



URBACT IV

(2021 - 2027)

Application Form

AF APN UIV 21-27

Priority axis-Investment Priority-Specific Objective 1-1-2

1. Interreg Specific Objective "a better cooperation governance"

1.1. Enhancing Institutional Capacity of Public Authorities and Stakeholders to implement Territorial Strategies

1.1.1. Promoting Integrated Sustainable Urban Development through Cooperation

PUMA

Plans for Urban Mobility Actions

Submitted version

ANCT URBACT MA

20, Avenue de Ségur 75334 Paris Cedex 07 FRANCE Île de France Paris

Tel:

Fax:

Email: info@urbact.eu

Table of contents

1.PROJECT SYNTHESIS	4
1.1 Project identity	4
1.2 Summarised description of the issue to be addressed by the network	4
1.3 Proposed Partnership	5
1.4 Links to the Cohesion Policy Objectives	5
1.5 Total budget	6
2. PRESENTATION OF PROJECT PROPOSAL	7
2.1 Thematic Content	7
2.1.1 Definition of the issue / policy challenge to be addressed	7
2.1.2 Link to European urban policy context 2021-2027 (in particular the Cohesion Policy objectives and scope)	8
2.2 Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning...	8
2.3 How will gender-equal policy making be addressed by the network?	9
2.4 How will green transition be addressed by the network?	10
2.5 How will digital transformation be addressed by the network?	10
2.6 What is the added value of this network related to the theme proposed?	11
3. RATIONALE OF PROPOSED PARTNERSHIP	12
3.1 Profiles of the Partner Cities	12
3.1.1 Local challenges of city partners specific to the network theme	12
3.1.2 Local strategic framework of the city specific to the network theme	15
3.1.3 Local links to Sustainable Urban Development through Cohesion Policy	18
3.1.4 Motivation and commitment of each city to join the network	21
3.1.5 Added value of being involved in an URBACT network	24
3.1.6 Local Stakeholders to be involved in the URBACT Local Group	26
3.1.7 Potential for actions to be funded/ implemented	30
3.2 Why does it make sense for these cities to work together? What added value will be created?	34
4. ACTIVITIES AND EXPECTED OUTPUTS	34
4.1 Description of Work Package 1- Network management	35
4.1.1 Organisation of the project coordination	35
4.1.2 Activities to be implemented under WP1	36
4.2 Description of Work Package 2 – Network Level Activities	38
4.2.1 General framework for Network Level Activities	38
4.2.2 Proposed approach to network communication	40
4.2.3 Proposed content, tools and methods for the transnational exchange and learning activities	41
4.2.4 Expected outputs under WP2	43
4.3 Description of Work Package 3 – Local Level Activities	44
4.3.1 General framework for Local Level Activities	44
4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3	45
4.3.3 Proposed approach to local level communication	46
4.3.4 Expected outputs under WP3	46
5 PROJECT WORK PLAN	48
5.1 Work plan	48
6 PROJECT MANAGEMENT AND LEADERSHIP	51
6.1 Lead partner experience (highlights of city's experience)	51
6.2 Experience of proposed project coordinator	52
6.3 Presentation of the Lead Partner project team (roles and responsibilities)	53
7 USE OF EXPERTISE	54
7.1 Proposed use of expertise resources allocated by the Programme	54
7.1.1 Proposed use of URBACT Lead Experts	54
7.1.2 Proposed use of URBACT Ad Hoc Expert(s)	54
8 BUDGETARY PROPOSAL	56
8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)	56
8.2 ERDF per year	56
8.3 IPA per year	56
8.4 Expenditure per partner, per year and budget subcategory	56
8.5 Expenditure per year and budget category	65

8.6 Project cost per budget line	66
8.7 Project costs per budget category – Justification/Explanation	67
9 SIGNATURE	67
9.1 Signature of the Lead Partner/project coordinator	67

1.PROJECT SYNTHESIS

1.1 Project identity

Identification

Acronym	PUMA
Programme reference	1678355826
N° SYNERGIE-CTE (for search)	20228
Title	Plans for Urban Mobility Actions
Lead Partner	Liepaja (LATVIA)

Length of project

Start date	End date
2023-06-01	2025-12-31

1.2 Summarised description of the issue to be addressed by the network

The aim of the Project is to develop/analyse urban mobility plans for cities with different size and realities that contribute to achieve at least 55% reduction of GHG emissions by 2030. Plans will be addressed primarily to a decarbonisation of mobility. Moreover, these plans also will contribute to the digital transition and equal opportunities to ensure that no one is left behind.

Start of the project: 01/06/2023

End of the project: 31/12/2025

Length of the Project: 31 months

1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Liepaja	Local Public authority	EU Less developed regions	LATVIA	Latvija	Kurzeme
	Dienvidkurzeme	Local Public authority	EU Less developed regions	LATVIA	Latvija	Kurzeme
	Green region	Sectoral agency	EU Less developed regions	LITHUANIA	Lietuva	Tauragės apskritis
	Development Organisation of Municipality of Larissa-OLON SA	Local Public authority	EU Less developed regions	GREECE	Θεσσαλία (Thessalía)	Λάρισσα (Lárisa)
	Pombal	Local Public authority	EU Less developed regions	PORTUGAL	Centro (PT)	Região de Leiria
	Gdansk	Local Public authority	EU Less developed regions	POLAND	Pomorskie	Trójmiejski
	Cento	Local Public authority	EU More developed regions	ITALY	Emilia-Romagna	Ferrara
	Viladecans	Local Public authority	EU More developed regions	SPAIN	Cataluña	Barcelona
	Nova Gorica	Sectoral agency	EU More developed regions	SLOVENIA	Zahodna Slovenija	Goriška

1.4 Links to the Cohesion Policy Objectives

Cohesion Policy plays a critical role in supporting sustainable urban mobility, helping to create more sustainable and liveable cities and regions that promote economic growth, social inclusion, and environmental sustainability.

Our proposal to create a long-term vision for sustainable urban transportation development in European small and medium towns aligns with the objectives of Cohesion Policy, particularly as set out in Article 5(1) of Regulation (EU) 2021/1060, which outlines the following priorities:

Smart and sustainable growth: This priority aims to support the development of sustainable and smart communities, including the promotion of sustainable urban transport systems that reduce emissions and improve mobility.

Green Europe: This priority focuses on the transition to a low-carbon and circular economy, which includes promoting sustainable transport modes, such as walking, cycling, and public

transport, and reducing the dependence on private cars.

Connected Europe: This priority aims to improve connectivity and mobility, particularly in rural and remote areas, through the development of sustainable transport infrastructure and services.

To support our proposal, we will reference these Cohesion Policy objectives and highlight how our long-term vision for sustainable urban transportation development aligns with these priorities.

Specifically, our proposal could/will:

Address the challenges of sustainable and smart growth in small and medium towns by promoting sustainable urban transport systems and technologies, such as electric and hybrid vehicles, cycling and walking infrastructure, and smart mobility solutions.

Support the transition to a low-carbon and circular economy by reducing the dependence on private cars and promoting sustainable transport modes that reduce emissions and improve air quality.

Improve connectivity and mobility in small and medium towns by developing sustainable transport infrastructure, such as integrated public transport systems and intermodal hubs, and promoting the use of innovative mobility solutions, such as shared mobility services.

In addition, we will reference the specific funding opportunities available through Cohesion Policy programs, such as the European Regional Development Fund (ERDF), that can support our project in the future. By aligning our proposal with the Cohesion Policy objectives and highlighting the potential funding opportunities, we can increase the likelihood of securing support for our vision for sustainable urban transportation development in European small and medium towns.

1.5 Total budget

ERDF		Swiss Fund		Norway Fund		IPA fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing	IPA fund	Public co-financing		
€642 658.44	€207 341.56	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€0.00	€850 000.00

2. PRESENTATION OF PROJECT PROPOSAL

2.1 Thematic Content

2.1.1 Definition of the issue / policy challenge to be addressed

According to the UN-Habitat, 78% of the world's energy is consumed by cities, and more than 60% of greenhouse gas emissions are also produced there (mainly CO₂ released by cars), and yet cities only cover 2% of the Earth's surface. It is estimated that in the EU 85% of the citizens will live in urban areas in the coming decades. CO₂ emissions are the highest environmental public health risk in European cities, responsible for a high share of deaths. The transport sector has an impact on human health through road fatalities and noise. That is why the current climate emergency needs to be addressed in cities by reducing CO₂ emissions in urban areas. Reducing emissions is an international commitment: the EU aims to minimise them by 55% by 2030, and reach carbon-neutral cities by 2050.

Air pollution contributes to more than 400,000 premature deaths per year in the EU, making the social and economic advantages of improving air quality obvious. In addition, the need to reduce emissions to tackle the climate crisis is universally acknowledged, and road transport is the second biggest source of CO₂ emissions in the EU. Despite all of this, many European cities exceed European air quality standards.

Because of economic development in the last decades, cities are having more and more private cars although the number of inhabitants is decreasing or standing still. The harsh conditions of recent times (pandemic, war in Ukraine, high inflation, energy resource crisis, etc.) have encouraged the desire to move from metropolises to smaller cities. It means that in such cities there are more people with higher living standards, income levels and other requirements. Many studies show that if there is an increase of private cars, there are less opportunities for human scale urban development. Mobility is a very important service, which should be provided to all citizens, regardless of their welfare level, education, social status, gender or other characteristics.

Despite urban mobility trends in the 21st century, small and medium European cities lack a well developed public transportation system, also cycling and walking is not a very popular transportation type due to the convenience provided by the private car, low levels of traffic and pollution that make it more difficult to change behaviour. It leads to high CO₂ emissions, noise and air pollution. Another issue is that many cities have not fully transferred from traditional mobility planning to sustainable urban mobility planning (SUMP approach), which means that transport planning is focused mostly on infrastructure and there is a lack of citizen engagement. If there is no action, in the near future these cities will also keep facing pressure for car-focused planning and cities can become less attractive to tourists, inhabitants, entrepreneurs and people in general.

Also, there are no sectoral mobility guidelines for many small and medium cities or they are outdated. Mobility is a part of strategic planning together with other sectors like environment, tourism, economic development, public space etc. Considering the fact that a large part of CO₂ emissions in Project territories are related to the transport sector, cities should create preconditions for a greener, more sustainable transport development. In mobility planning EU Guidelines for developing and implementing a Sustainable Urban Mobility Plan (2nd edition, 2019) is a fundamental document, but not all cities have enough capacity to implement it. So there is a need to create a local approach - how to implement these guidelines in a simple way and the URBACT approach gives such an opportunity.

These challenges are highly related to the challenges that are highlighted in URBACT Cooperation Programme, especially B.1.2. Green Cities. Considering the fact that a large part of CO₂ emissions in Project territories are related to the transport sector, sustainable mobility can give a positive impact for climate change.

The project would also like to analyse the CARBON NEUTRAL MOBILITY approach. That is, to go beyond the need to reduce GHG emissions but to compensate for the emissions that cannot be avoided with green infrastructure or other possible compensatory actions. Introducing the concept of carbon neutrality could allow us to include actions aimed at naturalisation of the city that after a few years would have contributed to fixing CO₂, and thus contribute to a change in the design of cities.

2.1.2 Link to European urban policy context 2021-2027 (in particular the Cohesion Policy objectives and scope)

Our proposal is closely related to various European objectives, especially in the "green" sector. Examples around Europe show that sustainable mobility can reduce CO2 emissions significantly and ensure effective and socially just green transition. Project results and achievements will give an impact to the European Green Deal, especially to the EU climate goal - reduce CO2 emissions by at least 55% by 2030.

More in detail, our proposal contributes to five Cohesion policy objectives:

1. A more competitive and smarter Europe – Project contributes to enhancing research and innovation capacities and the uptake of advanced technologies in the mobility sector. Sustainable mobility is a very important precondition for a better living environment and public spaces. Diverse modes of mobility improves the image of a city, helps local shops and encourages tourism, local regeneration and international investment. For example, in Copenhagen, pedestrianisation of one street led to a 30% increase in sales in a single year. After the temporary closure of the main thoroughfare in Madrid to cars during the 2018 Christmas period, there was a 9.5% boost in retail spending compared to 2017. (source: GUIDELINES FOR DEVELOPING AND IMPLEMENTING A SUSTAINABLE URBAN MOBILITY PLAN SECOND EDITION, <https://www.eltis.org/mobility-plans/sump-guidelines>). Therefore the project will give preconditions for growth & competitiveness of SMEs.

2. a greener, low carbon transitioning towards a net zero carbon economy - Project will give an impact to the European Green Deal. Integrated mobility action plans will be a precondition to achieve reduction of CO2 emissions and effective and socially just green transition.

3. a more connected Europe by enhancing mobility – IMAP will foster new connections at the local, regional, national and international level.

Project will be closely related to European Mobility Week activities, which are held every September in Liepāja and Pombal. Project will ensure implementation of the Covenant of Mayors for Climate & Energy, where most (7 out of 9) of Project cities are members.

4. a more social and inclusive Europe – each partner will set main mobility target groups. Especially there will be focus on vulnerable groups like pupils, migrants, elderly people and others.

5. Europe closer to citizens by fostering the sustainable and integrated development of all types of territories – URBACT framework and requirements promotes local, regional and international cooperation and gives an opportunity to learn from each other. Active citizens and other mobility stakeholders will be involved in Urban Local Groups.

Project will also help cities to achieve United Nations sustainable development goal no. 11 “Make cities and human settlements inclusive, safe, resilient and sustainable”, namely goal 11.2 by 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. Pombal (Portugal) has a SDG monitoring system at the local level - their annual budget is also allocated to SDGs. Pombal reached 59% of the way to reach the SDG11 goal. Liepāja and Dienvidkurzeme are planning to develop a SDG monitoring system in 2023, it will be related to Action and investment plan for 2027. This Project will help to achieve and monitor United Nations sustainable development goals no. 11 and others.

Project will be in close relation to 16th February 2023 European Parliament resolution on developing an EU cycling strategy (2022/2909(RSP)). Resolution sets out a 17-point action plan to develop more cycling infrastructure, encourages to foster multimodality, the creation of synergies between cycling and other modes of transport, to increase accessibility of cycling to persons with reduced mobility, making cycling affordable for vulnerable groups, to give safe and secure bike parking spaces and charging capacity for e-bikes and other activities. Resolution designates 2024 as the European Year of Cycling, so in 2024 one of the main focuses in the Project will be cycling.

2.2 Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?

	YES	NO	Comment
Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?	X		

Comment (max 500 characters) : If more than 150 words, please use this comment box to comment on how the proposal might contribute to the improvement of the planning and delivery of integrated urban policies.

Mobility plans aim to integrate the dynamic developments in many areas of urban mobility - walking, cycling, public transport, e-mobility, accessibility for vulnerable groups etc. Project will combine great ideas and innovative measures with political support and the involvement of people through comprehensive and integrated mobility planning. It is an effective way to tackle integrated urban policies and challenges that are related to climate, energy, environmental and other sectors.

2.3 How will gender-equal policy making be addressed by the network?

Usually, most mobility projects address solutions for the “average person” but placing focus on vulnerable groups would make this project approach stand out. We have to ensure a Mobility that leaves no one behind and is "just" for all. This project will help to “rethink” the current mobility and city planning standards in a more inclusive way .Potential focus groups can be vulnerable groups like people with disabilities, pupils, migrants, elderly people. Mothers with small and school-age children will be one very important target group.

Within this project, Gender Equal Cities URBACT report 2022 and the Gender Mainstreaming Toolkit For Cooperation Projects of the Council of Europe will be taken into account in order to guide our project in an equal opportunities perspective.

Concrete examples of how we are going to integrate equal opportunities (especially gender) into the working of the network:

- Liepaja and Dienvidkurzeme have stressed out the mobility needs of school children, parents with strollers and people with disabilities. In this project there will be focus on improving possibilities for children to make their school trips independently using sustainable modes.
- Cento (Italy) has identified the group of migrant and elderly women as one of the most needy of intervention in terms of sustainable mobility. Moreover, countless researches and studies, carried out by experts and universities, have demonstrated the need to “rethink” the current mobility and city planings’ standards in a “feminist key of lecture”. Therefore, the Municipality of Cento will implement a set of surveys and small actions addressed to its female citizens, having the purpose to understand their habits, needs and problems, designing, in this way concrete solutions to realise.
- For Viladecans (Spain) ensuring Equal Opportunities is a cross-cutting element of Viladecans 2030 Strategy that must be present in all project policies. Relevant plans and strategies for gender equality and inclusive society have been recently approved, therefore social inclusion and gender equality are both compulsory elements that Viladecans mobility plan will have to address since its conception. Taking part in an URBACT network, will enrich Viladecans experience with all the URBACT Programme tools and expert support.
- Larissa (Greece) will ensure a gender-balanced representation within the project team. At the beginning of the project, materials on gender equality and mainstreaming such as the Gender Equal Cities URBACT report 2022 and the Gender Mainstreaming Toolkit For Cooperation Projects of the Council of Europe will be provided and will remain easily accessible in an open repository to both project team and stakeholders. In addition, the Municipality of Larissa proceeded with the establishment of a Municipal Committee for Gender Equality following a decision of the Municipal Council at 2020
- In Pombal (Portugal) Gender equity is a major concern for the Municipality of Pombal and they have been able so far to reach 73% of the goal regarding SDG 5. Several local plans and projects contributed to this result and will help our project to address a gender-view to the activities.
- Gdansk (Poland) Mayor Pawel Adamowicz, on behalf of the Gdansk City Hall, signed the Diversity Charter (in October 2017), a declaration of caring for a friendly and open work culture at the City Hall. The Gdansk Model for Equal Treatment was adopted by Gdansk City Council in June 2018 and after a year the Gdańsk Center for Equal Treatment was opened. It deals with providing support to people experiencing discrimination, and, on the other hand, researching the discrimination and violence and developing specific recommendations for local governments to counteract them.

2.4 How will green transition be addressed by the network?

Cities play a crucial role in the transition to a more sustainable future. In the context of the green transition, all PUMA network partners intend to implement various policies and initiatives to reduce their carbon footprint and promote sustainable development. To reduce GHG emissions is our main objective.

Two partners (Liepaja and Taurage (part of Green region)) are involved in the EU “100 Climate Neutral and Smart Cities” mission and are planning to achieve the EU goal (55% reduction of GHG emissions) and to become innovative examples and testing centres for climate neutrality until 2030. PUMA project activities will be as a part of this EU mission.

Seven partners (Liepaja, Green region, Larissa, Pombal, Nova Gorica, Cento, Viladecans) are members in the Covenant of Mayors, so they have a wide range of data, measures, indicators, plans for climate and energy transition. This project will help to achieve planned indicators like air quality, volume of GHG emissions, number of public transport users, length of bicycle routes etc. It is also possible to measure the carbon footprint of these cities.

The project would also like to analyse the CARBON NEUTRAL MOBILITY approach. That is, to go beyond the need to reduce GHG emissions but to compensate for the emissions that cannot be avoided with green infrastructure or other possible compensatory actions. Introducing the concept of carbon neutrality could allow us to include actions aimed at naturalisation of the city that after a few years would have contributed to fixing CO₂, and thus contribute to a change in the design of cities.

Project will be closely related to European Mobility Week activities, which are held every September in several cities.

Some of the general measures that cities are adopting and implementing:

- Development of comprehensive sustainability plans that outlines the city's goals and targets for reducing greenhouse gas emissions, increasing renewable energy use, and promoting sustainable transportation through Sustainable Urban Mobility Plans (SUMP). Six partners have an experience in SUMP preparation (Green region, Larissa, Pombal, Nova Gorica, Viladecans, Gdansk) but all nine partners are willing to develop a new or updated SUMP for different territories (district, city, region, municipality etc.). Although in URBACT Action Planning Networks it is not possible to develop it, an Integrated Mobility Action Plan (which will be one of the main deliverable within this project) will be a stepping stone for its development in the future.
- Encouraging the use of public transportation, walking, and cycling to reduce the number of cars on the road. Each city has good examples in such infrastructure projects, low emission zones, changing citizens habits etc.
- Investing in renewable energy sources, such as solar panels and wind turbines, to generate clean energy.
- Promoting energy-efficient buildings through building codes and incentives for energy-efficient retrofits.
- Implementing waste reduction and recycling programs to minimise the amount of waste that ends up in landfills.
- Supporting sustainable food systems, such as community gardens and farmers' markets, to promote local and sustainable food production.
- Encouraging green business practices and supporting the growth of green industries.

This project will help partners to continue work on carbon footprint reduction, to plan and implement significant activities related to climate issues.

2.5 How will digital transformation be addressed by the network?

PUMA network will promote experience exchange between cities that have implemented digital tools and mobility infrastructure. Other cities can learn from best practices and take over some of them. Network establishment will promote small and medium cities shift to connected, autonomous, sharing and electricity-powered modes of vehicles.

To ensure a common knowledge for discussing actions in the project team and ULG stakeholders, we will encourage all members to complete the URBACT online course ‘Keeping up with the digital transformation’. The part about the Digital Environment is of special interest when it comes to addressing our local climate challenges while the chapters about Digital Society and Digital Governance are really interesting when it comes to new opportunities for citizens' participation in the process of decision making. In this network we want to test methods for enhancing participatory democracy and it is important to be vigilant in ensuring that the digital solutions and societies we use are accessible, just and inclusive for citizens to use.

This is important to test when it comes to the digital solutions we already use or plan to develop. And it is important to consider when we arrange meetings and workshops online during the network e.g. when we use platforms like MIRO and Basecamp for organising local and transnational planning.

The Sustainable and Smart Mobility Strategy (<https://digital-strategy.ec.europa.eu/en/policies/digitalisation-mobility>) defines digitalisation as an essential enabler for the transformation to sustainable mobility. It can play an important role in achieving the target of a 90% cut in greenhouse gas emissions from the transport sector by 2050". Digitalisation of mobility can be one of the learning blocks.

Integrated Mobility Action Plans will give preconditions for smart road infrastructure development that ensures partly automatic transportation, higher speed and safety. Integrated Mobility Action Plans will promote implementation of mobility trends that are closely related to digital transformation:

- Urbanization of Mobility (Re-invention of cities by mobility)
- Democratization of Mobility (Mobility that everyone can use and provide)
- "Robotization" of Logistics (Mobility without human intervention)
- Mobility as Experience (Making movement more fun and appealing)
- Moving "Without Moving" (Mobility that replaces physical movement)
- Mobility in Natural Ecosystems (Mobility coexisting with our planet)

Source: Fujitsu Future Insights The Future of Mobility: <https://www.fujitsu.com/global/vision/insights/wp2/>

More in detail, concrete examples of how digital transformation has been integrated into the working of the network:

Liepaja city municipality is currently working on an electronic payment system in public transport. It means that in the near future there will be more data about mobility habits that can be used for decision making related to sustainable urban mobility planning.

Green region is currently working on an e-ticket system in public transport in Taurage region, Lithuania. This system will be unique in all Lithuania because other regions don't have it. Also, Green is responsible for the public transport network of Taurage region and is planning to implement digital solutions related to providing real-time public transport data to residents, as well as providing information at public transport stops and buses.

The Municipality of Pombal developed some digital tools to promote citizens' access. The bus public transportation system works with a card-ticket, has an app that allow citizens to identify the best route and some bus stops have real-time information to the next bus from each line. The bike sharing system as a monitoring back office that allow to identify the bike station with higher utilisation in order to optimize proximity to the users. Moreover, digital tools are being used for citizens engagement. For instance, last year the municipality implemented a digital spatial survey for citizens to identify the best places to install a bike park. That information is being used to implement the bike parks network. Within this proposal, the Municipality wants to move forward and integrate innovative solutions that ease the interaction between private cars and pedestrians and that can work towards the change of behaviour regarding daily mobility and the change on the gross transport network.

2.6 What is the added value of this network related to the theme proposed?

PUMA will also build upon the knowledge and learning achieved by other URBACT projects in this field. Special attention will be paid to the results of:

- VITAL CITIES (URBACT III, Liepaja) (<https://urbact.eu/networks/vital-cities>). Through this network, Liepaja tackled serious socio-economic challenges through broadened participation in physical activity. To start testing a more evidence-based approach, in 2017, the Liepāja local group installed a video camera along a popular bike path, monitoring popularity and types of usage. As a result, the Integrated Action Plan proposed placing several new video cameras around the city to track and collect information on physical activity and facilities usage. Placing will be considered within PUMA project.
- ACTIVE CITIZENS (URBACT III, Cento) (<https://urbact.eu/networks/activecitizens>). The aim of this project was to rethink the place of the citizen within the local governance by finding a balance between representative democracy and participatory democracy. During the implementation of "Active Citizens", one of the problems emerged by the works with the citizens was

that, the lack of involvement and participation in the political and social life of the city, was caused, among other causes, by the absence of an effective public transport system capable to connect the citizens (especially the ones residing in the hamlets) to the political and social places of the Municipality. This fundamental aspect will be taken into account in this project.

- CITYMOBILNET (Gdansk) (<https://urbact.eu/networks/citymobilnet>), an Action Planning Network that addressed the mobility challenges of their partner cities with the aim at developing sustainable urban mobility plans empowering cities to create joint visions;
- THRIVING STREETS (Nova Gorica) (<https://urbact.eu/networks/thriving-streets>), which aimed at improving sustainable mobility in urban areas from an economic and social perspective.
- Viladecans led the Vilawatt UTM Transfer Mechanism, an URBACT network that intended to transfer Vilawatt UIA into 3 European cities. Vilawatt UIA was a project based on promoting energy transition in the city. Viladecans considers that renewable energy and energy efficiency must play a key role in its new mobility city strategy. That is, the city integrated action plan for sustainable mobility must also contribute to the energy transition process in the city. Viladecans will contribute to the network with the learnings achieved during the Vilawatt UIA and UTM projects mainly in terms of energy transition and engaging and empowering citizens and local stakeholders in city strategies addressed to achieve ecological transition and climate neutrality.

There are also several projects that partners were not involved, but can complement and add value to PUMA network:

- SPACE4PEOPLE (<https://urbact.eu/networks/space4people>), which dealt with public and transport in order to improve walkability, quality of stay, mix of functions to achieve attractive public space for diverse user groups and a sustainable urban mobility scheme supporting such public spaces.

3. RATIONALE OF PROPOSED PARTNERSHIP

3.1 Profiles of the Partner Cities

3.1.1 Local challenges of city partners specific to the network theme

Liepaja

From 2006 Liepaja city has decreased CO₂ emissions by 46%. At the same time GHG emissions in the transport sector have increased by 29% and currently it is the largest part (53%) of total volume of GHG emissions. We have already done many things to promote sustainable transportation modes: bought new low floor trams, built new cycle paths, currently implementing a new modern public transport payment system. For the past 15 years we also have improved our traffic system with smart controllers and cameras.

At the same time it is not enough to achieve the ambitious EU climate goal - at least 55% decrease of GHG emissions. Considering the fact that we are one of the EU “100 Climate Neutral and Smart Cities” mission, we are eager to decrease emissions by more than 55% by 2030. Nevertheless for the last few years there has been an increase of GHG emissions, mainly because of economic activity. There is an increase in the number of registered private vehicles in Liepaja and decrease in public transport users although the number of inhabitants is constantly decreasing.

Our next major task within the “100 Climate Neutral and Smart Cities” mission is to develop an Integrated mobility action plan, in parallel with other “soft” and infrastructure mobility projects. The results and findings of active projects will be incorporated into the Integrated mobility action plan. Also, we are updating our Sustainable Energy and Climate Action plan for 2030 and developing the Climate City Contract 2030, which will address among other things mobility. Integrated mobility action will be a stepping stone for solving problems and challenges that are related to high use of private cars (congestion, air pollution etc.) and to promote sustainable urban mobility.

Dienvidkurzeme

Dienvidkurzeme is Latvia's largest municipality, covering an area of 3,591 square kilometres. The municipality is subdivided into five towns and 26 parishes, which means that residents in the parishes have difficult mobility options. The main challenge in Dienvidkurzeme Municipality is to provide citizens with equal opportunities to move, so we can define as a problem that public transport does not reach areas outside the region's centres and residents are forced to use personal cars. Public transport, for the most part, moves between towns of the Municipality. To get to city centres, it's necessary to transfer to another public

transport and buy a new ticket again, which leads to the second problem of not having connected routes, which makes it more difficult for citizens. Dienvidkurzeme development plans include the idea of connected public transport routes between towns, parishes and nearest cities. Also thinking about climate change, an energy management system is being developed and there are plans about electric buses to reduce emissions. There are also plans to improve the availability of public transport for those who live in Dienvidkurzeme parishes. Until now Dienvidkurzeme Municipality provides the opportunity for pupils to get to the school with a special school bus that takes them from home to school and back. This reduces the need for parents to drive by private transport to take their children to schools and back.

Green region

The main challenge in Taurage region is that there is the biggest private car usage among all Lithuania's regions and the public transport system is not so popular among the region's residents. That is because of the poor condition of public transport infrastructure (old buses, poor bus stops), municipalities do not have a long-term vision of development of the public transport system, and most public transport routes are not adapted to the needs of residents. Only one city in the entire Taurage region (Taurage city) has its own SUMP and is involved in the EU "100 Climate Neutral and Smart Cities" mission. Other cities do not have enough experience and skills to properly implement sustainable mobility measures.

In 2020, all 4 municipalities agreed to implement a common functional area strategy. One of the main activities of this strategy is creation and development of a common regional public transport system. Public Institution „Žalasis regionas“ (ZR) was established to implement this activity and to solve all problems related to the public transport system in Taurage region. Therefore, a common e-ticket system is currently being implemented in Taurage region, new regional public transport routes are being created and new electric buses are being purchased. However, in order to achieve an effective, popular and climate neutral public transport system in Taurage region, it's necessary to develop a long-term strategy, that includes specific measures for all 4 municipalities taking into account their geography, specifics, passengers and infrastructure. Also, it is necessary to get acquainted with the experience of other cities and regions in other countries in this area and apply good experiences in Taurage region.

Larissa

The Development Organization of the Municipality of Larissa operates in the public interest, cooperates with the local administration, in order to implement the development policy in the area of the collaborating cities. It has the ability to cooperate with all the Municipalities, no matter the geographical scope.

Larissa is also the first Greek city to begin implementation of an approved SUMP and we are interested in improving the connection between the central area and the neighbourhoods for bicycles and pedestrians. In parallel with the SUMP already implemented in the city, we would like to incorporate all modes of transport into a single integrated and multimodal strategic planning approach for the mobility of people and goods, taking account of energy efficiency and sustainability concerns. Especially we want to focus on bicycle usage within the city limits, by increasing the cyclists' safety with new bike lanes and security with dedicated parking spaces and find solutions to the lack of efficient car parking places, surrounding the city centre. The entity will collaborate with the Municipal Department of European Programs, which has experience in implementing EU funded projects

Pombal

At the local level, the link between the rural areas and the city through sustainable modes is still weak or nonexistent so people commute using private car. Thus, the municipality is lacking of an effective public transportation from the hamlets to the city centre, producing a growing marginalisation of those living on the countryside, namely elder that live there all their life but which kids moved to the city, and migrants, that live there due to cheaper houses, that often don't have a driving licence, and promoting a population decrease on small villages. Moreover, although Pombal is a small city and we already have several sustainable mobility systems, we have not been able to increase the share of people who use soft or sustainable transportation in their daily activities so we need to correctly identify what can make the shift on people's mindsets and promote a new mentality about mobility. At the regional level, most users of the train stations go by car to the station within the city and leave the car there to take the train because there is no connection between transport modes. Thus, although train and bus stations are within less than 100 metres, they do not function as an intermodal infrastructure. Therefore, we need to identify all the dots of the system and interconnect it in the smoothest way. At national level, the municipality of Pombal is located exactly in the middle of two major highways. Their infrastructures are heavily used for gross transportation. Therefore, we need to improve our logistics system and provide an efficient connection between the road and train transportation of goods. Finally, all these levels and challenges need to be considered through a deep knowledge of the mobility flow and a holistic approach to promote sustainable mobility.

Gdansk

City of Gdansk is one of the leaders in introducing sustainable urban mobility policy in Poland. Sustainable Urban Mobility Plan Gdansk 2030 was adopted by the City Council in 2018 as a result of common settings within URBACT project CityMobilNET and cooperation with citizens and stakeholders. As an ambitious city we've been introducing 27 various activities to be modern, green and efficient. In 2022-2023 we've been taking part in the preparations of the regional SUMP for Metropolitan Area Gdansk-Gdynia-Sopot which will be adopted by our local government.

Gdansk consists of 35 districts that fulfil various functions. As a city of equality and solidarity, we want the transport system to be modern, reliable and accessible to everyone. One of our main goals in Gdansk's Development Strategy is to create a 15-minute city, so we want to prepare and adopt Integrated Mobility Action Plan for one of our districts - Oliwa which could be a great example of this strategy.

The Integrated Mobility Action Plan for a district is an innovative task for us. Not many cities in Poland have it. Oliwa district, although old, is still developed. You have a combination here of many services, housing, green and public spaces. Due to intensive development of business areas and Gdansk University, many people from other parts of Gdansk as well as neighbourhood cities come here every day, especially on workdays. The challenge is to create more liveable general space for inhabitants of Oliwa. We want to create an Integrated Mobility Action Plan which will focus on transport and quality of public spaces as a one of the core in the city for its inhabitants. District Integrated Mobility Action Plan will be agreed with involved inhabitants and stakeholders with a long-term vision and action plan which will be started within URBACT and continued after it.

Based on our rich experiences with SUMP, we know that it's a very valuable tool - thanks to its dreams and aspirations come true.

Cento

The Municipality of Cento is characterised by a strategic position in the middle of three important cities (Bologna, Ferrara and Modena). This factor, together with the existence of a structured industrial hub, attracts every day a massive flux of commuters, which produces an important flow of vehicles, wares and peoples. These causes, combined with a serious lack of widespread public transportation, with a strong inclination for the use of private cars by citizens and with the existence of 11 populous hamlets far different kilometres (also 18) from the city centre, produces negative effects on different fields as the socioeconomic and the environmental ones. As a matter of fact, this situation determines on the first hand, the socio-economic marginalisation of specific target of citizens residing in the hamlets and not able to reach the "heart of the city" (elderly, migrants, women without driving licence and youth) and, on the other hand, an high level of air pollution, provoked by the intense traffic produced by private and commercial vehicles. Eventually, this key topic has been forgotten for many years, believing, mistakenly, that it was a matter exclusive to the big city.

Viladecans

Viladecans face significant challenges as regards to mobility. The first one: the need to approve a new urban mobility plan as the old one is about to expire.

Mobility represents almost 58% of the city CO2 emissions, so if Viladecans aims to become a climate neutral city by 2030, as set out in Viladecans 2030 Strategy, a sustainable & holistic approach to reduce this source of emissions is essential.

As a city with more than 50,000 inhabitants, Viladecans is obliged to have a Low Emission Zone according to European and Spanish regulations.

To name a few specific challenges:

- Reduction of the emissions associated with mobility by 40% in 2023-2027 and by 60% in 27-31
- Increase of urban & interurban mobility with bicycle and Personal Mobility Vehicles (PMV). Increasing the Interconnection of the network of bike lanes & cycle ways as well as to complete the urban cycling network.
- Improvement of the frequency of urban and interurban buses. Creation of the new bus line (VilaBus 3), and redefinition of new bus stops for new areas of the city.
- Improvement of public transport service between Viladecans & Barcelona
- Creation of parking lots in the periphery of the LEZ to reduce 6,000 cars circulating in the city (2024-26)
- Deployment of the safe bicycle parking network on roads in all city district.
- Deployment of the network of electric charging points
- Creation the metropolitan bicycle Office and become a reference point in the Southern Metropolitan Area.
- Creation of learning communities around net zero emissions, where mobility is a key point, to boost the behavioural change needed to become a net zero city
- Creation of the carbon footprint office associated to the Vilawatt office for the energy transition, because the energy in the city is not only related to electric supply by green energy in houses and buildings, but is also in cars and vehicles moving in the city.

Nova Gorica

The Municipality of Nova Gorica has identified sustainable mobility as a priority area of action in their SUMP 2030 plan. Developing a comprehensive sustainable mobility system is crucial for reducing the city's carbon footprint and promoting sustainable transportation.

In addition to focusing on transportation and infrastructure management, it's also important to address the needs of vulnerable populations, such as the elderly, young unemployed, homeless, low-income families, and disabled people. It's encouraging to see that the city is working with competent institutions and NGOs to offer a set of services for vulnerable groups, and that there is a plan to adjust the quality of these services to meet the needs of these groups in light of new challenges.

In terms of implementation, it's important to have effective coordination and information-sharing among the different organizations and stakeholders involved in these initiatives and projects. By working together, they can create synergies and ensure that the services provided are accessible and viable in the long-term. The potential for creating jobs in social entrepreneurship is also an important aspect to consider, as it can help to promote economic development while also addressing social needs. Overall, it's encouraging to see the Municipality of Nova Gorica taking a comprehensive and collaborative approach to promoting sustainable mobility and social care in the city and surrounding areas.

3.1.2 Local strategic framework of the city specific to the network theme

Liepaja

- Liepaja city and Dienvidkurzeme county municipality sustainable development strategy until 2035. This is the main policy planning document for two municipalities and it sets common vision, strategic aim, long term priorities and spatial development perspective. Transport development perspective is also included in the strategy.
- Liepaja city and Dienvidkurzeme county municipality development programme 2022-2027 (including Action plan with concrete investment projects and actions also in the sustainable mobility sector).
- Sustainable Energy and Climate Action Plan of the city of Liepaja 2020-2030 – main sectoral guidelines for climate and energy policy in the long term. There is also a list of activities in transport sector;
- Liepaja city Air Quality Action Programme 2021-2025. Programme is developed to assess the air quality situation in Liepaja and to set air quality improvement measures until 2025. Programme sets measures in the transport sector as well.
- Liepaja city territorial (zoning) plan until 2037

Regional strategies that are relevant to the network theme:

- Kurzeme region sustainable development strategy until 2030;
- Kurzeme region development programme 2021-2027.

National policy documents in mobility sector are relevant to the network theme:

- Sustainable Development Strategy of Latvia until 2030
- National Development Plan of Latvia for 2021-2027
- Public transport future concept of the Republic of Latvia 2021 - 2030;
- Transport development guidelines of the Republic of Latvia 2021 - 2027;
- European Union Cohesion Policy programme 2021-2027, priority 2.3. Sustainable urban mobility, specific thematic objective 2.3.1. "To promote sustainable diverse mobility in cities".

Dienvidkurzeme

Dienvidkurzeme is a new municipality that has been created after the Administrative territorial reform in 2021. Latvian development planning laws state that from 2021 five large cities have to cooperate in development planning with their neighbouring municipalities and that in 2029 cities and counties will be consolidated. Therefore, Dienvidkurzeme closely cooperates with Liepaja and the same local strategies are relevant to the network theme. Plus, there are valid territorial (zoning) plans for 8 former municipalities (Nica, Aizpute, Durbe, Grobina, Rucava, Priekule, Pavilosta, Vainode counties) that contain transport development perspectives as well and should be updated and considered within this project.

Green region

All 4 Municipalities in Taurage region plan their transport development actions according to the following strategic documents of EU, Lithuania, and the region:

- European Union Cohesion Policy programme 2021-2027. According to the provisions of the European Union Cohesion

Policy programme in Lithuania, municipalities are planning their future activities in the field of public transport, financing these activities.

- Lithuania transport development strategy until 2050. This strategy determines the directions of development of the transport sector at the level of the country, regions, and cities. When municipalities will be planning the development of the region's public transport infrastructure and preparing sustainable mobility plans, they will have to consider the provisions of this strategy.
- Lithuanian transport infrastructure development plan until 2030. The plan is intended to effectively develop Lithuanian transport infrastructure and the entire transportation system and to implement the planned tasks and long-term international and national goals. The measures of the plan condition the harmonious and consistent development and growth of the sector, encourage the creation of conditions for economic breakthrough and ensure conditions for social well-being.
- Functional zone Taurage+ development strategy. This strategy was prepared in order to identify problematic issues important to several municipalities (including not efficient public transport), the solution of which requires joint actions, primarily aimed at ensuring the availability of higher quality services that meet the needs of the population and better availability of jobs.
- Strategy of Taurage region 2023-2029. This strategy contains specific measures aimed at increasing the availability of public transport services in Taurage region and improving the quality of services. These measures are expected to be implemented by 2027.

Larissa

The Municipality of Larissa has implemented projects related to urban mobility since the '80s, with two significant studies, one about the upgrade of the central area of the city (including the riverbanks of Peneus river) and one for traffic and transport. Those studies led to significant decisions on the future of mobility options and projects, starting with the first pedestrian road in 1985, signifying the beginning of today's network of 10km of pedestrian roads in the central area of the city (including approx. 40 city squares), including residential and commercial areas, cultural monuments (the Ancient Theater, Mill of Pappas, Bezesteni, Basilica), public spaces and parks, as well as municipal and administrative buildings and services. The Municipality of Larissa has developed several relevant local strategies and action plans, which are fully adopted by the Development Organisation of Larissa itself and can set the foundation for this project's Action Plan. To name a few:

- 5-year Operational Plan (2014-2019), still active
- General Urban Plan
- Sustainable Urban Mobility Plan
- Integrated Urban Development Scheme
- Sustainable Urban Development Strategy
- Local Plan for Waste Management
- "Open spaces / Open river" (Strategic Marketing Plan)
- "Open Mall" project
- LIFE program "AdaptInGR"
- Natural Based Solutions (NBS) Plans (Clever Cities Project)

Pombal

There are several plans that have been developed and implemented in Pombal regarding sustainable mobility:

- In 2017 the NUTS III region "Região de Leiria" promoted the development of the sustainable urban mobility plan for all the Municipalities within.
- Since 2014 the Municipality has been promoting the Mobility Week through activities with schools and the general public, namely through conferences, road safety/parking sensibilization, and promoting play on the streets.
- Since 2005 the municipality has been participating in the ECO XXI initiative that awards the activities promoted by the Municipality regarding sustainable development.
- In 2021 the municipality approved the Energy Sustainability Plan that aims to promote the change to efficient vehicles, promote electric mobility, optimise public transportation and network, increase walkability and cycling, optimise commuting and provide education initiatives regarding climatic neutrality. These actions aim to promote a 14% reduction on energetic consumption.

Several plans are being developed at the moment so there will be the chance to integrate sustainable mobility:

- The Municipal Strategic Plan for 2030 is evaluating the municipality through an holistic and participated approach and will shape the development of the Municipality through initiatives that need to be implemented, integrated on the EU agenda and the SDGs.
- The Municipal Social Development Plan will identify the most vulnerable and hard-to-reach groups and territories, namely those who rely on public transport to go to study or work.
- The Urban Master Plan will draw the future of urbanisation and mobility of the city and the outskirts, identifying areas of urban growth and new roads that can solve issues regarding congestion of major roads within city areas.

- The regional development plan is defining the major areas of development and mobility between main cities within the NUTS II Centro Region.

Gdansk

The City of Gdansk adopts strategic documents related to sustainable mobility in line with current regulations:

- Gdansk 2030 Plus City Development Strategy - long-term strategy updated on Sep '22 which aims are following: Green, Common, Available and Innovative City. Activities and aims are settings between citizens, stakeholders and concerning to: flow of goods, services and knowledge; pedestrian and bicycle systems in connection with PT; construction and modernization of transport infrastructure; improvement of energy efficiency and reduction of GHG emissions.
- SUMP for Gdansk 2030 - adopted in 2018 by City Council, regularly monitored. Its activities are mainly focused on vulnerable road users and public spaces, but also include public transport, city logistics, active mobility, new mobility solutions, awareness-raising as well as research.
- Strategy on Electromobility in Gdansk - adopted in 2020 by City Council. It includes vision until 2035 and was developed with a public consultation. The strategy has purposes of improving air quality and changing the transport habits of inhabitants. One of the results of the strategy is that Gdansk became a Polish leader in researching and testing the potential of autonomous zero-emissions vehicles in PT.
- Study of conditions and directions of spatial development of the city of Gdańsk - determines the directions of the city's development over the next 30 years. The study is one of the tools for conducting a sustainable spatial policy. The provisions contained in the study allow for the implementation of the expected investments, the creation of new jobs, improvement of the quality of life of residents and attractiveness of living in Gdańsk.
- Local Spatial Development Plans - each district or its part has (or in preparation) a plan for spatial development to harmonise the city and create it more sustainable, liveable and efficient.

Cento

The Municipality of Cento, in the last years, has adopted a series of measures having the purpose to contrast the air pollution, containing the carbon emissions produced by vehicles. More in detail, it has been adopted the "P.A.I.R." (Regional Integrated Air Plan) that provides tools through which is possible to achieve the reduction of the most damaging polluting emissions (PM10, nitrogen dioxide and ozone) in the regional territory, through a series of measures that allow a partial purification of the air, returning, in this way, within the limit values established by the European directive 2008/50/EC and, at national level, by the legislative decree (155/2010). Another ambitious purpose connected to these regulations is the decrease of the percentage of population exposed to the consequences of exceeding the PM10's limits from 64% to 1%.

The Municipality of Cento, through its local police, issues ordinances on traffic limitation, from October to April, in order to reduce the air's pollution while, simultaneously, the Environment Department sends the report concerning the outcomes of these controls to the regional and national authorities.

Eventually, the Municipality of Cento in 2021 has participated to the Regional tender "Bike to Work", having the aim to incentivize the use of sustainable mobility models, dispensing economic grants to citizens using bikes to reach their job's place. Unfortunately, the drafting and the fulfilment of a new SUMP, in the last years, has been stopped by the needs regarding the rebuilding of the damages caused by "Emilia-Romagna's earthquake" of 2012. Now, after ten years, the local administrations and the citizenry believe fundamental work on this topic, giving to the city a new, innovative and green mobility plan.

Viladecans

On Sept'21, the city approved its Strategic Framework (2030 Strategy & Local Urban Agenda). These documents, aligned with the major international agendas, guide the work of the local government while ensuring coherence of local policies. The STRATEGY establishes 6 priority axes (1 is "Ecological Transition") & defines "Inclusion, Digital & Green Transition" as transversal to all strategic axes, it sets 25 challenges (this proposal will contribute to at least 4) & 2 missions, 1 of which is "to make Viladecans a climate-neutral city by 2030", therefore an Integrated Mobility Action Plan that tends to net zero emissions, will be key in this goal.

The Urban Agenda puts the focus on sustainable urban development & defines 131 actions (15 directly related to sustainable urban mobility).

Several plans should be also taken into account:

- Former Urban Mobility Plan
- Covenant of Mayors for Climate & Energy-SECAP
- Declaration of Climate Emergency
- Local Climate Pact (<https://www.viladecans.cat/es/pactoporelclima>) & Citizen Climate Change Committee
- Declaration of Viladecans to encourage cities to follow the 3-30-300 mode, which will have an impact on the city mobility policies.

- Urban Plan for the Naturalisation of the City (in process)
- Bicycle Local Plan
- The city is currently working to implement a low emission zone in almost all the urban territory by 2023 with NextGenEU funds. This action will transform the city through the implementation of sustainable mobility policies which the Integrated Mobility Action Plan will have to consider.
- The city energy strategy will also be key when drafting the SUMP, as energy transition does not only take place in buildings & public lighting, but also in mobility.
- The Local Plans for Inclusive Community Action & Gender Equality that requires social inclusion & gender equality perspective in all city planning, will also be considered.

Nova Gorica

- Regional Development Programme of the Goriška development region 2021-2027 and the Operational Programme for the implementation of the European cohesion policy 2021-2027 - Strategies for sustainable mobility: Develop a plan to reduce greenhouse gas emissions from transportation, invest in public transit infrastructure, promote active modes of transportation, encourage electric/hybrid vehicles, implement intelligent transport systems, develop innovative financing mechanisms, and engage with stakeholders to build support for sustainable mobility.
- Decree on the Municipal Spatial Plan of the Municipality of Nova Gorica - Official consolidated text of the Decree on the Municipal Spatial Plan of the Municipality of Nova Gorica (Official Gazette No. 13/2018, 30/2018 and 31/2020): Promote active modes of transportation such as walking and cycling by developing safe and connected networks of bike and pedestrian paths, creating pedestrian zones and shared spaces, and providing secure bicycle parking facilities; Improve public transportation by increasing the frequency of services, extending the operating hours, and integrating different modes of transport (e.g., bus, train, and bicycle) to offer seamless journeys.
- Local energy concept of the Municipality of Nova Gorica, 2017: The main goal of the LEC is to reduce energy consumption and greenhouse gas emissions, increase the share of renewable energy sources and improve energy efficiency in buildings, transport, and public lighting.
- Strategic accessibility plan for the Municipality of Nova Gorica, September 2019: a strategic document for improving accessibility for all citizens and visitors of the municipality. The main goal of the plan is to create a barrier-free environment, where all people, regardless of their age or physical ability, can move around freely and independently.
- Accessibility Action Plan 2021-2024 of the Municipality of Nova Gorica, November 2020 (adopted)

3.1.3 Local links to Sustainable Urban Development through Cohesion Policy

Liepaja

Liepaja city and Dienvidkurzeme Municipality strategic planning documents have close relations with New Leipzig Charter, European Green Deal, United Nations Sustainable development goals, and other international policy planning documents. It is worth mentioning that one of the main objectives (connecting the region) of the European Union Strategy for the Baltic Sea Region is closely related to local strategies and this project. In this project there are partners from different regions (North Europe, Central Europe, South Europe) and the project will promote pre-conditions for better connections between these regions.

Considering the fact that the New Leipzig Charter promotes cooperation and coordination for local policies and instruments with surrounding suburban and rural areas, partners in this project will focus not only on their administrative borders. For example, the lead partner (Liepaja city) is going to produce common sections in Integrated Mobility Action Plans with its neighbouring municipality - Dienvidkurzeme Municipality.

Dienvidkurzeme

As Liepaja city described, the strategic planning documents for Liepaja city and Dienvidkurzeme Municipality have close relations with New Leipzig Charter, European Green Deal, United Nations Sustainable development goals, and other international policy planning documents. It is important for Dienvidkurzeme Municipality to form cooperation in order to ensure the development of the region, as foreseen by the European planning documents. The closest cooperation for the Dienvidkurzeme Municipality is the Baltic Sea region projects, as well as the Lat-Lit and Interreg projects. Since the unification into the Dienvidkurzeme Municipality took place quite recently, we are still on the way to greater cooperation and development plans, including in the fields of climate and energy. We consider it important to cooperate with the neighbouring city Liepāja in order to take an example and develop common plans.

Green region

Taurage region strategic planning documents have close relations to SUD, European Green Deal, EUI and other policy planning documents. Taurage city is implementing its own Sustainable urban development plan (until 2030). In Taurage region strategy 2023-2029 there are measures related to the European Green Deal and EUI.

All municipalities of Taurage region will focus on creating a sustainable regional mobility plan, following the environmental regulations and working in tight cooperation with each other. It is important to focus on the interconnection between various dimensions of urban and regional life and development of the new sustainable mobility plan should include all sides. This will comply with the provisions of the European Green Deal.

Also, municipalities of Taurage region will take advantage from URBACT project activities to launch cooperation with surrounding regions and public authorities, business and NGOs to receive full support for implemented activities and to spread project ideas. This will comply with the provisions of "New Leipzig Charter".

Larissa

The City already implements a Sustainable Urban Development Plan with a budget of around 17 million euros and already designs the next one for the programming period of 2021-2027 for around 25 million euros.

its main axes. Actions that are part of the approved Sustainable Urban Development Strategy of the Municipality of Larissa entitled "The city in the foreground", such as:

- Light traffic road network.
- Creation of an extensive network of pedestrian and cycling routes.
- Sidewalk management system.
- Redevelopment of trench II area and pedestrian bridge of Nea Smyrni.
- Completion of the foreground culture.
- Creating a point of cultural connection – Jeni Mosque.
- Study to improve accessibility for the disabled. Projects to improve the accessibility of municipal buildings and common areas.
- Conversion of playgrounds for operation and for children with disabilities.
- Upgrading and equipping a homeless accommodation structure.
- Open Support Center for children with Down syndrome.

In addition, the city has already submitted a proposal at EUI about the exploitation of an area recently provided to the Municipality by the Ministry of Agriculture. The project seeks to create the first Urban Development & Social Innovation HUB in Greece, where people from all social groups come together to access affordable housing solutions, while actively engaging in the process of training, vocational education, and direct employability solutions based on social entrepreneurship. Diverse cities' success on sustainable development depends on well diagnosed local challenges and carefully chosen solutions

Pombal

The Municipality of Pombal developed, in 2015, a Urban Development Strategic Plan (PEDU) in line with the Regional Program for the Centro Region – Centro 2020 and with the Integrated Territorial Development Strategy defined at the level of the Intermunicipal Community of Leiria Region. This PEDU establishes, between others, the following thematic objective: 1. Support the transition to a low-emissions economy across all sectors, supporting sustainable mobility in the city of Pombal through the implementation of low-cost strategies for carbon content, including the promotion of sustainable multimodal urban mobility. The Strategic Plan being developed is linked with the United Nations Sustainable development goals and the EU strategic agenda and priorities of the European Commission 2019-2024, that includes the European Ecologic Pact. Moreover, the plans that are now being developed, namely the strategic plan, the regional development plan and the urban master plan will be linked with SUD, New Leipzig Charter, and EUI, allowing the application of their principles to the local level. By instance, the strategic plan and the regional development plan will include actions to a more competitive and smarter territory, a greener transition towards a net zero carbon economy, more connected, social and inclusive. Besides, it will contribute to strengthening economic, social and territorial cohesion within the Municipality and within the region, while paying special attention to deprived urban areas.

Gdansk

The initiation of the process of drafting amendments to the "Gdańsk 2030 Plus" document was a good moment to examine the directions of Gdańsk's development and adjust its provisions to the challenges and socio-economic changes as well as the new

objectives of the cohesion policy emphasised in the implemented EU perspective for the years 2021-2027. The work drew on the achievements of Gdańsk's strategic documents outlining the city's development policy, including the content of the amended Strategy. The new legislation emphasised the integration of the spatial, economic and social dimensions, which translated into the obligation to develop a new element of the Strategy – a model of the functional and spatial structure and recommendations for shaping and conducting spatial policy in the Municipality of Gdańsk. The concept was developed by the Gdańsk Development Office. In this way the development directions set out in the Strategy gained a visible spatial dimension. Residents of Gdańsk were also able to express their opinion on aspects of the development of Gdańsk in the coming years by taking part in a survey.

The following were considered to be the priority areas of development and the most important challenges: greenery in the city, public transport, revitalisation of neighbourhoods, environmental protection, road infrastructure and preparation for the effects of climate change.

The Strategy pursues the objectives of and is consistent with such documents as: Urban Agenda for the EU, Leipzig Charter and New Leipzig Charter, European Green Deal, UN Sustainable Development Goals.

Other strategic documents for the city of Gdansk are always in-line with the Gdańsk 2030 Plus Development Strategy in specific fields or in general approach.

Cento

The Municipality of Cento, also thanks to the implementation of this project, will act in the wake of the precepts declared by the “European Green Deal”, “New Leipzig Charter” etc. As a matter of fact, the European Green Deal focuses on the strong interconnection between various dimensions of urban life (environmental, economic, social and cultural) and, therefore, the development of a new sustainable urban mobility system should take into account all these sides, using an integrated and multidisciplinary approach. In this way, the Municipality of Cento will focus not only on a simple reorganisation of the local mobility, following the environmental regulations, but will act in tight cooperation with several and different stakeholders, in order to make the new Integrated Mobility Action Plan an innovative and real tool able to intervene in the socio-economic dynamics of the community.

Moreover, taking as reference the “New Leipzig Charter”, which highlight the cities' need to receive a full support of all governmental levels and all key actors, both governmental and non-governmental, the Municipality of Cento, will take advantage from the tools and resources equipped by the Urbact's project, to launch a profitable cooperation path not only with the surrounding local authorities as bordering municipalities and the three provinces of Ferrara, Bologna and Modena, but also with regional and national authorities having competences and power in these fields as the Emilia-Romagna region and the Italian Environment Ministry.

Viladecans

PUMA proposal is fully aligned with Viladecans strategic framework, that is, Viladecans 2030 Strategy and Local Urban Agenda. Both documents are aligned with the UN 2030 agenda (SDGs) and the main international agendas, such the Urban Agenda for the European Union. As regards to the latter, it would be interesting that the PUMA project takes into account the conclusions of the Urban Mobility Partnership Action Plan, but also the results of the Action Plans of other Partnerships such as: Air Quality, Energy Transition and Digital Transition.

As aforementioned Viladecans 2030 Strategy establishes 6 priority axes (1 is “Ecological Transition”) & defines “Inclusion, Digital & Green Transition” as transversal to all strategic axes, it sets 25 challenges (this proposal will contribute to at least 4) & 2 missions, 1 of which is “to make Viladecans a climate-neutral city by 2030”. This Mission and all the related actions (including the 15 direct actions of Viladecans Local Urban Agenda related to mobility), and also PUMA proposal, is fully aligned with:

- The Green Deal and the EU 2030 Climate Target Plan which sets the objective to cut greenhouse gas emissions by at least 55% by 2030 in the path to become a climate neutral continent by 2050.
- The objectives of the Cohesion Policy: (2) a greener, low carbon transitioning towards a net zero carbon economy; (3) a more connected Europe by enhancing mobility.

As regards to the Leipzig Charter, Viladecans Strategic documents, the present proposal and the work to be carried out locally in Viladecans will be in line with the five EU principles of good urban governance: “policy for the common good”, “integrated approaches”, “multi-level governance”, “place-based approaches” and “participation and co-creation”.

The Digital Europe Programme and the New European Bauhaus will be other interesting initiatives to take into account when deploying the current project and defining Viladecans Integrated Action Plan.

Nova Gorica

The urban dimension of Cohesion Policy, which includes the Sustainable Urban Development (SUD) policy, New Leipzig Charter, Article 11 of the Common Provisions Regulation (CPR), and the European Urban Initiative (EUI), is linked to the Sustainable Urban Mobility Plan (SUMP) in Nova Gorica in several ways:

- SUD policy: The SUD policy promotes the sustainable development of cities and urban areas by providing a framework for integrated and participatory planning processes, which is aligned with the principles of the SUMP approach.
- New Leipzig Charter: The New Leipzig Charter is a policy document that sets out principles and guidelines for sustainable urban development in Europe. It emphasizes the need for integrated approaches to urban development, which is also a key aspect of the SUMP approach. The SUMP in Nova Gorica aims to integrate transport planning with land use planning and other urban development policies.
- Article 11 of the CPR: Article 11 of the CPR requires Member States to ensure that their operational programmes under the European Regional Development Fund (ERDF) and the Cohesion Fund contribute to sustainable urban development. This includes support for the development and implementation of SUMPs, which are a key tool for promoting sustainable urban mobility. The SUMP in Nova Gorica is partly funded by the ERDF, which is linked to Article 11.
- EUI: The EUI is a network of European cities and stakeholders that aims to promote sustainable urban development through knowledge exchange and cooperation. The EUI provides support for cities to develop and implement SUMPs, including peer-to-peer learning and technical assistance. Nova Gorica is a member of the EUI and has benefited from its support in the development of its SUMP.

3.1.4 Motivation and commitment of each city to join the network

Liepaja

The motivation of the Liepaja city to join the network is to create pre-conditions for sustainable urban mobility development and to learn from best practices in other European cities. Mobility is a very important component to achieve climate and air quality goals, considering the fact that Liepaja city is one the EU “100 Climate neutral and smart cities” mission and CO₂ emissions are continuously growing.

A recent survey shows that Liepaja and Dienvidkurzeme inhabitants are car-oriented - it is the most popular type of transportation. Walking is also a popular choice of movement, but cycling and other non-motorized vehicles, carsharing, and taxis are very rare types of transportation. If there will be no action, traffic can raise such problems as congestion, air pollution, more car accidents, injuries and even more deaths on roads.

With the increase of private cars, it is more difficult to achieve climate and air quality goals. Electric and hybrid vehicles can be one solution to promote better air quality and reduce CO₂ emissions, but the number of such vehicles in Liepaja city and Dienvidkurzeme is low (in 2022 approximately 100 vehicles). Also, a survey shows that only 15% of respondents have an interest in buying such a vehicle in the near future.

Considering these tendencies, Liepaja city and Dienvidkurzeme needs strategic mobility planning, to promote development of dynamic, functionally diverse cities and rural territories development where inhabitants can choose types of transportation that are better for environment and health. IAP and this project will be a stepping stone for human-centred dimension in Liepaja and Dienvidkurzeme.

There are many planned and realised projects that are crucial for IAP implementation (see section 3.1.5.). For some project ideas IAP will give valuable information, details and justification.

Dienvidkurzeme

The motivation of the Dienvidkurzeme in the development of the mobility plan is to ensure easy access and the possibility to use public transport for daily use. Also ensure the use of connected routes with one ticket.

It will be achieved that the inhabitants of the Dienvidkurzeme will use less personal vehicles, which will reduce emissions. Dienvidkurzeme plans to gradually replace the existing buses with electric buses, if the goal is achieved and residents will use public transport services more often.

Green region

The motivation of Green region, as representative of 4 municipalities of Taurage region, to join the network is to create pre-conditions for development of regional public transport system, including sustainable urban mobility principles. Taurage region stands out for its extremely high use of private cars instead of public transport, which results in very high greenhouse gas emissions across the region. Taurage city is the leader in all Taurage region in terms of implementing renewable energy solutions in its activities, including public transport. Taurage city is also one of 2 cities in Lithuania, participating in the EU

“100 Climate neutral and smart cities” initiative and the only city in Taurage region, which has its own sustainable urban mobility plan. Other cities and municipalities of Taurage region do not have a lot of experience or skills in sustainable mobility planning, but they are thinking about the necessity to change the approach to planning transport infrastructure and development. Also, all 4 municipalities agree that it is necessary to plan at the regional level because the implementation of measures only at the local level will not allow good results to be achieved.

This opportunity to get acquainted with the situation and practices of other cities and countries across Europe will help to prepare high-quality and universal measures of sustainable mobility at the regional level. Therefore, participation in activities of this network is particularly important.

Larissa

Introducing the concept of the 15-minute city to the people who participate either in developing or implementing urban strategies would provide a new view of urban development that could be incorporated in city policies that go beyond sectoral themes. Developing plans in the public sector is usually through the framework requirements, that don't always readily incorporate newly developed ideas, terms or policies. The capacity building activities can help employees and practitioners to facilitate the development of better quality strategies, as well as improve knowledge and expertise of the organisation.

Introducing the concept of the project to the people who participate either in developing or implementing urban strategies would provide a new view of urban development that could be incorporated in city policies that go beyond sectoral themes.

Developing plans in the public sector is usually through the framework requirements, that don't always readily incorporate newly developed ideas, terms or policies. The capacity building activities can help employees and practitioners to facilitate the development of better quality strategies, as well as improve knowledge and expertise of the organization.

The URBACT methodology promotes an exchange between local authorities and the stakeholders, supporting the spread of a culture aimed at investing in digitalization and green practices to foster both economic development and sustainability. Based on our experience, there are two levels of improvement for each partner city: Firstly, at local level through the constitution and operation of the ULG and secondly through study visits and transnational meetings. In this sense, we believe our municipality can benefit from the very enriching experiences from being part of this network.

Pombal

This network will be important to identify best practices that we can implement in our territory, with the advantage that we can provide evidence on the impact of changes we can implement. Moreover, it will allow us to focus on mobility in a broader and holistic way, allowing us to link the single interventions that are being planned. Thus, the Municipality of Pombal is interested in promoting sustainable mobility by focussing on soft changes with impact on behaviour change allowing to implement the actions aimed in the several plans and programmes regarding urban planning, mobility, energy efficiency and climate neutrality that we already have and that are being developed. Therefore, the Municipality of Pombal is fully committed to this network and keen for peer-to-peer exchange, and to experiment new tools to promote sustainable mobility. Recent data about commuting reveals that 84% of the population commutes daily to work or study by private car, taking on average 6 minutes to reach their destination. This is a serious problem not only for Pombal but also for most Portuguese Municipalities that have small cities with few congestion problems, small share of public transportation and population dispersion. Moreover, the municipality compromised to reduce GHG by 40% until 2030 and there is still much work to do. Therefore, the municipality needs strategic mobility planning that interlinks the several transportation modes and the entire territory of Pombal. Moreover, sustainable development, and specially the 17 SDGs, are the headlight that justifies projects and activities and help to decide among them and even to disseminate them. At the moment, SGG 11, that sets goals regarding public transportation, is one of the objectives revealing higher concern due to the amount of the way we still need to accomplish to fulfill this goal.

Gdansk

City of Gdansk has had a city's SUMP since 2019. It was a result of the previous URBACT project - CityMobilNet.

In a big city such as Gdansk, we need to split the city for smaller centres due to the different main functions which they have. It's better to manage it and to have an influence for the development.

Oliwa district is known as one of the oldest, historical Gdansk's districts, it covers 2 universities with their infrastructures and 2 business still developing centres with local and worldwide companies and thousands of employees. Oliwa district can be our first example of a 15-minute city due to the multi-functions which are and have been developed there. Oliwa District's Council is very active and wants to improve the quality of public spaces, road safety and the transport system.

Among all of them, the most important should be a local society at different ages and with various needs. Although it's a district with a good transport network, the number of people who come usually by cars to Oliwa every day (employees, tourists, people in transit) causes a lot of obstacles in daily duties and routines for inhabitants. We have to develop the solution that will make Oliwa more liveable for its citizens and will be still open for others.

Due to the many various stakeholders in Oliwa, we believe that the URBACT project and Integrated mobility action plan will

successfully bring us a system of work mainly based on cooperation. This network will enable us to activate social groups that have not participated in the life of the city. As a city of equality and solidarity, URBACT is a perfect network for us. The result will be an Integrated mobility action plan which will be acceptable for all actors.

Cento

Municipality of Cento has the strong motivation to develop a new system of urban mobility plan, in order to deconstruct the old one grounded on needs and characteristics typical of the eighties, replacing it with a new one capable of giving a modern reply to the new local and global needs. As a matter of fact, it is not a coincidence that, the lack of a modern urban mobility plan, has frozen in Cento an outdated situation in which, the vehicles' emissions represent the first cause of air pollution, the public urban transport is not considered an effective alternative to the use of private cars. Moreover, the lack of an efficient public transport, determines the marginalisation of specific target of citizens living in suburbs, hamlets and rural context as migrants, women, elderly and youths, who don't have the opportunity to reach autonomously working and cultural places, located, generally, in the city centre and in the bordering bigger cities. For all these reasons, the Municipality of Cento is strongly motivated to join an international network, where it will have the opportunity to work closely with other European Municipalities, developing ideas, solutions and innovative tools to solve a common problem.

The Municipality of Cento has a strong interest to join a transnational network working on the topic of «sustainable mobility», which is fundamental for its citizens and for a fair development of the city. In fact, the geographic and social peculiarities of Cento makes essential the development of a new and innovative mobility's strategies, in order to enhance the quality life of its inhabitants, mitigating the heavy air pollution produced by the actual urban mobility system, giving new inputs to the local administrations and to the entire community, in order to rethink the old standards and routine concerning the mobility.

Viladecans

Viladecans is fully committed and motivated to join this project as it is totally aligned to its city Strategic Framework: Viladecans 2030 Strategy and the Urban Local Agenda. As mentioned above it will contribute to 1 priority axis (Ecological Transition), 4 local challenges, and 1 city mission "to become climate neutral by 2030". Viladecans is working hard to mobilise city agents to move forward this goal.

As mobility is one of the main GHG emission sources, a low carbon mobility plan will be key to achieve this mission.

Viladecans is convinced that taking part in this project will contribute to engage city stakeholders (through the ULG), by motivating them and fostering a behavioural change, with specific objectives and actions.

In addition to this and as also aforementioned, Viladecans has to elaborate a new SUMP (as the previous Urban Mobility Plan is about to expire). The new SUMP needs to be a realistic and ambitious document aligned to the city's new strategic framework, that is, it will have to contribute to the climate neutrality mission by ensuring the green, and digital transition as well as social inclusion, among others. Actions that promote flexible, effective, sustainable, non-polluting and healthier mobility that respond to city needs in the 21st Century.

Political support is clear, apart from the alignment with the city strategies, the Deputy Mayor and the Director of Public Space (both in charge of the climate neutral city mission and Mobility) have been involved since the beginning of the proposal by the participation in the preparatory meetings and will be also involved in the project implementation.

Viladecans has broad experience with URBACT networks and values very much all the enrichment resulting from sharing learning and experiences with other European cities. This allows one to have a broader view on how to tackle mobility challenges in small and medium cities nowadays.

Nova Gorica

Nova Gorica's motivation to join this network is strongly driven by the desire to improve the city's overall sustainability, reduce greenhouse gas emissions, and improve the quality of life for its residents. By joining the network, the city will tap into a network of resources, expertise, and best practices related to sustainable mobility, which will help guide and inform its policy and planning decisions.

In addition to the benefits of sustainability, joining the network will also provide Nova Gorica with a range of economic benefits. For example, by promoting more sustainable transportation options e.g. walking, cycling, and public transit, the city will reduce traffic congestion, which will lead to lower transportation costs, improved air quality, and increased economic productivity.

To ensure the success of its efforts to join the network, Nova Gorica will demonstrate a strong commitment to sustainability

and a willingness to invest in sustainable transportation infrastructure, such as bike lanes, pedestrian crossings, and public transit systems. This commitment will require a significant amount of political will and public support, as well as cooperation from businesses, organizations, and residents in the city. However, the benefits of a sustainable transportation system are many, and by working together, Nova Gorica will build a more sustainable and prosperous future for itself and its residents.

3.1.5 Added value of being involved in an URBACT network

Liepaja

Although Liepaja city has experience in various EU co-financed project management and implementation, this is the first time our administration is applying to URBACT Action planning networks. Our Sports department was participating in previous URBACT call Liepaja city participated in VITAL CITIES project (<https://urbact.eu/networks/vital-cities>) and it was a good experience to learn from partners around the Europe, to test new solutions and to tackle serious socio-economic challenges through broadening participation in physical activity.

Liepaja is a member of EU mission "100 Climate neutral and smart cities", therefore we have to find new solutions not only for reduction of GHG emissions, but also to new participatory planning methods. An important task within this mission is to increase participation of society in planning processes and to set new projects that are related to climate changes.

Overall, our aim is to start a new approach (SUMP) in mobility planning that already in the near future will allow us to decrease GHG emissions and to fulfill the EU target (55% decrease by 2030). Also we would like to learn from other partners best practices and experiences.

The URBACT approach gives us an opportunity to start a new approach in mobility planning, to test new solutions, and use participatory planning methods. This will be a new experience for Liepaja and we hope that after this project Liepaja will use more participatory, action planning, problem analysis and other methods.

Dienvidkurzeme

In this project, in cooperation with other countries, Dienvidkurzeme wants to get an idea of how mobilisation issues are handled elsewhere, in order to implement examples of good practice in our own municipality as well. The project, in cooperation with other EU countries, will make Dienvidkurzeme more inclusive in the unified European mobility network. The URBACT approach gives us an opportunity to start a new approach in mobility planning, to test new solutions, and use participatory planning methods. This will be a new experience for Dienvidkurzeme and we hope that after this project Dienvidkurzeme will use more participatory, action planning, problem analysis and other methods.

Green region

All 4 municipalities have a lot of experience in EU and other external co-financed project management, administration, implementation. Municipalities are implementing or implementing projects in ERDF, ESF, Interreg, Erasmus, EEA, Norway grants and other programmes. However, these municipalities have not participated in the URBACT program, so they are interested in trying a new format of international cooperation.

All project partners are united by one goal – sustainable mobility. At the present time and in these climatic and global circumstances, this topic is particularly important for the future development of European cities and regions. All 4 municipalities are working together to reach the goal of sustainable mobility in Taurage region: they confirmed Taurage region strategy 2023-2029, invest in renewable energy sources (solar power plants), buy new electrical buses, etc. But they lack experience and knowledge in developing and implementing sustainable mobility plans and strategies, sometimes lack the political will to make bold decisions.

The URBACT program provides an opportunity for cities to join forces in solving common problems with the help of specialists and to get to know and apply each other's best practices. Participation in this network provides unique experience that can later be applied to achieve changes in other areas. The opportunity to get to know other cities and people will help establish closer ties between cities for further cooperation.

Larissa

A leveraging of the "URBACT method", of exchanging transnational knowledge and experience, via utilizing all partner work

meetings which pay special attention to intra-peer work, both within the framework of the transnational workshops bespoke bilateral or multilateral exchanges between partners, supplemented by the expertise brought by specialist stakeholders and the active input of local level participants. The dissemination of good practices in both formats should generate transferability exercises between cities and territories. These will serve as an effective tool to enable participants to take advantage of the opportunities offered by the Program thereby heightening the feasibility expectations and likelihood of subsequent implementation of the Action Plans. Joining an URBACT Action Planning Network will allow the city of Larissa to benefit from a structured and organised process of exchange and learning with peers across Europe. Larissa can benefit from the tried and tested URBACT Method which uses integrated and participatory approaches to develop an Integrated Action Plan for the city. More specifically, Larissa will have the chance to network with other EU cities to exchange good practices and find solutions to their challenges. The participatory approach to urban development will be developed. Larissa will produce and implement an Integrated Action Plan following networking and involvement of local stakeholders. This co-production process will be a result from the exchange of good practices and ideas with the other EU partner cities in the PUMA APN and from meetings of the URBACT Local Groups who will take up these practices and adapt them in their cities. Furthermore, the results of the network will be communicated extensively by the communication tools of URBACT such as URBACT website, social media, articles, publications, workshops, Policy Labs, URBACT City Festivals, National URBACT Points.

Pombal

The Municipality of Pombal has never participated on a URBACT project so our participation in this project will accomplish one of the main goals of this programme: promote knowledge exchange between city partners. Moreover, Pombal only participated on a EU programme related to the URBACT project: the Covenants of Mayors.

Participation on this URBACT project will allow not only to collect best practices regarding sustainable mobility but also to be inspired in other areas, and to push cities around global priorities, providing the basis for networking and for the draw of future consortiums regarding common issues. The implementation of the citizens engagement tools developed within URBACT are also extremely important for Pombal as the citizens aim to be heard and participate in decision making and the Municipality wants to try new methods to engage citizens and promote co-creation.

Still, some members from the ULG have strong experience on national programmes funded by ERDF and ESF, and others have experience with Horizon 2020 projects related with health inequalities and monitoring (EURO-HEALTHY) and EIT Health (Urb-HealthS). This will be an opportunity to bring the knowledge regarding the need to look among urban health and health equity from a mobility perspective and to subscribe health in all policies.

Gdansk

URBACT is evolving and always vibrant and full of inspiration multi-disciplinary community which allows to introduce a lot of non-investments, but important activities. Thanks to this programme, many issues and gaps in the cities have become 'to do' not only 'to consider'.

It shows us new methods of work in groups that are especially important to have active stakeholders. URBACT is also a 'book of knowledge' for municipality's employees who have to talk with inhabitants and stakeholders to achieve common goals on a liveable city.

Beside searching the solution for our issues, URBACT gives an opportunity to meet the solutions from other networks which are totally different to our main topic, but can be used in the future to create a more liveable city. Very valuable activities for us were those not only within our project network, but also within the country. We could talk about the problems and doubts which we had in the cities not only on the political level, but what is very important, on the working one.

There is no split in the URBACT community for more and less developed partners. Each of them brings to the network valuable input which can be useful for others.

Based on fruitful Gdansk experience in the history of URBACT, we noticed that the solutions arising within the project are continuing and evolving in the future.

Finally, as an experienced city in URBACT, we're also kind of ambassadors in Poland for the other cities which can also join the URBACT family and broaden their horizons.

Cento

The characteristics and peculiarities of the Urbact's program represent one of the most important stimulus, for the Municipality of Cento, to work on the topic of sustainable urban mobility within a transnational network. As a matter of fact, the possibility to cooperate with cities having different socio-economic conditions and different cultural backgrounds is, without doubt, a great opportunity to receive various inputs, learn from other's experiences and try to replicate it in its own context. This process of mutual learning is extremely facilitated by the international meetings, which periodically forecasted by the Urbact's program, giving the possibility, to the delegates of each city, to "climb down" in the reality of the other partners.

Moreover, another added value is represented by the transversal approach required by the Urbact's program, which pushes the different partner to involve all the players of their communities, creating and manage the ULG, in order to find a shared solution to a shared problematic/challenge, giving voice to all the direct and indirect stakeholders desirous to make an effort for its communities.

Furthermore, the constant cooperation with the lead partner and the "guide role" played by the lead expert are an important plus able to facilitate each partner in obtaining a high level quality' s results. Therefore, for all these reasons, results to be necessary work on a complex topic such as the urban sustainable mobility within an Urbact network and not in an autonomous way tied to ancient national working methods.

Viladecans

This network represents the opportunity for Viladecans to develop its Integrated mobility action plan, which must be aligned to Viladecans 2030 Strategy and its city mission "to become a climate neutral city by 2030", not by its own, but together with other small and medium cities which also face same or different challenges. This entails a rich exchange of opinions, learning, experiences and joint reflection that allow a broader view to solutions and realities. It also allows a wide and well structured local reflection by means of the ULG.

Viladecans also values very highly the fact that the approved projects will have to address digital transformation, green transition and gender equality in all the integrated action plans. Viladecans is also very interested in working these cross-cutting themes with the support of the URBACT Programme to make the most of this learning and being able to replicate it in other city plans.

The URBACT expert support, with the Lead and Adhoc Expert and the Programme Secretariat capitalisation resources and tool, provides a very valuable support at the same time that a broader vision and solutions beyond our city.

In addition to this the fact that 2 partners members take part in the EU city mission climate neutral cities by 2030 will also be an enrichment and will allow the rest of the partnership to learn from them and how the EU Mission is being addressed.

Definitely it will entail an enriched Sustainable Urban Action Planning with a broader European vision.

Nova Gorica

Nova Gorica's involvement in the URBACT network offers several potential benefits and added value:

Learning from other cities: Being part of the URBACT network provides Nova Gorica with opportunities to learn from the experiences of other European cities that face similar urban development challenges. Nova Gorica can benefit from the network's knowledge exchange activities, including peer-to-peer learning, best practice sharing, and capacity building.

Building partnerships: URBACT offers opportunities for Nova Gorica to build partnerships and networks with other European cities, stakeholders, and experts. These partnerships can facilitate the exchange of ideas, resources, and expertise, and lead to collaborative projects and initiatives.

Capacity building: URBACT provides support for cities to develop and implement integrated urban development strategies, including sustainable urban mobility plans (SUMPs). Nova Gorica can benefit from URBACT's capacity building activities, which include training, coaching, and technical assistance.

Visibility and recognition: Being part of the URBACT network can enhance Nova Gorica's visibility and recognition as a leader in sustainable urban development. This can be beneficial for attracting investment, tourism, and talent, and for enhancing the city's image and reputation.

Access to funding: URBACT offers opportunities for cities to access funding for collaborative projects and initiatives. Nova Gorica can leverage its involvement in the network to access funding for projects that align with its urban development priorities and strategies.

3.1.6 Local Stakeholders to be involved in the URBACT Local Group

Liepaja

Stakeholders for the Liepaja city municipality administration are:

- Liepaja city municipality administration institutions that are related to built environment, construction and mobility – Development Department, Environmental Departments, Communal Administration, Construction Board, municipal LTDs “Liepaja Tram”, “Liepaja parking”, “Liepaja Airport”, “Liepaja bus park”, municipal agency “Liepaja Public Transport”
- Elected representatives from Liepaja city municipality (mayor, deputy mayor, head of development committee)
- Representatives from Liepaja city municipality Transport infrastructure commission, Environment commission
- Dienvidkurzeme municipality with whom this project is being developed
- Active citizens from different mobility target groups - young families, pupils and their parents, students, employees and employers, people with disabilities
- Liepaja Special Economic Zone
- Liepaja city municipal police and State Police Republic of Latvia
- State Fire and Rescue Service Republic of Latvia
- Experts and organisations for built environment accessibility to people with disabilities
- Experts and organisations for cycling
- Experts and representatives from state transport organisations – Ministry of Transport, State Joint Stock Companies “Latvian Railways”, “Passenger Train”, Road Transport Administration
- Experts and organisations for tourism
- Popular mobility experts - from TV, social media, influencers etc.
- Education institutions (schools, Liepaja University, Liepaja State Technical School)
- Business incubators, hubs, start-ups

All stakeholders will be included in the URBACT Local group. There will be regular meetings and discussions in all stages in the development of the Integrated Mobility Action Plan for Liepaja. Besides, there will be Core ULGs (smaller) in order to ensure sound project management, discuss and solve issues and challenges.

Dienvidkurzeme

Stakeholders for the Dienvidkurzeme Municipality in this project are:

- Liepaja city municipality, with which this project is being developed;
- Dienvidkurzeme municipality administration institutions that are related to built environment, construction and mobility – Communal Administration, Construction board, social Department, tourist center, health service centers, sport centers.
- Representatives from Dienvidkurzeme Municipality (Chairperson, executive director, deputy executive director)
- Active citizens from different mobility target groups - young families, pupils and their parents, students, employees and employers, people with disabilities
- Dienvidkurzeme municipal police
- Dienvidkurzeme Municipality volunteer firemen's association
- Experts and organisations for built environment accessibility to people with disabilities
- Experts and organisations for cycling
- Experts and representatives from state transport organisations – Ministry of Transport Experts and organisations for tourism
- Popular mobility experts - from TV, social media, influencers etc.
- Education institutions
- Services of passenger transport carriers

Green region

The key stakeholders in Taurage region to be involved at local level during project activities:

- Representatives of 4 municipalities in Taurage region (Taurage district municipality, Jurbarkas district municipality, Silale district municipality, Pagegiai municipality): mayors, members of councils, administrations specialists.
- Representatives of 3 bus fleets from Taurage, Jurbarkas and Silale. These bus fleets are responsible for providing public transport services in Taurage region and have valid service contracts with municipalities.
- Representatives of education institutions from Taurage region. Public transport services are very important for education institutions in Taurage region. A lot of students are using public transport to reach their schools every day. All schools are working together with bus fleets in solving the issue of student transportation.
- Representatives of business associations from Taurage region – they unite regional entrepreneurs and represent them in the activities of the country's parliament and government. They also provide information to entrepreneurs who intend to invest in Taurage region.
- Representatives of small, medium, and big companies from Taurage region. It is important to include representatives of businesses operating in Taurage region to get to know their needs regarding the applicability of public transport services and employee transportation.
- Representatives of local communities and other NGOs. More than 50 % residents of Taurage region live in rural areas. There

are a lot of strong local community organisations which not only represent their residents but also provide many social services to rural residents. So it is important to include representatives of local communities and other NGO's in all activities because public transport services are very important in ensuring the mobility of residents of rural areas.

Larissa

ULGs are considered to be a vital part of the project design and implementation until its end. Therefore, our intention was to organise as many as possible ULG meetings in which the participants will have the opportunity to discuss the project's progress, define the local context, identify good practices, design the strategy, monitor its implementation and make suggestions, where applicable.

The URBACT Local Group of Larissa will consist of a core group (steering committee) and a wider group of stakeholders, who will be involved via an open procedure. The core group will be responsible for the project delivery, while the wider group supports the core ULG on specific issues and activities.

In the core ULG the stakeholders there will be members of:

- Municipal City Council
- Municipal Directorate of Technical Services
- Municipal Directorate of Programming and Development

In the wider ULG the most common representatives will be members of:

- Technical Chamber of Greece
- Chamber of Commerce of Larissa
- Urban Transport Association
- Cyclist associations
- Police Department
- Fire Brigade Department
- Citizens etc.

The list above is not restricted but several changes/replacements may occur. In any case, a "campaign" will take place so Larissa will inform and consequently engage the identified stakeholders by explaining efficiently the project in general, its scope and aims, the potential results and the expected overall outcome.

ULG meetings will be carried out before or mainly after Transnational's Meetings, in order to transfer and share knowledge, inspire its members by good practices and new ideas and finally link transnational and local activities of the Network. Also ULG meetings will be carried out before and after significant milestones of the Project (SSA, IAP Draft, Final IAP) in order to share and discuss ideas, define and plan actions, prioritize and define next steps of the Action Plan and the SSA process

Pombal

The Municipality of Pombal will involve and regularly meet with local stakeholders, civil servants and citizens to this project in order to assure that all the community contribute to a sustainable mobility holistic approach. Namely, the municipality will involve:

- active citizens from different mobility target groups that are sharing their thoughts about the need to promote walkability, cycling and public transportation
- the schools (kindergarden, primary, elementary, secondary and superior), as a way to reach the young and parents that bring kids to school by private car, and the representatives of the parents of each class and each school
- users of the bus and train transportation companies that use public transportation to commute within the city of Pombal, between parishes of the municipality of Pombal and between main cities near Pombal (Coimbra, Leiria and Figueira da Foz)
- the public service responsible for the management of the local bus network
- the elected representatives of the Municipality (mayor, councillors, members of the Municipal Assembly)
- the Young mayor (a representative elected by the young)
- the elected representatives of the 13 parishes that constitute the Municipality
- representatives of the Municipalities nearby where residents living in Pombal go to work (Leiria, Soure, Figueira da Foz, Ansião and Ourém)
- the Services and Commerce Association of Pombal
- the civil servants from the Municipality services of traffic and mobility, urbanism, and environment
- police representatives

- representative/users of the local institute for people for disabilities
- companies with higher number of employees
- NGOs related with the environment
- Equity councillor

Gdansk

- Gdansk Roads and Green Areas Administration - municipality unit responsible for maintenance and repairs of transport infrastructure as well as review of projects of new infrastructure.
- Departments and Units of Municipal Office in Gdansk - Active Mobility Unit, Department of Investment Projects, - Plenipotentiaries of the Mayor of Gdansk for cycling and walking
- Oliwa District Council - representatives of inhabitants of Oliwa district who were chosen in public voting
- inhabitants
- representatives of: Oliwa and Alchemia Business Centers - business centres which are constantly evolving and opening new buildings for local entrepreneurs as well as world-wide companies with hundreds of employees .
- University of Gdansk - Oliwa is a headquarter of the one of the biggest university in the north of Poland with several departments and thousands of students every day of week (including weekends) as well as a few dormitories and other students' infrastructure around,
- University of Physical and Sport Education - headquarter and all infrastructure needed for hundreds of students every day (courses in weekends too) and sport centres and competition areas especially for youth,
- Gdansk's Zoo - the biggest Zoo in the region with more than 0,5 million visitors each year,
- Gdansk Development Office - responsible for analysis and development of areas in Gdansk,
- Directorate for the Development of the City of Gdańsk - responsible for new investments including public tender procedures,
- Gdansk Public Transport Authority - public transport authority in Gdansk responsible for public transport network and lines (bus and tram),
- Children Hospital - dedicated hospital for children in the region (for illness and diseases) ,
- Castorama & Leroy Merlin stores - the biggest stores in the district Oliwa, other entrepreneurs representatives - will be added based on experience and stage of work on SUMP
- schools, kindergartens and nurseries society

Cento

- Municipality's city council with particular involvement of the assessors having authority on environment, mobility and public works, equal opportunity;
- Departments and Units of Municipal Office in Cento: - Department of European Projects, - Department of Environment and Public Works, - Urbanistic Department, - Department of Local Police, -School's Department;
- representatives of regional local transport company "TPER". TPER is one of the most important Italian companies in the field of public transport and manages different sectors of the public transport: the road one, the railway one and the trolleybus of the entire Emilia-Romagna region;
- representatives of the nine neighbourhood councils of Cento. These councils are elected bodies of popular participation active in the administrative management of the local community. The Cento's territory has been divided into nine integrated areas, having a Neighbourhood Council, able to represent the interests and the specific needs of the citizens of each hamlet;
- political representatives of cities bordering with Cento as Pieve di Cento, Finale Emilia, San Pietro in Casale and San Giovanni in Persiceto, in order to create a network with the small cities of the area facing similar difficulties and needs in the field of sustainable mobility;
- representatives of high school students, families and professors. High schools are the educational institutions, which, daily, produce a massive flux of students, parents and school's workers coming from bordering cities and provinces, who use their private cars to reach the school from their homes ;
- representatives of companies having factories close/in Cento and having an important number of commuters coming from bordering cities and provinces;
- chamber of commerce of "Ferrara and Cento", in order to understand the specific needs of Cento's firms in the field of mobility;
- local organisations and NGOs working with migrants, women, elderly etc.
- Province of Ferrara;

Viladecans

At Municipal level:

- Political Responsible: Deputy for Ecological Transition and Mobility

- Public Space Area (Mobility)
- Urban Planning Area
- Equal Opportunities Service
- Environment Service
- Social Innovation and Relational Governance (participation)
- Vilawatt project Team (City Energy Transition Strategy)
- Vilawatt Consortium (Public-Private-Citizen Energy consortium)
- Viqual – Municipal company that manages mobility in the city, car parks and regulated areas.

External members:

- Barcelona Metropolitan Area - Department of Sustainable mobility
- The Spanish Bicycle City Network
- The Catalan strategy for the bicycle 2025 (Catalana government)
- CARNET UPC University
- Local business and retailer representatives
- Citizen representatives from different mobility target groups - young families, pupils and their parents, students, employees and employers, people with disabilities
- Representatives from the city mission “to become a climate neutral city by 2030” - relevant city stakeholders involved in this city mission
- Renfe Rodalies (Train authority)
- Interurban bus managing authority

Nova Gorica

- All 13 municipalities of the Goriska region and their departments that are related to built environment, construction and mobility – Development Department, Environmental Departments, Communal Administration, Construction Board, Regional public transport provider NOMAGO.
- Active citizens from different mobility target groups - young families, students and their parents, employees and employers, people with disabilities
- The Chamber of Commerce Nova Gorica
- The Chamber of Crafts Nova Gorica
- Experts and organisations for built environment accessibility to people with disabilities
- Experts and organisations for cycling
- Experts and representatives from state transport organisations – Ministry of Transport, Ministry for Spatial Planning, - - Road Transport Administration
- Experts and organisations active in the field of tourism
- Educational institutions (pre-schools, elementary schools, high schools)
- Primorska Technology Park,
- Business incubators, hubs, start-ups
- EGTC GO

3.1.7 Potential for actions to be funded/ implemented

Liepaja

Liepaja city municipality has a wide experience in EU co-financed project management, administration and implementation (ERDF, ESF, CF, RRF, EAAI, EMFF, EAFRD, ERASMUS, ERASMUS+, EEA and Norway Grants, Interreg, Horizon etc.). The Municipality Development Department has a Project implementation division with 9 experienced and well qualified project managers. In the 2014-2020 EU funding period Liepaja city municipality attracted EU funding for more than 200 million EUR. Liepaja city municipality also has sufficient capacity to fund and implement projects from internal resources. Liepaja city has developed a Gravel street reconstruction program until 2027 and it sets more than 11 kilometres of roads that should be reconstructed until 2027 within municipal budget resources.

In this planning period Liepaja city together with Dienvidkurzeme Municipality has developed a common development programme for 2022-2027 and sustainable development strategy until 2035. These planning documents set common goals, vision, tasks and cooperation projects on local, regional, national and even international level. Common strategic planning and cooperation projects will ensure higher financial capacity and potential to implement cross border projects that are relevant for

both municipalities and the whole region.

Dienvidkurzeme

As Liepaja city described In this planning period Liepaja city together with Dienvidkurzeme has developed a common development programme for 2022-2027 and sustainable development strategy until 2035. And as Dienvidkurzeme Municipality previously emphasised, cooperation is very important to us in order to ensure the development of the Municipality and bring it closer to the European level.

Dienvidkurzeme Municipality also has experience in EU co-financed project management, administration and implementation. In the Municipality Business and Development part works 8 project managers, 2 project coordinators, 2 commercial specialists, rural development specialist and the head of Business and Development part.

Dienvidkurzeme Municipality was created after the administrative territorial reform in the country of Latvia, which unites the previous 8 counties and currently forms one whole. It is difficult to determine the common European financial indicators for all the united municipalities of the region, because it should be taken into account that the centre of the region is the city of Grobina and the rest are small towns or rural regions.

As Dienvidkurzeme region, we have been working recently to develop the entire territory and attract European funding not only for the towns, but also for parishes and rural regions. Also, the Municipality has its own financial capacity to provide co-financing.

Green region

All 4 municipalities in Taurage region are interested in implementation of URBACT project actions. At the beginning of 2023, all municipalities confirmed the Taurage region strategy for 2023-2029. This strategy provides measures, actions, and funding sources for the development of Taurage region. One of the main measures of this strategy is to increase the availability of public transport services. It is planned to expand the infrastructure network of bus stops in the whole region. It is planned to invest 2.6 million Eur of funds from EU and municipal budgets and to fix 515 bus stops.

Another measure of this strategy is the preparation and implementation of measures to encourage movement in Taurage region. It is planned to carry out research aimed at analysing the demand and supply of public transport, a communication company, encouraging residents to use public transport, implementing smart technologies for the efficient provision of public transport services and infrastructure management.

Also, municipalities constantly invest in improving the condition of road infrastructure – the number of gravel roads in Taurage region is very high, which complicates the development of public transport services.

By cooperating, all 4 municipalities are determined to implement the necessary measures to achieve a better quality public transport services, improving the accessibility of these services and encouraging residents of Taurage region to abandon the use of private cars.

Larissa

Since Larissa's SUMP is already active all potential activities have been examined and included, nevertheless if something new comes up from the knowledge exchange process, we are open to investigate the possibility of further actions. An important element of encouraging cycling is to make it easy to park your bike. This requires a strategic overview, analysing and anticipating demand in different areas of the city (and steering demand away from areas where large numbers of parked bikes are perhaps not wanted), but also flexibility, to implement new parking quickly where demand exceeds supply. Regular on-street bike counts as well as knowledge of the city's major trip generators are required to deliver this. In addition, bicycle parking will be promoted in key locations as part of the pilot, and depending on the budget these locations could be:

- Train station
- Bus station
- City council hall
- Taxation office
- Court House
- Region of Thessaly's premises
- Pilot School Yards

The goal of this idea is to expand the bike sharing system to offer more options for cycling. To achieve this, the partner will support bike sharing and bike rentals through the installation of a pilot bike parking facility, a smart phone application and promotional campaigns and competitions

Pombal

The Municipality of Pombal has a budget for studies and events regarding the promotion of sustainable mobility, the acquisition of electric vehicles and equipment for electric mobility in 2023 and the following years. Still, more financial resources can be allocated on specific projects. Notice that, within the signature of the Covenant of Mayors, the Municipality evaluated the need for a 9 million euros budget to decrease GHG emissions in 40% until 2030 so the administration is looking for different funding sources that can help the municipality to accomplish this goal.

According to the 2023 Municipal Budget and the pluriannual activities plan for 2023-2027, approved by the Municipal Assembly, the Municipality is intended to start the study on how to increase the public bus network to the entire territory and promote the connection between rural area and the city as well as the transport-by-request system to serve isolated populations in low-density areas. Moreover, following the request from the citizens regarding the location of bike parking places, promoted during the last mobility week, the municipality is going to install them this year. Within the city, the Municipality is improving the spaces surrounding the bus and the train stations and also the taxi rank. Regarding cycling, the municipality is monitoring the utilisation of the bike-sharing system in order to correct any barriers to the users.

Gdansk

The main result of planned actions within URBACT is to prepare an Integrated mobility action plan for Oliwa district which will be a result of common works (meetings, consultations, workshops, etc.) of inhabitants and stakeholders. It should be approved by Oliwa's District Council, but due to national and local law and regulations, we aren't able to confirm what the legal status will be.

Within the project budget we plan to carry out research on mobility in the district. At this stage we don't know exactly what will be a range and topic due to city and local frameset and future situation.

Moreover, if the budget will be enough we want to introduce micro changes in public space based on conclusions or on-going needs during the process of SUMP adoption such as new plants, city's furniture or improvements for road safety and flow of non-motorized traffic.

We are aware that an important part is also awareness-raising for all groups of society in Oliwa. We consider elements of campaigns here, which will be in-line with Gdansk's strategy. It could be workshops on mobility in workplaces, parking campaigns or events for children in youth which are great inspiration and booster for their parents and grandparents. In case of events for the youngest generation of our city we want to focus on the sustainable mobility and road safety issue, because these topics are crucial for our Gdansk's 2030+ Development Strategy.

We will also consider external expertises to find solutions for the problem which are known in this district nowadays - such as parking places for buses in the historical part of Oliwa near the cathedral and park or system of priors for pedestrians, cyclists and PT vehicles (beside trains, bus and trams are operating in the district).

Cento

The purpose of the Municipality of Cento is to develop, thanks to the work within the network, a set of innovative actions on the project's topic. More in detail:

- study a green and inclusive mobility system to connect Cento's hamlets with its centre;
- realise an official investigation about the inclinations of Cento's commuters in terms of urban and extra urban mobility, in order to understand how make more competitive and "captivating" the public transport system;
- mapping, develop and enhance the existing biking routes in order to promote the "cyclo-tourism" and the "green working mobility";
- realise an analysis regarding the economic impact on the city's economy of the hypothetical enlargement of the pedestrian and "no-car" zones in Cento's centre;
- create a permanent roundtable about the topic with the participation of the principal local and regional stakeholders;
- propose a new, green, inclusive and innovative integrated mobility action plan to the citizenry;
- realise a market survey on the supply and demand of the local transport firm in the Cento's area;
- involve the entire citizenship on this topic, through the organisation of a serie of workshop and formative meeting about the

green and sustainable mobility, trying to engage also the youth generations, in order to “educate” the future adult citizens;

- employ smog’s detectors in the key places of the Cento’s mobility system in order to obtain clear data about the pollution produced by private vehicles;
- produce micro changes in terms of urban furniture functioning to the development of a new mobility system.

The ambitious realisation of these actions will future not only thanks to the Urbact’s funding, but also through the job of the “European Projects” department, which has the role to identify and obtain funds useful to the achievement of administration’s goals. Moreover, the Municipality will address a part of its budget for the implementation of these actions.

Viladecans

The purpose of Viladecans is to define, thanks to the joint work, a set of actions to develop a reduction of pollution and to achieve a climate neutral mobility. Viladecans Urban Local Agenda, which sets the roadmap until 2030, includes several actions in this line. These are mainly focused on:

1. Deploying a Low Emissions Zone
2. Promoting mobility on foot and by bicycle.
3. Improving metropolitan communication with the rest of the metropolitan municipalities, by adapting the main road (C-245), and improving public transport frequency
4. Improving (and redefinition of) bus service
5. Supporting electric mobility: creation of a network of electric car charging points (within the public lighting electrical network) or supporting the purchase of electric vehicles
6. Promoting car sharing services among the council and citizens
7. Promoting the development of remote mobility management systems

PUMA IAPs will be aligned with all these objectives and will contribute to implement them. This alignment, together with Viladecans commitment to achieve climate neutrality by 2030, will ensure the city’s engagement to implement the actions designed within the IAP.

Viladecans has experience in searching for funding: The city has been awarded 2.5M€ (NextGenEU) to implement a LEZ in almost the whole urban area, and is waiting for the resolution of of 2 M€ more for completing and connecting the cycle bike lanes and thousand of bicycle parkings racks. This action will also cover the pedestrianisation of certain streets & the digital monitorisation and data analysis of the evolution of the reduction of emissions.

The city is also working on a naturalization plan that will create a green infrastructure in the whole city, which mobility will adapt to this infrastructure.

Viladecans also considers that PUMA will also be an opportunity to design “Viladecans bicycle and 0 emissions mobility centre”, as a reference point for this type of urban mobility.

Nova Gorica

The Regional Development Agency of Nova Gorica was established in 1999 by the government, because in Slovenia there are no administrative regions as entities (only geographical regions) and there was the need to allocate certain regional development tasks to local/regional entities in order to assist the municipalities in reaching national development goals.

RDA Nova Gorica thus acts as an institution on a regional level with the aim of promoting sustainable development in our region. It performs the role of regional coordinator of interests on local as well as national level in the fields of regional development, economy, human resources, urban planning and environmental protection.

RDA Nova Gorica has the status of the leading organization for the municipalities of Nova Gorica, Brda, Renče-Vogrsko, Miren-Kostanjevica, Kanal ob Soči and Šempeter-Vrtojba.

In this role the RDA Nova Gorica became a permanent representative of ministries, governmental organisations, chambers of commerce and craft, companies and other institutions.

Over the years RDA Nova Gorica successfully implemented over 150 projects within various EU funded programmes (Interreg, Erasmus, Horizon, COSME, URBACT etc.)

3.2 Why does it make sense for these cities to work together? What added value will be created?

EU has Guidelines for developing and implementing a Sustainable Urban Mobility Plan (2nd edition, 2019, <https://www.eltis.org/mobility-plans/sump-guidelines>), which is a fundamental document in mobility planning. At the same time, not all cities have enough capacity to implement these guidelines. Therefore, an added value within this URBACT project can be a new local approach - how to implement these guidelines in a simple way in cities with different sizes and realities. As a result, cities from other countries can use our outcomes, learnings and Integrated Mobility Action Plans in their local mobility planning.

The main reason why these cities should work together is that they are similar in size and number of inhabitants, therefore they have similar challenges in sustainable urban mobility - increase of private cars, decrease of public transport and other. This partnership composition was considered to be the best mainly because:

- PUMA Network represents cities from different EU regions - North, South and Central Europe. It means that each city can be enriched from different cultures and experiences.
- PUMA Network represents cities with different sustainable urban mobility development perspectives. Some cities have Sustainable urban mobility plans, some not. Some cities have planned to develop mobility plans for the whole city, some for cross border areas and some only for a district. It means that there is possible a diverse and valuable experience exchange.

In the international urban planning arena and EU urban policies there has been more focus on metropolitan regions or capital cities, less on remote areas, small and medium cities. This is an opportunity to bring awareness to small and medium size cities on the EU arena.

This project can promote better connections between regions that are currently not well connected (North, South and Central Europe). Working together will also bring new opportunities for knowledge exchange and awareness on how to solve challenges in the mobility sector.

Last, but not the least reason to work together is that preparation of this application has proved that this team could work together.

4. ACTIVITIES AND EXPECTED OUTPUTS

4.1 Description of Work Package 1- Network management

4.1.1 Organisation of the project coordination

General coordination & management of the project will be carried out by the LP. Liepaja team will set from the beginning the basis for an efficient collaboration among all PPs to ensure a smooth project development & the achievement of all project objectives.

(1) SETTING UP A STRONG PROJECT MANAGEMENT TEAM (BOTH AT LP & PPs).

The LP will appoint a full-time project coordinator who is going to work as a driving force to the partnership and people around it in order to achieve the objectives laid down in the Application form. The LP also will hire external experts (via public procurement) that will ensure assistance to project coordinator (not exceeding 40% of Staff + External expertise project coordination costs). However, mainly these consultants will give an expertise in the sustainable urban mobility field, in order to ensure successful development of the Integrated Mobility Action Plans. Apart from hiring this external support, there will be involvement and monitoring from Liepaja city staff (please see section 6.3. Presentation of the Lead Partner project team (roles and responsibilities)). The external support team will be closely coordinated with the Liepaja team to ensure a good involvement of the city.

PP teams will appoint the relevant staff to cover the main local project functions: local project coordination, ULG coordination, financial management & communication tasks plus mobility expert support.

(2) SETTING UP A SOLID INTERNAL PROCEDURES

A strong collaboration & communication method is a MUST for a successful project. In order to get this:

2.1. Good Communication & coordination:

The Project Coordinator will centralise all communication from the LP & will be the contact point between the PPs & the URBACT SECRETARIAT. Some actions:

- Regular updating via email: LP coordinator will be in charge of informing PPs on the main project milestones, calendar & pending issues.
- Regular coordination meetings:

*A PROJECT STEERING COMMITTEE (SC) will be created in order to ensure sound network management, react to changes, & sudden challenges, difficulties etc. SC will consist of each partner's institution leaders.

*The LP will organise REGULAR COORDINATION MEETINGS (online, every month) to ensure strong communication between PPs concerning project management.

In addition to this, punctual online communications among LE/LP & PPs (in group or individually) will be organised whenever necessary.

2.2. The LP team will promote REGULAR HEALTH CHECKS (quarterly online meetings) with the URBACT Joint Secretariat to inform on the project's progress. They will also provide an opportunity to receive feedback about the network's activities, outputs delivery, potential barriers or delays.

2.3. Sound internal procedures also need that all PPs have a clear understanding of their responsibilities, the contents of the Subsidy Contract, Joint Convention, Application form, eligibility issues & the work plan calendar.

The use of Basecamp as a common repository will be very useful for the project coordination & communication. LP will ensure all PPs have access & a good command of the tool.

(3) CLEAR DIVISION OF TASKS

Most PPs (at least 7) will organise transnational meetings. During the Baseline/Network Roadmap elaboration a set of specific topics related to mobility (LEARNING BLOCKS) will be defined. They will be dealt at transnational meetings together with the main focuses already set in Guide for applicants ("Integrated approach", "peer-review of draft IAPs", & final meeting). Each partner has different success stories & failures in mobility; therefore, it will be possible to have a different focus on each

transnational meeting.

It will also be analysed the possibility that PPs are responsible for a specific topic (LEARNING BLOCK). PPs can organise online bilateral meetings on specific topics where they have a common interest & involve URBACT LE & ad-hoc experts. Main topics will be specified after the first ULG meetings in each city, in order to ensure a “bottom-up” approach.

The Joint Convention will also be key to ensure a sound collaboration among PPs. It will provide a clear & understandable framework of collaboration among all PPs, clearly describing role & obligations of all individual partners.

4.1.2 Activities to be implemented under WP1

SIGNATURE OF ALL THE CONTRACTUAL DOCUMENTS AT PROGRAMME & NETWORK LEVEL

The LP will coordinate signing all the contractual documents at Programme and network level, that is Subsidy Contract, Joint Convention and Expertise Request Forms.

As regards to the Joint Convention, key to ensure a sound collaboration among PPs. LP will prepare a proposal that will be shared among all PPs so that all can make the relevant contributions and make sure all PPs agree with it. It is important that the Joint Convention provides a clear and understandable framework of collaboration among all PPs, clearly describing role and obligations of all individual partners; budget and financial contributions of each PPs; procedure and timeframe of ERDF funding transfer by LP to PPs; financial management principles; reporting procedure and timeframe; etc.

SETTING UP PROJECT TEAMS AT PROJECT & LOCAL LEVELS

At the beginning of the Activation Phase LP and PP will set up their local teams in order to ensure that all functions are efficiently covered and all project objectives achieved. Please see section 4.1.1. LP and PPs will also arrange relevant recruitment process to complement their teams with the relevant support (already foreseen in the budget)

ATTENDING INFORMATION & TRAINING SESSIONS AND OTHER RELEVANT EVENTS ORGANISED BY THE URBACT PROGRAMME

LP will ensure that relevant network representatives attend online or physical information, training sessions or other events organised by the URBACT Programme.

During the Activation Phase, LP and PPs will participate in launch meetings (21 June 2023 for LP and 22 June 2023 for PP) as well as the Summer University (August 2023).

LP will also ensure that the information provided in these meetings is shared with the relevant people. That is, in case of events addressed to only to LPs, LP will share the relevant information with the rest of the partnership. In case of events also for PPs, LP will coordinate PPs to ensure that the learnings gathered are shared with the relevant persons at the local teams (i.e., financial officer, FLC, communication officers, ULG...) in case some of them could not attend.

APPOINTMENT AND COORDINATION OF NETWORK LEAD & AD HOC EXPERTS IN LINE WITH EXPERTISE FRAMEWORK PROVIDED BY THE PROGRAMME

Once the project has been approved, and following URBACT Programme calendar, the LP will start the Lead Expert (LE) appointment process. Following the fields of expertise already defined by the network partnership, LP will select 3 Lead Experts from the URBACT tool. Once the LE has been defined, LP will be in charge of arranging the Expertise Request Form.

During the project lifespan, the LP project coordinator will be the main network referent for the LE. LP Project Coordinator and LE will communicate regularly to ensure the project progresses as foreseen in the Application form and identify possible difficulties.

The LP Coordinator will be in charge of monitoring the LE dedication to the project according to the Expertise Request Form signed and to regularly validate and sign the LE reports.

REGULAR COORDINATION MEETINGS TO ENSURE STRONG COMMUNICATION BETWEEN THE PARTNERS

CONCERNING PROJECT COORDINATION.

As stated in section 4.1.1, there will be 2 main typologies of coordination meetings:

PROJECT STEERING COMMITTEE MEETINGS: composed of each PPs institution leaders, its main aim will be to ensure sound network management, react to changes, & sudden challenges, difficulties etc., and take decisions that all PPs need to be involved. The Joint Convention will describe its specific functions and decision-making process.

REGULAR COORDINATION MEETINGS LP will organise monthly online meetings to ensure strong communication between PPs concerning project management.

In addition to this, punctual online meetings among LE/LP & PPs (in group or individually) will be organised whenever necessary. The LP will keep commitment to PPs and support them in general project issues.

Even this will be a regular activity during the whole project, the coordination meetings during the first stage (Activation) are pivotal to ensure a good understanding of the network objectives, the “rules of the game”, as well as the partner cities. It is very important to establish solid bonds among all PPs and the LE so that there is a real and rich exchange and project during the process. Therefore, the first coordination meetings will be devoted to set up a solid basis for the partner cities’ collaboration and exchange.

SUBMISSION OF OFFICIAL REPORTING DOCUMENTS BY ALL PARTNERS (in June 2024 and June 2025)

LP will coordinate the submission of the reporting documents every 12 months. LP will prepare an internal calendar to ensure PPs provide all documentation on the due time (ie, deadline for entering expenditures at Synergie, LP validation, FLC certification, sending activity report information & evidences, etc.). LP will also provide templates so that PPs provide all necessary information for the activity report and prepare specific folders at Basecamp to upload all evidences.

A specific training session will be provided to those PPs not familiar with this process. Also, URBACT Material (Synergie and reporting guides) will be shared.

SUBMISSION OF FINAL CLOSURE DOCUMENTS BY ALL PPs

The LP will collect and submit all PPs final closure documents. As in previous paragraph, LP will prepare some internal calendar to ensure all documents are delivered on time to the URBACT Secretariat as well as some clear instructions to ensure the correctness of the documentation. Specific information sessions will be organised.

TO RECEIVE & TRANSFER ERDF TO PPs

LP will be in charge of receiving and transferring relevant ERDF to all PPs. LP will control ERDF calculations are correct and confirm PPs bank details to ensure a smooth transfer. LP will also control that PP confirm ERDF reception at Synergie.

MID-TERM REFLECTION PROCESS (November-December 2024)

LP and LE will be in charge of the elaboration of the Mid-term reflection the end of Planning actions stage. IT will allow to reflect on the progress of the project and see if some adjustment and reprogramming of the activities or budget is needed. If that is the case, the LP will coordinate the reprogramming process.

REGULAR NETWORK MANAGEMENT “HEALTH CHECKS” WITH THE URBACT JOINT SECRETARIAT

The LP coordinator will be the responsible to prepare and attend the regular network management meetings with the URBACT Secretariat.

ENSURING COMMUNICATION ON THE NETWORK ACTIVITIES AND RESULTS WITH CONTRIBUTION FROM ALL PARTNERS.

LP will ensure that all PPs are well aware of the importance of the project dissemination and their communication responsibilities. LP will insist on the importance that PPs provide information of local activities/results so it can be shared at project/European level (LP) and that PPs inform locally on relevant project milestones. This will be a common topic on project regular coordination meetings. The Network Communication Plan (WP2) will specify all these procedures. LP will also coordinate the production of the network logo files, the official tagline/one-liner, a boilerplate (short paragraph) explaining the network and funding, as well as other EU requirements. Sharing it with the URBACT Secretariat, setting up a network page on the urbact.eu website.

DELIVERING OPERATIONAL ACTIONS TO IMPLEMENT THE NETWORK COMMUNICATION PLAN

LP communication responsible will coordinate and monitor the implementation of the WP2. He/she will ensure that all the communication activities are implemented by the relevant PPs. All partners will ensure communication on the network’s

activities and results on the local, national and international levels with contribution from all project partners in compliance with EU publicity guidelines. LP will ensure it takes place on an ongoing basis with regular updates of the project mini-site on the URBACT website. LP will also be responsible of monitoring, evaluating and adapting the communication plan.

TO PROVIDE ASSISTANCE & GUIDANCE TO PPs FOR EXTERNAL COMMUNICATION ACTIVITIES

The Network Communication Plan (WP2), jointly developed by all PPs, will include clear instructions to help PPs to carry out communication activities. However, LP will provide all the necessary assistance and guidance to PPs to ensure all relevant communication actions are carried out. The regular coordination meetings will devote a section to communication issues.

4.2 Description of Work Package 2 – Network Level Activities

4.2.1 General framework for Network Level Activities

This WP will be focused in the transnational exchange among partners to ensure the Network activities address partner challenges regarding sustainable mobility and efficient and useful Integrated Action Plans are elaborated. In order to define an efficient work plan, a deep analysis of partner realities and challenges will have to be carried out during the “Activation Phase”. The support of the appointed Lead Expert will be key to guide LP and PPs in the definition of the Transnational Work Plan (Network roadmap) so real exchange and learning takes place among partners, specially through the elaboration of the IAPs.

Below is a description of how PUMA Network plans the general organisation and methodology for this WP.

Engaging

As soon as the Project will be approved, each PP will establish URBACT Local group and local coordinator. All partners will be committed to engage with local stakeholders and to mobilise the resources needed. Before each transnational meeting an ULG meeting will take place in each city, thereby to ensure bottom-up approach and to prepare some content of the Transnational Meeting. During transnational meetings some ULG members will be encouraged to participate (at least Core ULG). ULG can meet also after a transnational meeting to hear main outcomes, learnings, however, if ULG can not meet after a transnational meeting, it has to be at least informed.

Consolidating the partnership

The main partnership consolidation will be in the first in-person meeting in Liepaja and Dienvidkurzeme. In the first, “Ready for action” meeting PPs will work on Network Roadmap and Communication plan. The outcome of this meeting will be a mutual agreement around the itinerary and focus of network exchange and learning activities as well as the methodological framework for local activities and the desired impact.

Analysing the policy challenge to be addressed by the network

During the activation stage network PPs will develop Network Roadmap. It will describe in detail the policy challenges the network is facing, placing it within the context of the five EU’s urban policy and Cohesion policy priorities. The Lead Expert will visit and interview all PPs in order to develop the partners’ profiles for the study. The study will build on the different contributions provided by partners (local data, strategic priorities, delivery structures, related interventions etc.). During these visits the Lead Expert will present the URBACT framework and the specific objectives and focus of the Network, and review the local situation and experiences in relation to the policy challenge (empowering sustainable urban mobility) to be addressed. The partner visits will be organised in close cooperation with the partners and include meetings with the URBACT local group coordinator, elected representative(s), civil servants concerned with the policy challenge addressed and other local stakeholders identified as potential members of the URBACT Local Group.

Designing the methodology for exchange and learning

Transnational exchange and learning activities include site visits showing concrete examples of cities dealing with their local challenges. While exchanging with the host city staff and stakeholders questioning their approach, partner cities often

reconsider their own approaches to similar issues.

Also, we foresee our network level activities through stages (more in detail):

STAGE 1 (ACTIVATION)

The work during these first months, led mainly by the LP and LE, will be addressed to analyse in detail the policy challenge by the network (sustainable urban mobility that tends to climate neutrality) at European and local levels as well as partners current situation assessment (data, assets, barriers, strategic priorities, etc.).

During this stage LE will devote strong efforts to assess the current situation of all cities and hear stakeholders' interests and concerns in order to make sure the Network Roadmap takes them into account. This strong collaboration during this initial phase will contribute to ensure a solid and engaged partnership during the project lifetime.

The LE will visit all partner cities with 3 main objectives:

- 1) to get to know the reality of the cities in detail
- 2) to meet local teams: municipal teams that will be involved in the project (including elected representatives) and if possible, local stakeholders that will be involved in the project ULG members
- 3) to ensure a good understanding of the URBACT Programme and the specific Network objectives, both municipal teams and ULG.

The first in person meeting (“Ready to Action”) will take place during this stage. Based on the results of the Baseline Study partners will agree on the work plan (Network Roadmap) for the next stages.

STAGE 2-4 (PLANNING ACTIONS, PREPARING IMPLEMENTATION & FINALE)

Although the concrete work plan will be defined in Stage 1, some first principles and ideas have already been identified during the preparation of the proposal:

The activities under WP2 will have 2 main OBJECTIVES:

- 1) To get the utmost knowledge as regards to the main Network learning blocks (so it can be applied locally, mainly through IAPs, but also capitalised and shared outside the network): the Baseline Study will identify the main “building blocks” that Network cities should address and how to reflect, develop and test new solutions addressed to ensure an efficient and greener urban mobility which leaves no one behind.. The work plan will analyse in more detail how partner cities organise the exchange activities to get the maximum learning, but they will be based mainly on:
 - Internal knowledge: To assess partner cities current situation, experiences, knowledge and identification of good practices so they can be shared.
 - External knowledge: requesting expert support outside the Network (ad hoc and other experts from cities or networks with good practices).

- 2) To guide PPs in the elaboration of sound Local Integrated Action Plans:

- Guiding the PPs in the elaboration of the IAPs by LE
- Organising peer review by PPs

FORMAT of the activities:

1) **IN PERSON TRANSNATIONAL NETWORK MEETINGS (CORE NETWORK MEETINGS)**. This will be one of the main activities under this WP. The partnership foresees for the moment to organise six physical meetings. It has been decided to limit transnational meetings to 6 for several reasons: (1) efficient budget use (and ensure other Network activities are assigned with the necessary budget); (2) reduced carbon footprint (to organise just the necessary meetings and try to work other issues online). The network foresees the opportunity to arrange bi-/tri-lateral meetings among those partners addressing similar solutions/challenges in the case they are justified and provides a clear benefit for the network results.

2) **LEARNING WEBINARS (ONLINE)**: This online solution has proved to be very useful to go deep into specific thematic issues. The Learning webinars will be used to work “Main Learning Blocks” outside the in person meetings in case they are needed.

3) IAPs SUPPORT SESSIONS (ONLINE): Specific online sessions will also be organised to work on the IAPs, in addition to the sessions at transnational in person meetings. Guiding instructions by LE/LP or peer review sessions can be some of the contents.

One purpose of these meetings is to feed concrete sections in the Integrated Mobility Action Plan (see section 4.3.4.). The development of Integrated Mobility Action Plan begins with baseline studies for each city (autumn 2023, first transnational meeting), where Lead expert will visit all cities and together with PPs will create a current situation assessment for the mobility sector and help to set long term vision for sustainable urban mobility. Then the purpose of the second transnational meeting will be to better understand “Integrated approach” and how to make it real. Two transnational meetings will be focused on action planning (what should be done until 2030). Fourth transnational meeting will be related to key performance indicators, fifth for specific topic and sixth for network finale. Online seminars for specific topics are also planned in order to feed concrete sections in Integrated mobility action plans.

Another purpose of these meetings is to learn on specific LEARNING BLOCKS and to know each partner city current situation, experiences, best practices and failures (that will also help us to enrich our Integrated Mobility Action Plans).

4.2.2 Proposed approach to network communication

Communication is a crucial process embedded into every step of a PUMA network. It ensures that PUMA network cities can create a positive legacy, making project live beyond its life cycle. LP and PPs will assign communication officers (whether internally or externally) and they will be in close contact with the URBACT Joint Secretariat. Network Communication Officers will put together a consistent communication plan, with the support of all partner cities. This plan will serve as a reference framework for evaluating the communication activities and will be updated and adjusted during the duration of the project whenever needed. LP communication officer will be in charge of the general network communication at the European level (updating the URBACT website, the network social media etc.) in English. PPs communication officers will be in charge of the communication at their city level, in the local channels and in local language. Local Communication officers will also have to inform LP communication officers on identifying best practices, info to be spread at project level etc.

External communication

Lead partner (Liepaja) and Dienvidkurzeme will provide assistance and guidance to all project partners for external communication activities.

External communication will be mainly focused on two target groups:

1. Local stakeholders (citizens, SMEs, retailers, teachers, children, ageing population, public servants, elected representatives, decision-makers and others) – please see proposed communication approach in section 4.3.3.
2. Other European networks, partnerships (mainly URBACT and other INTERREG programmes) and cities interested in sustainable mobility practices, mobility, practitioners. The gained information and knowledge from PUMA network will be disseminated to different networks and organisations with the aim to ensure successful implementation of the project, to learn from similar networks and organisations (ministries, municipalities, NGOs and other public and private bodies). Project representatives will consider taking part in third-party events with the aim of sharing knowledge, experience and project results with stakeholders, other small and medium cities at national and European level.

Main external communication activities will be:

- developing a network branding;
- developing a visual identity;
- production of A3 poster (in all PPs local languages in order to post in municipal premises);
- maintaining a network webpage on the URBACT website;
- setting up account at least in one social media (and updating it with relevant content);
- sharing network final results through thematic reports, articles, publications, research papers, videos, infographics, animations etc. (format to be specified by network in final stage);
- printed materials (booklets, flyers or other suitable format) to those target groups, who don't use internet, computers and smartphones (elderly people);
- communication through partners social media accounts;
- communication through / during project topic related local events in partner cities and regions (e.g. during Mobility Week);

- involving local active citizens, NGO's or other organizations in project activities (the best suitable format will be chosen by each partner himself);
- organizing and hosting online or on-site neighbouring municipality visit to introduce other local level municipalities about project results;
- possibly, presenting project results at local or national level events, conferences, forums.

Internal communication

Internal communication will be provided mainly through regular coordination meetings (online, every month) to ensure strong communication between partners concerning project coordination.

A project Steering committee can initiate meetings with Project and/or ULG coordinators, external experts and others who are involved in PUMA Network.

Regular health checks (quarterly online meetings) with the URBACT Joint Secretariat will also provide an opportunity to communicate internally about the network's activities, outputs delivery, potential barriers of feedback or delays.

Visibility

Following the EU regulation all partners will publish news about the network in their respective institutional websites. This news will provide a short description of the project, its objectives and intended results, partnership details and mention to the ERDF funding.

The network and the URBACT IV logos will be set in visible place, respecting all visibility requirements described in URBACT IV programme manual.

Dissemination

Dissemination is an important part of the project to inform other URBACT networks and participating countries about project results.

Dissemination at local level will be achieved through various local level communication activities named before. Each partner will decide on the best format of dissemination activities. For printed materials (A3 posters, booklets, newsletters etc.) ecological materials will be used, in order to reduce harm to the environment.

Dissemination at international level will be achieved through publications on official programmes' websites and social media (if applicable).

Integrated Mobility Action Plans will be available to citizens and published in partner cities websites.

Project results and achievements can be presented also in international conferences and other related events.

4.2.3 Proposed content, tools and methods for the transnational exchange and learning activities

Based on main objectives and formats of WP2 activities (section 4.2.1.), below is a first proposal on the contents, tools and methods for the transnational exchange that will be further developed during the Activation Stage.

OBJECTIVE 1 – To get the utmost knowledge as regards to the main Network learning blocks

Regardless of the format it is carried out, below some METHODS proposed in order to ensure fruitful exchange, learning process and its dissemination outside the Network:

Prior to the session:

- 1) A survey will be sent to all PPs so they all define main areas of interests, concerns and doubts in relation to the “Learning block” dealt. PPs will also be requested to identify possible good practices, local or external as well as relevant speakers to be invited. PPs will be requested to complete the survey together with their ULG members.
- 2) Based on the survey results the contents of the session and the speakers will be identified.

During the organisation of the in person/online session:

- Apart from the relevant presentations, a well structured discussion session with PPs will be organised to solve doubts, express opinions, etc.

After the session:

- The LE will be in charge of producing a “Learning Block Report” gathering the main conclusions on the topic dealt. This report will be useful for the “Quarterly Network Reports”, the “Network Results Product” and Communication activities: articles at the URBACT Network website, posts on social media, etc. The report will also be useful to be shared with PPs ULGs.
- Learning Grid: it is proposed that after the “Learning block Session” PPs complete a grid in order to capture the key learning points for each partner and, if applicable, possible actions to be carried out at local level.

OBJECTIVE 2 – To guide PPs in the elaboration of sound Local Integrated Action Plans.

There will be two main formats to achieve this objective:

- 1) 6 Transnational meetings and online sessions (LE-LP and PPs) (Please see “IAPs SUPPORT SESSIONS (ONLINE)” in section 4.2.1 and depending on the specific needs. Regardless of the format, the aim of these meetings will be to help PPs to elaborate their IAPs and to feed concrete sections in the Integrated Mobility Action Plan (approach is explained in section 4.3.4.). It will be mainly coordinated by the LE with the support of the LP, the objectives will be:
 - Providing clear instructions to complete the different sections in IAPs
 - Monitor PPs Integrated Mobility Action Plans elaboration
 - To identify possible difficulties and provide the necessary support
 - Integrated Mobility Action Plan LE and Peer Reviews
 - Sharing the elaboration process among PPs to learn from each other.

Before each session (transnational meetings, online seminars) LE might request PP to prepare some content related to the IAPs so it can be shared at the sessions.

After the sessions: LE will request PPs to complete a “TO DO GRID” describing the next steps to be taken (and the timing) in the process of elaborating their Integrated Mobility Action Plans. In addition to this, LE will prepare a brief report (IAP evolution report) highlighting the main progress, difficulties and successful cases in the elaboration process of the IAP. These reports will help to feed the 6 Quarterly network reports.

All WP2 activities will be important to ensure a good exchange and learning process: the Baseline Study/Network, the in person transnational meetings, Learning Webinars or Online IAPs Support Sessions. However, the 6 CORE NETWORK MEETINGS will play a pivotal role. These 2/3 days meetings will have at least 3 main objectives:

- to work on a “Main Learning Block”: either with internal experiences (PPs) or external experiences (ad-hoc experts, other cities’ experiences, etc.).
- to get to know the host city context and the involved stakeholders: site visits, working sessions with ULG members, etc.
- to work on the IAP elaboration process: ex, peer review exercises, etc.

It will be considered if the Steering Committee or other relevant financial/management should take place during the 6 Core Network Meetings. In case it is not essential, these will be organised online to ensure PPs benefit the maximum for the physical meeting.

All sessions will be thoroughly designed so that participants get the maximum benefit. The activities will be adapted to “in person” or “online” sessions as the length, dynamics and working methodologies are very different. In these sessions URBACT toolbox materials will be used and PPs will describe the implementation of these tools.

Special emphasis will be given to ensure that all working sessions (in person and online) are interactive and participative so that PPs can get the utmost from them.

THE QUARTERLY NETWORK REPORTS

Even though the Baseline Study/Network Roadmap will describe it in detail, a few outputs have already been defined to feed the Quarterly Network Reports:

- The “Learning Block Reports” (gathering the learnings in relation to the main topics related to sustainable urban mobility

dealt at project level) and the “Learning grids” filled in by each PP.

- The PPs site visit reports (during the Transnational Meetings)
- The “IAP evolution Report” elaborated by the LE after each working session on IAPs

These outputs will also be useful to prepare communication materials (website articles, social media posts, infographics, etc.).

Other possible material to feed the Quarterly Network Reports will also be considered during the Network Roadmap elaboration, such as ULG interviews to collect their impressions during the project evolution, etc.

In addition to this, the monthly coordination meetings (online) will devote some regular slot to reflect at project level (PPs) on the network progress and identify contents for the Quarterly Network Reports.

4.2.4 Expected outputs under WP2

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
2.1 Work Package 2 - Network Level activities	160206	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 PUMA Network Roadmap	1 Network roadmap for PUMA network. It will be produced during the “Ready for Action” meeting. Plus, with Lead expert assistance there will be a Baseline study for each partner city.	1
2.1 Work Package 2 - Network Level activities	160209	WP2 - Communication Plan	Number	2.1.2 PUMA network Communication Plan	1 network communication plan, produced during the “Ready for Action” meeting. It will include sections that are mentioned in programme manual (page 93)	1
2.1 Work Package 2 - Network Level activities	160212	WP2 - Transnational meeting	Number	2.1.3 6 PUMA Network Transnational Meetings (in person)	6 transnational meetings, proposed locations: 1) Liepaja and Dienvidkurzeme (Latvia) (2023) 2) Viladecans, Spain (2024) 3) Taurage region, Lithuania (2024) 4) Larissa, Greece (2025) 5) Gdansk, Poland (2025) 6) Nova Gorica, Slovenia (2025)	6

2.1 Work Package 2 - Network Level activities	16021 5	WP2 - Quarterly Network Reports	Number	2.1.4 6 PUMA Network quarterly network reports	They will be prepared in order to reflect on network activities during all stages. These reports will be structured in an interesting and attractive format, relevant to local, also these reports will give basis for network articles.	6
2.1 Work Package 2 - Network Level activities	16021 6	WP2 - Network Articles	Number	2.1.5 At least 3 PUMA network articles published on the network webpage	One in “planning actions” stage, one in “preparing implementation” and one in “network finale” stage. Potential scope and topics of these articles will be set within first network meetings.	3
2.1 Work Package 2 - Network Level activities	16021 7	WP2 - Network Roadmap (Baseline study)	Number	2.1.6 Network Results Product/s (1 set per network)	Testing activities will be an integral part of the IAP co-production process. Outcomes and conclusions from these activities will be disseminated and discussed throughout the network.	1

4.3 Description of Work Package 3 – Local Level Activities

4.3.1 General framework for Local Level Activities

The methodology proposed for local activities with key stakeholders involved in the URBACT Local Groups:

The first step is setting up an ULG:

- To identify the local stakeholders who will be involved in the group. These stakeholders will include representatives from the municipality, local businesses, civil society organizations, and other relevant groups. Once the stakeholders have been identified, we will organise an initial meeting to introduce the URBACT program and explain the purpose and goals of the ULG. Besides, there will be Core ULGs (smaller) in each city in order to ensure sound project management, discuss and solve issues and challenges.

Identification of the right ULG coordinator:

- The ULG coordinator is responsible for organising and facilitating the activities of the group. We will identify coordinators that have the necessary skills and experience to effectively lead the group. The coordinator will have a good understanding of the local context, be able to communicate effectively with stakeholders, and have experience in project management. Also, he/she has to be a good motivator, communicator and mediator, able to capture the learning to be transferred transnationally/locally.

Identification of key stakeholders:

- Once the ULGs have been established, we will identify the key stakeholders who will be involved in the group. These stakeholders will have a vested interest in the sustainable development of the city and be willing to contribute their expertise and resources to the group. The stakeholders will be representatives of the diversity of the local community and that they have a good understanding of the local context.
- ULG members will be invited to attend the transnational meeting hosted in their city. Participation will allow them to meet with other stakeholders, see how they tackle similar problems, find specific solutions and reflect on their own practice. They will feel part of a wider community and will facilitate the transfer of knowledge to their own ULG.

Articulation with transnational activities:

- The ULG will be connected to the broader URBACT program and its transnational activities. This involves participating in transnational meetings and workshops, sharing knowledge and best practices with other cities, and contributing to the development of the URBACT program. The ULG coordinator will be responsible for ensuring that the group is engaged in

these activities and that they are aligned with the goals and objectives of the ULG.

- Strict coordination between the roadmaps of the IAPs and the transnational activities
- LE and LP will ensure that all ULG coordinators are confident with the URBACT method and tools, esp. those new to the programme
- The support of the LE and LP to the ULG coordinators: during the transnational meetings sessions will be organised: one on The learning to be transferred locally and another session on the locally emerging needs, practices, solutions.
- The Webinar check-ins between the LE, LP and the ULG coordinators will discuss methodology, difficulties, progress, risks, the SSAs etc. The frequency of the check-ins will depend on the project development and needs that will come up during the project.

Animation of the local group:

- Ensuring adequate resources, funding, staff time, and access to relevant expertise and knowledge. We will identify the necessary resources and ensure that they are available to the ULG.
- The ULG coordinator will set up interactive short sessions to collect the local knowledge and to transfer locally the transnational knowledge after the meetings using tools produced by meetings (learning grids, thematic reports, story-telling etc.)
- Study, site visits and peer reviews will provide more inputs locally. Peer-coaching and bilateral meetings of partners about shared challenges.

4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3

Main principles and interactions between the Learning & Exchange at transnational and local level:

1. ULG MEETINGS BEFORE/AFTER TRANSNATIONAL MEETINGS. All PPs should organise at least 7 meetings during the project:

- a. One meeting at the Stage 1 – Activation (before the first Transnational meeting). The purpose of this meeting is to introduce PUMA and ULG objectives, to set a vision for sustainable urban mobility in their city/municipality.
- b. Five meetings before each transnational meeting. The purpose of these meetings will be to set the specific learning needs, to prepare PPs contributions, etc.
- c. One final meeting at each PP City.
- d. Between each Transnational Meeting, all ULG Coordinators will collaborate with the respective ULGs to transfer the learning gathered at each Transnational Meetings to the local level.

Each PP can define additional ULG meetings in order to ensure a good preparation of the Integrated Mobility Action Plans. Also, there will be Core ULGs in each city and they can meet more often in order to ensure sound project management, discuss and solve issues and challenges.

2. PARTICIPATING AT TRANSNATIONAL MEETINGS. PPs will be encouraged to involve ULG members in Transnational Meeting.

- a. Local Project Coordinators and/or ULG Coordinator will attend all Transnational Meetings. This would ensure that at least one person in all partner cities has a comprehensive vision of the whole project.
- b. ULG members of the host city will have an active role in the Transnational Meetings in their cities. ULG members will be strongly encouraged to participate in online learning webinars and Integrated Mobility Action Plans support sessions in order to ensure a real peer exchange, learning and production of Integrated Mobility Action Plans.

3. USING LEARNING TOOLS THAT ENABLE KNOWLEDGE TRANSFER FROM TRANSNATIONAL TO LOCAL LEVEL & VICE VERSA

- a. Before the Transnational meetings, LE in consultation with the PP will produce a survey to identify partners and local stakeholders interests. The results of the survey will help to prepare the agenda and sessions.
- b. Pre-ULG meeting: an core-ULG meeting will be arranged at local level before each Transnational meeting. PPs with the relevant ULG members will prepare the contents of the meeting, setting the specific learning needs, preparing PPs contributions, etc.

- c. Transnational Meeting ULG feedback: ULG coordinators must ensure that the relevant ULG members receive learning and conclusions derived from each Transnational Meeting - follow up materials, the “Learning Block Report” etc.
- d. Learning & TO DO Grids: after Transnational Meetings PPs will complete a grid in order to capture the key learning points for each partner and possible actions to be carried out at local level.

4.3.3 Proposed approach to local level communication

Professional communication will help to capture knowledge and ensure communication of PUMA network results from transnational level to local level and vice versa.

Network communication plan will be the backbone of all communication and dissemination actions. It will include specific content and milestones to be shared widely, showcasing results from PUMA network activities and optional events open to citizens and other local stakeholders. It will serve as a reference framework for evaluating the communication activities and will be updated and adjusted during the duration of the project whenever needed. The main objectives of communication at local level: (1) to disseminate the project, give it visibility and inform in the main milestones and results, (2) to involve all relevant target audiences in project local activities, mainly through ULG activities.

Considering the fact that Liepaja and Dienvidkurzeme are neighbouring municipalities, it is expected that they will engage in the development of both Integrated Mobility Action Plans, therefore there will be an active collaboration also in project communication, production of marketing materials, network branding, visual identity, digital communication etc. Meeting minutes and information to local and national press will be organized, to raise awareness about local authority initiatives and attract media attention.

LP and PPs will produce web publications in their respective channels in order to inform society and target groups about the project's activities, goals and gained results. Web publications will include a clear reference to ERDF funding. Web publications will be spread also to other Action Planning networks, to local stakeholders through local media and social media.

Promotional materials in local languages (banners, info boards, booklets, video materials, infographics etc.) will be designed and disseminated with the aim to inform about the project, to create interest, awareness and understanding about the PUMA network objectives and tasks. Throughout the project, the promotional materials will be placed at all locations where the project and project-related activities will be implemented.

4.3.4 Expected outputs under WP3

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
3.1 Work Package 3 - Local Level Activities	160218	WP3 - ULG Contact List	Number	3.1.1 9 PUMA network URBACT Local group contact lists	It will consist of all stakeholders that are mentioned in section 3.1.6. Approximately there will be 20-30 people in each ULG. The ULG list will be regularly updated and shared with the URBACT Secretariat.	9

3.1 Work Package 3 - Local Level Activities	16021 9	WP3 - Integrated Action Plan	Number	3.1.2 9 PUMA network Integrated Mobility Action Plans	Proposed content: Context (baseline study) Long term vision Main topics and objectives Actions to be implemented until 2030 Potential expenditure and funding sources Key performance indicators Description of used URBACT tools and outcomes from ULGs	9
---	------------	---------------------------------	--------	--	---	---

5 PROJECT WORK PLAN

5.1 Work plan

Objective	1 Work Package 1 - Network management		
Activity	1.1 Work Package 1 - Network management	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 1 - Network management		
Deliverables			
Main partner	Liepaja		
Participating partners	+ Dienvidkurzeme + Green region + Larissa + Cento + Viladecans + Pombal + Nova Gorica + Gdansk		
Localization			
Objective	2 Work Package 2 - Network Level activities		
Activity	2.1 Work Package 2 - Network Level activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 2 - Network Level activities		
Deliverables	+ 1 x 2.1.1-PUMA Network Roadmap + 1 x 2.1.2-PUMA network Communication Plan + 6 x 2.1.3-6 PUMA Network Transnational Meetings (in person) + 6 x 2.1.4-6 PUMA Network quarterly network reports + 3 x 2.1.5-At least 3 PUMA network articles published on the network webpage + 1 x 2.1.6-Network Results Product/s (1 set per network)		
Main partner	Liepaja		
Participating partners	+ Dienvidkurzeme + Green region + Larissa + Cento + Viladecans + Pombal + Nova Gorica + Gdansk		
Localization			
Objective	3 Work Package 3 - Local Level Activities		

Activity	3.1 Work Package 3 - Local Level Activities	Start date	2023-06-01
		End date	2025-12-31
Description	Work Package 3 - Local Level Activities		
Deliverables	+ 9 x 3.1.1-9 PUMA network URBACT Local group contact lists + 9 x 3.1.2-9 PUMA network Integrated Mobility Action Plans		
Main partner	Liepaja		
Participating partners	+ Dienvidkurzeme + Green region + Larissa + Cento + Viladecans + Pombal + Nova Gorica + Gdansk		
Localization			

List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work Package 1 - Network management	1.1 Work Package 1 - Network management						
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160206	WP2 - Network Roadmap (Baseline study)	Number	2.1.1 PUMA Network Roadmap	1 Network roadmap for PUMA network. It will be produced during the "Ready for Action" meeting. Plus, with Lead expert assistance there will be a Baseline study for each partner city.	1
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160209	WP2 - Communication Plan	Number	2.1.2 PUMA network Communication Plan	1 network communication plan, produced during the "Ready for Action" meeting. It will include sections that are mentioned in programme manual (page 93)	1

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16021 2	WP2 - Transnational meeting	Number	2.1.3 6 PUMA Network Transnational Meetings (in person)	6 transnational meetings, proposed locations: 1) Liepaja and Dienvidkurzeme (Latvia) (2023) 2) Viladecans, Spain (2024) 3) Taurage region, Lithuania (2024) 4) Larissa, Greece (2025) 5) Gdansk, Poland (2025) 6) Nova Gorica, Slovenia (2025)	6
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16021 5	WP2 - Quarterly Network Reports	Number	2.1.4 6 PUMA Network quarterly network reports	They will be prepared in order to reflect on network activities during all stages. These reports will be structured in an interesting and attractive format, relevant to local, also these reports will give basis for network articles.	6
2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	16021 6	WP2 - Network Articles	Number	2.1.5 At least 3 PUMA network articles published on the network webpage	One in “planning actions” stage, one in “preparing implementation” and one in “network finale” stage. Potential scope and topics of these articles will be set within first network meetings.	3

2 Work Package 2 - Network Level activities	2.1 Work Package 2 - Network Level activities	160217	WP2 - Network Roadmap (Baseline study)	Number	2.1.6 Network Results Product/s (1 set per network)	Testing activities will be an integral part of the IAP co-production process. Outcomes and conclusions from these activities will be disseminated and discussed throughout the network.	1
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	160218	WP3 - ULG Contact List	Number	3.1.1 9 PUMA network URBACT Local group contact lists	It will consist of all stakeholders that are mentioned in section 3.1.6. Approximately there will be 20-30 people in each ULG. The ULG list will be regularly updated and shared with the URBACT Secretariat.	9
3 Work Package 3 - Local Level Activities	3.1 Work Package 3 - Local Level Activities	160219	WP3 - Integrated Action Plan	Number	3.1.2 9 PUMA network Integrated Mobility Action Plans	Proposed content: Context (baseline study) Long term vision Main topics and objectives Actions to be implemented until 2030 Potential expenditure and funding sources Key performance indicators Description of used URBACT tools and outcomes from ULGs	9

6 PROJECT MANAGEMENT AND LEADERSHIP

6.1 Lead partner experience (highlights of city’s experience)

Liepaja city municipality has a wide experience in EU co-financed project management, administration and implementation (ERDF, ESF, CF, RRF, EAAI, EMFF, EAFRD, ERASMUS, ERASMUS+, EEA and Norway Grants, Interreg, Horizon etc.). In the 2014-2020 EU funding period Liepaja city municipality attracted EU funding for more than 200 million EUR in

various fields - transport infrastructure, energy efficiency, building renovation, construction, cross-border projects and others. Liepaja city municipality also has sufficient capacity to fund and implement projects from internal resources.

The Municipality Development Department, which is the main local public body responsible for infrastructure project management, has 17 employees – Head of Department, Deputy Head of Department, 9 project managers, 3 strategic planners, 1 economist, 1 business specialist and 1 secretary. Each team member has a specific role and duties, but it is worth mentioning that both department divisions (Project Implementation Division and Economics and Strategic Planning division) are working in close relation. For example, all projects have to be planned and set in local strategies. PUMA Network will be a project under the Economics and Strategic Planning division, but successful implementation is important also for Project Implementation division, because it will be the main body who is going to implement planned actions in Integrated Mobility Action Plan. Thereby, Project implementation division and other relevant stakeholders (see section 3.1.6.) will be closely involved in this project.

In this planning period Liepaja city together with Dienvidkurzeme Municipality has developed a common development programme for 2022-2027 and sustainable development strategy until 2035. These planning documents set common goals, vision, tasks and cooperation projects on local, regional, national and even international level. Common strategic planning and cooperation projects will ensure higher financial capacity and potential to implement cross border projects that are relevant for both municipalities and the whole region. The PUMA project will ensure joint development of sustainable mobility, which is one of both municipalities top priorities.

To ensure smooth project implementation, risk management will be performed during the project planning and implementation period. Identified risks will be addressed with utmost impotency and solved adequately to deliver the best possible results.

6.2 Experience of proposed project coordinator

The PUMA project coordinator from Lead Partner institution will be Mr. Aksels Ruperts - strategic planner in Liepaja City Municipality administration Development Department Economics and Strategic Planning division.

Mr. Ruperts would be in the best position to fulfil this role because:

- He has an appropriate education - Masters degree in Spatial development planning and Bachelors degree in Engineering of Regional Development and Urban Economics.
- Development of Integrated Mobility Action Plan fits well with his duties as a strategic planner (being responsible for strategic planning documents preparation, monitoring, ensuring relations with regional, national and EU guidelines etc.).
- He is the initiator and coordinator of this proposal.
- He has good communication skills gained through work experience in public administration with different stakeholders (municipalities, local inhabitants, state sector, academic staff etc.), which is crucial for successful URBACT project management. He also has good presentation and public speaking skills.
- He has practical work experience in urban planning, project management and public governance for eight years and he has worked both in the private and public sector (see attached CV).

To name few important projects/activities where he has been a leader or team member:

- Full management of planning documents preparation - Liepaja city and Dienvidkurzeme county development program 2022 - 2027 and long term sustainable development strategy until 2035 (from April 2021 to July 2023)
- Project “Technical assistance for integrated territorial investment project selection in Liepaja, 2nd round” (preparation and management from October 2018 until March 2019)

- Project Coast4us (INTERREG Central Baltic programme, management of activities from January to October 2018). The project aims to develop a new, innovative, comprehensive and local needs-based planning approach for the development of marine and coastal areas in Finland, Latvia, Sweden and Estonia. (<http://coast4us.com/>)
- Organising three summer schools for development planning experts (in summer 2016, 2017, 2018, events with up to 100 attendants)
- Within the INTERREG Central Baltic Project “Baltic Urban Lab” together with Riga municipality, local entrepreneurs and inhabitants he was a team member in a complex development vision preparation for Mūkusalas district in Riga city. (<https://www.balticurbanlab.eu/sites/m%C5%ABkusalas-street>)

Mr. Ruperts education, practical experience, professional profile, willingness to learn and join URBACT community will ensure successful PUMA project management and implementation.

6.3 Presentation of the Lead Partner project team (roles and responsibilities)

Mr. Aksels Ruperts - Strategic planner in Liepaja City Municipality administration Development Department Economics and Strategic Planning division. He will be the PUMA project coordinator from the Lead Partner institution. He will be a driving force to the partnership and people around it in order to achieve the objectives laid down in the Application form. He will also be ULG Local Coordinator. This project will take a full time position for him.

Mr. Martins Abols - Head of Development Department in Liepaja City Municipality administration. He will be one of core-ULG and Steering committee members, he will oversee project administrative and financial management.

Mr. Didzis Jerins - Deputy head of Executive Director of Liepaja City Municipality administration. He is in charge of transport policy in Liepaja and he is also the head of the Transport infrastructure commission at Liepaja City Council. He will be one of core-ULG members, he will oversee project thematic content, especially on the local level in Liepaja and Dienvidkurzeme.

Mrs. Evita Skinca - Project bookkeeper in Liepaja City Municipality Administration Financial Department. She will ensure professional financial management at network level, an adequate and orderly accounting practice and the proper management of the network budget.

Information, communication and visibility of actions will be ensured by the Liepaja City Municipality Administration Public Relations and Marketing Department (led by Mrs. Zita Lazdane), who has 5 skilled and well experienced public relations officers, that will be appointed as required. To achieve better communication and publicity aims Liepaja City Municipality Administration will work in close cooperation with Dienvidkurzeme Municipality.

Besides, as it is mentioned in section 6.1. Liepaja City Municipality administration Development Department staff will be involved in this project, so they ensure assistance and advice within their duties as well.

7 USE OF EXPERTISE

7.1 Proposed use of expertise resources allocated by the Programme

7.1.1 Proposed use of URBACT Lead Experts

PUMA network has identified that Lead Expert should be an expert in sustainable urban mobility planning. He/she has to guide all partners through the development of Integrated Mobility Action Plans and learning activities in order to improve network's and LP, PPs ability to use digital tools in their cities and their capacity to innovate. He has to support the partnership over the entire duration of the PUMA network with the design and delivery of transnational exchange and learning activities, the knowledge of EU thematic policy frameworks, and the design and delivery of integrated and participatory policies. Potential Lead Expert must assist the partnership with defining the main focus of activities, designing the work plan, baseline study for each PP city, elaborating the main expected results and producing network outputs.

He/she must have following skills and knowledge:

- Higher education in transport planning, traffic engineering or other related field;
- Practical experience in sustainable urban mobility plans (SUMP) development and implementation for diverse territories (district, city, functional area etc.)
- Experience and knowledge in transport infrastructure and/or traffic planning;
- Good knowledge of EU thematic policy frameworks, especially in the mobility sector (Cohesion policy 2021-2027 (SUD, New Leipzig Charter, Article 11, EUI, etc.)
- Good communication skills and ability to communicate with different stakeholders (municipalities, local inhabitants, state sector, academic staff, entrepreneurs etc.).
- Good presentation and public speaking skills.
- Good knowledge and experience with URBACT tools and methods.

Lead Expert must be able to travel to each PP city (9 cities in total) - ideally in Autumn/Winter 2023, in order to prepare baseline study for each city before transnational meetings. Also he must be able to participate in all 6 transnational meetings:

1. Liepaja and Dienvidkurzeme, Latvia - first TM, "Ready for action" meeting (autumn 2023)
2. Viladecans, Spain - TM "Integrated approach" (beginning of 2024)
3. Taurage region, Lithuania - TM with specific topic defined by network (middle of 2024)
4. Larissa, Greece - TM with specific topic defined by network (beginning of 2025)
5. Gdansk, Poland - TM "peer-review of draft IAPs" (middle of 2025)
6. Nova Gorica, Slovenia - Final Core network meeting (end of 2025)

7.1.2 Proposed use of URBACT Ad Hoc Expert(s)

PUMA network has identified that there should be 4 Ad-hoc Experts: Environmental/climate planner, Energy transition expert, Urban/spatial planner and Citizen engagement expert. Considering thematic scope of this network, these fields of expertise are important to achieve the aim of this project - to develop/analyse urban mobility plans for cities with different size and realities that contribute to achieve at least 55% reduction of GHG emissions by 2030.

These experts should provide support on specific needs identified by the PUMA network. It is expected that these experts will participate in online webinars. It is also expected that they will help to design and facilitate meetings, give specific thematic expertise, methods and tools for integrated and participatory approaches. However, if partners find it useful, they can participate in transnational in-person meetings as well. At the end of the day, ad-hoc experts have an important role to ensure successful development of comprehensive Integrated Mobility Action Plans.

Each ad-hoc expert must have following skills and knowledge:

Environmental/climate planner:

- Higher education in environmental engineering and /or environmental sustainability
- Practical experience in environmental and/or climate and/or sustainability projects (ideally on different levels - local, regional, national, international)
- Good academic knowledge in environment and/or climate and/or sustainability sector
- Good knowledge of EU thematic policy frameworks, especially in the environmental/climate/sustainability sector (Cohesion policy 2021-2027 (SUD, New Leipzig Charter, Article 11, EUI, Fit for 55 etc.)
- Good communication skills and ability to communicate with different stakeholders (municipalities, local inhabitants, state sector, academic staff, entrepreneurs etc.).
- Good presentation and public speaking skills.
- Good knowledge and experience with URBACT tools and methods.

Energy transition expert:

- Higher education in energetics and/or energy transition or related field
- Practical experience in energy sector projects (ideally on different levels - local, regional, national, international)
- Good academic knowledge in energy sector
- Good knowledge of EU thematic policy frameworks, especially in the energy sector (Cohesion policy 2021-2027 (SUD, New Leipzig Charter, Article 11, EUI, Fit for 55 etc.)
- Good communication skills and ability to communicate with different stakeholders (municipalities, local inhabitants, state sector, academic staff, entrepreneurs etc.).
- Good presentation and public speaking skills.
- Good knowledge and experience with URBACT tools and methods.

Urban/spatial planner:

- Higher education in urban and/or spatial planning
- Practical experience in urban and/or spatial planning projects (ideally on different levels - local, regional, national, international etc.)
- Good academic knowledge in environment/climate sector
- Good knowledge of EU thematic policy frameworks, especially in the urban and or spatial planning (Cohesion policy 2021-2027 (SUD, New Leipzig Charter, Article 11, EUI, Fit for 55 etc.)
- Good communication skills and ability to communicate with different stakeholders (municipalities, local inhabitants, state sector, academic staff, entrepreneurs etc.).
- Good presentation and public speaking skills.
- Good knowledge and experience with URBACT tools and methods.

Citizen engagement expert:

- Higher education in public governance and/or sociology or other related field
- Practical experience in local governance and/or citizen engagement activities
- Good academic knowledge in public governance and/or sociology or other related field
- Good knowledge of EU thematic policy frameworks, especially in the social field and local governance (Cohesion policy 2021-2027 (SUD, New Leipzig Charter, Article 11, EUI, Fit for 55 etc.)
- Good communication skills and ability to communicate with different stakeholders (municipalities, local inhabitants, state sector, academic staff, entrepreneurs etc.).
- Good presentation and public speaking skills.
- Good knowledge and experience with URBACT tools and methods.

8 BUDGETARY PROPOSAL

8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Liepaja	€155 042.60	80.00 %	€38 760.65	€193 803.25
Dienvidkurzeme	€67 185.00	80.00 %	€16 796.25	€83 981.25
Green region	€65 000.00	80.00 %	€16 250.00	€81 250.00
Larissa	€60 400.00	80.00 %	€15 100.00	€75 500.00
Pombal	€66 017.40	80.00 %	€16 504.35	€82 521.75
Gdansk	€67 200.00	80.00 %	€16 800.00	€84 000.00
Sub total	€480 845.00		€120 211.25	€601 056.25
Cento	€53 040.00	65.00 %	€28 560.00	€81 600.00
Viladecans	€54 303.44	65.00 %	€29 240.31	€83 543.75
Nova Gorica	€54 470.00	65.00 %	€29 330.00	€83 800.00
Sub total	€161 813.44		€87 130.31	€248 943.75
Total	€642 658.44	75.61	€207 341.56	€850 000.00
Total %	75.61 %	75.61 %	100.00 %	100 %

8.2 ERDF per year

	ERDF
2023	121654.75
2024	251959.50
2025	269044.19

8.3 IPA per year

	IPA
2023	0
2024	0
2025	0

8.4 Expenditure per partner, per year and budget subcategory

Liepaja

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€14 000.00	€24 000.00	€24 000.00	€0.00	€62 000.00
Total Staff costs	€14 000.00	€24 000.00	€24 000.00	€0.00	€62 000.00
Office and Administration					
Office and Administration	€700.00	€1 200.00	€1 200.00	€0.00	€3 100.00
Total Office and Administration	€700.00	€1 200.00	€1 200.00	€0.00	€3 100.00
Travel and Accommodation					
Staff Travel and Accommodation	€1 000.00	€5 000.00	€9 000.00	€0.00	€15 000.00
Total Travel and Accommodation	€1 000.00	€5 000.00	€9 000.00	€0.00	€15 000.00
External Expertise and Services					
External Expertise Project Coordination	€10 000.00	€30 000.00	€60 000.00	€0.00	€100 000.00
Expertise Meeting Organisation	€5 000.00	€2 000.00	€2 000.00	€0.00	€9 000.00
Expertise Communication	€1 000.00	€703.25	€1 000.00	€0.00	€2 703.25
Expert and other non-staff Travel	€2 000.00	€0.00	€0.00	€0.00	€2 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€18 000.00	€32 703.25	€63 000.00	€0.00	€113 703.25
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€33 700.00	€62 903.25	€97 200.00	€0.00	€193 803.25
Partner financing plan					€193 803.25

Dienvidkurzeme

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€6 125.00	€10 500.00	€10 500.00	€0.00	€27 125.00
Total Staff costs	€6 125.00	€10 500.00	€10 500.00	€0.00	€27 125.00
Office and Administration					
Office and Administration	€306.25	€525.00	€525.00	€0.00	€1 356.25
Total Office and Administration	€306.25	€525.00	€525.00	€0.00	€1 356.25
Travel and Accommodation					
Staff Travel and Accommodation	€1 000.00	€6 000.00	€9 000.00	€0.00	€16 000.00
Total Travel and Accommodation	€1 000.00	€6 000.00	€9 000.00	€0.00	€16 000.00
External Expertise and Services					
External Expertise Project Coordination	€4 000.00	€13 000.00	€13 000.00	€0.00	€30 000.00
Expertise Meeting Organisation	€2 500.00	€2 500.00	€2 500.00	€0.00	€7 500.00
Expertise Communication	€0.00	€0.00	€0.00	€0.00	€0.00
Expert and other non-staff Travel	€2 000.00	€0.00	€0.00	€0.00	€2 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€8 500.00	€15 500.00	€15 500.00	€0.00	€39 500.00
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€15 931.25	€32 525.00	€35 525.00	€0.00	€83 981.25
Partner financing plan					€83 981.25

Green region

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 000.00	€10 000.00	€10 000.00	€0.00	€25 000.00
Total Staff costs	€5 000.00	€10 000.00	€10 000.00	€0.00	€25 000.00
Office and Administration					
Office and Administration	€250.00	€500.00	€500.00	€0.00	€1 250.00
Total Office and Administration	€250.00	€500.00	€500.00	€0.00	€1 250.00
Travel and Accommodation					
Staff Travel and Accommodation	€2 000.00	€12 000.00	€6 000.00	€0.00	€20 000.00
Total Travel and Accommodation	€2 000.00	€12 000.00	€6 000.00	€0.00	€20 000.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€0.00	€25 000.00	€0.00	€25 000.00
Expertise Meeting Organisation	€0.00	€6 000.00	€0.00	€0.00	€6 000.00
Expertise Communication	€1 000.00	€1 000.00	€0.00	€0.00	€2 000.00
Expert and other non-staff Travel	€0.00	€0.00	€2 000.00	€0.00	€2 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€1 000.00	€7 000.00	€27 000.00	€0.00	€35 000.00
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€8 250.00	€29 500.00	€43 500.00	€0.00	€81 250.00
Partner financing plan					€81 250.00

Larissa

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 000.00	€8 000.00	€7 000.00	€0.00	€20 000.00
Total Staff costs	€5 000.00	€8 000.00	€7 000.00	€0.00	€20 000.00
Office and Administration					
Office and Administration	€250.00	€400.00	€350.00	€0.00	€1 000.00
Total Office and Administration	€250.00	€400.00	€350.00	€0.00	€1 000.00
Travel and Accommodation					
Staff Travel and Accommodation	€6 000.00	€7 000.00	€5 000.00	€0.00	€18 000.00
Total Travel and Accommodation	€6 000.00	€7 000.00	€5 000.00	€0.00	€18 000.00
External Expertise and Services					
External Expertise Project Coordination	€2 000.00	€6 000.00	€2 000.00	€0.00	€10 000.00
Expertise Meeting Organisation	€2 000.00	€4 000.00	€2 000.00	€0.00	€8 000.00
Expertise Communication	€2 500.00	€3 000.00	€2 500.00	€0.00	€8 000.00
Expert and other non-staff Travel	€2 000.00	€4 000.00	€3 000.00	€0.00	€9 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€8 500.00	€17 000.00	€9 500.00	€0.00	€35 000.00
Equipment					
Equipment	€1 500.00	€0.00	€0.00	€0.00	€1 500.00
Total Equipment	€1 500.00	€0.00	€0.00	€0.00	€1 500.00
Total	€21 250.00	€32 400.00	€21 850.00	€0.00	€75 500.00
Partner financing plan					€75 500.00

Pombal

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€6 594.00	€13 188.00	€13 188.00	€0.00	€32 970.00
Total Staff costs	€6 594.00	€13 188.00	€13 188.00	€0.00	€32 970.00
Office and Administration					
Office and Administration	€329.70	€659.40	€659.40	€0.00	€1 648.50
Total Office and Administration	€329.70	€659.40	€659.40	€0.00	€1 648.50
Travel and Accommodation					
Staff Travel and Accommodation	€3 000.00	€6 000.00	€9 000.00	€0.00	€18 000.00
Total Travel and Accommodation	€3 000.00	€6 000.00	€9 000.00	€0.00	€18 000.00
External Expertise and Services					
External Expertise Project Coordination	€2 143.05	€4 286.10	€4 286.10	€0.00	€10 715.25
Expertise Meeting Organisation	€989.10	€1 978.20	€1 978.20	€0.00	€4 945.50
Expertise Communication	€824.25	€1 648.50	€1 648.50	€0.00	€4 121.25
Expert and other non-staff Travel	€1 000.00	€2 000.00	€3 000.00	€0.00	€6 000.00
Expertise First Level Control	€824.25	€1 648.50	€1 648.50	€0.00	€4 121.25
Total External Expertise and Services	€5 780.65	€11 561.30	€12 561.30	€0.00	€29 903.25
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€15 704.35	€31 408.70	€35 408.70	€0.00	€82 521.75
Partner financing plan					€82 521.75

Gdansk

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€5 000.00	€10 000.00	€11 000.00	€0.00	€26 000.00
Total Staff costs	€5 000.00	€10 000.00	€11 000.00	€0.00	€26 000.00
Office and Administration					
Office and Administration	€250.00	€500.00	€550.00	€0.00	€1 300.00
Total Office and Administration	€250.00	€500.00	€550.00	€0.00	€1 300.00
Travel and Accommodation					
Staff Travel and Accommodation	€2 500.00	€4 000.00	€4 000.00	€0.00	€10 500.00
Total Travel and Accommodation	€2 500.00	€4 000.00	€4 000.00	€0.00	€10 500.00
External Expertise and Services					
External Expertise Project Coordination	€4 000.00	€22 700.00	€10 000.00	€0.00	€36 700.00
Expertise Meeting Organisation	€500.00	€1 000.00	€5 000.00	€0.00	€6 500.00
Expertise Communication	€500.00	€0.00	€500.00	€0.00	€1 000.00
Expert and other non-staff Travel	€1 000.00	€0.00	€1 000.00	€0.00	€2 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€6 000.00	€23 700.00	€16 500.00	€0.00	€46 200.00
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€13 750.00	€38 200.00	€32 050.00	€0.00	€84 000.00
Partner financing plan					€84 000.00

Cento

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€2 000.00	€5 000.00	€5 000.00	€0.00	€12 000.00
Total Staff costs	€2 000.00	€5 000.00	€5 000.00	€0.00	€12 000.00
Office and Administration					
Office and Administration	€100.00	€250.00	€250.00	€0.00	€600.00
Total Office and Administration	€100.00	€250.00	€250.00	€0.00	€600.00
Travel and Accommodation					
Staff Travel and Accommodation	€1 650.00	€4 125.00	€4 125.00	€0.00	€9 900.00
Total Travel and Accommodation	€1 650.00	€4 125.00	€4 125.00	€0.00	€9 900.00
External Expertise and Services					
External Expertise Project Coordination	€10 000.00	€15 000.00	€15 000.00	€0.00	€40 000.00
Expertise Meeting Organisation	€0.00	€0.00	€0.00	€0.00	€0.00
Expertise Communication	€0.00	€1 000.00	€1 000.00	€0.00	€2 000.00
Expert and other non-staff Travel	€2 100.00	€1 700.00	€1 700.00	€0.00	€5 500.00
Expertise First Level Control	€0.00	€800.00	€800.00	€0.00	€1 600.00
Total External Expertise and Services	€12 100.00	€18 500.00	€18 500.00	€0.00	€49 100.00
Equipment					
Equipment	€2 000.00	€4 000.00	€4 000.00	€0.00	€10 000.00
Total Equipment	€2 000.00	€4 000.00	€4 000.00	€0.00	€10 000.00
Total	€17 850.00	€31 875.00	€31 875.00	€0.00	€81 600.00
Partner financing plan					€81 600.00

Viladecans

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€3 475.00	€6 950.00	€6 950.00	€0.00	€17 375.00
Total Staff costs	€3 475.00	€6 950.00	€6 950.00	€0.00	€17 375.00
Office and Administration					
Office and Administration	€173.75	€347.50	€347.50	€0.00	€868.75
Total Office and Administration	€173.75	€347.50	€347.50	€0.00	€868.75
Travel and Accommodation					
Staff Travel and Accommodation	€2 933.33	€2 933.33	€2 933.33	€0.00	€8 799.99
Total Travel and Accommodation	€2 933.33	€2 933.33	€2 933.33	€0.00	€8 799.99
External Expertise and Services					
External Expertise Project Coordination	€7 620.00	€15 240.00	€15 240.00	€0.00	€38 100.00
Expertise Meeting Organisation	€500.00	€5 000.00	€500.00	€0.00	€6 000.00
Expertise Communication	€1 000.00	€1 000.00	€1 000.00	€0.00	€3 000.00
Expert and other non-staff Travel	€2 466.67	€2 466.67	€1 466.67	€0.00	€6 400.01
Expertise First Level Control	€0.00	€1 000.00	€1 000.00	€0.00	€2 000.00
Total External Expertise and Services	€11 586.67	€24 706.67	€19 206.67	€0.00	€55 500.01
Equipment					
Equipment	€0.00	€1 000.00	€0.00	€0.00	€1 000.00
Total Equipment	€0.00	€1 000.00	€0.00	€0.00	€1 000.00
Total	€18 168.75	€35 937.50	€29 437.50	€0.00	€83 543.75
Partner financing plan					€83 543.75

Nova Gorica

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€16 000.00	€20 000.00	€20 000.00	€0.00	€56 000.00
Total Staff costs	€16 000.00	€20 000.00	€20 000.00	€0.00	€56 000.00
Office and Administration					
Office and Administration	€800.00	€1 000.00	€1 000.00	€0.00	€2 800.00
Total Office and Administration	€800.00	€1 000.00	€1 000.00	€0.00	€2 800.00
Travel and Accommodation					
Staff Travel and Accommodation	€0.00	€2 500.00	€2 500.00	€0.00	€5 000.00
Total Travel and Accommodation	€0.00	€2 500.00	€2 500.00	€0.00	€5 000.00
External Expertise and Services					
External Expertise Project Coordination	€0.00	€7 500.00	€7 500.00	€0.00	€15 000.00
Expertise Meeting Organisation	€0.00	€2 000.00	€0.00	€0.00	€2 000.00
Expertise Communication	€0.00	€0.00	€1 000.00	€0.00	€1 000.00
Expert and other non-staff Travel	€0.00	€1 000.00	€1 000.00	€0.00	€2 000.00
Expertise First Level Control	€0.00	€0.00	€0.00	€0.00	€0.00
Total External Expertise and Services	€0.00	€10 500.00	€9 500.00	€0.00	€20 000.00
Equipment					
Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total Equipment	€0.00	€0.00	€0.00	€0.00	€0.00
Total	€16 800.00	€34 000.00	€33 000.00	€0.00	€83 800.00
Partner financing plan					€83 800.00

8.5 Expenditure per year and budget category

	2023	2024	2025	2026	Total
Staff costs					
Staff costs	€63 194.00	€107 638.00	€107 638.00	€0.00	€278 470.00
Total Staff costs	€63 194.00	€107 638.00	€107 638.00	€0.00	€278 470.00
Office and Administration					
Office and Administration	€3 159.70	€5 381.90	€5 381.90	€0.00	€13 923.50

Total Office and Administration	€3 159.70	€5 381.90	€5 381.90	€0.00	€13 923.50
Travel and Accommodation					
Staff Travel and Accommodation	€20 083.33	€49 558.33	€51 558.33	€0.00	€121 199.99
Total Travel and Accommodation	€20 083.33	€49 558.33	€51 558.33	€0.00	€121 199.99
External Expertise and Services					
External Expertise Project Coordination	€39 763.05	€113 726.10	€152 026.10	€0.00	€305 515.25
Expertise Meeting Organisation	€11 489.10	€24 478.20	€13 978.20	€0.00	€49 945.50
Expertise Communication	€6 824.25	€8 351.75	€8 648.50	€0.00	€23 824.50
Expert and other non-staff Travel	€12 566.67	€11 166.67	€13 166.67	€0.00	€36 900.01
Expertise First Level Control	€824.25	€3 448.50	€3 448.50	€0.00	€7 721.25
Total External Expertise and Services	€71 467.32	€161 171.22	€191 267.97	€0.00	€423 906.51
Equipment					
Equipment	€3 500.00	€5 000.00	€4 000.00	€0.00	€12 500.00
Total Equipment	€3 500.00	€5 000.00	€4 000.00	€0.00	€12 500.00
Total	€161 404.35	€328 749.45	€359 846.20	€0.00	€850 000.00

8.6 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Staff costs	€278 470.00
	Total	€278 470.00
Office and Administration	Office and Administration	€13 923.50
	Total	€13 923.50
Travel and Accommodation	Staff Travel and Accommodation	€121 199.99
	Total	€121 199.99
External Expertise and Services	External Expertise Project Coordination	€305 515.25
	Expertise Meeting Organisation	€49 945.50
	Expertise Communication	€23 824.50
	Expert and other non-staff Travel	€36 900.01
	Expertise First Level Control	€7 721.25
	Total	€423 906.51
Equipment	Equipment	€12 500.00
	Total	€12 500.00

	Global budget	€850 000.00
--	----------------------	--------------------

8.7 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	Costs of staff members employed by the partner organisations who are directly working on the project.
Office and administration	General office and administration expenditures (5% flat rate).
Travel and accommodation	Travel and Accommodation costs for project partners staff participation in 6 transnational meetings.
External expertise and services	Mainly here are costs for studies or surveys (such as evaluations, strategies, concept notes, design plans, handbooks). 40% Staff + External expertise project coordination costs limit will be respected.
Equipment	Equipment purchased, rented or leased, necessary to achieve the objectives of the project.

9 SIGNATURE

9.1 Signature of the Lead Partner/project coordinator

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Official stamp