

URBACT III

(2014 - 2020)



Application Form

Transfer Network

Priority axis-Investment Priority-Specific Objective 1-1-3

1. Promoting Integrated Sustainable Urban Development

1.1. Disseminating good practice and expertise and capitalising on the results of the exchange of experience in relation to sustainable urban development, including urban-rural linkages

1.1.3. To improve the implementation of Integrated Plans for sustainable urban development

UNITED

UNITED - it starts with a will

Submitted version

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1.PROJECT SYNTHESIS

1.1 Project identity

Identification

Acronym	UNITED
Programme reference	47
N° SYNERGIE-CTE (for search)	4105
Title	UNITED - it starts with a will
Lead Partner	Trelleborg (SWEDEN)

Length of project

Start date	End date
2018-04-04	2018-10-04

1.2 Summarized description of the Good Practice to be transferred

Through our collaboration with over 600 local and regional employers, we make sure that one person per day leaves welfare support by gaining employment.

We realise that unemployment is a European issue. We aim to find ways to transfer our way of working, with the result that companies and unemployed citizens meet in other European cities as well.

We have a model of transferring our knowledge on a national basis and we now aim to use this model on a European level.

1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Trelleborg	Local Public authority	EU More developed regions	SWEDEN	Sydsvenske	Skåne län
	Thermi	Local Public authority	EU Less developed regions	GREECE	Κεντρική Μακεδονία	Θεσσαλονίκη
	Municipality of Fundão	Local Public authority	EU Less developed regions	PORTUGAL	Centro (PT)	Beiras e Serra da Estrela

1.4 Thematic objective

	Allocate the project to 1 specific TO
Thematic objective	8. Employment and labour mobility

1.5 Total budget

ERDF		Swiss Fund		Norway Fund		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing		
62,000.00 €	18,000.00 €	0.00 €	0.00 €	0.00 €	0.00 €	0.00 €	80,000.00 €

2. PRESENTATION OF PROJECT PROPOSAL

2.1 Thematic Content

2.1.1 Definition of the issue / policy challenge to be addressed by the Good Practice

European cities of today are facing a competence gap. On one hand, we have companies in dire need of skilled labour, to make sure that the local and regional economy can grow and flourish during the ongoing economic boom. On the other hand, we have a growing number of unemployed citizens without neither formal education nor documented skills, but with lots of informal knowledge and, in the cases of immigrants, often several years of working experience.

To make sure that the economy can keep on growing, and at the same time make sure that we will not create a permanent sense of alienation, we need to find ways to close the gap between the employer and the prospective employee.

Not only is the economy not growing enough due to employers not finding skilled labour, we also see that with the age composition of the labour force we have fewer workers paying for a welfare system with increasing costs for the elderly. The groups with documented troubles in establishing themselves on the labour market, among them foreign born with a shorter education or young people without completed upper secondary school, are sorely needed in the work force to make sure that the welfare state doesn't fail. By using a system where the city cooperates with the local and regional employers, for the gain of both the unemployed and the employers, we make sure that the gap between them is closed.

This is a way of working that can only be realised through focusing on the needs of the companies, through actually listening to their needs and leaving the traditional social worker behind. Most unemployed people don't need social care – they need a job!

2.1.2 Link to European urban policy context, EU 2020 strategy and 10 Thematic objectives

One of the current and future challenges for European cities is to make sure that all citizens are included in the labour market and at the same time make sure that companies' growth isn't hindered by the lack of skilled labour. This current challenge will only grow more challenging considering the fact that Europe has welcomed immigrants fleeing from war in the Middle East.

By making sure all unemployed citizens – and immigrants – are given service aimed towards employment, we work for an including labour market. Through employment for everyone, we will combat poverty.

We are convinced that all European cities have good strategies for vocational training in schools, but we also believe that flexible ways of learning at a workplace give quicker results. One way of learning does not exclude the other, but one might be more useful in certain situations, especially when it comes to combining vocational training, language learning and workplace based activities.

The Swedish system of local welfare support is based on viewing the individual as having social issues. This is based on how society used to be, but this has changed. The traditional way of handling the welfare system on a local level doesn't change the individual's need for welfare, but a way of working towards employment does. By making sure the companies' grow it also promotes sustainable and quality employment and supports labour mobility. Questions of employment and labour are traditionally a national responsibility, but in a local or regional context you have more opportunities to make change outside national concerns and policies. Furthermore, promoting employment and supporting labour mobility is one of the highest priority areas within the URBACT III Thematic Objectives. We dare to challenge the status quo and do it differently, with a focus on results rather than policies.

2.2 Shall the proposal contribute to the URBACT Specific Objective 3 (related to transfer networks)?

	YES	NO	Comment
Shall the proposal contribute to the URBACT Specific Objective 3 (related to transfer networks)?	X		The proposal is built on a proven method of disseminating the way of working in the City of Trelleborg, where several Swedish cities have already adopted the way of working within the area of business cooperation aimed towards the unemployed. The method is formed stepwise, delimited and circular, which will give the partners the ability to adapt and re-use successful good practices to improve their integrated urban policies and the delivery of these policies on the ground. In fact, the method enables both short-term results and becomes the basis and systematic for the long-term change and development.

3. RATIONALE OF PROPOSED PARTNERSHIP

3.1 Profile of Good Practice City

3.1.1 Local challenges in relation to the policy issue identified and solutions provided by the Good Practice

Today we see several companies in Sweden in dire need of skilled labour, but no idea where to find it. They also have difficulties finding staff that are outside the box of what they usually employ. You can say that they recruit people in the 21st century using glasses worn in the 20th.

Through flexible ways of learning, where the school bench is obsolete and you instead learn the basics of a workplace actually being at a workplace, we can quickly and easily close specific knowledge gaps. At the same time as the employer's formal demands for skilled labour are met, he/she will see and appreciate that not everyone needs to fit into a standard mold for how the next employee should look like. As for the prospective new employee, they get a chance to show their next employer that they might not have every skill on paper, but they are highly motivated to learn.

Different methods are used for different couplings; some people need a longer time to get the skills needed to get employed,

while others just need an introduction. In our couplings, we make sure both parties' needs are met.

Through finding the correct match between employer and prospective employee, we make sure that the company will have the means to grow economically. At the same time, the newly employed is a part of the labour market and thus is more established in society as a whole. We see how economic sustainability goes hand in hand with social sustainability; poverty reduction and social inclusion is achieved through making sure everyone gets to participate in the labour market and the economic system.

3.1.2 Key local stakeholders involved and organisation of the delivery of the Good Practice

Under the umbrella of "United - it starts with a will", we cooperate with local business to make sure that they are provided the service they need to find competent staff in order to grow. Within "UNITED", all employers have a prospective partner through which they can channel their CSR-work. Our objective is to make sure that unemployed gain employment, but this can only be obtained through meeting the needs of the individual employer.

UNITED started in 2012 and the work is growing rapidly due to the results. From very basic beginnings, we amped up the production under 2016, and 2017 it led to 194 direct recruitments, 12 recruitment trainings and 332 internships (of which 35 % led to employment).

We also had 145 CSR-activities to introduce unemployed to the width labour market. We also launched a new initiative called Labor Market and Social Orientation. The focus is primarily on newly arrived immigrants in Trelleborg. Participants receive theoretical knowledge related to the local business community. Specifically, this could mean that the participant meets various healthcare professionals, education and judicial professionals or in trade. Linked to each CSR-initiative, dialogue about service, occupational category and future forecasts is being conducted. We can safely say that we are just getting started.

Around the above mentioned activities local key stakeholders within the department of Labour affairs are involved; operational and strategic managers, experts and employees which meet the unemployed and local business. Other relevant stakeholders who will need to follow the project are professionals from URBACT local groups, the Swedish Agency for Economic and Regional Growth, the Skåne Association of Local Authorities, the Swedish Association of Local Authorities and Regions and Sweden's Innovation Agency Vinnova. This organisation will be shaped specifically for the project to reach full potential.

3.1.3 Where is there room for improvement of the Good Practice and what added value is expected from the Transfer Network in this regard?

The added value expected is the European perspective. When coming into contact with differently organised national systems, all of the involved partners can see ourselves from a different viewpoint and be able to learn from critical friends. From the perspective of economic growth, we can learn how other countries have dealt with challenges of both economic downturn and growth, and the following consequences for the labour market and interconnected policies.

3.2 Profiles of Transfer Cities in relation with policy challenge to be addressed

1. Trelleborg

1.3.2.1 Local challenges in relation to the policy issue identified and strategies/actions already implemented to tackle the challenge

Not only is the economy not growing enough due to employers not finding skilled labour, we also see that with the age composition of the labour force we have fewer workers paying for a welfare system with increasing costs for the elderly. The groups with documented troubles in establishing themselves on the labour market, among them foreign born with a shorter education, especially women, or young people without completed upper secondary school, are sorely needed in the work force to make sure that the welfare state doesn't fail.

By using a system where the city cooperates with the local employers, for the gain of both the unemployed and the employers, we make sure that the gap between them is closed.

Different methods are used for different couplings; some people need a longer time to get the skills needed to get employed, while others just need an introduction. In our couplings, we make sure both parties' needs are met.

The Swedish system of local welfare support is based on viewing the individual as having social issues. This is based on how society used to be, but this has changed. The traditional way of handling the welfare system on a local level does not change the individual's need for welfare, but a way of working towards employment does. Questions of employment and labour are traditionally a national responsibility, but in a local or regional context you have more opportunities to make change outside national concerns and policies. We dare to challenge the status quo and do it differently, with a focus on results rather than policies.

During 2015 and 2016 we had averaged one person per day to work (or studies leading to work), primarily due to our cooperation with the local and regional employers under the auspices of Kraftsamling/UNITED. The trend in Sweden since ten years back has been an increase in costs for welfare support. This trend has been the opposite in Trelleborg, with declining costs and an increase in employment – even within the groups that are deemed as not belonging to the labour force by the national employment agency. This is due to our belief that everyone can learn, and that the companies need to be involved in this learning.

In 2017, our work resulted in 450 citizens in work (376) and studies (74). This means, in addition to the profit for the individual, a reduced costs of the welfare support and an opportunity for the regional businesses to grow.

In 2017, we spent approximately SEK 25 million on labour market efforts. 450 people who receive welfare support cost over SEK 40 million in one year. Every SEK 1:00 saves SEK 1:60 on welfare expenditure, making social inclusion an economic incentive. In addition to this, the 376 citizens who completed work to generate more than SEK 2.8 million in tax revenue -

every month. In a year this is more than SEK 33 million!

2. 3.2.2 How will the transfer of the Good Practice provide solutions to the challenge?

Through finding the correct match between employer and prospective employee, we make sure that the company will have the means to grow economically. At the same time, the newly employed is a part of the labour market and thus is more established in society as a whole. We see how economic sustainability goes hand in hand with social sustainability; poverty reduction and social inclusion is achieved through making sure everyone gets to participate in the labour market and the economic system.

We have a method and structure of disseminating the information, including a method for change, which supports change in cities very alike and much different than Trelleborg. We have the experience of how much work and time one needs to put on transferring the Good Practice solutions to other organisations and we truly believe that all cities can gain from our perspective. By using a system where the city cooperates with the local employers, for the gain of both the unemployed and the employers, we make sure that the gap between them is closed.

In order to enable development and progress towards adaptation and reuse, it is necessary to build a "support structure" that supports the journey towards change, both in the inner and outer journey. This is done on the basis of reports during systematic follow-up meetings. The method enables both short-term results and becomes the basis and systematic for the long-term change and business development. The only way for the support structure to achieve full potential is by curiously exploring the absolute potential. We will do this by following the partners' actions towards change.

Initially, the support structure may seem uncomfortable. But with the experimental, curious and transparent climate, a safe base is created, both demanding and vibrant, which includes autonomy, competence, efficiency and self-esteem. Right now, we are in the end of running a national project, financed by Vinnova, where 14 other Swedish municipalities have the opportunity to learn, adapt and reuse the way we work.

3. 3.2.3 Expected local stakeholders to be involved for the successful transfer of the Good Practice (detail relevance of competences and resources)

For a successful transfer of the Good Practice we intend to use local stakeholders within the department of Labour affairs. Professionals which will get involved are operational and strategic managers, experts and employees which meet the unemployed and local business. There are a few specific key functions that will run the transfer of the Good Practice.

The project will regularly be followed by an independent researcher. The project will also have the opportunity to use experts within change management.

Other relevant stakeholders who will need to follow the project are professionals from URBACT local groups, the Swedish Agency for Economic and Regional Growth, the Skåne Association of Local Authorities, the Swedish Association of Local Authorities and Regions and Sweden's Innovation Agency Vinnova. This organisation will be shaped specifically for the project to reach full potential. Of course, this relevant network provides significant support to the project.

2. MUNICIPALITY OF THERMI

1. 3.2.1 Local challenges in relation to the policy issue identified and strategies/actions already implemented to tackle the challenge

Our municipality is facing a complex economic challenge as other European cities. We are also facing the same competence gap as the Lead Partner and the other partner. On the one hand we have companies in dire of skilled labour and on the other hand we have a growing number of unemployed citizens without neither formal education nor documented skills.

The Municipality of Thermi in order to cope with the ever-growing problem of unemployment, established a social structure entitled "Information Office for the unemployed". The role of the information office is to strengthen the local business community and help the connection between business needs and unemployed people living in the municipality' area.

Additionally, the office aims at helping unemployed citizens who want to join or re-enter the labour market, workers who want a change in their work and young people who want valid information on vocational guidance and employment issues. It also works with employers who want to recruit staff or request information on job subsidy programs and staff training.

The office operates on two main axes:

- First Axis: Beneficiaries (Unemployed - Employed)

An online database of unemployed people has been created which lists jobseekers. The first level records the needs of the person concerned, then consults on job search techniques and CVs. After evaluating the resume, it is promoted to partner companies. Also, depending on the needs of the person concerned, the conditions for joining a job are examined through a grant.

- Second axis: Beneficiaries (Businesses - Employers)

All local businesses have been registered and a database of over 2.000 businesses has been created. Employers have the opportunity to be informed about grant schemes for the recruitment of unemployed people for education and training of their staff, as well as for programs or actions to enhance their competitiveness.

The main function of the office is to find staff and fill vacancies with staff from the unemployed register. From 2010 to 2015, the Employment Office visited more than 3,300 people and sent 6,500 emails to businesses operating in the area. There were 1,100 recruitments to new jobs (including 234 in 2015), public benefit programs and municipality notices.

2. 3.2.2 How will the transfer of the Good Practice provide solutions to the challenge?

We are impressed by Trelleborg's good practice because we realized that you used a system where the city cooperates with local and regional employers, for the gain of both, the unemployed and the employers. The city of Trelleborg closed quickly and easily the matching gap between the two parties. The fact that in both 2015 and 2016, you made sure that one person per day left the welfare support by gaining employment or starting studies that will lead to employment, was especially important.

Taking into consideration the fact that unemployed citizens are increased day by day we hope that the Good Practice example will solve the problem of "a successful Connection" between employers and unemployed. We have identified that the main challenge is that we can not connect properly and successfully at the same time, local employers and employees. We didn't manage to find the proper way to engage efficiently these two population groups.

As we mentioned above, there is a registration of local employers but it is not enriched with the exact needs of skilled workers. We didn't manage to fill the gap between employees and employers.

We hope that your good practice will help us.

The Municipality of Thermi has experience in cooperation programs such as, INTERREG Greece- Bulgaria, Interreg Greece-Fyrom, European Program FP7. We also participate in the network "Covenant of Mayors" and we are one of the five Greek Municipalities which is selected to attend the program of Strategic Planning. The project entitled "Pilot smart urban Ecosystems leveraging open innovation for promoting and enabling future e- services" with the acronym PEOPLE, was awarded as a best practice program in the context of the competition implemented by Council of Europe (programming period 2007-2013). Finally the project entitled "Open protocols and tools for the edUcation and Training of voLuntary organisations in the field of Civil Protection, against nAtural Disasters (forest fires) in Greece and Bulgaria" with the acronym OUTLAND, was also awarded as a best practice program in the "1st European Territorial Cooperation Conference: Promoting Best Practices-Sharing Experiences", organised by the Greek Managing Authority of European Territorial Cooperation Programmes (2007-2013).

3.3.2.3 Expected local stakeholders to be involved for the successful transfer of the Good Practice (detail relevance of competences and resources)

The Information Office for the unemployed, as I mentioned above, is a very good starting point of implementing a project like this. Employees' experience, the existing database of employers and unemployed citizens, the cooperation with local entrepreneurship will be the main resources for a successful implementation. The staff of the social structure entitled "Community Centre" has the competence to focus on the real needs of the companies and the unemployed. The Planning Department of the Programming Division of the Municipality of Thermi, is experienced in implementing co financed projects and projects that deal with social matters, such as unemployment. The Association of traders of Thermi, the Thessaloniki Chamber of Commerce and Industry and mainly local traders and companies will constitute a powerful lever for reducing unemployment in our area. The last but not the least resource is the Greek Employment Agency of Workforce that will afford us with all the necessary data of unemployed citizens of Thermi.

Finally, a local action team will be created in order to ensure the cooperation between the two partners, employers and employees.

3. Municipality of Fundão

1. 3.2.1 Local challenges in relation to the policy issue identified and strategies/actions already implemented to tackle the challenge

Like many small towns in Europe, Fundão suffer the typical problems of an area of low density, struggling to find solutions to the current crisis and to increase the number of young professionals to live and raise their families and businesses in the area.

With a 30% unemployment rate among the population under 30 years, the younger generation - mainly highly educated - can not find jobs in the region or have access to a solution that allows it to thrive.

In 2012, the Municipality has established a local development strategy based on social innovation and cooperation between the different local actors - which was built under the auspices of the Living Lab Cova da Beira (LLCB) - to promote the attraction of investments and allow both new families as younger generations, can live and work in their home territory.

To do this, it is essential nowadays seize the opportunities created by the widespread existence of high-speed broadband Internet connection, focusing on attracting investments for creating a local ecosystem that promotes the creation of local creative industries.

The connectivity provided by the Internet, coupled with the emergence of new work paradigms, which are completely different from the classic hours in the office, create the right environment for the emergence of new sustainable lifestyles, enabling people to combine the quality of life of micro cities with career opportunities normally associated only to large cities.

More recently, and considering the Strategic Plan for Innovation that the Municipality of Fundão has been implementing through a concept of incubation of ideas / businesses and attracting companies, have been gaining expression the domains of innovation and technology, with significant impact on the volume of jobs recently created in the city. The creation of the Incubator polynuclear Urban and Business (IUPEN), through its various aspects, allowed immediately to check several success stories in the areas of technological innovation, such as the attraction of a nearshore center of a multinational French (ALTRAN), one of the leading players in the Innovation Consulting and Technology in Portugal (PC MEDIC), and a Portuguese national leader in supporting the microcomputer to the end user of information technology both in the residential aspect as business, among others.

Today, the focus is on attracting investment and for this we are creating conditions to accommodate new businesses in the area of new technologies. A good example is ACADEMIA DE CÓDIGOS. In Fundão we have been facing a problem of mismatch between an emergent labour market (due to the recent placement of IT companies) and qualified human resources, corresponding with the profile demanded.

The EURODESK CENTER that works on youth level, giving support to youngsters from several academic backgrounds on information and training to job opportunities, training opportunities, advanced supported mobility entrepreneurial programs and the latest information from the European Union. This center is being working since 2015 and had already supported more than 120 youngsters in projects and mobility opportunities focused on enhancing their skills and professional key

competences.

In order to solve this challenge, we improve our actions to attract young software engineers from other regions and cities. However, we realized that just a few young students of Fundão choose that particular academic curriculum. Therefore, even when adding professionals from other cities, our local university and polytechnic institute did not have critical mass to respond to this appeal from the labour market.

So, at the living lab partnership platform we began to enhance a strategy that brought us to the code academies, thereby answering the initial problem in two different ways:

A – Preparing, with an intensive retraining program, unemployed people as well as graduated people in several fields connected to coding/programming/skills, transforming them in software developers in 14 weeks. It was a great success as 100% of the developers that participated in the first two boot camps were contracted in two months.

B - On the other hand, we realized that one improve of interest for digital areas was needed to keep students. There was a need for a curriculum option improving the cognitive and non-cognitive skills as well as digital literacy. The goal was to better prepare students from primary school for the jobs that will be available the future, reducing the risk of unemployment.

We also implemented a junior academy that started last year with two pilot classes. It's now in place in all primary schools in Fundão.

If Senior academy is a non-formal approach of training that is achieving very good result indicators and is improving it's implementation in several other cities and countries, the junior academy is a product generated by a social innovation process, started out of Fundão, that we brought to our social innovation strategy and which is assumed as a main project of our local community to promote civil economy.

So, since 2 years ago, WE CHOOSE TO REQUALIFY the people in this respective training coding areas, we're turning them – over 14 weeks of intense training in Code Developers.

After several editions of the Bootcamp "ACADEMIA DE CÓDIGOS" in Fundão (Portugal), which aims to requalify the digital skills of young people, equipping them with skills and tools very much sought by the labour market, the results are very encouraging, registering an employability rate higher than 95%, in local SME and Altran.

The strategic vocation of Fundão County has been in the last decades, a clear bet on Tourism and Agro-food sector. However, the result not only of growth seen as well as the investment that accompanied the metalworking sectors of precision watchmaking and polishes are also today a leading role in the strategy and development of the local economy.

More recently, in July 2017, was created the COVA DA BEIRA ADVANCED TRAINING CENTER by the Municipality of Fundão in partnership with the Institute of Employment and Vocational Training. It aims to adapt professional training to the needs of companies.

The emerging polishing sector and the traditional textile sector now have specific training rooms but the ADVANCED TRAINING CENTER will host other training aimed at the labor market in partnership with companies. The aim is to provide training capable of solving concrete problems through the learning of techniques, strategies and skills to successfully tackle the problems of everyday business.

2. 3.2.2 How will the transfer of the Good Practice provide solutions to the challenge?

With this application, the Municipality of Fundão face a unique opportunity to share and transfer the know-how related with the experiences from Kraftsamling/UNITED model and test it in our city, learn about how puts jobseekers and local businesses in contact, how the firms provide information with the service they need and find competent staff in order to grow.

The Municipality of Fundão will contribute to the project with all the potential partners and networks in which it is involved, as well as the sharing of Kraftsamling/UNITED best practices which has been recognized by other cities, and is also available to accommodate initiatives and projects that are in line with the ongoing strategy. This also available to welcome new residents, young entrepreneurs, researchers who want to develop new experiences, projects and initiatives in several sectors.

The city has played a decisive institutional and facilitator function role and integrates the body of decisions.

Although the Municipality of Fundão has extensive experience in international projects, to SHARE, TRANSFER GOOD PRACTICE, AND PROVIDE SOLUTIONS, both as a promoter and partner:

-AGRI-URBAN – URBACT III (2015-2018)

-Osiris - INTERREG EUROPE (2016-2020)

-EMPREENDEJOVEN_PLUS_20_20_3_E - INTERREG V A Spain – Portugal

-PROGRAMA EMPREENDE JÁ – SUPPORTING INCUBATION NEW IDEAS (2017-2018)

-ERASMUS + (MOBILITY KA1):

1. MOBICRAFT - Through mobilities to the development of the crafts and tourism
2. IDEA seedbed – Supporting the Innovation Development of the Economy in Rural Areas
3. Revitalization of open commercial areas in city centers
4. Youth Inclusive Entrepreneurship Lab – ERASMUS KA2

Programa SUDOE : Smart_Lab - Living Labs project for an Intelligent Specialization, in partnership with INTELLI, Penela Municipality, Fundación Maimona España e Cluster Digital y Audiovisual de Andalucía.

HORIZON 2020: Partnership in the BigMobdata project (Database sharing for the purpose of improving the Mobility Plans)

Fundão - Municipality of the Year Portugal 2016 - Fundão won the national 2016 Municipality of the Year Award given by

the University of Minho's UM-Cities platform, with the strategy "ACADEMIA DE CÓDIGO". The competition acknowledges and rewards good practices in projects implemented by municipalities that show a recognizable impact in towns, promoting growth, inclusion and/or sustainability. The goals are also to put territorial development on the agenda through municipal actions, to promote different realities in different categories that include cities and low-density areas in the country's regions.

3. 3.2.3 Expected local stakeholders to be involved for the successful transfer of the Good Practice (detail relevance of competences and resources)

For the successful transfer of the Good Practise, it's the intention of The Municipality of Fundão to create an UNITED Fundão Action Group responsible for the dinamization of the local network that intends to integrate, having for that purpose, the participation of local partners with abilities and experiences in areas such as training, formation, innovation, investigation and development.

We detach in this group the participation of,

1. Living Lab Cova da Beira (LLCB). It is a consortium sponsored by the Municipality of Fundão in partnership with businesses, universities and public/private institutions. LLCB includes mainly: Business Incubator, Coworking, and FabLab.
2. Eurodesk Center Fundão, It is a consortium sponsored by the Municipality of Fundão in partnership with European Commission and the Erasmus + Youth In Action national agency of Portugal. This local stakeholder plays an important role, making the connection with the local youngsters from several backgrounds and competences in several projects and activities related with innovation, inclusion and entrepreneurship.
3. Institute of Employment and Vocational Training, IEFP of Covilhã and Castelo Branco
4. Companies (eg Academia de Códigos, Altran, PC MEDIC, CIMD, J3LP, Twintex, etc);
5. Universities and schools (University of Beira Interior, High-School and Professional School of Fundão);
6. ADXTUR and the territorial development of networks (Schist Villages);
7. Business support associations and civic support (Commercial Association and Fundão County Industrial, Gardunha21, Business Association of Castelo Branco region, Association for Civic Economics Portugal).
8. Comissão de Coordenação e Desenvolvimento Regional do Centro CCDR-C – the Portuguese Managing Authority in Centro region.

Of course, this relevant network provides significant support to LLCB and for strategy of innovation for the city allowing you to count in regional and national contexts.

Similar interests in Fundão, engage their local agents, associated networking events and systems that leverage the capital of ideas of job creation, the potential for innovation and new ways of being in the European territory.

3.3 Why does it make sense for these cities to work together?

Our common challenge is to work against unemployment through making companies grow. All our partners are facing and

want to tackle the same challenge. This is the main reason we selected these cities. We work on a model and approach based on components such as competence, motivation and culture. As these cities have the drive and desire, we have come a long way already.

The unemployment rate in the municipality of Thermi is 15 % according to the census of 2011.

The Municipal Unit of Vasilika has a relatively high rate of unemployment, which is consistent with the fact that the primary sector has not been the prime choice of the inhabitants up today. Taking into account the general economic crisis, the actions of strengthening and promoting the primary sector in the new financial period, but also the potential for growth (climatic conditions, plant endemicity, etc.) of the primary sector, there is a shift of the employees in this sector and possible reduction of unemployment. The municipal Unit of Mikra has the highest unemployment rate of 17% and the municipal Unit of Thermi has the smallest unemployment rate of 14 %.

The unemployment rate in the municipality of Fundão is 9,1 %. The areas of the Agro-Food and Biotechnology, Metalworking Precision Industry, Information and Communication Technologies, Textile fabrics are the most important local employment sector of the City of Fundão. The local population in Fundão is of advanced age span, a characteristic of a rural area in which the young population immigrates to greater cities in search of better job opportunities.

Thermi is a rapidly growing and economically viable zone, which is developed as a residential expansion of the Thessaloniki metropolitan area, but also as a pole for the location of industrial plants, tertiary sector activities and highly specialized services, maintaining, at the same time, the characteristics of a developed suburban agricultural economy. Within the area of interest, there is a great dispersion of productive activities, both of the secondary and the tertiary sector, a pattern which is more evident along the basic road axes. There are also some activities of the tertiary sector of supra-local importance: administrative, academic, cultural, entrepreneurial etc. In addition, there is a number of significant commercial activities, as some of the largest shopping malls of Thessaloniki are concentrated there. The Municipality of Thermi is considered to be the administrative, cultural, recreational and entrepreneurial centre for the eastern part of the prefecture.

The City Hall of Fundão is a local administration authority who manages 700 km² and a population over 29 thousand inhabitants, (15 000 inhabitants in the city), living in 29 civil parishes. The town is an important local center of industry and services, mainly micro and SMEs. Around it lies some of the most fertile land in the region, in a large valley (Cova da Beira) between the Gardunha and Estrela mountains, where the Zêzere River starts its way towards the Tagus. The most significant productions are cherries, peaches, olive oil, wine, wood pulp and vegetables. Some of the most important wolframite mines in the world (a mineral source for the element tungsten) are explored within its municipal limits. Other important mines extract lead and tin. High quality mineral water is bottled from several sources. The Industrial area developed various industries and trades of interest to the national level as the transformation of wood, granite, glass and a special investment in the french and swiss industries of polished pieces of watch and jewellery, the textile factories have to great importance. In this area there are several hotel and restaurants with touristic interest. In the fields of innovation and high technology consulting, communication and Information technology, internationally and nationally renowned companies, who came to settle in Fundão, in 2012 after the Innovation Plan for Fundão was presented, and the attraction of companies and business was immediate.

It is our aim to try to transfer the model to cities that are both alike and fairly unlike ours; from different European regions,

different economies and different sizes. We believe that UNITED is a method that can be used no matter the socioeconomic or geographic layout of the city, and that is why we have chosen these cities. In this case we have two cities from less developed regions and one more developed region.

At the stage of the phase 1 we also want to come together to develop a common understanding of the Good Practice to be transferred, to explore the conditions and requirements for a successful transfer in the local context and define the methodology for transfer activities.

4. ACTIVITIES AND EXPECTED OUTPUTS

4.1 Description of Work Package 1- Network management

4.1.1. Organization of the project coordination

Project manager is the head of Labour affairs of the city of Trelleborg. The skills provided are that of building organisations and processes, with a regionally recognised expertise within the field of employment and business cooperation. This function is also in charge of the dissemination design; the Learning process and how it is organised.

The project's secretary is the Coordinator of establishment affairs and new arrivals. This specialist is in charge of the Daily administration of the Contacts within the Project, and is the one in charge of Communication between partners.

The department controller is responsible for building administrative and economic structures to ensure that funds are handled responsibly. This function is also in charge of the systematic follow up of results, and the visualisation of the economic gains from lowering unemployment.

In order to enable development and progress towards adaptation and reuse, it is necessary to build a "support structure" that supports the journey towards change, both in the inner and outer journey. This is done on the basis of reports during systematic follow-up meetings. The method enables both short-term results and becomes the basis and systematic for the long-term change and business development. The only way for the support structure to achieve full potential is by curiously exploring the absolute potential. We will do this by following the partners actions towards change.

The partners will create their relevant local networks to be able to transfer the Good Practise, though, in the organisation of the project coordination 2-3 key functions from them will ensure the adaption and implementation in their organisations. This will, as already mentioned, be possible through the support structure that initially will be introduced to the partners. The main function of the support structure is to initiate action, make the action visible and support the action. We know that the partners and cities want to lower the unemployment and we know they are interested in adapting and reusing our model to reach the goal. This triggers the process immediately. After that, the engine in the entire support structure is the individual's and the group's development work aimed at achieving the set goals. It is the sharp development work at home that is focused and supported. The partners act while the Lead Partner supports and further develops their actions.

Through this systematic follow up it will also be possible for us to report and visualize the progress for oneself, the researcher, internally and externally, as well as for the URBACT.

4.1.2. Activities to be implemented under WP1

Work packages allow partners to develop a shared understanding about the project's structure. Each work package has specific objectives, defined actions and related expected deliverables.

Partners involved will work, with the support of a URBACT validated Expert, on the development of the project final proposal, the identification of relevant local stakeholders to be involved for an effective transfer of the Good Practice at local level and a consolidated partnership. This process will be documented and fed into the phase 2 application to be submitted at the end of phase 1.

The design of the First Phase is centered on three meetings. On the two first meetings all three partners will gathering. On the third meeting we will also invite possible new Project partners presented for Phase 2. The benefits of inviting additional partners after 6 months are that existing partners can contribute in another way to transfer Trelleborg's model to newly involved partners. This will also allow the partners to develop a shared understanding about the project's structure.

First meeting will focus on:

- information on the design of UNITED in Trelleborg
- a method of copying the method used based on the existing structures within the city.
- Basic lectures on the values that drive change towards the intended goal
- process management from an employment perspective
- Organisational structures and external Communication

Second meeting will focus on:

- Follow-up on change management
- Defensive structures hindering change
- Visualize action and measuring results
- sharing experiences
- Learning by teaching - how does Trelleborg change?

Third meeting will focus on:

- Follow-up on change management
- Visualize action and measuring results
- Learning by teaching - how does Trelleborg change?
- Reprise of the first meeting and where the two first partners will share experiences as well.

Between the two meetings, a support structure will be in effect, where Trelleborg will make sure that Thermi and Fundão get

proper and structured support based on their respective journeys towards being UNITED.

We will also complete and submit the phase 2 application including activities to be implemented by the network, expected outputs, work plan, financial plan, etc.

4.2 Description of Work package 2 - Project development

4.2.1 General framework for Project Development

The methodology for transfer will be based on "Trelleborgsmodellen", financed by Vinnova - Sweden's Innovation Agency, where 14 Swedish municipalities are involved.

The aim, through this model, is to get more municipalities to use our model as it contributes to social development and focuses on the citizen's path to self-sufficiency. The emphasis is on the work-oriented mind-set. The model can be used as implementation and dissemination model.

The work will be done systematically with the possibility of transnational meetings for reflection and learning of Trelleborg's processes, principles and values.

During the various meetings, physically and digitally, we will review the following:

- Review of Trelleborg's model for work, results and method of development. Extraordinary results. Presentation of the current state of the city and the desired future location. Understanding of each other's current situation and reality.
- Design of the future and good practice to be transferred. Design of future production equipment. Backward planning and indicators. Adaptation, reuse and transfer.
- Progress, resistance, action and follow-up of indicators.
- How can we carry on and take the next turn? Focus on how Partners can create internal support structures at home.

Strategy

Parallel and between the meetings, evaluation/follow-up research is linked to ensure progressability measurement. Indicators for measurement are presented by the respective partner based on the desired future position and expected results.

The Lead Partner will be a support structure and contribute with knowledge, experience and guidance through meetings, skype-meetings and telephone monitoring.

In addition to the network activities, we will take part in the URBACT Programme training and capacity-building activities;

- appropriate capacity-building activities,
- ad hoc training schemes designed to support urban stakeholders,
- targeted training schemes for specific stakeholder groups, including elected representatives, local practitioners, among others.

4.2.2 How do you intend to undertake the activities of Phase 1 to achieve the required deliverables (Transferability Study, transnational meeting(s) and Phase 2 Application Form)?

Partners involved will work together with the Lead Partner, and with the support of a URBACT validated Expert, on the development of the project final proposal. This includes detailed description of the Good Practice to be transferred, baseline situations of all cities involved including first review of conditions and requirements for successful transfer, methodology for the transfer activities, expected results, etc. This process will be documented and fed into the Phase 2 application to be submitted at the end of phase 1.

First meeting will focus on:

- information on the design of UNITED in Trelleborg
- a method of copying the method used based on the existing structures within the city.
- Basic lectures on the values that drive change towards the intended goal
- process management from an employment perspective
- Organisational structures and external Communication

Second meeting will focus on:

- Follow-up on change management
- Defensive structures hindering change
- measuring results
- sharing experiences
- Learning by teaching - how does Trelleborg change?

Main deliverables of phase 1 will include:

- To organise three transnational cooperating meetings gathering all partners, at least two persons representing each partner. From Lead Partner Manager of Labour market affairs and the department controller. The third meeting will include potential partners for Phase 2. Focus on all meetings is mindset, value-based organisations and actions. Method and activities to be implemented are explained in more detail in the chapter 4.1.2.
- To complete a Transferability study presenting the Good Practice to be transferred, the baseline situation in each Transfer City and the methodological framework for the transfer activities will be in focus on the cooperating meetings. Lead Partner will be responsible for the systematic follow-up through its Project coordination. During all cooperating meetings focus will stay on how to build processes and how to use result measurements in the different organisations. The URBACT validated expert will also have a central role in the transferability study and follow the meetings, but also the Lead Partner in between the meetings.
- To complete and submit the phase 2 application including activities to be implemented by the network, expected outputs, work plan, financial plan, etc. Of course this is a process, through a backward planning, which involve all partners.

4.2.3 Expected outputs under WP2

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
2.1 Work package 2 - Project development (Phase 1)	68895	(Phase 1) WP2 - Phase 2 Application	Number	2.1.1 Work package 2 - Project development (Phase 1)		1
2.1 Work package 2 - Project development (Phase 1)	68896	(Phase 1) WP2 - Baseline study	Number	2.1.2 Transferability Study		1
2.1 Work package 2 - Project development (Phase 1)	68898	(Phase 1) WP2 - Transnational meeting	Number	2.1.3 Transnational meeting	Transnational meetings to be held in Thermi and Fundão.	2

5. PROJECT WORK PLAN

5.1 Work plan

Objective	Work package 1 - Project management (Phase 1)		
Activity	Work package 1 - Project management (Phase 1)	Start date	2018-04-04
		End date	2018-10-04
Description	Work package 1 - Project management (Phase 1)		
Deliverables			
Main partner	Trelleborg		
Participating partners	+ MUNICIPALITY OF THERMI + Municipality of Fundão		
Localization			
Objective	Work package 2 - Project development (Phase 1)		
Activity	Work package 2 - Project development (Phase 1)	Start date	2018-04-04
		End date	2018-10-04
Description	Work package 2 - Project development (Phase 1)		
Deliverables	+ 1 x .1-Work package 2 - Project development (Phase 1) + 1 x .2-Transferability Study + 2 x .3-Transnational meeting		
Main partner	Trelleborg		
Participating partners	+ MUNICIPALITY OF THERMI + Municipality of Fundão		
Localization			

List of project deliverables



Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work package 1 - Project management (Phase 1)	1.1 Work package 1 - Project management (Phase 1)						
2 Work package 2 - Project development (Phase 1)	2.1 Work package 2 - Project development (Phase 1)	68895	(Phase 1) WP2 - Phase 2 Application	Number	2.1.1 Work package 2 - Project development (Phase 1)		1
2 Work package 2 - Project development (Phase 1)	2.1 Work package 2 - Project development (Phase 1)	68896	(Phase 1) WP2 - Baseline study	Number	2.1.2 Transferability Study		1
2 Work package 2 - Project development (Phase 1)	2.1 Work package 2 - Project development (Phase 1)	68898	(Phase 1) WP2 - Transnational meeting	Number	2.1.3. Transnational meeting	Transnational meetings to be held in Therni and Fundão.	2

6. NETWORK MANAGEMENT AND LEADERSHIP

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

- UNITED started in 2012 and the work is growing rapidly due to the results. From very basic beginnings, we amped up the production under 2015/2016, and in 2017 it led to 194 direct recruitments, 12 recruitment trainings and 332 internships (of which 35 % led to employment). In 2017, we achieved additional extraordinary results by getting 450 people in work or studies.
- We are a fully process-oriented organisation since 2015, which has been streamlined and simplified, partly for the department of labour market, but most for the Citizens in the city of Trelleborg. In the autumn of 2015 during the refugee crisis, we could clearly see the results and effects of being a fully process-oriented organisation. This, coupled with our skills and human perception, led us to accommodate around 4500 unaccompanied minor children. In the course of a day, we started a large transit centre for adults and families, and within a month we had started over 30 big transit centres for unaccompanied minor children. Trelleborg became known as incredibly effective for its preparedness and reception capacity, both nationally and internationally.
- Our unique result and the way we organise to reach set goals led to over 90 study visits in 2016. Besides from this we have been invited both nationally and internationally to talk about our organisation and approach. We gladly do this because we see what the benefits are; In addition to the profit for the individual, a reduced costs of the welfare support and an opportunity for the regional businesses to grow.
- The project VINNOVA in 2017/2018, where 14 Swedish municipalities will copy the model of Trelleborg, out from their conditions and needs. We start to see results in the other municipalities; they have started changing their mindset and cooperate with local employers to find ways they can grow. By working with the companies, the unemployed in these municipalities get a chance at both training and employment at the same place.
- Besides from the Vinnova project we have another transfer project called "Svedala transfer Project", where Another smaller municipality will copy our model straight off. This Project will end in the spring of 2018.
- In 2017, we received different national prizes for our unique working methods, both in terms of streamlining processing and the labor market process that addresses local and regional business and especially the job seekers.
- Overall there is a great interest in our model. In all areas of activities, other parts of Sweden shows a great interest, ranging from business work to new arrivals and youth. Since March 2017, we are running the project funded by Vinnova, which aims to give other municipalities the opportunity to work as Trelleborg does. This project will end in March 2018, but since there are already municipalities that have shown great interest in entering this, we believe that there is scope for further external funding to spread the so-called "Trelleborgsmodellen".

6.2 Experience of proposed project coordinator

Trelleborg has a unique approach where we went from the focus on welfare support to prepare and get people to work. This is all about having a different human view and mindset, where we believe that people can and want to take responsibility of their own lives. The model we work from is distinctive, innovative and efficient. It is highly relevant for us to share it to other European cities and it has strong links with priorities in the Urban Agenda for the EU. Patrik Möllerström has been and still is the best guide and coach to run a transfer network for this unique model.

Patrik Möllerström is head of Labour market affairs in the city of Trelleborg and has built big parts of the organisation that has become UNITED, actually he was the Head of the unit when it developed. He also has the experience of being the Project manager in the already mentioned Project "Trelleborgsmodellen" through Vinnova. Patrik was the Leader and Manager of the URBACT-winning "Kraftsamling Trelleborg - You get what you ask for" and has a background in a number of various EU-Projects. Besides from this Patrik is a Master training in process design in various organisations and has a wide network in the area.

7. USE OF EXPERTISE

7.1 Proposed use of expertise resources allocated by the Programme

7.1.1 Proposed URBACT validated Experts

The main competence needed is to understand how to work with issues of employment, and the inclusion aspect in the interconnection between companies and unemployed people. We need an expert with proven skills within employment and economic development, but also someone who sees that people are what drives structure – aggregated results are driven by individual results.

What we need real support with from the lead expert is the building of a transfer network, including all the formal organizational issues regarding the URBACT transfer networks. This needs to be based on an in-depth understanding of the Trelleborg model, which is why the subject matter is number one and the organizational skills are secondary.

Dr Mikael Stigendal is our main choice as a lead expert, should he accept the offer. He is well known within this field in Sweden, and has previously worked with major projects within the field of employment (our Project Manager has even appeared in the management group of New City with him many years ago). Mikael is based in our immediate geographical area, which means that our structures for cooperation could be built faster. Also, we expect him to know of the City of Trelleborg and possibly have heard of the Trelleborg model. Through his connection to our regional university, we hope this cooperation would give the Trelleborg model – and the transfer network – more academic credibility and renown than we historically have aspired to.

Mrs Alison Partridge has all the relevant skills within our field of work, and is especially interesting regarding her experience in employment projects. Her work with SMEs gives her credibility in understanding the business perspective in our way of working in Trelleborg. Her actual expertise in leading a transfer network would be very useful to us.

Mr Jim Sims is a lead expert with all the skills needed within business- and economic development, which means we believe that he has the basic foundations of grasping the Trelleborg model, even if he does not have significant experience within employment. He does have all experience we seek regarding running a transfer network.

8. BUDGETARY PROPOSAL

8.1 Financial contribution by partner and source (incl. ERDF and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Trelleborg	28,000.00 €	70.00 %	12,000.00 €	40,000.00 €
Sub total	28,000.00 €		12,000.00 €	40,000.00 €
MUNICIPALITY OF THERMI	17,000.00 €	85.00 %	3,000.00 €	20,000.00 €
Municipality of Fundão	17,000.00 €	85.00 %	3,000.00 €	20,000.00 €
Sub total	34,000.00 €		6,000.00 €	40,000.00 €
Total	62,000.00 €	77.50	18,000.00 €	80,000.00 €
Total %	77.50 %	77.50 %	100.00 %	100 %

8.2 ERDF per year

	ERDF
2018	62000

8.3 Expenditure per partner, per year and budget subcategory

Trelleborg

	2018	2019	Total
Staff costs			
Lead Partner Staff Costs	11,650.49 €	0.00 €	11,650.49 €
Total Staff costs	11,650.49 €	0.00 €	11,650.49 €
Office and Administration			
Lead Partner Office and Administration	349.51 €	0.00 €	349.51 €
Total Office and Administration	349.51 €	0.00 €	349.51 €

Travel and Accommodation			
Staff Travel and Accommodation	9,000.00 €	0.00 €	9,000.00 €
Total Travel and Accommodation	9,000.00 €	0.00 €	9,000.00 €
External Expertise and Services			
Lead Partner External Expertise Project Coordination	7,000.00 €	0.00 €	7,000.00 €
Expertise Meeting Organisation	2,000.00 €	0.00 €	2,000.00 €
Expert and other non-staff Travel	9,000.00 €	0.00 €	9,000.00 €
Total External Expertise and Services	18,000.00 €	0.00 €	18,000.00 €
Equipment			
Equipment	1,000.00 €	0.00 €	1,000.00 €
Total Equipment	1,000.00 €	0.00 €	1,000.00 €
Total	40,000.00 €	0.00 €	40,000.00 €
Partner financing plan			40,000.00 €

MUNICIPALITY OF THERMI

	2018	2019	Total
Staff costs			
Project Partner Staff Costs	2,912.62 €	0.00 €	2,912.62 €
Total Staff costs	2,912.62 €	0.00 €	2,912.62 €
Office and Administration			
Project Partner Office and Administration	87.38 €	0.00 €	87.38 €
Total Office and Administration	87.38 €	0.00 €	87.38 €
Travel and Accommodation			
Staff Travel and Accommodation	6,800.00 €	0.00 €	6,800.00 €
Total Travel and Accommodation	6,800.00 €	0.00 €	6,800.00 €
External Expertise and Services			
Project Partner External Expertise Project Coordination	6,000.00 €	0.00 €	6,000.00 €
Expertise Meeting Organisation	500.00 €	0.00 €	500.00 €
Expertise Communication	700.00 €	0.00 €	700.00 €
Expert and other non-staff Travel	1,300.00 €	0.00 €	1,300.00 €
Expertise First Level Control	700.00 €	0.00 €	700.00 €
Total External Expertise and Services	9,200.00 €	0.00 €	9,200.00 €
Equipment			
Equipment	1,000.00 €	0.00 €	1,000.00 €
Total Equipment	1,000.00 €	0.00 €	1,000.00 €
Total	20,000.00 €	0.00 €	20,000.00 €
Partner financing plan			20,000.00 €

Municipality of Fundão

	2018	2019	Total
Staff costs			
Project Partner Staff Costs	2,944.14 €	0.00 €	2,944.14 €
Total Staff costs	2,944.14 €	0.00 €	2,944.14 €
Office and Administration			
Project Partner Office and Administration	88.32 €	0.00 €	88.32 €
Total Office and Administration	88.32 €	0.00 €	88.32 €
Travel and Accommodation			
Staff Travel and Accommodation	4,800.00 €	0.00 €	4,800.00 €
Total Travel and Accommodation	4,800.00 €	0.00 €	4,800.00 €
External Expertise and Services			
Project Partner External Expertise Project Coordination	3,000.00 €	0.00 €	3,000.00 €
Expertise Meeting Organisation	4,000.00 €	0.00 €	4,000.00 €
Expertise Communication	712.00 €	0.00 €	712.00 €
Expert and other non-staff Travel	2,400.00 €	0.00 €	2,400.00 €
Expertise First Level Control	1,055.54 €	0.00 €	1,055.54 €
Total External Expertise and Services	11,167.54 €	0.00 €	11,167.54 €
Equipment			
Equipment	1,000.00 €	0.00 €	1,000.00 €
Total Equipment	1,000.00 €	0.00 €	1,000.00 €
Total	20,000.00 €	0.00 €	20,000.00 €
Partner financing plan			20,000.00 €

8.4 Expenditure per year and budget category

	2018	2019	Total
Staff costs			

Lead Partner Staff Costs	11,650.49 €	0.00 €	11,650.49 €
Project Partner Staff Costs	5,856.76 €	0.00 €	5,856.76 €
Total Staff costs	17,507.25 €	0.00 €	17,507.25 €
Office and Administration			
Lead Partner Office and Administration	349.51 €	0.00 €	349.51 €
Project Partner Office and Administration	175.70 €	0.00 €	175.70 €
Total Office and Administration	525.21 €	0.00 €	525.21 €
Travel and Accommodation			
Staff Travel and Accommodation	20,600.00 €	0.00 €	20,600.00 €
Total Travel and Accommodation	20,600.00 €	0.00 €	20,600.00 €
External Expertise and Services			
Lead Partner External Expertise Project Coordination	7,000.00 €	0.00 €	7,000.00 €
Project Partner External Expertise Project Coordination	9,000.00 €	0.00 €	9,000.00 €
Expertise Meeting Organisation	6,500.00 €	0.00 €	6,500.00 €
Expertise Communication	1,412.00 €	0.00 €	1,412.00 €
Expert and other non-staff Travel	12,700.00 €	0.00 €	12,700.00 €
Expertise First Level Control	1,755.54 €	0.00 €	1,755.54 €
Total External Expertise and Services	38,367.54 €	0.00 €	38,367.54 €
Equipment			
Equipment	3,000.00 €	0.00 €	3,000.00 €
Total Equipment	3,000.00 €	0.00 €	3,000.00 €
Total	80,000.00 €	0.00 €	80,000.00 €

8.5 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Lead Partner Staff Costs	11,650.49 €

	Project Partner Staff Costs	5,856.76 €
	Total	17,507.25 €
Office and Administration	Lead Partner Office and Administration	349.51 €
	Project Partner Office and Administration	175.70 €
	Total	525.21 €
Travel and Accommodation	Staff Travel and Accommodation	20,600.00 €
	Total	20,600.00 €
External Expertise and Services	Lead Partner External Expertise Project Coordination	7,000.00 €
	Project Partner External Expertise Project Coordination	9,000.00 €
	Expertise Meeting Organisation	6,500.00 €
	Expertise Communication	1,412.00 €
	Expert and other non-staff Travel	12,700.00 €
	Expertise First Level Control	1,755.54 €
	Total	38,367.54 €
Equipment	Equipment	3,000.00 €
	Total	3,000.00 €
	Global budget	80,000.00 €

8.6 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	The Trelleborg Head of Labour Affairs (acting project manager), internal Department Controller and the Coordinator for Establishment Affairs are the three staff from the city of Trelleborg actively working in the project team. We are part of the management staff of the Trelleborg Department of Employment, which has 50 employees working with these issues on a daily basis.
Office and administration	3 % of staff costs, according to standard procedure.
Travel and accommodation	We plan three transnational meetings, with travel and accommodation for an estimated three days of work. We also plan to include potential partners for Phase 2 in our third meeting, which means we will pay for their travel and accommodation. External experts will also be included in one or more meetings.

External expertise and services	<p>A process specialist will be procured according to Swedish procurement law. The need for support by expertise in this area is crucial, to make sure that the work will be process oriented, and not ad-hoc. It is also a way of making sure that the decision to work towards the same goal is taken together, and that everyone is planning to take part in an all-in fashion. This is one of the key success factors of the Trelleborg model, and we aim to work with the leading experts within the field.</p> <p>We hope to be able to bring the external expert to the first meeting, but also advise the Trelleborg project team with the design of the meetings from the perspective of achieving results.</p> <p>It should be noted that the role of the first level controller is without cost in Sweden, according to the national Urbact Contact Point.</p>
Equipment	IT production and printouts.

9. SIGNATURE

9.1 Signature of the Project Coordinator at Lead Partner level

Signature of the Lead Partner / project coordinator :



Name (capital letters) : PATRIK MÖLLERSTRÖM

Position : HEAD OF LABOUR MARKET AFFAIRS

Date : 2018-01-10

Official stamp

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