APPLICATION FORM

European Territorial Cooperation Objective

CENTRAL EUROPE Programme

Application Round 4

Don't remove the Excel protection. You risk that the form will be damaged and thus the application will become INELIGIBLE

Title of the project:

Management of Cultural Heritage in the Central Europe Area

Acronym:

HERMAN

Lead Applicant (official name of the institution in English):

Municipality of Eger

Lead Applicant country:

Hungary

Region:

Eszak-Magyarorszag

Priority:

Priority 4

Area of Intervention:

4.3 Capitalising on Cultural Resources for More Attractive Cities and Regions

Duration:

Start date		End date		Duration (months)
7	2012	12	2014	30

Form has to be filled in and returned by post as printed version and on CD-ROM/other device:

CENTRAL EUROPE Programme
Joint Technical Secretariat
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A-1070 Vienna, Austria

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Fax +43 (1) 4000 - 99 76 141

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Version 2.8

Index number:	
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Date of approval:	

LEGEND

white field	To be completed by applicant: text input/drop down menu: single choice/multiple choice
o ↔ x	"Checkbox" (use drop down menu to select Value or "x" for "yes" and "o" for "no")
grey field	Not to be completed by applicant, data are automatically transferred/ calculated
	Will be filled by JTS

Checklist for submission of the Application Form

Yes N/A

x   The filled in Application Form and related Annexes will be sent in one single envelope to the Joint Technical Secretariat by normal post or courier no later than 14 October 2011 (date as per post mark). In case of delivery by hand, the application must arrive before 5 p.m.

x   The original hard copy versions of the filled in Application Form and all related Annexes, together with a CD-ROM / other electronic support (including e-version of the Application Form, the Map and, in case of private Lead Applicant, also the SFS) are submitted in a single envelope.

x   An e-mail will be sent by the Lead Applicant to the JTS (info@central2013.eu) announcing the submission (including project title and acronym) not later than 14 October 2011.

x   Only the Application Package of the 4th call for proposals has been used and all submitted documents are completed in English.

x   The paper version of the filled in Application Form is not bound in order to ease photocopying.

x   Hard copy and electronic versions of the Application Form (AF), the Map and if applicable, the SFS, are equal in content. Both AF versions indicate the same Checksum number (For printing the hardcopy the button "Finalize and print" on AF Coversheet has been used).

x   Both versions of the Application Form show no ERROR and INCOMPLETE messages.

x   The hard copy version of the Application Form is in original, dated, stamped and signed by the legal representative/duly authorised person of the Lead Applicant in original (i.e. only original, handwritten signature will be accepted).

x   The hard copies of the Annexes (1. Co-financing Statements, Declarations on Administrative and Financial Capacity and on Legal status; 2. Declaration on status in relation to the State Aid discipline; 3. if applicable, Simplified Financial Statement-SFS) are in original, dated, stamped, printed on Partners' letter headed paper, and signed (original handwritten signature) by the legal representative/duly authorised person. In case of fax or scanned copies the originals have to be submitted by the Lead Applicant not later than 3 working days.

x   For all submitted declarations only the 4th Call Application templates have been used and the template text has not been amended.

x   The figures in the Co-financing Statements are identical with the partner's co-financing figures in Section 4 of the submitted Application Form.

x   State Aid Declarations are submitted for the Lead Applicant and all Project Partners (except International Organisations and Third Country partners) receiving ERDF funds.

o **x**   In case the Lead Applicant within Priority 1 is a private institution, the SFS is submitted and the following requirements have been respected: copy of the most recent profit and loss accounts included; copy of the most recent balance sheet included; copy of an independent audit report or auditor's certification included; most recent balance sheet refers to the same legal entity indicated in the Application Form and in the Annexes.

x   A flow chart indicating the co-ordination and management structure has been attached.

x   A map showing the location of all partners has been attached.

Project summary

Describe the project background, issues/challenges, objectives (general and specific), need for transnational cooperation, relevance of the partnership, main activities, expected outputs and results.

Central Europe shows a great diversity in many terms, and has a particularly rich cultural heritage due to its history and the mix of different cultures & nations. This rich heritage is of outstanding importance and it could be the key driver of the development of regional/local economy, so its sustainable use is vital especially for small- and medium sized cities. The re-use and exploitation of renovated and revitalised built heritage should be done in accordance with the 21st century specific needs as new economic functions could generate resources for future maintenance of cultural values of these sites. Improving management calls for enhanced governance models while CE cities lack the experience of efficient operation, financial mechanisms, innovative solutions that are widely and successfully utilised by other EU cities. Therefore PP's are searching for sustainable solutions regarding the following issues: 1/ How to shift the present generally FRAGMENTED MANAGEMENT STRUCTURE

into new multi-stakeholder&dynamic strategic one by finding/developing state of art management models ensuring better coordinated, integrated and systematic approach in Cultural Heritage (CH) management; 2/ What are the best fitting new functions, services, which help involving private actors, thus additional financial sources to better exploit the underused economic potential of heritage, without creating "protection" vs. "valorisation" type of conflicts but creating a win-win situation; 3/ How to ensure sustainability by increasing management skills and knowledge of partners' staff.
Answering the above questions, HERMAN's general objectives – in line with CE priorities – are concentrated on the governance related aspects of CH management, therefore the partnership of the project including 10 cities, regions and knowledge institutions (from 5 CE countries) wishes to improve the management and valorisation of CH to better exploit their economic potential.
HERMAN's common strategic

aims will be reached by a three-pillar approach: PPs work together to 1) Jointly develop and test MANAGEMENT strategies, MODELS, procedures and financial schemes for a better valorisation of cultural assets; 2) Identify, adapt and create innovative SERVICES AND FUNCTIONS for underexploited cultural heritage assets to promote their valorisation and protection; and to 3) Strengthen MANAGEMENT CAPACITIES of partner organisations.
HERMAN partnership was established in a way to ensure large geographic coverage for the CE and to ensure the involvement all actors providing added value for the transnational cooperation. Each partner brings valuable contributions to the project: their potentials have been carefully analysed during project development so the COOPERATION FRAMEWORK within the PARTNERSHIP reflects their specific profile, experiences, deficits / potentials. Due to the similarities of the problems/ challenges/long-term aims of the partners, transnational cooperation can undoubtedly

produce better results in much more cost-efficient way compared to their individual efforts.
Main activities of HERMAN cover: setting up a MANAGEMENT STAKEHOLDER PLATFORM, elaborating STATE OF PLAY REPORTS inc. good practices, building&testing innovative management models(CH MANAGEMENT MODELS),dissemination to promote Cultural Heritage Management Methods, creation of innovative services&functions for CH assets (Toolbox, Policy and Programming Recommendations, Local Action Plans); organizing Cultural Management Courses, and staff exchange amongst PPs (HANDBOOK FOR CULTURAL MANAGEMENT COURSES).
Successful implementation of project activities will result in innovative management strategies /models for protection, preservation and sustainable exploitation of the area. By using new&novel governance models cities will generate smart vertical&horizontal cooperation schemes adapted to the specific character of the sites, in line with the "Conservation through development" approach.

Textbox 1   you have 3983 characters   (max. 4 000 characters)

Project partnership

Table 1: Overview of project partnership

Partner No.	Institution (Name)	Country (Code)	Total ERDF	Public co-financing (CE Partners)	Private co-fin. (CE Partners)	Public co-financing (EU outside CENTRAL)	Private co-fin. (EU outside CENTRAL)	Financing from Third Countries	Total Budget
LP	Municipality of Eger	HU	351 186,00	61 974,00	0,00	0,00	0,00	0,00	413 160,00
PP 2	National Office of Cultural Heritage	HU	154 041,25	27 183,75	0,00	0,00	0,00	0,00	181 225,00
PP 3	City of Košice	SK	251 914,50	44 455,50	0,00	0,00	0,00	0,00	296 370,00
PP 4	Municipality of Lublin	PL	175 406,00	30 954,00	0,00	0,00	0,00	0,00	206 360,00
PP 5	IRM Institute of Urban Development	PL	103 487,50	18 262,50	0,00	0,00	0,00	0,00	121 750,00
PP 6	Marco Polo System EEIG	IT	129 502,50	43 167,50	0,00	0,00	0,00	0,00	172 670,00
PP 7	Municipality of Ravenna	IT	183 127,50	61 042,50	0,00	0,00	0,00	0,00	244 170,00
PP 8	Province of Ferrara	IT	148 080,00	49 360,00	0,00	0,00	0,00	0,00	197 440,00
PP 9	Public Institute MARIBOR 2012 - European Capital of Culture	SI	144 704,00	25 536,00	0,00	0,00	0,00	0,00	170 240,00
PP 10	Province of Treviso	IT	162 532,50	54 177,50	0,00	0,00	0,00	0,00	216 710,00
Total			1 803 981,75	416 113,25	0,00	0,00	0,00	0,00	2 220 095,00

Table 2: Eligibility of project partnership

EU – within CENTRAL EUROPE		EU – outside CENTRAL EUROPE		Third Country partners	
Country of EU LP and partners	Number of partners in these countries	Country of EU partners	Number of partners in these countries	Third Countries (ENPI, IPA, others)	Number of partners in these countries
AT:	0	BE:	0	AL:	0
CZ:	0	BG:	0	AM:	0
DE:	0	CY:	0	AZ:	0
SI:	1	DE:	0	BA:	0
IT:	4	DK:	0	BY:	0
HU:	2	EE:	0	DZ:	0
SK:	1	ES:	0	EG:	0
PL:	2	FI:	0	GE:	0
		FR:	0	HR:	0
		GR:	0	IL:	0
		IE:	0	JO:	0
		IT:	0	LB:	0
		LT:	0	LY:	0
		LU:	0	MA:	0
		LV:	0	ME:	0
		MT:	0	MK:	0
		NL:	0	MV:	0
		PT:	0	PS:	0
		RO:	0	RS:	0
		SE:	0	RU:	0
		UK:	0	SY:	0
				TN:	0
				TR:	0
				UA:	0
				others:	0
Summe:	10	Summe:	0	Summe:	0

Eligibility Summary:					
Partners:	10	Countries:	5	CE Partners:	10

Project funding

Table 3: Project funding

Location of partner	Source of funding	Amount
CENTRAL EUROPE partners	ERDF	1 803 981,75 €
	- out of which for activities in Third Countries (ERDF)	0,00 €
	Public co-financing	416 113,25 €
	Private co-financing	0,00 €
	TOTAL budget EU CENTRAL EUROPE partners	**2 220 095,00 €**
EU partners outside CENTRAL EUROPE	ERDF	0,00 €
	Public co-financing	0,00 €
	Private co-financing	0,00 €
	TOTAL budget EU partners outside CENTRAL EUROPE	**0,00 €**
Third Country partners (ENPI countries, IPA countries, others)	ENPI/IPA funding	0,00 €
	Public co-financing from ENPI/IPA countries	0,00 €
	Private co-financing from ENPI/IPA countries	0,00 €
	Total budget Third Country partners with ENPI, IPA	**0,00 €**
	Public co-financing from Third Countries (own funds)	0,00 €
	Private co-financing from Third Countries (own funds)	0,00 €
	Total budget Third Country partners (own funds)	**0,00 €**
	TOTAL ERDF	1 803 981,75 €
	TOTAL ELIGIBLE BUDGET	2 220 095,00 €
	TOTAL BUDGET	2 220 095,00 €
	ERDF grant rate:	**81,26%**
	ERDF % for activities in Third Countries (10% rule):	**0,00%**
	ERDF % for EU partners outside CE (20% rule):	**0,00%**

Has the project idea already been presented in other Territorial Cooperation Programmes or other relevant EU Programmes/Funding Schemes?   no

I, the undersigned, representing Municipality of Eger

request from the Managing Authority (MA) an ERDF contribution of   1 803 981,75   EUR

with a view to implementing the action that is the subject of this project proposal.

I declare that:
- I am authorised by my organisation to sign the Application Form on its behalf;
- All information contained in this application is correct to the best of my knowledge;
- The organisation I represent has the adequate legal capacity to participate in the call for proposals;
- The organisation I represent is a Public authority.

The organisation I represent has financial capacity to complete the proposed actions and in particular:
- The proposed financial commitment is adequate to the organisation´s size and capacity;
- It has the capacity of providing advanced payments also for considerable amounts (e.g.: investments);
- Eventual delays in ERDF reimbursement will not undermine the organisation´s capacity of implementing the foreseen actions within the project;
- Its financial involvement in the project does not undermine the organisation´s daily activities.

The organisation I represent has the administrative capacity to complete the proposed actions and in particular:
- It has enough internal human resources to ensure sound project management and coordination and the timely performance of the proposed actions. In the absence of these, additional necessary resources are properly included in the project budget;
- It has appropriate infrastructure and tools to ensure the adequate performance of the proposed actions;
- Its administrative involvement in the project does not undermine the organisation´s daily activities.

All partners of this proposal comply with the rules on beneficiaries as stated in Reg. (EC) No 1080/2006, 1083/2006 and No 1828/2006 and their amendments.

I acknowledge that:
- The organisation I represent will not receive ERDF funds if it finds itself, at the time of the grant award procedure, in contradiction with any of the statements certified above, or is guilty of misrepresentation in supplying the information required by the MA a condition of participation in the grant award procedure or has failed to supply this information;
- In the event of this application being approved, the MA has the right to publish the name and address of this organisation, the subject of the grant and the amount awarded and the rate of funding.

Confirm that:

In the event of project approval the organisation I represent commits itself to the operation, and will provide: 61 974,00   EUR

as national co-financing to the CENTRAL EUROPE project's budget.

The specific actions listed in this project proposal have not and will not receive any other aid from the Structural Funds or other Community financial instruments. In the event that any of such funding is received after the submission of this proposal or during the implementation of the project, my organisation will immediately inform the MA.

By signing this I confirm that the proposed project is in line with the relevant EU and national legislation and policies of all countries involved.

Official stamp of Partner institution:

Signature of the <u>legal representative</u>:   Date:

14.10.2011

Name:	Mr László Habis
Organisation:	Municipality of Eger
Function:	Mayor

Section 2: Project outline

2.1 Relevance

Describe the **history of the project idea** as well as the partners' and/or relevant stakeholders' involvement in developing the project concept.

The project was initiated by LP Municipality of Eger, the second most attractive city of Hungary based on number of visitors. In the last decade, the city has carried out numerous development projects for the purpose of protecting and valorising the built cultural heritage of the city. These projects have been financed from the city's own resources and various funding schemes, mostly Objective 1 Operational Programme.

Although the city is in need of further improvement of its cultural infrastructure to strengthen its competitiveness, the maintenance and sustainable operation of the already accomplished and planned multi-million EUR developments pose a major challenge for the city both in terms of qualified human resources and efficient management structures and tools.

Similarly to other cities in the CE region, the city management lacks the experience of efficient operation, financial mechanisms, innovative solutions that are widely and successfully utilised by some European cities

embracing the challenges and opportunities of managing cultural heritage sites.

Capitalizing on similar current and past initiatives and taking benefit of knowledge and experiences of other cities/regions facing with similar challenges were the main reasons for Eger to initiate the HERMAN project. After a series of bilateral consultations between the LP and partners, PPs met in Budapest on 20th September 2011 aiming to jointly identify the most important issues the project should tackle, to jointly develop the implementation methodology, define the roles and tasks of partners according to their specific competences and motivation and agree on the budget frames. All PPs have actively contributed to the common work, so the final AF reflects the unanimously common vision of PPs in all important aspects of the project. The partnership's main challenge is therefore to develop the economic potential of its cultural heritage and enhance its contrib. to local and regional competitiveness.

Textbox 2   you have 1995 characters   (max. 2 000 characters)

Describe how the **project's general objectives** will contribute to the achievement of the objectives related to the chosen Priority and Area of Intervention.

The Central Europe Operational Programme sets out Priority 4 Enhancing Competitiveness and Attractiveness of Cities and Regions with the objective of strengthening the polycentric settlement structure, improving quality of life and promoting sustainable development of cities and regions. In order to reach sustainable development, cities and regions should be capitalising on their cultural resources.

The Central Europe area shows a great diversity in economic, social, ecological, cultural, and territorial terms, and has a particularly rich cultural heritage due to its history and the mix of different cultures and nations. This rich heritage is of outstanding importance and it could be the key driver of the development of the regional/local economy, so its sustainable use is vital especially for small- and medium sized cities. To do so, cities with strong cultural profile need to define clear regional/local strategies and implement adapted actions to better exploit their main economic

assets in order to stimulate local competitiveness and thus improve their competitive position in the CE Region. Efficient management of cultural assets needs effective governance models based on local stakeholder cooperation and on strategies for protection and sustainable exploitation of cultural heritage.

This is why HERMAN's general objectives – in line with the programme priorities – are concentrated on the governance related aspects of cultural heritage management: the partnership of the project (10 cities, regions and knowledge institutions from 5 CE countries) decided to improve the management and valorisation of cultural heritage to better exploit their economic potential. The project contributes this way to more attractive and competitive Central European cities and regions with an increased economic base and stronger identities, leading to balanced territorial development and higher cohesion of the Central Europe area.

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Describe how the **project's specific objectives** will contribute to the achievement of the objectives related to the chosen Priority and Area of Intervention.

Cities and regions in Central Europe have to capitalise on their cultural resources and heritage in order to become more attractive and competitive.

Considering the most urgent problems it is clear that the management of cultural heritages (CH) lacks multi-stakeholder and dynamic management structures and models. More updated and innovative schemes should strengthen cooperation among local actors, enhance management expertise to operate such models and supply schemes to improve efficient operation and maintenance. The development of services and functions of heritages have to meet the challenges of protection vs. valorisation in a changing social context. Cities and regions run the risk of receding competitiveness and further degradation, while the need for recovery of impaired heritage calls for immediate action.

Therefore the project has set the specific objectives to:

1. Jointly develop and test management strategies, models, procedures and financial schemes for a better

valorisation of cultural assets;

2. Identify, adapt and create innovative services and functions for underexploited cultural heritage assets to promote their valorisation and protection;

3. Strengthen management capacities of partner organisations.

The project reaches these objectives based on jointly developed methodologies and pilot actions testing management models and action plans which feed transnational outputs. These outputs will be available to all cities and regions facing the same challenges thus increase knowledge and expertise in the Central Europe area. Furthermore, policy, programming and legislative recommendations at European and national level can influence priorities of the following programming period and national legislative frameworks.

The project activities planned will result in improved capacities of innovative management strategies and models for the protection, preservation and sustainable exploitation of cultural resources in the Central Europe area.

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Describe how the project will contribute to the overall goals of the programme (strengthening territorial cohesion/promoting internal integration/enhancing competitiveness of CENTRAL EUROPE) that are based on the Lisbon and Gothenburg agendas and the Community strategic guidelines for Cohesion policy.

HERMAN's 3 specific objectives: 1) establishing and implementing innovative management models, 2) developing competitive service portfolios and 3) strengthening the management capacities of participating cities and regions all contribute to the Central Europe Programme goals on internal integration, enhanced competitiveness and strengthened territorial cohesion.

The focal point of HERMAN is to contribute to ensure sustainable management of cultural heritage sites, strengthen the existing management capacities and develop a multifunctional service approach. This is fully in line with Priority 4 Enhancing Competitiveness and Attractiveness of Cities and Regions with the objective of strengthening the polycentric settlement structure, improving quality of life and promoting sustainable development of cities and regions. HERMAN contributes to local sustainable development, through having the participating cities capitalise on their cultural resources, in parallel with preservation

objectives.

In addition, HERMAN contributes to Priority 2 of the programme, especially sub-objective 2 on developing of competitive service portfolios, which includes identification of new economic functions of these sites, while protecting and preserving the cultural heritage. By attributing new economic functions to the built cultural heritage the project contributes directly to an enhanced attractiveness of the cities involved, as well as to sustainable socio-economic development. In the longer term this leads to new local jobs for local people, which is conducive for sustainable communities and greater social cohesion, corresponding to the aims of the EU Lisbon 'Growth and Jobs' Strategy 2000-2010, and its successor EU2020. Cost-efficient heritage management systems with competitive service portfolios, thus, directly contribute to strengthening the competiveness of the CEE region and increasing the economic outputs deriving from cultural heritage sources.

HERMAN contributes to

sustainable development goals under the Gothenburg Agenda, especially to the Gothenburg goals "Involvement of Citizens" and "Involvement of Business and Social Partners" through dialogue with stakeholders in the identification of problems, preparation and implementation of actions, as well as to "Policy Integration" through enhanced governance involvement at the local and regional levels.

HERMAN brings together 10 cities, regions and knowledge institutions from 5 CE countries who have committed to transfer know-how and experiences from a variety of institutional and geographical backgrounds, which is one of the raison d'etre of the Central Europe Programme; to match experienced and less experienced regions, and to facilitate working together in a transnational synergetic approach also to optimise internal integration as well as horizontal and vertical integration. The partnership as a whole benefits from each Partner's conglomerated expertise and experiences in the field.

All of the partners will act both as "donor" and "receiver" and the project will bring them the cultural heritage systems closer together.

HERMAN builds on the policy recommendation of the EU as regards to "Cultural Heritage and Global Change: a new challenge for Europe" promoting the development of a common vision for cooperation and coordination in order to preserve the cultural heritage in all its forms ensuring its security and sustainable preservation. Further EU countries should elaborate a concrete implementation plan tackling issues such as exchanging information, best practices and methodologies, promoting improved PPP constructions, encouraging open innovation dealing with sustainable maintenance and valorisation of cultural sites. All these recommendations are to be recognized in the overall objective, sub-objectives and in the activities to be carried out during the implementation of HERMAN.

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Does the project have **links to other Areas of Intervention?**   no

Describe **problems or issues** that the project intends to address; provide background information related to the chosen **Priority and Area of Intervention.**

The CE programming area has a particularly rich cultural heritage endangered by the lack of investment: efforts regarding the restoration and maintenance of cultural sites concentrate on areas where the economic perspective is clearly visible.As the number of these zones is limited mainly to UNESCO heritage sites, there is an urgent need for intensified actions for the prevention of further degradation and the recovery of impaired heritage.

This rich heritage is of outstanding importance and plays a key role in the attractiveness and development potential of the regional/local economy, so its sustainable use is vital especially for small- and medium sized cities.

The project intends to tackle issues related to cultural heritage (CH) as the totality of material and immaterial cultural assets, but has a strong commitment towards buildings, historical monuments and historical urban areas as these are common assets of participating partners.Local interests of the projects partners might

differ and include immaterial assets, too.

The most general problem regarding CH in CE is the lack of funds.Operation of cultural heritage depends almost exclusively on public budgets, which do not cover the cost of maintenance and restoration in most cases.Therefore the efficient use of funds and involvement of private actors is indispensable, but policies and legislation are not flexible enough to create the necessary legal frameworks and organizational models for involving private actors and other stakeholders.Based on this overall challenge, project partners identified as key problem the inefficient management strategies and models for the protection and sustainable development of CH due to the following:

1. Cultural heritage in HERMAN cities has a FRAGMENTED MANAGEMENT STRUCTURE due to the diversity of owners and operators, even though it should integrate needs of many stakeholders.These inefficient management structures result in attractions competing against each other on local

on local level instead of cooperating and competing on the international.The need to develop new ways of working and cooperating at local and regional level is already an imperative for businesses.But in the field of CH there are no such methods or practices, even though new models for multi-stakeholder organisation structures and dynamic strategic management are urgently needed.This need is even more strident knowing that readiness of citizen groups, initiatives and private businesses to contribute to operation is not exploited, even in cases where the benefits of cooperation is evident.Branding, identity building and development of services and functions are non-harmonized ad hoc actions, which lead to inefficient spending of public funding.

2. The involvement of private actors is scarce and most often stirs controversy.Even in cases of purely public investments the PROTECTION of CH assets and their VALORISATION are a source of CONFLICT OF INTEREST.That often hinders both the

protection and the development of CH, although good practices for the developm.of new functions and services related to these assets exist.

3. Lack of coop.and inefficient managm structures are aggravated by WEAK MANAGERIAL SKILLS, which is a general issue in the whole area.The situation is aggravated in the eastern area where nationalization in the middle of the last century and privatisation in the last 2 decades abruptly changed ownership struct.This has lead to dilapidated assets and lack of proprietary attitude, and to owners and operators of CH most often lacking the managerial skills of operating and exploiting their assets in a sustainable way.

Summarizing the most urging problems it is clear that the management of CH lack multi-stakeholder models and dynamic managm.structures while services and functions of heritage assets face challenges in meeting demands (protection vs.valorisation in a changing social context).

Textbox 7   you have 3928 characters   (max. 4 000 characters)

Describe **problems or issues** that the project intends to address, describe why the project is considered **necessary in relation to the involved regions/countries.**

Operation and protection of cultural heritage depends almost exclusively on decreasing public budgets. Therefore the "Conservation through development" concept should be followed during protection and exploitation of CH. This concept is based on the increasing involvement of private actors and needs new governance models to be worked out and adapted to local conditions and new functions for CH assets, which meets the demands of PPs.

EGER has carried out numerous development projects for the purpose of protecting and valorising its built cultural heritage. Maintenance and sustainable operation of already accomplished developments pose a major challenge both in terms of qualified human resources, efficient management structures and developing new functions related to old, underexploited buildings.

Priority 1.1 of the program of the City of KOŠICE - City of Culture 2013 is creating a system of management for the development of city culture which seeks cooperation within the fragmented

ownership of CH and stakeholders. This is also reflected in further priorities like "Support for improving the partnership and connection of actors in the field of culture" and "providing qualified human resources".

The top priority issue for LUBLIN is the current poor mechanisms for preservation of historic urban complexes, as heritage preservation rules are building-oriented, not based in the urban context. Integrated management of cultural heritage also lacks legal basis and there is a low level of quality management of properties in historic areas.

RAVENNA is working on revision of the Management Plan for the CH sites based on an analysis on satisfaction of visitors on management and quality of CH, in collaboration with the University of Ferrara. Top issue for Ravenna is the development and conservation of CH with the production of culture, parallel with the creation of new services and functions related to CH.

MARIBOR is aware of the growing importance of cultural tourism, and

the city will be European Capital of Culture in 2012. Developments and investments made in the last few years in the field of CH need coordinated management structure in order to fully exploit and sustain the benefits of Maribor 2012 program and to set the city and its region as a European cultural tourism region.

PROVINCE OF TREVISO applies a bottom-up approach involving all stakeholders operating in CH management and creates a wide network of public and private actors. A pilot of this multi-stakeholder model was applied in the field of libraries. Main challenge of the province is extending the model to a complex CH management, building necessary management capacity and development of tools supporting management model.

PROVINCE OF FERRARA's main objective is making the culture an asset capable of generation development and new jobs: for this the province needs to develop new innovative services and functions in the field of CH.

NATIONAL OFFICE OF CULTURAL HERITAGE lists the lack of

sustainable cultural heritage management models as top issue. Hungarian cities have developed their own Integrated City Strategies for city rehabilitation and a compulsory basic management model was set up. But this outdated model scarcely tackled CH and did not involve stakeholders, therefore more complex and tested management models are needed for complex urban rehabilitation taking into consideration specific needs of CH.

MARCO POLO SYSTEM is working to valorize, promote and recover the CH of fortifications of Venetian origin and as such lacks efficient multi-stakeholder management models and development of new services and functions in fortifications.

IRM KRAKÓW has completed many registries of CH assets, but lacks management models for preservation of historic urban complexes and more integrated approaches to policy for urban development that could be disseminated at local, regional and national level.

Textbox 8   you have 3917 characters   (max. 4 000 characters)

Describe the **target groups**, indirect beneficiaries and their estimated number as well as their needs. Use one line per target group.

A maximum of 500 characters can be used for each field

Target group	Identified needs	Quantification

Decision makers of Local and regional public authorities linked to the partnership and in Central Europe	Integrated approach to tackle problems specific to CH in a complex urban context Multi-stakeholder management structure and models ensuring protection and sustainable exploitation of CH Assure necessary funds for maintenance, protection, restoration and development of CH Stronger management capacities of organizations involved in management of CH	7 local / regional authorities that are project partners 120 local or regional municipalities across CE interested in a better management of CH
General public, visitors of PPs cultural heritages	Complex and innovative services available. Easily accessible multi-platform information. Attractions preserved, restored and presented at standards of 21st century.	12000 (At least 1000 people for each partner to be involved and reached through the dissemination events (especially media), materials (brochures distribution) and web sites
CHM operators in concerned areas	Knowledge about target area and its historic relevance and new existing services or tools developed within the project, Skills improvement according to new methodologies and instruments.	50 CHM operators in concerned areas (5 organisations per partner region)
Local and regional NGOs, civil initiatives and businesses	Multi-stakeholder management structures of CH management able to cooperate and integrate needs of civil initiatives and businesses Attractions preserved, restored and presented at standards of 21st century, operating in a sustainable and economic way.	120 Local and regional NGOs, civil initiatives and businesses (10-15 organisations per partner region)
European Networks active in the field of cultural heritage	Attractions preserved, restored and presented at standards of 21st century. Multi-stakeholder management structure and models ensuring protection and sustainable exploitation of CH Information, handbooks and toolboxes related to Management Models and Development of CH which contribute to the proper dissemination of good practices	6 European networks
National level decision makers, government agencies and their background institutions	Improved legislative and regulatory framework allowing an efficient spread of good practices Information, handbooks and toolboxes related to Management Models and Development of CH which contribute to the proper dissemination of good practices	15 national level authorities and government agencies (3 per partner country)

Explain why the project goals cannot be efficiently reached acting at national, regional or local level only and why **transnational co-operation** is vital for the achievement of the expected results.

HERMAN's specific objectives, i.e. 1) establishing and implementing innovative management models, 2) developing competitive service portfolios and 3) strengthening the management capacities of participating cities and regions all contribute to the Central Europe Programme goals on internal integration, enhanced competitiveness and strengthened territorial cohesion. These goals are most efficiently addressed at transnational level for the following reasons:

1) NEED FOR AN INTEGRATED WIN-WIN APPROACH: The gap between policy priorities, the overall economic conditions, business interests and the perceptions of local communities relating to the exploitation of cultural heritage is best tackled at transnational level, where all Partners can pool their existing experiences and expertise. Every Partner will have specific knowledge and insights which can be integrated in the innovative management models as well as in the design of competitive service portfolios corresponding to the needs of

of today's society.

2) NEED FOR HARMONIOUS MANAGEMENT SYSTEMS THAT CAN BE WIDELY TRANSFERRED IN CE REGION: management methods only defined for one particular country/region are not necessarily efficient. Since national systems on cultural heritage management are anyway unique, it is useful to work with management methods that can be replicated for other CE regions and cities. This will lead to a more harmonised and integrated management approach which also facilitates further cooperation and pooling of funds between CE regions/cities for future cultural heritage projects.

3) LARGER POLICY IMPACT AT REGIONAL AND EU LEVEL: Developing and implementing innovative management models and new service portfolios at a larger scale not focusing on one or two isolated cases provide a solid basis for recommendations and key messages towards EU institutions on possible further EU action on sustainable maintenance of cultural heritage sites.

4) LARGER ECONOMIC IMPACT OF CULTURAL HERITAGE IN THE

PROGRAMME AREA: Territorial cooperation covering a larger region and several local communities will more efficiently demonstrate on a larger scale the potential of historic and cultural heritage in the sustainable local development, where the regeneration or efficient exploitation and management of existing sites can provide for local jobs, social inclusion and form part of overall sustainable city strategies. Due to the strong similarities in the social and economic characteristics of Central Europe, transnational cooperation can undoubtedly produce better results in much more cost-efficient way compared to individual efforts by partners.v

5) MAXIMISED KNOWLEDGE SHARING: Wide transnational cooperation involving many layers of governance ensuring intensive vertical and horizontal integration, especially in PPP constellations combining policy perspectives with those of investors and other stakeholders has the chances for wide-ranging transfer of knowledge, both soft and hard

knowledge.

Partners each bring valuable contributions to the project: their potentials have been carefully analysed during project development so the COOPERATION FRAMEWORK within the PARTNERSHIP reflects the specific profile, past and current experience, deficits / potentials and strengths of individual partners that strengthen the added value of transnational cooperation.

6) GUARD THE COMMON CULTURAL HERITAGE OF CE REGION: The CE region holds an impressive amount of historical and cultural heritage buildings and sites which due to the economic situation cannot be efficiently maintained and sustainably developed. Skills, human resources and other capacity deficits are large culprits for insufficient measures. By promoting large-scale regional cooperation the CE countries feel shared responsibility and guardianship for CE heritage which can lead to a common CE image/branding.

Textbox 9   you have 3879 characters   (max. 4 000 characters)

How does your project affect the **environmental dimension of sustainability** (Gothenburg goals) ?

| Addressed |

Describe contributions to the environmental dimension of sustainability (Gothenburg goals).

HERMAN theme and actions contributes to ENVIRONMENTAL SUSTAINABILITY and the Gothenburg goals on environmental protection. It has strong links to the Strategy for Sustainable Development's challenge "Conservation and management of natural resources" through defining/implementing governance and management models taking a balanced approach to development goals, ecology, renewable energy sources, accessibility, architecture, heritage protection and landscaping.

Sustainable, long-term management schemes with solid financial framework involving private investors mitigate the risk of sudden shortage of public funds where local government is forced to take unsustainable, short-term measures.

PPs will restrict travelling in favour of environm. friendly communication means (internet/intranet, virtual debate platform, e-mail, telephone and teleconferencing, Skype). Unavoidable travelling will follow project guidance on sustainable travelling favouring train and public transport.

Textbox 10   you have 984 characters   (max. 1 000 characters)

Select the relevant environmental indicators for your project

The project is contributing to the reduction of greenhouse gases	
The project is contributing to the reduction of transport-related emissions	
The project is contributing positively to the maintenance of biodiversity	
The project is reducing risks and impacts of natural and man-made hazards	
The project is promoting cleaner production and consumption	
The project is contributing to the reduction of land take for urban development	x
The project carries out studies on enviromental issues and human health (e.g. in pre-investment projects)	

How does your project affect the **economic dimension of sustainability** (Lisbon goals) ?

Addressed

Describe contributions to the economic dimension of sustainability (Lisbon goals).

Europe's built cultural heritage provides considerable benefits for the economy. Activities related to heritage conservation and enhancement should be recognised and fully exploited as a contribution to the achievement of current EU policy priorities, and in particular the implementation of the Lisbon objectives on knowledge economy and job creation.

HERMan's proposed new governance and management models and new multifunctional use areas will generate resources for future maintenance of the cultural values of these sites. These multifunctional use areas include event facilities, recreational activities, museums, service and visitor centres, housing, providing tangible economic outputs, e.g. new jobs, social employment, enhanced tourism sector and overall increase in regional revenues.

The project's „conservation through development" concept requires a coordinated, integrated and systematic approach integrating the interests of governance bodies, private investors and its end-users.

Textbox 11   you have 998 characters   (max. 1 000 characters)

Select the relevant economic indicators for your project

The project is contributing positively to innovation and competitiveness	
The project is supporting RTD activities in SMEs and SME access to RTD services	
The project is contributing to strengthened co-operation among businesses	x
The project is contributing to strengthened co-operation between businesses and research	
The project is technology transfer or tertiary education institutions	
The project is contributing to the establishment or development of transnational clusters	
The project is contributing to the co-operation of key players of regional innovation systems	
The project is fostering entrepreneurship	
The project is supporting the use of ICT and the access to ICT services	
The project is contributing to strengthened co-operation among training facilities and labour market organisations	

How does your project affect the **social dimension of sustainability**?

Addressed

Describe the contributions to the social dimension of sustainability

Activities related to heritage conservation and enhancement strongly contribute to the achievement of current EU Lisbon objectives, including the promotion of social cohesion/inclusion and a participatory democracy. The multifunctional use promoted in this project aims at integrating social and economic functions for inclusion of local communities in the regeneration activities. The promotion of PPP economic development model involving many layers of the society with strong horizontal and vertical integration further strengthens the social dimension.
The project's objectives relating to heritage management structures, designing new innovative functions and economic activities all have strong social dimension since cultural heritage attracts all generations. A smart multifunctional approach to the social and economic activities with focus on creating employment for seniors and young people will enhance solidarity between generations in line with EU priorities.

Textbox 12 you have 976 characters (max. 1 000 characters)

How does your project affect **equal opportunity and non discrimination**?

Addressed

Describe the contributions to equal opportunity and non discrimination

EU provisions on EQUAL OPPORTUNITIES will be taken into account during the day-to-day implementation of HERMAN. The Lead Partner will encourage a balanced, preferably equal representation of men and women in the project's management and working bodies. This recommendation will be laid down in the rules of procedures and working methodologies regulating the operation of these groups. All along the project implementation, women as well as men will be involved in project activities based on their skills and expertise.
Moreover, the representation of female speakers during the communication and dissemination events will be encouraged. Project partners will be encouraged to select meeting venues that are accessible for people with disabilities. The type of socio-economic activities (congress/events services, recreational activities, museums, service functions, housing) planned provide jobs that are highly suitable for women and seniors supporting gender and intergenerational equality.

Textbox 13 you have 996 characters (max. 1 000 characters)

List the most relevant **EU policies and regulations** in relation to the selected Priority.

The most relevant EU policies and regulations in relation to the selected Priority are:
- EU2020 Strategy
- Lisbon Strategy
- Gothenburg Agenda
- "Cultural Heritage and Global Change: a new challenge for Europe", April 2010
- Council Regulation (EC) No 1083/2006 of 11 July 2006 laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund
- Regulation (EC) No 1080/2006 of the European Parliament and of the Council of 5 July 2006 on the European Regional Development Fund
- European Agenda for Culture
- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions of 10 May 2007 on a European agenda for culture in a globalizing world
- European Regulation for a Sustainability Management and Audit Scheme

Textbox 14 you have 861 characters (max. 1 000 characters)

Describe how your project relates to these **EU policies and regulations**.

By attributing new economic functions to built cultural heritage, while preserving their cultural and heritage values, the project contributes directly to an enhanced attractiveness of the cities involved and to sustainable socio-economic development. This in the longer term will generate new local jobs, conducive to sustainable communities and greater social cohesion.
- Lisbon Strategy (social and environmental dimensions):
The project will improve social cohesion and maintain environmental sustainability through building up efficient and sustainable cultural heritage mgmt. systems and solve the problems deriving from conflict of interest of local/regional stakeholders. HERMAN through sustainable management of built heritages will improve mgmt of natural resources also restricting energy consumption.
- "Cultural Heritage and Global Change: a new challenge for Europe":
HERMAN contributes to the development of a common vision on cooperation to ensure the security

and sustainable preservation of cultural heritage. It also responds to the need for implementation plans for exchange of best practices and methodologies, promoting efficient PPP constellations encouraging open innovation on sustainable maintenance, construction, regeneration of sites.
- Council Regulation (EC) No 1083/2006 on the ERDF:
HERMAN contributes to the objective of the fund by creating a suitable environment and context for investments into cultural heritage
- European Agenda for Culture:
HERMAN helps the partners to create better methods for utilisation and more effective involvement of local actors. Due to creating local networks, the connection between schools and heritages will be closer in line with the objectives of the Agenda.
- European Regulation for a Management and Audit Scheme:
HERMAN management models will consider EMAS, especially relating to efficiency and transparency criteria.

Textbox 15   you have 1899 characters   (max. 2 000 characters)

Describe the compliance of your project with the relevant national polices of all participating countries.

The objectives of HERMAN and its planned activities and expected results are fully in line with the national policies of the participating countries. The project's aim is to improve the management and valorisation of CH to better exploit their economic potential. The project contributes this way to more attractive and competitive CE cities and regions with an increased economic base and stronger identities, leading to balanced territorial development and higher cohesion of the CE area. The national strategic reference frameworks of the participating countries focus on the same issues.
NSRF of Hungary aims at increased employment and long term economic growth to be helped by transnational activities on institutional and economic development. The New Hungary Development Plan and New Széchenyi Plan prioritise the revitalisation of urban areas and the protection of CH as well as developing new services and functions to CH assets.
Italian NSRF related to cultural field in the 2007-2013

programming period recall the attention to the valorisation of the CH to increase territorial competitiveness and attractiveness and promote actions for the governance of the cultural policies.
NSRF of Poland aims at 'Growth of competitiveness of Polish regions' through cooperation with regions in the fields of tourist and environmental infrastructure and the transfer of experiences. Strategic document "Poland 2030" stresses out the importance of protection of CH in an urban context and shows an integrated approach and policy for urban development.
Overall strategic goal of the Slovak NSRF is to increase competitiveness and efficiency of the Slovak regions, economy and employment with regard to sustainable development until the year 2013.
The NSRF of Slovenia emphasizes the importance of collaboration within transnational programmes with special attention paid to making regions more attractive for investments and work, and to improve the knowledge and innovation for growth.

Textbox 16   you have 1989 characters   (max. 2 000 characters)

Describe the **innovative elements** of the project (benefits over and above the normal returns that beneficiaries would receive from a standard action or provision of services) in relation to the following degree(s): process-oriented innovation, goal-oriented innovation, context-oriented innovation.

PROCESS: The process of engaging relevant stakeholders in all phases of the "Conservation through Development" model (an integrated, responsible and innovative re-development model) is innovative for all partners. The implementation methodology includes a continuous transnat. knowledge exchange in the Analysis, the Transfer and Method Development and also in regional implementation phases. Transnat added value of HERMAN implementation process: both territorial dimensions and transnat. common dynamics (common vision&joint process to develop local implementation plans) are highlighted and mutually respected.

GOAL: The overall objective of the project to turn built cultural heritage into new drivers for local economic development has not been tackled before in CE territory in great depth. HERMAN however goes beyond traditional infrastructural reconstruction or model strategies. It looks at best possible ways of exploitation by paving the way for sustainable management and operation.

CONTEXT: The context in which the project will be developed is highly integrative both in vertical and horizontal terms involving multiple sectors and also different governance levels, at local and transnational level. The participation of RDCB's ensures active stakeholder engagement. HERMAN with its "conservation through development" approach goes beyond the more conservative approaches (looking at preservation of cultural assets as a goal in itself). HERMAN is treating these sites as a motor for sustainable regional development. HERMAN develops implementation plans based on innovative and sustainable exploitation possibilities identified during the knowledge transfer exercise to generate new economic functions, creating the niche and resources for self-maintenance and support.
HERMAN goes also beyond infrastructural reconstruction or model strategies. It looks at best possible ways of exploitation, by adapting the innovative "Conservation through development" approach.

Textbox 17   you have 1983 characters   (max. 2 000 characters)

2.2 Methodology

Describe the **approach and the methodology** (activities, their combination and sequence) that will be used to produce the intended outputs and results.

Based on the problem analysis of PPs, their professional input as well as the lessons learned from past and current initiatives, HERMAN's general objective is to improve the management and valorisation of cultural heritage assets in order to better exploit their economic potential. This aim is reached by a three-pillar approach. PPs work together to 1) Jointly develop and test MANAGEMENT strategies, MODELS, procedures and financial schemes for a better valorisation of cultural assets; 2) Identify, adapt and create innovative SERVICES AND FUNCTIONS for underexploited cultural heritage assets to promote their valorisation and protection; and to 3) Strengthen MANAGEMENT CAPACITIES of partner organisations.
WP3 Actions (lead by PP4) contribute to achieving the 1st specific objective. Activities start with setting up a MANAGEMENT STAKEHOLDER PLATFORM (Act.3.1) consisting of owners and operators of CH. PPs self-analysis result is the STATE OF PLAY REPORTS and identification of GOOD

PRACTICES (Act.3.2). These are followed by the synthesis and evaluation phase (Act.3.3), resulting in a JOINT REPORT on CH management and EUROPEAN BENCHMARK STUDY. Findings are disseminated in a WORKSHOP on CH management. Act.3.4 is the phase of building own CH MANAGEMENT MODELS (CO) followed by Act.3.5: testing and fine-tuning these through PILOT ACTIONS. Transnational output HANDBOOK OF INNOVATIVE MANAGEMENT STRATEGIES AND MODELS (CO) in Act.3.6 will summarize documents elaborated within WP3, esp. findings of SoPs and Joint Report, Good Practices, CH Management Models and experiences of pilot actions.

WP4 Actions (lead by PP2) aim at creating innovative services and functions for heritage assets. First step to reach spec.obj. 2, PORTFOLIO STAKEHOLDER PLATFORMS (which is also open to the secondary stakeholders group including civil organisations and businesses exploiting CH assets) are set up (Act.4.1). The analysis phase (Act.4.2) results in PORTFOLIO ANALYSES OF CH ASSETS and

identification of GOOD PRACTICES, accompanied by a EUROPEAN BENCHMARK STUDY on innovative uses of CH. The dissemination phase (Act.4.3) contains a SEMINAR ON CH ASSETS' DEVELOPMENT, followed by GOOD PRACTICE VISITS. Based on these, PPs carry out pilot actions, which are followed (in Act.4.4) by the elaboration of ACTION PLANS for DEVELOPING CH ASSETS (CO). Based on documents compiled within WP4 (esp. Portfolio Analyses Of CH Assets, Good Practices, Local Action Plans) transnational outputs are elaborated in Act.4.5: a TOOLBOX FOR HERITAGE ASSET DEVELOPMENT (CO) and POLICY, PROGRAMMING AND LEGISLATIVE RECOMMENDATIONS (CO). External experts panel provides peer reviewing. on transnational outputs of WP3 and WP4.

WP5 (lead by PP7) aims at strengthening management capacities of partners. PPs set up CULTURAL HERITAGE COORDINATION UNITS involving 1 or 2 Cultural Heritage Coordinators (Act5.1). In Act5.2 ASSESSMENT of TRAINING NEEDS of CHCs, and based on this TRAINING CURRICULA DEVELOPMENT

is carried out, resulting in a HANDBOOK FOR CULTURAL MANAGEMENT COURSES (CO). Based on the curricula, four CULTURAL MANAGEMENT COURSES are held (Act5.3), which are reinforced by STAFF EXCHANGES among PPs in Act5.4.

WP leaders organise all WP activities and ensure a joint transnational style of working in defining project solutions. WP meetings will be main form of PPs cooperation in each WP.

The Project Management Team is responsible for overall project coordination & supervision. WP leaders are in charge of the daily operation of project implementation, and meet twice a year to evaluate the project, agree on further steps, and intervene if necessary. WP2 contains the dissemination of project results to different stakeholders and is coordinated by PP3, but all PPs have own tasks & respective budget. Activities include media activities through press releases/conferences, a Project Communication Plan, website, newsletters.

Textbox 18   you have 3920 characters   (max. 4 000 characters)

Outline **past and current initiatives** relevant to the project .

Past initiatives:
HerO (Heritage as Opportunity) was an URBACT project aimed to develop integrated and innovative management strategies for historic urban landscapes by facilitating the right balance between the preservation of built CH and the sustainable, future-proof socio-economic development of historic towns in order to strengthen their attractiveness and competitiveness. Emphasis was placed on managing conflicting usage interests and capitalising the potential of CH assets for economic, social and cultural activities (Heritage as Opportunity).
BOREALIS (URBACT) concentrates on Cultural Heritage Marketing to create economically viable cost-effective cultural heritage destinations. BOREALIS believes cultural heritage destinations need to provide return on investment to investors, become economic engine to communities, and offer long-standing platform for education and research. This translates to a competitive-value maximisation approach in developing and marketing cultural

heritage destinations.

LONGOWAYS (CE) contributes to the development and the valorisation of cultural heritage in terms of additional services for inhabitants and the improvement of the cultural proposals of localities as economic support to the enhancing of generated benefit.

ROMAN ITINERARIES (INTERREG 3B CADSES) project find new ways of preservation and management for Roman archaeological complexes to integrate them into local development policies. It covers two major actions: a thorough research action aimed at comparing the management systems of the involved sites, identifying their weaknesses, successes and potentials, and drafting and testing transnational public/public and public/private co-operation models for the development planning of archaeological sites.

Danube Limes - UNESCO World Heritage wishes to achieve appropriate balance between preservation, conservation, access, the interests of local communities and sustainable economic use of our archaeological sites.

Textbox 19   you have 1987 characters   (max. 2 000 characters)

Outline how the project will benefit from **lessons learned**.

Capitalisation on and surveying of past/current initiatives is a vital component of HERMAN methodology. PPs identified the most relevant past initiatives and found that HerO aimed to develop integrated and innovative management strategies for historic urban landscapes by facilitating the right balance between the preservation of built CH and the sustainable, future-proof socio-economic development of historic towns. PP4 (Municipality of Lublin) participated in HerO and this way HERMAN could capitalise on its results – WP leader of WP3 aiming to develop efficient management models is lead by PP4. All methodologies and strategies elaborated within HerO were used during drafting HERMAN, and all outputs of this project shall be elaborated taking into account the findings, results and outputs of HerO, shall treat and improve its outcomes. However, HerO was concentrating on management strategies and managing conflicting usage interests, while HERMAN focuses on building management models

and on finding good examples and elaborate concrete tools (Toolbox) to help validation of Conservation through Development concept. Additionally, HERMAN aims at strengthening management capacities by training PPs staff.

Roman Itineraries (ROMIT) will be capitalized especially in drafting and testing managm models (WP3), further improving and expanding models of ROMIT to other CHs than archaeological sites.

Danube Limes, which concentrated also on archaeological sites, will be capitalized especially in finding good examples and elaboration of concrete tools (Toolbox) to help validation of Conservation through Development concept, improving and expanding models of ROMIT to other CHs than archaeological sites.

HERMAN does not focus on issues like the improvement of the cultural proposals (Longoways), or Cultural Heritage Marketing (Borealis). However, findings and results of these projects in these issues will be taken into consideration, synthesized and validated in outputs of HERMAN.

Textbox 20   you have 1994 characters   (max. 2 000 characters)

Links to Relevant initiatives	
Objective 1 and 2 Structural Fund programmes	x
Territorial co-operation Programmes (transnational, interregional, cross-border)	x
Regions for Economic Change	x
Other Priority-relevant EU programmes (LIFE+, CIP, RTD programmes, etc.)	o
Other initiatives	o
Networks (research, interest groups, etc.)	o

Describe the expected **constraints and risks** related to project implementation.

The project has no major constraints and it has taken actions to prevent the most frequent risks of an EU project of this scope:
- project management: ensured by qualified management teams with support from experienced EU project managers able to take appropriate measures in time in case of unforeseen events and lower risk of failure
- Legally binding Partnership Agreement is signed by partners serving as a legal safety net and as a basis for practical solutions if, e.g. one of the partners drops out/does not perform.
- meeting productivity targets: ensured by ongoing evaluation of the project progress by the LP, SG, WP leaders end supporting thematic experts, and by the project's relevance to partners' & programme challenges;
- producing visible results: ensured by the decision making power and/or competent partners responsible for project topics.

The major risk concerns the follow up and continuation of the interventions after project closure (project impact) due to 1) lack of political will under new political leadership 2) financial problems due to current financial crisis.
The actions to prevent risks concerning follow up are:
- involvement of the political level in the project: as partners, as invited members of the local stakeholder groups, or as observers
- specific project actions within the project dedicated to the future financial sustainability of the developments: financing/funding sources investigated and models developed
- raising interest of heritage owners, policy makers, specialized authorities towards the project results, since these key players influence the sustaining of the achievements.

Textbox 21   you have 1639 characters   (max. 2 000 characters)

How does the project ensure actual implementation? Indicate which **type(s) of action** the project intends to implement and quantify related core output indicators.

Type of Action	Core output indicators		No./Vol.
Joint transnational strategy and action plan	No. of strategies/policy documents developed/ improved	x	8
	No. of strategies/policy documents implemented/adopted	o	
Transnational tool development	No. of new tools developed	x	1
	No. of new tools implemented	o	
	No. of trainings for new tools prepared or implemented	o	
Joint management establishment	No. of permanent co-operations established	o	
	No. of permanent management structures established	o	
Investment preparation measures	Volume of investment prepared (in Euro)	o	
	No. of jobs to be created through these investments	o	
	Volume of private/public funds leveraged (in Euro)	o	
Pilot Actions including investment	No. of Pilot Actions implemented (including Nr. of investments realised)	x	6
	Volume of investment realised through Pilot Actions (in Euro)	x	75 100,00
	No. of jobs created through Pilot Actions	o	
Other	Policy, Programming and National Legislative Recommendations		1,00

Describe the chosen **type(s) of action for all core outputs. Please** ensure consistency with the summary table below (core outputs per Work package).

HERMAN will produce 4 different types of actions: Joint transnational strategies and action plans, Transnational Tools, Pilot actions and 'Other'. Cultural Heritage Management Models are Joint transnational strategies and action plans. Local authorities will produce 7 CHMMs. CHMMs contain the management strategy and management model of a local authority for managing its CH, financial and organizational schemes, management supporting tools. At the end of project each partner has endorsed/ready-to-endorse CHMM. Handbook of Innovative Management Strategies and Models on CH counts also as a Joint transnational strategy and action plan. The Handbook synthesizes CHMMs and outputs produced at partnership level, as joint report on SoPs, good practices identified by partners and the European Benchmark Study. It contains the assessment reports of pilot actions.

Toolbox for Heritage Asset Development is a Transnational Tool Development type of action. The Toolbox will be a practical guide containing good practices, experiences of pilot actions, methods, "tips and tricks" for the development of new services and function of CH Assets. Compilation of a Handbook for Cultural Management Courses is also a Transnational Tool. Handbook for Cultural Management Courses is focusing on: General issues of Management, special issues of Cultural Heritage Management (including specializations on Finance and Marketing of Cultural Heritage) and Collaborative Management Methods for Stakeholders. Policy, Programming and National Legislative Recommendations are Other type of action, emanating from activities carried out to reach other COs. These will contain tools and solutions dealing with enabling conditions, effective governance models taking into account innovative PPP solutions, legal issues vital and tailor made to the specific character to CH.

Textbox 22   you have 1852 characters   (max. 2 000 characters)

Summary of Section 3: Work Packages

WP1: Project management and coordination	
Strategic focus/main objectives	Sound project management and coordination
Responsible partner	Municipality of Eger
WP2: Communication, knowledge management and dissemination	
Strategic focus/main objectives	Ensure wide project promotion of output and results
Responsible partner	PP3: City of Košice
WP3: Building innovative management strategies and models	
Strategic focus/main objectives	The aim is to jointly develop and start testing management strategies,procedures and financial schemes for a better valorisation of cult. assets via harmonisation of different stakeholder interests and ensuring a smooth coop. among local players.
Responsible partner	PP4: Municipality of Lublin
title of core outputs	Finalised CHMMs
	Handbook of Innovative Management Strategies and Models on CH
WP4: Creating innovative services and functions for cultural heritage assets	
Strategic focus/main objectives	The aim of Work Package 4 is to identify, adapt and create innovative services and functions for underexploited cultural assets to promote their valorisation and protection.
Responsible partner	PP2: National Office of Cultural Heritage
title of core outputs	Toolbox for Heritage Asset Development
	Policy and Programming Recommendations
WP5: Strengthening management capacities	
Strategic focus/main objectives	The aim of Work Package 5 is to strengthen management capacities by training partners' staff who play an important role in the operation of partners' management models and schemes and the implementation of action plans.
Responsible partner	PP7: Municipality of Ravenna
title of core outputs	Compilation of a Handbook for Cultural Management Courses

Does the project foresee an external **independent appraisal** (e.g.: peer review along the project implementation)?

The methodology of HERMAN has strong emphasis on independent appraisal as the implementation of a transnational project involving actors from different countries / cultures requires strong coordination in terms of quality and content. For this reason the quality review and independent appraisal of the project has been carefully planned:

1) In the frame of activity 3.1 and 4.1 Setting up the framework of WP3 and WP4 quality review of partner and project level outputs will be delivered by the Work Package leaders.

2) Peer reviewing of transnational outputs will be guaranteed by a continuous independent appraisal. Peer reviews will be delivered by an external experts' panel (LP's external experts). The appraisal process starts in month 8 by a peer review of the SoP reports and Portfolio Analyses on Cultural Heritage Assets produced by partners.

Second round of peer review will be carried out during the Mid-term project evaluation in month 16 as the basis for strategic decisions related to elaboration of CH Management Models, Action Plans and pilot actions. Final round of peer review will be performed in month 28 as the Handbook of Innovative Management Strategies and Models, Toolbox for Heritage Asset Development and Policy and program recommendations at European and national level will be elaborated in month 27.

Textbox 23   you have 1332 characters   (max. 2 000 characters)

Describe - if foreseen by the project - activities of EU partners outside C.E. and the benefits for C.E.

Partners will effectuate good practice visits within the partnership in order to learn and gain experience from other partners' good practices. However, a European Benchmark Study on Development of CH which will be elaborated by LP (together with PP2, PP5 and PP6) summarizing good practices from outside the partnership, which will also include good practices within the EU. Linked to this all partners will visit cities/regions with good practice from outside the Central European Area in order to acquire knowledge and experience from more experienced countries having established solid managmenet and financial systems for the sustainable development of cultural heritage sites such as the United Kingdom and the Netherlands. The benefits for the Partnership of this external good practice visit are ample; they extend their regional network,

they gain first hand experience in functioning management and governance systems, they may benefit from transfer of knowledge and applications which will more easily help them build their own.

Textbox 24   you have 1041 characters   (max. 2 000 characters)

2.3 The Sustainability and Knowledge Management

How will the **sustainability of the project achievements** be ensured (including ownership of project results)? Describe the further implementation process at institutional, financial and political level after the finalisation of the project.

POLITICAL: 1) the action plan presented for endorsement in each partner region includes concrete steps to be taken by each partner on CH management models and systems; 2) Policy and program recommendations on EU and national level outline guide governance bodies on how to internalize the project outputs and to endorse through creating the proper frameworks. National level policy makers will be targeted where legislative environment is not supportive. PPs use their national/regional network to disseminate the Policy and program recommendations, toolbox, Handbook.

INSTITUTIONAL: 1) expected endorsement of the action plans, toolbox, Handbook and CH models by partners/municipalities/CH management bodies; 2), the action plan and recommendations will include suggestions for further institutional cooperation agreements among the partners and continued stakeholder engagement. This contributes to the institutionalization of the newly developed models, systems and competitive services. 3) the

strengthening of existing regional, national and transnational networks on CH and urban planning which can further institutionalise the project outputs and learnings also beyond the partnership.

FINANCIAL: 1) HERMAN aims in particular to develop financially sustainable solutions for extended and improved cultural heritage maintenance and development at local/regional level. A number of outputs also analyse and provide guidance on financial schemes for solid, sustainable CH development/maintenance, i.e. CH Management Models, Action Plans, the Handbook, the Toolbox for Heritage Asset Development and finally the Policy and programme recommendations. 2) The peer review and the panel with external experts will provide information exchange and insights into innovative, multisectoral financial systems 3) Partners aim to provide recommendations for the 2014-20 EU programming period, naming potential funding instruments to secure future finances.

Textbox 25   you have 1955 characters   (max. 2 000 characters)

How will the **transferability of the project results** be ensured? Describe how these results will be transferred and adopted in the programming and implementation of the relevant policies at local, regional, national and transnational level. How do you foresee the transfer of results beyond the partnership?

Partners are aware of and responsible for producing transferable outputs and results and are prepared to operate appropriate internal structures to make project achievements available for interested organisations within and beyond the partnership. The transnational outputs of HERMAN are all prepared in a truly transnational cooperation integrating the best exploitable and state of art solutions of PP's, compiled in a user-friendly way to make them easily transferable and adaptable :the joint report on CH management and the European benchmark study's findings will be discussed/disseminated in WSH on CH management and made publically available; HANDBOOK OF INNOVATIVE MANAGEMENT STRATEGIES AND MODELS as a Transnational output summarizing findings of SoPs , Joint Report, Good Practices, CH Management Models and experiences of pilots will serve as a "management guideline ".for all EU cities interested to introduce innovative and responsible management approach. Other jointly elaborated

outputs (TOOLBOX FOR HERITAGE ASSET DEVELOPMENT and POLICY, PROGRAMMING AND LEGISLATIVE RECOMMENDATIONS) will be largely disseminated on national and regional events in PP's countries and also marketed through international networks and cooperation. As capacity building was identified to be a crucial common problem of the partnership and a typical challenge for the whole region, the education materials of the implemented trainings are valuable and highly demanded "products" for other players, having an undoubtedly transferable character (HANDBOOK FOR CULTURAL MANAGEMENT COURSES (CO).

Another important tool to ensure the alignment and transferability of project results in terms of quality and content constitute the peer reviewing of transnational outputs by continuous independent appraisal carried out by an external experts' panel. This panel will start its work in month 8 of the project to optimise the transferability of project results and outputs at all regional levels.

Textbox 26   you have 1986 characters   (max. 2 000 characters)

Describe the **knowledge management strategy** on ensuring to gather all the relevant and up-to-date information necessary for the success of the project and on the dissemination of this information to the partnership as well as target groups not directly involved in the partnership in a first step. Further on provide a strategy by outlining tools to promote the achieved new knowledge to relevant target groups.

The knowledge management strategy:
1) State of the art knowledge: is guaranteed through SoP reports, Portfolio Analyses on Cultural Heritage Assets and through peer reviews, best practice gathering, CH Management Models, the Toolbox for Heritage Asset Development and Policy.
 2) Efficient flow of information within the Partnership: this is guaranteed through the efficient communication means of the core management units, the communication and media information channels, through the three phase peer reviews and study visit on good practices. The core of the knowledge management unit is the PP managers, communication coordinators. These function as a knowledge bridge between the regional and transnational level. The more experienced partners have a specific role in ensuring intensive flow of knowledge between the receiving and donating Partners. These Partners will also provide specific quality control and technical support for each region. The toolbox with management

good practices and the action plans guarantee steady flow of information between Partners also after project closure.
3) Efficient dissemination of outputs, results and best practices: The three main dissemination events ensure wide dissemination beyond the partnership region.

Various promotional materials will be used to promote results at project events and on occasions where partners represent HERMAN at national or European events. The project invites external guest speakers also from non CE countries to the launch, mid-term and final events. The project website will provide constant information to the distinct target groups.
The target groups (e.g. municipalities, regional authorities, private owners of cultural heritage), direct stakeholders (NGOs, local business, regional/EU networks and experts in the fields of preservation of CH) and EU policy makers are also informed through the local awareness raising campaigns, transnational events, media comm., policy briefings.

Textbox 27   you have 1975 characters   (max. 2 000 characters)

Provide a description of the **external communication strategy** including different tools which are used to disseminate the relevant information, project outputs and results to different target groups (media, decision makers and stakeholders, end-users and other relevant target groups not directly involved in the project) and describe why the project is of added interest to the broader public.

LP will define the awareness raising concept for joint communication framework: identification of stakeholders, target group messages, design of promotional tools, joint campaign actions, project image & website. Primary target group, addressed on local, regional & transnat. channels (local awareness raising campaigns, transnat. events),media communications, stakeholder's consultations, targeted policy briefings, info provided via non-media tools (brochures, leaflets, publications, newsletters) incl. 1) owners&operators of cultural heritage sites/buildings/monuments: municipalities, regional authorities, central bodies, churches, private owners (public private museums, collections, 2) private businesses exploiting the image of cultural heritage (CH) 3) associations acting for the preservation of CH, NGOs, local, regional & national policy-makers deciding on the legal framework of cultural management. Direct stakeholders are addressed on integrated approach of problems specific to

CH in urban environment, opportunities linked to multi-stakeholder management structure & models ensuring protection & sustainable exploitation of CH, on funding of renewal of CH & stronger managm. capacities. Indirect stakeholders: 1/exploitants of cultural heritage incl. visitors, tourists will be informed on opportunities linked to new innov. services, easily accessible multi-platforms, preserved attractions working at 21st century's standards 2/Local businesses affected by exploitation of CH and its image will be informed on better opportunities 3/EU networks, experts in the fields of preservation of CH and 4/EU policy makers will be risen awareness on benefits of multi-stakeholder management models ensuring protection & sustainable exploitation of CH, managm. toolboxes for good practice dissemin. General public's attention will be drawn to long-term impacts of new local, regional policies where support will be followed up by website questionnaires & opinion polls.

Textbox 28   you have 1978 characters   (max. 2 000 characters)

Outreach to selected target group		No.
No. of entities of the public sector, administration addressed	x	262
No. of entities of the private sector and related services addressed	x	50
No. of research, technology development entities addressed	o	
No. of entities providing intermediary services and training addressed	o	
No. of interest groups addressed	o	

Will the project communication manager be sub-contracted?   yes

Describe the experience and skills of the **Communication manager** (If subcontracted, please explain the degree of experience that will be requested).

An Internal CM with experience in communication of cooperation projects will be appointed for coordination of project / PP level comm. He/she will be assisted by sub-contractors for certain tasks: draft strategy & guidelines, content of publications, supervise PP level outputs. CM closely cooperates with PM. Selection criteria (depending on concrete task) are: relevant degree, sound experience in comm. of EU funded projects, knowledge of the relevant theme, excellent command of English.

Textbox 29   you have 492 characters   (max. 500 characters)

2.4 The Partnership

Describe the **relevance of the chosen partnership** in relation to the aims of the project and its implementation. What are the common issues, interest and/or opportunities of the involved partners? Focus on the entire partnership. For the relevance of individual partners please refer to section 4.

Eger has initiated the HERMAN project with the aim to improve the management and valorisation of cultural heritage to better exploit their economic potential. During preparation consultations PPs (10 partners from 5 countries) jointly identified most important issues the project should tackle, to jointly developed the implementation methodology, defined the roles and tasks of partners according to their specific competences and motivation. All PPs have actively contributed and provided their inputs in order to include their interests.
The PPs have similar PROBLEMS and complementary competences and they will engage in intensive cooperation to find new solutions and approaches. The need of management models is a problem mentioned by all PPs, even though some PPs have registered some progress in elaborating innovative management strategies and models (e.g PP10, PP7, PP4). These partners wish to extend and improve their management models, and their

experience is a valuable input for other PPs.

Methods to develop new and innovative functions and services to CH assets are also an important issue for the majority of partners, esp. for LP, PP3 and PP7 who own and operate a very rich cultural heritage, for PP6 who operates many assets (fortifications) and for PP2 who is the responsible for the protection and on the elaboration of methodological papers of protection of CH on a national level.

Strengthening management capacities of CH is a general need, even though problems are different for some PPs. Most PPs make direct use of strengthened management capacities by managing their own CH assets (or CH assets operated by them), while PP2 and PP5 can multiply results via their extended networks.

The core of the partnership constitutes the LOCAL AUTHORITIES (municipalities and provinces). Local authorities joined the partnership because they own and/or operate heritage assets and have a strong need to solve their relevant

management problems. Local authorities in WP3 initialise the setting up of Stakeholder Platforms, elaborate their own SoP reports and Portfolio Analyses of CH Assets, take part in the dissemination of findings, build their own CH Management Models and Action Plans, and test them through pilot actions. Municipalities can initialise the setting up of Stakeholder Platforms and cooperation models with a bottom-up approach, while Provinces mainly following a top-down approach.

KNOWLEDGE PROVIDERS are taken into consideration as important partners who can assist local authorities in activities of WP3, WP4 and WP5. These knowledge providers are not initialising Stakeholder Platforms and do not elaborate their own SoP reports and Portfolio Analyses of CH Assets and do not build their own CH Management Models and Action Plans, but assist local authorities in providing these local outputs and take part in their activities. Knowledge providers take part in the dissemination

dissemination of findings, and in testing through pilot actions.

Local authorities (LP, PP3, PP4, PP7, PP8, PP9, PP10) have a strong POLICY INFLUENCING CAPACITY at local and regional level, while knowledge providers have strong policy influencing capacity at national (PP2, PP5) and regional level (PP2, PP5, PP6).

ROLES AND RESPONSIBILITIES of partners are defined in line with practical considerations, experience in participation and/or implementation of transnational projects and/or competences (in case of WP1 and WP2), and in line with know-how and experience of PPs (in case of WP3, WP4, WP5), also taking into consideration geographical balance.

PPs are experienced in participation and/or implementation of transnational projects.

Textbox 30   you have 3666 characters   (max. 4 000 characters)

Identify and describe the relevant **stakeholders and key actors** and how they will be involved in the partnership.

Relevant stakeholders and key actors are owners and/or operators of CH assets (local, regional or national authorities, NGOs, civil actors and initiatives and private actors). These will be involved via Management Stakeholder Platforms for activities carried out in WP4.

Portfolio Stakeholder Platforms for activities carried out in WP5 are open (in addition to the above mentioned categories) to NGOs, civil actors and initiatives and private actors connected to the development of new functions and services of CH.

Stakeholders already identified and involved in the preparation phase are:

1. Local/regional authorities and their agencies (Council of Heves County, Hungary; Kosice Region, Slovak Republic; Province of Ravenna; Marshal's Office of Lubelskie Voivodship, Poland; Municipalities of Rozhanovce, Beniakovce, Hrašovík, Slovak Republic; Cultural Heritage Office's Regional Organization in BAZ county, Hungary; Agency for Support of the Regional Development Košice)

2. National authorities, ministries (Ministry of Culture, Slovenia; Ministry of Environment of the Slovak Republic, Cultural Heritage Protection Public Institute of Slovenia)
3. Civil and Private actors (Association "Forum for Revitalisation, Lublin; Cultural Center of Abov and Agency for Support of the Regional Development Košice,, Slovak Republic; Touristic Destination Management Office, Eger; Asset Management Company of Eger, Hungary; Foundation Parco Archeologico di Classe – RavennAntica, Ravenna)
4. Collections and Museums (Eastern Slovakian Museum; Church Collection Centre and Castle Museum of István Dobó in Eger; Museums of National Liberation, Museum of Contemporary History, Galleries in Maribor)
Stakeholder Platforms are involved in the preparation and elaboration of activities of WP3 and WP4. Further stakeholders will be informed via communication tools and dissemination events described in WP2.

Textbox 31   you have 1898 characters   (max. 2 000 characters)

What is the degree of transnational co-operation within the partnership? (tick at least one additonal option)

Joint development	x
Joint implementation	o
Joint staffing	o
Joint financing	x

Describe the selected degrees of transnational cooperation.

The project has been jointly developed under the inspiring leadership of the Lead Partner. Partners have contributed in writing and during the partner meeting held in Budapest. Bilateral consultations and telephone conferencing have been taken place regularly and this has resulted in a project application which is fully backed and supported by all partners.
The implementation of the project will be organised in such a way that each partner is involved in the decision-making and monitoring at all stages of the project development. To guarantee a real transnational impact of the local/regional pilots all partners will be involved in the design of these pilots and a real transfer of experience gained from the pilots will be ensured by visits in which all partners participate with selected sector experts from their administration. The project partners decided on joint staffing and joint project financing which is reflected in the budget and the workplan.

Textbox 32   you have 965 characters   (max. 1 000 characters)

In case of **sub-contracted activities** (coordination, financial management and communication excluded), explain the reasons why these activities cannot be implemented by the partnership with own resources.

As a general rule, external expertise is hired to carry out activities in cases where partners do not have the appropriate in-house knowledge / expertise to deliver outputs which are up to the required standards.
Also, in many cases, municipalities, which form the core of the partnership, do not have the capacity to implement tasks of a larger volume which cannot be fitted next to their regular daily activities. Typically, these are the drafting of major studies, carry out surveys and implementation of pilot actions.
Knowledge provider organisations involved in the project (PP2, PP5, PP6) significantly reduce the need for external expertise, since they provide expert support to the whole partnership. However, owing to the local character of certain activities and outputs, additional expertise has been foreseen.
Under WP3 external experts assist PPs in SoP Reports, European Benchmark Study, drafting and finalising Cultural Heritage Management Models, implementation and assessment of

pilot actions.
Under WP4 external experts assist PPs in elaboration of PACHAs, elaboration of Action Plans, Toolboxes and Policy, Programming and National Legislative Recommendations.
LP is also assisted in thematic coordination of WPs and providing peer reviews.
Under WP5 external experts assist PPs in organizing Cultural Management Courses. Events organized within WP3 and WP4 are also budgeted under external expertise.
In case of knowledge providers external expertise will only be hired in specific parts of the technical tasks, e.g. related to the pilot actions.

Textbox 33 you have 1573 characters (max. 2 000 characters)

Describe the main **co-ordination and management structure** and the foreseen procedures including the decision-making process (e.g. composition of the project Steering Committee, its competences and procedures, the internal evaluation system) and how the day to day management will be organised. Provide a description of the management flow that you will also illustrate in a flow chart to be attached to the Application Form. The description of the management structure has to include roles and responsibilities of partners too.

Management and coordination (WP1) is lead by the city of Eger. At the project start, it sets up the Project Management Team (PMT) which inc. the project, financial and comm. managers of the LP which will be responsible for daily management & coordination of the implementation and following up the project level reporting process. It will also be the contact point for all partners and the JTS. PPs appoint a project management team for partner level man. tasks. They will be in close contact with the PMT to ensure the smooth implem. and be responsible for delivering partner level reports (FLC and inputs for progress reports) and to steer and monitor the implementation at partner level.
Several partners from partnership have experience with the implementation of transnat. projects which is also a guarantee for the successful delivery. Furthermore, management will also be supported by an IT based tool which 1) provides a joint online platform for man. tasks, 2) enables the PMT to closely

monitor PP level activities. The LP does have staff experienced with implementation of international project (E.g. URBACT), however, does not have the capacity to carry out all management tasks. It therefore chose to contract a professional external company for assistance.
The implementation will be monitored by the Steering Group which takes strategic decisions and intervene when necessary. It is composed of PP managers and the PMT. It meets on a half yearly basis, where decisions are made by consensus along the principle of one vote per PP. Apart from meeting, decisions are made through written procedure regulated by the rules of procedures. Also, when needed, decision makers (i.e. legal representatives) of partner organizations will be involved in decisions in case of strategic questions.
WP coordination meetings – comprising the thematic expert (and the project manager if needed) of each PP – will be organized regularly to discuss implementation, share and evaluate results.

Textbox 34 you have 1992 characters (max. 2 000 characters)

Provide an overview of the project's **internal communication**, outlining how the communication flow within the partnership will be established and the tools that will be used.

The project management team of the LP will be responsible for the internal communication processes in the HERMAN project. A complete system will be set up and document the communication inside the project. In case of transnational partnerships this step is essential in order to avoid problems and project failure. The rules of the internal communication will be defined in the Project Management Guidelines (PMG). The working language is English.

Strategic communication: A website (as a communication platform for PPs) will be created by PP3 for making available all documents, guidelines, databases for partners. An intranet system connected to the project website will be available for partners (partner level project managers, financial managers, thematic experts) and all key internal players of the project's implementation (e.g. ASPs).

Everyday communication: the main aim is to ensure sufficient communication, which is useful for all Partners but does not overburden the overall project work. On the level of day-to-day work, it means for example that only questions of common interest will be shared through joint communication. Emails with specific questions should be addressed to the persons directly concerned. Each partner will have (and already has) a main contact person, preferably its partner level project manager, who will closely coordinate with the other partners. E-mails, telephone, skype and video conferences will be used as main communication tools.

Also, the internal communication will be facilitated by the IT management support tool. Although this mainly serves to monitor project financial and implementation progress, it also provides for transparent functioning of project management and better connectedness of partners.

Textbox 35　　　　　　　　　you have 1759 characters　　　　　　　(max. 2 000 characters)

Will the project coordination and management be sub-contracted? | no

Specify the contact details of the Project Manager/Coordinator.

Name	Ms	Erzsébet	Protovinné Zsilinszky
Institution	Municipality of Eger		

Describe the experience and skills of the **Project manager / Coordinator** (If subcontracted, please explain the degree of experience that will be requested).

The project manager appointed by the Municipality of Eger is Mrs Erzsébet Protovinné Zsilinszky. She will be the key contact person for project partners and the responsible towards the JTS. She has thorough experience in project management, as in the past 5 years she was coordinating large scale Obj,1 projects, and was also involved in international projects with numerous actors. She has a direct contact with the Mayor of the Municipality of Eger that will evidently speed up the decision making processes.

The project manager will be assisted by an external management professional. This expert will be highly qualified, with experience in administrative, financial management of transnational cooperation projects, and with fluency in English. The selection procedure of this expert will fully respect national and EU rules on public procurement and will be launched directly after project approval to have the selection procedure completed by the official project launch.

Textbox 36　　　　　　　　　you have 979 characters　　　　　　　(max. 1 000 characters)

Describe the **finance management structure** and the foreseen procedures including the financial monitoring system and how the day to day finance management will be organised. The description of the finance management structure has to include roles and responsibility of partners too.

PPs are fully aware of tight financial constraints stemming from SF regulations and decommitment rules. Thus a project financial system will be set up to ensure sound and efficient financial management and LP will appoint a Project Financial Manager (PFM) in charge of overall financial coord. and management. Each partner will appoint a financial manager (FM) to work closely with PFM.

Project finances will be monitored using a computerised financial management system. PFM and the FM will jointly prepare the Project Financial Guidelines, making sure that EU, national and programme requirements are complied with. These tools will considerably ease financ. monitoring. Early involvement of 1st level financial controllers will be fundamental to prevent ineligibility of expenditure and delays in certification process. PFM will also carry out on the spot visits to partners to maintain better control of work and spending progress. He/she will also present an annual financial report to SG.

Textbox 37   you have 996 characters   (max. 1 000 characters)

Will the finance management be sub-contracted?   yes

Describe the experience and skills of the **Finance Manager** (If subcontracted, please explain the degree of experience that will be requested).

Although an internal financial management team will be appointed which is familiar with financial management of international projects, most tasks will be outsourced to an external company. The selection of the external expert will respect the relevant rules regarding public procurement. The selection criteria will be the following: financial or economic degree, minimum 5-year experience in financial implementation of interregional / transnational cooperation projects, excellent command of English, computer skills (especially the knowledge of Microsoft Excel), and experience with using project management software, strong knowledge of the relevant European (CE) financial rules and procedures.

Textbox 38   you have 703 characters   (max. 1 000 characters)

Information on Associated Institutions

If applicable, please list all institutions that will support the operation without financially contributing to it. Clearly relate them to one of the official partners of the operation.

No	Name of Institution	Partner	Country	Region
1				

Section 2: Project outline

2.5 Investment

Investment 4.1			
Path of Medieval Times			
Responsible Partner	PP3: City of Košice		
Budget			75 100,00 €
Specify the start and end date.	Start date	End date	Duration (months)
	9 2013	5 2014	9

Provide a short description of preparatory steps for the investment (e.g. feasibility study, environmental impact assessment, contacts to decision makers, etc) already carried out.

Preparatory steps concluded so far are the Concept for Path of Medieval Times. In cases of such investments , environmental impact assessments are not obligatory as investemnt will have no negative impact on environment. Activity will be realised within the planned time. It will take place within and outside the boundaries of municipalities Hrašovík, Rozhanovce, and Beniakovce. Steps will include: Proposal for Implementation of Project, realization. Decision-makers of local authority were informed and support the investment. City of Kosice and the municipal authorities of municipalities listed are responsible for Approval Process.

Textbox 99   you have 640 characters   (max. 2 000 characters)

Outline the characteristics of the investment by ticking at least 3 of the boxes below:

Form part of or be the result of transnational project co-operation	
Have a transnational effect	x
Create a physical link or a functional connection between regions	
Have a demonstrating/model or pilot character being jointly strived for and evaluated by the partners.	x

Provide an overall description of the proposed investment and specify the chosen **characteristic of the investment**. Provide also a **split** of costs related to the proposed investment. Should works be involved, include costs for manpower and for construction materials separately. Specify also any good and/or service supplied in the framework of the proposed investment, providing as well its quantification.

The aim of the investment is to develop a complex self-service education path equipped with information boards and three-dimensional sculptural objects bound to the Battle of Rozhanovce and the the era of the battle.

Battlefield at Rozhanovce has a strong potential to become not only a place of annual commemorating historical events, but it can also become a permanent place for learning about course and importance of the battle in the broader context of medieval battles and life in the Middle Ages. For this purpose a natural path called "Path of Medieval Times "is suitable. The path will be established as a network of knowledge paths in the area of the historic battle between the villages at the battlefield, Rozhanovce, Hrašovík, Beniakovce and Vajkovce. On the path there will be located 3D exhibits (statues of soldiers in various combat positions, camps, weapons, clothing) and information boards with a common graphics and text in Slovak and English.

Statues and buildings will be deployed to match the possible state during the battle. Examples of some sites: The king and his soldiers, Johanites - elite soldiers, Abov, Archers, Cavalry, Royal Camp, dwelling of villagers, wounded soldiers, battle flag, and so on, but there are also more general topics: Europe in 14th century, Slovak rulers, the birth of Kosice, Matus Cak, medieval soldier, weapons and equipment, After the battle, archaeological findings, Fairy Tales).
The path will be situated so as to pass the three important points in the battlefield complex - Museum of battle at Rozhanovce, the Battle Monument at Vajkovce village and the place of battle reconstruction at Beniakovce.
The path of Medieval Times will respect the area of historic battlefield defined by "Košická mountain" and Torysa river. Parameters of the path: All year circular path with taps, partly natural, using also the existing communication about 1.5 meters wide,

with wooden or stone hardening (stairs, rails, timbering, tile) of exposed or sloppy parts. Length of trail with taps will be around 6 km.
Stops at the path: On the path route there will be approximately 50 stops. Each stop will consist of a 3D object and related information board.
Information boards: Information boards will be uniform for the entire route. The texts will be in Slovak and in English.
Three-dimensional objects: At each board there will be a three-dimensional object. These will be made mainly from natural materials (wood, stone, metal). These objects will create in the context of follow-up stops the effect of a large battlefield, and thus create a unique museum in the country.

Total costs of € 75,100 - € consist of costs for services in the amount of € 45,500, - (statues, tables), material costs in the amount of 24,000 - € (wood, aluminum boards, stone, and staff costs in the amount of € 5.600 (landscaping of the path – earth works, bridges, timbering).

Textbox 100   you have 2908 characters   (max. 3 000 characters)

Who is benefiting?

Who is (financially, content-wise) benefiting from this Investment?

The investment will not be financially profitable for any parties involved. However, it will serve the region, inbound and outbound visitors, especially in the area of learning about Slovak history and, culture.

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Expected Impact

Specify the expected impact this investment will have in particular on different (policy) levels (i.e. local, regional, national and transnational level). Explain how you are going to use your investment in order to meet the Work package's objective.

The investment will have a positive effect on all policy levels mainly because it will be able to constantly attract interested general public and experts and at the same time it will be possible to extend its technical scope as well as its content scope in future.
Investment fits into WP4 aiming to identify, adapt and create innovative services and functions for underexploited cultural assets to promote their valorisation and protection. It is an experiment on how public investment can boost cultural heritage sites to become attractive sites to invest for private actors.

Textbox 102

you have 581 characters

(max. 2 000 characters)

Transnational added value

What is the transnational added value of the investment and how is it embedded in transnational cooperation?

Transnational added value of the investment lies in its ability to "discover" common historical roots, which are unrecognized and have the ability to support new unconventional natural constructive ties among nations. The most significant reforms in the history of Hungarian monarchy were decided on the battlefield and thus strongly influenced European history. Countries which had their representatives there will have the opportunity to enrich the perception of their position in the history of Europe through the project in an attractive way.

Sustainability

Provide explanations on the strategy/plan to technically and financially sustain the investment after the end of co-financing. Describe any kind of leverage effects or follow up activities.

The project itself has naturally incorporated parameters allowing its sustainability. It is given by the fact that being a complex site will have the ability to permanently attract visitors' interest. It will be mainly seasonal interest (May-October), but a year-round traffic is also possible in the case of good weather. In addition to the visitor rate of the battlefield at Rozhanovce (the battlefield including the Path of Medieval Times, a museum and a memorial to the battle) the reconstruction of the battle with the ability to bind a number of accompanying events and high visitors' interest will be a part of the annual plan. The Path of Medieval Times will be technically and financially sustained by Municipality of Kosice.

Section 3: Work plan

Work package 0

Work package name:	Project preparation

Responsible partner	LP: Municipality of Eger																
Involved partners	LP	x	PP2	x	PP3	x	PP4	x	PP5	x	PP6	x	PP7	x	PP8	x	PP9	x
			PP10	x	PP11		PP12		PP13		PP14		PP15		PP16		PP17	
			PP18		PP19		PP20		PP21		PP22		PP23		PP24		PP25	

Description of preparation activities and outputs that have taken place

Capitalizing on similar current and past initiatives and taking benefit of knowledge and experiences of other cities/regions facing with similar challenges were the main reasons for Eger to initiate the HERMAN project. After a series of bilateral consultations between the LP and partners found through LPs relations and CE website, PPs met in Budapest on 20th September 2011 aiming to jointly identify the most important issues the project should tackle, to jointly develop the implementation methodology, define the roles and tasks of partners according to their specific competences and motivation and agree on the budget frames. All PPs have actively contributed to the common work, so the final AF reflects the unanimously common vision of PPs in all important aspects of the project. The partnership's main challenge is therefore to develop the economic potential of its cultural heritage and enhance its contribution to local and regional competitiveness.

Textbox 279   you have 962 characters   (max. 1 000 characters)

Date when preparation activities started (DD/MM/YYYY)	4	7	2011
Total costs of the work package			20 000,00 €

Work package 1

Work package name:	Project management and coordination

Work package level

Strategic focus/main objectives	Sound project management and coordination

Summary description and approach (including the contribution to the project main objectives)

The Lead Partner is responsible for the overall management of the project. The project structure is transparent and the project partners also have roles in the implementation. In order to ensure the successful implementation and useful outputs of the project, it is important to define a well-functioning management structure. The WP1 consists of the following activities: start-up, project management and coordination, steering and monitoring, financial management and certification of expenditure.
1) During the start-up phase the partnership creates the legal basis of the project. Activities at this phase are the followings: - to prepare the subsidy contract, - to draft the partnership agreement, - to organize the kick-off meeting – appointment of FLCs, - to set up the management structure (Steering Group - SG and Project Management Team - PMT), - to elaborate the Management and Financial Handbook. The SG comprises of project managers of each partner + PMT, while the PMT

comprises the LP's project manager (PM), financial (PFM) and communication manager (CM). Day to day project management at project level will be coordinated by the PMT.
2) Project Management and coordination. The project management and coordination reflects the work of the assigned project-, financial-, and communication managers at partner level, and at the LP level. They prepare the six monthly progress reports and the final report to the JTS. At the beginning of the project implementation they prepare the start-up report. 5 internal reports will be submitted by the PPs to the LP.
3) Steering and monitoring. All the project managers of partners and the PMT will be the members in the Steering Group (SG). 5 SG meetings are scheduled, the first will be held in month 4. The Steering Group will be responsible for steering and monitoring of the project and it will be the project's strategic decision making body. 1 interim report and 1 Final Report will be submitted to the JTS. Project

progress from administrative and content point of view will be continuously monitored and evaluated by the SG based on the internal reports.

4) A project financial system will be set up, coordinated by the Project Financial Manager (PFM) working closely with the partner level financial managers. Financial management and monitoring is supported by a computerized management system (IT Management Tool). A smooth financial implementation is fundamental as it ensures that the funding is transfered to partners making it possible to carry on with implementation of tasks.

Textbox 280   you have 2549 characters   (max. 3 000 characters)

Links to other work packages	all work packages
Responsible partner	Municipality of Eger
Involved partners	all partners

Title of action	Start month of Action	End month of Action	Total costs of Action
1.1. Fulfillment of **start up requirements**	1	4	60 500,00 €
1.2. Day to day **project management, coordination** and **internal communication**	1	30	162 400,00 €
1.3. **Steering and monitoring of the project implementation**	4	30	89 890,00 €
1.4. **Financial management, certification of expenditure**	1	30	88 350,00 €
Total costs of the work package			401 140,00 €

Outputs

		Title of output (max. 75 characters)	Month of av.		Qualitative description (max. 250 characters)	Quantitative desc. (max. 75 characters)
		Subsidy Contract	2		Partners accept the subsidy contract and sign it. JTS sends back the signed contract.	1 subsidy contract signed
		Partnership Agreement	4		Legal design and supervision of basic contracts, draft and final versions, translation if needed	1 Partnership Agreement signed
		Kick-off meeting	2		LP organises the internal kick-off meeting in Eger for project managers and financial managers of each PP	1 kick-off meeting
		Management structure set up	2		LP defines the members of the Project management team (PMT). All partners define their project-, financial- and communication managers. Partners' project managers plus PMT will be the members of the Steering Group	3 positions per partner
		Management and Financial Handbook	3		LP develops the Management and Financial Handbook to lay down the basic rules for management and financial issues.	1 handbook approved by PPs
		Public procurement	2		LP and concerned partners launch public procurement procedures for external services linked to management and communication services	1 public procurement procedure
		Rules of procedures of the Steering Group	4		LP develops Rules of procedure for SG in draft version and have final version approved by all PPs	1 Rules of procedures
		Daily project management	1		LP coordinates daily management tasks at project level, partners' project managers implementing daily management tasks at partner level	1 management system
		Internal communication system	1		PMT operates internal communication system with the help of an internal IT support tool in line with the Management and Financial Handbook	1 internal communication system
		1st progress report	8		LP and PFM collects the partner level reports and other necessary inputs for the 1st progress report	1 progress report

		2nd progress report	14		LP and PFM collects the partner level reports and other necessary inputs for the 2nd progress report	1 progress report
		3rd progress report	20		LP and PFM collects the partner level reports and other necessary inputs for the 3rd progress report	1 progress report
		4th progress report	26		LP and PFM collects the partner level reports and other necessary inputs for the 4th progress report	1 progress report
		5th progress report	30		LP and PFM collects the partner level reports and other necessary inputs for the 5th progress report	1 progress report
		Joint final report	30		The LP's project manager and PFM collects inputs from PPs, drafts and submits the Final report to the JTS	1 joint final report
		1st Internal report	7		Project partners prepare their 1st reports for the LP. These internal reports provide inputs for the progress report	1 internal report
		2nd Internal report	13		Project partners prepare their 2nd reports for the LP. These internal reports provide inputs for the progress report	1 internal report
		3rd Internal report	19		Project partners prepare their 3rd reports for the LP. These internal reports provide inputs for the progress report	1 internal report
		4th Internal report	25		Project partners prepare their 4th reports for the LP. These internal reports provide inputs for the progress report	1 internal report
		5th Internal report	30		Project partners prepare their 5th reports for the LP. These internal reports provide inputs for the progress report	1 internal report
		1st SG meeting	4		1st meeting of the SG to coordinate project implementation focusing on administrative / reporting related issues	1 SG meeting
		2nd SG meeting	10		2nd meeting of the SG to coordinate project implementation focusing on administrative / reporting related issues	1 SG meeting
		3rd SG meeting	16		3rd meeting of the SG to coordinate project implementation focusing on administrative / reporting related issues	1 SG meeting
		4th SG meeting	22		4th meeting of the SG to coordinate project implementation focusing on administrative / reporting related issues	1 SG meeting
		5th SG meeting	29		5th meeting of the SG to coordinate project implementation focusing on administrative / reporting related issues	1 SG meeting
		Interim report	16		Mid-term monitoring report drafted by LP with the involvement of independent experts	1 interim report
		Monitoring system	1		A monitoring system will be set up by the LP. Its task is to control the PP's spending processes	1 monitoring system
		10 FLC contacts	2		Partners define their First Level Control body and the responsible person	1 contact per partner
		Setting up financial management system	2		Setting up and operating partner level financial management structures: separate bank account, managing transfers, etc based on the Man and Financial Handbook	10 financial management systems operational

		1st FLC reports	7		PPs collect their expenditures and submit this in a report to the FLCs	10 FLC reports
		2nd FLC reports	13		PPs collect their expenditures and submit this in a report to the FLCs	10 FLC reports
		3rd FLC reports	19		PPs collect their expenditures and submit this in a report to the FLCs	10 FLC reports
		4th FLC reports	25		PPs collect their expenditures and submit this in a report to the FLCs	10 FLC reports
		5th FLC reports	30		PPs collect their expenditures and submit this in a report to the FLCs	10 FLC reports
		Transfer of funds	30		LP transfers funds to the PPs 5 times during the iproject lifetime.	5 transfers of funds to PPs

Activities outside Central Europe area, but within EU:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Activities in Third Countries:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Indicate the planned ERDF for these activities:

Amount:	0,00 €

Work package 2

Work package name:	Communication, knowledge management and dissemination

Work package level

Strategic focus/main objectives	Ensure wide project promotion of output and results

Summary **description** and approach (including the contribution to the project main objectives)

HERMAN's communications work package is commensurate to the project's overall objectives, content, outputs and results such as building innovative management strategies and models, creating innovative CH services and assets and strengthening management capacities. The project's external communication will relay on a comprehensive set of tools helping project partners in joining their efforts to ensure a well-targeted and wide public dissemination of HERMAN's achievements. Overall project communication will ensure transnational dissemination of local/regional pilot testing with the support of communication's leveraging effect.

Internal & external communication Guidelines, completed by a Communication & Knowledge management strategy together with a Joint campaign action plan will help the Communication manager's (PP3) overall coordination of the partnership's actions in reaching either primary & secondary stakeholders as well as the general public through various dissemination tools.

These tools are: local awareness campaigns, three major transnational events, transnational & local media communications, knowledge sharing at EU events & networking. Stakeholder consultations are taking place at Management Stakeholder Platforms (specially dedicated to owners and operators of CH), Portfolio Stakeholder Platforms (also open to the secondary stakeholders group including civil organisations and businesses exploiting CH assets) disseminated in the forms of briefings linked to the outcomes of stakeholder's consultations. Performance monitoring & assessment will evaluate communication actions' efficiency along the project's implementation. Supported by genuine branding provided by a well identifiable project logo & webpage, HERMAN will be introduced to pre-identified group of stakeholders and to the media (press conference, releases) at a launch event organised in Eger. Dissemination will also be supported by brochures, leaflets and newsletters regularly updated following

project milestones and major achievements. Non-media communication materials will be prepared in local versions. A Mid-Term event will disseminate pilot results also launching local public awareness raising campaigns in partners regions, on the base of a common action plan. A final event also targeting the wider public will sum up the project's tangible results. Continuous networking activities will result in media coverage, website & periodical publications in connection to thematic events under WP3, WP4 (Workshop on CH Management Methods, Seminar on CH Assets' Development). European networks (The European Association of Historic Towns and Regions, International Committee on Historic Towns and Villages, Europa Nostra, Organization of World Heritage Cities) will be involved to ensure transnational dissemination and promotion of HERMAN's knowledge with primary group of stakeholders and EU policy makers.

Textbox 281   you have 2914 characters   (max. 3 000 characters)

Links to other work packages

Publications connected to thematic events under WP3, WP4. Briefings connected to MSP (WP3), PSP (WP4) meetings.

Textbox 282   you have 112 characters   (max. 150 characters)

Responsible partner	PP3: City of Košice																	
Involved partners	LP	x	PP2	x	PP3	x	PP4	x	PP5	x	PP6	x	PP7	x	PP8	x	PP9	x
			PP10	x	PP11		PP12		PP13		PP14		PP15		PP16		PP17	
			PP18		PP19		PP20		PP21		PP22		PP23		PP24		PP25	

	Title of action	Start month of Action	End month of Action	Total costs of Action
2.1.	Media communication/ dissemination	4	29	51 630,00 €
2.2.	Non-media communication/ dissemination and website	1	29	269 080,00 €
2.3.	Targeted communication actions	1	30	51 250,00 €
2.4.				
			Total costs of the work package	371 960,00 €

Outputs

In case you choose an Output as Core Output, please fill in the description in the Core Output Table below the Output table.

	Title of output (max. 75 characters)	Month of av.	Is a Core Out.?	Qualitative description (max. 250 characters)	Quantitative desc. (max. 75 characters)
	Press conference linked to transnat. Launch diss. event	4	O	Organisation of a kick-off press conference at project launch event (Eger) to introduce the project to the public via media dissemination (mass media, written press)	1 press conference organised
	Transnational press releases linked to launch diss. Event	4	O	Drafting of a project level press release covering launch event (Eger) by LP for international/EU dissemination	1 press release issued
	Local press releases on launch diss.event	4	O	Drafting of local level press releases covering launch event (Eger) by PPs for local distribution	10 local press releases issued
	Local Media appear./public. linked to major local project milestones	7	O	PPs drafting articles for local publication/dissemination covering WP3/WP4 achievements at M7	10 local publications issued
	Press conferences linked to trans. Mid-Term diss. Event	16	O	Organisation of a Mid-Term press conference event (Ferrara) to share first results of the project implementation and pilots results via media dissemination (mass media, written press)	1 press conference organised

		Transnational press releases linked to Mid-Term diss. Events	16	O	Drafting of a project level press release covering Mid-Term event (Ferrara) by LP for international/EU dissemination	1 press release issued
		Local press releases linked to Mid-Term diss.events	16	O	Drafting of a local press releases covering Mid-Term event by PPs for local distribution	7 local press releases issued
		Media dissemination materials linked to local campaigns	16	O	PPs produce local diss. materials (posters/banners, leaflets, creative public promotion tools) to promote project in local language or adapted to local customs during campaign actions	6x3 local dissemination materials produced
		Local awareness-raising media campaigns	18	O	PPs organise local public campaigns linked to the implementation of local pilot actions, based on a joint campaign action plan prepared by PP in charge	6 local awareness raising campaigns organised
		Local press releases on major diss. Events	24	O	PPs issue press releases to cover outcomes of media awareness campaigns organised locally	10 press releases issued
		Local Media appear./public. linked to major local project milestones	28	O	PPs drafting articles for local publication/dissemination covering WP3/WP4 achievements at M28	10 local publications issued
		Press conference linked to transnat. final diss. event	29	O	Organisation of a press conference at project closure event (Kosice) to share project' major outcomes to the public via media dissemination (mass media, written press)	1 press conference organised
		Transnational press releases linked to final diss. Event	29	O	Drafting of a project level press release by LP covering final event (Kosice) for international/EU dissemination	1 press release issued
		Local press releases on final diss.event	29	O	Drafting of local level press releases by PPs covering final event & project outcomes for local distribution	10 local press releases issued
		Project identity	3	O	Design of a project logo and its slogan to create project branding	1 project logo created
		1 Project Brochure	4	O	Edition and print of a project brochure distributed at Launch event & beyond presenting the project, its objectives and its partnership	1 printed project brochure created
		Local translations of project Brochure	4	O	PPs translate project brochure in local languages	7 local printed version of project brochure created
		Website	4	O	Project website is developed by the PP3, its joint maintenance, updating will be ensured by all PPs in an open system (co-editing)	1 project website created
		Launch event	4	O	The project's kick off dissemination event will be organised in Eger LP and will introduce the project's aims and partnership to selected stakeholders via an open conference	1 launch event organised
		1st (e)Newsletter and translation	5	O	Project Newsletter (with local versions, translated to the PPs' own languages) will be published in every 6 month to give insight in project's benchmarks, events, partner's news, reports & interviews to project's stakeholders and to any subscriber.	1+7 newsletters published
		1st project leaflet and translation	8	O	A 1st project leaflet (with local versions, translated to the PPs' own languages) will be published to complete the project brochure with project developments/intermediate results obtained between launch and M8 linked to analyses and benchmark	1+7 project leaflets published
		2nd (e)Newsletter and translation	10	O	Project Newsletter (with local versions, translated to the PPs' own languages) will be published in every 6 month to give insight in project's benchmarks, events, partner's news, reports & interviews to project's stakeholders and to any subscriber.	1+7 newsletters published
		2nd project leaflet and translation	13	O	A 2nd project leaflet (with local versions, translated to the PPs' own languages) will be published to complete the project brochure with project developments/intermediate results obtained between launch and M8 linked to analyses and benchmark	1+7 project leaflets published
		Mid Term conference	16	O	A Mid-term dissemination event organised by Ferrara will ensure wider communication on project's benchmark at mid-term linked to dissemination of pilot results	1 Mid-Term event organised

3rd (e)Newsletter and translation	16	O	Project Newsletter (with local versions, translated to the PPs' own languages) will be published in every 6 month to give insight in project's benchmarks, events, partner's news, reports & interviews to project's stakeholders and to any subscriber.	1+7 newsletters published
3rd project leaflet and translation	18	O	A 3rd project leaflet (with local versions, translated to the PPs' own languages) will be published to complete the project brochure with project developments/intermediate results obtained between launch and M8 linked to analyses and benchmark	1+7 project leaflets published
4th (e)Newsletter and translation	22	O	Project Newsletter (with local versions, translated to the PPs' own languages) will be published in every 6 month to give insight in project's benchmarks, events, partner's news, reports & interviews to project's stakeholders and to any subscriber.	1+7 newsletters published
4th project leaflet and translation	23	O	A 4th project leaflet (with local versions, translated to the PPs' own languages) will be published to complete the project brochure with project developments/intermediate results obtained between launch and M8 linked to analyses and benchmark	1+7 project leaflets published
1 Final Brochure	28	O	Edition and print of a final brochure distributed at final event & beyond presenting the project main outcomes and results for the wider public	1 printed project final brochure created
Local translations of Final Brochure	28	O	PPs translate final brochure in local languages to ensure local dissemination of project's results and outcomes	7 local printed version of final brochure created
5th (e)Newsletter and translation	29	O	Project Newsletter (with local versions, translated to the PPs' own languages) will be published in every 6 month to give insight in project's benchmarks, events, partner's news, reports & interviews to project's stakeholders and to any subscriber.	1+7 newsletters published
Final event	28	O	The LP will organise a final dissemination event in Kosice to share project results & outcomes with the broader public	1 Final event organised
Communication Guidelines for intern. & extern project comm.	3	O	The PP3 will draft a guidance for project partners to facilitate project communication activities within and outside the partnership providing guidance for elaboration of comm. tools and for respect of visibility rules	1 comm. guidelines
Communication Strategy incl. knowledge sharing strategy	5	O	The LP will draft a comprehensive strategy for PPs to frame joint & local project comm. activities, incl. identification of target groups, key messages, media & non-media comm. channels and their use, also including knowledge sharing strategy	1 Comm. & Knowledge sharing strategy
Participation in other EU & national events/ networking	15	O	As the partner responsible for knowledge sharing PP3 will participate to relevant EU events and networks outside the partnership to promote the project amongst European stakeholders.	1 participation at an EU event
Targeted policy briefings	11	O	As the partner responsible for knowledge sharing PP3 will publish briefing further to event attendance	1 briefing published
Joint campaign strategy	16	O	PP3 will draft a joint campaign strategy which aims to ensure coordination and common features for local public awareness raising campaigns by PPs (M17-M19)	1 joint campaign strategy
Participation in other EU & national events/ networking	21	O	As the partner responsible for knowledge sharing PP3 will participate to relevant EU events and networks outside the partnership to promote the project amongst European stakeholders	1 participation at an EU event
Targeted policy briefings	18	O	As the partner responsible for knowledge sharing PP3 will publish briefing further to event attendance	1 briefing published
Participation in other EU & national events/ networking	27	O	As the partner responsible for knowledge sharing PP3 will participate to relevant EU events and networks outside the partnership to promote the project amongst European stakeholders	1 participation at an EU event
Targeted policy briefings	30	O	As the partner responsible for knowledge sharing PP3 will publish briefing further to event attendance	1 briefing published

Activities outside Central Europe area, but within EU:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Activities in Third Countries:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Indicate the planned ERDF for these activities:

Amount:	0,00 €

Work package 3

Work package name:	Building innovative management strategies and models

Work package level

Strategic focus/main objectives	The aim is to jointly develop and start testing management strategies, procedures and financial schemes for a better valorisation of cult. assets via harmonisation of different stakeholder interests and ensuring a smooth coop. among local players.

Summary **description** and approach (including the contribution to the project main objectives)

The main objective of WP3 (lead by PP4) will be achieved through the following actions.
Action 1 – Setting up the framework of WP3
Partners (PPS) set up a Local/Regional Management Stakeholder Platform (MSP) by identifying organizations interested in the management of cultural heritage (CH) to coordinate the needs of involved stakeholders (methodology elaborated by PP6).
The framework of carrying out WP3's activities is set up: PP4 assures thematic coordination and quality assessment of PPs outputs. PPs outputs are delivered by LP, PP3, PP4, PP7, PP8, PP9, PP10 and PP11. PP2, PP5 and PP6 are considered knowledge providers and do not deliver their own outputs but assist PPs from the same country in elaborating their outputs and transnational outputs. Transnational outputs are also subject to a peer review by experts involved by LP.
Action 2 - Analysis
Partners analyse their current situation in the field of management of CH in a State of Play (SoP) Report based on the methodology

provided by PP4. Partners produce their SoP Report on CH management in which they identify and include case studies of their own good practices.
Action 3 – Synthesis and evaluation
Reports are compiled by PP5 into a Joint Report on CH Management, including good practices identified. A European Benchmark Study on Management of CH elaborated by LP (together with PP2, PP5 and PP6) summarizes good practices from outside the partnership.
A Workshop on CH Management organized by PP4 is being held in order to identify existing management gaps and challenges, to identify the way(s) forward on how to tackle them, and to disseminate the main findings of SoP Reports. Good practices are also presented.
Action 4 – Building strategies and models
Partners develop their own vision and strategy based on their own SoP Reports and on good practices presented in the Joint Report and the Workshop on CH Management Models with the involvement of MSPs. Vision, strategy, management structures and procedures

and financial schemes are elaborated and compiled into a Local/Regional CH Management Model (CHMM). Methodology for CHMMs is provided by PP4.

Action 5 – Testing and feedback

PPs identify actions and conditions needed to implem. their CHMM and start testing them through pilot actions on different core fields of managmt models (e.g.: Monuments Diagnosis System by PP2, ICT System Development on Visitor Management by PP11,Training on Collaborative Management Methods for Stakeholders by PP4). Testing period is monitored and its results are used to fine-tune the models' functioning. At the end of project each partner has an endorsed/ready-to-endorse CHMM.

Action 6 – Providing transnational outputs

A Handbook of Innovative Management Strategies and Models on CH will be compiled by PP6 based on the method. elaborated by PP4,building on the SoP Reports,Joint Report on CH Management, Local/Regional CHMMs and experiences of pilot. Outputs are subject to a peer review by experts involved by LP.

Textbox 283 you have 2991 characters (max. 3 000 characters)

Links to other work packages

Workshop on CH Management will be organized jointly with Seminar on CH Development (WP4). MSPs are coordinated by the CHCUs (WP5).

Textbox 284 you have 131 characters (max. 150 characters)

Responsible partner	PP4: Municipality of Lublin																	
Involved partners	LP	x	PP2	x	PP3	x	PP4	x	PP5	x	PP6	x	PP7	x	PP8	x	PP9	x
			PP10	x	PP11		PP12		PP13		PP14		PP15		PP16		PP17	
			PP18		PP19		PP20		PP21		PP22		PP23		PP24		PP25	

	Title of action	Start month of Action	End month of Action	Total costs of Action
3.1.	Setting up the framework of WP3	2	27	98 230,00 €
3.2.	Analysis	2	7	79 050,00 €
3.3.	Synthesis and evaluation	7	9	37 540,00 €
3.4.	Building strategies and models	8	27	99 180,00 €
3.5.	Testing and feedback	13	24	148 320,00 €
3.6.	Providing transnational outputs	8	27	9 400,00 €
			Total costs of the work package	471 720,00 €

Outputs

In case you choose an Output as Core Output, please fill in the description in the Core Output Table below the Output table.

	Title of output (max. 75 characters)	Month of av.	is a Core Out.?	Qualitative description (max. 250 characters)	Quantitative desc. (max. 75 characters)
	MSP – common methodology	2	O	Common methodology for setting up Management Stakeholder Platforms elaborated by PP6.	1 common methodology
	Setting up Management Stakeholder Platforms	3	O	Stakeholder Platforms (MSPs) of organizations interested in the management of cultural heritage (i.e. owners and operators of assets, like local, regional and national authorities, institutions, churches, private owners, etc.)	7 MSPs
	Peer review of transnational output	27	O	Peer Review Report of Handbook of Innovative Management Strategies and Models on CH provided by external experts of LP.	1 Peer Review
	1st WP3 coordination meeting	2	O	WP leader PP4 organises the 1st WP3 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP3 coordination meeting
	2nd WP3 coordination meeting	8	O	WP leader PP4 organises the 2nd WP3 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP3 coordination meeting
	3rd WP3 coordination meeting	14	O	WP leader PP4 organises the 3rd WP3 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP3 coordination meeting
	4th WP3 coordination meeting	20	O	WP leader PP4 organises the 4th WP3 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP3 coordination meeting

		5th WP3 coordination meeting	26	O	WP leader PP4 organises the 5th WP3 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP3 coordination meeting
		Methodology of SoP reports	3	O	Methodology of State of Play reports provided by PP4	1 common methodology
		State of Play (SoP) Report	6	O	SoP Report on CH management (including identification of gaps and challenges, responsibles, structures, procedures, methods of coordination and financial schemes) in which they identify and include case studies of their own existing processes.	7 SoPs
		European Benchmark Study	7	O	A European Benchmark Study on Management of CH elaborated by LP (together with PP2, PP5 and PP6) summarizes good practices from outside the partnership.	1 benchmark Study
		Joint Report	7	O	Joint Report on CH Management, including own existing processes identified made by PP5	1 Joint Report
		Workshop on CH Management	9	O	Workshop on CH Management organized by PP4 to disseminate the main findings of SoP Reports and to jointly identify existing management gaps and challenges and way(s) forward on how to tackle them. Case studies of existing processes are presented.	1 Workshop
		Methodology for CH Management Models (CHMMs)	9	O	Joint methodology for the development of CHMMs elaborated by PP4.	1 joint methodology
		Draft Local/Regional CH Management Models	15	O	Vision, strategy, management structures and procedures and financial schemes are elaborated and compiled into a Draft Local/Regional CH Management Model (CHMM).	7 draft CHMMs
		Finalised CHMMs	27	X	Partners finalise their own CHMMs based on the results and experiences of pilot actions.	7 finalised CHMMs
		Pilot actions	24	O	Pilot actions on different core fields of management models (Monuments Diagnosis System) by PP2	1 pilot action
		Pilot actions	24	O	Pilot action on ICT system development on visitor management byPP10	1 pilot action
		Pilot actions	24	O	Pilot action on training on collaborative management methods for stakeholders by PP4	1 pilot action
		Methodology for assessment of results	15	O	Joint methodology for assessment of results elaborated by PP4.	1 joint methodology
		Assessment of results	24	O	Assessment of results of pilot actions on different core fields of management models	1 Assessment of results of pilots
		Methodology for Handbook	23	O	Methodology for Handbook of Innovative Management Strategies and Models on CH will be elaborated by PP4.	1 joint methodology
		Handbook of Innovative Management Strategies and Models on CH	27	X	Handbook of Innovative Management Strategies and Models on CH compiled by PP6 based on SoP Reports, Joint Report on on CH Management, Local/Regional CHMMs and experiences of pilot.	1 Handbook

Core Outputs

Please describe the core outputs by specifying the major activities and their envisaged **results;** also outline the **target groups**, and the **process how the results are used** by these target groups (max. of 2x1000 characters).

		Title of Core Output	**Core Output description**
		Finalised CHMMs	Type of action: Joint transnational strategy and action plan. Major activities: In order to deliver this CO, local authority partners (LP, PP3, PP4, PP7, PP8, PP9, PP10) will prepare a SoP report on the current situation of involved PPs management of cultural heritage, including good practices. These partners are assisted by knowledge providers (PP2, PP5, PP6). A European Benchmark Study identifies and presents management models and good practices from outside the partnership, but within the EU. A Joint report on CH management synthesizes these documents. These documents are discussed during the Workshop on CH Management. Following this, CHMMs are drafted by partners. Parallelly, action plans are designed, implemented and assessed. Experience acquired during pilot actions is used to fine-tune and finalize CHMMs. Active involvement of Management Stakeholder Platforms set up by local authorities assures the elaboration of multi-stakeholder management models.
			Results: CHMMs contain the management strategy and management model of a local authority for managing its CH, involving the local/regional stakeholders and harmonizing interests. In addition to that financial and organizational schemes, management supporting tools are elaborated. At the end of project each partner has endorsed/ready-to-endorse CHMM. Target groups: Local/regional/national authorities owning and/or managing cultural heritage assets, churches, civil and private actors owning and/or managing cultural heritage assets. These decision makers are directly involved in the project via Management Stakeholder Platforms. Indirect beneficiaries will be other local/regional authorities in other cities that can adapt the CHMMs and national institutions, government bodies that can disseminate their use.
		Handbook of Innovative Management Strategies and Models on CH	Type of action: Joint transnational strategy and action plan. Major activities: Handbook of Innovative Management Strategies and Models on CH is produced via the same process as CHMMs, as it synthesizes all experience regarding the elaboration of CHMMs. Handbook will be compiled based on a previously elaborated and jointly agreed methodology. Handbook is subject to peer review of external expert panel. Results: Handbook of Innovative Management Strategies and Models synthesizes CHMMs, which contain the management strategies and models of local authority PPS. In addition to that, models of financial and organizational schemes, management supporting tools are presented. It also fully synthesizes all outputs produced at partnership level, as joint report on SoPs, good practices identified by partners and the European Benchmark Study, and contains the assessment reports of pilot actions.
			Target groups: National institutions, government bodies that can disseminate the use of CHMMs. Local/regional authorities in other cities that can adapt the CHMMs. European Networks focusing on CH and urban development/management interested in the dissemination of results. European, national policymakers.

Activities outside Central Europe area, but within EU:
please describe the activities and the planned benefits for the Central Europe area.

EU Benchmark Study on Management of CH which will be elaborated by LP (with PP2,PP5,PP6) summarizing good practices from outside the partnership, that means that the Study will contain good practices from outside the CE Area in order to acquire knowl. and experience from a wider geographical area.

Activities in Third Countries:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Indicate the planned ERDF for these activities:

Amount:	0,00 €

Work package 4

Work package name:	Creating innovative services and functions for cultural heritage assets

Work package level

Strategic focus/main objectives	The aim of Work Package 4 is to identify, adapt and create innovative services and functions for underexploited cultural assets to promote their valorisation and protection.

Summary **description** and approach (including the contribution to the project main objectives)

The objective of WP4 (led by PP2) will be achieved through the following actions:

Action 1 – Setting up the framework of WP4

Partners set up Local/Regional Portfolio Stakeholder Platforms (PSP) by identifying organisations interested in the development of new services and functions of cultural heritage assets in order to coordinate the needs of involved stakeholders and of protection of cultural heritage. The PSPs involve local and regional stakeholders, i.e. owners and operators of assets and those civil initiatives, NGOs and businesses which can contribute to the valorisation of cultural heritage.

The framework of carrying out WP4's activities is set up: PP2 assures thematic coordination. PPs outputs are delivered by LP, PP3, PP4, PP7, PP8, PP9, PP10 and PP11. PP2, PP5 and PP6 are considered knowledge providers and do not deliver their own outputs but assist PPs from the same country in elaborating their outputs and transnational outputs. Transnational outputs are also subject to

a peer review by experts involved by LP.

Action 2 – Portfolio Analysis

Partners compile Portfolio Analyses of Cultural Heritage Assets (PACHA), in which they include a register of assets, a detailed list and description of corresponding services and functions, an analysis of gaps and challenges in services and functions of the heritage assets, including underused and disused assets. Good practices of innovative and sustainable uses are identified and described in case studies, also analysing their transferability. A European Benchmark Study on Innovative Uses of CH assets is also compiled.

Action 3 – Synthesis, evaluation and testing

PACHAs are presented on a Seminar on Cultural Heritage Assets' Development organised jointly with the Workshop on Cultural Heritage Assets Management Models (see WP3) to analyse existing gaps and challenges and to identify possible ways for tackling them. Best practices are presented in details.

Workshops are followed by a Good Practice Visits organised

in partner locations and eventually outside the partnership.

Partners start preparing, testing and carrying out pilot actions in the field of services and functions for unexploited cultural heritage assets. Their results are tested based on a common methodology. The testing period is monitored and its results are used to fine-tune these services and functions.

Action 4 – Developing Action Plans

Partners compile an Action Plan for developing new, innovative functions and services for heritage assets which can be funded from ERDF and national funds.

Action 5 - Providing transnational outputs

A Toolbox for Heritage Asset Development is jointly elaborated containing best practices, experiences of pilot actions, methods, 'tips-and-tricks' for the development of new services and functions of cultural heritage assets. Policy and Programming Recommendations related to the valorisation and usage of cultural heritage are made at European and national level.

Textbox 285   you have 2962 characters   (max. 3 000 characters)

Links to other work packages

Seminar on CH Development will be organized jointly with Workshop on CH Management (WP3). PSPs are coordinated by the CHCUs (WP5).

Textbox 286   you have 131 characters   (max. 150 characters)

	Responsible partner	PP2: National Office of Cultural Heritage																
	Involved partners	LP	x	PP2	x	PP3	x	PP4	x	PP5	x	PP6	x	PP7	x	PP8	x	PP9	x
				PP10	x	PP11		PP12		PP13		PP14		PP15		PP16		PP17	
				PP18		PP19		PP20		PP21		PP22		PP23		PP24		PP25	

	Title of action	Start month of Action	End month of Action	Total costs of Action
4.1.	Setting up the framework of WP4	2	27	103 060,00 €
4.2.	Portfolio Analysis	2	7	74 980,00 €
4.3.	Synthesis, evaluation and testing	8	23	370 455,00 €
4.4.	Developing Action Plans	15	23	50 150,00 €
4.5.	Providing transnational outputs	21	27	37 440,00 €
4.6.				
			Total costs of the work package	636 085,00 €

Outputs

In case you choose an Output as Core Output, please fill in the description in the Core Output Table below the Output table.

		Title of output (max. 75 characters)	Month of av.	is a Core Out.?	Qualitative description (max. 250 characters)	Quantitative desc. (max. 75 characters)
		PSP – common methodology	2	O	Common methodology for setting up Portfolio Stakeholder Platforms elaborated by PP2.	1 methodology
		Setting up Portfolio Stakeholder Platforms	3	O	Stakeholder Platforms (PSPs) of organizations interested in the management of cultural heritage and civil initiatives, NGOs and businesses which can contribute to the valorisation of CH assets	7 PSPs
		Peer review of transnational output	27	O	Peer Review Report on Toolbox provided by external experts of LP.	1 Peer Review
		1st WP4 coordination meeting	2	O	WP leader PP2 organises the 1st WP4 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP4 coordination meeting
		2nd WP4 coordination meeting	8	O	WP leader PP2 organises the 2nd WP4 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP4 coordination meeting
		3rd WP4 coordination meeting	14	O	WP leader PP2 organises the 3rd WP4 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP4 coordination meeting
		4th WP4 coordination meeting	20	O	WP leader PP2 organises the 4th WP4 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP4 coordination meeting
		5th WP4 coordination meeting	26	O	WP leader PP2 organises the 5th WP4 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP4 coordination meeting
		Methodology of Portfolio Analysis of Cultural Heritage Assets (PACHAs)	3	O	Methodology for the elaboration of Portfolio Analysis of Cultural Heritage Assets (PACHAs) provided by PP5.	1 common methodology
		Portfolio Analysis of Cultural Heritage Assets (PACHAs)	6	O	PACHAs include register of assets, description of services and functions, an analysis of gaps and challenges, exploration of development potential and case studies of good practices analysing their transferability.	7 PACHAs
		European Benchmark Study	7	O	A European Benchmark Study on Innovative Uses of CH elaborated by LP (together with PP2, PP5 and PP6) summarizes good practices from outside the partnership.	1 benchmark Study
		Seminar on CH Assets' Development	9	O	Seminar on Cultural Heritage Assets' Development organized by PP4 to analyse the main results of PACHAs and to jointly identify existing management gaps and challenges and way(s) to tackle them. Good practices are presented to partners.	1 Seminar

		Good Practice Visits	17	O	Good Practice Visits organised in partner locations and eventually outside the partnership. Partners learn about selected good practices identified.	11 Good practice visits
		Pilot action 1	23	O	Pilot action on development of innovative functions and services - Path of Medieval Times by PP3	1 pilot action
		Pilot action 2	23	O	Joint Pilot action on development of innovative functions and services - Talking Monuments by PP7 and PP2	1 pilot action
		Pilot action 3	23	O	Pilot action on development of innovative functions and services - Enabling conditions for underexploited bulidings operated by civil artistic initiatives by LP	1 pilot action
		Pilot action 4	23	O	Pilot action on development of innovative functions and services - classroom of the city by PP8	1 pilot action
		Methodology for assessment of results	15	O	Joint methodology for assessment of pilot results elaborated by PP4.	1 joint methodology
		Assessment of pilot results	23	O	Assessment of results of pilot actions on development of innovative functions and services	1 assessment of results of the pilots
		Methodology for Action Plans	16	O	Joint methodology for the development of Action Plans elaborated by PP5.	1 joint methodology
		Elaboration of Action Plans	23	O	Action Plans for Developing Local/Regional Cultural Heritage Assets aim to develop new, innovative functions and services which can be funded from ERDF and national funds.	7 Action Plans
		Methodology for Toolbox for Heritage Asset Development	23	O	A Methodology for Toolbox will be elaborated by PP2.	1 joint methodology
		Toolbox for Heritage Asset Development	25	X	Toolbox is jointly elaborated and contains best practices, experiences of pilot actions, methods, 'tips-and-tricks' for the development of new services and functions of cultural heritage assets.	1 Toolbox
		Policy and Programming Recommendations	27	X	Policy and Programming Recommendations related to the valorisation and development of CH are made at European and national level.	1 Policy and Programming Recommendations Report

Core Outputs

Please describe the core outputs by specifying the major activities and their envisaged **results;** also outline the **target groups**, and the **process how the results are used** by these target groups (max. of 2x1000 characters).

		Title of Core Output	Core Output description
		Toolbox for Heritage Asset Development	Type of action: Transnational Tool Development Major activities: In order to deliver this CO, local authority partners (LP, PP3, PP4, PP7, PP8, PP9, PP10) will prepare Portfolio Analyses on CH Assets (PACHAs) with good practices identified and case studies describing them in details. A European Benchmark Study is compiled including European good practices on CH development. CH Assets' Development Seminar is organized to analyze findings and it is followed by good practice visits. Partners compile Action Plans for Developing Local/Regional CH Assets to develop new, innovative functions and services. Pilot actions in the field of services and functions are carried out and their results are tested and assessed. Assessments of pilot actions are used to fine-tune these services and functions. Active involvement of Portfolio Stakeholder Platforms set up by local authorities ensures that a complex approach on the effects of pilots is applied. Results: The Toolbox for

			Heritage Asset Development contains input from previous activities, especially PACHAs, case studies of PPs and those described in the European Benchmark Study and results and experiences acquired during the implementation of action plans. The Toolbox will be a practical guide containing good practices, experiences of pilot actions, methods, "tips and tricks" for the development of new services and function of CH Assets. It is also subject to peer review of external expert panel. Target groups: Local/regional/national authorities, churches, civil and private actors owning and/or managing cultural heritage assets. Other owners and operators whose operation is linked to CHs. These target groups are directly involved in the project via Portfolio Stakeholder Platforms. Indirect beneficiaries will be public and private owners, operators and developers of CH assets, local/regional authorities in other cities that can use or disseminate the Toolbox in their day-to-day operation.
		Policy and Programming Recommendations	Type of action: Other Major activities: Policy, Programming and National Legislative Recommendations will emanate from activities carried out to reach COs as CHMM, Handbook of Innovative Management Strategies and Models on CH and Toolbox for Heritage Asset Development based on PPs inputs. Recommendations will be compiled by knowledge provider partners within the project.
			Results: Identification and improvement of solutions and tools dealing with enabling conditions (using renewable energy sources, improve accessibility, architectural options taking into account limitations on usable restoration techniques, planning) Management methods, tools and solutions that could be developed to introduce options for a more flexible implementation of (EU) regulations in order to resolve the conflict between (heritage) protection and exploitation of CH assets. Effective governance models taking into account innovative PPP solutions, legal issues are vital and can be tailor made to the specific character to the CH. Target groups: Policy makers at local, regional, national and European level. Target groups will be reached most effectively via Stakeholder Platforms, newsletters, brochures, dissemination events and European networks focusing on CH and urban development/management.

Activities outside Central Europe area, but within EU:
please describe the activities and the planned benefits for the Central Europe area.

A EU Benchmark Study on Development of CH which will be elaborated by LP (with PP2, PP5, PP6) summarizing good practices from outside the partnership. Partners will also visit good practices from outside the CE Area in order to acquire knowledge and experience from a wider geographical area.

Activities in Third Countries:
please describe the activities and the planned benefits for the Central Europe area.

N.A.

Indicate the planned ERDF for these activities:

Amount:	0,00 €

Work package 5

Work package name:	Strengthening management capacities

Work package level

Strategic focus/main objectives	The aim of Work Package 5 is to strengthen management capacities by training partners' staff who play an important role in the operation of partners' management models and schemes and the implementation of action plans.

Summary **description** and approach (including the contribution to the project main objectives)

In order to ensure the sustainable use of Cultural Heritage, it is very important to build and strengthen management capacities able to implement innovative management strategies and models for the protection, preservation and sustainable exploitation of cultural heritage assets and to assure the proper management capacities for their day-to-day operation. The necessary cultural heritage management capacities can be developed via on-the-job trainings of the partner organisations' staff. Therefore partners create Cultural Heritage Coordinators Units and these can be the nucleus of each city's organisational unit for cultural management. The Coordinators will take part in all activities of WP3 and WP4, will be responsible for operating the MSP (WP3) and PSP (WP4) and for the implementation of Local/Regional Cultural Heritage Management Models (WP3) and Action Plans for Developing Local/Regional Cultural Heritage Assets (WP4) – during and after the project's lifetime.

Action 1 – Setting up the framework of WP5
Partners set up Cultural Heritage Coordination Units (composed of 1 or 2 CHCs).
The framework of carrying out WP5's activities is also set up: PP7 is responsible for thematic coordination.
Action 2 – Assessment of capacities and curricula development
PP7 elaborates the methodology for assessment of capacities and training needs: based on this, all partners assess their CHCs capacities and training needs of their own staff.
PP7 summarizes the assessments, defines training needs and designs the programme (the main criteria and desired results of the curricula development) of Cultural Management Courses (CMCs) for CHCs.
PP5, PP6, PP7 and PP10 each are responsible for curricula development and organisation of one of the four Cultural Management Courses (CMCs) in which all CHCUs and one expert of PP2, PP5 and PP6 take part.
Curricula developed and trained will be compiled in a Handbook for Cultural Management Courses by PP7.

Action 3 – Training
CMCs will be held 4 times, each course lasting 1 week on different locations organized by PP5, PP6, PP7 and PP10.
Courses are focused on:
- General issues of Management (assuming that appointed CHCs have a cultural background rather than a management degree)
- Special issues of Cultural Heritage Management (including one course with a specialisation on Financial issues of Cultural Heritage Management and one course with a specialisation on Marketing)
- Collaborative Management Methods for Stakeholders: development of skills, methods and techniques for facilitating and coordinating the cooperation of stakeholders
Action 4 – Staff exchanges
Staff exchanges are organised so as each CHC works in a partner's location for 2 times 1 week. Staff exchanges contribute to a better understanding of partners' best practices and deepening professional contacts.

Textbox 287   you have 2846 characters   (max. 3 000 characters)

Links to other work packages

CHCUs take part in activities of WP3 and WP4 and are involved in the implementation of CHMMs (WP3) and Action Plans (WP4).

Textbox 288   you have 122 characters   (max. 150 characters)

Responsible partner	PP7: Municipality of Ravenna																
Involved partners	LP	x	PP2	x	PP3	x	PP4	x	PP5	x	PP6	x	PP7	x	PP8	x	PP9	x
			PP10	x	PP11		PP12		PP13		PP14		PP15		PP16		PP17	
			PP18		PP19		PP20		PP21		PP22		PP23		PP24		PP25	

	Title of action	Start month of Action	End month of Action	Total costs of Action
5.1.	Setting up the framework of WP5	2	30	65 440,00 €
5.2.	Assessment of capacities and curricula development	3	26	54 370,00 €
5.3.	Training	12	22	164 100,00 €
5.4.	Staff exchanges	10	24	35 280,00 €
5.5.				

| | | | Total costs of the work package | 319 190,00 € |

Outputs

In case you choose an Output as Core Output, please fill in the description in the Core Output Table below the Output table.

		Title of output (max. 75 characters)	Month of av.	is a Core Out.?	Qualitative description (max. 250 characters)	Quantitative desc. (max. 75 characters)
		Setting up Cultural Heritage Coordination Units	2	O	Partners set up Cultural Heritage Coordination Units (composed of 1 or 2 Cultural Heritage Coordinators).	7 CHCUs
		1st WP5 coordination meeting	2	O	WP leader PP7 organises the 1st WP5 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP5 coordination meeting
		2nd WP5 coordination meeting	8	O	WP leader PP7 organises the 2nd WP5 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP5 coordination meeting
		3rd WP5 coordination meeting	14	O	WP leader PP7 organises the 3rd WP5 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP5 coordination meeting
		4th WP5 coordination meeting	20	O	WP leader PP7 organises the 4th WP5 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP5 coordination meeting
		5th WP5 coordination meeting	26	O	WP leader PP7 organises the 5th WP5 coordination meeting for the thematic leaders and relevant experts from PPs.	1 WP5 coordination meeting
		Joint methodology for assessment of capacities	3	O	PP7 elaborates the methodology for assessment of capacities and training needs of CHCUs	1 Joint methodology
		Assessment of capacities and training needs	4	O	Partners assess their CHCs capacities and training needs based on the joint methodology	7 assessments
		Definition of training needs and programme	7	O	PP7 summarizes the assessments, defines training needs and provides joint methodology for curricula development of Cultural Management Courses, including the main criteria and desired results of the curricula development	1 joint methodology for curricula development of CMC programme
		Curricula development	10	O	Curricula development on General issues of Management, Special issues of Cultural Heritage Management (specialisation on Finance and Marketing) and Collaborative Management Methods for Stakeholders by PP5, PP6, PP7 and PP10	4 curricula
		Compilation of a Handbook for Cultural Management Courses	26	X	The curricula developed will be compiled in a Handbook for Cultural Management Courses by PP7	1 Handbook
		Cultural Management Courses	22	O	Courses held on General issues of Management, Special issues of Cultural Heritage Management (specialisation on Finance and Marketing) and Collaborative Management Methods for Stakeholders by PP5, PP6, PP7 and PP10 on their locations.	4 courses
		Staff exchanges	24	O	Staff exchanges are organised so as each CHC works in a partner's location for 2 times 1 week to contribute to a better understanding of partners' best practices and deepening professional contacts.	7 staff exchanges

Core Outputs

Please describe the core outputs by specifying the major activities and their envisaged **results;** also outline the **target groups**, and the **process how the results are used** by these target groups (max. of 2x1000 characters).

	Title of Core Output	Core Output description

| | | Compilation of a Handbook for Cultural Management Courses | Major activities: Partners set up Cultural Heritage Coordination Units and (based on a joint methodology) assess their CHCs capacities and training needs. Programme of Cultural Management Courses is designed. PPs in charge develop curricula and organize CMCs. Curricula developed and trained will be compiled in a Handbook for Cultural Management Courses. Results: Activities described above result in a Handbook for Cultural Management Courses focusing on: General issues of Management, Special issues of Cultural Heritage Management (including one course with a specialization on Financial issues of Cultural Heritage Management and one course with a specialization on Marketing) and Collaborative Management Methods for Stakeholders: development of skills, methods and techniques for facilitating and coordinating the cooperation of stakeholders. |
| | | | Target groups: Local/regional/national authorities, churches, civil and private actors owning and/or managing CH assets and in need of management skills. Other owners and operators whose operation is linked to CHs. Indirect beneficiaries will be public and private owners, operators and developers of CH assets, local/regional authorities in other cities that can use, disseminate or use as a training handbook for their special training needs. |

Activities outside Central Europe area, but within EU:
please describe the activities and the planned benefits for the Central Europe area.

No activities planned outside Central Europe area.

Activities in Third Countries:
please describe the activities and the planned benefits for the Central Europe area.

No activities planned in Third Countries.

Indicate the planned ERDF for these activities:

Amount:	0,00 €

Work package 6

Work package name:	
Strategic focus/main objectives	

Section 4: Project Partners

Lead Applicant information

Contact details

Institution (original language, official name)	Eger Megyei Jogú Város Önkormányzata
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Address of the legal seat	Dobó tér 2.
Postal code	3300
Town	Eger
Country	Hungary
Region (NUTS1)	ALFOLD ES ESZAK
Region (NUTS2)	Eszak-Magyarorszag
Region (NUTS3)	Heves
Website	www.eger.hu
Contact person (Firstname, Surname)	Ms	Erzsébet	Protovinné Zsilinszky
E-mail	protovinne.erzsebet@ph.eger.hu
Phone (office)	+36 36 521921
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Legal representative / LP signatory (First-, Surname)	Mr	László	Habis
Function	Mayor

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience in managing cooperation projects (e.g. transnational, inter-regional, RTD,..)

The Municipality of Eger is a project partner in the project SURE (URBACT II). The main output of SURE will be an integrated socio-economic urban rehabilitation model. Besides this, in the last years Eger had 16< projects related to rehabilitation, infrastructure, ICT development, tourism.

Textbox 291   you have 290 characters   (max. 300 characters)

Competences, capacity and know how of the partner to implement the result of the project.

COMPETENCE:
As a local municipality Eger is authorized by the Law to create local rules&regulations in the field of cultural heritage, inc. issuing building rights/permits. As a city rich in cultural heritage Eger is managing several classified cultural monuments and other built assets. Moreover the city as a local authority is operating specialized companies executing tasks stipulated by national heritages laws. Therefore, Eger is a highly competent body in heritage management on local level, having an excellent cooperation with the government body responsible for heritage protection and management on national level, the "National Office of Cultural Heritage", and it is also the municipality who initiated the HERMAN project.
CAPACITY:
Eger city has the institutional status and the professional competences and capacities to implement the project and use the results of the project in a perfect synergy between the various areas of city-development. As a large local authority

(county capital) it will provide the necessary and experienced staff to administratively and financially coordinate the project. This staff and the PP2 NOCH colleagues delegated by PP2 NOCH will work in close cooperation in implementing the professional tasks to ensure the mutual learning.
KNOW-HOW:
LP has accumulated decades of experience in preserving cultural values. The city has an integrated urban development strategy, which emphasises the importance of modern protection of historic buildings and assets. With its historical past and attractive cultural features, Eger receives hundreds of thousands of tourists every year. It is one of the richest cities in art, buildings and historic values in Hungary. The city and the surroundings belong to one of the most famous wine-region in Hungary, and which gives an extraordinary added value to the city.

Textbox 292   you have 1850 characters   (max. 2 000 characters)

Contribution of the partner to the project

LP is resp. for WP0, WP1 and for the smooth running of the project. Elaborates WP3-4 benchmarking analysis, organizes the launch event, and prepares other content related outputs relevant to Eger.

Textbox 293   you have 196 characters   (max. 200 characters)

Benefit of the partner from the project

Eger has experience in cultural heritage management but it needs to be updated and for this reason knowledge import through HERMAN project is essential to improve its daily operation.

Textbox 294   you have 183 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	351 186,00 €
	Public co-financing	61 974,00 €
	Total Budget	413 160,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

Rate of ERDF co-financing	85,00%

Project Partner information: PP2

Contact details

Institution (original language, official name)	Kulturális Örökségvédelmi Hivatal
Institution (official English translation)	National Office of Cultural Heritage
Address	Táncsics Mihály utca 1.
Postal code	H-1014
Town	Budapest
Country	Hungary
Region (NUTS1)	KOZEP-MAGYARORSZAG
Region (NUTS2)	
Region (NUTS3)	
Website	www.koh.hu
Contact person (Firstname, Surname)	Mr	Gábor	Soós
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Phone (office)	+36 1 2245288
Phone (mobile)	+36 30 3779584
Fax	+36 1 2245284
Legal representative (Firstname, Surname)	Ms	Judit	Tamási, Dr.
Function	President

Institution profile

Legal status	Public authority
Geographic level of activities	National
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

The most important experience is the DANUBE LIMES (CE), where NOCH has been the LP taking full responsibility for the project implementation. Based on their strong competences and experience, they provide valuable support the LP in its management duties. This mutual trust & cooperation helps the Hungarian side to successfully add values to the project. PP2's other current project is the LEONARDO (lifelong learning) and they take part in VISEGRAD 4 events as well.

Textbox 295   you have 467 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

The National Office of Cultural Heritage (NOCH) is a governmental organisation under the professional supervision of the Ministry. According to legal regulations, the NOCH is the administrative authority of first instance for historic monuments, archaeological sites and movable cultural heritage. The National Office is responsible for cc. 13 600 listed historic sites, buildings, conservation areas and historic gardens all over Hungary as well as for more than 65 000 archaeological sites, movable CH items and 240 collections in private ownership.
PP2 is the most COMPETENT body in Hungary in the field of cultural heritages as it is the actor authorized to gives permissions and in charge of the technical supervision of heritages objects, sites.
CAPACITY:
4 colleagues from 3 departments will be directly involved into the project: the project manager is the head of the dep. responsible for international projects and public relations, the assistant of the head of dep. One staff

specialized in sci. work and research, publications, and one staff supporting the general and financial man. of the project. It is also expected that one more colleague will be employed to support the WP4 related managem. tasks. This core unit has ample experience in management, benchmarking, coop. with similar orgs abroad, enhancing public involvement, trainings, events.
KNOW-HOW: The partner is a statutory authority on listed buildings and archaeological sites. Beside these functions it operates as a research centre. According to its authorisations it has solid knowledge and experience on heritage regulation that knowledge is essential for our partnership in order to understand, consider and get over local administrative/management problems and to ensure the smooth implementation and dissemination of project results NOCH will help the partnership to develop transferable outputs that will be also implementable and effective under the actual regulation environment.

Textbox 296   you have 1971 characters   (max. 2 000 characters)

Contribution of the partner to the project

Being the most competent partner on heritages issues NOCH will lead the WP4. it has a wide view on the actors, national/regional regulatory environment related to the heritage topics.

Textbox 297   you have 184 characters   (max. 200 characters)

Benefit of the partner from the project

Developing or adopting well-functioning management structures for different level of cultural heritage management; establishing close networks with local actors and produce tangible benefits.

Textbox 298   you have 191 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	154 041,25 €
	Public co-financing	27 183,75 €
	Total Budget	181 225,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	85,00%

Project Partner information: PP3

Contact details

Institution (original language, official name)	Mesto Košice
Institution (official English translation)	City of Košice
Address	Trieda SNP 48/A
Postal code	04011
Town	Košice
Country	Slovakia
Region (NUTS1)	
Region (NUTS2)	
Region (NUTS3)	
Website	www.kosice.sk
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Phone (office)	+421 6419 353
Phone (mobile)	+421 905 454 117
Fax	
Legal representative (Firstname, Surname)	Mr	Richard	Raši, MUDr. PhD, MPH
Function	Mayor

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

- Project ROCER (LP, HU-SK CBC) Support of the development of tourism in the region through cross-border cooperation
- Project RETINA (PP, SEE) Revitalization of traditional industrial areas
- Project PERIURBAN (partner, INTERREG IVC) (Periurban Parks – Improving Environmental Conditions in Suburban Areas)
Beside these the city of Kosice was project partner in seven partnerships in the following programmes: Interreg, Central, SEE, HU-SK

Textbox 299   you have 443 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE: The municipality of Košice has a long history of program/project implementation. One of the most important achievements is the title European Capital of Culture in 2013. International works related to these projects and the experience on the management of its historical-cultural heritage makes Kosice a competent partner in the partnership. Moreover HERMAN project theme is very much in accordance with the 2009-2015 Economic and social development program of the municipality: Provision 1.1. Creation of the system of management, marketing and sale promotion of culture in the city. Municipality of Košice is responsible for the management of its cultural heritage area, so it is able to find relevant key actors/stakeholders to be involved into the project as well as sites for testing the results.

CAPACITY: At present time, the municipality has a special department (Department of EU Project) composed of experts in EU project preparation and implementation. Thanks to the European Capital of Culture related tasks, this body is equipped and strengthened both in terms of qualified staff and IT tools. The involvement of the mentioned department can mobilize the participation of other experts, key actors necessary for the successful implementation. The Department of EU project closely cooperates with the Department of marketing, culture and foreign affairs and therefore provides added value to the project in terms of marketing.

KNOW-HOW: The municipality has a long history of successful project implementation funded by different EU programmes as well as projects financed by national budget. Kosice brings this management knowledge to the partnership and also its highly important experience gained during the European Capital of Culture preparation works.

Textbox 300   you have 1781 characters   (max. 2 000 characters)

Contribution of the partner to the project

Košice supports the partnership with its unique professional/marketing and management experiences related to the Cultural Capital project and providing rich heritage sites to test project results.

Textbox 301   you have 196 characters   (max. 200 characters)

Benefit of the partner from the project

Kosice is also eager to learn management knowledge from experiences European partners to be better prepared for its future tasks related to being the Eu. Capital of Culture.

Textbox 302   you have 173 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	251 914,50 €
	Public co-financing	44 455,50 €
	Total Budget	296 370,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	85,00%

Project Partner information: PP4

Contact details

Institution (original language, official name)	Urząd Miasta Lublin
Institution (official English translation)	Municipality of Lublin
Address	Plac Wladyslawa Lokietka 1
Postal code	20-050
Town	Lublin
Country	Poland
Region (NUTS1)	REGION WSCHODNI
Region (NUTS2)	Lubelskie
Region (NUTS3)	Lubelski
Website	www.lublin.eu

Contact person (Firstname, Surname)	Ms	Ewa	Kipta

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Phone (mobile)	+48 662 015 241
Fax	+48 81 466 3701

Legal representative (Firstname, Surname)	Mr	Krzysztof	Latka

Function	Director of Projects Dep City of Lublin

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

Lublin was project partner in HerO project (URBACT II). Besides this Lublin is a partner in: EuroCities (association of 140 cities of 36 countries of Europe); EuroRegion Bug (program for co-operation of regions of Eastern Poland, Western Ukraine and Belorussia); Intercultural Cities (initiative of Council of Europe and European Commission); European Capital of Culture 2016 – application process (2007-2011) resulting in many transnational and interregional cultural/social projects.

Textbox 303   you have 485 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE:
Lublin Municipality has a clear focus on good governance/management of cultural heritage proven by the design and implementation of a series of culture-related urban rehabilitation programmes. Firstly, PP4 is has been implementing since 1991a long-term urban rehabilitation program. Problems related to better management of historic sites were always underlined by this and similar documents. In 2011 PP4 developed a draft management plan focusing specially on cultural heritage. Secondly, in Lublin a network has been already formed as a bottom-up initiative for cultural debates: Last year the citizens, NGOs formed a platform (Forum of Culture of Space), moreover specialists together with Commission for Urbanism and Architecture formed the "Council for Culture of Space". This forum is an advisory group for the Mayor and an interface between the municipality and the public. These resources/intentions support the project implementation.
CAPACITY:
The city will form a

small but highly professional team consisting of excellent staff people for the Herman project: Ewa Kipta – chief expert on the culture of space – architect and urban planner with experience in participatory planning process and public debates; Boguslaw Hajda – chief expert in rehabilitation, architect and urban planner, expert in post-industrial development, cultural landscape, and 3 other colleagues who are covering fields like historic heritage, foreign + NGO contacts.
They have overall experience in heritage manag., as most of them were involved in the similar HerO project and they are members of the Forum dealing with revitalis.
KNOW-HOW:
Lublin offers:
- strong experience of HerO project, as a good example for internat. coop. in heritages.
- expertise in urban planning, architecture, heritage preservation, R&D, and sustainable development provided by the departments of the municipality.
- experiences of the Forum on cultural activities and skills in social integration.

Textbox 304   you have 1978 characters   (max. 2 000 characters)

Contribution of the partner to the project

PP4 will distribute outputs among other Polish cities through Association "Forum for Revitalisation"; offers the experience from HerO project and from its coop. networks to the present partnership.

Textbox 305   you have 197 characters   (max. 200 characters)

Benefit of the partner from the project

HERMAN helps to continue HerO project; to fine-tune a sustainable urban policy; to establish working contacts with other cities and regions; to develop integrated management approaches.

Textbox 306   you have 185 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	175 406,00 €
	Public co-financing	30 954,00 €
	Total Budget	206 360,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	85,00%

Project Partner information: PP5

Contact details

Institution (original language, official name)	Instytut Rozwoju Miast
Institution (official English translation)	IRM Institute of Urban Development
Address	Ul. Cieszyńska 2
Postal code	30-015
Town	Kraków
Country	Poland
Region (NUTS1)	REGION POLUDNIOWY
Region (NUTS2)	Malopolskie
Region (NUTS3)	Miasto Krakow
Website	http://irm.krakow.pl/pl/kontakt.html

Contact person (Firstname, Surname)	Ms	Katarzyna	Gorczyca

E-mail	kgorczyca@irm.krakow.pl
Phone (office)	+48 12 634 23 46 ext 42
Phone (mobile)	
Fax	+48 12 633-94-05

Legal representative (Firstname, Surname)	Mr	Jerzy	Adamski

Function	Director

Institution profile

Legal status	Public equivalent body
Geographic level of activities	National
Thematic field of activities	Others
Functional Type of partner	Research / technology development

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

IRM participated in many INTERREG projects, URBACT I - II, and in projects related to the EU framework programmes:
- IRM was the coordinator of the SUREURONET project (FP5), and partner in CHANGES, SURE, Re-Urban (all FP5)
- Interreg project partner in: CoUrbIT, Carpathian project, REPUS, Knowledge Network in Urban Governance, PolyMETREX, PlanetCenSE, InterMETREX, FOCUS.
- IRM was partner in 5 other projects (URBACT I-II, Leonardo da Vinci) and participated in national programmes as well.

Textbox 307   you have 494 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE:
IRM is a scientific and research institute on spatial planning, land management, environment shaping and protection, municipal and housing economies, building and real-estate management. IRM is not heritage owner, but having essential experience in practical application of relevant studies, it was selected to join the project, and to give technical support to HERMAN partner cities, regions, especially Lublin.
CAPACITY:
The institution developed a highly qualified pull of experts with, multidisciplinary knowledge and experienced in European cooperation. The team has already worked in projects concerning cultural heritage, such as developing programs on preservation of historical monuments as well as elaborating monument rehabilitation related master plans and studies for municipalities. PP5 prepared to cooperate with local authorities. Project management knowledge is also available based on their participation in national and European cooperation projects: a)

Regeneration of Polish Towns as a Method of Preserving Material and Spiritual as a factor for Sustainable Development b) The model of integrated urban development planning.
KNOW-HOW:
IRM has developed several studies and master plans focusing mainly on historical towns and in particular city cores. The Institute has worked out self-developed and tested methods and techniques for resolution of specific problems. Outcomes of those researches might be operatively used in the development of the outcomes in the HERMAN project:
- Program of the protection of monuments of towns and municipalities,
- Municipal Monuments' Records
- study on the opportunities for efficient use of the historical city center
- Local Regeneration programs of cities,
- Atlas of modern cultural monuments for Malopolskie region.
 Being a research institute, the IRM will strongly support the common work regarding the elaboration of different methodologies in the project.

Textbox 308　　　　　　　　　you have 1943 characters　　　　　　　　(max. 2 000 characters)

Contribution of the partner to the project

The thorough experience of IRM in the field of programming, planning methods on heritages and monuments will be a great professional support for municipalities, especially for Lublin city.

Textbox 309　　　　　　　　　you have 188 characters　　　　　　　　(max. 200 characters)

Benefit of the partner from the project

IRM expects to improve and fine-tune their methods and operational tools used in future planning and development works to get more flexible and effective tools.

Textbox 310　　　　　　　　　you have 161 characters　　　　　　　　(max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	103 487,50 €
	Public co-financing	18 262,50 €
	Total Budget	121 750,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	85,00%

Project Partner information: PP6

Contact details

Institution (original language, official name)	Marco Polo System geie
Institution (official English translation)	Marco Polo System EEIG
Address	Via Forte Marghera 30
Postal code	30173
Town	Mestre
Country	Italia
Region (NUTS1)	NORD-EST
Region (NUTS2)	Veneto
Region (NUTS3)	Venezia
Website	www.marcopolosystem.it

Contact person (Firstname, Surname)	Mr	Gregorio	Olivetti

E-mail	greg_olivetti@hotmail.com
Phone (office)	+ 39 041 5319706
Phone (mobile)	+ 39 347 8037237
Fax	+ 39 041 5311108

Legal representative (Firstname, Surname)	Mr	Pietrangelo	Petteno

Function	administrator

Institution profile

Legal status	Public equivalent body
Geographic level of activities	International
Thematic field of activities	Others
Functional Type of partner	Interest group

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

Marco Polo System (MPS) has participated in several EU cooperation projects, including in the Interreg programmes related ones, and Culture 2000.: MEDARCES, TUDESLOVE, CULTUCADSES, VIVILFORTE, TUDESLOVE II, ACQUA E API, ASCEND, NEPTUNE, PREVCADSES, TO PILE, CULTEMA, ALISTO, ACT4PPP, STARBON PROJECT, MEDITERRANIA.

Textbox 311   you have 314 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCES:
MPS is a structure of communitarian right instituted in 2000 by the Municipality of Venice and the Union of the Municipalities and the Communities of Greece, with the task to work in local, national and international cooperation projects in order to valorize, promote the Venetian origin historical/cultural heritage inc. also fortifications and military objects. As an experienced research and advisory actor from an old member state, the institution will provide the necessary methodological support for municipalities and regions in the partnership.
Marco Polo System avails itself of the collaboration of experts in the historic, economic, public relations subject.
MPS will act mainly as supporting actor for the implementation of the activities in the Italian regions and will have a horizontal role ensuring the wide dissemination of the results to other cities/regions in Europe and to its members.

CAPACITY:
Marco Polo System has a permanent network of experts, with competences of historic, economic, cultural, public relations fields that is an added value for the partner organizations. MPS's, experience comes from the formerly implemented Communitarian projects, which skills are comprehensive of the subjects of urban planning, architecture economy and tourism.
KNOW-HOW:
Marco Polo System has achieved a multidisciplinary expertise and knowledge in the last ten years through the implementation of several EU cooperation projects, and also local projects funded by the Veneto Region.
It has accomplished studies, masterplans, marketing actions for single structures and on regional scale, with a particular reference to the historic architectures.

| *Textbox 312* | you have 1679 characters | (max. 2 000 characters) |

Contribution of the partner to the project

MPS's most important contribution is its analytical and managerial knowledge, international experience and network and thus, the ability for a successful and extended dissemination.

| *Textbox 313* | you have 181 characters | (max. 200 characters) |

Benefit of the partner from the project

The project will serve a good practice and experience for MPS to valorise the heritages of the Venetian art/culture, and to further develop its good governance.

| *Textbox 314* | you have 160 characters | (max. 200 characters) |

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	129 502,50 €
	Public co-financing	43 167,50 €
	Total Budget	172 670,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	75,00%

Project Partner information: PP7

Contact details

Institution (original language, official name)	Comune di Ravenna
Institution (official English translation)	Municipality of Ravenna
Address	Piazza del Popolo
Postal code	48121
Town	Ravenna
Country	Italia
Region (NUTS1)	NORD-EST
Region (NUTS2)	Emilia-Romagna
Region (NUTS3)	Ravenna
Website	www.comune.ra.it
Contact person (Firstname, Surname)	Ms	Maria Grazia	Marini
E-mail	mgmarini@comune.ra.it
Phone (office)	+39 0544 482660
Phone (mobile)	
Fax	
Legal representative (Firstname, Surname)	Mr	Fabrizio	Matteucci
Function	Mayor of Ravenna

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

Ravenna has already fulfilled the role of lead partner in the partnership of the ELCANET (Europe for citizens) and M.O.R.O. (Programme LLP) projects.
Besides these projects Ravenna has accumulated partner level knowledge and experience in other projects, like: BACAU (Programma LLP), Flow4YU (Europe for citizens), Open Museums (IT-SI), Oralites (Programme culture 2007-13), B.A.R.C.A. nell'Adrias Kolpos, PEARL.EU (Interreg Cards Phare), MUSEC (Intelligent energy).

Textbox 315   you have 468 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE:
The rich cultural heritage of the city is managed by different stakeholders: public institutions (Province of Ravenna, Ministry of National Heritage, university) and private organizations (associations, foundations) and by the Municipality of Ravenna. Because of this complex situation of cultural heritage asset management, the Municipality has large experience and knowledge in management of the cultural heritages. On the other hand it experienced the most tipical problems, and obstacles in networking with local stakeholder bodies.
CAPACITY:
The Ravenna team has the necessary knowl. in managm. and project implementations:
Maria Grazia Marini - Head of the Tourism and Culture Department;
1/2-1/2 operator of the Tourism and Culture Department; and from Dep. of EU policies (reports and statements)
1/2 operator from the staff Ravenna Candidate European Capital of Culture in 2019.
The Municipality will work on the project in collaboration with other experts and operators

of the cultural organisations to ensure the perfect implem. of project results and dissemination.
KNOW-HOW:
For the purposes of implementing the project, PP7 will make use of the professional abilities of the Tourism and Culture Department that directly manages the Touristic Information Points and of the Staff Ravenna 2019 that directs and coordinates the Ravenna 2019 Project (Ravenna for European Capital of Culture in 2019).
PP7 manages the Biblioteca Classense, MAR City Art Museum of Ravenna, promotes and organizes many events,exhibitions, international exchanges,meetings and roundtables in collaboration with the other cultural bodies of the territory. The main goal of this cooperation is to learn about efficient and financially sustainable management of heritage sites. Ravenna is now working on the revision of the management plan for UNESCO sites. The analysis and previous research on cult herit could be useful for the partners as model or the joint analysis to be done.

Textbox 316   you have 1981 characters   (max. 2 000 characters)

Contribution of the partner to the project

Ravenna will be the WP leader in WP5 and will coordinate the works on the management capacity development. PP7 will develop also the methodology for assessment of capacities.

Textbox 317   you have 174 characters   (max. 200 characters)

Benefit of the partner from the project

Ravenna would like to realize exchange of experiences on different European management models, to participate in study visits and international events to enrich its management knowledge.

Textbox 318   you have 186 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	183 127,50 €
	Public co-financing	61 042,50 €
	Total Budget	244 170,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	75,00%

Project Partner information: PP8

Contact details

Institution (original language, official name)	Provincia di Ferrara
Institution (official English translation)	Province of Ferrara
Address	Viale Cavour, n° 143
Postal code	44121
Town	Ferrara
Country	Italia
Region (NUTS1)	NORD-EST
Region (NUTS2)	Emilia-Romagna
Region (NUTS3)	Ferrara
Website	www.provincia.fe.it

Contact person (Firstname, Surname)	Ms	Claudia	Ziosi

E-mail	Claudia.ziosi@provincia.fe.it
Phone (office)	+39 0532 299275
Phone (mobile)	+39 347 8471861
Fax	+39 0532 299231

Legal representative (Firstname, Surname)	Ms	Marcella	Zappaterra

Function	President

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

Culture related projects:
- Lead partner together with Ferrara City in the S.U.A. project (UNESCO Sites of the Adriatic EuroRegion)
- C.U.L.T.U.R.E. project,
- ECA (Este Court Archive, Culture 2000 programme)
- pilot experience with Emilia Romagna Region
Other projects (programme and role):
EU.WATER (SEE, LP), BICY (Central, LP), SPES (Central, PP), GEOPOWER (IVC, LP), GUTS (SEE, LP), RETINA (SEE, PP), SLOWTOURISM (IT-SI, PP), INTERBIKE (IT-SI, PP), Waterways Forward (IVC, PP) and 6 more.

Textbox 319   you have 497 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE:
The Province of Ferrara is a territorial public authority with numerous cultural values and heritages in its area. The Province is very thoughtful to foster the economic development of the county with a sustainable approach with a strong cultural perspective: It is in charge of the development of the regional PTCP – Territorial plan for the coordination of the territory – that means to coordinate the action of all the sectors involved in the management of the territory (environment, culture, tourism) and of the actionplan involving different stakeholders, including the region and all the local authorities. Ferrara manages the economic programming in partnership with local authorities, economic associations, trade unions, municipalities, local development agency, social bodies and environmental agencies. The extended management experiences of Italian partners (regionalized country structure) can offer other good examples for the HERMAN partnership.
CAPACITY:
The Province

is an intermediate territorial institution placed between the regional and the municipal level and it employs 500 people. The project will be managed by the Unit for Cultural Policies and Territorial planning (30 experts) and the European Policies dept. Based on the experience of the numerous, successfully implemented projects the province schedules to allocate 3 experts: 1 for the financial issues, 1 for the monitoring and 1 colleague for technical issues. They will transmit the competency of the 500 colleague of the province into the HERMAN partnership.
KNOW-HOW:
Ferrara brings its knowledge on arts, multimedia, communication, management, local planning, conservation and enhancement of cultural heritage, mediating in participating processes, restoration and architecture into the project and to the pilot testing works as well. This complex support contributes to the whole project implementation, and will enable mutual learning and collaboration between partners and stakeholders.

Textbox 320 you have 1994 characters (max. 2 000 characters)

Contribution of the partner to the project

The use of past experiences, the wide human knowledge capital related to heritage management and considering Ferrara as an experimental laboratory (pilot) gives notable added value to the project.

Textbox 321 you have 196 characters (max. 200 characters)

Benefit of the partner from the project

Find consensus among local stakeholders; optimise management plans; set up territorial coop. network; defining guidelines for improving cult heritage system; vocational training.

Textbox 322 you have 178 characters (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	148 080,00 €
	Public co-financing	49 360,00 €
	Total Budget	197 440,00 €
	- out of which for activities in 3ʳᵈ Countries (total costs)	0,00 €

ERDF grant rate	75,00%

Project Partner information: PP9

Contact details

Institution (original language, official name)	Javni zavod MARIBOR 2012 – Evropska prestolnica kulture			
Institution (official English translation)	Public Institute MARIBOR 2012 – European Capital of Culture			
Address	Vetrinjska ulica 30			
Postal code	2000			
Town	Maribor			
Country	Slovenia			
Region (NUTS1)				
Region (NUTS2)				
Region (NUTS3)				
Website	www.maribor2012.eu			
Contact person (Firstname, Surname)	Mr	Peter Tomaž		Dobrila
E-mail	petertomaz.dobrila@maribor2012.eu			
Phone (office)	+386 2 2281250			
Phone (mobile)	+386 31 755 127			
Fax	+386 2 2281240			
Legal representative (Firstname, Surname)	Ms	Suzana		Žilič Fišer
Function	Director general			

Institution profile

Legal status	Public equivalent body
Geographic level of activities	International
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

PP10 was established in 2010 and since then the team is co-producer of more than 1000 events from all fields of culture and art, education, science and research, and technology on local, regional, national and international levels.

Textbox 323　　　　　　　you have 231 characters　　　　　　　(max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE: Public Institute MARIBOR 2012 – European Capital of Culture is a public institute in charge for the organisation, production and execution of the European Capital of Culture 2012 project, with Maribor as a nominated city and partner cities: Murska Sobota, Novo mesto, Ptuj, Slovenj Gradec and Velenje. Maribor is the second largest Slovenian city and the cultural, economic and university center of the north-western part of Slovenia. With the Europe Capital of Culture, Maribor faces a big and important challenge and takes responsibility together with the partner cities to nurture European culture. At the same time, it explores its own potential and looks to build a clear identity for itself in the future. The city is developing new contents, new programs and is redefining and bettering its established contents.
CAPACITY:
The staff is professional, highly educated

and their knowledge covers different fields of cultural production and artistic activity. On business side they have colleagues work on marketing, promotion and business planning. Therefore PP10 is capable for the preparation, production, realisation and execution of this project. On one hand they are collaborating with organisations and institutions from the cultural (and natural) heritage sector; on the other hand - as a public institute established by the Municipality of Maribor – they have close connection with the policy sector.
KNOW-HOW:
References of each individual professionally involved with the MARIBOR 2012 – European Capital of Culture are numerous and wide. From art historians to informatics and information sciences, media studies, architecture and design, visual arts and cultural studies, communication, economics, buildings engineering. All this knowledge makes PP10 a competent and coherent in this interdisciplinary working mode.

Textbox 324   you have 1844 characters   (max. 2 000 characters)

Contribution of the partner to the project

Maribor 2012 institution will support the project with its knowledge: PP10 will work in curricula development, cooperate in staff exchange, and they will organize the 2nd cultural management course.

Textbox 325   you have 198 characters   (max. 200 characters)

Benefit of the partner from the project

After the City of Culture programme, the acquired knowledge on sustainable management will be essential to ensure the smart maintenance of tangible/intangible cultural achievements in Maribor.

Textbox 326   you have 192 characters   (max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	144 704,00 €
	Public co-financing	25 536,00 €
	Total Budget	170 240,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	85,00%

Project Partner information: PP10

Contact details

Institution (original language, official name)	Provincia di Treviso
Institution (official English translation)	Province of Treviso
Address	Via Cal di Breda 116
Postal code	31100
Town	Treviso
Country	Italia
Region (NUTS1)	NORD-EST
Region (NUTS2)	Veneto
Region (NUTS3)	Treviso
Website	www.provincia.treviso.it

Contact person (Firstname, Surname)	Mr	Gianluigi	Masullo

E-mail	europa@provincia.treviso.it
Phone (office)	+ 39 0422 656906
Phone (mobile)	
Fax	+ 39 0422 656909

Legal representative (Firstname, Surname)	Mr	Leonardo	Muraro

Function	President of the Province of Treviso

Institution profile

Legal status	Public authority
Geographic level of activities	Local
Thematic field of activities	Others
Functional Type of partner	Public sector / administration

Previous experience participating in cooperation projects (e.g. transnational, inter-regional, RTD,..)

Province of Treviso has thorough experience in multinational partnerships and in EU projects. The region was partner in 12 EU projects, like RURALNET (CBC ITA-AT), Q AGEING (Central), PIMMS (Interreg IIIC), EXTRA LARGE (B5.3003) etc.
Treviso has lead partner experience as well, because it managed 3 projects: RURALNET, BURDS (Youth) and CHEF-NET (IT-AT small funds). The organisation is equipped by an internal department being in charge of project implementation and management.

Textbox 327   you have 481 characters   (max. 500 characters)

Competences, capacity and know how of the partner to implement the result of the project

COMPETENCE:
Province of Treviso is a NUTS III region rich in cultural heritage in North Italy. The activity of the province can be considered a best example for other local authorities, due to the network created with other public and private stakeholders operating for the cultural heritage promotion. Treviso has a solid knowledge on international project development and implementation, and will support the HERMAN partnership and cooperation with these experiences.
CAPACITY:
The Province of Treviso, as a local entity assures a correct and sound implementation of the activities foreseen in the proposal, as it has adequate human (about 600), technical, logistic resources. The organizational structure of the provincial departments matches with the life cycle of a project, assuring a quality oriented financial and operational management. Specific offices of the Culture and Tourism Department will be involved in the project with all the necessary staff and

experts (also including external experts).
Concerning the staff allocated to the project, Treviso Province will involve a project manager, a content manager, a financial manager and a project communication manager.
KNOW-HOW:
Treviso Province is able to mobilize a great number of actors and stakeholders for disseminating and promoting the project, in particular at political level, as well as in organizing international events. An important added knowledge can be its experience of the new library system and the successful network created during the library development work. The best experience is the Libraries Service Centre of the Province of Treviso. It's a coordination office of the Treviso Libraries network, composed by 112 libraries of Public and private entities of the territory. The network can be considered also a best practice of collaboration between different authorities, and of a successful territorial management system (7 provinces)

Textbox 328　　　　　　you have 1925 characters　　　　　(max. 2 000 characters)

Contribution of the partner to the project

PP11 contributes to the project with its management knowledge in reg. networks related to cult. issues. They have important experience on heritage management to be shared with the PPs.

Textbox 329　　　　　　you have 184 characters　　　　　(max. 200 characters)

Benefit of the partner from the project

HERMAN helps to consider the herit. preserv. as a pre-requisite of a process development and not as a goal. Culture will be not a useless thing but an opportunity for economy dev. and productivity.

Textbox 330　　　　　　you have 197 characters　　　　　(max. 200 characters)

Financial contribution

Location of partner	Source of funding	Amount
EU partner within CENTRAL EUROPE	ERDF	162 532,50 €
	Public co-financing	54 177,50 €
	Total Budget	216 710,00 €
	- out of which for activities in 3rd Countries (total costs)	0,00 €

ERDF grant rate	75,00%

Section 5: Project budget

Table 4: Budget break down #1

	WP 0	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	Total eligible	%
Staff costs	0,00 €	154 080,00 €	96 570,00 €	245 470,00 €	264 540,00 €	163 440,00 €		924 100,00 €	41,62%
Administration cost		2 000,00 €						2 000,00 €	0,09%
External expertise	18 000,00 €	170 500,00 €	31 120,00 €	157 400,00 €	190 570,00 €	18 000,00 €	0,00 €	585 590,00 €	26,38%
Travel/accommodation	1 650,00 €	48 560,00 €	75 160,00 €	54 650,00 €	88 625,00 €	98 750,00 €		367 395,00 €	16,55%
Meetings and events	350,00 €	4 000,00 €	35 000,00 €	6 000,00 €	6 000,00 €	36 000,00 €		87 350,00 €	3,93%
Promotion costs	X	0,00 €	134 110,00 €	8 200,00 €	11 250,00 €	3 000,00 €		156 560,00 €	7,05%
Equipment	X	22 000,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	22 000,00 €	0,99%
Investments	X	X	X	0,00 €	75 100,00 €	0,00 €	0,00 €	75 100,00 €	3,38%
Other	X	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00%
Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €	
WP Reference Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €	
%	0,90%	18,07%	16,75%	21,25%	28,65%	14,38%	0,00%		

Table 5: Budget break down #2

	WP 0	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	Total eligible	%
Preparation phase	20 000,00 €	X	X	X	X	X	X	20 000,00 €	0,90%
Month 01-06	X	91 714,00 €	132 063,00 €	58 889,00 €	63 362,00 €	26 868,00 €		372 896,00 €	16,80%
Month 07-12	X	71 829,00 €	14 487,00 €	144 539,00 €	126 163,00 €	87 460,00 €		444 478,00 €	20,02%
Month 13-18	X	77 589,00 €	93 716,00 €	94 660,00 €	111 672,00 €	72 428,00 €		450 065,00 €	20,27%
Month 19-24	X	71 629,00 €	15 944,00 €	118 538,00 €	287 102,00 €	111 628,00 €		604 841,00 €	27,24%
Month 25-30	X	88 379,00 €	115 750,00 €	55 094,00 €	47 786,00 €	20 806,00 €		327 815,00 €	14,77%
Month 31-36	X							0,00 €	0,00%
Month 37-42	X							0,00 €	0,00%
Month 43-48	X							0,00 €	0,00%
Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €	
WP Reference Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €	
%	0,90%	18,07%	16,75%	21,25%	28,65%	14,38%	0,00%		

Table 6: Budget break down #3

	WP 0	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	Total eligible	Partner Ref	%
Municipality of Eger	18 350,00 €	176 070,00 €	28 740,00 €	40 525,00 €	116 995,00 €	32 480,00 €		413 160,00 €	413 160,00 €	18,61%
National Office of Cultural	0,00 €	12 980,00 €	11 720,00 €	49 390,00 €	92 105,00 €	15 030,00 €		181 225,00 €	181 225,00 €	8,16%
City of Košice	300,00 €	13 820,00 €	134 440,00 €	29 675,00 €	98 575,00 €	19 560,00 €		296 370,00 €	296 370,00 €	13,35%
Municipality of Lublin	400,00 €	13 060,00 €	20 280,00 €	117 700,00 €	34 000,00 €	20 920,00 €		206 360,00 €	206 360,00 €	9,30%
IRM Institute of Urban Deve	300,00 €	12 860,00 €	20 280,00 €	27 275,00 €	28 575,00 €	32 460,00 €		121 750,00 €	121 750,00 €	5,48%
Marco Polo System EEIG	300,00 €	36 600,00 €	25 920,00 €	39 275,00 €	30 675,00 €	39 900,00 €		172 670,00 €	172 670,00 €	7,78%
Municipality of Ravenna	350,00 €	37 250,00 €	25 920,00 €	35 275,00 €	76 675,00 €	68 700,00 €		244 170,00 €	244 170,00 €	11,00%
Province of Ferrara	0,00 €	43 640,00 €	40 320,00 €	28 180,00 €	69 880,00 €	15 420,00 €		197 440,00 €	197 440,00 €	8,89%
Public Institute MARIBOR 2	0,00 €	16 210,00 €	24 980,00 €	38 175,00 €	43 115,00 €	47 760,00 €		170 240,00 €	170 240,00 €	7,67%
Province of Treviso	0,00 €	38 650,00 €	39 360,00 €	66 250,00 €	45 490,00 €	26 960,00 €		216 710,00 €	216 710,00 €	9,76%
Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €		
WP Reference Total	20 000,00 €	401 140,00 €	371 960,00 €	471 720,00 €	636 085,00 €	319 190,00 €	0,00 €	2 220 095,00 €		
%	0,90%	18,07%	16,75%	21,25%	28,65%	14,38%	0,00%			

If applicable, please provide further comments on the budget

N.A.

Textbox 391   you have 4 characters   (max. 1 000 characters)

Table 7: Specification of budget line "External Expertise"

Work package 0: Preparation

Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
The Lead Partner has assigned a professional consultancy to provide assistance in developing the project including organization of partnership, development of content, preparation of the application form and budget.	0.1	LP: Municipality of Eger	18 000,00 €
Subtotal WP0			18 000,00 €

Work package 1: Management

Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Professional external consultancy supporting the LP in the fulfillment of the start-up requirements (relevant tasks: preparation of the Partnership Agreement, preparing and moderating internal kick-off, elaboration of the Management and financial Handbook)	1.1	LP: Municipality of Eger	11 500,00 €
External expert Project Coordinator assigned for assist Eger in the daily project level management at project level (3 days monthly for 27 months) including preparation and participation of management meetings	1.2.1	LP: Municipality of Eger	57 000,00 €
Support by professional management experts in the preparation of the partner level FLC reports, interim report, project level progress reports and the final report preparation (33 days), participation in management meetings	1.2.3 -1.2.8	LP: Municipality of Eger	24 000,00 €
Financial Manager assigned to assist Lead Partner in the daily financial management and monitoring of project spending (2 days/months) based on internal monitoring system at project level, drafting the financial parts of FLC and project level progress reports (30 days)	1.4	LP: Municipality of Eger	45 000,00 €
External FLC audits required by Marco Polo during the 30 months of project implementation	1.4.4 -1.4.8	PP6: Marco Polo System EEIG	5 000,00 €
External FLC audits required by Ravenna during the 30 months of project implementation	1.4.4 -1.4.8	PP7: Municipality of Ravenna	5 000,00 €
External FLC audits required by Ferrara during the 30 months of project implementation	1.4.4 -1.4.8	PP8: Province of Ferrara	5 000,00 €
External FLC audits required by Treviso during the 30 months of project implementation	1.4.4 -1.4.8	PP10: Province of Treviso	5 000,00 €
External expertise for daily project managment for Ferrara	1.2.1	PP8: Province of Ferrara	13 000,00 €

Subtotal WP1			170 500,00 €

Work package 2: Communication			
Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
External communication expert required by PP3 to support development of Comm Guidelines, project identity, website, project level newsletters, comm materials, transnational press release and dissemination and knowledge shariong strategy	2.1-2.3	PP3: City of Košice	20 920,00 €
External communicatuion expert hired by Treviso to support the elaboration of partner level dissemination materials	2.1.8	PP10: Province of Treviso	10 200,00 €
Subtotal WP2			31 120,00 €

Work package 3: Building innovative management strategies and models			
Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
External thematic support for LP to assist the thematic coordination of the WPs	3.1	LP: Municipality of Eger	5 000,00 €
External expertise hired to support the elaboration of the State of Play Report	3.2.2	LP: Municipality of Eger	2 200,00 €
External expertise hired to support the elaboration of the European benchmark analysis	3.2.3	LP: Municipality of Eger	10 000,00 €
External expertise hired to support the elaboration of the State of Play report	3.2.2	PP3: City of Košice	4 800,00 €
External expertise supporting the building and testing of the Local/Regional Cultural Heritage Management Models (including: drafting own CHMM, implementation of pilot actions, assess results, finalise CHMM)	3.3-3.5	PP3: City of Košice	14 400,00 €
External expert contributing to the implementation of the planned pilot action	3.5.3	PP4: Municipality of Lublin	45 000,00 €
External expert contributing to the implementation of the planned pilot action	3.5.2	PP10: Province of Treviso	30 000,00 €
external expert to assist in elaboration of good practices	3.2.2	PP8: Province of Ferrara	2 000,00 €
external expert to assist in elaboration of CHMM	3.4.2-3.4.3	PP8: Province of Ferrara	8 000,00 €
External expert contributing to the implementation of the planned pilot action	3.5.1	PP2: National Office of Cultural Heritage	36 000,00 €
Subtotal WP3			157 400,00 €

Work package 4: Creating innovative services and functions for cultural heritage assets			
Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount

Description	No of corr. output	Contracting partner	Amount
External thematic support for LP to assist the thematic coordination of the WP	4.1.3	LP: Municipality of Eger	12 500,00 €
External expert contributing to the implementation of the planned pilot action	4.3.4	LP: Municipality of Eger	70 000,00 €
External experts hired to contribute to the elaboration of the Toolbox in Activity 4.5 for the supporting partner (Eger)	4.5.2	LP: Municipality of Eger	1 500,00 €
External experts hired to contribute to the elaboration of the Toolbox in Activity 4.5 for the responsible partner (NOCH)	4.5.2	PP2: National Office of Cultural Heritage	18 000,00 €
External expertise service for the PP3 to elaborate the Portfolio Analysis of Cultural Heritage Assets (PACHA)	4.2.2	PP3: City of Košice	4 800,00 €
External experts supporting PP3 in the elaboration of the Local Action plan and proividing expertise to fulfill tasks of WP4	4.4.2	PP3: City of Košice	6 000,00 €
External expert contributing to the implementation of the planned pilot action	4.3.4	PP7: Municipality of Ravenna	36 000,00 €
External expert contributing to Action Plan for Developing Local/Regional Cultural Heritage Assets	4.4.2	PP8: Province of Ferrara	41 770,00 €
Subtotal WP4			**190 570,00 €**

Work package 5: Strengthening management capacities			
Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
External thematic support for LP to assist the thematic coordination of the WP	5.1	LP: Municipality of Eger	12 500,00 €
External expertise related to the Cultural Management Courses	5.3.1	PP5: IRM Institute of Urban Development	1 000,00 €
External expertise related to the Cultural Management Courses	5.3.1	PP6: Marco Polo System EEIG	1 500,00 €
External expertise related to the Cultural Management Courses	5.3.1	PP7: Municipality of Ravenna	1 500,00 €
External expertise related to the Cultural Management Courses	5.3.1	PP8: Province of Ferrara	1 500,00 €
Subtotal WP5			**18 000,00 €**

Work package 6:			
Description of "External expertise" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP6			**0,00 €**

Table 8: Specification of budget line "Equipment"

Work package 1: Management			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
IT management tool for day-to-day project management	1.2.1-1.2.2	LP: Municipality of Eger	17 000,00 €
IT equipment for day-to-day management	1.2.1	PP7: Municipality of Ravenna	5 000,00 €
Subtotal WP1			22 000,00 €

Work package 2: Communication			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP2			0,00 €

Work package 3: Building innovative management strategies and models			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP3			0,00 €

Work package 4: Creating innovative services and functions for cultural heritage assets			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP4			0,00 €

Work package 5: Strengthening management capacities			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP5			0,00 €

Work package 6:			
Description of "Equipment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP6			0,00 €

Table 9: Specification of budget line "Investment"

Please split the costs into works and investment-related equipment

Work package 3: Building innovative management strategies and models			
Description of "Investment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount

|	No of corr. output	Contracting partner	Amount
Subtotal WP3			0,00 €

Work package 4: Creating innovative services and functions for cultural heritage assets

Description of "Investment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Path of Medieval Times	4.3.3	PP3: City of Košice	75 100,00 €
Subtotal WP4			75 100,00 €

Work package 5: Strengthening management capacities

Description of "Investment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP5			0,00 €

Work package 6:

Description of "Investment" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP6			0,00 €

Table 10: Specification of budget line "Other"

Work package 1: Management

Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP1			0,00 €

Work package 2: Communication

Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP2			0,00 €

Work package 3: Building innovative management strategies and models

Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP3			0,00 €

Work package 4: Creating innovative services and functions for cultural heritage assets

| Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount

Subtotal WP4			0,00 €

Work package 5: Strengthening management capacities			
Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP5			0,00 €

Work package 6:			
Description of "Other" to be subcontracted (max. 300 characters)	No of corr. output	Contracting partner	Amount
Subtotal WP6			0,00 €

Checksum: 39A6296A02232CC76D17000D2024E8F5

Timeline of Work Packages

Work package 1		
	Start Date	End Date
Action 1	1	4
Action 2	1	30
Action 3	4	30
Action 4	1	30
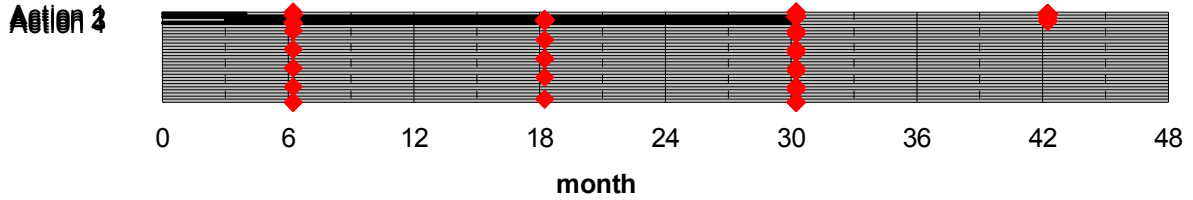
Action 2

Budgets per Period	91 714,00 €	71 829,00 €	77 589,00 €	71 629,00 €	88 379,00 €	0,00 €	0,00 €	0,00 €

Work package 2		
	Start Date	End Date
Action 1	4	29
Action 2	1	29
Action 3	1	30
Action 4	0	0
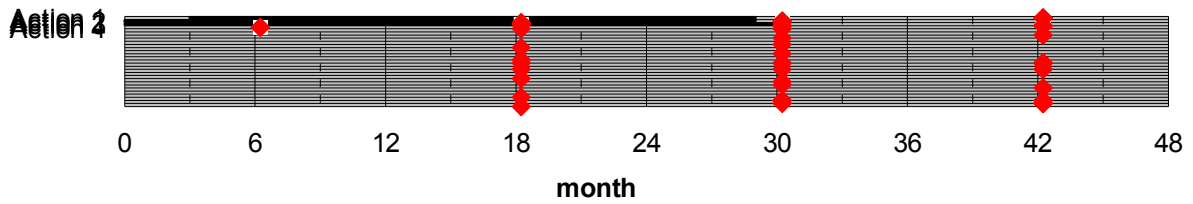
Action 2

Budgets per Period	132 063,00 €	14 487,00 €	93 716,00 €	15 944,00 €	115 750,00 €	0,00 €	0,00 €	0,00 €

Checksum: 39A6296A02232CC76D17000D2024E8F5

Work package 3		
	Start Date	End Date
Action 1	2	27
Action 2	2	7
Action 3	7	9
Action 4	8	27
Action 5	13	24
Action 6	8	27
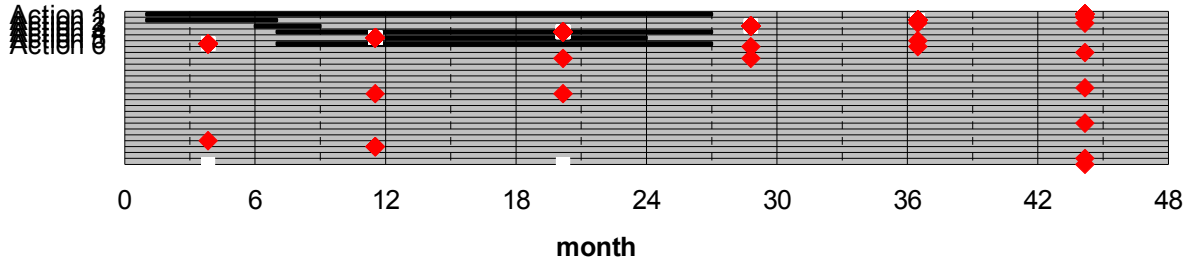
Budgets per Period	58 889,00 €	144 539,00 €	94 660,00 €	118 538,00 €	55 094,00 €	0,00 €	0,00 €	0,00 €

Work package 4		
	Start Date	End Date
Action 1	2	27
Action 2	2	7
Action 3	8	23
Action 4	15	23
Action 5	21	27
Action 6	0	0
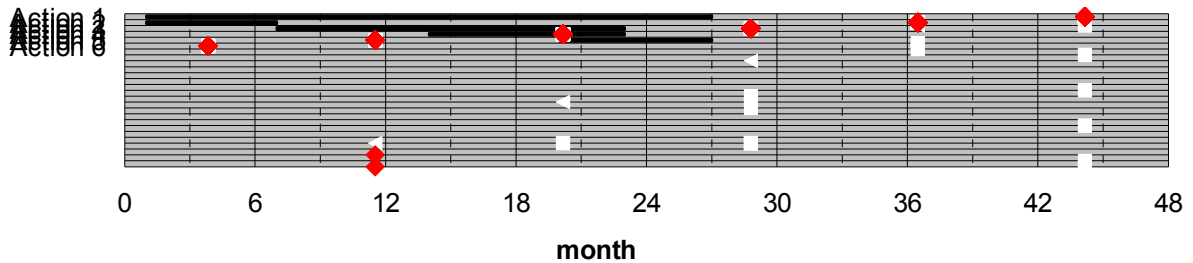
Budgets per Period	63 362,00 €	126 163,00 €	111 672,00 €	287 102,00 €	47 786,00 €	0,00 €	0,00 €	0,00 €

Work package 5		
	Start Date	End Date
Action 1	2	30
Action 2	3	26
Action 3	12	22
Action 4	10	24
Action 5	0	0
Action 6	0	0

month
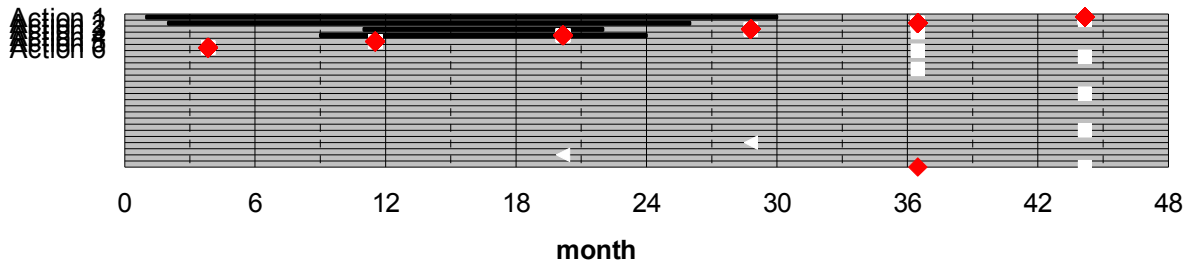
Budgets per Period	26 868,00 €	87 460,00 €	72 428,00 €	111 628,00 €	20 806,00 €	0,00 €	0,00 €	0,00 €

Work package 6		
	Start Date	End Date
Action 1	0	0
Action 2	0	0
Action 3	0	0
Action 4	0	0
Action 5	0	0
Action 6	0	0

month
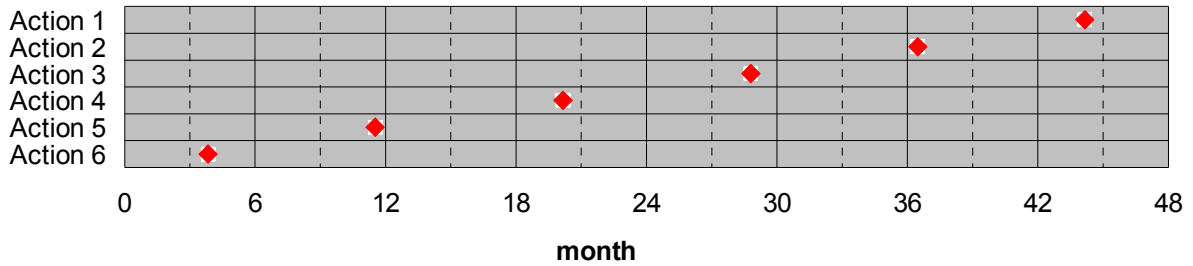
Budgets per Period	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €