

URBACT II

(2007 - 2013)



Application Form

DOI TN Call 3

Priority-Operation 2-1

Attractive and Cohesive Cities

Exchange and learning

CSI Europe

City Sustainable Investment in Europe

Submitted version

URBACT Secretariat

5, rue Pleyel

93283 Saint-Denis Cedex

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

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

Email: a.bucella@urbact.eu

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- I - PROJECT SYNTHESIS FOR DEVELOPMENT PHASE

1. Project identity

Identification

Acronym	CSI Europe
Program reference	1331215773
Unique number (for search)	4911
Title	City Sustainable Investment in Europe
Lead Partner	City of Manchester (Manchester City Council) (UNITED KINGDOM)

Length of project

Start date	End date
2012-05-01	2012-10-31

2. Summarized description of the issue to be addressed

The Network will focus on the involvement of cities in Urban Development Fund (UDF) structures and the way these instruments can be more effectively embedded in future city planning and governance. It will also strive to demonstrate the role that financial instruments can play in efficiently planning, progressing and administering urban development priorities, particularly in the context of the current economic and financial crisis.

3. Initial partnership (5 cities from at least 3 different Member/Partner States)

	Partner Institution	Type of institution	Convergence / Competitiveness	Country	Area
Lead Partner	City of Manchester (Manchester City Council)	Local authority	Competitiveness Zone	UNITED KINGDOM	Greater Manchester
	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	Local authority	Convergence Zone	PORTUGAL	Norte
	City of Poznan	Local authority	Convergence Zone	POLAND	Wielkopolskie
	City of The Hague	Local authority	Competitiveness Zone	NETHERLANDS	Zuid-Holland
	Municipality of Ancona	Local authority	Competitiveness Zone	ITALY	Marche

4. Thematic coverage – Selected Topic

	topic
select one topic among the 8 in the list	Enhancing urban planning performance and an efficient public administration

5. Project cost (in €)

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public total financement	Swiss Fund	Public total financement	Norway Fund	Public total financement		
69,631.00 €	29,429.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	99,060.00 €

- II - PRESENTATION OF PROJECT PROPOSAL FOR IMPLEMENTATION PHASE

1. Definition of the issue to be addressed in relation with the selected topic

The aim of the JESSICA initiative is to support “sustainable investment in cities”. Through the implementation of the initiative, Urban Development Funds are emerging as potentially powerful tools to pursue sustainable urban transformation. There is potential however, to build upon the achievements to date and to improve on the effectiveness of current delivery and future potential, by pursuing the following objectives through this proposed Network:

- 1) To better articulate the potential role of cities and city planning and governance with respect to financial instruments, by developing practical case studies based on the range of existing governance and partnership models and associated benefits for replication elsewhere. The aim being to increase the future take up of and help mainstream across other cities sustainable urban development financial instruments, this would especially benefit – also beyond the Network Partners - those cities who have not had the opportunity to develop direct practical experience of the development and implementation of financial instruments.
- 2) To demonstrate the role that financial instruments can play in efficiently planning, progressing and administering urban development priorities, particularly in the context of the current economic and financial crisis, highlighting the merit of financially self-sustaining form of public intervention through revolving financial instruments and their role in addressing access to finance constraints and supporting city development plans and growth objectives.
- 3) To explore and identify mechanisms to build on existing UDFs so as to ensure they are able to take advantage of new funding opportunities presented in the 2014 -2020 Structural Funds programming period and to enable the existing UDFs to continue, develop and adapt their operations to address the continued challenges of the economic and financial crisis.
- 4) To provide practical feedback into the development of the Structural and Cohesion Fund Regulations and the preparation of programming documents for the next programming period in relation to sustainable urban development and financial instruments, to ensure that these reflect experience to date, lessons learnt and opportunities identified during the JESSICA implementation process.

Whilst enhancing urban planning, performance and efficient public administration is the core topic for the Network, it is proposed that the Network will also draw heavily on synergies and commonalities with other thematic priorities, notably developing low carbon and energy efficient urban economies and fostering regeneration of deprived neighbourhoods.

Given that much of the emphasis of the Network will be to draw on experience, implementation models and best practice established to date, the partner cities proposed have been identified based upon their existing JESSICA experience and with a view to ensure a representative sample of the varying approaches taken on the ground in different regions. Some of the partners proposed have also previously been involved in URBACT Working Group “JESSICA 4 Cities” and are therefore familiar with both URBACT requirements and JESSICA financial instruments.

This project is not a continuation of the JESSICA 4 Cities project, the aim of which was to identify projects suitable for use with Jessica.

The aim of City Sustainable Investment in Europe is to establish, demonstrate and share best practice in models for the delivery of sustainable investment in cities through financial instruments, with a particular focus on learning from the experience of the current (2007-2013) period and applying this to the development of the next (2014-2020) period.

2. Starting situation and main challenges faced by the 5 initial partners in relation with the issue

The starting situation is different for each of the partner cities in the project, and this is part of the impetus for developing the project. There are a number of common issues which each partner has identified.

At present the Lead partner (Manchester) and Poznan appear to be the most advanced in having established Urban Development Funds which are making investments, although Poznań has yet to benefit directly from an investment. All partners see the potential benefits in using Financial Instruments to develop their cities and promote regeneration and economic development, but have been frustrated by issues such as initially unclear regulation from the European Commission, State Aid issues which make implementing JESSICA programmes (and which will continue to impact on future efforts) difficult and can also affect the competitiveness of the funds, limited ERDF funding availability for operations and the difficulty of interesting private fund managers and investors. In a number of cases, these are issues which one or more of the partners in the proposed Network has already experienced and addressed and will therefore be able to provide first hand advice and support to other partners through the learning and exchange proposals put forward.

Individual cities:

Manchester:

Manchester City Council has together with other Local Authority Partners in the Northwest region formed the Evergreen Urban Development Fund. The Fund is now operational and is considered to be a very interesting model for replication in other member states. This is because of the following characteristics:

- o The Fund is led by a partnership of Local Authorities operating on a pan regional basis, demonstrating a unique but very effective governance model
- o This enables public sector development priorities and policies to be embedded within the Funds activities and decision making, enabling the more efficient deployment of the public resource being invested
- o The Fund is supported by a private sector fund manager, bringing commercial expertise and innovative approaches
- o The Fund benefits from a bespoke state aid approval for the Northwest region
- o There is the potential for the Fund to ultimately become engaged in the delivery of mainstream development priorities and funds beyond its current ERDF remit

There have been and remain however a number of challenges as follows:

- o Complexities and delays in developing and securing approval to match funding methodology
- o Market appetite for debt and equity products, when grant is still available

- o Limitations around investment policy due to ERDF restrictions
- o Grant type conditions and requirements despite repayable nature of intervention
- o Opportunity to align with other sources of public investment and widen scope of fund and also secure private investment
- o Time restrictions vs long gestation period

The Hague:

The Hague is currently developing a Holding Fund 'light' approach and intends to procure initially two Urban Development Funds. The challenges identified include:

- Due to this late phase of the programming period, there is only have limited amounts of remaining ERDF funding available to implement JESSICA. This creates a potential economies of scale issue.
- Banks in the Netherlands do not seem keen on UDF fund management. Generally, JESSICA is unknown to them and there is therefore a need to build their awareness and understanding of the mechanism and its potential benefits and its alignment with policy priorities. On top of that, the (proposed) UDFs are indeed relatively small so the management costs are relatively higher.
- Complying with state aid rules is still an issue and The Hague will be looking to replicate the NWUIF (Northwest England) state aid decision as much as possible to enable more efficient use of the JESSICA mechanism.
- On the national level there is still some work to be done in order to synchronize the JESSICA pilot with the requirements set by the national Audit Authority and the national Certifying Authority to create more efficient procedures.

Poznań:

Wielkopolska has a live UDF and has channelled all its funds available for regeneration investment through the JESSICA UDF.

Up till now the city of Poznan as the local government body has not applied for a loan under the framework of JESSICA. Unfortunately, business plans prepared for regeneration of the Old Brewery - a project that the City intended to submit for co-financing, proved that the investment would not be sufficiently financially self-sustainable for JESSICA investment. Another problem appeared with the general financial crisis of local government in Poland and the need for the approach of the UDF to potentially adjust to reflect the changed economic and financial circumstances.

To date there has been no formal analysis the issues experienced in the implementation of JESSICA but anecdotal evidence from colleagues involved in municipal projects and regeneration process. They note that the JESSICA instrument was originally planned to finance those regeneration investments that, due to their projected low rate of return would not receive loans on the commercial market. Unfortunately, such investments don't fulfil the requirements set by the UDF. Summing up - JESSICA is treated by investors rather as the "additional" source of co-financing big commercial investments. Smaller and economically less profitable projects concerning "pure regeneration" that involves social factors have little chances (or are perceived too risky) for co-financing by JESSICA. There is the potential therefore to more effectively align priorities to ensure a broader range of projects are progressed.

Porto:

The city of Porto is not currently operating any JESSICA projects despite strong interest in the city and participation in the Jessica 4 Cities Urbact II project. However, there is still an interest in operating financial instruments to further the regeneration of the city. It is hoped that participation in this project will help to develop the required ideas and experience to

allow JESSICA type instruments to be developed in the next programming period.

Although a national Jessica Holding Fund has been established in Portugal, so far no projects have been implemented as a number of technical questions remain to be resolved by the European Commission. Participation in this project should help to address some of these issues and to develop learning to prevent similar issues in future programmes.

Ancona

The Municipality of Ancona has not previously used the JESSICA instrument, but is currently, in cooperation with Marche Region, piloting an Urban Development Project under the JESSICA framework. The main challenge faced by the Municipality therefore is a need to improve the knowledge with regard to the financial possibilities and opportunities provided by JESSICA, to enable the Municipality to examine the opportunity to develop future mechanisms and effectively embed the future mechanism in its regeneration policy and governance arrangements.

3. Description of the work packages to be developed in Implementation phase

3.1 Work package 1 – Project management and coordination

-Starting point: Manchester City Council (MCC), as Lead Partner, will be employing a suitably qualified and experienced member of staff to take on the responsibility of Project Co-ordinator who will provide support to Paul Evans (CV attached) who will provide project management from partner organisation New Economy . MCC will also have in place staff with suitable experience of European funding regimes to ensure the network finances are managed efficiently, and able to work with the First Level Controller. MCC is well placed to manage all communications and publicity through its well established press office and communications team (M4).

Each Partner, by the outset of the implementation phase will have identified a qualified, English speaking project coordinator to manage the project locally, to co-ordinate setting up the Local Support Group, and to participate in activities at transnational level.

Activities:

The work package will include the following actions:

1. To have appointed staff to ensure efficient project management, and communication and dissemination of tasks.

MCC has identified Paul Evans from New Economy to take on the responsibility of Project Manager. A Project Co-ordinator will be recruited at the start of the Development Phase to support the Project Manager. Staff will also have been identified to cover the finance and communications responsibilities.

Each partner will also have identified a project coordinator who is suitably qualified and English speaking to manage the project locally, to co-ordinate setting up the Local Support Group, and to participate in activities at transnational level.

2. To hold regular management meetings to ensure strong communication between partners concerning project co-ordination. Each transnational meeting will include a project partners business meeting to discuss project management and to report on activity and budget provisions.

3. To ensure proper management of the expertise resources (Lead Expert) and monitoring of the Lead Expert's work programme Manchester City Council, as Lead Partner, has proposed a Lead Expert.

The Project Manager and Project Co-ordinator will ensure that suitable records are kept concerning the work of the Lead Expert and in the Implementation phase of other thematic experts. The Project Manager will hold responsibility for certification of the service provided and outputs delivered by the experts.

4. To assist project partners in 6 monthly reporting review of documents before submission

The Project Co-ordinator will assist partners with their 6monthly reports

5. To attend a mid term review 12-14 months after project approval

Manchester City Council and Partners are committed to holding a mid-term review 12-14 months after the beginning of the Implementation phase to consider any adjustments in the Final application. MCC and partners will then to submit a mid-term

report and Dissemination Plan. The Project Manager will work in association with the URBACT Secretariat to ensure completion of the review.

6. To attend organised training sessions and other programme level events

Manchester City Council and Partners will ensure staff attend all relevant training sessions

7. To receive and transfer ERDF funds to partners

Manchester City Council staff with experience of European funding regimes will manage the receiving of ERDF funds and distribute to partners in accordance with the Joint Convention.

Deliverables:

Through this work package the project will deliver the following:

1. Contractual documents will be signed at the beginning of the Implementation Phase
2. Expertise request forms for the Lead Expert and Thematic experts will be submitted at the beginning of the Implementation Phase and as required through the course of the project implementation.
3. Approval documents for the First level Controllers of all project partners will be provided
4. A mid-term review report will be submitted to the URBACT Secretariat between 12 and 14 months after project approval
5. Official reporting documents will be submitted every 6 months
6. Final closure documents will be submitted at the end of the project

Support:

In order to reach the objectives defined and to deliver the actions and outputs expected, we will implement this work package through:

- Employment of Paul Evans as Project Manager and a suitably qualified and experienced member of staff will have been recruited into the post of Project Co-ordinator. The Lead Partner will also employ experienced staff to manage finance, communication and publicity.
- Employment of local project coordinators by each partner
- MCC and partners will work with the European Investment Bank who will provide staff to act as thematic experts.

3.2 Work package 2 – Transnational exchange and learning

Starting Point

Partner Cities each have differing experience and expertise in developing and delivering JESSICA initiatives and in some

instances have their own unique challenges, issues and opportunities.

Activities

The work package will include the following actions:

1) To organise 7-8 thematic transnational seminars for all partners, including site visits where relevant, these seminars will cover the following activity:

- o to explore in detail each of the issues and opportunities identified in the baseline study for each partner and as agreed by the partnership in the full application form, using case studies where applicable
- o To report progress/outcomes from specific sub group thematic workshops on issues
- o To collate lessons learnt across the Network, in the form of master classes on certain topics
- o Discuss progress/issues raised in Local Support Groups, members of Local Support Groups will be engaged in each relevant host event
- o To oversee progress and provide support the development of Local Action Plans on consistent issues/areas applicable to other partners
- o An opportunity for partners to discuss/review and seek advice on any administrative issues
- o To invite key speakers/representatives for example Managing Authorities and the European Commission for specific items
- o To review and sign off any publications/formal recommendations of the Network

2) Organisation of thematic workshops on specific issues/with affected partners

- o To enable specific issues which may not be applicable to all partners to be reviewed and addressed in more focussed sessions
- o To provide best practice workshops for partners to learn about experiences of other partners in the Network on specific issues to quickly ensure all partners have the same level of understanding about the issue
- o To include bilateral meetings where appropriate
- o These may include specific Managing Authority sessions, especially given the potential implications for the next ERDF programme

3) Peer reviews of partner policies and practices

- o This will to a degree be inherent in the work of the Network as a whole but specific formal review opportunities will also be available for certain tasks
- o These peer reviews will be held virtually where possible or else combined with transnational events
- o Peer reviews will especially focus on the production of local action plans and how the findings and recommendations of the wider Network can be taken forward in a given location.

Deliverables:

Seminar reports will be provided for each transnational seminar, to provide a summary of the main issues and topics addressed, highlighting any learning points and conclusions.

Interim thematic reports will be prepared following every thematic workshop and as each thematic milestone is reached in line with the methodology which will be developed in the full application form. Each interim report will presenting the interim results, findings, recommendations on each thematic basis. These reports will be compiled together and summarised to enable the key conclusions to form part of the final event and final report.

Peer review reports – Reports will be compiled following each peer review session. Each report will outline the objectives of the session, the issues, lessons learnt, key findings and recommendations.

Site visit reports – Will be compiled, although it is envisaged that site visits will always be incorporated into a Seminar, event or workshop in any event.

Case studies – Are intended to be a key aspect of the transnational seminars. Case study reports will be compiled and where feasible will be compiled together against consistent themes.

Final report – The final report will include all lessons learnt and recommendations. Should consistent problems or opportunities be identified through the process, a policy recommendations paper will also be prepared. It is hoped that this could be timely given the current efforts to develop the 2014-2020 programme and the intention to make greater use of financial instruments. A final event will also be held to showcase findings and recommendations.

Support

In order to reach the objective defined and to deliver the actions and outputs expected we will implement this work package through:

The employment of the Lead Expert and other Thematic Experts as appropriate, co-ordinated by the Project Co-ordinator and managed overall by the Project Manager .

The work package will involve collaboration with each of the partner cities and relevant Managing Authorities so as to maximise the benefits of each meeting, seminar and event.

3.3 Work package 3 – Impact on local governance and urban policies

Work Package: Impact on local governance and local policies

Please describe the actions to be developed and outputs to be delivered under this work package.

Starting Point:

The proposed Thematic Network is an opportunity to embed Urban Development Funds in the mainstream governance and investment policies of Cities to achieve more efficient and effective policy and project delivery.

Activities:

The work package will include the following actions:

1) To set up and run Local Support Groups in each City

o Organise meetings to:

- o Identify delivery barriers for existing JESSICA development and delivery within local City
- o Utilise feedback from Thematic Network to explore how such barriers may have been overcome elsewhere in other cities
- o Identify best practice and lessons learnt in JESSICA development and delivery and debate
- o Utilise feedback from Thematic Network to disseminate best practice
- o Identify opportunities to broaden the role of the Urban Development to address other similar city policy initiatives and achieve delivery efficiencies
- o Utilise feedback from Thematic Network to explore how other UDFs within the Network operate within other city governance structures
- o Explore how the new 2014-2020 Programme could be designed to best accommodate the most efficient Urban Development Instruments
- o Explore potential resource availability to further develop instruments where applicable
- o Develop the Local Action Plan

o The Local Action Plan will therefore include:

o The outputs from the meetings as listed above, likely content to be: -

- o Current position
- o Delivery barriers/constraints
- o Best Practice/opportunities
- o Policy and delivery alignment potential through the UDF and associated governance models
- o Regulatory requirements
- o Resource requirements
- o Recommended Local policy and delivery changes
- o Delivery Plan

Feedback from the Network, lessons learnt and best practice will be inherent in each section of the Local Action Plan and will play a significant role in shaping the ultimate recommendations.

o In preparing for each Local Support Group meeting, transnational exchange and in developing the Action Plan, the Group will plan and propose its specific contributions to network events and reflect feedback and lessons learnt from transnational exchanges .

o The groups will also seek to build co-operative relationship with the Managing Authority of the Operational Programme, by inviting representatives to attend Group meetings where appropriate and consulting on the development of each Local Action Plan.

2) To attend the URBACT Local Support Group capacity building seminar organised at national level for the ULSG co-ordinator and two additional core members.

Deliverables:

o ULSG Meetings – it is proposed that each Local Support Group will hold an average 5 meetings per year

o 1 Local Action Plan will be produced per partner city

o The following composite papers are also proposed for the network as a whole:

□□ Lessons learnt in development and delivery of the initiative to date

□□ Should consistent problems or opportunities be identified through the process, a policy recommendations paper will also be prepared. It is hoped that this could be timely given the current efforts to develop the 2014-2020 programme and the intention to make greater use of financial instruments

□□ An event to showcase findings

Support

In order to reach the objective defined and to deliver the actions and outputs expected we will implement this work package through:

The employment of the Lead Expert and other Thematic Experts as appropriate, co-ordinated by the Project Manager and managed overall by the Project Co-ordinator (to be recruited). Marketing and communication support will be provided by the Lead Partner in conjunction with each Partner City

The work package will involve collaboration with each of the partner cities, in particular each Local Support Group and relevant Managing Authorities will also be engaged so as to maximise the benefits of each meeting, seminar and event and also to ensure that the recommendations of the Network are considered in future programme development.

3.4 Work package 4 – Communication and dissemination

-Starting point

The Project Manager and Co-ordinator will be supported by MCC officers including Manchester City Council Press Office staff to ensure positive and efficient communication and dissemination. At the start of the Implementation phase a logo will have been adopted and a mini-site established.

Activities

To regularly update the project mini-site on the URBACT website

The Project Co-ordinator along with support from Manchester City Council officers will take responsibility for ensuring the mini-site is kept up to date as the network progresses.

To produce and disseminate communication materials as required

The network will produce newsletters, brochures, as required and host relevant exhibition stands etc. applying the URBACT Graphic Charter. Further detail will be developed as part of the Dissemination Plan

To promote the URBACT project activities and results through press releases

Manchester City Council Press Office, directed by the Project Co-ordinator will liaise with press officers in all partner cities to generate positive media coverage, as required, at local, national and European levels. MCC Officers will identify the key media at the different levels and ensure targeted relevant press releases.

To organise a final event open to all target groups and dissemination events at partners' level

A final event will be held to present final results and outputs to all target groups. The event is likely to be held in Manchester but the final detail will be developed as part of the Dissemination Plan.

Each partner will also organise local dissemination events to promote the results of the project and to present their Local Action Plan.

All events will be promoted via the mini-site, press release and/or newsletters as appropriate.

Participate in external events to promote the network

The opportunity will be taken to disseminate the results of the project and lead debates on the use of Urban Development Frameworks at relevant meetings and conferences at local, national and European levels

Deliverables

- □ Promotional material such as brochures, newsletters, etc
- □ An active project mini-site within the URBACT website, updated at least every 2 months

- □ Press releases
- □ A Dissemination Plan will be submitted to the URBACT Secretariat as an output of the mid-term review
- □ Final conference for the dissemination of project results to a wide audience
- □ Local dissemination events will be organised in each partner city at the end of the project to disseminate the results of the project and to present the Local Action Plan

- III - PROJECT PROPOSAL FOR DEVELOPMENT PHASE

1. Lead Partner's experience

Manchester has led the development of the North West of England Evergreen Urban Development Fund under the Jessica Initiative. This has been a long process which has involved developing an understanding of all of the issues involved in setting up UDFs from a regulatory, state aid and practical implementation perspective. There is a real concern that unless lessons are learned from this experience and shared with other partners (including the European Commission), that the same issues will continue to cause problems for other partners, or that additional issues won't be identified and addressed in good time.

Manchester City Council has significant experience in delivering transnational projects, as does key partner institution New Economy, which will provide expertise to the development and management of this project.

Paul Evans will be employed as project manager (CV attached). Paul has extensive project management and European Policy experience. He was the local project manager for the Urbact II funded Jessica 4 Cities project led by Regione Toscana, and also managed the successful Greater Manchester ESF funded Global Grants programme. This was a £3.5million programme delivered across the Greater Manchester area involving up to ten delivery partners at any one time. Paul is also a European Policy and Funding expert with over 15 years experience at a senior level, acting as advisor to the AGMA Executive Board, AGMA political representatives and Senior Officers on all European matters. From his involvement in the Jessica 4 Cities project and the local management structures, including representing Greater Manchester on the North West of England Jessica Steering Group, Paul has an extensive understanding of the use of financial instruments and the regulatory framework they operate in.

Manchester City Council and New Economy have been involved in a number of transnational and domestic ERDF funding projects in the last 10 years and both organisations employ teams with different, but complementary policy and project management skills. By working in partnership on this bid (with the City Council as lead applicant), greater experience and expertise can be brought to bear on the issues identified by the project.

Manchester City Council has previously participated in the Comenius Participation activities for young people project; Interreg IIIC PEPESEC project; and the Urbact Culture Network project for Culture and Urban regeneration.

New Economy was a partner in the Interreg IVC CLUSNET project.

In addition both Manchester CC and New Economy provided support to the Jessica 4 Cities project, and Paul Evans, the local co-ordinator for J4C who will project manage this application is now based at New Economy.

2. Political involvement and support within the Lead Partner city

There is strong political involvement and support for this project in Manchester City Council and at senior level within partner organisations in Manchester, including New Economy which will provide Director level support to the project.

Manchester City Council leader Sir Richard Leese said this about the project:

"This project will enable Manchester and partner cities to explore ways to build on the experience of existing Urban Development Funds, and to inform the development of new mechanisms to finance urban development in the future, within the context of a challenging economic climate. Manchester is well placed to lead this network in view of our investment model and leading role in the JESSICA Evergreen fund in the North West of England. The shared learning from this project will support the European Commission in the development of the 2014-2020 programming period."

Sir Richard has responsibility for Economic Development and Regeneration in the Council and is also responsible for External Relations. The application has also been approved by Cllr Sue Murphy, Deputy Leader of the City Council who also provides support on Economic Development and Regeneration.

Manchester has led the development of the Evergreen Urban Development Fund in the North West and the Evergreen Board will be directly involved in the project through the ULSG. The Board is chaired by Sir Howard Bernstein, Chief Executive of Manchester City Council, who is also taking a close interest in this project.

In addition the Senior Management Team of New Economy are very supportive of the project and Simon Nokes, Director for Strategy and European Policy will also provide expert support to the project.

3. Partner profiles

	What are the problems and challenges faced by the partner city in relation to the selected topic?	What are the policies and concrete actions developed by the partner city so far in relation to these problems and challenges?	What could be the scope of the Local Action Plan to be developed by the partner city within the framework of the network?	Who will be involved in the initial URBACT Local Support Group to be set up during the Development phase by the partner city?	What is the experience of the partner city in terms of working through transnational exchange in relation to the selected topic?	What is the potential contribution of the partner city to the network activities and what does the partner expect from the network?
City of Manchester (Manchester City Council)						
Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.						
City of Poznan						
City of The Hague						
Municipality of Ancona						

4. Appointed Lead expert

The proposed Lead Expert is Frank Lee from the European Investment Bank. This Expert has been selected based upon their knowledge and experience of working with the Lead Partner in developing their Urban Development Fund over the last two years. This experience is further enhanced by the proposed Experts work in other member states working with Cities to develop other similar instruments.

Frank Lee's role involves the assessment of the viability of the potential of new JESSICA based initiatives, the promotion and development of new JESSICA models and significant expertise in financial analysis, development policy, investment models and European Regulations in relation to financial instruments.

The combination of this proposed Experts technical expertise, existing relationship with the Lead Partner and experience and understanding of this very specific policy area are considered to be invaluable to meeting the objectives of the proposal. The proposed Expert has the necessary skills and experience to be able to fully support partner cities, focus on the key issues to be addressed and further develop the work programme so as to deliver the desired activities and outputs.

5. Foreseen framework for the involvement of Managing Authorities of Operational Programmes in the project

The Managing Authorities will have an important role in the Network's activities, especially given the emphasis on collating and sharing best practice and lessons learnt across the partner cities and also given the potential synergies with each Managing Authorities own activities in relation to the development of the 2014-2020 programme. The Regione Marche which is managing authority for the municipality of Ancona has already indicated its support for the project and provided a letter of support (attached).

In Manchester the Evergreen UDF board reports to the North West of England Holding Fund which is attended by the Managing Authority and also chaired by the Homes and Communities Agency, giving another strong link to the Managing Authority of the Lead Partner.

Each Managing Authorities own experiences, ideas and also views on the feasibility of any recommendations arising from the Local Action Plans and other outputs will form an important part of the Networks activities. It is envisaged that Managing Authorities will be engaged in the following ways:

- o□ They will be invited to attend where appropriate the URBACT Local Support Groups in each partner city, in line with Implementation work package 3.
- o□ They will be invited to attend transnational events where relevant topics are on the agenda, in line with Implementation work package 2, and especially where their experience and expertise will add value to the topic under discussion.
- o□ They will be provided with early drafts for comment of each Local Action Plan, the Network wide lessons learnt paper and the policy recommendations paper

6. Description of the work packages to be developed in Development phase

6.1 Work package 1 – Project management and coordination

Starting point: Manchester City Council (MCC), as Lead Partner, has identified a suitably qualified and experienced member of staff (CV included) to take on the responsibility of Project Manager. MCC has also identified staff with suitable experience of European funding regimes to ensure the network finances are managed efficiently. MCC is well placed to manage all communications and publicity through its well established press office and communications team (M4).

Activities:

The work package will include the following actions:

8.□ To recruit appropriate staff to ensure efficient project management

MCC has identified a member of staff to take on the responsibility of Project Manager. A Project Co-ordinator will be recruited at the start of the Development Phase to support the Project Manager. Staff have also been identified to cover the finance and communications responsibilities

9.□ To hold regular meetings to ensure strong communication between partners concerning project co-ordination

A session will be set aside at each transitional meeting to discuss project management and to report on activity and budget provisions.

10.□ To ensure proper management of the expertise resources (Lead Expert) and monitoring of the Lead Expert's work programme

Manchester City Council, as Lead Partner, has proposed a Lead Expert. The Project Manager and Project Co-ordinator will ensure that suitable records are kept concerning the work of the Expert. The Project Manager will hold responsibility for certification of the service provided and outputs delivered by the expert

11.□ To assist project partners in 6 monthly reporting review of documents before submission

The Project Co-ordinator will assist partners with their 6monthly reports

12.□ To attend organised training sessions and other programme level events

Manchester City Council and Partners will ensure staff attend all relevant training sessions

13.□ To receive and transfer ERDF funds to partners

Manchester City Council staff with experience of European funding regimes will manage the receiving of ERDF funds and distribute to partners in accordance with the Joint Convention.

Deliverables:

Through this work package the project will deliver the following:

- 1.□ Contractual documents will be signed at the beginning of the Development Phase
- 2.□ A Lead Expert request form will be submitted at the beginning of the Development Phase
- 3.□ A final report and closure documents will be produced at the end of the Development Phase
- 4.□ Approval documents for the First level Controllers of all project partners will be provided

Support:

In order to reach the objectives defined and to deliver the actions and outputs expected, we will implement this work package through:

- Employment of Paul Evans as Project Manager and a suitably qualified and experienced member of staff will be recruited into the post Project Co-ordinator. The Lead Partner will also employ experienced staff to manage finance, communication and publicity.
- MCC and partners will work with the European Investment Bank who will provide staff to act as thematic experts.

6.2 Work package 2 – Project development

Activities:

This phase of the project will feature 2 transnational meetings, one to formally establish the partnership – the Kick off meeting – and one to agree and constitute the final partnership for the implementation phase of the project. In between these meetings the lead expert will meet each of the partner cities and their Urbact Local Support Groups to discuss their current situation and what they hope to gain from the project.

These visits will inform the development of the baseline study by the lead expert.

Kick Off meeting:

The kick off meeting will be the first formal meeting of the five partner cities (Manchester, Porto, Poznań, the Hague and Ancona) and will allow each partner to finalise their commitment to the project and for all to develop a complete understanding of the project aims and activities. This will include discussion of the common criteria which the project will use, a timetable for the visits to each ULSG and how the development phase will inform and lead in to the implementation phase.

A key part of this activity will also include the identification of additional partners for the implementation phase.

As with the final meeting, Manchester will be the host for the kick off meeting.

As well as finalising the details of the project activities this meeting will be an opportunity for the partners to be introduced to

the Presage accounting system and the methodology of Urbact by the Urbact Secretariat, who will also attend the meeting.

Baseline Study:

A key task for the lead expert during the development phase will be to complete the baseline study in conjunction with all of the partners. Key to this will be the timetable of visits to be agreed during the kick off meeting. This will involve the collation of local data provided by the partners, discussion with the ULSG members of their issues and priorities.

The baseline study will set out the “state of the art” at the outset of the project – a draft will be ready in time for the first meeting of the project partners (intended to be during the last week of May – w/c 28th May). This will set out the current situation of financial instruments with particular reference to the current Jessica initiative and how this is currently operating across the EU. Manchester, as the lead partner, is held to be one of the best examples of a successful Urban Development Fund model in the EU at the present time and so this will form one of the illustrative examples for the study, along with some other examples of different ways of implementing funds.

The state of the art document will establish a common understanding of financial instruments and how they can operate across the partners.

Partners profiles for each partner will also be developed following on from the state of the art, and these should be completed in time for the lead expert visit to the relevant city to form the basis of the initial discussion with the lead expert. When all partner profiles have been completed a comparative analysis of the respective situations will be performed and this will allow for a greater understanding of the situation in each city.

During this period additional partners will be identified, it is hoped that the cities of Vilnius, Gothenburg and Barcelona will be able to join the project as discussions with these cities have already taken place but they weren't able to join the development phase of the project. Additional partner cities to make up the correct balance between convergence and competitiveness will also be sought.

The final part of the baseline study will be the synthesis of the issues to be addressed, and will bring together the key elements of the partner profiles and state of the art document. The writing of the synthesis document by the lead expert will inform the completion of the final application form in setting out the partners key challenges, expectation and opportunities.

ULSGs:

During the development phase each partner is required to begin to constitute their local support group starting with the creation of a core ULSG which will develop during the development phase. Each will be different but all partners have identified the need for the involvement of similar partners, including the banking sector, developers, local government – planning and regeneration departments in particular, representatives of the Urban Development Funds (where relevant), and so on.

Each ULSG will hold at least one meeting during the development phase, which the lead expert will attend to discuss the development of the local action plan, taking into account the local situation and starting point. This will allow for the core of the ULSG to be informed about the objectives of Urbact and the framework that will be developed.

Final Application:

During the six month development phase the key deliverable will be the completion of the final application form. This will be done in conjunction with the lead expert and project partners. This will include a detailed definition of the project objectives and main outputs, and what actions will be taken to deliver these under the four work packages (an outline of these activities as currently anticipated can be found in section II 3 of this form) and the agreed budget for delivering the thematic network and outputs.

Mini - site

At the outset of the development phase the lead partner will establish the project mini-site within the Urbact website. This site will promote the project aims and objectives to the wider world , giving information on the project, project partners, activities and for all project documentation to be produced. This site will be one of the key dissemination methods for the project and will be a focus of the communication process for Manchester as the lead partner.

Deliverables:

2 project meetings:

Kick off meeting for the five initial partners

Final meeting for all partners to be involved in the implementation phase

Both meetings will be held in Manchester

5 ULSG meetings with the lead expert in each of the partner cities.

A completed baseline study comprising:

The state of the art – the current situation in Europe

Partner profiles of each of the participating cities

A synthesis report of the State of the Art and partner profiles, this will establish the key challenges, expectations and opportunities.

The completed mini-site for the project within the Urbact website. This will contain all the relevant information about the project and partners as well as all project documentation.

7. Table of expected deliverables for Development phase

Product	Type	Value	Description
Kick-off meeting	meeting	1	Kick-off meeting at beginning of development phase to commit initial partners in the project
Final meeting	meeting	1	Final meeting with all partners at the end of the development phase to validate the baseline study and agree on the final application (project focus, foreseen activities, expected outputs, etc)

Local Support Group meetings	meeting	5	For the 5 initial partners involved in the declaration of interest: to set up their core Local Support Group and hold a first ULSCG meeting
Baseline Study	baseline study	1	Baseline Study built on visits of the Lead Expert to all partners involved in the final partnership
Project mini-site	web site and collaborative tools	1	Completed project mini-site on the URBACT website along with a logo for the projects

8. Work plan for the Development Phase

Objective	Action	Start date	End date	Description	Localization	Main partner	Participating partners	Products	Amount
Work package 1 – Project management and coordination	Action 1 – General Project Management	2012-05-01	2012-10-31	Action 1 – General Project Management	Greater Manchester South - Manchester City	City of Manchester (Manchester City Council)			34,264.00 €
								Sub total	34,264.00 €
Work package 2 – Project development	Action 2.4 Communication	2012-05-01	2012-10-01	Communication and dissemination including translation as required	No particular localisation	City of Manchester (Manchester City Council)	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A. - City of Poznan - City of The Hague - Municipality of Ancona -	1 Project mini-site	6,100.00 €
	Action 2.3 - Baseline Study	2012-05-01	2012-10-31	Production of baseline study	No particular localisation	City of Manchester (Manchester City Council)	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A. - City of Poznan - City of The Hague - Municipality of Ancona -	1 Baseline Study	11,710.00 €
	Action 2.2 Local Support Group	2012-05-01	2012-10-31	First Local Support Group in each City attended by the Lead Expert and Project Co-ordinator	no particular localisation	City of Manchester (Manchester City Council)	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A. - City of Poznan - City of The Hague - Municipality of Ancona -	5 Local Support Group meetings	14,951.00 €

	Action 2.1 Transnational meetings	2012-05-01	2012-10-31	Kick-off and Final Meeting	Greater Manchester South - Manchester City	City of Manchester (Manchester City Council)	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A. - City of Poznan - City of The Hague - Municipality of Ancona -	1 Kick-off meeting - 1 Final meeting	32,035.00 €
								Sub total	64,796.00 €
								Total	99,060.00 €

9. Schedule for Development phase

Objective	Action	2012			
Work package 1 – Project management and coordination			P	P	P
	Action 1 – General Project Management		A	A	A
Work package 2 – Project development			P	P	P
	Action 2.4 Communication		A	A	A
	Action 2.3 - Baseline Study		A	A	A
	Action 2.2 Local Support Group		A	A	A
	Action 2.1 Transnational meetings		A	A	A

- IV - BUDGET FOR DEVELOPMENT PHASE

1. Financial contribution by partner and source

ERDF

Name of partner	ERDF	% ERDF	Public contributor							Total	
			EX ANTE	State	Region	Local	Other public financing	Private	Public total financing		
City of Manchester (Manchester City Council)	64,507.00 €	70.00 %	0.00 €	0.00 €	0.00 €	27,647.00 €	0.00 €	0.00 €	27,647.00 €	92,154.00 €	
Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	800.00 €	80.00 %	0.00 €	0.00 €	0.00 €	200.00 €	0.00 €	0.00 €	200.00 €	1,000.00 €	
City of Poznan	1,524.00 €	79.96 %	0.00 €	0.00 €	0.00 €	382.00 €	0.00 €	0.00 €	382.00 €	1,906.00 €	
City of The Hague	1,400.00 €	70.00 %	0.00 €	0.00 €	0.00 €	600.00 €	0.00 €	0.00 €	600.00 €	2,000.00 €	
Municipality of Ancona	1,400.00 €	70.00 %	0.00 €	0.00 €	0.00 €	600.00 €	0.00 €	0.00 €	600.00 €	2,000.00 €	
Sub total	69,631.00 €		0.00 €	0.00 €	0.00 €	29,429.00 €	0.00 €	0.00 €	29,429.00 €	99,060.00 €	
Total	69,631.00 €	70.29	0.00 €	0.00 €	0.00 €	29,429.00 €	0.00 €	0.00 €	29,429.00 €	99,060.00 €	
Total %	70.29 %	70.29 %	0.00 %	0.00 %	0.00 %	100.00 %	0.00 %	0.00 %	29.71 %	100 %	

2. Legal basis for decision of funding

ERDF

Name of partner	Public contributor	Total	Legal basis			
City of Manchester (Manchester City Council)	ERDF	64,507.00 €	64,507.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	27,647.00 €	27,647.00 €	City of Manchester	2012-03-14	Approval by Richard Leese, Leader of Manchester City Council
	Other public financing	0.00 €				
Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	ERDF	800.00 €	800.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	200.00 €	200.00 €	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	2012-03-08	Approval by Goncalo Nuno De Sousa Mayan Goncalves, City Councillor Urban Planning and Mobility
	Other public financing	0.00 €				

City of Poznan	ERDF	1,524.00 €	1,524.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	382.00 €	382.00 €	City of Poznan	2012-03-12	Approval by Ryszard Grobelny, Mayor of Poznan
	Other public financing	0.00 €				
City of The Hague	ERDF	1,400.00 €	1,400.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	600.00 €	600.00 €	City of The Hague	2012-03-08	Approval by Henk Kool, Vice Mayor of The Hague
	Other public financing	0.00 €				
Municipality of Ancona	ERDF	1,400.00 €	1,400.00 €	ERDF		
	EX ANTE	0.00 €				
	State	0.00 €				
	Region	0.00 €				
	Local	600.00 €	600.00 €	City of Ancona	2012-03-08	Approval by Fiorenzo Gramillano, Mayor of Ancona
	Other public financing	0.00 €				

3. Expenditures per year and main budget line

Expenditure category	2012	Total	%
Project coordination	1,000.00 €	1,000.00 €	1.01 %
Personnel	29,155.00 €	29,155.00 €	29.43 %
Meetings organisation	7,331.00 €	7,331.00 €	7.40 %
Travel and accommodation	38,700.00 €	38,700.00 €	39.07 %
Communication and dissemination	6,100.00 €	6,100.00 €	6.16 %
External expertise	16,774.00 €	16,774.00 €	16.93 %
Equipment	0.00 €	0.00 €	0.00 %
URBACT Local Support Groups	0.00 €	0.00 €	0.00 %
Managing Authorities	0.00 €	0.00 €	0.00 %
Total	99,060.00 €	99,060.00 €	100 %
%	100.00 %	100 %	-

4. Expenditure per year and source

Contributor nature		2012	Total	%
ERDF	ERDF	69,631.00 €	69,631.00 €	70.29 %
	EX ANTE	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	29,429.00 €	29,429.00 €	29.71 %
	Other public financing	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 %
Swiss Fund	Swiss Fund	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 %

	Private	0.00 €	0.00 €	0.00 %
Norway Fund	Norway Fund	0.00 €	0.00 €	0.00 %
	State	0.00 €	0.00 €	0.00 %
	Region	0.00 €	0.00 €	0.00 %
	Local	0.00 €	0.00 €	0.00 %
	Other public financing	0.00 €	0.00 €	0.00 %
	Private	0.00 €	0.00 €	0.00 %
	Total	99,060.00 €	99,060.00 €	100 %
	%	100.00 %	100 %	-

5. Project cost per budget line

Expenditure category	Subcategories	Total
Project coordination	Stationary	1,000.00 €
	Total	1,000.00 €
Personnel	Lead Partner personnel	28,200.00 €
	Partners personnel	955.00 €
	Total	29,155.00 €
Meetings organisation	Meeting venues, catering and transport for site visits	7,331.00 €
	Total	7,331.00 €
Travel and accommodation	Travel and accomodation for visiting partners	26,700.00 €
	Lead Expert and Project Co-ordinator travel and accomodation	12,000.00 €
	Total	38,700.00 €
Communication and dissemination	Communication including translation	6,100.00 €
	Total	6,100.00 €
External expertise	External Expertise - Project Management	5,064.00 €
	Project Development expertise	11,710.00 €
	Total	16,774.00 €
Equipment		
URBACT Local Support Groups		
Managing Authorities		
	Global budget	99,060.00 €

6. Expenditure breakdown per work package and main budget line

	Work package 1 – Project management and coordination	Work package 2 – Project development	Total
Project coordination	1,000.00 €	0.00 €	1,000.00 €
Personnel	28,200.00 €	955.00 €	29,155.00 €
Meetings organisation	0.00 €	7,331.00 €	7,331.00 €
Travel and accommodation	0.00 €	38,700.00 €	38,700.00 €
Communication and dissemination	0.00 €	6,100.00 €	6,100.00 €
External expertise	5,064.00 €	11,710.00 €	16,774.00 €
Equipment	0.00 €	0.00 €	0.00 €
URBACT Local Support Groups	0.00 €	0.00 €	0.00 €
Managing Authorities	0.00 €	0.00 €	0.00 €
Total	34,264.00 €	64,796.00 €	99,060.00 €

- V - DETAILED INFORMATION ON THE LEAD PARTNER AND PROJECT PARTNERS

1. Contact details for the Lead partner and Project partners

Lead Partner City of Manchester (Manchester City Council)

Partner Institution	City of Manchester (Manchester City Council)
Address	Town Hall Manchester
Postcode	M60 2LA
City	Manchester
Area	Greater Manchester
Country	UNITED KINGDOM

Contact list

Name	M. Baskerville Mark
Type	Lead Partner
Service	Internal Audit and Risk Management
Function	Lead Auditor / First Level Controller
Phone number	0161 234 5274
Mobile phone	
Fax	0161 274 0019
Email	m.baskerville@manchester.gov.uk

Name	M. Duncan Mark
Type	Lead Partner
Service	City Policy
Function	Senior Resources and Programmes Officer
Phone number	0044 161 234 3466
Mobile phone	
Fax	
Email	m.duncan@manchester.gov.uk

Name	M. Evans Paul
Type	Lead Partner

Service	New Economy
Function	Head of European Policy / Project Manager
Phone number	0044 161 237 4145
Mobile phone	0044 7931 793618
Fax	
Email	paul.evans@neweconomymanchester.com

Name	M. Scappaticci Gerry
Type	Finance Officer
Service	City Policy
Function	Buisness Support
Phone number	0044 161 234 3663
Mobile phone	
Fax	
Email	g.scappaticci@manchester.gov.uk

Partner Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.

Partner Institution	Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.
Address	
Postcode	
City	
Area	Norte
Country	PORTUGAL

No contact information available for this partner

Partner City of Poznan

Partner Institution	City of Poznan
Address	
Postcode	
City	
Area	Wielkopolskie
Country	POLAND

No contact information available for this partner

Partner City of The Hague

Partner Institution	City of The Hague
Address	Spui 70
Postcode	2511 BT
City	Den Haag
Area	Zuid-Holland
Country	NETHERLANDS

No contact information available for this partner

Partner Municipality of Ancona

Partner Institution	Municipality of Ancona
Address	Largo XXIV Maggio, 1
Postcode	60123
City	Ancona
Area	Marche
Country	ITALY

No contact information available for this partner

2. Bank information for the Lead partner and Project partners

Partner		Bank info.
City of Manchester (Manchester City Council)	Bank name	The Co-operative Bank Plc
	Adress	P.O. Box 101, 1 Balloon Street, Manchester. M60 4EP
	Bank code	089000
	Account number	61176698
	IBAN number	GB82 CPBK 0890 0061 176698
	SWIFT number	CPBK GB22
	Internal reference	
	Account holder	Manchester City Council Receipts Account
Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
City of Poznan	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
City of The Hague	Bank name	
	Adress	
	Bank code	
	Account number	

	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	
Municipality of Ancona	Bank name	
	Adress	
	Bank code	
	Account number	
	IBAN number	
	SWIFT number	
	Internal reference	
	Account holder	

3. Contact details of the first level controllers for the Lead partner and Project partners

Name of partner	First Level Controller
City of Manchester (Manchester City Council)	
Porto Vivo - SRU Sociedade de Reabilitação Urbana, S.A.	
City of Poznan	
City of The Hague	
Municipality of Ancona	

- VI - SIGNATURE

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

Signature of the Lead Partner / project coordinator :

Name (capital lettres) :

Position :

Date :

Signature of the Elected representative

Name (capital lettres) :

Position :

Date :

Official stamp