by LE), each partner starts to develop its first draft of the Local Action Plan in which the results of the Peer Review Session Reports will be also included.

The proposed preliminary structure for the LAPs:

1.□Introduction: Summary of the RE-Block project (partners, project objectives)

2.□Description of the target area (social, physical characteristics, governance issues, public-private cooperation) and the justification why the target area was selected for the project

3.□Identification of problems in the target area

4.□Establishment and operation of the LSG (composition, selection of members)

5.□Good practices identified and used in preparing the Local Action Plan

6.□Method used in the preparation of the Local Action Plan

7.□Local Action Plan

a.□Activities should be divided according to time scales (immediate activities, which serve as a basis or pre-conditions for further activities development, short term and mid term)

b. Linkages between activities concerning the improvement of social environment and activities concerning the improvement of the physical environment will be indicated

c. The logic of the planned activities needs to be presented by the identification of the problem and the specific objective. Problems could be solved and related objectives could be achieved by more than only one activity

d. Target group, organisation in charge and the organisation implementing the activity will be nominated

e. The estimated amount and the source of potential financing will be indicated

f. Activities which are important but do not need much additional financing will also be indicated in the plan (certain type of organisation, communication)

The constant communication between ULSG coordinators and Knowledge Ambassadors reporting back from TUH will ensure that ULSG members are constantly up to date concerning the progress of the project, the results and outputs of transnational meetings as well as European best-practice implementation possibilities.

Final LAPs will contain concrete actions and steps to be taken in order to improve both the physical and social environment of the rehabilitation of high-rise blocks. As such, LAPs will outline technical solutions along with specific governance guidelines for public-private cooperation structures (based on the Smart Governance Guidelines).

In order to facilitate the shift from action planning to concrete implementation, pilot projects and options for funding, the LAPs will be reviewed by a Thematic Expert from the first draft until the final LAPs. The Thematic Expert will make recommendations to Lead Expert about the quality of these for conversion into future projects suitable for further development, enabling targeting of mainstream funding opportunities. Thematic Expert working closely with Lead Expert will define outlines for 10 pilot 'Spin-Off' projects that respond to the specific needs of the partners and present them during the Final Event.

The description of these LAP activities will be further elaborated and formulated as preliminary project ideas i.e. spin-off projects in compliance with the requirements of the respective Operational Programmes and related Calls. Spin-off projects are meant to kick-start the implementation of the LAPs.

2. (V.2) URBACT Local Support Groups at partner level

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

The development of the Local Action Plan will be based on extensive consultation and involvement of local residents of the community and the representatives of those organisations, which are working in the area. The LSG is likely to meet at least quarterly and that there will be sub-groups dealing with particular issues and themes. Members of the ULSG will be the Deputy Mayor, Officials of the municipality including representatives from different departments (real estate management, urban rehabilitation and development, social care and equal opportunities experts), Municipality's Housing Company, Local residents' representatives, Institute of Education and Local History Collection, Kondor Béla Community Centre, Social Centre, Local primary schools, Local high school, Local kindergarten, Local Roman Catholic Parish and the Somogyi László Foundation.

Municipality of Södertalje

At present main stakeholders in the integrated development process of Fornhöjden are represented by different levels of focus,

action and responsibilities concerning the target area and the target issues. The Local Support Group is organised in a cross-section of the departments of the Municipality, composed of citizens and residents; NGO's (civic, ethnic, tenants', associations of the elderly and of the young, etc), parishes, housing companies (public & private), business-dealers, the public municipal companies, the National Police, The National Agency of Labour, The National Agency of Insurance, The County Administrative Board (regional housing & infrastructure& urban planning) and the County Council's Planning Department.

City of Iasi

The ULSG aims at the development of a property specific database to support actions on co-habitation of different cultures and ethnic groups, foster efficient regeneration of deprived neighbourhoods with high rise block buildings and creation of public spaces. ULSG will also focus on improvement of housing standards by implementing initiatives for cooperating neighbourhoods and communities and on developing a consensus among key local stakeholders.

Local support group will be composed of the City Hall of Iasi, Zona Metropolitana Iasi, AOAI (Association of Businessmen Iasi), Gheorghe Asachi University, local representatives, a member of the financial – economical committee and one member of the territorial arrangements and urban committee, representatives of non-governmental organizations, public officers that are responsible for the elaboration of the city development plan, public officers from Technical Department.

City of Gelsenkirchen

Members od the ULSG will be the City of Gelsenkirchen, GGW (municipal housing company), private house owners, GAFÖG (municipal employment promotion agency), elementary school, 2 kindergartens, youth centre, head of kindergarten, Protestant priest, house owners (GGW + private). Young and migrant tenants have to be involved by other opportunities (in school, annual festivals, social groups in kindergarten etc.)

REGION OF EAST MACEDONIA AND THRACE (REMTH)

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.

Members: Managing Authority, Municipality of Komotini, Municipal Social Services, Democritus University of Thrace - Department of Social Administration, Former Workers Housing Organization (OEK), local chambers (Rodopi Chamber of Commerce and Industry, Chamber of Professionals and Craftsmen, Economic Chamber), local associations, local businessmen, Technical Chamber of Greece, Constructing Companies, the Greek Ombudsman, the General Secretariat for Youth, Workforce Employment Organization (OAED), Representatives of the target population.

City of Malaga

The LSG is planned to meet 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.

Members: Malaga Town Council, Department of the environment, Social Services, Department of Citizen Participation and Well-being, District 5: Palma Palmilla, European Programmes Service, Groups of neighbours from La Palma, NGOs and associations, Schools, Residents, Technical experts, local urban development companies etc. A significant number of other local associations and groups (Accen, Prodiversa, Incide, Mies, Naim, Vives, Asit, Mujeres con Futuro, Onda Color, Inmigrantes de Palma Palmilla, Sol de Málaga - Asociación de Mayores, Fundación Secretariado Gitano, Club deportivo 26 de Febrero, Animación Malaciana) were identified to take part in the ULSG.

Tor Vergata University of Rome

The LSG faces a number of challenges including the conflicts among Roma people and other local actors or obtaining the engagement of actors to be involved in the planning process or securing the continuity in their engagement. The University which is going to organise the LSG has experts in participatory method and a consensus building methodology who had already worked in these kinds of conflicts successfully.

Members of ULSG will be: Chambers of commerce, Alternative Economy Consortium, Province of Rome, Municipality (Comune di Roma), District (Municipio VII), Religious and cultural institutions, Morandi Cultural Centre, Anthropos Social Cooperative, Michele Testa Cultural Centre for Young People, Commercial Association of Tor Sapienza, Local Development Agency Tor Sapienza, Metropolitan Museum of Street Art, Tor Sapienza in Arte, Trade Union CGIL Tor Sapienza.

Vilnius City Municipal Government

The initial meetings were between the representatives of the Department of Urban Development, the Chief Architect, the Director of the company „Renew the city", and the Head of Zirmunai Ward.

The planned composition of the LSG: Representatives of Zirmunai community, Representatives of SMEs working in Zirmunai, Vilnius Technical University–Faculty of Architecture, City Municipality-Department of Urban Development, Department of Social affairs and Education, Chief Architect – company "Vilnius Plan", Director of the company „Renew the city", Head of the Company for Housing Administration, Head of Zirmunai Ward.

Salford City Council

Members of the ULSG will be Tenants and Residents association at the Islington Estate (TIETARA), Salford City Council, Salford University, Goldsmiths University of London, Salix Homes.

City of Magdeburg, Urban planning department

It is expected that the LSG will meet 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.

Members of ULSG will be the City of Magdeburg, Housing companies, private house owners, the youth centre, representatives of the residents: advisory panel of senior and advisory panel of junior citizens, community manager, citizen's initiatives.

3. (V.3) Participation in transnational activities at network level

The RE-Block project ensures the involvement of local ULSG members into transnational exchange and learning process through 3 efficient ways:

1. Transnational Knowledge Exchange: Local ULSG members will have the possibility to be delegated to the 3 Main Transnational Events (Kick-Off Meeting, Mid-term Event and Final Event) and the events linked to these. This way the project ensures that the ULSG members can take part in transnational knowledge exchange.

2. Transnational Urban Hub: The 2 local Knowledge Ambassadors will be active participants of the project's Main Transnational Events, the Peer Review Sessions and the local ULSG meetings (through their close relationship maintained with the ULSG coordinator). Through them ULSG members will receive up-to date information in their local language, transmitted in a "tailor-made" way, making sure that they can apply the lessons learnt

3. On the field experience: As project partners found it extremely important to involve ULSG member into the Peer Review Sessions and give them a real "on the field" experience, all project partners can delegate 1 ULSG member up to 3 Peer Review Sessions within the partnership. Partners can decide (based on their learning needs) where they would like to delegate their ULSG members. The Peer Review Sessions ensure the transwer of knowledge form one city to another (through the delegation of Knowledge Ambassadors), to each partner and to local level as well (through delegated ULSG members and through the close relationship between ULSG coordinators and Knowledge Ambassadors).

4. (V.4) Participation in national capacity-building scheme

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

Mr István Hunyadi - Project Coordinator, Andrea Dadányiné Tóth – ULSG Coordinator, Lilla Császár Bíró - Kondor Béla Community House, Róbert Kiss – council member of the area, Anikó Knizner - Pitypang Kindergarten, Györgyi járainé dr. Bődi - Vörösmarty Mihály School.

City of Iasi

Cătălina Lucaci - Project Manager, Adrian CUPERMAN –Public Officer Investment Department, Tudor TUDOSE – Director TERMOSERVICE IASI, Letiţia PALAGA - Director Department of Public and Private Patrimony Administration, Cristinel TARNA – Public Officer Urbanism Department, Liviu IACOB – Director Metropolitan Area Agency Iaşi, Luminiţa Munteanu – Director of Community Assistance Department.

Municipality of Södertalje

project coordinator, ULSG members. The nomination of the partners to participate in the training scheme will be a part of the project's development process and should be decided/appointed in due time according to the democratic participative process.

City of Gelsenkirchen

project coordinator, ULSG members

REGION OF EAST MACEDONIA AND THRACE (REMTH)

project coordinator, ULSG members

City of Malaga

Jon Switters (Project coordinator), Alberto Rivero de la Puente (Head of Social Services for the Palma Palmilla District),

Maria José Quevedo Jiménez (Director of District 5: Palma Palmilla), Ruth Sarabia (Director, Department of Citizen participation, immigration and development cooperation), Carlos Torres Enrique (Social Services)

Tor Vergata University of Rome
project coordinator, ULSG members

Vilnius City Municipal Government
Ms. Aušra Sičiūnienė, Ms. Rūta Matonienė, Mr. Jonas Juodka, Žirmūnai (target area) community representative, Žirmūnai ward representative, Mr. Mindaugas Pakalnis, Chief Architect of the Municipal company " Vilnius Plan"

Salford City Council
Prof. Paul Haywood, Hessel F. de Boer, Kevin J. O'Neill

City of Magdeburg, Urban planning department
Mr. Stephan Herrmann, head of urban renewal section (project manager), Substitute Mr. Burkhard Rönick, Mr. Gehrmann (speaker of the working group of the community work), Mr. Köder (district manager), Mrs. Lamontain (representative of the housing cooperatives in Magdeburg), Mr. Westermann (urban planning expert/office), Mr. Lackner (housing enterprise of the city), Mrs. Kanther ("Spielwagen e. V.", free institution of social work), Mrs. Bugiel (area responsible at the urban planning department), Mr. Dr. Gottschalk (social department).

5. (V.5) List of expected deliverables under work package 3

1	ULSGs set up and operated (1 by each PP)	10	30.04.2013 - 30.04.2015
2	ULSG meetings with the participation of MA representatives (average of 8 in each PP city)	80	30.04.2015
3	National Capacity Building sessions for core ULSG members attended (3 in each country)	27	30.04.2015
4	MA representatives consulted (at least 3 times by each PP)	30	30.04.2015
5	Draft Local Action Plans (1 by each PP)	10	31.03.2014
6	Final Local Action Plans (1 by each PP)	10	30.04.2015
7	Pilot 'Spin-Off' projects	10	30.04.2015
8	Review of Local Action Plans	1	31.01.2015
9	Outlines for Spin-Off projects	10	31.01.2015

Describe each deliverable listed in the table above.

ULSGs set up and operated (1 by each PP): ULSGs comprise of private and public stakeholders relevant for both project thematic areas, including respective MAs and political representatives from the local/regional level. An average of 4 ULSG meetings will be organised per year per partner.

ULSG meetings with the participation of MA representatives: An average of 8 in each PP city (4 ULSG meetings per year per partner).

National Capacity Building sessions for core ULSG members attended (3 in each country): National Capacity Building sessions for core ULSG members attended (3 in each country).

Consultations with MA representatives: MA representatives will be consulted at least 3 times by each Partner at the project milestones (draft LAPs, final draft LAPS, identification of Spin-Off projects.

Draft Local Action Plans: Draft LAPs (1 by each PP) will be compiled following Peer Review Sessions.

Final Local Action Plans: Final LAPs (1 by each PP) will contain concrete actions to be taken in order to improve both the physical and social environment of the rehabilitation of high-rise blocks, including specific governance guidelines for public-private cooperation.

Pilot 'Spin-Off' projects: Elaborated based on the Outline for pilot Spin-Off Projects and presented during Final Event.

LAP Review Report and Recommendation: Independent review of all 10 Local Action Plans prepared by the Thematic Expert.

Outlines for pilot 'Spin-Off' projects: Thematic Expert (working closely with Lead Expert) will define outlines for 10 pilot 'Spin-Off' projects.

- VI - (VI) WORK PACKAGE 4 – COMMUNICATION AND DISSEMINATION

1. (VI.1) Communication Strategy

Target groups, key messages, main tools:

The RE-Block Network intends to reach the following target groups via key messages and by the use of the communication tools as follows.

Target group: Actors involved in the project, project environment (internal stakeholders, all staff, management, organizational 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, URBACT Secretariat, etc.)

Key messages for the project's direct environment and local/regional/national authorities/administrations/politicians should focus on the main results and findings of the project and best practices, methods used during the implementation, such as the integrated approach of developing the social environment vis-à-vis the physical environment, the importance of building on the participatory approach, private - public cooperation structures.

Main tools: The project environment (internal stakeholders, all staff, management, organizational environment, Lead Expert, external experts, thematic experts, representative of Managing Authorities, LSG members, advisors to the project) are deeply involved in the project, so they will be intensely reached via all project activities, including all the dissemination and communication materials produced. The Programme environment will be reached mainly via URBACT minisite, brochures and newsletters and transnational events, project film.

Target group: Actors affected by the implementation of the project or its further impact (external stakeholders), Local/regional/national authorities/administrations/politicians (policy makers for political support of the project)

Key messages: focus on the main results and findings of the project and best practices, methods used during the implementation, such as the integrated approach of developing the social environment vis-à-vis the physical environment, the importance of building on the participatory approach, private - public cooperation structures.

Main tools: mostly brochures and newsletters, URBACT minisite, media coverage in local/regional/national media

Target group: Knowledge providers (universities, schools, urban planners, social workers)

Key messages: should highlight - among the results and outcomes of the project - the importance to build on the participation of all stakeholders

Main tools: mostly URBACT minisite, brochures and newsletters, media coverage in local/regional/national media

Target group: Local/regional communities (local residents' communities, housing estate operating companies, investors, policy-making advisors giving potential input & feedback of the project and making use of the project's outcomes)

Key messages: has to suggest openness towards all local residents and groups, highlight the need to build on the participation of all stakeholders. Key message must encourage local communities to assume responsibility for improving their own environment.

Main tools: direct communication via local forums and local media, social media, local events and actions, exhibition stands.

Target group: residents

Key messages: has to suggest openness towards all local residents and groups, highlight the need to build on the participation of all stakeholders. Key message must encourage local communities to assume responsibility for improving their own environment.

Main tools:

-☐ electronic newsletters (elaborated in local language and with local content),

-☐ local dissemination events with Press conferences (organized together with last ULSG meetings)

-☐ social media: each partner will create social media groups or adhere to the already existing ones) and will disseminate information directly via these channels.

-☐ local/regional media

Target group: Business & industries (interested companies involved in, affected by, or working in the project's and/or in a complementary theme, housing enterprises/property owners, intermediate buyers,)

Key messages: Key messages to Business & industries (interested companies involved in, affected by, or working in the project's and/or in a complementary theme, housing enterprises/property owners, intermediate buyers) should focus on the changes and opportunities offered by the project.

Main tools: media coverage in local/regional/national media, URBACT minisite

Target group: NGOs that might raise concern (on the social impact of the project)

Key messages: NGOs that might raise concern on the social impact of the project should be communicated the importance of local environment and the role of the residential communities in helping to improve the way people live and work together as a community, respect for other cultures / communities.

Main tools: newsletters, media coverage in local/regional/national media, social media, URBACT minisite

Target group: End-users or customers (city residents, neighbourhoods, the wider public, professionals, customers that could suffer/benefit from the project's outcome)

Key messages: should focus on the changes and opportunities offered by the project and the importance of local environment and the role of the residential communities in helping to improve the way people live and work together as a community, respect for other cultures / communities.

Main tools: social media, local/regional/national media

Target group: 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

Key messages: Key messages to EU Programme bodies/officers, ERDF Programme beneficiaries outside the partnership, EU Institutions or agencies should emphasise the results of the project and the lessons learnt that can be useful for the development of similar projects.

Main tools: URBACT minisite, newsletters, brochures, national media

Communication priorities

The most important communication priorities are:

- The involvement of a wider audience and collaboration with groups which were not reached so far (e.g. immigrants, young people, minorities)
- Improvement of the image of these areas
- Dissemination of results and findings of the project and serving as a model for other housing estates, districts and neighbourhoods
- To acknowledge the importance of using methods building on participatory approach as an integrated model for any local development

Activities planned

The communication activities will cover communication on project activities and dissemination of project outputs and results to the widest community of target groups. Communication and dissemination will be linked to major project events (peer review sessions and main transnational events) and milestones (guidelines, toolkits, action plans)

Communication actions will start with the first components of the project image, as a launching brochure and the first digital newsletter channelled through the compiled media contact list. Also a first press release and conference will be issued / organised linked to the kick-off meeting. The project's mini-site will be the centre of the transnational dissemination of project results.

Major communication throughout the project include the regular (at least two monthly) update of the project mini website, issuing press releases and organising press conferences linked to the local peer review sessions and the drafting and regular issuing of electronic newsletters. These key documents will provide an overview on the project findings through highlighting key contents and messages of the respective output documents, and through interviews with urban practitioners and professional articles going into the practical and technical details.

In order to be able to represent the RE-Block project and disseminate its results at regional level, an exhibition stand including promotion materials such as posters will be created for each partner's Peer Review Session. This session will give opportunity for local people to meet transnational project partners/knowledge ambassadors/best practices, to network and to share their views, communicate the projects goals. A mid-term project level newsletter will also be issued.

Dissemination at the final phase of the project implementation will be centred around the Final Event which will be an excellent opportunity to present and discuss the project findings with EU level policy-makers. Programming authorities will also be invited and partners wish to gain their support for later mainstreaming project results into Operational Programmes. A Final brochure including the policy recommendations and partner level core outputs will be handed out at the event and a Final project level newsletter will be issued. The meeting will also be accompanied by a press conference and a short project film will be presented.

As part of the final dissemination activities of RE-Block, at the same time with the last partner level ULSG meetings, local dissemination events will be organised, including press conferences and press releases. The events will be targeted briefings for policy-makers and local stakeholders with a key role given to ULSG members and MAs.

Throughout the project lifetime the following communication materials will be produced:

- Project mini website
- 1 Launching brochure (In EN, translated in 7 languages)
- 1 Digital & Printed launching Project level Newsletter (In EN)
- 1 Press conference and release linked to workshop (Kick off)
- 10 Exhibition stand (peer review)

- 2x10 Local Electronic/ Newsletters (after peer review, after mid-tem event),

- 1 Digital and Printed Mid-term project level Newsletter

- Mid-term Brochure issued (In EN, translated in 7 languages)

- Final conference in Brussels with exhibition stand

- 10 Local dissemination events with Press conferences (during last ULSG meetings)

- 10 local level Newsletter issued for the last ULSG meeting

- 1 Project film

- 1 Final brochure

These materials will be disseminated through the following events:

- Kick-off Meeting and TUH Workshop▯ - ULSG Meetings▯ - Peer Review Sessions▯ - Mid-Term Event and Transnational Urban Hub Workshop (TUHW)

- Final Event and Transnational Urban Hub Symposium (TUHS)

- 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.

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

However, further actions can be initiated at local level to connect project communication to the Partners' general communication. Such actions might include:

- Malaga will bring products/services /arts and crafts/food created in the district to the City Centre, possibility of a Palma Palmilla market in the City Centre, celebrating the cultural differences of the District and also rely on the effective use of the local community radio station.

List of local/regional/national media to be involved:

Budapest: 18 District: Városkép (bi-weekly regional public paper), Helyi Téma (local weekly paper), www.bp18.hu (local official web-portal), TV18 (local TV station managed by the local government), social media platforms

Gelsenkirchen: daily newspaper in the Ruhr area WAZ (Westdeutsche Allgemeine Zeitung), weekly advertising paper (Stadtspiegel) is willing to print news about and invitations for the Tossehof events, the local radio (Radio Emscher Lippe) attends to press conferences and broadcasts short contributions or interviews. No local or regional TV; the public TV is interested in major events only

Iasi: Newspapers as Curierul de Iasi, Ziarul de Iasi, Evenementul de Iasi; local and national TV stations: TVR Iasi, TV Life, Digi 24, Antena 1, Prima, pro TV.

Magdeburg: Magdeburger Volksstimme, dates, www.magdeburg.de, Olven tv, Offener Kanal Magdeburg.

Malaga: Local radio station in the district, Local and regional media both written, radio and television (E.g. Canal Sur, Onda azul, PTV etc.), Social media (Twitter, facebook) and websites of the various different areas of the City Council involved in the project. Periodic Email bulletin from the European Programmes Service, part of Malaga City Council.

Salford: Salford City Council, Salix Homes and/or Salford University press release, will be followed up by the local, regional and possibly national press e.g. Salfordonline (http://www.salfordonline.com), Salford Advertiser

(http://menmedia.co.uk/salfordadvertiser/news/), Manchester Evening News (http://menmedia.co.uk), Salford City Radio (http://www.salfordcityradio.org) and local, regional and national the BBC (http://www.bbc.co.uk).

Furthermore, various hyper local mediums as our own Salford M3 Magazine (http://www.salfordm3.com), Limelight (http://www.salixhomes.org/newsletters.htm) and Life in Salford (http://www.salford.gov.uk/life.htm) are at our disposal and various trade specific journals and magazines e.g. Inside Housing (http://www.insidehousing.co.uk) and 24 Housing (http://www.24housing.co.uk).

Vilnius: official site of the Žirmūnai Ward, local community website, official site of Vilnius Municipality, official site of the Ministry of Environment

Södertälje: The city will connect project communication to the communication policy of the Municipality: the Website and the Monthly Municipality Magazine reaching all households and Institutions will cover results and activities of the project. Separate leaflets may be produced for the target Area Fornhöjden in Cooperation with the Residents' and Tenants' Associations.

2. (VI.2) Activities to be implemented under work package 4

Starting point:

Work Package 4 activities will cover communication on project activities and dissemination of project outputs and results to the widest community of target groups including the RE-BLOCK network and urban practitioners beyond the partnership. Communication and dissemination will be linked to major project events (peer review sessions and main transnational events) and milestones (guidelines, toolkits, action plans)

Activity 4.1 Communication and Dissemination

Communication actions will start based on the communication plan developed in the frame of the final application. First, components of the project image will be created to allow for the introduction of the project to the wider public. This comprises a launching brochure and the first digital newsletter channelled through the compiled media contact list. Also a first press release and conference will be issued / organised linked to the kick-off event. The project's mini-site will be the centre of the transnational dissemination of project results. The Lead partner will regularly update it.

Regular communication and dissemination

Major communication activities include the regular (at least two monthly) update of the project mini website, issuing press releases and organising press conferences linked to the local peer review sessions and the drafting and regular issuing of electronic newsletters (project milestones). These key documents will provide an overview on the project findings through highlighting key contents and messages of the respective output documents, and through interviews with urban practitioners and professional articles going into the practical and technical details.

In order to be able to represent the RE-Block project and disseminate its results at regional level, an exhibition stand including promotion materials such as posters will be created for each partner's Peer Review Session. This session will give opportunity for local people to meet transnational project partners/knowledge ambassadors/best practices, to network and to share their views, communicate the projects goals. A mid-term project level newsletter will also be issued.

The Final event and dissemination for project closure

Dissemination at the final phase of the project implementation will be centred around the Final Event which will be an excellent opportunity to present and discuss the project findings with EU level policy-makers. Programming authorities will also be invited and partners wish to gain their support for later mainstreaming project results into Operational Programmes. A Final brochure including the policy recommendations and partner level core outputs will be handed out at the event and a Final project level newsletter will be issued. The meeting will also be accompanied by a press conference and a short project film will be presented.

As part of the final dissemination activities of RE-Block, at the same time with the last partner level ULSG meetings, local dissemination events will be organised, including press conferences and press releases. The events will be targeted briefings for policy-makers and local stakeholders with a key role given to ULSG members and MAs.

3. (VI.3) Project webmastering

The Project Communication Manager (Mr. Krisztián Dombrádi) 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 RE-Block pages on the URBACT website as well as for providing information for the thematic pole website edited by the URBACT Secretariat.

4. (VI.4) Partners' Involvement in work package delivery

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

- Project mini-site
- 1 Launching Brochure (translation into 7 languages, All PPs)
- 1 Newsletter (digital/printed)
- Organizing Press conferences and local peer review events
- Updating Mini-site
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued
- Project film

Municipality of Södertälje
- Organizing Press conferences and local peer review events

- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

City of Iasi

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued
- Final conference with exhibition stand
- Final Press conference (Brussels)
- 1 Final brochure in English (translation into 7 languages, All PPs)
- 1 Final Newsletter

City of Gelsenkirchen

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Mid-term Transnational level Newsletter
- 1 Mid-term Brochure (translation into 7 languages, All PPs)
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

REGION OF EAST MACEDONIA AND THRACE (REMTH)

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

City of Malaga

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

Tor Vergata University of Rome

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

Vilnius City Municipal Government

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

Salford City Council

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

City of Magdeburg, Urban planning department

- Organizing Press conferences and local peer review events
- 1 Exhibition stand for peer review session
- 2 local electronic newsletters
- 1 Local dissemination event related to project closure and held with last ULSG
- 1 Local level Newsletter issued

5. (VI.5) List of expected deliverables under work package 4

1	Project mini website	1	31.05.2013
2	Brochures	3	30.04.2014
3	Newsletters	3	30.04.2014
4	Press conference and press release linked to workshop (Kick off)	1	31.03.2013
5	Exhibition stands (peer review sessions)	10	31.03.2014

6	Local Electronic newsletters	20	30.11.2014
7	Final Event	1	30.04.2014
8	Local dissemination events	10	30.04.2014
9	Project film	1	30.04.2014

Describe each deliverable listed in the table above

Brochures: Launching Brochure of the project prepared by LP. Mid-term Brochure prepared by Gelsenkirchen at the mid-term of the project. Final Brochure prepared by Iasi for the Final Event. All brochures are translated into 7 languages.

Newsletters: Launching Newsletter issued by LP at the launching of the project (digital/printed).

Mid-term Transnational level Newsletter issued by Gelsenkirchen (digital/printed). Final project level newsletter issued by Municipality of Iasi (digital/printed)

Press conference and press release: Press conference and press release linked to workshop (Kick off).

Exhibition stands (peer review sessions): In order to be able to represent the RE-Block project and disseminate its results at regional level, an exhibition stand including promotion materials such as posters will be created for each partner's Peer Review Session.

Local Electronic newsletters: Local Electronic Newsletters will be issued by partners (after peer review, sessions and after mid-term event, 2 x 10).

Final Event: Final conference will be organized in Brussels by Municipality of Iasi.

Local dissemination events: Related to project closure and held with last ULSG meetings.

Project film: A project film be compiled by LP.

- VII - (VII) MANAGING AUTHORITIES OF OPERATIONAL PROGRAMMES

1. (VII.1) Cooperation with Managing Authorities of Operational programmes (ERDF and ESF)

Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

One of the RE-Block network's main priorities is the active involvement of Managing Authorities in the implementation of the project and thus to guarantee that the Local Action Plans are in line with national/regional strategic planning and as such reflect local, regional and national priorities.

The involvement of Managing Authorities in the project implementation will bring multiple benefits to Re-Block:

- Build bridges between the Local Action Plans to be developed by the partners and potential funding available in the Operational Programmes

- Develop a regular dialogue, at local level, between RE-Block partner cities and the Managing Authorities

- Allow Managing Authorities to exchange and learn from one another, especially on issues related to defining and implementing integrated and sustainable urban policies.

In line with the above, Managing Authorities will be intensively involved in the RE-Block network's activities as an integral part of the Peer Review Sessions (WP2) and the Urbact Local Support Groups (WP3). The associated Managing Authorities will follow up and give their opinion on the project implementation by attending – as stakeholders – the Urban Idea Hub of their own city (WP2) and the Local Support Group meetings, the launching event, local final dissemination events, the Transnational Symposium (Mid-term). MAs are also invited to the joint Final Event This will facilitate the exchange and learning process.

RE-Block partners will put a specific emphasis on regular, bilateral consultation with their MAs, linked to the main project milestones.

Moreover, when an MA can't participate in a meeting, partners will be responsible to provide them summaries and feedbacks about the achievements of these events. MAs will play a vital role in the successful implementation of the project. They will be give their opinion and support project results during implementation with special emphasis on LAPs by providing written feedback, giving approval of and their consent to them.

In the frame of the RE-Block Thematic Network, the following Managing Authorities will participate and/or have confirmed their intention to support and follow up on the progress the project:

Budapest 18th district: National Development Agency - Central Hungary region (Ms Judit H. Kovács)

Municipality of Södertalje

Södertalje: Swedish Agency for Growth and Regional Development (Ms Susanna Rockström)

City of Iasi

Iasi: Regional Operational Programme unit, Ministry of Development, Public Works and Housing (Mr. Gabriel Fripiu)

City of Gelsenkirchen

Gelsenkirchen: Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North

Rhine-Westphalia (Ms Sabine Nakelski)

REGION OF EAST MACEDONIA AND THRACE (REMTH)

Komotini: Intermediate Managing Authority of Region of East Macedonia and Thrace (Mr. Ioannidis Chrysostomos)

City of Malaga

Malaga: Sub Directorate for ERDF Administration, Directorate General of Community Funds, Ministry of Finance and Public Administration (M. Ignacio Enríquez Amibia)

Tor Vergata University of Rome

University of Tor Vergata of Rome: Regione Lazio - Direzione Programmazione Economica e Partecipazione (Ms Dr. Cinzia Felci)

Vilnius City Municipal Government

Vilnius: Ministry of Environment of the Republic of Lithuania (Mr. Marius Narmontas)

Salford City Council

Salford: Department for Communites and Local Government (Mr. David Read)

City of Magdeburg, Urban planning department

Magdeburg: Ministry of Regional Development and Transport Saxony-Anhalt (Mr. Frank Bartel)

- VIII - (VIII) METHODOLOGY AND USE OF EXPERTISE

1. (VIII.1) Use of the expertise resources allocated by the Programme

As the Lead Expert has devoted 42 days to the Development Phase, there are 124 days available for the Implementation Phase.

The Lead Expert will complete the following tasks in the Implementation Phase:

- Development of Travel Matrix: 2 days

- Methodology on the functioning of Transnational Urban Hub (TUH), including schedule for virtual meetings and Peer Review Sessions: 6 days

- Launching TUH Workshop (Kick-Off Meeting) on the functioning of TUH: 6 days

- Consultations with the members of TUH (KAs): 18 days

- 5 Peer Review Sessions attended: 5x3=15 days

- Overview of 10 Peer Review Session Reports: 10x2=20 days

- Review of the Transnational Hub Synthesis Report: 3 days

- Review of the Smart Urban Governance Guideline:4 days

- Review of the Policy Recommendations: 4 days

- Final report: 10 days

Total days of lead Expert: 88 days

The Thematic Expert will undertake:

- an independent review of all 10 Local Action Plans and make recommendations to Lead Expert about the quality of these for conversion into future projects suitable from further development, enabling targeting of mainstream funding opportunities.

- Thematic Expert will work with experts from across the Re Block network and with Managing Authorities to draft outlines for project implementation plans, enabling the local policy actions and good practice generated by RE-Block to be mainstreamed into the corresponding Operational Programmes.

- Thematic Expert working closely with Lead Expert will define outlines for 10 pilot 'Spin-Off' projects that respond to the specific needs of the partners and present them during the Final Event.

Total days of Thematic Expert: 36 days

2. (VIII.2) Use of the external expertise on the project budget

LP: Management support (General project management, production of progress reports , certificates on expenditure and payment claims)

LP: Other external expertise (mid term review)

LP: Other external expertise (procurement fees)
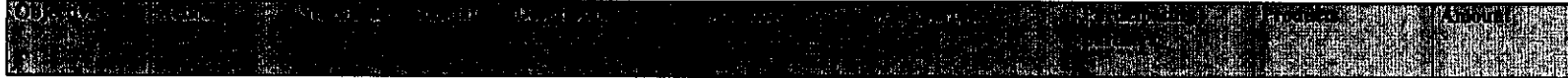
LP: External support for ULSG meetings:

P2: External support for ULSG meetings:

P3: External support for ULSG meetings:

P4: External support for ULSG meetings:

P5: External support for ULSG meetings:

P6: External support for ULSG meetings:

P7: External support for ULSG meetings:

P8: External support for ULSG meetings:

P9: External support for ULSG meetings:

P10: External support for ULSG meetings:

P3: First Level Control cost:

P6: First Level Control cost:

P7: First Level Control cost:

P8: First Level Control cost:

P10: First Level Control cost:

LP: Specific expertise for LAP development:

P3: Specific expertise for LAP development:

P4: Specific expertise for LAP development: (P4 is the Region of East Macedonia and Thrace, which cannot claim

personnel costs in projects financed by European Funds. Therefore the region needs to involve external expertise to a greater

extent than other partners, who can dedicate staff to the implementation of these tasks.)

P5: Specific expertise for LAP development:

P7: Specific expertise for LAP development:

P8: Specific expertise for LAP development:

P9: Specific expertise for LAP development:

P10: Specific expertise for LAP development:

P3: Guest lecturers for Transnational Urban Hub Workshop (presentation of best practices):   ‑

- IX - (IX) PROJECT WORK PLAN

1. (IX.1) Project work plan

Work package 1 – Project management	Activity 1.1 - Start-up and overall coordination	2013-02-01	2015-04-30	The LP will take the lead in the overall coordination, organising regular management (mgt) meetings and communicating with PPs. All PPs will appoint their coordinators responsible for PP level mgt. LP will hire extra support to provide the necessary expertise. Partners will set up a Steering Committee composed of partner level coordinators that will meet on a regular basis. The SC will be the primary decision-making body of the project and will assess the project objectives, outputs and results and make suggestions for the necessary adjustments. The LP will synthesise partner level inputs into the Progress Reports and assist partners to meet all programme requirements concerning project management.	Budapest -	Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government	Municipality of Södertalje - City of Iasi - City of Gelsenkirchen - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - City of Magdeburg, Urban planning department -	1 Financial and project management workshop - 1 Management guidelines and detailed work plan - 1 Set of Contractual documents - 5 Steering Committee meetings - 5 Progress reports - 1 Mid-Term review - 1 Help desk support - 1 Final Report - 1 Expert Request Form - 25 FLC Reports

								Sub total	

Work package 2 – Transnational exchange and learning	Activity 2.1 Peer Review Sessions	2013-02-01	2014-03-31	During the Launching TUH Workshop (held with the KoM) Peer Review Sessions (PRSs) will be prepared. A Transnational Urban Hub (TUH) will be created composed of 20 KAs. The TUH will meet only 3 times in person (at the 3 Main Transnational Events) & at least 5 times virtually. The 20 KAs will be main actors of the PRSs, as they will be delegated to these events according to a Travel Matrix elaborated by the LE. PRSs (in total 10) are 3-day intensive interactive workshops: 1-day seminar to resent local challenges of hosting city, ½ day site visit, 1-day peer review discussion, resulting in 10 Peer Review Reports. These will be synthesised in one Peer Review Synthesis Report prepared for the Mid-term Event (Transnational Urban Hub Workshop)	Budapest -	Budapest XVIII District Pestszentlőrinc-Pestszent imre Local Government	Municipality of Södertalje - City of Iasi - City of Gelsenkirchen - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - City of Magdeburg, Urban planning department -	1 Travel Matrix - 1 Methodology on the functioning of Transnational Urban Hub - 1 Kick-Off (Launching) Meeting - 1 Workshop on the functioning of TUH during Kick-Off Meeting - 1 TUH established - 10 Peer Review Sessions organized - 10 Peer Review Session Reports - 1 Transnational Hub Synthesis Report	

| Activity 2.2 Peer Review Synthesis and summarizing results | 2014-03-01 | 2015-04-30 | Transnational Urban Hub Workshop (TUHW) will be held linked to the Mid-term Event in Gelsenkirchen as a forum to discuss & synthesise the results of the Peer Review Reports. Conclusions & findings will be summarized in a TUH Synthesis Report (TUHSR). In order to ensure transntl. best prectice exchange, best practices in the domain of high-rise rehabilitation projects all over EU will be invited to the TUHW. At the end of the project a Transnational Urban Hub Symposium (TUHS) will be held in Brussels, following up on the TUHSR and the 1st drafts of LAPs. As a result of the TUHS, a Smart Urban Governance Guideline and a set of Policy Recommendations will be elaborated to give final inputs to the Final Local Action Plans. | Gelsenkirchen, Kreisfreie Stadt - Transnational Urban Hub Workshop (TUHW) will be organized by City of Gelsenkirchen, while Transnational Urban Hub Symposium (TUHS) will be organized in Brussels by Municipality of Iasi. | City of Gelsenkirchen | Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government - Municipality of Södertalje - City of Iasi - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - City of Magdeburg, Urban planning department - Transnational Urban Hub Workshop (TUHW) will be organized by City of Gelsenkirchen, while Transnational Urban Hub Symposium (TUHS) will be organized in Brussels by Municipality of Iasi. | 1 Transnational Urban Hub Workshop - 1 Transnational Urban Hub Synthesis Report - 1 Transnational Urban Hub Symposium - 1 Smart Urban Governance Guidelines: Rome - 1 Policy Recommendations: Salford | |

								Sub total	

| Work package 3 – Impact on local policies and practices | Activity 3.1 Active involvement and coaching of ULSGs | 2013-03-01 | 2015-04-30 | ULSGs comprise of private & public stakeholders relevant for both project thematic areas, incl. respective MAs & political representatives from the local/reg. level. ULSG members will agree on the common principles of their functioning based on the ULSG toolkit and the methodolgy guideline of the LE. Approx. 4 ULSG meetings will be organized/year, each being summarized in minutes. ULSG members will participate in 1-3 Capacity building sessions. PPs also have specific allocated budget for knowledge transfer towards their ULSGs depending on their specific needs. MAs will be involved in the ULSG meetings from the setting up of ULSGs and will be involved in the local Peer Review Sessions. | Gelsenkirchen, Kreisfreie Stadt - Magdeburg, Kreisfreie Stadt - Málaga - Kavala - Budapest - Roma - Vilniaus apskritis - Iasi - Stockholms län - Greater Manchester South - Kavala = Komotini Vilniaus apskritis = Vilnius Greater Manchester South = Salford Stockholm lan = Södertalje | Budapest XVIII District Pestszentlőrinc-Pestszent imre Local Government | City of Iasi - City of Gelsenkirchen - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - Municipality of Södertalje - City of Magdeburg, Urban planning department - | 10 ULSGs set up and operated (1 by each PP) - 80 ULSG meetings with the participation of MA representatives - 27 National Capacity Building sessions - 30 Consultations with MA representatives | |

| Activity 3.2 Elaboration of Local Action Plans | 2014-04-01 | 2015-04-30 | Following the Peer Review Sessions (PRSs) each PP starts to develop its 1st draft of the LAP, in which the results of the PRSs Reports will be also included. Final LAPs will contain concrete actions in order to improve both physical & social environemnt of the rehabilitaion of high-rise blocks. As such, LAPs will outline technical solutions with spec. govern. guidelines for public-private coop. structures (based on the Smart Governance Guidelines). The LAPs will be reviewed by a Thematic Expert (TE) from the 1st draft until the final LAPs. The TE will make recommendations to LE about the quality of these for conversion into Spin-Off Projects suitable for further development, enabling targeting of mainstream funding opportunities. | Gelsenkirchen, Kreisfreie Stadt - Magdeburg, Kreisfreie Stadt - Málaga - Kavala - Budapest - Roma - Vilniaus apskritis - Iasi - Stockholms län - Greater Manchester South - Kavala = Komotini Vilniaus apskritis = Vilnius Greater Manchester South = Salford Stockholm lan = Södertalje | Budapest XVIII District Pestszentlőrinc-Pestszent imre Local Government | City of Iasi - City of Gelsenkirchen - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - Municipality of Södertalje - City of Magdeburg, Urban planning department - | 10 Draft Local Action Plans - 10 Final Local Action Plans - 10 Pilot 'Spin-Off' projects - 1 LAP review report and recommendations - 10 Outlines for pilot 'Spin-Off' projects - 1 Peer Review Synthesis Report | |

								Sub total	

| Work package 4 – Communication and dissemination | Activity 4.1 Communication and Dissemination | 2013-02-01 | 2015-04-30 | Communication actions will be based on the communication plan. This comprises of 3 brochures (Launching, Mid-term and Final), and newsletters channelled through the compiled media contact list. Brochures and newsletters will focus on communicating the key mesages as set in the communication strategy. Also press conferences will be organized linked to main (Kick-off, Mid-Term and Final) events. The project's mini-site will be the centre of the transnational dissemination. Exhibition stands including promotion materials will be created for each PP's PRS. Final brochure will include the policy recommendations and partner level core outputs will be handed out at the event together with the Final project level newsletter. | Gelsenkirchen, Kreisfreie Stadt - Magdeburg, Kreisfreie Stadt - Málaga - Kavala - Budapest - Roma - Vilniaus apskritis - Iasi - Stockholms län - Greater Manchester South - Kavala = Komotini Vilniaus apskritis = Vilnius Greater Manchester South = Salford Stockholm lan = Södertalje | Budapest XVIII District Pestszentlőrinc-Pestszent imre Local Government | Municipality of Södertalje - City of Iasi - City of Gelsenkirchen - REGION OF EAST MACEDONIA AND THRACE (REMTH) - City of Malaga - Tor Vergata University of Rome - Vilnius City Municipal Government - Salford City Council - City of Magdeburg, Urban planning department - | 1 Project mini-site - 3 Brochures - 3 Newsletters - 10 Exhibition stands for peer review sessions - 20 Local Electronic newsletters - 1 Final Event - 10 Local dissemination events - 1 Final Press conference - 1 Project film | |

								Sub total	
								Total	

- X - (X) PROJECT DELIVERABLES SUMMARY

1. (X.1) Project deliverables summary

Profile		Value	Description
Financial and project management workshop	meeting	1	Initial Workshop on financial and project management
Management guidelines and detailed work plan	document	1	Management guidelines and detailed work plan issued
Set of Contractual documents	document	1	Subsidy contract, joint convention.
Steering Committee meetings	meeting	5	The decision-making body of RE-Block network, the Steering Committee - which consists of partner level project coordinators - guides and monitors the implementation of the project (2 virtual and 3 organized with main project events).
Progress reports	report	5	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.
Mid-Term review	document	1	Mid-term review in month 12-14 of the implementation aiming to assess the project objectives, outputs and results, especially regarding the ULSGs activities and the development of the Action Plans, and make suggestions for the necessary adjustments.
Help desk support	working group	1	Provided by the LP to the Partnership with the involvement of external expertise for Management Support

Final Report	document	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.
Travel Matrix	document	1	Travel Matrix delegates KAs to the Peer Review Sessions so that each partner can benefit from the best transnational experience.
Methodology on the functioning of Transnational Urban Hub	document	1	Methodology on the functioning of Transnational Urban Hub (TUH), including schedule for virtual meetings and Peer Review Sessions (needs to be ready before the Kick-Off Meeting)
Kick-Off (Launching) Meeting	meeting	1	The kick-off meeting organized by LP in Budapest aiming to inform partners about their roles and responsibilities (held with SC meeting).
Workshop on the functioning of TUH during Kick-Off Meeting	meeting	1	Workshop on the functioning of TUH during Kick-Off Meeting will have two main purposes: 1) Establishment of the working methodology of the Transnational Urban Hub and 2) Creation of a basic methodology and a Travel Matrix for the Peer Review Sessions
TUH established	thematic network	1	TUH will be a virtual knowledge hub, composed of two Knowledge Ambassadors per partner (20 in total). TUH serves as a virtual organ of cross fertilization and knowledge transfer between transnational (WP3) and local (WP2) levels.

Peer Review Sessions organized	meeting	10	Peer Review Sessions, delegated KAs (4-5) are working together with the host city's ULSG (incl. MAs and 2 local KAs). 3 day meetings for max 15 ppl per location.
Peer Review Session Reports	report	10	Report on the Peer Review Sessions complied by project coordinators with constant help of KAs
Transnational Hub Synthesis Report	report	1	Report on the Transnational Urban Hub Symposium.
Transnational Urban Hub Workshop	meeting	1	TUHW will be organized in a structured way: 3 parallel sessions focusing on the 3 thematic areas (social and physical development, governance). 2 days meeting, with project coordinators, KAs, MA and ULSG members. Organized by Gelsenkirchen.
Transnational Urban Hub Synthesis Report	report	1	Conclusions and findings of Transnational Urban Workshop will be summarized in a Transnational Urban Hub Synthesis Report (TUHSR), with the assistance of the Lead Expert.
Transnational Urban Hub Symposium	meeting	1	Meeting organized by Municipality of Iasi in Brussels, linked to the Final Event.
Smart Urban Governance Guidelines: Rome	thematic document	1	The Smart Governance Guideline will be developed in the form of a toolkit and will be addressed to local municipalities/city councils, facing similar problems and will offer tailor-made solutions and tools, including innovative governance methods.

Policy Recommendations: Salford	Policy recommendations	1		Policy Recommendations addressed to local/regional and European level policy makers, proposing a set of recommendations on how to change efficiently the policy making and implementing processes and facilitate integrated high-rise rehablitiation.
ULSGs set up and operated (1 by each PP)	local support group	10		ULSGs comprise of private and public stakeholders relevant for both project thematic areas, including respective MAs and political representatives from the local/regional level. An average of 4 ULSG meetings will be organised per year per partner.
ULSG meetings with the participation of MA representatives	meeting	80		An average of 8 in each PP city (4 ULSG meetings per year per partner)
National Capacity Building sessions	external event	27		National Capacity Building sessions for core ULSG members attended (3 in each country)
Consultations with MA representatives	meeting	30		MA representatives will be consulted at least 3 times by each Partner at the project milestones (draft LAPs, final draft LAPS, identification of Spin-Off projects
Draft Local Action Plans	local action plan	10		Draft LAPs (1 by each PP) will be compiled following Peer Review Sesssions.
Final Local Action Plans	local action plan	10		Final LAPs (1 by each PP) will contain concrete actions to be taken in order to improve both the physical and social environment of the rehabilitation of high-rise blocks, including specific governance guidelines for public-private cooperation.

Pilot Spin-Off projects	spin off projects	10	Elaborated based on the Outline for pilot Spin-Off Projects and presented during Final Event
Project mini-site	web site and collaborative tools	1	URBACT's mini website regularly updated
Brochures	brochure	3	Launching Brochure of the project prepared by LP. Mid-term Brochure prepared by Gelsenkirchen at the mid-term of the project. Final Brochure prepared by Iasi for the Final Event. All brochures are translated into 7 languages.
Newsletters	newsletter	3	Launching Newsletter issued by LP at the launching of the project (digital/printed). Mid-term Transnational level Newsletter issued by Gelsenkirchen (digital/printed). Final project level newsletter issued by Municipality of Iasi (digital/printed)
Exhibition stands for peer review sessions	dissemination action	10	In order to be able to represent the RE-Block project and disseminate its results at regional level, an exhibition stand including promotion materials such as posters will be created for each partner's Peer Review Session.
Local Electronic newsletters	newsletter	20	Local Electronic Newsletters will be issued by partners (after peer review, sessions and after mid-term event, 2 x 10).
Final Event	thematic regional conference	1	Final conference will be organized in Brussels by Municipality of Iasi.
Local dissemination events	dissemination event	10	Related to project closure and held with last ULSG meetings.
Final Press conference	dissemination event	1	Final Press conference organized by Municipality of Iasi in Brussels

Project film	communication tools	1	A project film will be compiled by LP.
LAP review report and recommendations	thematic document	1	Independent review of all 10 Local Action Plans prepared by the Thematic Expert
Outlines for pilot 'Spin-Off' projects	thematic document	10	Thematic Expert (working closely with Lead Expert) will define outlines for 10 pilot 'Spin-Off' projects
Peer Review Synthesis Report	thematic document	1	A Report synthesizing the Peer Review Sessions
Expert Request Form	thematic expert	1	Expertise Request Form for Thematic Expert
FLC Reports	report	25	5 Partners' FLC reports x 5 Progress Reports = 25

- XI - (XI) PROJECT FINANCE

1. (XI.1) Project finance

ERDF

Name of partner	ERDF	ERDF										TOTAL	
Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government													
Municipality of Södertalje													
City of Iasi													
City of Gelsenkirchen													

REGION OF EAST MACEDONIA AND THRACE (REMTH)	
City of Malaga	
Tor Vergata University of Rome	
Vilnius City Municipal Government	
Salford City Council	
City of Magdeburg, Urban planning department	
Sub total	
Total	
Total %	

2. (XI.2) Legal basis for decision of funding

ERDF

Name of partner	Public contributor	Total	Ecofund			
Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government						
	EX ANTE					
	State					
	Region					

	Local			Budapest XVIII District Pestszentlőrinc-Pests zentimre Local Government		
	Other public financing					
Municipality of Södertalje	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			Municipality of Södertalje		
	Other public financing					
City of Iasi	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			City of Iasi		
	Other public financing					
City of Gelsenkirchen	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			City of Gelsenkirchen		

	Other public financing					
REGION OF EAST MACEDONIA AND THRACE (REMTH)	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			REGION OF EAST MACEDONIA AND THRACE (REMTH)		
	Other public financing					
City of Malaga	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			City of Malaga		
	Other public financing					
Tor Vergata University of Rome	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			Tor Vergata University of Rome		
	Other public financing	0.00 €				

Vilnius City Municipal Government	ERDF		⸱	ERDF		
	EX ANTE	⸱⸱⸱				
	State					
	Region					
	Local			Vilnius City Municipal Government		
	Other public financing					
Salford City Council	ERDF	⸱	⸱	ERDF		
	EX ANTE					
	State					
	Region					
	Local			Salford City Council		
	Other public financing					
City of Magdeburg, Urban planning department	ERDF			ERDF		
	EX ANTE					
	State					
	Region					
	Local			City of Magdeburg, Urban planning department		
	Other public financing					

3. (XI.3) Expenditure per year and main budget line

Expenditure					
Project coordination					
Personnel					
Meetings organisation					
Travel and accommodation					
Communication and dissemination					
External expertise					
Equipment					
URBACT Local Support Groups					
Managing Authorities					
Total					
%					

4. (XI.4) Expenditure per year and source

ERDF	ERDF			
	EX ANTE			
	State			

	Region	0.00 €	0.00 €	0.00 €	0.00 €	0.00 %
	Local					
	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 %

5. (XI.5) Project cost per budget line

Project coordination		
Personnel	Personnel working on project management, reporting and closure	
	SC meetings	
	Peer Review Sessions and Reports	
	Transnational Urban Hub Synthesis Report	
	Smart Urban Governance Guidelines	
	Policy Recommendations	
	ULSG meetings	
	Drafting Local Action Plans	
	Brochures	
Meetings organisation	SC meetings	
	Launching TUH Workshop	
	Peer Review Sessions	
	Transnational Urban Hub Workshop	
	Transnational Urban Hub Symposium	
	ULSG meetings	

Travel and accommodation	SC meetings	
	Launching TUH Workshop	
	Peer Review Sessions	
	Transnational Urban Hub Workshop	
	Transnational Urban Hub Symposium	
	Participation in Capacity Building	
Communication and dissemination	Newsletters	
	Brochures	
	Exhibition stands, tools, roll-ups	
	Project film	
External expertise	Management support (including mid-term review, procurement fees)	
	First Level Control	
	Transnational Urban Hub Workshop	
	ULSG meetings	
	Drafting Local Action Plans	
Equipment		
URBACT Local Support Groups		

Managing Authorities		

6. (XI.6) Expenditure breakdown per objective and main budget line

Project coordination				
Personnel				
Meetings organisation				
Travel and accommodation				
Communication and dissemination				
External expertise				
Equipment				
URBACT Local Support Groups				
Managing Authorities				
Total				

- XII - (XII) DECLARATION OF MAXIMUM AMOUNT OF EXPENDITURE

1. (XII.1) 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 :

96,820.00 €

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

Project coordination	
Personnel	
Meetings organisation	
Travel and accommodation	
Communication and dissemination	
External expertise	
Equipment	
URBACT Local Support Groups	
Managing Authorities	

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.

URBACT II

- XIII - (XIII) BANK INFORMATION

1. (XIII.1) Bank information

Partner		Bank's info
Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Municipality of Södertalje	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
City of Iasi	Bank name	
	Account holder	
	Internal reference	
	SWIFT number	
	IBAN number	
	Account number	
	Bank code	
	Adress	
City of Gelsenkirchen	Bank name	
	Account holder	
	Internal reference	
	SWIFT number	
	IBAN number	
	Account number	
	Bank code	
	Adress	

	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
REGION OF EAST MACEDONIA AND THRACE (REMTH)	Bank name	
	Address	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
City of Malaga	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Tor Vergata University of Rome	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	

- XIV - (XIV) DETAILED INFORMATION ON THE LEAD PARTNER AND PROJECT PARTNERS

1.(XIV.1) Detailed information on the Lead partner and Project partners

Lead Partner Budapest XVIII District Pestszentlőrinc-Pestszentimre Local Government

Vilnius City Municipal Government	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Salford City Council	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
City of Magdeburg, Urban planning department	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	

- XV - (XV) SIGNATURE

1. (XV.1) Signature of the Lead Partner / project coordinator and of the Elected representative

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Signature of the Elected representative

Name (capital letters) :

Position :

Date :

Official stamp

XVI - (XVI) ANNEX 1

1. (XVI.1) ANNEX 1 – Eligibility criteria for final application for thematic networks

o⬚ The proposal is submitted respecting the procedure outlined in the call for proposals and within 6 months from approval by the Monitoring Committee for Thematic networks.

o⬚ 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).

o⬚ 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).

o⬚ All the documents required are signed, dated and stamped by the candidate partners.

o⬚ The proposal refers to a project bringing together a minimum of 8 and a maximum of 12 public authorities, from at least 3 Member and Partner States, which have designated a city as candidate lead partner.

o⬚ The proposed 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 odd number of partners. Partners from Norway and Switzerland shall not be taken into account when setting this balance.

o⬚ The proposed partnership does not include more than 3 non-city partners.

o⬚ All candidate partners are beneficiaries of the programme as defined in the Operational Programme.

o⬚ The candidate partners are not partners in more than one existing URBACT II project.

o⬚ The candidate lead partner is not Lead partner in an existing URBACT II project.

o⬚ The proposal addresses one of the topics defined for this call for proposals in terms of thematic coverage.

o⬚ 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.

- XVII - (XVII) ANNEX 2

1.(XVII.1) ANNEX 2 - Realisation indicators

Group of indicators : project Call 3

Indicator	Type	Value
Number of transnational Exchange and Learning Seminars held by approved projects	Quantitative	13 (meeting)
Number of Male participants in Local Support Groups set up by partners involved in completed projects (55% of 2475)	Quantitative	98 (male)
Number of Female participants in Local Support Groups set up by partners involved in completed projects (45% of 2475)	Quantitative	93 (female)
Number of Local Action Plans having secured funding for the implementation of all or part of their plan	Quantitative	3 (local action plan)
% of Local Action Plans securing Structural Fund assistance (ERDF or ESF Operational programmes)	Quantitative	20 (%)
% of Local Action Plans partially or fully implemented in the programme period	Quantitative	10 (%)