

## PART A – Project summary

### A.1 Project identification

<b>Project title</b>	Recapture the Fortress Cities			29 / 300 characters	
<b>Project acronym</b>	RFC			3 / 22 characters	
<b>Name of the lead partner organisation in English</b>	Ústí Region				
<b>Specific objective</b>	4.1. Improving natural and cultural heritage policies				
<b>Project duration</b>	<b>Phase 1</b>	<b>Duration</b>	36 Months	<b>Project start date</b>	01/08/2019
	<b>Phase 2</b>	<b>Duration</b>	12 Month		
	<b>Total No. months</b>		48		

### A.2 Project abstract









The project aims at sustainable revitalisation of heritage buildings by improving the coexistence of fortified cities and neighbouring forts in urban regions. There is a high number of former fortresses and fortified sites of big historical value in Europe, established in different times. This fortified heritage defines the image of today's landscape and the struggle and war around these cities define the current borders of municipalities, regions, countries and Europe. But in many cases such constructions are neglected, some derelict, some presented as historical monuments, or only partly utilised. In majority of cases they are fragmented and there is a problem to maintain them as this requires big financial investments and a strong cooperation. The proposed project focuses on a innovative approach by developing smart ways of utilisation of old fortresses. The aim is to make their maintenance easier and to include the fortresses into the life of the City by development of sustainable strategies of the maintenance and exploitation of this heritage. As fortress structures are often viewed from a single point of view, mostly in a conservative way as protected heritage or environment, this project proposes an integrated approach. Both natural and cultural (military) heritage should be adapted and used for current and future challenges.

1,356 / 2,000 characters

### A.3 Project budget summary

Programme Funding			Partner Contributions			Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	1,280,063.05	84.29 %	211,576.20	27,043.75	238,619.95	Total eligible to ERDF	1,518,683.00
Norway	0.00	0.00 %	0.00	0.00	0.00	Total Norway	0.00
INTERREG Europe	1,280,063.05	84.29 %	211,576.20	27,043.75	238,619.95	Total INTERREG Europe	1,518,683.00
						Other Funding	0.00
						Grand Total	1,518,683.00

#### A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	Ústí Region	 CZ	314,202.50	55,447.50	369,650.00
2-PP	Regional Landscapes Antwerp	 BE	167,875.00	29,625.00	197,500.00
3-PP	Municipality of Komotini	 EL	153,552.50	27,097.50	180,650.00
4-PP	North-West Regional Development Agency	 RO	111,945.00	19,755.00	131,700.00
5-PP	The Prešov Self-Governing Region	 SK	114,983.75	20,291.25	135,275.00
6-PP	Provincial Government of Teruel	 ES	166,713.05	29,419.95	196,133.00
7-PP	City of Magdeburg	 DE	169,660.00	29,940.00	199,600.00
8-AP	<i>European Federation of Fortified Sites</i>	 BE	81,131.25	27,043.75	108,175.00

#### Lead partner confirmation

By submitting the application form the lead partner hereby confirms that:

- The information provided in this application is accurate and true to the best knowledge of the lead partner.
- The project is in line with the relevant EU and national legislation and policies of the countries involved.
- The lead partner and the project partners will act according to the provisions of the relevant national and EU regulations, especially regarding structural funds, public procurement, state aid, environment and equal opportunities, as well as the specific provisions of the programme.
- No expenditure related to the above mentioned project has been, is or will be funded by any other EU funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.

## PART B – Partnership

### B.1 Partner's details

#### Partner 1

Partner role in the project	Lead partner		
Name of organisation in original language	Ústecký kraj		
	12 / 200 characters		
Name of organisation in English	Ústí Region		
	11 / 200 characters		
Department/unit/division (if applicable)	Department of strategy and project realisation		
	46 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Velká Hradební 3118/48		
	22 / 200 characters		
Town	Ústí nad Labem	Postal code	400 02
	14 / 200 characters		6 / 200 characters
Country	Czech Republic (ČESKÁ REPUBLIKA)		
NUTS 1 level	ČESKÁ REPUBLIKA		
NUTS 2 level	Severozápad		
NUTS 3 level	Ústecký kraj		
Legal representative	Oldřich Bubeníček		
	17 / 200 characters		
Contact person 1	Ivana Poláková		
	14 / 200 characters		
Phone office	+420603183081	Mobile (optional)	+420603183081
	13 / 200 characters		13 / 200 characters
Email	polakova58@gmail.com	Website (optional)	www-kr-ustecky.cz
	20 / 200 characters		17 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

## Partner 2

Partner role in the project	Partner		
Name of organisation in original language	Antwerpse Regionale Landschappen		
	32 / 200 characters		
Name of organisation in English	Regional Landscapes Antwerp		
	27 / 200 characters		
Department/unit/division (if applicable)	The Province of Antwerp - Department Environment and Nature, Service Sustainable Environmental and Nature Policy		
	112 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Hallestraat 6		
	13 / 200 characters		
Town	Mechelen	Postal code	2800
	9 / 200 characters		4 / 200 characters
Country	Belgium (BELGIQUE-BELGIË )		
NUTS 1 level	VLAAMS GEWEST		
NUTS 2 level	Prov. Antwerpen		
NUTS 3 level	Arr. Antwerpen		
Legal representative	Ankatrien Boulanger		
	19 / 200 characters		
Contact person 1	Wim Debaene		
	11 / 200 characters		
Phone office	+32 15 21 98 53	Mobile (optional)	
	15 / 200 characters		0 / 200 characters
Email	wim.debaene@rldv.be	Website (optional)	www.provincieantwerpen.be
	19 / 200 characters		25 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

### Partner 3

<b>Partner role in the project</b>	<input type="text" value="Partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Δήμος Κομοτηνής"/>		
	15 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="Municipality of Komotini"/>		
	24 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Public body or body governed by public law"/>	<b>Type of partner</b>	<input type="text" value="Local public authority"/>
<b>Address</b>	<input type="text" value="Vizyinou Sq 1"/>		
	13 / 200 characters		
<b>Town</b>	<input type="text" value="Komotini"/>	<b>Postal code</b>	<input type="text" value="69100"/>
	8 / 200 characters		5 / 200 characters
<b>Country</b>	<input type="text" value="Greece (ΕΛΛΑΔΑ (ELLADA))"/>		
<b>NUTS 1 level</b>	<input type="text" value="ΒΟΡΕΙΑ ΕΛΛΑΔΑ (VOREIA ELLADA)"/>		
<b>NUTS 2 level</b>	<input type="text" value="Ανατολική Μακεδονία, Θράκη (Anatoliki Makedonia, Thraki)"/>		
<b>NUTS 3 level</b>	<input type="text" value="Ροδόπη (Rodopi)"/>		
<b>Legal representative</b>	<input type="text" value="George Petridis"/>		
	15 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Dimitrios Gartsonis"/>		
	19 / 200 characters		
<b>Phone office</b>	<input type="text" value="+30 2531352405"/>	<b>Mobile (optional)</b>	<input type="text"/>
	14 / 200 characters		0 / 200 characters
<b>Email</b>	<input type="text" value="gdkomot@otenet.gr"/>	<b>Website (optional)</b>	<input type="text"/>
	17 / 200 characters		0 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Phone (optional)</b>	<input type="text"/>	<b>Email (optional)</b>	<input type="text"/>
	0 / 200 characters		0 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>Partnership from</b>	<input type="text" value="01/08/2019"/>	<b>Partnership until</b>	<input type="text" value="31/07/2023"/>

#### Partner 4

Partner role in the project	Partner		
Name of organisation in original language	AGENTIA DE DEZVOLTARE REGIONALA NORD-VEST		
	41 / 200 characters		
Name of organisation in English	North-West Regional Development Agency		
	39 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Str. Principala 50		
	19 / 200 characters		
Town	Radaia	Postal code	407059
	7 / 200 characters		6 / 200 characters
Country	Romania (ROMÂNIA)		
NUTS 1 level	MACROREGIUNEA UNU		
NUTS 2 level	Nord-Vest		
NUTS 3 level	Cluj		
Legal representative	MARCEL IOAN BOLOS		
	17 / 200 characters		
Contact person 1	Ioana Dragos		
	13 / 200 characters		
Phone office	0040-755777039	Mobile (optional)	
	14 / 200 characters		0 / 200 characters
Email	ioana.dragos@nord-vest.ro	Website (optional)	www.nord-vest.ro
	25 / 200 characters		17 / 200 characters
Contact person 2 (optional)	Ioana Bradea		
	12 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

## Partner 5

Partner role in the project	Partner		
Name of organisation in original language	Prešovský samosprávny kraj		
	26 / 200 characters		
Name of organisation in English	The Prešov Self-Governing Region		
	33 / 200 characters		
Department/unit/division (if applicable)	Department of Cross-Border and Other EU Programs		
	48 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Námestie mieru 2		
	16 / 200 characters		
Town	Prešov	Postal code	080 01
	6 / 200 characters		7 / 200 characters
Country	Slovakia (SLOVENSKO)		
NUTS 1 level	SLOVENSKO		
NUTS 2 level	Východné Slovensko		
NUTS 3 level	Prešovský kraj		
Legal representative	PaedDr. Milan Majerský, PhD.		
	28 / 200 characters		
Contact person 1	Jana Szidorová		
	14 / 200 characters		
Phone office	+421517081758	Mobile (optional)	
	13 / 200 characters		0 / 200 characters
Email	Jana.szidorova@vucpo.sk	Website (optional)	www.po-kraj.sk
	23 / 200 characters		20 / 200 characters
Contact person 2 (optional)	Soňa Kožárová		
	13 / 200 characters		
Phone (optional)	+421517081757	Email (optional)	
	13 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

## Partner 6

Partner role in the project	Partner		
Name of organisation in original language	DIPUTACION PROVINCIAL DE TERUEL		
	31 / 200 characters		
Name of organisation in English	Provincial Government of Teruel		
	31 / 200 characters		
Department/unit/division (if applicable)	European Projects Unit		
	22 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Local public authority
Address	Plaza de San Juan 7		
	20 / 200 characters		
Town	Teruel	Postal code	447701
	6 / 200 characters		6 / 200 characters
Country	Spain (ESPAÑA )		
NUTS 1 level	NORESTE		
NUTS 2 level	Aragón		
NUTS 3 level	Teruel		
Legal representative	Mr. Ramón Millan Piquer		
	23 / 200 characters		
Contact person 1	Mr. Luis Muñoz		
	14 / 200 characters		
Phone office	+ 34 978 647 409	Mobile (optional)	
	16 / 200 characters		0 / 200 characters
Email	lmunnoz@dpteruel.es	Website (optional)	www.dpteruel.es
	19 / 200 characters		15 / 200 characters
Contact person 2 (optional)	Laura Gascón Herrero		
	20 / 200 characters		
Phone (optional)	+ 34 978 647 409	Email (optional)	
	16 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023



## Partner 7

<b>Partner role in the project</b>	<input type="text" value="Partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Landeshauptstadt Magdeburg"/>		
	26 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="City of Magdeburg"/>		
	18 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text" value="Urban planning department"/>		
	25 / 200 characters		
<b>Legal status</b>	<input type="text" value="Public body or body governed by public law"/>	<b>Type of partner</b>	<input type="text" value="Local public authority"/>
<b>Address</b>	<input type="text" value="An der Steinkuhle 6"/>		
	19 / 200 characters		
<b>Town</b>	<input type="text" value="Magdeburg"/>	<b>Postal code</b>	<input type="text" value="39128"/>
	9 / 200 characters		5 / 200 characters
<b>Country</b>	<input type="text" value="Germany (DEUTSCHLAND )"/>		
<b>NUTS 1 level</b>	<input type="text" value="SACHSEN-ANHALT"/>		
<b>NUTS 2 level</b>	<input type="text" value="Sachsen-Anhalt"/>		
<b>NUTS 3 level</b>	<input type="text" value="Magdeburg, Kreisfreie Stadt"/>		
<b>Legal representative</b>	<input type="text" value="Lord Mayor Dr. Lutz Trümper"/>		
	27 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Stephan Herrmann"/>		
	16 / 200 characters		
<b>Phone office</b>	<input type="text" value="0049 391 540 5372"/>	<b>Mobile (optional)</b>	<input type="text"/>
	17 / 200 characters		0 / 200 characters
<b>Email</b>	<input type="text" value="stephan.herrmann@spa.magdeburg.de"/>	<b>Website (optional)</b>	<input type="text"/>
	33 / 200 characters		0 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text" value="Heide Grosche"/>		
	13 / 200 characters		
<b>Phone (optional)</b>	<input type="text" value="0049 391 540 5424"/>	<b>Email (optional)</b>	<input type="text"/>
	17 / 200 characters		0 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>Partnership from</b>	<input type="text" value="01/08/2019"/>	<b>Partnership until</b>	<input type="text" value="31/07/2023"/>

## Partner 8

<b>Partner role in the project</b>	<input type="text" value="Advisory partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="EFFORTS"/>		
	7 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="European Federation of Fortified Sites"/>		
	38 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Body governed by private law (only non-profit!)"/>	<b>Type of partner</b>	<input type="text" value="Interest group"/>
<b>Address</b>	<input type="text" value="Trierstraat / rue de Trèves 67"/>		
	30 / 200 characters		
<b>Town</b>	<input type="text" value="Brussels"/>	<b>Postal code</b>	<input type="text" value="1040"/>
	8 / 200 characters		4 / 200 characters
<b>Country</b>	<input type="text" value="Belgium (BELGIQUE-BELGIË )"/>		
<b>NUTS 1 level</b>	<input type="text" value="RÉGION DE BRUXELLES-CAPITALE / BRUSSELS HOOFDSTEDELIJK GEWEST"/>		
<b>NUTS 2 level</b>	<input type="text" value="Région de Bruxelles-Capitale / Brussels Hoofdstedelijk Gewest"/>		
<b>NUTS 3 level</b>	<input type="text" value="Arr. de Bruxelles-Capitale / Arr. van Brussel-Hoofdstad"/>		
<b>Legal representative</b>	<input type="text" value="Mr. Huib van Olden"/>		
	19 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Mr. Huibert Crijns MSc"/>		
	22 / 200 characters		
<b>Phone office</b>	<input type="text" value="+31 73 615 9811"/>	<b>Mobile (optional)</b>	<input type="text"/>
	15 / 200 characters		0 / 200 characters
<b>Email</b>	<input type="text" value="h.crijns@s-hertogenbosch.nl"/>	<b>Website (optional)</b>	<input type="text" value="www.efforts-europe.eu"/>
	27 / 200 characters		21 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Phone (optional)</b>	<input type="text"/>	<b>Email (optional)</b>	<input type="text"/>
	0 / 200 characters		0 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>What are the partner's competences and experiences in the issue addressed by the project?</b>	<p>The consortium is supported by the advisory partner: EFFORTS - European Federation of Fortified Cities; European network-association founded to share and exchange knowledge and practical expertise on fortified sites and to create a conditions for social, economic and spatial development.</p> <p>EFFORTS is a European network-organisation founded in 2017 to share and exchange knowledge and practical expertise on fortified sites such as walled towns, fortresses and military defence lines. EFFORTS has the legal status of an association and is seated in Brussels. The mission of EFFORTS is: To share expertise, promote cooperation and emphasise the significance of fortified heritage as a continuing connection to our common European history and to create a condition for social, economic and spatial development. EFFORTS is specialised in the topic tackled by RFC project, especially in the exchange of experience and the dissemination of project results among EFFORTS network, so the institution has an interest in the whole project and its topic. As such, it is involved in all the main project activities.</p> <p>The EFFORTS priorities are:</p> <ul style="list-style-type: none"> <li>• Dissemination of knowledge, internal and external</li> <li>• Creating a European network of cities and fortification organizations</li> <li>• Organizing access to funding and joint action opportunities for members</li> <li>• Working towards policy influencing</li> </ul>		
	1,370 / 1,500 characters		

**What is the organisation's role in the project?**

EFFORTS involvement and role in RFC project: The core involvement of the association is in the learning process – EFFORTS will be responsible for preparation and moderation of the Thematic Workshops and will support the leading partners of specific sessions in development of their presentations, involvement of experts and will invite members of the Association to Thematic Workshops to share the know-how. EFFORTS will also contribute to Good Practices collection, participate in Study visits, there will act actively especially in Panel Discussions. EFFORTS representatives will also provide the consultancy to project partners, if requested and provide recommendations to Action Plans development.

The second role of EFFORTS will be in dissemination activities and presentation of the project results and findings within the EFFORTS network. EFFORTS is able to disseminate gained knowledge all over Europe to relevant stakeholders, e.g. walled towns, fortress organizations and defence lines. EFFORTS could uptake the organization of seminars, webinars, newsletters, website information, expert meetings and so on. This would mean an added value to the project and for many of the EFFORTS members, not participating in RFC. EFFORTS will support the project also by organisation of the Final and Dissemination conference in Brussels.

1,340 / 1,500 characters

Partnership from

01/08/2019

Partnership until

31/07/2023

## B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	Integrated Regional Operational Programme 2014-2020	Yes	Yes	Ministry for Regional Development of the Czech Republic	 CZ
2	Service Area Oriented policy - Province of Antwerp	No	No	Regional Landscapes Antwerp	 BE
3	Municipal Master Plan for Sustainable Urban Development	No	No	Municipality of Komotini	 EL
4	Regional Operational Program, Romania	Yes	No	North-West Regional Development Agency	 RO
5	Strategy for the Development of the Culture of the Slovak Republic for 2014-2020	No	Yes	Ministry of Culture of the Slovak Republic	 SK
6	Operational Program European Regional Development Fund of Aragón 2014-2020	Yes	Yes	Regional Government of Aragon. Directory of Finance and Public Administration. EU Funds Service	 ES
7	Operational Programme ERDF Saxony-Anhalt 2014-2020; 2.4 Priority Axis 4: preservation and protection...	Yes	Yes	State Chancellery and Ministry of Culture Saxony-Anhalt	 DE

## B.2.1 Policy instrument 1

### B.2.1.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Integrated Regional Operational Programme 2014-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Priority 3: Improving the quality and accessibility of public services – Convergence Objective  
This priority aims to improve the quality and availability of public services in the following areas: Social services, public health, employment and security, and risk prevention. These services are of great benefit to Czech citizens, and their efficient delivery depends on good quality public administration at state, regional and municipal levels.  
Investment Priority 6c of priority Axis 3: Maintenance, Preservation, Promotion and Development of natural and cultural heritage.  
The main problems defined in the Integrated strategy of culture support till the year 2020 are: Impacts of the long term insufficient financing of the maintenance of part of cultural monuments, gaps in their administrative management and worse availability of monuments.  
Specific Objective 3.1: Increase of effectiveness, enhancement of the protection and development of cultural heritage  
The aim is to preserve, protect and develop the potential of the cultural heritage and to utilise this potential for balanced development of the territory with positive impacts on local or regional employment and competitiveness, to make the performance of the public administration more effective through the development and utilisation of the strategic documents focused on territorial development support, to support the overall approaches to its solutions, to increase the quality and transparency of the decisions.

1,488 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Ministry for Regional Development of the Czech Republic

55 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The policy instrument will be improved through implementation of the new projects. The aim of the policy instrument improvement follows the national strategies, i.e. preservation and effective utilisation of the cultural heritage of the national value. The Regional Concept of Culture and Monuments Maintenance in the Ústí Region 2014-2020 is in compliance with IROP strategy:  
Objective 1: Increase the awareness of residents on the historical heritage as part of their life  
Priority: 1.2 Increase the awareness on problems in monuments maintenance and possibilities to support their protection  
Measure 1.2.2 Regular meetings with stakeholders involved in culture and monuments maintenance  
1.2.3 Support of utilisation of cultural monuments for cultural and social events  
  
The new projects will be focused on preservation of the unique historical monument, included in the Candidate list of the world cultural heritage. Focus will be given on better governance of the monument, intensification of the cooperation City-Fortress, joint management of the premises, effective utilisation, marketing, improved cooperation of regional stakeholders with the aim to increase the number of visitors. The added value is the Exchange of experience with reconstruction of the historical premise and their revitalisation.

1,326 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Number of interventions designed and approved by the Association Terezín - the city changes to improve the coexistence of the City-Fortress

139 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

national

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

Ústí Region is situated in the Northwest of the Czech Republic, on the borders with Germany (Saxony) and has been for many years known as a mining and industrial area, but there is also number of historical monuments. Terezín is a historical City-Fortress, the monument is included in the Candidate list of the world cultural heritage. Emperor Joseph II established the baroque fortress at the end of the 18th century and the premises were utilised by the army till 1996. Regarding to the unique historical value of the monument the region decided to reconstruct part of the derelict premises and the project Terezín-Revitalisation of Historical Monument was realised, financed by Integrated Operational programme. Part of historical premises were reconstructed, the investment project was followed by the implementation of the new, innovative ways of their utilisation-cultural, social, business and educational activities to promote and underline the historical value of the monument. The project was realised within the years 2010–2015, and since 2015 to 2020 the activities to keep the sustainability of the project are provided. The new association responsible for realisation of the activities-Association Terezín - the city changes, created by the Ústí Region and City of Terezín, responsible for the realisation of the project, was established.

The region currently implements the crossborder project with Saxony-Linking of the cultural traditions in the framework of the Czech-Saxony cooperation, focused on activities promoting, supporting and increasing the attractiveness of the monument.

Regarding these investments and ongoing new activities promoting the fortress, the region seeks the ways how to improve the work of the existing Association, cooperation between the Region and the City and to capitalize the know-how already reached, together with the aim to share and transfer good practices with partners.

1,926 / 2,000 characters

**Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?**

No

### B.2.1.2 Partner relevance for policy instrument 1

#### Partner Relevance 1

#### 1-LP Ústí Region

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

Ústí Region, NUTS III, is the regional self-government, responsible for development of the territory. The public administration is provided by the Regional Office, the highest administrative body in the area with competences in environment, transport, culture, regional planning and development.  
The Regional Office has a deep experience in managing national and EU funds – ROP, IOP, Objective 3 projects, INTERREG IV.C, CENTRAL EUROPE, PROGRESS, INTERREG EUROPE, crossborder cooperation.  
Currently the Region manages the crossborder project Linking of the cultural traditions in the framework of the Czech-Saxony cooperation (1/6/2017\_31/6/2018) supporting the organisation of cultural and business events in Terezín Fortress. Ústí Region has been one of the first Lead partners in the Czech Republic after joining the EU - REREGIONS project, INTERREG III.C.

864 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

Ústí Region as the regional government is responsible for further development of the territory and thus for development of regional strategic documents. The Region has competences to communicate with MA to comment legal directives and strategies under development via Economy and Social Council of Ústí Region. Councillors of the Region have the power to comment the IROP via the Committee of Association of Regions and by this way the direct influence on the policy instrument is provided. The Region also communicates with the MA, applying for funds, which are used for subsidies for cultural monuments preservation and restoration. The Region supports by this way the allowance organisations and also municipalities operating in culture and monuments preservation, so has competences to develop and implement the Action plan in bottom up approach and to influence the policy instrument, to include findings reached during the project implementation into regional strategies.

978 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

The partner will contribute with experience in realisation of the investment projects financed from IROP-reconstruction of historical monument and implementation of new and innovative ways of utilisation of historical premises, experience in cooperation and involvement of key stakeholders and organisations, management of seasonal operation of parts of the monument and linking with events. The expected benefit is in transfer of experience in maintenance, cooperation City-Fortress, promotion.

495 / 500 characters

### B.2.1.3 Stakeholder group relevant for policy instrument 1

**Please provide the indicative list of stakeholders to be involved in the project**

Ministry for Regional Development of the Czech Republic  
Ministry of Culture of the Czech Republic  
National Heritage Institute  
City of Terezín  
Terezín Monument  
Litoměřice Muzeum  
Association Terezín – Fortress construction  
Culture and Monument Care Department, Ústí Region  
Social and Economy Council of the Ústí Region  
Association Terezín - the city changes

356 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

Ministry for Regional Development: IROP MA, will supervise project implementation and outputs  
Ministry of Culture: Responsible for cultural heritage, UNESCO monuments, will keep the compliance of the project with strategic documents and concepts of preservation and renovation of cultural heritage monuments  
National Heritage Institute: Research and expert organisation, guarantees the preservation and reconstruction of historical value of Terezín  
City of Terezín: Key stakeholder, involvement in Technical workshops and Action Plan development  
Terezín Monument: Allowance organisation of Ministry of Culture, part of the City-Fortress, projects and activities realised in the fortress  
Litoměřice Muzeum: Allowance organisation of Ústí Region, cooperating with City and Fortress  
Association Terezín – Fortress construction: Educational activities, good practices in revitalization and use of fortification system,  
Culture and Monument Care Department, Ústí Region: responsibility for regional strategies development and communication with Ministries  
Social and Economy Council of Ústí Region: Regional body communicating with the Czech Parliament  
Terezín-the city changes: Association established by Ústí Region and City of Terezín to reconstruct the monument with the aim to improve availability for public, educational and cultural activities organisation, will contribute to the project with good practices and experience especially new ways of utilisation of the monument.

1,481 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

The respective institutions will be invited by the Ústí Region to cooperate on the project implementation and in the interregional learning process at the beginning of the project. The stakeholders will create the Regional Stakeholders Group and will actively participate in the project realisation.

The experts and responsible persons and decision makers will take part in the regional workshops and events, they will present their plans and ideas and will lead and contribute the discussions. The members of RSG will also participate in policy improvement and learning process, interregional workshops, study visits there they will contribute with their presentations and know-how.

The experts of stakeholder institutions will cooperate with the Region on definition, description and presentation of the best practices and on the other hand they will evaluate the transfer of appropriate good practices from project partners and their possible application.

The stakeholders will also cooperate on development of the Action Plan and they will contribute to Action plan development with respective data and knowledge.

1,121 / 1,500 characters



## B.2.2 Policy instrument 2

### B.2.2.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Service Area Oriented policy - Province of Antwerp

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Objectives, characteristics

Service Area Oriented Policy offers a coherent approach to development across municipal boundaries. This often involves a complex combination of multiple themes or policy domains.

Based on the area-specific possibilities, the policy that was set up will lead to structural cooperation and a promising dynamic with a supported approach to positive developments in the area.

This means cooperation, not only with the various authorities, but also with local organizations and private partners. Together this policy achieves a more supported and larger result.

Priority: Framework Plan Fortress Belt Antwerp

Improvement

The Policy Plan and Framework Plan handles the fortresses around Antwerp. But surprisingly the fortress cities around Antwerp are not included. Actually there is no real knowledge or improvement of this matter at all on Provincial/Regional Level. And in practice it appears that the fortress structures start to disappear. There are multiple aspects that can be improved by the policy instrument:

- Besides the fortresses, specific attention for the fortress cities and the historic walls that have formed these cities and landscapes centuries ago.
- A strategic way to use these city walls and urban edge to define solutions for multiple themes, such as green-blue approach, heritage, recreation, infrastructure, development, innovation.
- This research will deepen the integrated aspect and will uncover many challenges and opportunities.

1,488 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

2-PP Regional Landscapes Antwerp

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The project envisages the improvement of the policy instrument through

New projects supported

The projects that will focus on the fortress city walls offer a new project and approach that combines multiple themes which are crucial in urban areas and city edges under pressure: green-blue network, environment, heritage, recreation, infrastructure, innovation... the aim will be to introduce new ambitions in these 'forgotten' city edges.

For this objective there is a need for extension and improvement of the Policy Plan with the fortress cities (besides the fortresses) in the Framework Plan of Fortress Belt around Antwerp. Eventual a new project, specific for the fortress cities, is also a possibility.

Improved governance

Through the project there will be a strong cooperation. There will be bottlenecks in this area-oriented policy and together with the European partners we will look for solutions to the bottlenecks. At the same time the project will share what is going well so that each partner can draw lessons for their own work.

Also other local and regional policy instruments (such as local and regional spatial structure plans, demarcation plans and strategic projects) will benefit from the measures inspired by the project.

1,247 / 1,500 characters

**Proposed self-defined performance indicator (in relation to the policy instrument addressed)**

For improving the co-operation of the fortress and municipalities N° of agreements signed.

92 / 200 characters

#### Territorial context

**What is the geographical coverage of this policy instrument?**

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

The Policy Plan and Framework Plan handles the fortresses around Antwerp. But surprisingly there is no 'general' policy plan that covers the approach of the fortress cities around Antwerp, there is no real knowledge or improvement of this matter at all.

One of the current aspects in urbanized Flanders is the important preservation of open space, because there is a certain economic pressure of city development. If nothing happens the old structures of defensive walls, gates, ramparts and canals will start to disappear. Fortunately most of these structures are still present and visible and belong to a (often still green) city edge.

The prediction of the population growth also states that more and more people will live in cities.

In this matter each of the five fortress cities have made or are making a demarcation plan (regional cities, small urban areas, port of Antwerp). This demarcation process is more than delineating an area or it pulling a line. It is not only about living and working themes, it also includes urban green areas, community and utilities, recreation, ... This multiple themes will be investigated in the project of the fortress cities through the ecosystem services, this will help to improve the specific subject of the 'urban edge' under pressure.

It is also striking that the fortress cities are covered in different current Flemish strategic projects. The green-blue approach, heritage, recreation, development ... are returning elements in the solutions.

In practice it appears that the integrated aspect and border crossing development are a difficult matter. The demarcation plans and the strategic projects can benefit from the specific subject of this city walls or 'urban edges' of the former fortress cities. This specific program and research will deepen the aspect and will uncover many challenges and new opportunities for the historic walls that have once formed the first urban environment and metropolitan development centuries ago.

1,987 / 2,000 characters

**Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?**

No

#### B.2.2.2 Partner relevance for policy instrument 2

##### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

##### 2-PP Regional Landscapes Antwerp

Regional Landscapes are active in almost the entire territory of the Flemish Region, there are 16 Regional Landscapes in total. For this project there will be a cooperation between the four Antwerp Regional Landscapes: De Voorkempen, Rivierenland, Kleine en Grote Nete en Schelde-Durme.

In General the Regional Landscapes are active on multiple themes: nature, landscape, heritage, recreation and support to involve everyone to increase public perception on landscape. The Regional Landscapes also work on different scale levels, from small projects to area-based and cross-border projects. The final goal is to strengthen the landscape and the regional identity.

The Province of Antwerp and The service Area Oriented Policy have competences such as: nature policy, mobility, agriculture and rural development, recreation.

823 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

The project defines:

- The cross-border approach: four fortress cities in the territory of the Antwerp Regional Landscapes: Dendermonde, Herentals, Mechelen and Zandvliet. The struggle and war around these cities have formed the current borders in the region.
- Multiple themes: The fortress cities are characteristic for the region, endangered by disappear of these structures. The approach of multiple ecosystem services is also in line with the method of many projects of the Regional Landscapes.

RL are supported by The Province of Antwerp. The Province of Antwerp (and also the cities of Dendermonde, Herentals, Mechelen and Antwerp (Zandvliet) have representatives in the committee of the Antwerp RL.

Funds are transferred by managing authority of The Province of Antwerp and the cities/municipalities to the Antwerp Regional Landscapes to be managed by themselves.

Antwerp Regional Landscapes acts as advisory partner in the monitoring of the policy.

964 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

Contributions

- knowledge of the four fortress cities-focus on environment, heritage and landscape architecture, Policy plans and projects
- build a network of fortress cities around Antwerp and be part of a EU network, learn more from other partners on integration

Benefits

- innovative subject in RL-fortress cities
- new challenges in the urban edge (line between city and landscape)
- RFC project will be a key to participate in various policy plans (demarcation plans, strategic projects)

500 / 500 characters

#### B.2.2.3 Stakeholder group relevant for policy instrument 2

**Please provide the indicative list of stakeholders to be involved in the project**

- The Province of Antwerp + The Province of East Flanders, Department of Space (Environment), Heritage and Mobility
- The cities of Dendermonde, Herentals, Mechelen and Antwerp (Zandvliet) - multiple services (urban planning, recreation, environment, heritage ...)
- Local experts/associations in the fortress cities
- IGEMO (intercommunal)
- IOED (real heritage service)
- Simon Stevin Stichting
- VRP (flemish association for spatial planning)
- educational institutions urbanism and spatial planning, landscape architecture
- Private owners

545 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

The Province of Antwerp is the managing authority of the policy instrument.

The Province of Antwerp + The Province of East Flanders - The service Area Oriented Policy have multiple competences such as: nature policy, mobility, agriculture and rural development, heritage, recreation, innovation ... they assist municipalities and cities in all land-related matters.

The five fortress cities: Dendermonde, Herentals, Mechelen and Antwerp (Zandvliet) have the planning sovereignty within the city areas. The cities are affected and decide on all operations initiated by the policy instrument.

The local experts/associations in the fortress cities, IGEMO, IOED, Simon Stevin Stichting, VRP, educational institutions, private owners ... are indirectly connected with the policy instrument.

The network of partners, Provinces, the five fortress cities around Antwerp, the stakeholders and also the other European partners will make the local Area Oriented Policy stronger.

Because this network have the same problems, equal interests and objectives for the future. The partners will define joint projects and learn from each other.

1,131 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

The stakeholder will be brought together during stakeholder meetings. This gives the opportunity to test, discuss and complete the RFC-project in different stages. It is also a way to give an overview and follow-up of the project. Some meetings will deliver new input for the RFC-project, for example through workshops or brainstorm. It is also possible that some stakeholders will be spoken individually or bilaterally to deepen some elements or look at some themes more thoroughly.

For the project, 4 meetings will be planned per year (alternately between the five fortress cities)

The group will also participate in the Exchange meetings (study visits, workshops).

672 / 1,500 characters

### B.2.3 Policy instrument 3

#### B.2.3.1 Definition and Context

##### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Municipal Master Plan for Sustainable Urban Development

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The municipal master plan aims to propose a sustainable solution for the regeneration of the historical centre of Komotini, which is developed around and within the Byzantine fortress of the city.

The main objectives of the plan are:

- The highlighting of the Byzantine fortress as millstone of the city
- The upgrading of the monuments of the target area
- The creation of a cultural route in the target area
- The improvements of the economic activity in target area
- The training of local actors regarding the cultural assets of the target area

547 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

3-PP Municipality of Komotini

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The participation of Municipality of Komotini in the project will help the Municipality with improvement and further development and implementation of Municipal Master Plan and also to transfer the gained experience. Municipality of Komotini have secured the participation of representative of the Managing Authority of the Regional Operational Programme of East Macedonia and Thrace to the project meetings and study visits. Furthermore, under Regional Operational Programme of East Macedonia and Thrace, the integrated territorial investment "Egnatia" has been developed focusing on cultural areas around ancient "Via Egnatia". The castles of Kavala, Komotini and Didimoteicho are important part of "Egnatia" programme and several construction projects, networking activities and promotional initiatives are included to the programme focusing on these areas. The improvement of the policy instrument will lead to new targeted projects, oriented on the protection and development of the area, with specific focus on methods of cooperation among cities and the fortified spaces regarding their preservation and possible ways of utilization. New ideas, specialized know-how and good practises will enable Municipality of Komotini to develop sustainable projects, especially taking into consideration the existence of subprogramme "Integrated Territorial Investment EGNATIA", which is a sub programme of Regional Operational Programme.

1,438 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

☑ For improving the co-operation of the fortress and municipalities N° of agreements signed - 3.

97 / 200 characters

##### Territorial context

What is the geographical coverage of this policy instrument?

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

Although the Municipality of Komotini is situated in one of the most industrialized regions of Greece, East Macedonia and Thrace is always one of the regions with the highest share of primary sector and service sector. The underdevelopment in previous decades, lack of infrastructures and sustainable development plans has led to the current situation.

Taking into consideration the need for targeted development-oriented projects for the exploitation of the cultural assets of Komotini, RFC project will introduce new ideas and good practices for the development and implementation of such projects in local and regional level.

The castle of Komotini is in the center of interest regarding the cultural and touristic development of the area. It is dated back to the early Byzantine period and located in the historic heart of the city. The previous years, a Municipal Master plan has been elaborated regarding the upgrading of the area of the city center focusing on the restoration of the castle, developed in connection with the role of the castle in the urban development. The Municipal Master plan has been developed in cooperation to the other related local partners, Ephorate of Byzantine Antiquities and Metropolis of Maroneia and Komotini and part of the plan has been already approved and funded by the Managing Authority of the Regional Operational Programme of East Macedonia and Thrace.

In similar way, cities of Kavala and Didimoteicho, developed project and initiatives focusing on Byzantine castles of the cities. Especially the Master Plan of Kavala Municipality has been selected for funding under the subprogramme of Sustainable Urban Development by the Managing Authority of the Regional Operational Programme of East Macedonia and Thrace. The Managing Authority tries to bring closer the three municipalities, due to the common characteristic of the castle, in order to succeed the exchange of good practices and know-how among the three municipalities.

1,975 / 2,000 characters

**Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?**

No

### B.2.3.2 Partner relevance for policy instrument 3

#### Partner Relevance 1

3-PP Municipality of Komotini

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

Municipality of Komotini has great experience in designing and implementing local policies and related instruments, Komotini officials design and operational plan in a 5-year basis, which include targeted plans sectoral or local. Under the Programming period 3, and under several Sectorial Operational Programmes, the Municipality of Komotini has implemented and currently implements several urban development projects regarding constructions and retrofit of infrastructures, streets etc. The total amount of construction projects under the current programming period is approximately 30 million Euro.

603 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

The Municipality of Komotini is responsible for implementation of the Municipal Master Plan for Sustainable Urban Development and the mayor of Komotini in cooperation with neighbouring cities implements the strategy. That practically means that the Municipality of Komotini has the capacity according to Greek Law to establish and modify the strategy for the policy instrument, of course after consultation with local and regional stakeholders. So the partner may influence the policy instrument, either as beneficiary of the policy instrument, or in a policy level, as it is responsible for the local strategy.

613 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

Municipality of Komotini will provide to the partnership its experience by the development of the local Strategy in the cultural sustainable development and the actions and projects, which were and are developed. Also, will provide the experience from the existing and scheduled projects, which are funded by the Regional Operational Programme. At the same time will gain experience by adopting good practises to such development projects and master plans by the experience of the partner scheme.

498 / 500 characters

### B.2.3.3 Stakeholder group relevant for policy instrument 3

**Please provide the indicative list of stakeholders to be involved in the project**

The following organisations will be involved in the project as potential stakeholders of the policy instrument:

- Municipalities of the Region of East Macedonia and Thrace
- Union of Municipalities of Region of East Macedonia and Thrace
- Ministry of Culture – Local Ephorates of Antiquities
- Chambers of commerce of prefectural units of the Region
- Administrations of National Parks
- Religious institutions (Churches, Mosques)

432 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

Representatives of the above-mentioned organisations participate in the development of regional and local strategies and provide the comments to Regional Office regarding the development of the Regional strategies development and upgrading, so they may contribute to the updating of the policy instrument in a regular basis. The representatives of the municipality also organise the public consultations, where all potential beneficiaries have the possibility to submit their proposals. Also, they proceed to vis-à-vis meetings with policy makers and managers of public authorities - potential beneficiaries, especially with municipalities. That means that all involved stakeholders have the opportunity to contribute practically to the updating and modification of the policy instrument, taking into consideration the project result.

834 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

As it was already mentioned, involved stakeholders participate regularly in the updating and monitoring of the policy instrument. Also, the Municipality of Komotini will organise meetings in semester basis with representatives of involved groups to inform them for the project implementation process. Moreover, at least two representatives of the involved groups will attend the thematic seminars during project life. The Municipality of Komotini will keep informed all involved stakeholders in a regular basis via information mails and newsletters and by announcement to local and regional press. Finally. The project management team will proceed to vis-à-vis meetings with representatives of the involved stakeholders, especially during the beginning of the project in order to explain them about it and to commit them to the implementation and learning process. Special attention will be given to stakeholders from Kavala, Komotini and Didimoteicho, because there are the three cities that include fortress in their territories.

1,033 / 1,500 characters

## B.2.4 Policy instrument 4

### B.2.4.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Regional Operational Program, Romania

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Priority Axis 5: Improving the urban environment and preservation, protection and sustainable exploitation/valorization of cultural heritage  
Investment priority 5.1: Boost local development by preserving, protecting and capitalizing on cultural heritage and cultural identity.  
Specification of actions to be funded:

- Restoration, consolidation, protection and preservation of historical monuments;
- Restoration, protection, preservation and realization of interior paintings, frescoes, exterior wall paintings;
- Restoration and remodelling of façade plastics;
- Indoor facilities (installations, equipment and facilities to ensure climatic conditions, fire safety, burglary);
- Equipment for the exposure and protection of mobile and immovable cultural heritage;
- Marketing and tourism promotion activities of the restored landmark, including digitization, within the project.

Property regime and approvals from Ministry of Culture are often hindering the projects preparation. More flexible conditions and more effective impact indicators could improve the implementation of this priority axis. Also, a new governance model, proposed by this project, would prepare more targeted projects for ROP. The OP focuses primarily on investments, the improved cooperation among respective institutions - cities and fortresses will contribute to costs savings, mitigate impacts of restorations on environment, etc..

1,412 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

4-PP North-West Regional Development Agency

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The proposed idea will stimulate the improvement of the policy instrument through financing new projects based on the exchange of experiences and practices in order to integrate the lessons derived from the interregional learning. Thus will contribute to more and more effective patrimony sites financed within the region, which will trigger economic activity and increase the number of visitors.  
Also, as regional development agency is member of the ROP Steering Committee, certain criteria linked with cultural heritage and other stemming from the interregional exchange will be proposed and forwarded as recommendations in order to improve the guide of applicants for Investment Priority 5.1. of ROP.  
This project will also lead to improvement of governance related to cultural sites, to a joint participation of the local and regional stakeholders, to an increased role of the patrimony within the local and regional strategies and to the economic activity of the area.

979 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

No. of patrimony buildings to be restaured

46 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional



**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

The North-West Region of Romania comprises six counties (Bihor, Bistrita-Nasaud, Cluj, Maramures, Satu-Mare, Salaj) in which there are at least 3 medium to large (former) fortress cities (Cluj-Napoca, Bistrita and Oradea), still containing walls of ancient fortresses. These ancient walls have a valuable historic value and represent important historical heritage enhancing value of the neighbouring urban areas.

Tourism, preservation of cultural heritage and urban regeneration are topics of high importance of the North-West Region, addressed both in the Regional Development Plan as in the Regional Operational Programme 2014-2020. These sites are facing many problems and is in the power of the authorities to turn them into jewels and include them possibly into economic cycle of the territory, valorising in the same time the cultural heritage.

As the cultural patrimony buildings are facing a high level of degradation and are not part of economic and turistic flows, main actions to be addressed to them should focus on activities such as restoration, protection and preservation of historical buildings. Interventions financed by ROP strengthen the attractiveness of the cities for its residents, visitors and can trigger the business environment having a positive effect from the urban and touristic perspective.

1,333 / 2,000 characters

**Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?**

No

#### B.2.4.2 Partner relevance for policy instrument 4

##### Partner Relevance 1

4-PP North-West Regional Development Agency

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

North-West RDA has been acting in the Northern Transylvania Region 20 years. During this period, the agency elaborated in wide partnership 4 Regional Development Plans, including chapters and public consultations on cultural heritage, patrimony, urban regeneration and tourism. As an output, regional development strategies have been anchored in local public administration priorities and ensured also the wider regional framework to create synergies and resource allocation efficiency. From Regional Operational Plan and previously from Phare programmes, the North-West RDA financed and monitored municipalities which restored fortresses and castles from FEDR funds. Promotion activities and materials have been produced at regional level in order to disseminate the cultural assets of the regions.

801 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

North-West RDA is the Intermediate Body for ROP 2014-2020, having two priority axis dedicated to preservation of cultural heritage and tourism.  
NW RDA has attributions in promotion and help-desk activities to support beneficiaries to apply for structural funds under ROP.  
Moreover, NW RDA is member in the Steering Committee of the ROP at national level, having the capacity to modify based on solid justification conditions and related criteria regarding the content of the programme. NW RDA has also project evaluation related attributions and especially monitoring tasks for the projects to be under implementation.

620 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

North-West RDA will implement the project at regional level, setting up the Regional stakeholders group involving key regional members acting in cultural heritage, urban regeneration, tourism and also environment, in order to facilitate the exchange of best practices with the aim to produce a Regional Action Plan for the improvement of policy related initiatives in the cultural heritage field and collateral sectors.

421 / 500 characters

#### B.2.4.3 Stakeholder group relevant for policy instrument 4

**Please provide the indicative list of stakeholders to be involved in the project**

The North-West Region of Romania comprises six counties (Bihor, Bistrita-Nasaud, Cluj, Maramures, Satu-Mare, Salaj).

- Ministry of Culture and Patrimony/ Cultural Patrimony Offices within the 6 county councils
- Ministry of Tourism – regional office
- Boards of former fortress Cities (City development departments and City architects from Oradea, Cluj-Napoca, Bistrita-Nasaud, Carei)
- Tourism Promotion Offices (within municipalities and country councils)
- Associations for tourism promotion (Oradea, Bistrita-Nasaud, Bihor, Cluj, Maramures);
- Babes Bolyai University (FSEGA - Economy of Commerce, Tourism and Services, Faculty of Geography, Faculty of Business);
- Technical University Cluj-Napoca (UTCN) – Faculty of Architecture
- Universities: Arts and Design University from Cluj-Napoca, Oradea University
- Tourism agencies

839 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

The Regional stakeholders group representatives will provide a realistic overview of the situation and of the problems faced by the sector, will forefront solution proposals to be embedded into policy recommendations and action plan measures and actions, and can optimize the implementation of the Action plan. Moreover, they can trigger cultural heritage based initiatives around the former fortress cities and act towards the improvement of specific conditions of the policy instrument and other programmes or regulations in relation to the preservation and valorisation of the sites to attract tourists and to maintain an attractive urban landscape.

653 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

The Regional stakeholders group members will fully benefit from the interregional know-how exchange and also from the regional information flow, by participating to the regional and interregional project meetings. They will be able to filter the knowledge through their extended expertise in the cultural heritage and tourism fields and propose and forward solutions to the issues the heritage public infrastructure are facing. Moreover, they will act as multiplication information factors, spreading the best practices from other regions into their organisation and network. They will highlight successful initiatives from their experience and knowledge and will ensure the transfer of know-how at interregional and regional level. They will adapt successful initiatives to the local environment and will contribute both to the elaboration of the action plan and to its implementation regionally.

897 / 1,500 characters

## B.2.5 Policy instrument 5

### B.2.5.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Strategy for the Development of the Culture of the Slovak Republic for 2014-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Strategy for the Development of Culture of the Slovak Republic 2014-2020 approved on 14 May 2014 by the Government of the Slovak Republic.  
Specific objective 2: Preserving and making cultural heritage accessible  
2.1. Restoring the cultural heritage infrastructure, which is a fundamental characteristic of the nation  
2.1.1. Realize the restoration of cultural heritage with an emphasis on its use for the needs of funded institutions and the possibility of expanding the cultural offer for the public.  
One of the challenges of this specific objective is to update the Monument Fund Protection Concept with an emphasis on revitalizing the most valuable components of cultural heritage, especially historical sites and sites listed in the United Nations Educational, Scientific and Cultural World Cultural and Natural Heritage List (UNESCO) and the European Cultural Heritage List, including inheritance nominations for these lists.  
2017-Monument Fund Protection Strategy was approved. The strategy proposes specific measures to improve the situation in: UNESCO World Heritage Sites, Archaeological Heritage, Financial Instruments and Resources, Development of Traditional Building Crafts, Administration of State-Owned Cultural Monuments and Institutional Governance.  
Development of the Action Plan focused on better cooperation of Cities and fortresses in preservation of monuments set up on know-how reached and shared by project partnership will create the base for innovative strategies.

1,493 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Ministry of Culture of the Slovak Republic

42 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Measures proposed:

- To regulate status of plan management as an effective and binding tool for managing world heritage sites. To support the update of management, to ensure its fulfilment by their projection into the planning documentation of municipalities and zones.
- Improve the implementation of existing legal directives on protection of world heritage sites (Banska Stiavnica, Bardejov), eg. elaborating implementing decrees and initiating adoption of laws for all sites.
- Coordinate and concentrate the financial resources aimed at assessing world cultural heritage sites not only in terms of restoring and protecting cultural sites, but also preserving the surrounding cultural landscape, improving transport, tourism and cycling accessibility. Promote their promotion for tourism use.
- Assess the possibility of creating a special management system for cultural heritage owned by the state, municipalities, and Self Governing Regions.
- Prepare a comprehensive legislative solutions targeted on the maintenance of castle ruins, including their management and subsequent focus and entry in the land register. Similarly as in the case of other cultural monuments, designate the respective municipality or civil association, which has long been dedicated to the restoration of the castle as administrator. The task will be carried out in close cooperation with municipalities, civic associations, non-profit organizations.
- Establishing a State Recovery Plan for cultural monuments

1,493 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Number of agreements between municipalities and PSK – 5

56 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

Some type of fortification is to be found in 27 municipalities in the territory of the Slovak Republic, all of them are the protected monuments, listed in Central list of the Monument Fund (UIFP)-cultural monuments protected by the government. Seven monuments are listed in the UNESCO World Heritage list in Slovakia and four of them are located in the territory of Prešov region (Levoča and Bardejov). City fortifications are mostly managed by city administrations that are trying to finance maintenance and renewal by own budgets and subsidies, some of the monuments are private, so financed from private sources, some monuments are financed by the national grant scheme (Ministry of Culture )-Programme 1-Restore our house in 2019-support of projects dealing with protection of cultural monuments, some are financed by UNESCO funds, but the overall strategy focused on their further development and utilisation is missing.

Improvement of technical conditions of cultural monuments in Slovakia is therefore also important. Currently there are 1/3 of the monuments in a disturbed or desolate status or under restoration. One of the reasons is insufficient financing of the restoration of the monument fund, which has been neglected for a long time. The monuments have an irreplaceable place not only as utility values and basic means, but also as holders of monument values and means of development of tourism, the financing of their rescue is necessary to increase and reach a comparable level with other states The European Union. The development and implementation of clear joint measures aimed on the improvement of maintenance of such historical monuments, taking on mind regulations on their protection, development of new innovative ways of their utilisation will lead to the better integration of such monuments into the life of the cities, together with transparent and clear definition of ways of cooperation among the City offices and owners or administrations of the fortified sites.

1,997 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

No

#### B.2.5.2 Partner relevance for policy instrument 5

##### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

##### 5-PP The Prešov Self-Governing Region

PSGR has experience from previous work with restoration of fortress in Levoča. The City of Levoča regularly participates in the Ministry of Culture grant schemes-restoration of the fortified cities and closely cooperates with experts. Department of Culture of Prešov Self-governing region coordinates the performance of territorial self-government in culture from 1 April 2002 and plays a significant role in protection:

- ensures creation of conditions for conservation of the monument fund
- Refers to proposals for the declaration and cancellation of landmarks
- cooperates with the state administration bodies on the protection of the monument fund for the preservation, restoration and utilisation of cultural monuments and monuments within the self-governing region
- incorporation of the topic into regional strategic documents -
- engaging in international initiatives
- cooperation with non-profit and NGOs

917 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

The Prešov self-governing region is an important player that can put pressure on the improvement of policy instruments precisely because of its status - it is a self-governing territorial unit - one of the 8 self-governing regions that are responsible for its whole region in Slovakia. Through the Department of Culture directly communicates with the Ministry of Culture of the Slovak Republic. It also institutionally covers over 30 cultural institutions in the region (museums, galleries, libraries, educational centres) and connects fortress cities in the region that manage cultural monuments (often the owners of these monuments) and thus jointly make more pressure on the governing body responsible for the creation of relevant policies.

743 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

By experience in reconstruction and revitalisation of fortified systems (Levoča and Bardejov), experts for fortification systems. But not only Levoča and Bardejov – there are more important fortress cities in the region, currently working on the revitalization of fortresses. (Sabinov, Kežmarok, Veľký Šariš, Podolíneč, Prešov, Stará Ľubovňa). The benefits – transfer of new, innovative ways of utilisation of fortified sites and incorporation of them into the life of the Cities form partners.

495 / 500 characters

#### B.2.5.3 Stakeholder group relevant for policy instrument 5

**Please provide the indicative list of stakeholders to be involved in the project**

- Ministry of culture of the Slovak Republic
- The Monuments board of the Slovak Republic
- Municipalities (Levoča, Bardejov, Kežmarok, Sabinov, Podolíneč, Prešov, Stará Ľubovňa...)
- University of Prešov
- Slovak Technical University in Bratislava
- Non profit organizations focused on the topic (there are many of them)
- Regional tourism organisations
- Slovak Chamber of Architects

387 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

The Prešov Self Governing Region is one of the 8 Self Governing Regions and also geographically biggest region in Slovakia. There are more fortified cities in its territory - representing the beneficiaries of the project's outputs. In the stakeholder group, therefore, will be involved the key representatives of the fortified cities as the most prominent experts on the topic of our region. And ultimately they are also the decision makers in taking appropriate actions. In addition, the university has an important place as a professional guarantor and expert on historical background. Furthermore, architects are represented in the stakeholder group as well as experts in design solutions. Equally important are the representatives of the monument office - who express their opinion on the subject in connection with the preservation of the historical heritage. Last but not least are the non-profit non-governmental institutions that focus on the fortress, and walls and are working to restore them for a long time.

1,020 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

The stakeholder group will participate in an individual interregional meetings, regional meetings and will also assist in the development of the action plan. We expect an active participation in the exchange of know-how, international workshops, as well as presentation of good practice in our region. The entire stakeholder group is scheduled to meet two times per year, after or before each interregional exchange activities. It will be regularly updated on the proposed project progress and intermediate outputs, will validate potential good practice from other partner regions, will help analysing local needs, provide expert opinions and recommendations for policy improvements.

684 / 1,500 characters

## B.2.6 Policy instrument 6

### B.2.6.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Operational Program European Regional Development Fund of Aragón 2014-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Thematic objective 6: Preserving and protecting the environment and promoting resource efficiency; O.E.6.3.1.: Promote protection and development of cultural heritage: to reach a good level of heritage conservation by establishing criteria to achieve an efficient, effective and real cultural heritage preservation, to improve accessibility to heritage, promote respect towards it and promote its dissemination as well as didactic interventions. Actions listed financed within the OP are restoration of: churches, defensive architecture, singular properties, archaeological and paleontological deposits and monasteries and cathedrals.

The defensive heritage should create new models of coexistence in the municipalities where it is located and define new innovative ways of utilization focused on its future self-sufficiency. For this, it should be established new governance models for defensive heritage, giving criteria and proposing an action protocol according to the characteristics of the assets and its ownership, since the duty to conserve corresponds to the owner (art. 33 of Law 3/1999, 10th March, of the Aragonese Cultural Heritage. Future restoration activities funded by the OP should be in line with a new action protocol for monitoring restorations for new ways of utilization of the defensive heritage.

1,324 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Regional Government of Aragon. Directory of Finance and Public Administration. EU Funds Service

95 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Improving through governance, the general objective for the improvement of the Aragon OP is to investigate defensive heritage in the territory of Aragon, from the typological, historical, structural, formal and aesthetic point of view, in order to establish criteria for RESTORATION in defensive heritage (classification, prevention and conservation) for FUTURE PROSPECTS.

As specific improvements:

1. To promote the knowledge, protection and safeguard of defensive architecture in Aragon.
2. To set some criteria, objectives, real and measurable, to carry out the declaration and delimitation in elements of defensive architecture in Aragon.
3. To establish a document (RISK MAP) to determine priorities and criteria of restauration for POSSIBILITIES OF USE AND ENJOYMENT, in order to guarantee the preservation and conservation of this kind of Cultural Heritage (with a wide diversity of typologies: defensive cities, walled enclosure, castles, Civil War vestiges, forts. Walls, etc. They are physical asset) and its intangible heritage, as well as the material cultural assets integrated in them.
4. To stablish mechanisms to improve the cooperation of the fortress and the municipality where it is located, in addition to the social agents, owners and public bodies linked to this type of assets.

1,306 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

For improving the co-operation of the fortress and municipalities Nº of agreements signed.

90 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

Since 2013 it has been developed the following activities:

- ☑ Cataloging criteria of defensive architecture in Aragon
- ☑ For several defensive sets, Action Plans / Master Plans have been drawn up (Ruesta, Urriés - Los Pintanos) and restoration projects in some fortresses (Roita, Sos del Rey Católico).
- ☑ Coordination with other administrations (Cultural Heritage Institute of Spain) in the restoration works developed in some fortresses (Jarque and Monreal de Ariza).

Aragon as border land has 519 fortresses in the territory (according to the Order of 17th April 2006 of the Department of Education, Culture & Sports of Regional Government of Aragon, which approves the list of fortresses and their location) being most of them located into the municipality area according to the Spanish law.

119 of these fortresses are located in the Province of Teruel. They face multiple challenges to be improved:

- ☑ Cooperation between Fortresses and Municipalities where are located: cases such as Albarracín, Peracense, Montalban, Alcala de la Selva and Valderrobres.
  - ☑ Self-sufficiency systems for maintenance and protection of the fortress. Only Albarracin fortress and Alcañiz fortress are PARTLY self-sufficient, the rest of the fortresses depend on public funds for their conservation and maintenance.
- Diversity of legal situations about Defensive Architecture ownership / competences:
- o Public ownership
  - o Private ownership,

1,429 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

No

#### B.2.6.2 Partner relevance for policy instrument 6

##### Partner Relevance 1

6-PP Provincial Government of Teruel

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

P6 has the competences of local entities related to fortress and fortifies cities which are described in the framework of the Law 3/1999 of 10th March of the Aragonese cultural heritage and in the art. 25 of the law 7/1985 of December 27, rationalization and sustainability of the Local Administration, where it is set that local entities are competent in the promotion of culture and cultural facilities.

The Culture and Tourism Service of the Provincial Government of Teruel provides assistance and economic and technical cooperation on heritage issues to the 236 municipalities of Teruel, especially those of lower economic capacity and management.

653 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

P6 is an authorized actor to manage the Integrated Territorial Investment (ITI), within the O.P. together with the Government of Aragon, the City Council and other stakeholders that contribute in the implementation of the ITI, so the possibility of improvement of this OP is clear.

Provincial Government of Teruel has a direct and fluid contact with the Regional Government of Aragon. Both entities are working together in several topics, as Provincial Government of Teruel did for "transport" thanks to MOG project (Interreg IVC) and for "SMEs" in the present with SILVER project (Interreg Europe 3d. Call).

According to Order PRE/441/2017 of 21st March 2017, it was established a collaboration agreement between Regional Government of Aragon and the three provincial governments for the development of the Operational Programs of Aragón in the period 2014-2020. This order enables the three provincial governments into managers of the ERDF and ESF funds.

960 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

119 fortresses are situated in Teruel, many examples of good practices that could be transferred to European regions. Any intervention in any fortress has to follow a technical scientist plan director which ensures its proper and right development.

P6 expects to learn more from other experiences to be able to create an action protocol for the preservation of defense heritage in coexistence with its neighboring municipality and integrate defensive heritage into a functional context.

489 / 500 characters

#### B.2.6.3 Stakeholder group relevant for policy instrument 6

**Please provide the indicative list of stakeholders to be involved in the project**

It has been agreed the participation on the project as stakeholders, the following entities:

- Regional Government of Aragon. Department of Prevention and Protection of cultural heritage.
- Institute of Cultural Heritage of Spain (IPCE)
- ICOFORT. International Scientific Committee on Fortifications and Military Heritage
- ARCA. Association for the recovery of the castles of Aragon
- Paradores de España.
- Fundación Santa María de Albarracín.
- Ciudadela de Jaca.

470 / 1,000 characters



**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

- Regional Government of Aragon. Department of Prevention and Protection of cultural heritage. Responsible for the development and implementation of the OP and RIS3.
- Institute of Cultural Heritage of Spain (IPCE). It currently carries out tasks of conservation, consolidation and restoration of defensive architectural property owned by the Ministry of Education, Culture and Sport located in Aragon. This entity has designed the National Plan of Defensive Architecture. This is a strategy plan coordinated among the National Government and the regions.
- ICOFORT. International Scientific Committee on Fortifications and Military Heritage. It provides scientific knowledge.
- Paradores of Spain. Spanish public company that manages luxury hotels located in historical heritage buildings. It provides feasible business point of view
- ARCA. Association of fortresses of Aragon. It represents the needs of the target heritage group.
- Municipality of Albarracín. Entity has received a large number of national and international prizes for restoring its heritage, enhancing it and coining a mark of cultural quality. It provides knowledge in successful case of fortified heritage management.
- Ciudadela of Jaca. Fortress recognized as a GP for its value and self-maintenance. It provides knowledge in successful case of fortified heritage management.

1,361 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

The stakeholders group will state needs and requirements for improvement of the OP towards the inclusion of an action protocol for defensive heritage according to the characteristics of the assets and their future prospects. Stakeholders will also gain in knowledge and know-how due to the interregional exchange of experience process and to the validation of potential GPs from other partners, assess their transferability within Teruel territory, and provide expert opinions, data and recommendations for the improvement of the OP through the design of the action plan. It is foreseen 6 stakeholders meetings during the life of the project (one per semester). Provincial Government of Teruel has allocated budget to invite 2 stakeholders to participate in all study visits and thematic seminars planned and 1 stakeholder to the workshops organized in Brussels. It is planned 4 stakeholders will attend final conference. Being Provincial Government of Teruel responsible for elaborating newsletters, SG will collaborate supervising its content.

1,045 / 1,500 characters

## B.2.7 Policy instrument 7

### B.2.7.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Operational Programme ERDF Saxony-Anhalt 2014-2020; 2.4 Priority Axis 4: preservation and protection of the environment and promotion of resource efficiency 2.4.1 Investment priority 6c: preservation, protection, promotion and development of the natural and cultural heritage; Action: Improving the presentation of cultural heritage

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The above named policy instrument further develops cultural sites and improves the presentation of the unique and irreplaceable cultural heritage of Saxony-Anhalt. The changed reception habits of the increasingly older population, including the typical visitors of cultural heritage and museums is taken into account by the policy instrument. Interventions financed by the policy instrument strengthen the attractiveness of cities for residents, visitors and companies and achieve a visible positive effect on local, not least economic, development.

The current financial era of low interest causes intensified building and construction activities. The investment pressure on historic sites located in urban centres is extremely high. Policy instruments have to be able to react on this and to help and actively protect support listed monuments and valuable cultural heritage sites by raising visibility, strengthening accessibility and augmenting public perception.

This can contribute to saving monuments and cultural heritage sites from being developed under purely economic motivations and thus being endanger of losing their value for society.

1,154 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

State Chancellery and Ministry of Culture Saxony-Anhalt

55 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The project envisages the improvement of this policy instrument through improved governance. The selection of measures financed out of the op EFRE is intended to be improved by strengthening the policy instruments ability to responds to urban pressure challenges. The policy instrument shall be equipped to better integrate historical fortifications into contemporary urban uses. The policy instrument shall be empowered to better support the contribution of fortresses to social, leisure and recreational use instead of purely following economic pressure on the real estate market. One key method to achieve an empowerment of the policy instrument is by strengthening citizens participation in the decision making process. The city of Magdeburg already has established measures to involve citizens in the decision making process. These measures are intended to be strengthened and thus contribute to a better governance of the policy instrument of the regional op as a whole.

976 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

Number of decisions approved involving the recommendations from the participation of public in the decision process to the maximum possible degree

149 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

Saxony-Anhalt has a very high density of important monuments. In the Germany wide comparison, it has above average number of UNESCO World Heritage Sites and monuments, which must be preserved and made available to the public for subsequent generations. In the fortified city of Magdeburg, about 100 structural individual elements have been preserved, which are directly related to medieval and Prussian fortifications. These individual objects are components of 48 monuments and listed in the list of monuments of the state capital Magdeburg. In order to protect and sustainably exploit the cultural heritage, the above named policy instrument further develops cultural sites and improves the presentation of this unique and irreplaceable cultural heritage. Interventions financed by the policy instrument strengthen the attractiveness of cities for the public and achieve a visible positive effect on local, not least economic, development.

The current financial era of low interest causes intensified construction activities. The investment pressure on historic sites located in urban centres is extremely high and especially concerns the monuments of the fortified city of Magdeburg. When it comes to dealing with protected monuments or cultural heritage sites the experience of recent construction projects reveals that it is extremely difficult to protect them from pure economically driven transformation.

Policy instruments have to be able to react on this and actively protect support listed monuments and cultural heritage sites by raising visibility, strengthening accessibility and increase public perception. Although financial means of the addressed instrument are limited, increased public perception, changed governance including participation of citizens in the decision making process can help raising political will to protect valuable historical sites. This can contribute to saving monuments and cultural heritage sites from being developed under purely economic motivations.

1,996 / 2,000 characters

**Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?**

#### B.2.7.2 Partner relevance for policy instrument 7

##### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

##### 7-PP City of Magdeburg

The city of Magdeburg has the planning sovereignty within the area. In this respect, the city is affected and decides on all operations initiated by the policy instrument. The city has set up various development plans, some of which include fortifications. In addition, a ' Monument preservation plan of the city of Magdeburg ' was developed, which represents the stock and defines measures for preservation. Ministry of Culture as owner of instrument closely accompanies all measures implemented in Magdeburg fortification. The good examples set here can directly be transferred to other monuments and sights under development in Saxony-Anhalt. Especially when it comes to participation and citizen involvement as well as accessibility, the city of Magdeburg is seen as front runner for Saxony-Anhalt. The methods developed and tested by the City of Magdeburg in RFC are expected to be adapted by the ministry of Culture as owner of the ERDF instrument for the development of monuments.

989 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

The city of Magdeburg has the planning sovereignty within the city area. In this respect, the city is affected and decides on all operations initiated by the policy instrument. The city has set up various development plans, some of which include fortifications. In addition, a ' Monument preservation plan of the city of Magdeburg ' was developed, which represents the stock and defines measures for preservation. A framework plan has been developed for the Maybachstrasse, which is part of the fortification, with statements on future uses. Magdeburg is the state capital of Saxony-Anhalt and maintains good relations with the ministries, which all have their headquarters in the city. The city has already developed many good examples of the sustainable use of fortifications. The examples range from cultural centres, association seats, gastronomic uses to educational sites. Therefore, the voice of the city has a leading role in the formation of opinion in Saxony-Anhalt.

979 / 1,000 characters

**How will the partner contribute to the content of the cooperation and benefit from it?**

Contribution: Establishing a fortress advisory board on all important issues relating to fortifications, programmes to promote urban development, inclusion fortifications in overall urban development. Benefit: Different possibilities for the use of facilities that are compatible with the character and the preservation of monuments. Strategies to avoid improper use and the overshaping of the fortifications by private investors. Tourism development. Development of modern information systems.

497 / 500 characters

#### B.2.7.3 Stakeholder group relevant for policy instrument 7

**Please provide the indicative list of stakeholders to be involved in the project**

- Redevelopment Association „Ravellin 2“
- Fortress Advisory Board
- Monument Protection Authority
- Business Department (City of Magdeburg)
- Magdeburg Marketing, Congress and Tourism LTD
- Private Owners
- State Chancellery and Ministry of Culture Saxony-Anhalt

264 / 1,000 characters

**Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)**

The State Chancellery and Ministry of Culture Saxony-Anhalt is responsible for the policy instrument and has the ability to change the instrument. All other stakeholders are only opinion leaders and therefore have only indirect influence. The mixed composition of stakeholders will represent different perspectives and interests in the group. The use for economic, tourist and private interests is compared with the interests of protecting and unadulterated preservation of the fortifications. The discussion will contribute to mutual understanding and allow the State Chancellery and Ministry of Culture of Saxony-Anhalt to develop the policy instrument in order to improve the protection of valuable historical sites.

721 / 1,500 characters

**How will this group be involved in the project and in the interregional learning process?**

For the project, up to 4 meetings of the group are planned per year. The active participation of all stakeholders in the project exchange, especially in the study visits, is an integral part of the project. Two members of the stakeholder group should participate and contribute their experiences to each study visit. Conversely, the stakeholder's understanding of other opinions and views is aroused.  
In the end, there will be a local action plan, in which the contributions of all stakeholders can be found and with which all stakeholders agree.

550 / 1,500 characters

## PART C – Project description

### C.1 Brief history of the project

#### HISTORY \_ 3000

Ústí Region initiated the communication with Regional Landscapes Antwerps (project idea owner) and initiated the project development. RFC is not the follow-up project, partners were contacted in IE event in Brussels and via IE web sites, about 30 partners were interested, final consortium is selected with regard on the possibility of the partners to influence the existing policies. The established partnership is set up of new partners, they did not work together before, so it is expected that the partnership will produce new ideas, new processes and approaches.

Ústí Region has a long term experience in investment projects and development of innovative ways of utilisation of City –Fortress Terezín, Regional Landscapes Antwerps with 5 fortified cities around Antwerp (Zandvliet/Lillo, Mechelen, Lier, Herentals, Dendermonde) aims to preserve the unique fortress structures and use them for multiple ecosystem services, neighbouring the Municipality of Komotini there are 3 fortifications (Kavala, Komotini, Didymoteicho), important cultural-historical monuments attracting thousands of visitors every year, the North-West Region of Romania with Fortress Cities (Cluj-Napoca, Bistrita, Oradea), 6 fortified cities in Prešov Region (Bardejov with fortification system transformed into new modern functions), Teruel Province with number of fortress cities, as Albarracín with national awards for management. Magdeburg-pressure for former fortress Magdeburg increases by private investors, the city intends to make fortifications accessible for public.

Following the communication and assessment of the project outline, objectives and results via the questionnaires, the project development, including the planning of activities and budgets was carried out jointly. The LP coordinated the AF development with support of the consortium, P6 developed the communication plan. All partners contributed with part B. Partners arranged several skype meetings to shape the project idea and to approve the process, together with phone calls, and the intensive e-mail communication. The strong focus of the project on mutual learning, transfer of know-how, joint discussions on relevant topics stated, the tasks and responsibilities were assigned among partners; the LP will be responsible for overall management and Policy Improvement Workshops organisation, P3 for SV organisation, together with moderation of Panel Discussions and the Coordination of the Joint recommendation and evaluation reports development, P6 for communication activities, Advisory partner EFFORTS will be responsible for Good Practices collection and updating and the Interregional Technical Workshops coordination and realisation.

2,726 / 3,000 characters

### C.2 Issue addressed

#### European context

There is a number of economically disadvantaged regions in Europe with valuable cultural heritage which can become a source of economic development. As cultural heritage is a source of regional economic development for these regions, the value of such monuments should be revealed, promoted, treasured and utilised.

RFC project contributes to the regional development by creation, development and implementation of clearly defined development strategies and measures, which will improve the coexistence of Cities – Fortresses by costs reduction, development of innovative ways of utilisation taking into account the specific demands of such areas regarding their maintenance and by this way will support smart, sustainable and inclusive growth to overcome the structural weaknesses in the EU.

#### Europe 2020 strategy

represents the EU's agenda for growth and jobs emphasises smart, sustainable and inclusive growth aimed to overcome structural weaknesses in Europe's economy, improve its competitiveness and productivity and underpin a sustainable social market economy. The issue addressed in RFC project contributes to such improvements by development of long-term sustainable development strategies of the Cities-Fortresses, based on experience, good practices and research. The developed strategies will support smart, sustainable growth and increase of competitiveness in partner regions, together with improvement, simplification or establishment of clear administrative solutions to improve the coexistence of Cities and Fortresses, resulting into utilisation of till now hidden and unused potential of historical monuments.

#### Within IE Priority Axis 4, Specific Objective 4.1

the project supports the improvement of implementation of regional development policies in the field of protection and exploitation of cultural heritage. The interregional cooperation enables the partner regions to examine the effectiveness of their existing policies, to analyse their methodologies and gives them the chance for improvement, based on sharing of proved examples. RFC project thus will contribute by improved management of Cities – Fortresses, based on definition of coordinated, place-based strategies and actions, laying down balanced measures of preservation with sustainable exploitation of the monuments.

#### Interregional cooperation

Interregional exchange of experience among regional institutions contributes to the improvement of preservation, development and exploitation of cultural heritage, based on bottom up approach, i.e. involvement of key stakeholders in the process, their direct participation in project events and learning process, and will raise the public awareness on cultural heritage. Improved awareness will also lead to longer term strategic thinking and anchoring of cultural and natural heritage in regional development strategies.

Regional solutions developed within the interregional cooperation IE will provide the support for conserving, protecting, promoting and developing natural and cultural heritage, will recognise that regional actors are well-placed to undertake this work and the partners will benefit from the exchange of experience with other areas facing similar challenges.

The interregional cooperation supported by Study visits, good practices sharing and technical workshops will create the base for Action Plans development and simultaneously will contribute to improvement of the capacities of the institutions managing the historical premises.

3,515 / 4,000 characters

### C.3 Objectives

**Programme  
priority specific  
objective the  
project will  
contribute to**

Improve the implementation of regional development policies and programmes, in particular Investment for Growth and Jobs and, where relevant, ETC programmes, in the field of the protection and development of natural and cultural heritage.

**Overall objective  
and sub-objectives**

The overall project objective is to improve the regional and local policies targeted at preserving cultural monuments, specifically fortresses and military heritage, by improving the coexistence of these historical monuments and neighbouring cities and integrating historical fortifications into contemporary urban planning, infrastructure and functional context. This will be done by identification, analysis, dissemination, transfer of good practices and experience among cooperating partners with the aim to support the project partners in development of their Action Plans and to involve the new, innovative practices into their development strategies.

The project has the following sub-objectives:

- to improve the cooperation of the City–Fortress, by intensifying communication and cooperation between them, taking on mind the mutual impacts of the existence of Fortresses and Cities – positive and negative
- to define innovative ways of utilising historical military premises, with focus on their future development, by exploitation of existing sources, with focus on economic issues and financing
- to develop supportive principles for the improved use of these sites (social use, recreation, leisure, business activities, etc), to increase the attractiveness of the City - Fortress
- to assess the environmental management and impacts of and for the historical monuments
- to identify best practices in policy implementation together with gaps in already existing programmes and policies
- to develop the Action Plans involving the recommendations and defining the concrete actions to improve the coexistence of fortresses and cities, contributing to their preservation

1,685 / 2,000 characters

#### C.4 Project approach

**Describe the project approach to achieve the project's objective and to produce the intended outputs and results.**

To reach the objectives and sub-objectives of the project, the following approach of the project realisation is designed.

The project is based on wide interregional learning process. This is focused on exchange of know-how and experience, sharing the results of research together with practical information of proved actions and methods in implementation of policies (local, regional and national level) among project partners.

1. Stakeholders involvement and tasks, role of stakeholder groups

Stakeholders play the crucial role in hosting Study visits in partner regions and presenting, how the existing policies are implemented in practice, in defining gaps and improvement needs, and proposing relevant solutions for further development. Stakeholders provide inputs and comments to In site analysis development. Key representatives of the stakeholder groups attend Study visits in partner regions and participate in the Panel Discussions.

2. Learning process

The Learning process is based on:

- Stakeholders involvement in each partner area
- Good practices collection
- Study visits
- In-site analysis development and provision by hosting regions to partners before SV
- Panel Discussions following each SV-stakeholders, partners and experts discuss the situation
- Joint evaluation and recommendation reports-all partners comment the SV and provide recommendations to hosting partner, these are summarised in the report
- Interregional Thematic Workshops
- Policy Improvement Workshops

EFFORTS, Advisory partner, leads Good Practices (GP) List compilation and updating. The time schedule and templates are developed, commented and finally approved by project partners. After collection of GPs starts, EFFORTS compiles the List of GPs (1st issue month 6). The List is regularly updated till the end of the project and will be closed in month 32. Each partner submits 3 GP at least.

P3, Municipality of Komotini coordinates the activities related with the Study visits. Each SV has to: 1) present the existing policy implementation measures, inform partners and their stakeholders on the methods implemented in practice together with barriers and gaps; 2) partners, stakeholders and experts discuss the situation, evaluate the effectiveness of existing policies and provide recommendations.

Each partner hosting the SV develops In-site analysis and sends it to partners 2 weeks in advance, to inform participants on problems solved and good practices implemented. Following the SV the Panel Discussion is held, participation of partners, stakeholders and experts, moderated by P3. The Joint evaluation and recommendation report of the SV is drafted by P3, collecting the contributions of all partners, the final version is issued 4 weeks after the SV at the latest. Each SV will take 2 days and will be completed with the Panel Discussion (60 minutes).

Interregional Thematic workshops are arranged as the part of the learning process (6 in total), focused on specific topics. Advisory partner – EFFORTS, is responsible for the coordination, preparation and invitation of experts, if necessary. Thematic WS focus on the following topics and will contribute to individual, institutional, stakeholders and external learning. Each Thematic WS will take 2-3 hours. The topics to be tackled:

- (1) preservation and development of the cultural heritage by improvement of the mutual impacts of Fortresses and Cities (positive x negative)
- (2) nature and environment management and maintenance (energy savings, water management)
- (3) economic aspects (reconstructions and maintenance), financing mechanisms
- (4) social use of old military structures and buildings as a public space for recreation and leisure, promotion and tourism, business activities
- (5) how to respond to urban pressure and integrate historical fortifications into contemporary urban planning, infrastructure and functional context
- (6) innovation for military heritage (new energy techniques, ICT applications, etc.)

The Report from each Thematic WS is issued containing the contributions of partners, proved practices and recommendations by EFFORTS.

2 Policy Improvement Workshops to support partners in improvement of their local and regional policies, involving presentations of examples of GP, RSG and politicians from participating regions are held to discuss the possible improvements of existing policies.

Cooperation with Policy Learning Platform of the IE programme is provided.

3. Action Plans

The LP manages and coordinates Action Plans development.

- Each Action Plan takes in account the SV, Thematic WS findings and conclusions, Joint evaluation and recommendation reports
- Each partner develops the Action Plan in national language—to be available to regional stakeholders and provides the summary in English
- Each RSG is involved in Action Plan development, provides recommendations and approves the final version
- The Action Plans are issued

4,942 / 5,000 characters



## C.5 Communication strategy

**Describe the communication strategy and the way it will contribute to achieving the project objectives.**

**In the table below, outline your communication objectives, summarise the main target groups and the kind of activities planned to reach each objective. Add line per objective and describe each separately.**

<p>The communication strategy is jointly developed by the partnership. P6 is the responsible for development of the Communication strategy and coordination of the activities due to its experience as LP in SILVER SMEs and because ICOFORT (International Scientific Committee on Fortifications and Military Heritage) participates as stakeholder. ICOFORT website will be a platform for disseminating RFC results and activities at international level. Advisory partner EFFORTS will supervise documents produced and will disseminate them through its network. P6 is responsible for the development of the promotional project video, presented in the Dissemination conference in Brussels in sem 6.</p>
<p>LP and P6 monitor and coordinate all activities and outputs ALL partners participate in:</p> <ul style="list-style-type: none"> <li>- Providing information &amp; materials for elaboration 2 brochures and 6 newsletters.</li> <li>- Providing articles / announces appeared on Medias to be loaded on the webpage.</li> <li>- Active participation in social medias &amp; providing content for the webpage.</li> <li>- Organising 2 infodays within RSG meetings. One in semester 1 for introducing the project and another in semester 6 for disseminating results and outputs.</li> </ul>
<p>Communication and its effectiveness is regularly checked in SC meetings</p>
<p>The communication strategy focus on:</p> <ol style="list-style-type: none"> <li>1. Regional, National and Local policy makers. The objective is to disseminate project key results and findings related to the project theme and to influence the existing national/regional/local policies.</li> <li>2. Cultural heritage foundations; promotion &amp; protection networks of fortified heritage, universities, research institutions; to raise awareness, to increase cooperation, to transfer knowledge acquired. This target group is considered key stakeholders to cooperate in management and keeping the historical premises by preparation of the Action Plan to be developed by policy makers.</li> <li>3. Private companies, entrepreneurs, startups involved in cultural heritage maintenance and operation.</li> </ol>

1,979 / 2,000 characters

Objectives	Target group	Activities
<p>To persuade Policymakers disseminate project key results and findings related to the project theme to relevant policy makers in partner regions (and also beyond) with the aim to influence the existing national / regional / local policies.</p> <p>238 / 300 characters</p>	<p>Regional, national and local policy makers and civil servants of the Heritage Public Departments. These members participates in the stakeholders groups meetings.</p> <p>163 / 500 characters</p>	<p>LP and P6 supervise the activities and prepare a template to monitoring activities done:</p> <ul style="list-style-type: none"> <li>- Kick-off project press conference.</li> <li>- Organisation of two info-days to introduce the project and to disseminate outputs and knowledge gained.</li> <li>- Digital distribution of 6 newsletters produced.</li> <li>- Stakeholders meetings participation.</li> <li>- Brochures distributed in own and external events.</li> <li>- Digital dissemination of the GPs collection and hard copies handle for policy makers of the territories involved in the project.</li> <li>- Updating the project website.</li> <li>- RFC news is integrated in social media activities by partners and stakeholders.</li> <li>- Distribution of Action plans as example of policy improvement carry out but other regions with the same fortresses and military heritage</li> <li>- Organizing high-level political dissemination final event in Brussels with the participation of all policy makers of partner's regions.</li> </ul> <p>896 / 1,500 characters</p>

Objectives	Target group	Activities
<p>To raise awareness and disseminate knowledge acquired in the project to different organisations responsible for collecting, preserving and exposing cultural heritage, organisations involved in reconstruction and revitalisation of monuments and tourism agencies, urban planning institutions.</p> <p>291 / 300 characters</p>	<p>Cultural heritage foundations; local / regional / national networks of cultural heritage promotion &amp; protection, universities, research institutions, organisations involved in reconstructions and revitalisation of monuments.</p> <p>225 / 500 characters</p>	<p>LP and P6 supervise the activities and prepare a template to monitoring activities done:</p> <ul style="list-style-type: none"> <li>- Kick-off project press conference.</li> <li>- Organisation of two info-days to introduce the project and to disseminate outputs and knowledge gained.</li> <li>- Digital distribution of 6 newsletters produced.</li> <li>- Stakeholders meetings participation.</li> <li>- Brochures distributed in own and external events.</li> <li>- Digital dissemination of the GPs collection and hard copies handle for fortress &amp; military heritage..</li> <li>- Updated the project website.</li> <li>- RFC news is integrated in social media activities by partners and stakeholders.</li> <li>- Promoting the Regional Action Plans as a supporting for the future development of studies and research for the maintenance and utilisation of the cultural heritage.</li> <li>- Organizing high-level political dissemination final event in Brussels with the participation of relevant organizations that make research studies / manage / Fortified &amp; military heritage.</li> </ul> <p>951 / 1,500 characters</p>

Objectives	Target group	Activities
<p>To raise awareness of potential entrepreneurs and final beneficiaries of the policy Instrument in partner regions about the economic possibilities of fortress / military heritage exploring initiatives business models and procedures for making this heritage feasible and self-sufficient.</p> <p>286 / 300 characters</p>	<p>Private companies and entrepreneurs involved in cultural heritage maintenance and operation.</p> <p>92 / 500 characters</p>	<p>LP and P6 supervise the activities and prepare a template to monitoring activities done:</p> <ul style="list-style-type: none"> <li>- Kick-off project press conference.</li> <li>- Organisation of two info-days to introduce the project and to disseminate outputs and knowledge gained.</li> <li>- Digital distribution of 6 newsletters produced.</li> <li>- Stakeholders meetings participation.</li> <li>- Brochures distributed in own and external events.</li> <li>- Digital dissemination of the GPs collection and hard copies handle for fortress &amp; military heritage..</li> <li>- Updated the project website.</li> <li>- RFC news is integrated in social media activities by partners and stakeholders.</li> <li>- Promoting the Regional Action Plans as a supporting documents for the business models and procedures for making this heritage feasible and self-sufficient.</li> <li>- Organizing high-level political dissemination final event in Brussels with the participation of relevant organizations that make research studies / manage / Fortified &amp; military heritage</li> </ul> <p>941 / 1,500 characters</p>

## C.6 Expected results and outputs of the project

### C.6.1 Overview of the expected outputs and results

Describe in more detail the outputs and results the projects intends to produce. Provide qualitative and quantitative information regarding outputs and results of the project, including those related to management and communication activities.

Expected results and outputs

Outputs

- 7 Stakeholders Groups formed to participate and contribute to interregional learning and to ensure the relevant institutions approve the Regional Action Plan
- List of Good practices compiled by the project partners to create the starting point for the following international learning (21 GP at least)
- 7 Study visits in partner regions realised, to see and discuss the issues at place
- 7 Panel Discussions (60 minutes) in each partner region follows each Study Visit to discuss and comment the policies implemented by the hosting partner (participation of partners, stakeholders, politicians, experts, representatives of EFFORTS association)
- 7 Joint evaluation and recommendation reports on the SV in each partner region developed, following the Study visits in partner areas to highlight the innovative and effective policies implemented by the hosting partner
- 2 Policy improvement Workshops realised to support the improvement of regional policies, participation of politicians, representatives of EFFORTS, partners, experts, key stakeholders
- 7 Action Plans developed and approved to improve the existing policies in partner regions
- 1 Final Dissemination Conference to promote the project organised in Brussels

Results

- cooperation and communication among fortresses and cities is improved, this leads to reduction of costs, better access to military heritage sites and improved use of these sites for social, recreational, leisure, business etc. purposes
- partners and stakeholders increase their know-how about the preservation, development and use of military heritage, relevant institutions in partner regions are better informed and involved
- partners and stakeholders are informed on already proved good practices in other partner regions and on the mechanisms of their implementation
- recommendations resulting from Joint thematic analysis and recommendations supports partners and stakeholders in planning, shaping and implementing the new, innovative policy measures
- regarding to the joint approach the environmental aspects and impacts are taken on mind
- innovative ways of utilisation resulting from the joint management of the Fortress - City

These outputs and results will lead to improvement of the mutual relations and functioning of the cities and fortresses, improved governance of the area, will the costs and will contribute to the attractiveness of the City – Fortress and tackle the economic aspect of promotion and tourism.

2,522 / 3,000 characters

### C.6.2 Indicators

Result indicators	Target	
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link	4	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link	3	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	400,000	
Estimated amount of other funds influenced (in EUR)	76,400	

Policies	Self-defined performance indicators	Target	
Policy 1	Number of interventions designed and approved by the Association Terežín - the city changes to improve the coexistence of the City-Fortress	3	
Policy 2	For improving the co-operation of the fortress and municipalities N° of agreements signed.	5	
Policy 3	☑ For improving the co-operation of the fortress and municipalities N° of agreements signed - 3.	3	
Policy 4	No. of patrimony buildings to be restaured	3	
Policy 5	Number of agreements between municipalities and PSK – 5	5	
Policy 6	For improving the co-operation of the fortress and municipalities N° of agreements signed.	5	
Policy 7	Number of decisions approved involving the recommendations from the participation of public in the decision process to the maximum possible degree	3	

Output indicators	Target	
Number of policy learning events organised	63	
Number of good practices identified	21	
Number of people with increased professional capacity due to their participation in interregional cooperation activities	108	
Number of action plans developed	7	
Number of appearances in media (e.g. press)	54	
Average number of sessions at the project pages per reporting period	500	

### C.6.3 Innovative character

Often fortress structures are viewed from a single point of view, mostly in a conservative way as protected heritage or environment. The RFC project aims at improvement of the coexistence of historical monuments – fortified cities and neighbouring forts. An integrated approach is proposed to develop innovative ways of using old fortresses with the aim to make their maintenance easier and more reasonable, more sustainable. E.g. by including the fortresses into the life of the City, by development of sustainable strategies of the maintenance and exploitation of this heritage.

No previous INTERREG project has addressed so far the sustainable coexistence of fortified heritage in urbanised areas with highly dynamic developments.

Sustainability as such has been covered by few INTERREG IVC projects: Hybrid Parks, PRESERVE, VITOUR LANDSCAPE (sustainable development), CHARTS (sustainable management of cultural heritage), At Fort. In the current financial perspective, the following projects related to cultural heritage have been funded under INTERREG EUROPE: SHARE, CHRISTA, CrinMA, EPICAH, FINCH, INNOCASTLE, Cult-RInG, Green Pilgrimage.

The RFC project will learn from the experience on other projects and build on their achievements by sharing information, following the news from these projects, meetings during events and any other opportunities that will arise.

What is innovative about the RFC project? Supported with practical tools and solutions elaborated throughout the project, the partner institutions will be able to better plan their budgets and activities.

By exploring the present situation of the project partners, their best practices and general approaches to the question of inclusion of fortified heritage in local/regional development, policies will be improved and the results will be disseminated among the stakeholders at EU/national/regional and local level.

1,895 / 2,000 characters

### C.6.4 Durability of results

The durability of project achievements is ensured:

7 Action Plans are developed, addressing the existing Operational programmes and strategies in 5 EU areas and 2 Local programmes, focused on improvement of the policy instruments in each territory. Action Plans are based on deep learning process - transfer of good practices among partners, the assessed good practices are not only presented in the list and printed brochure, but also by presented on IE learning platform and on the project websites. The corresponding policy recommendations are developed to impact the programming Structural funds in European regions, built on direct communication and Panel discussions following the SV and the Joint evaluation and recommendation report summarizing the findings from the SV by the partnership and resulting from the negotiations between key stakeholders in each of participating regions. Action Plans are designed to generate the long-term effects on the regional policies. The approaches taken by project partners are broadly diffused beyond the partner regions, so, the project will enable stakeholders and key actors in other EU regions to benefit from the learning experience and to transfer and possibly adopt the innovative methods and policies.

The durability is linked with IE cooperation on local level, by ensuring that the key regional actors are intensively involved in learning and the following implementation process. The Action Plan in each partner area is developed with taking in account also the specific conditions and needs of the respective region, this is ensured by direct involvement of crucial stakeholders in each region to state the realistic and feasible results.

1,697 / 2,000 characters

### C.7 Horizontal principles



	Type of contribution	Description of the contribution
<b>Sustainable development</b>	Positive effects	<p>The project will have a positive effect on sustainable development by improved implementation of regional development policies and programmes, integrated approach to fortress structures, taking in consideration the urban pressure and by integration of historical fortifications into contemporary urban planning, infrastructure and functional context. Sharing the experience in application of new innovative methods of restoration, developing of methodologies how to preserve multiple ecosystem services and transfer of proved practices together with increase of knowledge and capacities of staff of institutions and also key stakeholders in participating regions will also contribute to the positive impacts of the project.</p> <p>725 / 1,000 characters</p>
<b>Equal opportunities and non-discrimination</b>	Neutral	<p>The project will have a neutral effect on equal opportunities, non-discrimination and reduction of disparities. The project partners will ensure that no party involved in or benefiting from the project is discriminated against on the grounds of age disability gender, race, ethnic origin, religion, belief, pregnancy or sexual orientation.</p> <p>All partners will ensure an open and tolerant working atmosphere during the project implementation and the project events.</p> <p>465 / 1,000 characters</p>
<b>Equality between men and women</b>	Neutral	<p>The project was developed and will be implemented by men and women, and men and women will be members of all project teams. All individuals participating in the project will not be discriminated regarding their gender.</p> <p>218 / 1,000 characters</p>
<b>Digital agenda for Europe</b>	Neutral	<p>The project contribution to the Digital Agenda for Europe is neutral, the introduction of possibilities of modern ICT utilisation in historical monuments preservation by development of digital models of monuments will be provided. The project is addressing the topic of modern ICT usage to promote tourism in Europe, with the view that if a ICT tool shall work in the sphere of tourism, the people (including the business community and public and other institutions) of the concerned tourism destination have to be keen on using the same technology. The access to ICT technologies in everyday life is an important issue, so the project included ICT utilisation as one of the crucial topics to be discussed.</p> <p>708 / 1,000 characters</p>



## C.8 Project management

### C.8.1 Management arrangements

The LP bears the overall responsibility for project management: daily overall project management, communication with partners, management and timely reporting, regular monitoring of the project implementation. The external experts to support the Project Management Team are tendered at the beginning of the project.

The LP – Ústí Region is responsible for overall project management, coordination of the project and fulfilling the Subsidy Contract with support of project partners. The LP establishes the Project Management Team (staff and tendered experts), nominates Project Manager.

Project Management Team – works on every day basis, ensures the development and signing of the Partnership Agreement, provides coordination, management and financial administration of the project and – with support of project partners – prepares progress reports, organises the Steering Group meetings.

The Project Management Team coordinates and supports reporting procedures of project partners and is responsible for communication with the JS.

Steering Committee – each project partner nominates the representative, as member of the project Steering Committee, responsible for communication with the Project Management Team. The Steering Committee meets every 6 months to evaluate the project progress, to define the project next steps and to solve the possible problems in the project implementation. The participation in these meetings is obligatory for each partner.

Each project partner nominates the local project manager and financial manager, and person responsible for communication in the partner region.

#### Communication activities

- a) outside the partnership – external communication with local stakeholders group members is in responsibility of local project managers
- b) internal communication is provided especially by e-mail. Skype conference organised by the LP with project partners to discuss the project activities is realised each semester. The communication within the partnership is also provided by establishment of the project cloud, where all the important project documents are uploaded.

#### Financial Management and reporting

The project Finance Manager (Ústí Region) is responsible for development and submission of overall financial reports. Each partner provides the Project Finance Manager with the financial report and certificate of expenditures issued by respective auditor, Project Finance Manager then develops the overall progress report and sent this to the JS. The Project Finance Manager sends the ERDF reimbursement of expenditures to project partners immediately after receiving.

2,613 / 4,000 characters

### C.8.2 Project coordinator

Will project management be externalised?

Yes

### C.8.3 Finance manager

Will financial management be externalised?

Yes

### C.8.4 Communication manager

Will communication management be externalised?

Yes

## PART D – Work plan

### D.1 PHASE 1 ‘Interregional learning’ - Detailed work plan per period

#### Semester 1

##### a) Exchange of experience

In sem1 the working meeting of project partners is held before the official Kick off meeting, 1st Study visit held in Ústí nad Labem, CZ, stakeholders are invited to cooperate and the Regional Stakeholders Groups (RSG) are formed.

Interregional events:

Working meeting of project partners in Brussels, BE (arranged by Partner 7, City of Magdeburg, DE), tasks of the meeting:

- Working plan for the 1st project semester is updated ,
- leaders of activities submit drafts of forms and templates related with project activities
- LP, Ústí Region, CZ - stakeholders list template, discuss the RSG and their involvement and role in the project implementation
- P3 Komotini, EL, responsible for SV preparation, submits and communicates with partners the In-site analysis form, Joint evaluation and recommendation report template, and Panel Discussion following the SV form
- Advisory partner EFFORTS, BE, responsible for coordination of Interregional Thematic Workshops discuss with leaders of separated topics the process and the form of the sessions and Good Practices List compilation and updating, discuss the progress in GP collection with partners

Kick off meeting Ústí nad Labem, CZ, involving the following actions:

- SV 1 - Terezín, CZ, participation of partners, stakeholders and experts ( Ústí Region, CZ, develops In site analysis comprising: Overall information on City – Fortresses, current policy and existing programmes and strategies under implementation (local, regional national, EU level), existing barriers, provides the document to partners 2 weeks before the SV realisation, and in P3 Komotini, EL, issues the Joint evaluation and recommendation report, collecting all partner contributions to the SV in Ústí Region, summarizing the recommendations to the development of strategy for Terezín Fortress and City)
- Panel Discussion 1 follows the SV
- Interregional Thematic Workshop 1 in Ústí n/L CZ, coordinated by EFFORTS, topic (1) preservation and development of cultural and military heritage by improvement of the mutual impacts of the existence of Fortresses and Cities, leader of the session P6, Teruel

The actions to start the Learning process:

P3 Komotini, EL, responsible for Study visits, issues Terms of reference for In-site analysis focused on: City- Fortress communication, current policy and existing programmes and strategies under implementation (local, regional national, EU level), existing barriers, stakeholders involvement

List of stakeholders compiled in each partner area, will be updated till the completion of the project, stakeholders are invited to cooperate and the Regional Stakeholders Groups (RSG) are formed in each region.

Partners organise the 1st RSG meetings - project is introduced, key regional stakeholders involved

Good practices:

GP collection starts, 1st List of GP issued by EFFORTS, each partner contributes with 3 GP (21 in total)

2,912 / 3,000 characters

##### b) Communication and dissemination

- Drafting of the Communication Strategy (CS), describing all necessary steps for ensuring the dissemination outside the project together with internal guidelines for communication within the partnership.
- Approval of the CS by partnership in the SC in Brussels. CS is the guideline for partners I communication at local, regional national and also U levels.
- Project leaflet designed by P6 (all partners contributions), and translated into partner's own language.
- All partners launch press release 1 in national language.
- Partners update and approve the communication plan for sem 2
- The project websites are established on INTERREG Europe platform and regularly updated by P6.
- Project roll up and poster designed
- P6 produces 1st. Newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages.
- Partners arrange the social media managed by P6.
- Each partner organizes 1 infoday.

1,027 / 1,500 characters

### c) Project management

Preparatory working meeting of project partners in Brussels (arranged by P7 Magdeburg, DE)

- establishment of project structures - Steering Group
- project coordinators and financing officers nomination
- reporting deadlines and procedures discussed, approved and stated

Kick off meeting is held in Ústí nad Labem, CZ, together with 1st Steering Committee meeting

- LP finance officer creates the contact with partner's finance officers and together approves the timetable and process of the reporting
- reporting procedures discussed

Tasks of the partners:

Lead Partner:

- Project Management Team is established responsible for project management and internal communication within the project partnership and External support for Project Management Team is tendered (Project manager, Finance Manager)
- Send to partners the necessary briefings on the preparation of financial and progress reporting
- Signing of the Subsidy contract
- Preparation approval of the PA

Partners establish their project manager, financial and communication manager

All partners contact their FLC

All partners sign the Partnership Agreement

Representatives of stakeholders participate the Kick off meeting

1,191 / 1,500 characters

### Main Outputs

Stakeholders group meetings incl. Infoday – 7

In site analysis – 1

Study Visits - 1

Joint evaluation and recommendation reports -1

Interregional Thematic Workshops – 1

1 communication strategy

1 project leaflet produced in 7 languages.

7 press releases

1 newsletter in 7 languages

7 project info days

1 project websites

Steering Group meeting – 1

Subsidy contract – 1, Partner Agreement signed by all partners – 1

418 / 1,000 characters

## Semester 2

### a) Exchange of experience

In sem 2 the Study Visits continue (Teruel, SP), stakeholders are involved in the project implementation in all participating regions and informed on Good Practices suitable relevant for transfer into their region, List of stakeholders updated  
Interregional events:

a) SV 2 held in Province Teruel, SP (fortified City of Albarracin, Daroca Municipality, Ciudadela de Jaca) - participation of partners and key stakeholders (Provincial Government of Teruel, SP, works out the In site analysis and sends to partners 2 weeks before the SV, P3 Komotini, EL, produces 2nd Joint evaluation and recommendation report, based on partner contributions and evaluating the hosting region situation following the 2nd SV

b) Panel Discussion 2

c) Interregional Thematic Workshop 2 held in Teruel, SP, topic (2) nature and environment management and maintenance (biodiversity, energy savings, water management) coordinated and managed by EFFORTS, topic leader P2, Regional Landscapes Antwerp, Representatives of stakeholders participate in the Thematic WS to share the expertise and to present the solutions, policies and ways of cooperation

Regional activities:

Each partner organises the 2nd RSG meeting. Stakeholders contribute to Good practices collection and participate in Study visits, present their roles and involvement in regional policies development and discuss the methods, innovative solutions, existing barriers with partners and stakeholders directly, in the place.

Good practices:

EFFORTS - Good practices collection continues, List of GP updated

1,552 / 3,000 characters

### b) Communication and dissemination

- Project leaflets are prepared to be disseminated among stakeholders, each partner arranges printing
- Each partner publishes articles in local media and ensures broad dissemination of project progress, good practices, expected outputs and activities among regional stakeholders and target groups in regular meetings of Regional Stakeholder Groups and key regional actors, this also ensures a wide outreach of the project activities and involvement of all relevant persons in the project implementation process.
- P6 produce 2nd newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages
- P6 launch press release for the study visits that take place in their territory.
- Website regularly updated.
- Social media updated

861 / 1,500 characters

### c) Project management

The activities held to keep the project management provided within semester 2:

- 2nd Steering Committee meeting in Teruel, SP
- 1st progress report together with the financial claim completed and submitted by the LP to JS

Tasks of partners:

- The LP coordinates the development and submission of the progress report and financial claim and supports partners in the preparation of their reports
- The LP arranges and prepares the SC meeting in cooperation with the hosting partner and coordinates the preparation of the 2nd project event
- All partners take part in the SC meeting and prepare the requested documents and data to be presented with the aim to enable the LP to submit the report in compliance with INTERREG PROGRAMME requirements
- Relevant representatives of stakeholders participate the SC meeting

813 / 1,500 characters

### Main Outputs

Stakeholders group meetings – 7  
In site analysis – 1  
Study Visits - 1  
Joint evaluation and recommendation report -1  
Interregional Thematic Workshops – 1  
7 articles in medias  
1 newsletter in 7 languages  
Steering Group meeting – 1  
Regional financial and progress report – 8  
Project progress report - 1

304 / 1,000 characters

## Semester 3

### a) Exchange of experience

Learning process continues, List of Good practices is updated and checked by stakeholders to define the relevant solutions for their region, 2 Study visits held (Antwerps, Magdeburg)  
Interregional events:

- a) Study visit 3 held in Antwerps, BE, (Regional Landscapes Antwerps, BE, sends In site analysis to partners 2 weeks before SV starts to prepare the 3rd SV, P3 Komotini, EL, coordinates the compilation of the 3th Joint evaluation and recommendation report, with all partner contributions to the issues discussed related to the situation in the hosting region)
- b) Panel Discussion 3 - involving all participants of the event
- c) Interregional Thematic Workshop 3 is held in Antwerps, BE, topic (3) economic aspects (reconstructions and maintenance), financing mechanisms, coordinator P2, leader of the topic P7, City of Magdeburg, DE

- a) SV 4 held in City of Magdeburg, DE, (City of Magdeburg, DE, develops the In site analysis and sends to partners to prepare them for the Study visit, P3 Komotini, EL, coordinates the compilation of the 4th Joint evaluation and recommendation report, all partners send contributions)
- b) Panel Discussion 4 of all participants follows

Regional activities:

3rd RSG meeting in each partner region held, the selected Good practices to be transferred discussed, the topics for Action Plan development presented

1,351 / 3,000 characters

### b) Communication and dissemination

- P6 produces 3rd newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages
- P2 & P7 launch press release for the study visits that take place in their territory.
- Website regularly updated.
- Social media updated

353 / 1,500 characters

### c) Project management

The following activities are provided to ensure the smooth project management in semester 3:

- 3rd Steering Committee meeting is held in Antwerps, BE, together with the SV, all partners participate together with their stakeholders and discuss the following steps of the project and project implementation
- Tasks of the partners:
- The LP coordinates the preparation and submission of the 3rd project financial and progress report, send to partners the information of the report preparation. All partners participate in the event and all deliver the LP the information on the financial management and the spending plan.
  - The LP support partners in their reports development
  - The LP prepares the agenda for the Steering Committee meeting and inform partners on the data and information to be prepared for the event.

816 / 1,500 characters

### Main Outputs

Stakeholders group meetings – 7  
In site analysis – 2  
Study Visits - 2  
Joint evaluation and recommendation reports -2  
Interregional thematic Workshops – 1  
1 newsletter in 7 languages  
Steering Group meeting – 1  
Regional financial and progress report – 8  
Project progress report - 1

282 / 1,000 characters

## Semester 4

### a) Exchange of experience

In sem4 the preparation of Action Plans development starts, based on the project findings reached, GP and SV conclusions, partners draft the Actions and communicate the issues to be included with regional stakeholders. Study visits continue (Komotini, EL).

Interregional events:

a) SV 5 held in Komotini, EL, ( Municipality of Komotini, EL, produces the In site analysis of the region and provides to partners, P3 Komotini, EL, coordinates 5th Joint evaluation and recommendation report issue, partners provide their contributions and comments to the hosting region situation)

b) Panel Discussion 5 is held following the SV

c) Interregional Thematic Workshop 4 in Komotini, EL, (4) a) social use of old military structures and buildings as a public space for recreation and leisure, promotion and tourism, business activities, leader the LP, Ústí Region, CZ;

Regional activities:

Each partner organises the 4th RSG meeting, informs stakeholders on the project progress and the forthcoming Action Plan development. Contributions and recommendations of stakeholders to Action Plan preparation in partner regions, specification of main issues to be tackled by the Action Plan - discussed and approved by Stakeholders Groups.

1,230 / 3,000 characters

### b) Communication and dissemination

- P6 produces 5th newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages

- P3 launch press release for the study visits that take place in their territory.

- Website regularly updated.

- Social media updated

348 / 1,500 characters

### c) Project management

The following activities are realised to provide the project management in semester 4:

- 4th project Steering Committee meeting is held in Komotini, EL, together with the SV, all partners participate together with their stakeholders and review the Study visits, preparation of forthcoming Technical Workshops, learning process evaluated and the preparation of Action Plans drafted, activities for the 5th semester are reviewed and agreed.

Tasks of the partners:

- The LP coordinates the preparation and submission of the 4th project report
- The LP supports partners in their reports development and submission
- The LP prepares the agenda for the SC meeting and inform partners on the data and information to be prepared for the event
- All partners participate in the event and all deliver the LP the information on the financial management and the spending plan

866 / 1,500 characters

### Main Outputs

Stakeholders group meetings – 7

In site analysis – 1

Study Visits - 1

Joint evaluation and recommendation reports -1

Interregional thematic Workshops – 1

1 newsletter in 7 languages

1 press release

Steering Group meeting – 1

Regional financial and progress report – 8

Project progress report - 1

297 / 1,000 characters

## Semester 5

### a) Exchange of experience

In sem 5 Study visits are completed (Cluj-RO, Prešov, SK)

Interregional events:

a) SV 6 held in Cluj, RO, arranged by North-West Regional Development Agency, ( North-West Regional Development Agency, RO, develops the In site analysis and provides to partners 2 weeks before SV realisation to prepare them for the SV, 6th Joint evaluation and recommendation report, collecting all partner comments to SV is issued by P3 Komotini, EL)  
b) Panel Discussion 6 is held following the SV  
c) Interregional Thematic Workshop 5 in Cluj, RO with the topic (5) how to respond to urban pressure and integrate historical fortifications into contemporary urban planning, infrastructure and functional context, coordinated by EFFORTS, topic leader P2, Regional Landscapes Antwerp, BE

a) SV 7 is held in Prešov, SK, ( Prešov, SK, prepares the SV and sends the In site analysis to partners 2 weeks before SV realisation, P3 Komotini, EL – issues the 8th Joint evaluation and recommendation report based on all partners contributions)

b) Panel Discussion 7 follows the SV

c) Policy improvement Workshop 1 is held in Prešov (half-day event) - presentation of best practices examples, findings resulting from the Joint evaluation and recommendation reports, challenges and barriers in participating regions defined, round table discussion and conclusions resulting in the report presented to RSG in all partner regions. Participation of partners, experts, politicians and key stakeholders. Responsible partner – LP

Regional activities:

Action plans are drafted and discussed with stakeholders, Managing Authorities are informed

5th RSG meetings in partner regions are held. Drafts of Action Plans presented, stakeholders comments included, findings from Study visits shared with regional actors, Good practices selected for transfer finally defined to be included. Action Plans preparation and development – stakeholder groups are fully involved in Action Plans drafting in their respective regions.

1,988 / 3,000 characters

### b) Communication and dissemination

- 2nd Project leaflet designed by P6 (all partners contributions), and translated into partner's own language.
- P6 produces 5th newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages
- P4 & P5 launch press release on the study visits that take place in their territory.
- Website regularly updated.
- Social media updated

464 / 1,500 characters

### c) Project management

The following activities are provided to ensure the smooth project management in semester 5:

- The 5th project SC meeting is held in Cluj, RO, together with the SV, all partners take part, key stakeholders are invited, to discuss the Action plans development, results of the learning process and dissemination of the findings already reached. The workplan till the end of project Phase 1 is approved.

Tasks of the partners:

- The LP coordinates the preparation and submission of the 5th project report
- The LP supports partners in their reports development and submission
- The LP prepares the agenda for the SC meeting and inform partners on the data and information to be prepared for the event
- All partners participate in the event and all deliver the LP the information on the financial management and the spending plan

829 / 1,500 characters

### Main Outputs

Stakeholders group meetings – 7  
In site analysis – 2  
Study Visits - 2  
Joint evaluation and recommendation reports -2  
Interregional thematic Workshops – 1  
1 leaflet in 7 languages  
1 newsletter in 7 languages  
Steering Group meeting – 1  
Regional financial and progress report – 8  
Project progress report - 1

309 / 1,000 characters

## Semester 6

### a) Exchange of experience

In sem 6 the Action Plans are completed and approved, the 2nd Policy Improvement WS is held in Brussels, presenting the project findings and the benefits of the project implementation for regional policies of partners.

Regional activities:

RSG meetings 6 arranged by project partners in their regions, Action Plans presented and approved by RSG, together with the outputs and results of the project. The 2nd phase of the project – monitoring is discussed with stakeholders together with their involvement and tasks.

Interregional events and activities:

P3 Komotini, EL, issues the summary from Joint evaluation and recommendation reports involving the main findings, innovative solutions and recommendations from Study visits to disseminate the know-how to other EU regions.

- a) Project Conference together with 2nd Policy improvement Workshop is held in Brussels (1-day event) participation of politicians, decision makers, key stakeholders to present the improvements of policies in each region based on the project results and findings from the Study Visits, responsible partner for organisation – EFFORTS
- b) 6th Interregional Thematic Workshop held in Brussels, BE, topic presented: (6) innovation and progress solutions for military heritage (new energy techniques, ICT applications), coordinated by EFFORTS, all project partners present their contributions

Action Plan in each region is completed and approved by respective MA.

1,441 / 3,000 characters

### b) Communication and dissemination

- Project Dissemination conference is held in Brussels, organised by P8 to promote the project results, selected good practices and the project video is shown to participants. Participation of partners, stakeholders and P8 invites the members of the association
- Project leaflets are printed and prepared to be disseminated among stakeholders, each partner arranges printing
- All partners launch press release 1 in national language.
- P6 produces 6th Newsletter in English with all partners contributions, it is translated into partner's own language and it is e-distributed to stakeholders and loaded on the partners' and stakeholders' webpages.
- Each partner organizes 1 infoday.
- Website regularly updated.
- Social media updated
- P6 completes project promotional video

792 / 1,500 characters

### c) Project management

The following activities are provided in project management in semester 6:

- The 6th project Steering Committee meeting is held in Brussels, BE, together with the Policy Improvement Workshop 2, participation of partners together with politicians and stakeholders, the results and outputs of the project are presented, impacts of the project implementation and evaluation of the project results.

Tasks of the partners:

- The LP coordinates the preparation and submission of the 6th project report – Final Report
- The LP supports partners in their reports development and submission
- The LP prepares the agenda for the SC meeting and inform partners on the data and information to be prepared for the event
- All partners participate in the event and review the budget consumption, communication, Study visits and technical WS, Regional Action Plans
- The project activities for Phase 2 are reviewed, defined and approved by the partnership

946 / 1,500 characters



**Main Outputs**

Stakeholders group meetings – 7  
Interregional thematic Workshops – 1  
Action Plans – 7  
Policy improvement Workshop -1  
1 newsletter in 7 languages  
7 info days  
Dissemination Conference Brussels, BE - 1  
Steering Group meeting – 1  
Regional financial and progress report – 8  
Project progress report - 1  
Promotional video - 1

327 / 1,000 characters

## D.2 PHASE 2 - Detailed work plan per period

### Semester 7

#### a) Action plan implementation follow-up

Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised. Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions.

249 / 3,000 characters

#### b) Communication and dissemination

The partners ensure regular updates of the project website with information on the action plan implementation.

110 / 1,500 characters

#### c) Project management

The lead partner coordinates, finalises and submits the progress report related to the previous reporting period to the joint secretariat.

138 / 1,500 characters

#### Main Outputs

Website updates  
1 progress report (covering last semester of phase 1)

70 / 1,000 characters

### Semester 8

#### a) Action plan implementation follow-up

Each partner finalises the monitoring of the action plan implementation.  
Each partner discusses the results of this implementation with the relevant regional stakeholders and beneficiaries. All partners meet to exchange and draw conclusions on the action plan implementation. This last exchange of experience event is organised back to back to the final dissemination event.

374 / 3,000 characters

#### b) Communication and dissemination

The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The partners ensure regular updates of the project website with information on the action plan implementation.

387 / 1,500 characters

#### c) Project management

Each partner summarises the level of achievement of its action plan. The lead partner coordinates, finalises and submits last progress report to the joint secretariat.

167 / 1,500 characters

#### Main Outputs

1 project meeting (with participation of at least 90% of partners involved in phase 2)  
Website updates  
1 high-level political dissemination event (with min number of participants)  
1 annual progress report

204 / 1,000 characters

## PART E – Project budget

### E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Phase 2 lump sum	Revenues	Total partner budget
1-LP Ústí Region	15,000	123,000	18,450	19,250	74,950	0	119,000	0	369,650
2-PP Regional Landscapes Antwerp	0	118,000	17,700	15,300	46,500	0	0	0	197,500
3-PP Municipality of Komotini	0	87,000	13,050	17,000	63,600	0	0	0	180,650
4-PP North-West Regional Development Agency	0	77,000	11,550	16,150	27,000	0	0	0	131,700
5-PP The Prešov Self-Governing Region	0	77,500	11,625	16,150	30,000	0	0	0	135,275
6-PP Provincial Government of Teruel	0	93,594	14,039	16,150	72,350	0	0	0	196,133
7-PP City of Magdeburg	0	125,000	18,750	16,150	39,700	0	0	0	199,600
8-AP European Federation of Fortified Sites	0	68,500	10,275	11,900	17,500	0	0	0	108,175
	0.99 %	50.68 %	7.60 %	8.43 %	24.47 %	0.00 %	7.84 %	0.00 %	
<b>Total</b>	<b>15,000</b>	<b>769,594</b>	<b>115,439</b>	<b>128,050</b>	<b>371,600</b>	<b>0</b>	<b>119,000</b>	<b>0</b>	<b>1,518,683</b>

### Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended?

No

### E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount
1	Project and/or financial and/or communication management	External project overall management support + financial manager, (60 hours/month a 20 EUR), preparation of reports, SC meetings organisation, support of partners in regional report development, etc.  198 / 500 characters	1-LP Ústí Region	43,200
2	Meeting costs: partner meeting	Organisation of the 1st SC meeting, Study visit, Interregional technical Workshop, including room rentals, catering, local transportation, interpreting, equipment, in Phase 1  174 / 500 characters	1-LP Ústí Region	4,000
3	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester a 500 EUR) incl. room rentals, catering, equipment, invitation of experts, 20 participants, inc. 2 regional infodays  160 / 500 characters	1-LP Ústí Region	3,000
4	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (1 regional stakeholder in each Technical Workshop, 1 stakeholder in each SV, 1 stakeholder in Dissemination event)  223 / 500 characters	1-LP Ústí Region	4,250

5	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  133 / 500 characters	1-LP Ústí Region	4,500
6	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process - preparation of the leadership of the Technical workshop 4, support of regional staff in preparation of presentations and documents, and especially in Action Plan development  224 / 500 characters	1-LP Ústí Region	16,000
7	Meeting costs: partner meeting	Organisation of the 3rd SC meeting, 4th Study visit, Interregional technical Workshop, including room rentals, catering, equipment, Phase1  138 / 500 characters	2-PP Regional Landscapes Antwerp	5,000
8	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, incl. 2 regional infodays  133 / 500 characters	2-PP Regional Landscapes Antwerp	3,000
9	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each SV)  144 / 500 characters	2-PP Regional Landscapes Antwerp	8,500
10	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  133 / 500 characters	2-PP Regional Landscapes Antwerp	4,500
11	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process - preparation of the leadership of the Technical workshop 4, support of regional staff in preparation of presentations and documents, Action Plan development  206 / 500 characters	2-PP Regional Landscapes Antwerp	18,000
12	FLC costs	Relates to costs for a partner's external first level cont  0 / 500 characters	2-PP Regional Landscapes Antwerp	7,500
13	Project and/or financial and/or communication management	Project manager (7 years experience in EU projects); Financial manager (5 years experience in EU projects); PR and organisation expert (5 years experience in EU projects);  176 / 500 characters	3-PP Municipality of Komotini	12,000
14	Meeting costs: partner meeting	Organisation of the 4th SC meeting, Study visit 6, Interregional technical Workshop, including room rentals, catering, equipment, in phase 1  140 / 500 characters	3-PP Municipality of Komotini	5,000
15	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, 18 participants, incl 2 regional infodays  150 / 500 characters	3-PP Municipality of Komotini	3,600

16	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each SV)	3-PP Municipality of Komotini	8,500	
		144 / 500 characters			
17	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl translations	3-PP Municipality of Komotini	4,500	
		132 / 500 characters			
18	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process - preparation of the leadership of the Technical workshop 4, support of regional staff in preparation of presentations and documents, Action Plan development	3-PP Municipality of Komotini	12,000	
		206 / 500 characters			
19	External support for the exchange of experience process, in particular the development of the regional action plan	external support in Study visits documentation and reporting, moderation of panel discussions	3-PP Municipality of Komotini	18,000	
		93 / 500 characters			
20	Meeting costs: partner meeting	Organisation and hosting of the Study visit 7, including room rentals, catering, interpreting, experts participation, equipment, in phase 1	4-PP North-West Regional Development Agency	4,000	
		138 / 500 characters			
21	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, 20 participants, incl. 2 regional infodays	4-PP North-West Regional Development Agency	3,000	
		151 / 500 characters			
22	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each Technical Workshop, 2 stakeholders in each SV, 2 in Dissemination conference)	4-PP North-West Regional Development Agency	8,500	
		218 / 500 characters			
23	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations	4-PP North-West Regional Development Agency	1,500	
		133 / 500 characters			
24	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process - support of regional staff in preparation of presentations and documents, especially in Action Plan development	4-PP North-West Regional Development Agency	10,000	
		161 / 500 characters			
25	Meeting costs: partner meeting	Organisation of the SC meeting 5, Study visit 8, including room rentals, catering, equipment, in phase 1	5-PP The Prešov Self-Governing Region	4,000	
		104 / 500 characters			
26	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, 25 participants, incl. 2 regional infodays	5-PP The Prešov Self-Governing Region	3,000	
		151 / 500 characters			

27	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each Technical Workshop, 2 stakeholder each SV, 2 in Dissemination event)  209 / 500 characters	5-PP The Prešov Self-Governing Region	8,500	
28	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  133 / 500 characters	5-PP The Prešov Self-Governing Region	2,500	
29	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process, support of regional staff in preparation of presentations and reports, especially in Action Plan development  158 / 500 characters	5-PP The Prešov Self-Governing Region	12,000	
30	FLC costs	Relates to costs for a partner's external first level cont  0 / 500 characters	6-PP Provincial Government of Teruel	5,750	
31	Project and/or financial and/or communication management	External expertise for elaborating 6 individual progress reports to be sent to lead partner at technical and financial level, managerial and administrative support  165 / 500 characters	6-PP Provincial Government of Teruel	15,000	
32	Meeting costs: partner meeting	Organisation of the 2nd SC meeting, Study visit 2, Interregional technical Workshop, including room rentals, catering, interpreting, equipment, in phase 1  156 / 500 characters	6-PP Provincial Government of Teruel	5,000	
33	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, 20 participants, incl. 2 regional infodays  151 / 500 characters	6-PP Provincial Government of Teruel	4,200	
34	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each Technical Workshop, 2 stakeholders in each SV, 2 stakeholders in project Dissemination event)  234 / 500 characters	6-PP Provincial Government of Teruel	10,200	
35	Project and/or financial and/or communication management	External support in WP communication leadership - supporting staff in communication issues, elaboration of newsletters, updating webpages, Lay out and design of 6 newsletters and 2 leaflets, printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  324 / 500 characters	6-PP Provincial Government of Teruel	12,000	
36	External support for the exchange of experience process, in particular the development of the regional action plan	Technical assistance for the drafting of the Action Plan. Activities to carry out: Literature review, analysis of the documents generated during the project running (i.e. project meeting minutes, stakeholders meeting minutes & proposals, study visits and workshops and thematic seminars reports). Interviews with the main stakeholders and analysis of Good Practices identified.  378 / 500 characters	6-PP Provincial Government of Teruel	14,000	

37	Other	promotional video design and production, 10 minutes in max.  59 / 500 characters	6-PP Provincial Government of Teruel	600
38	Meeting costs: partner meeting	hosting 1)preparatory working meeting in Brussels (room renting, catering, equipment), 2)Study visit 5 and Policy improvement Workshop 1 in Magdeburg, including room rentals, catering, equipment, in phase 1  206 / 500 characters	7-PP City of Magdeburg	7,000
39	Meeting costs: stakeholder group	6 RSG meetings organisation (1 per semester) incl. room rentals, catering, equipment, invitation of experts, 15 participants, incl. 2 regional infodays  151 / 500 characters	7-PP City of Magdeburg	3,000
40	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Costs for the participation of representatives of RSG in Study Visits and Interregional Technical Workshops (2 regional stakeholders in each Technical Workshop, 2 stakeholder each SV, 2 in Dissemination event)  209 / 500 characters	7-PP City of Magdeburg	10,200
41	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  133 / 500 characters	7-PP City of Magdeburg	4,500
42	External support for the exchange of experience process, in particular the development of the regional action plan	External support for exchange experience process and interregional learning, support of regional staff in preparation of presentations and documents and in Action Plan development  180 / 500 characters	7-PP City of Magdeburg	15,000
43	FLC costs	Relates to costs for a partner's external first level cont  0 / 500 characters	8-AP European Federation of Fortified Sites	7,500
44	Meeting costs: dissemination event	Organisation and hosting of Dissemination conference, in Brussels, BE, sem6, incl premises, catering, , Phase 1  111 / 500 characters	8-AP European Federation of Fortified Sites	3,000
45	Meeting costs: partner meeting	Organisation of the project conference in Brussels, BR, sem 6 Policy improvement Workshop 2, Thematic WS 6 and SC meeting 6 in Brussels, incl premises, catering, experts involvement in sem6, Phase 1  197 / 500 characters	8-AP European Federation of Fortified Sites	7,000
46	Publication and dissemination costs	printing of 1 project poster, project leaflets (2 leaflets in local language, each 500 copies in 1st and 6th sem), incl. translations  133 / 500 characters	6-PP Provincial Government of Teruel	3,600
47	Publication and dissemination costs	2 project brochures design, lay out and text in English  55 / 500 characters	6-PP Provincial Government of Teruel	2,000
<b>Total</b>				<b>371,600.00</b>

### E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount
Total				0.00

### E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1-LP Ústí Region	CZ	369,650.00	314,202.50	85.00 %	0.00	55,447.50	0.00	55,447.50
2-PP Regional Landscapes Antwerp	BE	197,500.00	167,875.00	85.00 %	0.00	29,625.00	0.00	29,625.00
3-PP Municipality of Komotini	EL	180,650.00	153,552.50	85.00 %	0.00	27,097.50	0.00	27,097.50
4-PP North-West Regional Development Agency	RO	131,700.00	111,945.00	85.00 %	0.00	19,755.00	0.00	19,755.00
5-PP The Prešov Self-Governing Region	SK	135,275.00	114,983.75	85.00 %	0.00	20,291.25	0.00	20,291.25
6-PP Provincial Government of Teruel	ES	196,133.00	166,713.05	85.00 %	0.00	29,419.95	0.00	29,419.95
7-PP City of Magdeburg	DE	199,600.00	169,660.00	85.00 %	0.00	29,940.00	0.00	29,940.00
8-AP European Federation of Fortified Sites	BE	108,175.00	81,131.25	75.00 %	0.00	0.00	27,043.75	27,043.75
Total		1,518,683.00	1,280,063.05		0.00	211,576.20	27,043.75	238,619.95



## E.5 Spending plan

Phase 1								
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	Total
1-LP Ústí Region	15,000	35,600	35,250	35,250	39,300	45,800	44,450	250,650.0
2-PP Regional Landscapes Antwerp	0	27,800	32,300	26,450	31,350	37,850	41,750	197,500.0
3-PP Municipality of Komotini	0	26,000	27,100	28,600	30,400	33,950	34,600	180,650.0
4-PP North-West Regional Development Agency	0	16,450	18,550	20,850	22,200	27,300	26,350	131,700.0
5-PP The Prešov Self-Governing Region	0	16,175	18,550	23,150	23,050	26,000	28,350	135,275.0
6-PP Provincial Government of Teruel	0	29,839	31,389	28,939	29,789	38,688	37,489	196,133.0
7-PP City of Magdeburg	0	29,800	26,600	30,050	35,700	37,900	39,550	199,600.0
8-AP European Federation of Fortified Sites	0	12,050	15,025	15,025	16,725	18,450	30,900	108,175.0
<b>Total</b>	<b>15,000.00</b>	<b>193,714.00</b>	<b>204,764.00</b>	<b>208,314.00</b>	<b>228,514.00</b>	<b>265,938.00</b>	<b>283,439.00</b>	<b>1,399,683.</b>
% of Total (programme financed partners only)	0.99 %	12.76 %	13.48 %	13.72 %	15.05 %	17.51 %	18.66 %	100.00 %
Phase 2								
Phase 2 lump sum	119,000.00							