



**Acronym**

IMEA

**Title of the project**

Integrated Measures for an Energy Efficiency Approach

**Type of intervention**

Type 1: 'Regional Initiative Project'

Type 2: 'Capitalisation Project'

**Colour code**

*white field*

Fields to be completed by Applicant

*grey field*

Fields not to be completed or data automatically transferred / calculated from another field

**The Excel protection must not be removed.  
Damaged Application Forms will be declared ineligible.**

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## General Instructions for filling in the application form

This application form is part of the "application pack" for INTERREG IVC applicants. Before filling in this form, please also read all programme-related documents, especially:

- a) the INTERREG IVC **Operational Programme**,
- b) the **programme manual** and
- c) the terms of reference

In particular, the programme manual and the terms of reference will provide you with further guidance on the way to develop an INTERREG IVC project and to prepare the application form. The above mentioned documents are available on the programme web site ([www.interreg4c.eu](http://www.interreg4c.eu)).

### **Paper version**

#### Application form

The application form must be completed, printed out, dated, signed by a duly authorised representative of the Lead Partner, and stamped with the stamp of the Lead Partner's institution (if exists). It should be sent together with the annexes (co-financing statements) by mail/courier to the INTERREG IVC Joint Technical Secretariat (JTS) at the latest by the end date of the call. This will be checked through the date of postal stamp on the envelope. The JTS address can be found on the programme's web site: [www.interreg4c.eu](http://www.interreg4c.eu)

#### Co-financing statements

Co-financing statements in original faxed or scanned version must be included in the mail sent to the JTS for all partners listed in Section 5 of the application form. The standard form of the co-financing statement available on the programme website must be used, no amendments to the text are allowed. Any amendments to the text of the form will lead to the ineligibility of the application. The amount of national co-financing indicated in the co-financing statements must cover at least the amount indicated for each partner in section 5 of the application form.

### **Electronic version**

An electronic version of the completed application form must be sent by email to the JTS at the latest by the end date of the call at the following address: [application@interreg4c.eu](mailto:application@interreg4c.eu)

The electronic and paper version of the application form must be identical.

### **Technical instructions**

- Applicants are asked to complete only the input fields (white fields) of this application form. For technical reasons, most of the white fields have been split up into 2 or 3 sub-fields. As soon as the first sub-field is filled in, please continue in the next sub-field.
- Grey fields are not to be completed. For the grey fields, certain information will automatically be transferred to these sections after details are entered in other fields of the application form. Formulae for automatic calculations have been included in the relevant fields. These fields cannot be changed or edited.
- All input fields (white fields) are locked in order to ensure that all applicants have the same amount of space for describing their project and answering the questions. The number of characters (with spaces) is limited to 1000 characters per field. This limit must not be exceeded.
- All input fields must be filled in unless stated otherwise in the instructions field.
- Certain questions in the application form must be answered by marking a tick-box. When clicking on the box, an arrow will appear. Please click on the arrow and select the option provided in the drop-down field, which will appear on the screen.
- If you want to use a bullet point list in any of the input fields, please press 'Alt+Enter' to move to the next line.
- If you want to copy and paste information in the document, please select the **content of the cell you are copying from, and not the cell itself**.

**Application forms with error messages or with uncompleted sections will automatically be declared ineligible.**

## Checklist for submission

Please make sure that you have fulfilled the requirements listed below before submitting the documents.

- 1. The electronic version of the completed application form is submitted via e-mail to application@interreg4c.eu by the end date of the call at the latest.
- 2. The paper version of the completed application form and the relevant annexes (co-financing statements) are sent to the JTS in Lille by the end date of the call at the latest (proof of the sending date has to be provided).
- 3. The electronic and paper versions of the application are identical.
- 4. All documents are in the working language of the programme (English).
- 5. The paper version includes the completed application form and the relevant annexes (co-financing statements) in one single package/envelope.
- 6. The paper version is not bound in order to ease photocopying for the JTS.
- 7. Co-financing statements in original, faxed or scanned version are submitted for all partners including the Lead partner. They are dated and signed by hand. The standard forms from the application pack have been used and no amendments to the texts have been made. The information in the fields to be completed (acronym, title, name of institution, partner no) corresponds exactly to the information provided in the application form. The co-financing amount covers at least the amount indicated in the application form.
- 8. All partners participating in the project, including partners from third countries, are listed in section 5 of the application form with their institution's name in original and English languages.
- 9. The application form is dated and signed by hand by a duly authorised representative of the Lead Partner.
- 10. The application form is dated and stamped (if stamp exists).
- 11. The application complies with the eligibility criteria of the INTERREG IVC programme described in the programme manual and the terms of reference.
- 12. All fields have been filled in and no error messages appear.

**Section 1: Project Summary****1.1 Acronym:**

IMEA

**1.2 Title of the project:**

Integrated Measures for an Energy Efficiency Approach

**1.3 Type of intervention:**

Regional Initiative Project

**1.4 Duration**

*Please indicate when the operation will start and finalise its activities. Concerning the start date, the following elements should be taken into consideration. Projects should be ready to start their implementation as soon as possible after the decision of the IVC Monitoring Committee and in any case within a maximum of two months from the date of decisions. Decisions on projects are expected to be taken within eight months after the end date of each call. For the recommended duration of projects, please refer to the programme manual.*

Start: beginning of 01 2012

Closure: end of 12 2014

TOTAL N° MONTHS: 36

**1.5 Sub-theme selected:**

*Please select the sub-theme the project focuses on. Please note that only one sub-theme can be chosen.*

**Priority:** 2: Environment and risk prevention  
**Sub-theme:** Energy and sustainable transport

## 1.6 Brief summary of the project

*Please provide a brief summary of the project's background, objectives, partnership, main activities and expected outputs and results. It is strongly advised that this field is filled in after the entire Application Form has been completed. Should the project be approved, this summary will be published on the programme's website. Thus, it should be clear, self-explanatory and without references to other parts of the Application Form or to other documents.*

Objective: IMEA aims to support local and regional authorities in taking a pro-active role in improving the energy efficiency of the built environment. IMEA focuses on Energy Efficiency. The implementation of EE measures is a European key challenge in the transition towards sustainable communities, in special in Eastern Europe and in deprived urban areas where a high percentage of the housing stock has a very poor energy performance. The IMEA-partners collaborate to enhance the effects of their strategic plans and policies to promote EE.

### Sub-objectives

1. To exchange good practices that raise awareness on energy efficiency and energy efficient behaviour (tackling cognitive barriers);
2. To exchange viable business models that create local/regional economic spin-off (tackling economic barriers);
3. To bridge the gap between policy and implementation, to put policy into practice by developing change strategies and implementation plans with SMART projects;

4. To disseminate good practices to all public authorities in the EU and to facilitate exchange via a project website

Awareness raising: Energy consumption and energy savings are abstract phenomena for many citizens and organisations. they are often unaware of the benefits EE-measures could bring. Good practices for awareness raising will be exchanged.

Business models: To achieve EE, public authorities should take on a pro-active role as facilitator. They have to connect stakeholders and develop business cases that divide investments and risks over multiple actors, that take uncertain future energy prices into account and that are attractive to all actors in the value chain. Partners will exchange suitable business and governance models.

Policy into practice: Policy frameworks and support programmes for EE are available, on European and on national levels, but policy is often not put into practice. Implementation plans will be formulated in which good practices are

strategized', including project proposals that can be submitted within support programmes that are relevant in each partner region.

### Energy Efficiency Change Strategies

How can public authorities, in relation to EE, move from a reactive to a pro-active position in a collaborative framework with multiple stakeholders? To make this 'abstract' challenge tangible and test various approaches, 6 complementary 'change cases' are formulated. Each partner will have a transnational team of 'critical friends' (from the partnership) at its disposal that will provide advice about institutional, strategic and practical steps that could be taken.

### Partnership

Local and regional public authorities/organisations (NL, DK, PT, RO, HU) work in pairs with National Focal Points: Ministries and Knowledge institutions for which supporting local and regional authorities and dissemination are part of their core businesses. This ensures a large territorial impact.

## 1.7 Partnership information

Number of partners financed under INTERREG IVC		Number of partners not financed under INTERREG IVC	
Austria:	0	EU-MS:	0
Belgium:	0	Switzerland:	0
Bulgaria:	0	Others:	0
Cyprus:	0		
Czech Republic:	0		
Denmark:	2		
Estonia:	0		
Finland:	0		
France:	0		
Germany:	0		
Greece:	0		
Hungary:	2		
Ireland:	0		
Italy:	0		
Latvia:	0		
Lithuania:	0		
Luxembourg:	0		
Malta:	0		
Netherlands:	2		
Poland:	0		
Portugal:	2		
Romania:	2		
Slovak Republic:	0		
Slovenia:	0		
Spain:	0		
Sweden:	0		
United Kingdom:	0		
<b>Total:</b>	<b>10</b>	<b>Total number of partners:</b>	<b>10</b>
Norway:	0		

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Overview of project partners (details of the partnership have to be filled in in Section 5)

	Institution	country	Partner budget			
<u>LP</u>	Nicis Institute	NL	ERDF Funding: 156.079,53 €	EU Nat. Cofi 52.026,52 €	Other: 0,00 €	TOTAL: 208.106,05 €
<u>P2</u>	Ministry of Regional Development and Tourism	RO	ERDF Funding: 80.933,10 €	EU Nat. Cofi 14.282,32 €	Other: 0,00 €	TOTAL: 95.215,42 €
<u>P3</u>	Oradea Metropolitan Area	RO	ERDF Funding: 66.368,34 €	EU Nat. Cofi 11.712,06 €	Other: 0,00 €	TOTAL: 78.080,40 €
<u>P4</u>	VATI Hungarian Nonprofit Limited Liability Company for Regional Development and Town Planning	HU	ERDF Funding: 106.652,90 €	EU Nat. Cofi 18.821,10 €	Other: 0,00 €	TOTAL: 125.474,00 €

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<u>P5</u>	Mid-Pannon Regional Development Company	HU	ERDF Funding: 82.944,36 €	EU Nat. Cofi 14.637,24 €	Other: 0,00 €	TOTAL: 97.581,60 €	
<u>P6</u>	Municipality of Assen	NL	ERDF Funding: 172.135,86 €	EU Nat. Cofi 57.378,62 €	Other: 0,00 €	TOTAL: 229.514,48 €	
<u>P7</u>	Danish Building Research Institute	DK	ERDF Funding: 166.713,38 €	EU Nat. Cofi 55.571,13 €	Other: 0,00 €	TOTAL: 222.284,51 €	
<u>P8</u>	City of Copenhagen, Urban Design Department	DK	ERDF Funding: 123.994,05 €	EU Nat. Cofi 41.331,35 €	Other: 0,00 €	TOTAL: 165.325,40 €	
<u>P9</u>	GEBALIS – Management of Lisboa Social Housing, EEM	PT	ERDF Funding: 205.875,42 €	EU Nat. Cofi 36.330,96 €	Other: 0,00 €	TOTAL: 242.206,38 €	
<u>P10</u>	Spatial Planning and Urban Development General Directorate	PT	ERDF Funding: 160.735,20 €	EU Nat. Cofi 28.365,04 €	Other: 0,00 €	TOTAL: 189.100,24 €	
<u>P11</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P12</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P13</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P14</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P15</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P16</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P17</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P18</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
<u>P19</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €	
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<u>P20</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P21</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P22</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P23</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P24</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P25</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P26</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P27</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P28</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P29</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P30</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P31</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P32</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P33</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P34</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
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<u>P35</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P36</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P37</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P38</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P39</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €
<u>P40</u>			ERDF Funding: 0,00 €	EU Nat. Cofi 0,00 €	Other: 0,00 €	TOTAL: 0,00 €

Acronym: IMEA

**1.8 Project budget (in EUR)** (based on the partner budget described in Section 5)

	Amount
ERDF Funding	1.322.432,14 €
National Public Co-financing	330.456,34 €
<b>Total budget eligible to ERDF</b>	<b>1.652.888,48 €</b>
Norwegian Funding	0,00 €
Norwegian Co-financing	0,00 €
<b>Total Budget Norway</b>	<b>0,00 €</b>
<b>INTERREG IVC BUDGET</b>	<b>1.652.888,48 €</b>
Other funding	0,00 €
<b>TOTAL BUDGET</b>	<b>1.652.888,48 €</b>

**1.9 Lead Partner confirmation**

By signing the Application Form the Lead Partner hereby confirms that

- the project neither in whole nor in part has or will receive any other complementary EU funding (except for the funding indicated in this Application form) during the whole duration of the project.
- the project is in line with the relevant EU and national legislation and policies of the countries involved.
- all partners in the partnership receiving funding from the INTERREG IVC programme (ERDF or Norwegian funding) fulfil the criterion of a public body or a body governed by public law as defined in the Programme Manual.
- all partners described in Section 5 of the Application Form are committed to taking part in the projects' activities
- the information is accurate and true to the best knowledge of the Lead Partner

Signature of the Lead Partner	Official stamp of the Lead Partner's institution (if exists)
Name of the signatory	Mr. Henk Wesseling
Title of the signatory	General Director
Lead Partner's institution	Nicis Institute
Date of signature	16-4-2012

## Section 2: Detailed Description of the Project

### 2.1 Rationale

#### 2.1.1 Brief history of the project

*Please describe how the project idea and partnership was developed and how the partners were involved in developing the project proposal.*

The initiative for this project has been taken by partners from the European Urban Knowledge Network (EUKN), a (not EU subsidised) intergovernmental network that facilitates the exchange of demand-driven knowledge and experience. "Urban" in this sense does not exclude regions, smaller towns and villages but indicates a focus on the built environment. The theme 'energy' is not yet addressed. Members of the network indicated that they struggle to determine how public authorities could be more pro-active in the field of energy, and that they are in need for exchange of good practices in this field.

A 1st partnermeeting has been held in Brussels (Nov. 2010), to discuss for which energy-related themes, exchange and advice would be most necessary. Conclusion was that this should be 'energy efficiency' (reducing energy consumption, stimulating energy efficient behaviour, insulation, saving energy by improving 'old' collective energy infrastructure systems). In a large part of the EU,

energy targets can still be achieved by taking measures in this field, especially in Eastern Europe and in deprived urban areas where a high percentage of the housing stock has a very poor energy performance.

In Brussels, partners identified interesting complementarities in the expertise of public authorities from new and "older" member states with regard to energy efficiency. Experience with innovative energy efficiency actions (e.g. awareness raising on energy consumption by using sensor technology, to make energy use, costs and savings visible in real-time) is predominantly available in the "older" member states. But newer member states have older systems that might be the key to large scale innovation. The collective heating systems in former Eastern European countries may seem outdated but by retrofitting (using new technologies in old systems) they may be perfectly suited for energy efficiency measures that need a collective effort. And the other way round: business models

for collective heating from former Eastern European Countries may be well applicable for collective innovative energy efficiency measures in residential areas in 'Western' Europe.

Based on the conclusions of the meeting, themes have been defined and the most experienced partners on each theme elaborated (draft) programmes for the exchange of good practices. Next to this, partners indicated the wish to receive targeted advice in their own region. Partner DBRI has elaborated the methodology for these 'change cases' (comp. 4).

The EUKN is a network that has proven to be successful and could be used very well by other (Interreg) projects to exchange on energy-related topics. An inventory has been made on other Interreg projects and contacts have been established with projects under development: it has been agreed that IMEA's project website will be used by other projects for dissemination and discussion.

A 2nd partnermeeting was held at 11 March, to finalise the application.

**2.1.2 Problem description / issue addressed**

*Please describe what problem(s) and/or issue(s) the project will address. Explain the background of the problem(s) / issue(s) and their relevance to the partnership and the INTERREG IVC programme. Please justify the choice of the selected sub-theme.*

Energy efficiency (EE) is widely regarded as a crucial policy theme. It is recognized a simple, fast, relatively low-cost and low-risk resource to meet growing energy demand and reduce CO2 emissions. The EC "Action plan for energy efficiency" and the Directive 2010/31/EU on the energy performance of buildings" (EPBD) elaborate on the possibilities of focussing on the built-up environment, as buildings account for 40% of total energy consumption in the Union and have many-decade lifetimes.

Energy efficiency in the built-up environment is a relatively low-cost, high-value opportunity. However, economies of scale tend to drive most activity towards large-scale projects (public buildings, schools, hospitals). The residential market (housing) represents large potential savings but is disparate and fragmented.

Local and regional public authorities should play a key role in the realisation of the EU energy ambitions. However, this turns out to be challenging: a policy framework and technological solutions are available but the implementation of these solutions is strenuous.

Several barriers can be discerned:

Cognitive barriers: energy consumption and energy saving are abstract phenomenons, energy consumption is not visible, citizens are not aware of their level of energy consumption and the economic benefits they could gain when taking energy efficiency measures.

Economic barriers: energy efficiency measures ask for investments. Often, one has to do with a 'split incentive': the organisation (e.g. social housing organisation) that has to make the investment is not the organisation that benefits from it. Furthermore, investments in energy efficiency often have substantial direct (one-time) costs and uncertain future (recurring) benefits. This makes that households and organisations are often reluctant to make these investments.

How could local and regional public authorities deal with these barriers? The role they could play should not be underestimated, even when their financial resources are limited. They can use their 'authority' to inform citizens, social housing organisations and owners associations, to make them aware of the benefits of energy efficiency. Next to this, local and regional public authorities can play a role in bringing different stakeholders and their (financial) resources together, in connecting different policy domains and developing business cases for investments related to energy efficiency.

In the IMEA project, partners will exchange approaches to tackle these cognitive and economic barriers.

## 2.1.3 Objectives of the project

*Please describe the overall objective and sub-objectives of the project.*

### Objective

IMEA aims to support local and regional authorities in taking a pro-active role in improving the energy efficiency of the built-up environment.

### Sub-objectives

1. To exchange innovative strategies and tools that raise awareness on energy efficiency and energy efficient behaviour (tackling cognitive barriers)
2. To exchange viable business models that create local and regional economic spin-off (tackling economic barriers);
3. To bridge the gap between policy and implementation, to put policy into practice by developing change strategies and implementation plans with SMART projects
4. To disseminate good practices acquired via IMEA and other (Interreg) projects to all public authorities in the EU to ensure maximum territorial impact and to facilitate exchange via a project website that is connected to a transnational network (component 2).

### Awareness raising

organisations are often not inclined to change their behaviour or take EE measures because they are not aware of the benefits this could bring (cognitive barriers). How to encourage them to change behaviour and to invest? Good practices (e.g. showing real-time energy consumption and cost-benefits by using sensor technologies) are identified and will be exchanged.

### Business models

To achieve EE, public authorities have to operate in a complex domain with a large diversity of stakeholders (social housing organisations, associations of owners, energy companies, etc.). Financial resources of public authorities are limited, but they can still take a pro-active role as facilitator, in connecting stakeholders and in developing business cases that divide investments and risks over multiple actors, that take uncertain future energy prices into account and that are attractive to all actors in the value chain. Partners will identify and exchange suitable business and governance models.

### Policy into practice – implementation plans with smart projects

Policy frameworks and support programmes for EE are available, on European as well as on national levels, but policy is often not put into practices and opportunities to benefit from support programmes are not sufficiently taken. In the final stage of IMEA, implementation plans will be formulated in which good practices are 'strategized'. Implementation plans will include SMART project proposals that can be submitted within support programmes that are relevant in each partner region.

**2.1.4 Expected outputs and results of the project**

a) Please describe the outputs and results the project intends to produce. For further information, please refer to the Programme Manual.

( **Outputs** are tangible deliverables and visible outcomes or products of the project. They directly result from the activities carried out in the project. Output indicators are typically measured in concrete units such as number of seminars, study visits, conferences, participants, publications, good practices identified, policies addressed. **Results** are direct and immediate effects resulting from the project and from the production of the outputs. Compared to outputs, results imply a qualitative value. They should be also measured in concrete units such as the number of staff with increased capacity, the number of good practices successfully transferred, the number of policies improved.)

Outputs:

Comp. 1

- 6 SG meetings including minutes; • Signed Subsidy Contract; • Signed partnership agreement; • IMEA manual (incl. project management, financial manual, detailed action plan); • 6 joint progress reports submitted; • 1 final report

Comp 2

- 1 IMEA communication plan; • IMEA Logo; • 1 IMEA brochure (in English, and translated in partners' languages); • 5 issues digital newsletter; • 3 events (Hungary, Lisbon, Brussels); • 6 press releases; • a project website (preceded by ToR, functional design, beta-version); • 1 agreement on continuation, hosting and maintenance of project website after finalisation IMEA project; • 1 IMEA position paper; • Promotion and dissemination IMEA good practices at at least 27 events

Comp. 3

- 11 events (Communities of practice including study visits, workshops of thematic working groups) to exchange experience

- 18 good practices identified (from each partner, also derived from the change cases in comp. 4, and extra from the frontrunner partners that coordinate the thematic working groups coordinate the thematic working groups

- 3 regional/local policies and instruments addressed in the field tackled by the operation

- 1 Transnational study

- 6 implementation plans: one per partner region/city plus one extra Portuguese 'national level' implementation plan

- 1 Change case innovation toolbox

Comp. 4

- 6 change cases proceeded • 10 regional and transnational reports related to pro-active approach in Energy Efficiency

- 5 Change Case seminars organised • 6 SWOT analyses for the Change cases

- 6 consultation visits • 18 Local/regional stakeholders engaged to participate to achieve energy efficiency

- 24 regional meetings • 16 staff members trained and guided

The result of the IMEA project will be that:

- Staff members from all partner organisations have increased capacity to take a pro-active role in achieving energy efficiency, to disseminate approaches for awareness raising and to elaborate relevant business and governance models with other stakeholders in their region.

- Stakeholders in the partner regions (housing agencies, businesses) are engaged to achieve Energy Efficiency measures via the ('learning by doing', guided by critical friends) change cases

- European local and regional public authorities and bodies governed by public law are facilitated to identify good practices and exchange via the project website on Energy Efficiency

- The pro-active approach will be mainstreamed in other local and regional policies, and will be effectuated in concrete projects, via the implementation plans that are composed formulated in each partner region.

*b) Please explain the innovative character of the expected results in particular compared with possible INTERREG IVC running projects dealing with similar focus (see programme website for further information on running projects). For projects deriving from past INTERREG experiences (follow-up projects), please clarify the added-value of these results compared to the achievements of the previous experience.*

Several Interreg-projects relate to 'Energy'. Projects like LoCaRe, RENREN and More4NRG focus on regional policy making and development of regional strategies. Other projects (e.g. RETS) focus on energy production and (more specific) renewable energies.

IMEA will focus on reducing energy consumption, more specific: EE in the built-up environment. This means a focus on how to achieve measures like insulation, improving 'old' collective energy systems, reducing the thermal losses of pipes and other energy infrastructure, stimulating energy efficient behaviour.

Obviously, good practices to be identified within IMEA and good practices from other projects are complementary. E.g. business models for collective renewable energy production (e.g. solar energy on roofs) could also be applicable for implementing EE measures. IMEA partners do not aim to 'reinvent the wheel'. Contacts have already been established with projects running and under development, e.g. 'Regions4GreenGrowth'

which will transfer regional policy instruments to improve access to finance for and speeding up investments in sustainable energy. If approved, IMEA partners will take advantage of the results of their inventory on finance schemes.

IMEA is also innovative in its partnership and strategy for dissemination of results. Local and regional public authorities work in pairs with 'EUKN National Focal Points': These are Ministries and Knowledge institutions for which supporting local and regional authorities and good practice dissemination are part of their core businesses. This ensures a large territorial impact: good practices identified by IMEA partners will not stay within the partnership but will be disseminated via a successful network. IMEA partners and the project website aim to fulfill this meta-information broker function not only for IMEA, but for all Interreg projects and projects from the IEE-programme.

**2.1.5 Intensity of cooperation**

*Please describe the level of intensity of cooperation that you intend to achieve within your project (see chapter 2.1.1 of the programme manual). From fourth call onward, please note that mini-programmes are not possible.*

The intensity of cooperation in IMEA can be characterised as medium: IMEA contains networking and exchange activities as well as piloting activities (the energy change cases) in component 4.

**Networking/exchange**

The core of the project is the development and exchange of knowledge. 10 partners, from 5 countries, are participating in IMEA. Meetings will be organised in every country. The CoP consists of a site visit, combined with meetings of the thematic working groups and where relevant, representatives of other European projects will be invited. Partners are willing to learn from each other and to strengthen their energy efficiency policies and projects with the use of new practices. Extensive and complementary expertise is available within the partnership. A few examples: the city of Assen has several good practices in the field of awareness raising, e.g. by organising competitions, using sensor technologies and by communicating heat losses from roofs via web-based

interactive maps), from the partners of Hungary in the field of business models and the city of Copenhagen in the field of citizen participation to improve neighbourhoods (which good practices could also be applied for implementing collective energy efficiency measures). The outcomes will be disseminated by the project website, newsletter, and 'in person', actively, by the partners that act as NFP's of the EUKN for their country.

**Piloting activities**

Within IMEA, 6 change case strategies will be executed. In these pilots, partners will explore how they could move from a reactive to a proactive role in the field of energy efficiency, with help from other partners. This comprises visits and advice by critical friends from other countries, thus intensifying the transnational exchange and building towards sustainable professional relationships. This exchange methodology will be presented on the project website in component 2.



## 2.1.6 Approach and methodology

*Please describe the approach and the methodology (e.g. sequence, combination and interrelation between the activities; logic behind the different Components) proposed to achieve the project's objectives and to produce the intended outputs and results.*

In IMEA, partners exchange good practices (comp. 3) and explore how a pro-active role can be taken in "change cases" (comp. 4).

### COMP 3

Component 3 comprises a Community of Practice (CoP) and 3 thematic working groups. CoPs, meetings of working groups and change case seminars (comp. 4) will be combined and also be connected to steering group meetings (comp. 1), to save on travelling.

#### Working group Awareness raising

Coordinated by the City of Assen, being a frontrunner in this field. Planning: 1st year of the project (two workshops). The meetings will also provide inspiration for the partner-specific change cases in component 4. More info on topics in section component 3.

#### Business models

Partners are interested in models that divide investments and risks over multiple actors, and ways to make private capital funds available for all types of homeowners. Good practices available within the partnership will be exchanged. Additional good practices in relation to change cases of the partners (coordinated by Vati -HU) will be collected beyond the partnership in a transnational study.

#### Policy into practice – implementation plans with SMART projects

Final step is to translate the knowledge gained from the good practices and change cases into action. This is achieved by the writing of implementation plans (with chapter on follow-up for change cases –comp. 4) and development of project proposals that can be submitted within support programmes that are relevant in each partner region (annexes of implementation plans).

### COMP 4: Energy Efficiency Change Strategies.

IMEA Partners have a common challenge: how can public authorities, in relation to energy efficiency, move from a reactive to a pro-active position in a collaborative framework with multiple stakeholders? To make this 'abstract' challenge tangible and test various approaches, 6 'change cases' are identified within component 4. The cases are complementary, each addressing

a different domain of the challenge. Each partner will have a transnational team of 'critical friends' (selected from the partnership) at its disposal that will provide advice about institutional, strategic and practical steps that could be taken. Their advices will be based on their own experiences and good practices. The methodology that will be used (explanation in comp. 4) will allow for transnational comparison and will result in a transnational EE Change strategy innovation toolbox.

### COMP 2: Communication and project website

Partners signalize –e.g. from participation in EUKN- a need for comprehensive information on good practices related to energy. At the moment, information is dispersed and where it is offered, it mostly does not come with (digital) facilities for discussion or asking advice. Therefore, important element of Component 2 is a project website for the dissemination of the results among other regions in Europe.

### 2.1.7 Components of the project

Activities have to be organised logically into a certain number of components. The description of these components is provided in section 3 of the application form. For further information on the components, please refer to the programme manual.

Acronym: IMEA

Component 'Preparation Activities'	Title	Preparation activities
	Responsible partner	Nicis
Component 1	Title	Management and coordination
	Responsible partner	Lead Partner
	Planned results	A well managed project reaching its objectives, without serious conflict between the partners, without irregularities and with smooth reporting to the programme
Component 2	Title	Communication and dissemination
	Responsible partner	Romanian Ministry of Regional Development
	Planned results	Good practices on taking a pro-active role in achieving Energy Efficiency successfully disseminated and exchange facilitated via a project website.
Component 3	Title	Exchange of experiences dedicated to the identification and analysis of good practices
	Responsible partner	Gebalis
	Planned results	Good practices exchanged on taking a pro-active role in achieving EE, awareness raising and business models. Partners capacitated and ready to put implementation plans into practice
Component 4	Title	Energy Efficiency Change Cases
	Responsible partner	DBRI
	Planned results	Pro-active approach related to EE for public authorities tested and improved, staff members and other stakeholders capacitated to continue this approach in future policies and activities
Component 5	Title	
	Responsible partner	
	Planned results	

### 2.1.8 Durability of the project results

*Please describe how the durability of the project's achievements will be ensured. How, when and by whom will the outputs be used and how will they be maintained after the end of the project? How will the results/impacts of the project be sustained?*

Durability is ensured in several ways:

First, a follow-up on the lessons learned from the change cases and the seminars, masterclasses and studies on awareness raising and business models, will be formulated in the implementation plans, to mainstream good practices from component 3 and to anchor the pro-active approach related to energy efficiency (developed and piloted in the change cases of component 4) not only in the mindset of staff participating in IMEA, but also in daily working practices of the organization, in policies, strategies and projects.. Partners aim to have the implementation plans as concrete as possible, by attaching SMART (Specific, Measurable, Acceptable, Realistic, Time-specific) project proposals to them. For this purpose, partners will invest time in developing these projects with stakeholders in their regions, to make sure that are supported and are in line with the ambitions of all organizations that have to

participate to achieve the objectives. Development of implementation plans in each partner region will be supported by the partners (Ministries/knowledge institutions) that are National Focal Points. They will stay available for advice and support regarding the follow-up of the implementation plans after IMEA, which also ensures durability of the project's achievements. The Portuguese National authority for Spatial management and Planning will not only assist Gebalis in writing an implementation plan for the city of Lisbon, but will even develop an 'extra', national level implementation plan with the aim to move all regional/local authorities in Portugal towards a pro-active role in achieving Energy Efficiency.

The partners will also jointly explore the possibilities for future cooperation, on new challenges related to Energy. This is part of the programme of the last meeting of the Community of Practice. Next to this, in the final stage of IMEA, partners aim to feed the European debate on Energy and Climate policy: they will formulate IMEA position paper, a joint communication from the partners towards European policy makers on how a pro-active practice could be facilitated by European policy and support programmes.

## 2.2 Policy context

### 2.2.1 Contribution to the programme's objectives and to the Lisbon and Gothenburg agendas

*Please describe how the project will help to achieve the objectives of the INTERREG IVC programme and contribute to the Lisbon and Gothenburg agendas. What added value will interregional cooperation bring in this context?*

IMEA partners aim to improve regional development policies in the field of environment (more specific: energy efficiency), which is obviously in line with the objectives of the Interreg IVC programme and – in a broader perspective - the Lisbon and Gothenburg agendas and their 'successors', the EUs sustainable development strategy and the EU2020 Strategy.

IMEA could also have positive effects in the field of innovation, as well an important Interreg IVC objective, core of the Lisbon agenda and one of the cornerstones of EU2020. EU2020's flagship initiative 'Innovation Union' is aimed at refocusing innovation policy on major challenges for our society like (a.o.) energy and resource efficiency. IMEA could act as a driver for the market penetration of innovative products related to creating energy efficiency.

Examples: development of innovative products to create awareness on EE by showing real-time energy consumption and cost-benefits (e.g. 'smart meter cupboards' that reflect energy use of individual household equipments on door and warn if e.g. door of fridge is open), development of innovative products related to insulation. If good practices from certain partner regions are eventually put into practice in other regions, local markets (private, public, knowledge institutions) will be stimulated and their innovative capacity will increase.

Next to the above mentioned opportunities for product innovation, process innovation will take place: for public authorities, achieving that 'third parties' take Energy Efficiency measures whilst not (sufficiently) being able to support with financial resources, demands innovation in their governance.

This is what IMEA aims to achieve, to reorient the mindset and activities of public authorities towards taking a pro-active approach in cooperation with other stakeholders.

Some of the IMEA's good practices will also have a social employment dimension, in line with one of EU2020's priorities 'inclusive' growth. Example: in Lisbon are people from the community empowered, trained and contracted to implement EE measures that are agreed jointly.

Interregional cooperation brings added value as partners do not have to reinvent the wheel. They benefit from good practices from others and can transfer them efficiently within their regions. This efficiency is important as there is a large sense of urgency within the regions. E.g. a large part of the housing stock in the cities from our Eastern European partners is in a poor condition and urban regeneration projects will be implemented within short notice. It is vital to integrate EE measures by now, they should not be left to a later stage. The IMEA project will help to set the approaches quickly and thoroughly with assistance from the international partners. The partners' package of expertise (on e.g. business models, awareness raising and incorporating a social dimension) is complementary for this purpose.

### 2.2.2 Involvement of the relevant policy makers

*For the Capitalisation Projects, please explain how, in each participating region, the relevant bodies responsible for the Operational Programme will be involved? These explanations will be complementary to the information provided in section 5 ('Relevance of the partner'). For further information, please refer to the programme manual.*

Empty response area for the first participating region.

Empty response area for the second participating region.

Empty response area for the third participating region.

Empty response area for the fourth participating region.

### 2.2.3 Consistency of the project with EU horizontal policies

#### a) Equal opportunities

Please state if the project will:

- have its main focus on equal opportunities  
 be positive in terms of equal opportunities  
 be neutral in terms of equal opportunities

#### b) Environmental sustainability

Please state if the project will:

- have its main focus on environmental sustainability  
 be positive in terms of environmental sustainability  
 be neutral in terms of environmental sustainability

#### c) Consistency of the project's theme with EU horizontal policies

*Please explain how the theme tackled by your project will address directly or indirectly each of the two EU horizontal policies.*

##### Environmental sustainability

IMEA is submitted within priority Environment and Risk-prevention, sub-theme energy, which will address directly the EU horizontal policy on environmental sustainability. IMEA addresses the challenge faced by cities and regions of being responsible for reaching environmental sustainability, CO2 reduction and energy efficiency, while lacking the financial resources to fund large scale investments needed to isolate housing stocks or to develop the sustainable energy production infrastructure. On European level binding agreements have been made. The EC 'Action plan for energy efficiency' and the

Directive 2010/31/EU 'on the energy performance of buildings' (EPBD) elaborate on the possibilities of focussing on the built environment, as buildings account for 40% of total energy consumption in the Union and have many-decade lifetimes. Local and regional public authorities are supposed to play a key role in the realisation of the EU's ambitions related to energy. However, public authorities cannot reach the targets by themselves. Providing a policy framework and applying legislative instruments is not sufficient. Public authorities are in search how they could take a more pro-active role in achieving energy efficiency and thereby contributing to environmental sustainability. By IMEA, they expect to identify good practices that can be mainstreamed into their activities to mobilize other stakeholders (housing agencies, citizens etc.) to take EE measures that contribute to achieving targets.

##### Horizontal policies

IMEA's theme is gender neutral. However, the project may have some indirect positive effect on equal opportunities with regard to ethnic origin. Different ethnic groups in e.g. deprived urban areas ask for targeted approaches and one of the change cases addresses the question how to empower these groups in the field of energy efficiency and have them benefit from collective measures, not only by individual cost savings, but also by jointly deciding to transfer revenues to common amenities (e.g. change case Gebalis, Lisbon, PT).

**d) Consistency of the project's implementation with EU horizontal policies**

*Please explain how the day-to-day implementation of your project may address equal opportunities and how it may impact the environment.*

Partners will include the compliance with the horizontal policies in their partnership agreement and the project manual, to ensure that equal opportunities are addressed if recruiting staff and issuing tenders for the project, and in daily operations. Equally, calls for tenders will be published with respect to equal opportunities and corporate social responsibility policy will be taken into account.

Travelling is essential to exchange and establish sustainable professional friendships. However, to save on travelling, Steering Groups, Communities of Practice thematic meetings and seminars will be combined as much as possible. The partners ensure accessibility to all chosen venues for partner meetings and public events and support for people with particular access requirements. Partners will

travel by public transport where feasible. During their meetings, partners also aim to offer meals with local and regional products, to reduce the number of food miles. In addition to face to face exchange, (next to regular telephone and e-mail contact), teleconferencing will be used for additional consultations.

To prevent printing as much as possible, all documents produced will be digitally available via the website. If paper copies of project deliverables are produced, it will be ensured that these are printed on recycled and chlorine-free paper.

## 2.3 Management and coordination

### 2.3.1 Coordination

a) Will coordination be sub-contracted?

#### b) Details of the coordinator

Name	Fleur Boulogne		
Institution	Nicis Institute		
Address	Laan van Nieuw Oost Indië 300		
Postal code	2593 CE		
Town	The Hague		
Country	NL		
Phone (office)	0031 (0) 70 3440888	(mobile)	<input type="text"/>
Fax	0031 (0) 70 3440967		
Email	imea@nicis.nl		

#### c) Management and coordination

*Please describe the main coordination tasks and the way the day-to-day management of the project will be organised.*

Nicis will ensure proper project management, in line with respective EU regulations and Interreg IVC programme requirements. Nicis has extended experience with managing on a day-to-day basis complex (European) projects. As lead applicant Nicis will ensure that the projects objectives are realized in time via the tangible outputs described in this application form. Nicis will organize and facilitate the reporting process. A project team has been established consisting out of a project supervisor, a project coordinator, a financial manager and a project assistant. This team ensures high quality project management. The project supervisor has experience with European project management and will manage the overall quality of the project. The project coordinator will liaise with the IVC Secretariat and will be responsible for the day to day management of the project and liaise with the project partners. The project assistant will carry out preparatory activities and will support

the project coordinator on a daily basis. The financial manager is responsible for setting up a financial project management system which is in compliance with Interreg IVC/EU regulations. All members of the project team work with the system Timetell, which ensures a proper registration of hours. The activities of the project team consist out of: preparation of documents and arrangements for Steering Group meetings, preparation of the Progress Report per semester and the final report, monitoring the overall process and the delivery of outputs deriving from the different project components

The IMEA Steering Group is the decision-making body of the project. The Lead Applicant chairs the Steering Group and each partners is represented (by one delegate) in this Steering Group. The SG oversees the progress of the project and manages its delivery as set out in the application form. The Steering Group will meet twice per year (1 extra in 1st semester). If needed the SG may

decide to take alternative measures or interventions aimed at ensuring proper project delivery. The JTS will be consulted on these alternative measures, prior to implementing these interventions.

IMEA project partners are responsible for the coordination of comp. 2, comp. 3 (including the Community of Practice and working groups) and comp. 4. The coordinator will closely cooperate with the partners responsible for the components. On an individual level, project partners are responsible for the timely implementation of dedicated tasks, reporting and the delivery of planned outputs. A (signed) partnership agreement will form the official basis for the project management and will structure cooperation between partners. In addition, the coordinator and assistant will be closely involved in the development of the project website. Feedback is provided to the supervisor, who will ensure that the IMEA website can be linked to the EUKN/EMI website, after closure of the IMEA project.



### 2.3.2 Financial management

a) Will financial management be sub-contracted?

#### b) Details of the Financial Manager

Name	Nellie Boot		
Institution	Nicis Institute		
Address	Laan van Nieuw Oost Indië 300		
Postal code	2593 CE		
Town	The Hague		
Country	NL		
Phone (office)	0031 (0) 70 3494380	(mobile)	<input type="text"/>
Fax	0031 (0) 70 3440967		
Email	Nellie.Boot@Nicis.nl		

#### c) Financial management

*Please describe the main tasks of the financial manager and the way the day-to-day financial management of the project will be organised.*

The financial manager ensures a transparent financial management of the project in line with EU regulations. An individual financial project administration will be set up. The financial manager will prepare the financial part of the overall progress reports and the financial report. Specific responsibilities include:

- Transfer or ERDF to the project partners after receipt based on the approved overall financial report
- Periodic financial payment claims (and reports)

The financial manager will cooperate closely with the project supervisor and project coordinator in monitoring the (financial) progress of the project and preparing the Steering Group meetings. If necessary the financial manager will participate in Steering Group meetings (in an advisory manner). The Financial Manager will set up a project joint bank account and is responsible for the correct financial management of this account, based on a sound financial project administration and bookkeeping system.

The financial management will be built upon the following basic principles:

- Definition of objectives of the internal control system to be developed in compliance with the project plan (realisation of outputs and results) and relevant EU regulations (eligibility rules, tender procedures)
- Design of internal control system, including design of procedures, checklists, manuals, guidelines, bookkeeping-systems, time registration sheets
- Implementation of internal control system and briefing of respective finance officers of all partners involved
- Day-to-day financial management, with an emphasis on the 6-monthly claims & reports in close correlation to the project coordinator for troubleshooting

Each partner is responsible for reporting per semester to the Lead Partner its costs occurred in the respective reporting period and certified by an independent controller.

The Lead partner will then incorporate each partner report in the overall progress report. Submission of the progress report in due time will be ensured by clear communication of internal dates and deadlines. The internal control system ensures that all expenditure reported is actually incurred and in full compliance with all applicable conditions stated in the subsidy contract and EU-regulations.

All budgets have been constructed bottom up in the preparation phase, with tailor made figures and detailed involvement of the local financial managers. This forms a sound basis for a quick start-up after approval. In the 1st quarter, the lead partner will ensure that all audit trails at partner level shall be in concordance with the Interreg IVC demands.

### 2.3.3 Strategic level

*Please describe the decision-making, monitoring and evaluation structure of the project, including the composition of the steering group, its competences and procedures.*

IMEA will set up a coherent and sound project-management-system will be set-up in order to ensure an efficient and solid operational management. Leadpartner NICIS will ensure that all other partners are adequately informed on procedures that have to be followed and will provide assistance where necessary. For this purpose, an IMEA project manual will be composed in the 1st semester of the project.

IMEA's Steering Group (SG) is responsible for joint decision-making and monitoring of the progress of IMEA and will take decisions on overall administrative and financial issues. All partners will be represented in the SG, the SG will meet once per semester (twice in the 1st semester to start up the project). IMEA partners strive to take decisions by consensus. If this is not possible, decision-making will take place by majority voting of the partners present. The cases where decision making by two-thirds majority applies will be specified in the partnership agreement. Each delegation speaks with one voice.

If changes of the original project application are necessary (e.g. changes on activities or budget-line modifications) which have to be submitted to and approved by the JTS / the INTERREG IV C Monitoring Committee, decision-making will take place in the SG.

Other tasks of the SG (elaborated in partnership agreement) include:

- decision on the internal use of deadline for individual activity and financial report (audited) to the leadpartner,
- general conditions for the exchange of experiences, events, seminars and related planning (coordinated by leadpartner and leader component 3 – Gebalis)
- Monitoring of implementation of the communication plan, input for ongoing update of this plan (relevant events where an IMEA delegation should be present, etc.)

In the 3rd meeting of the SG, partners will evaluate their way of working and internal/external communication. For this purpose, a questionnaire will be sent out prior to the meeting, coordinated by the leadpartner. Based on the outcomes, procedures will be adjusted where necessary.

### 2.3.4 Roles and tasks among the partners

*Please describe if there is any division of roles and tasks among the partners as far as coordination is concerned (e.g. partners responsible for administrative and/or financial tasks, components and/or activities).*

Leadpartner NICIS is responsible for component 1.

The Romanian Ministry is responsible for component 2, communication and dissemination, as it has extensive experience and a specialized compartment for this purpose (e.g. NFP for EUKN, responsible for coordinating national level professionals network in Urban Planning, National Dissemination Point for URBACT).

The website within component 2 will be coordinated by NICIS, as this allows for close connections with and taking advantage of the successful digital exchange and library facilities that have been developed by the European Urban Knowledge Network. All partners, in special the partners that are NFP, will be involved in the communication component to disseminate IMEA's results.

GEBALIS Social Housing Agency Lisbon coordinates comp. 3, which means the composition of the programme for the CoP with hosting partner and leaders of the IMEA teams,

and having the responsibility for reporting the results (in cooperation with LP and communication component leader)

Next to this, three thematic leaders are appointed in Comp. 3:

- City of Assen will take the lead for the theme 'awareness raising' as the city is frontrunner in this field
- Vati Regional Development and Town Planning (HU, National Focal Point) will lead the theme 'Business Models' as it has a good access to potentially interesting business models from Eastern Europe
- DGOTDU (Ministry Portugal) will coordinate the exchange around 'Implementation Plans and SMART projects'.

The Danish Building and Research institute will be the coordinator of component 4. This means the development of the analytical framework for the change cases, advise on the approach of each change case and on the composition of the team of 'critical friends', transnational evaluation of the change cases and development and improvement of the change case innovation toolbox.

The CoP and adjacent SC meetings, team meetings or change case seminars will be hosted in each partner region, by turn. The hosting partner will take care of the 'logistics' (venue, catering), preparation of site visit, preparation of agenda together with component leader and team leaders.

The city of Assen (NL, with NICIS), city of Copenhagen (DK, with DBRI), Mid-Pannon Region (HU, with Vati Regional Development) Oradea Region (RO with Ministry), Lisbon Social Housing Agency (PT with Ministry) will implement a change case and are therefore responsible for elaborating and framing their case based on the instructions of DBRI and for organizing related regional meetings. All partners (so with inclusion of the NFP) will provide – as critical friends- advice to (on average) two other change cases.

The (modest) launch event will be hosted in Hungary (Transdanubian region), the mid-term event in Lisbon and the End Event in Brussels (coordinated by LP NICIS).

**Section 3: Components**

**3.0 Component 'Preparation activities'**

Title	Preparation activities
Total eligible costs	30.000,00 €
Responsible partner	Nicis

**Please describe the preparation activities which have taken place**

NICIS institute has established the partnership and has taken care of the preparation and invitations for the 1st partnermeeting, which has been held in November 2010 in Brussels, to focus the project and to identify opportunities for exchange. With external support and input from all partners, the proposal has been elaborated. A consultation visit to the JTS in Lille has taken place at 13 January 2011. Based on the advice of the JTS officers, partners have improved IMEA's focus. The leadpartner has also attended the Lead Applicant Seminar in Amsterdam, at 23 February 2011. National Contact Points have received an outline and their feedback has been taken into account. The budget has been constructed in close cooperation with all partners (detailed budget sheets for all partners are available, with partner-specific staff rates, travel costs, etc.), by bilateral consultations. A 2nd partnermeeting has been held at 10 March, in The Hague, to finalize the application and budget.

**3.1 Component 1**

**3.1.1 Component main features**

Title	Management and coordination	
Total eligible costs	330.406,89 €	
Responsible partner	Lead Partner	
Planned results	A well managed project reaching its objectives, without serious conflict between the partners, without irregularities and with smooth reporting to the programme	
Output indicators	Indicators	Target
	Average number of Steering Committee (SC) meetings organised per year	2

**3.1.2 Component general description**

Information on the way the management and coordination will be carried out has to be provided in section 2.3 of the Application Form.

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### 3.1.3 Detailed work plan

Please describe as precisely as possible the activities planned per semester as well as the related outputs. Outputs should be quantified and in line with the information provided in sections 2.1.4 and 3.2.1 of the application (if no activities and outputs are planned in a semester, please indicate 'not applicable' in the relevant fields).

Activities Jan-Jun 2011	
Output(s)	
Activities Jul-Dec 2011	
Output(s)	
Activities Jan-Jun 2012	<ul style="list-style-type: none"> <li>• Preparation and conclusion of the partnership agreement (draft has already been discussed in preparation phase. At the 1st SG meeting the draft agreement will be discussed, upon which a signing process will take place)</li> <li>• Signing of the Subsidy Contract;</li> <li>• Start up of the project including finalisation of project detailed action plan</li> <li>• 1st Steering Group in Copenhagen, combined with CoP</li> <li>• Preparations first level control;</li> <li>• Preparation financial management, including draft version for financial manual;</li> <li>• Preparation project management and coordination including draft version manual</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 SG meeting including minutes</li> <li>• Signed Subsidy Contract</li> <li>• 1 Partnership agreement signed by all partners</li> <li>• Detailed action plan</li> <li>• Draft version financial and management manual</li> </ul>
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Acronym: IMEA

Activities Jul-Dec 2012	<ul style="list-style-type: none"> <li>• Second Steering Group (Assen, combined with CoP) • Collection of information for the first individual progress and financial report by all partners</li> <li>• Preparation and writing of first progress report (reporting period Jan-Jun 2012);</li> <li>• First level control activities by all partners;</li> <li>• Financial management activities;</li> <li>• Overall project management and coordination;</li> <li>• Finalisation project management and coordination including manual.</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 Steering Group meeting including minutes;</li> <li>• 1 joint progress report submitted (reporting period Jan-Jun 2012)</li> <li>• Final version IMEA manual (project management and financial manual)</li> </ul>
Activities Jan-Jun 2013	<ul style="list-style-type: none"> <li>• 1 Steering Group Meeting (combined with CoP, Hungary) – includes evaluation of internal way of working, for which a questionnaire will be sent out prior to the meeting by the project coordinator. If necessary, internal procedures/communication will be adjusted, based on the outcomes of questionnaire and discussion (included in minutes SG).</li> <li>• Collection of information for the 2nd individual progress and financial report by all partners</li> <li>• Preparation and writing second progress report (reporting period Jul-Dec 2012);</li> <li>• First level control activities;</li> <li>• Financial management activities;</li> <li>• Overall project management and coordination.</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 joint progress report submitted (reporting period Jul-Dec 2012);</li> <li>• 1 Steering Group meeting including minutes;</li> </ul>
Activities Jul-Dec 2013	<ul style="list-style-type: none"> <li>• Collection of information for the 3rd individual progress and financial report by all partners)</li> <li>• Preparation and writing third progress report (reporting period Jan-Jun 2013);</li> <li>• First level control activities;</li> <li>• Financial management activities;</li> <li>• Overall project management and coordination.</li> <li>• 1 SG Meeting (combined with CoP, Lisbon)</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 Steering Group meeting including minutes;</li> <li>• 1 joint progress report submitted (reporting period Jan-June 2013);</li> </ul>

Activities Jan-Jun 2014	<ul style="list-style-type: none"> <li>• Collection of information for the fourth individual progress and financial report by all partners</li> <li>• Preparation and writing fourth progress report (reporting period Jul-Dec 2013);</li> <li>• 1 Steering Group Meeting (combined with CoP, in Romania, Oradea Region, probably City of Tata)</li> <li>• First level control activities;</li> <li>• Financial management activities;</li> <li>• Overall project management and coordination.</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 Steering Group meeting including minutes;</li> <li>• 1 joint progress report submitted (reporting periods Jul-Dec 2013);</li> </ul>
Activities Jul-Dec 2014	<ul style="list-style-type: none"> <li>• 1 Steering Group Meeting</li> <li>• Preparation and writing 5th and 6th progress report (reporting period Jan-Jun 2014 and Jul-Dec 2014)</li> <li>• Collection of information for the final report (including finance) by all partners;</li> <li>• First level control activities;</li> <li>• Financial management activities;</li> <li>• Preparation and writing final report (reporting period: Jan 2012- Dec 2014);</li> <li>• Overall project management and coordination.</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 Steering Group meeting including minutes;</li> <li>• 2 joint progress report submitted (reporting periods Jan - Jun 2014 and Jul-Dec 2014);</li> <li>• 1 final report.</li> </ul>

<b>3.2 Component 2</b>		Acronym: IMEA	
3.2.1 Component main features			
Title	Communication and dissemination		
Total eligible costs	350.453,45 €		
Responsible partner	Romanian Ministry of Regional Development		
Planned results	Good practices on taking a pro-active role in achieving Energy Efficiency successfully disseminated and exchange facilitated via a project website.		
Output indicators	<b>Indicators</b>		<b>Target</b>
	N° of press releases disseminated		6
	N° of brochures created		1
	N° of copies of brochures disseminated		2200
	N° of newsletters created	5	
	N° of copies of newsletters disseminated	6000	
	N° of dissemination events organised	3	
Possible additional output indicators	N° of other events participated in	27	
	N° of digital platforms created (project website)	1	
	N° of position papers created	1	
	N° of position papers disseminated at EU level	50	
Result indicators	<b>Indicators</b>	<b>Target</b>	
	N° of articles/appearances in press and media	45	
	Estimated n° of participants in events	400	
	Average n° of visits per month on operation's website	1200	
Possible additional result indicators			



### 3.2.2 Component general description

*Please describe the content of this component in further detail (e.g. issue tackled, proposed approach, nature of the planned activities). For further information on the components, please refer to the programme manual.*

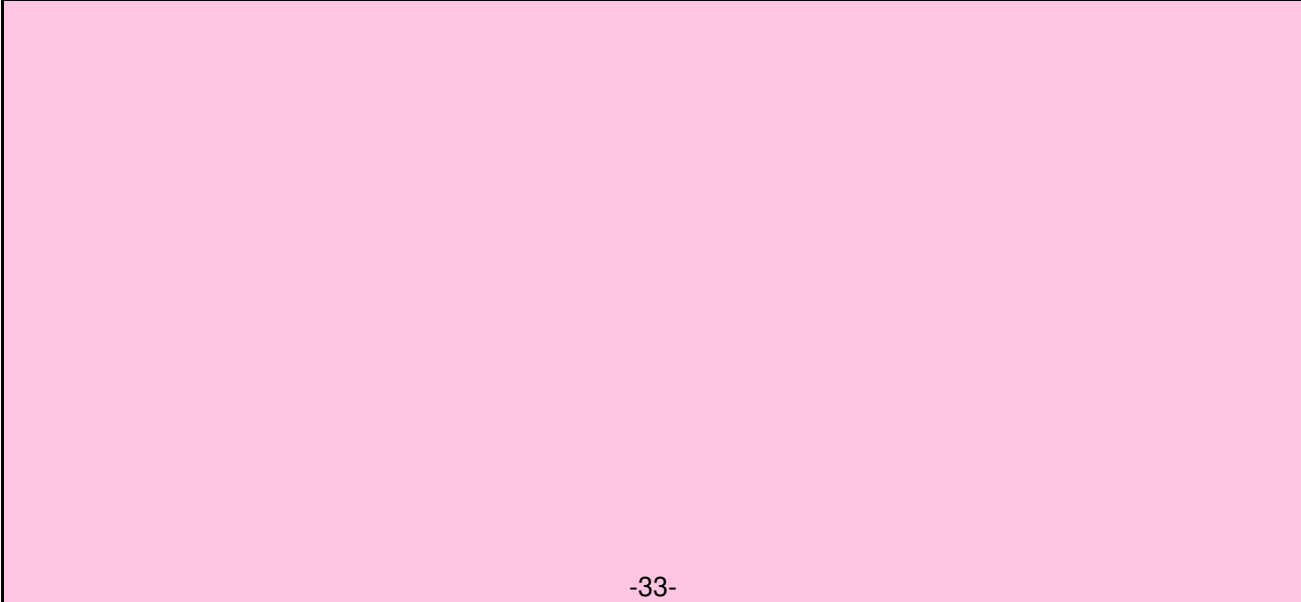
Good practices from the IMEA partnership will not be kept within their organisations and regions, but will actively be disseminated in each partner country, in specific by the partners that are National Focal Points of the EUKN, by targeted meetings and participation in events ('NFPs go local'). Next to this, the EUKN and other networks will be used to disseminate results towards other EU countries.

Demarcation Component 2&3  
Communication and dissemination are of vital importance to achieve Energy Efficiency. After all, awareness raising and bringing citizens and organisations to action implies dedicated communication by using innovative means. Therefore, a considerable part of IMEA's good practices from comp. 3 and 4 are related to communication. These kind of activities, and communication within the partnership and partner regions, are part of comp. 2. Comp. 2 concentrates on communicating good practices to local and regional public authorities and organisations related to

policy making from other regions, not taking part in IMEA, to have them benefit from the good practices and improve their capacity to engage citizens and other stakeholders.  
A detailed communication plan will be elaborated in the first semester of IMEA.

Project website  
Partners signalize a need for comprehensive information on good practices related to energy. At the moment, information is dispersed. Therefore, IMEA partners will develop a project website for the dissemination of good practices. It will eventually be linked to digital facilities of the well-used EUKN portal (which do not yet include the theme energy).

Other communication activities in component 3 include a digital newsletter (issued after each CoP, an IMEA brochure in all partner languages, and 3 IMEA events. At the final event, an IMEA position paper will be offered to European policy makers.



### 3.2.3 Detailed work plan

Please describe as precisely as possible the activities planned per semester as well as the related outputs. Outputs should be quantified and in line with the information provided in sections 2.1.4 and 3.2.1 of the application (if no activities and outputs are planned in a semester, please indicate 'not applicable' in the relevant fields).

<p>Activities Jan-Jun 2011</p>	
<p>Output(s)</p>	
<p>Activities Jul-Dec 2011</p>	
<p>Output(s)</p>	
<p>Activities Jan-Jun 2012</p>	<p>First step; elaboration of a communication plan (incl. inventory of networks, relevant events, press lists, etc.) Example of network for dissemination: the European Metropolitan network Institute (EMI) ( research-based, practice-led). Events organised by EMI (e.g. workshop EU open days) will be used to disseminate IMEA's good practices.</p> <p>Other activities:</p> <ul style="list-style-type: none"> <li>• Development IMEA 'identity' (logo)</li> <li>• Template digital newsletter</li> <li>• Development of project leaflet</li> <li>• Writing press release in English &amp; Danish after 1st CoP in Copenhagen</li> <li>• Preparation launch event (modest event, invitees from IMEA partnership and closely connected stakeholders, EUKN)</li> <li>• 1st issue digital newsletter • Writing ToR Project website (with input all partners, discussed at 1st CoP – comp. 3)</li> </ul>
<p>Output(s)</p>	<ul style="list-style-type: none"> <li>• 1 IMEA communication plan</li> <li>• IMEA Logo, • 6 IMEA Leaflets (in English, and translated in partners' languages), • 1 digital newsletter, • press release English and Danish • 1 ToR Project website</li> </ul>
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Acronym: IMEA

Activities Jul-Dec 2012	<ul style="list-style-type: none"> <li>• Organisation of the (modest) Launch event</li> <li>• Writing press release launch IMEA (English and partners' languages)</li> <li>• Tendering project website</li> <li>• Participation in 2 relevant events on European level to introduce IMEA, connecting to EMI</li> <li>• Development of project website, beta-version on-line</li> <li>• Writing digital newsletter after CoP Assen</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• press release launch IMEA</li> <li>• Participation in minimum 2 events</li> <li>• 1 project website on-line (beta-version)</li> <li>• 1 launch event</li> <li>• 1 digital newsletter</li> </ul>
Activities Jan-Jun 2013	<ul style="list-style-type: none"> <li>• Writing digital newsletter after CoP in Hungary</li> <li>• Writing press release in English and Dutch</li> <li>• 'NFPs go local activities', participation in regional events and regional meetings to promote good practices inventorised by the IMEA project so far and identifying needs for additional information</li> <li>• Content update project website</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 press release (English and Hungarian)</li> <li>• 1 digital newsletter after CoP Hungary</li> <li>• Participation in minimum 10 regional events and meetings to promote good practices</li> <li>• Updated project website</li> </ul>
Activities Jul-Dec 2013	<ul style="list-style-type: none"> <li>• Writing digital newsletter after CoP in Lisbon</li> <li>• Writing press release</li> <li>• NFPs go local activities, participation in regional events and regional meetings to promote good practices inventorised by the IMEA project so far and identifying needs for additional information</li> <li>• Mid-term event in Lisbon (combined with CoP and SG). Aim: connection to activities EMI and joint agenda setting</li> <li>• Content update project website</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 digital newsletter after CoP</li> <li>• 1 Press release (English and Portuguese)</li> <li>• Participation in minimum 10 regional events and meetings to promote good practices</li> <li>• 1 mid-term event in Lisbon</li> <li>• Updated project website</li> </ul>

Activities Jan-Jun 2014	<ul style="list-style-type: none"> <li>• Writing digital newsletter after CoP in Romania</li> <li>• Writing press release after CoP in Romania</li> <li>• NFPs go local activities, participation in regional events and regional meetings to promote good practices inventorised by the IMEA project so far and identifying needs for additional information</li> <li>• Preparing End event in Brussels</li> <li>• Preparing position paper for IMEA End event (output next semester)</li> <li>• Content update project website</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 digital newsletter</li> <li>• 1 press release (in English and language hosting partner – Romanian)</li> <li>• Participation in minimum 10 regional events and meetings to promote good practices</li> <li>• Updated project website</li> </ul>
Activities Jul-Dec 2014	<ul style="list-style-type: none"> <li>• End event in Brussels</li> <li>• Finalizing IMEA position paper</li> <li>• Writing Digital newsletter after End event and last CoP</li> <li>• Final press release IMEA in English and partners' languages</li> <li>• Dissimination activities with regard to IMEA position paper (comp. 3): presentation at relevant events, meetings with EU policy officers</li> <li>• Announcement and promotion IMEA project website at relevant events</li> <li>• Content update project website (incl. results from other projects)</li> <li>• Developing agreement on sustainable hosting, maintenance and content management of the project website (budget available), in cooperation with EMI and EUKN (discussion in CoP, comp. 3)</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 end event</li> <li>• 1 IMEA position paper</li> <li>• 1 press releases (English and partners' languages) • 1 digital newsletter</li> <li>• Promotion IMEA position paper and project website at at least 5 meetings/events</li> <li>• Updated project website • 1 agreement / follow-up plan on continuation, hosting and maintenance of the IMEA site</li> </ul>

<b>3.3 Component 3</b>		
<b>3.3.1 Component main features</b>		
Title	Exchange of experiences dedicated to the identification and analysis of good practices	
Total eligible costs	563.177,53 €	
Responsible partner	Gebalis	
Planned results	Good practices exchanged on taking a pro-active role in achieving EE, awareness raising and business models. Partners capacitated and ready to put implementation plans into practice	
Output indicators	Indicators	Target
	N° of interregional events (seminars, workshops, study visits, etc.) organised by the project to exchange experience	11
	Total N° of participants in all these interregional events	310
	N° of good practices identified	18
	N° of regional/local policies and instruments addressed in the field tackled by the operation	6
	Number of implementation plans developed (applicable only from fourth call onward)	6
Possible additional output indicators	Number of transnational studies/plans/reports	1
	Change case innovation toolbox	1
Result indicators	Indicators	Target
	N° of staff members with increased capacity (knowledge/skills/expertise) resulting from the exchange of experience at interregional events	21
	N° of good practices successfully transferred (if applicable)	0
	N° of regional/local policies and instruments improved in the field tackled by the operation	3
Possible additional result indicators		

Acronym: IMEA

### 3.3.2 Component general description

*Please describe the content of this component in further detail (e.g. issue tackled, proposed approach, nature of the planned activities). For further information on the components, please refer to the programme manual.*

Comp. 3 comprises a Community of Practice (CoP) and 3 thematic working groups that elaborate the IMEA-themes. For each working group, a programme is defined.

CoP

The core for the IMEA project. The CoP will meet every semester in 2012 and 2013. CoPs include: presentation of a good practices with a visit, input for the project website (CP 2) and are combined with activities for the themes ('awareness raising' –in 2012; 'business models' in 2nd semester 2012 and 1st 2013) and Implementation plans – 2013). All partners participate in all activities, however some partners will take a more prominent role in a specific theme. The change case seminars (CP 4) will be combined with the CoP. A CoP will take 1 day, plus meetings for thematic working groups (1 day), and are combined with a SG meeting (comp. 1) and (3 times) with a change case seminar (CP 4).

Thematic working group awareness raising

The city of Assen, a frontrunner in this field, takes the lead.

Examples: Sensor Technologies that show real time energy consumption and cost savings (with the Sensor Universie Cluster in Assen); experience from businesses related to decision making processes by consumers in regard to a potential market transaction; events like 'draught brigades', 'local heroes'; Good practices from GILDED (FP7 project) and technical support. Topics are addressed in 2 workshops. These will also provide inspiration for the change cases (CP 4).

Thematic working Group Business models

Public funds to finance EE measures are limited. Therefore, partners are interested in business&governance models and financing schemes making private funds available for citizens and that divide investments and risks over multiple actors. Western partners are particularly interested in models from Eastern Europe. Elements for this theme: good practices from Eastern Europe (by Vati Regional Development, HU), additional inventory of good practices and discussion of applicability

in relation to change cases, presentation of draft at 2nd meeting (Lisbon). If possible, advantage will be taken of inventories made in other projects (e.g. Regions4GreenGrowth).

Policy into practice – implementation plans with smart projects

Final step in IMEA: formulation of implementation plans. In line with the IMEA philosophy, these plans will reflect an actual development towards a proactive practice. They will include a chapter with a proposal for a follow-up of the Change Cases (comp. 4), to ensure that this pro-active role is continued. The implementation plans will also include (as annexes) project proposals related to energy that can be submitted in relevant national and EU level support programmes. The working group will meet twice to receive information on relevant programmes and to give feedback on each others drafts. DBRI will support CP3 by developing a change case toolbox. For details, please refer to the 1042R4IMEA conditions Form.

### 3.3.3 Detailed work plan

Please describe as precisely as possible the activities planned per semester as well as the related outputs. Outputs should be quantified and in line with the information provided in sections 2.1.4 and 3.3.1 of the application (if no activities and outputs are planned in a semester, please indicate 'not applicable' in the relevant fields).

Activities Jan-Jun 2011	
Output(s)	
Activities Jul-Dec 2011	
Output(s)	
Activities Jan-Jun 2012	<ul style="list-style-type: none"> <li>• 1 CoP in Copenhagen, combined with Steering Group Meeting (comp. 1). Start-up project, discussion project activities and programme thematic working groups. The detailed activity schedule will be included in the IMEA project manual (comp. 1)</li> <li>• Development of the Change case innovation toolbox</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 CoP including report</li> <li>• 2 programmes thematic working groups (awareness raising, business models)</li> <li>• 'Change case innovation toolbox' as basis for the change cases</li> </ul>
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Activities Jul-Dec 2012	The 2nd CoP in Assen is combined with a transnational change case seminar (comp. 4) and a small scale launch event (connected to Delta Energy event), combined with working Group awareness and with site visit (on sensor Technologies). Representants from Regions4GreenGrowth will be invited. Other partners will inventory which good practices suggested by Assen have a potential for follow-up within their region. The CoP will also be combined with workshop for the Working Group business models, which will address good practices from Eastern Europe (by working group leader Vati) and inventory of needs for additional good practices– also with regard to the change cases (comp. 4) (e.g. crowd funding, energy service companies, analysis of the applicability of Energy Finance Districts). Advantage will be taken of good practices from other projects (e.g. Regions4Greengrowth if approved). ToR for transnational study are drafted under coordination of Vati.
Output(s)	<ul style="list-style-type: none"> <li>• 1 CoP including report</li> <li>• 1 working group business models including report</li> <li>• ToR for study business models</li> </ul>
Activities Jan-Jun 2013	<p>1 CoP in Hungary (hosted by partner Mid-Pannon Regional Development Company), combined with working Group Awareness, prepared by City of Assen</p> <p>The CoP will be combined with a SG meeting (comp. 1)</p>
Output(s)	<ul style="list-style-type: none"> <li>• 1 CoP including minutes</li> <li>• 1 working Group Awareness raising including report</li> </ul>
Activities Jul-Dec 2013	The CoP will take place in Lisbon, including a site visit to the echo-neighbourhood. The CoP will comprise the 2nd meeting of the working Group Business Models, in which Vati will present the (draft) results of the transnational study. Next to this, a workshop will take place to prepare for the development of implementation plans that will be developed in the next semester, coordinated by partner DGOTDU (Portuguese Ministry). In this workshop, targeted advice will be provided to all partners on relevant support programmes (i.e. on a european level) and approaches to develop an implementation plan in line with IMEA's philosophy (public authorities moving towards a pro-active practice with regard to energy efficiency).
Output(s)	<ul style="list-style-type: none"> <li>• 1 CoP including minutes</li> <li>• 1 working Group business models including report</li> <li>• 1 workshop implementation plans incl. report (approach for formulation implementation plan).</li> <li>• Report transnational study 'Business models'</li> </ul>



Activities Jan-Jun 2014	<p>CoP in Oradea region. Partners evaluate IMEA, prepare end event (CP2) and discuss how to design future cooperation to benefit from each others' experiences and to identify new energy challenges. They jointly elaborate a plan for follow-up (output in next semester). The discussion will be input for an IMEA position paper (output CP2), a joint communication from the partners towards European policy makers on how a pro-active practice could be facilitated by European policy and support programmes.</p> <p>A 2nd workshop with stakeholders will be held on the implementation plans, for feedback on each others drafts and elaboration of project proposals. 1 plan per region, 1 extra for DGOTDU – Portuguese national level plan. CoP is combined with case seminar (CP 4) and SG meeting (CP 2)</p> <ul style="list-style-type: none"> <li>• Improvement and presentation of the change case innovation toolbox (DBRI). The toolbox and the change cases will be disseminated (CP 2) via EUKN, EMI, workshops at relevant events and via the project website.</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• 1 CoP including minutes</li> <li>• 1 workshop implementation plans incl. report</li> <li>• 5 regional meetings (minimum) for development implementation plan and projects</li> <li>• Change strategy innovation toolbox (improved version of output semester 1, also to be integrated at the project website, CP2)</li> </ul>
Activities Jul-Dec 2014	<p>This last semester is used to finalize the IMEA project. The partners will finalize their implementation plans in this stage, with additional regional meetings where necessary. There will not be an extensive CoP meeting anymore, however, partners will meet at the end event in Brussels and at the last SG meeting in Budapest (organised by Vati), where there will be time for rounding off and make agreements based on the follow-up plan that has been formulated.</p>
Output(s)	<ul style="list-style-type: none"> <li>• IMEA follow-up plan: sustainable cooperation on pro-active Energy Efficiency practice</li> <li>• 5 regional meetings implementation plans</li> <li>• 6 implementation plans (1 per partner-region plus one Portuguese 'national level' implementation plan by the Ministry with the aim to move all regions/cities in Portugal towards a pro-active position related to EE)</li> </ul>

### 3.4 Component 4

#### 3.4.1 Component main features

Title	Energy Efficiency Change Cases	
Total eligible costs	378.850,61 €	
Responsible partner	DBRI	
Planned results	Pro-active approach related to EE for public authorities tested and improved, staff members and other stakeholders capacitated to continue this approach in future policies and activities	
Output indicators	Indicators	Target
	Number of Change cases proceeded	6
	Number of Regional Meetings	24
	Number of regional and transnational reports related to pro-active approach in Energy Efficiency	10
	Number of SWOT analyses for Change Cases	6
	Number of change case seminars	5
	Number of Consultation Visits	6
Result indicators	Indicators	Target
	Staff trained and guided to take a pro-active approach	16
	Local/regional stakeholders engaged to participate to achieve energy efficiency	18

### 3.4.2 Component general description

*Please describe the content of this component in further detail (e.g. issues to be tackled, proposed approach, nature of the planned activities). For further information on the components, please refer to the programme manual.*

Partners have a common challenge: how can public authorities, in relation to energy efficiency, move from a reactive to a pro-active position in a collaborative framework with multiple stakeholders? To pilot various approaches, 5 complementary 'change cases' are identified within component 4. Going through the change cases is not an aim in itself. Eventual aim for each partner is to 'strategize' the most effective approach and to mainstream this into policies and daily working practice. The implementation plan (comp. 3) will contain a specific chapter on how to achieve this.

#### Methodology

The methodology is based on the academic peer review system to maximise learning synergy. This system is strong because it allows to learn across contexts and to get into depth very fast: cases will be presented in clear, reflective and collectively sanctioned terms, and peer-review is organized according to certain rules for constructive criticism, questions and answers will be placed into a format

that facilitates exchange. For each partner, a team of 'critical friends' will establish a dialogue with the partner about the development of the partners' change case. Besides a critical friends report, this will result in a regional or transnational report by each partner on proactive approaches in energy efficiency. The term 'critical friend' means that dialogue is based on mutual respect and detailed knowledge of the national and local contexts. The bilateral relations in IMEA allow for exchange benefits and professional friendships likely to sustain after the project.

Output of the change case process will be used as input for the implementation plans (CP3) to capitalize the experiences for local and regional policy making. Approaches which have been developed will be integrated in a toolbox (CP3) and disseminated via the project website.

#### Approach

A Start± shared analytical framework, SWOTS, transnational change case seminar

B Follow-up: identification need for new knowledge,

development of case in dialogue with local stakeholders, transnational critical friends review and dialogue)

C Formulation of new pro-active practice, input for implementation plan

#### Example of change case (others in partner section)

Assen has implemented a sustainability action plan with successful pilot activities in the field of energy efficiency and awareness raising. It is acknowledged that the action plan should have a follow-up on a larger scale. However, these pilots were developed and financed in a time when sufficient funds were available. Nowadays, public funds are limited, the city needs to be selective and to search for alternative finance. The city of Assen would like to use its team of critical friends to receive advice on which elements of the action plan have the best potential for a follow-up, how these elements could still be improved (i.e. by using innovative strategies for citizen participation, experience of Copenhagen) and which financing schemes to apply.

### 3.4.3 Detailed work plan

Please describe as precisely as possible the activities planned per semester as well as the related outputs. Outputs should be quantified and in line with the information provided in sections 2.1.4 and 3.3.1 of the application (if no activities and outputs are planned in a semester, please indicate 'not applicable' in the relevant fields).

Activities Jan-Jun 2011	
Output(s)	
Activities Jul-Dec 2011	
Output(s)	
Activities Jan-Jun 2012	Start-phase: <ul style="list-style-type: none"> <li>• Development of shared analytical framework (reflected in 'change strategy innovation toolbox CP3)</li> <li>• Partners input to change cases</li> <li>• SWOT-analysis for each change case</li> <li>• Change case seminar Copenhagen</li> </ul> Change cases and examples of stakeholders are described in the partnership section.
Output(s)	<ul style="list-style-type: none"> <li>• SWOT analysis for all Change Cases</li> <li>• Input for analytical framework</li> <li>• Clarification of analytical framework (template)</li> <li>• partners' preliminary input to change cases</li> <li>• Change Case – dialogue and kick off seminar</li> </ul>
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Activities Jul-Dec 2012	<ul style="list-style-type: none"> <li>• Transnational Change case seminar (combined with CoP Assen)</li> <li>• Presentation of SWOT-analyses for each change case</li> <li>• Elaboration of dialogue system and matching of 'critical friends' to allow partner direct access to specific competencies and experiences present in the network to maximize joint learning synergy.</li> </ul> <p>Change cases and examples of stakeholders are described in partnership section.</p>
Output(s)	<ul style="list-style-type: none"> <li>• Document with presentation of change cases (eventually –as soon as the project website is ready) also presented online</li> <li>• Transnational change case seminar including report (with a.o. composition of critical friends teams)</li> </ul>
Activities Jan-Jun 2013	Partners document existing knowledge and specify the need for new knowledge in relation to the change case agenda, for their critical friends. They develop their change case in dialogue with stakeholders according to the guidelines from 'innovation toolbox' that facilitate the critical friends review. They will start a dialogue with selection of critical friends from the partnership to receive targeted advice. Dialogues with critical friends will be organised via a consultation visit which could include meetings with other local/regional stakeholders (also to be used for engagement based on their good practices), and distant (on-line, telephone) advice and artist-in-residence type of schemes (short-term). Progress is monitored and developed at change case seminar
Output(s)	<ul style="list-style-type: none"> <li>• 6 consultation visits (reports in next semester)</li> <li>• 12 regional meetings incl. minutes (minimum)</li> <li>• Change case seminar</li> </ul>
Activities Jul-Dec 2013	After the critical friends visit, partners elaborate their change case innovation based on advices of critical friends together with local and regional stakeholders, and make a start to anchor the change-case process in new strategy and policy development (in dialogue with stakeholders and decision-makers). This anchoring strategy will also be input for the implementation plans that are developed (comp. 3, start in next semester). Feedback will be provided by all other partners at the Transnational change case seminar (in Lisbon). Progress updates will also be placed on the project website (comp. 2)
Output(s)	<ul style="list-style-type: none"> <li>• 6 reports critical friends visits</li> <li>• 6 regional meetings incl. minutes</li> <li>• 1 transnational change case seminar incl. report</li> <li>• Input (texts) for project website (comp. 2)</li> <li>• 10 regional/transnational reports based on the critical friends visit.</li> </ul>

Activities Jan-Jun 2014	<p>Final stage: formulation a of new pro-active practice</p> <ul style="list-style-type: none"> <li>• Transnational analysis of the change cases and evaluation (under coordination of Copenhagen)</li> <li>• Change case seminar:</li> <li>• Presentation of analysis</li> <li>• Presentation of improved innovation toolbox</li> <li>• Discussion on follow-up, how to 'strategize' the outcomes of the change case to achieve an actual development towards a proactive practice: input for implementation plans (component 3)</li> </ul>
Output(s)	<ul style="list-style-type: none"> <li>• Report: transnational analysis and evaluation IMEA change cases</li> <li>• 6 regional presentations of achievements change cases incl. reports</li> <li>• 1 change case seminar (Oradea region)</li> </ul>
Activities Jul-Dec 2014	<p>Activities for the change cases have been finalized in the previous semester. In component 2, dissemination activities are included for promotion of IMEAs pro-active approach and the change strategy innovation toolbox (at end event in Brussels and at other relevant events (e.g. of EMI and EUKN, via e.g. workshops).</p>
Output(s)	<p>No outputs, presentation and dissemination at IMEA end event and relevant other events is included in component 2.</p>

### 3.5 Component 5

#### 3.5.1 Component main features

Title		
Total eligible costs	0,00 €	
Responsible partner		
Planned results		
Output indicators	Indicators	Target
Result indicators	Indicators	Target

Acronym: IMEA

### 3.5.2 Component general description

*Please describe the content of this component in further detail (e.g. issues tackled, proposed approach, nature of the planned activities). For further information on the components, please refer to the programme manual.*

Acronym: IMEA



### 3.5.3 Detailed work plan

*Please describe as precisely as possible the activities planned per semester as well as the related outputs. Outputs should be quantified and in line with the information provided in sections 2.1.4 and 3.5.1 of the application (if no activities and outputs are planned in a semester, please indicate 'not applicable' in the relevant fields).*

Activities Jan-Jun 2011	
Output(s)	
<hr/>	
Activities Jul-Dec 2011	
Output(s)	
<hr/>	
Activities Jan-Jun 2012	
Output(s)	

Acronym: IMEA

Activities  
Jul-Dec 2012

Output(s)

Activities  
Jan-Jun 2013

Output(s)

Activities  
Jul-Dec 2013

Output(s)

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Activities  
Jan-Jun 2014

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Output(s)

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Activities  
Jul-Dec 2014

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Output(s)

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## Section 4: Budget

### 4.1 Budget overview by budget lines and components (in EUR)

Please provide a detailed budget by budget line and component for the partners from the EU-MS and Norway to be financed under INTERREG IVC. Administration cost are automatically calculated on a flat rate basis. The amounts for the budget categories "External expertise and services" and "Equipment" have to be provided under Sections 4.3 and 4.4. Figures reported under these sections will automatically be transferred into the table below.

For further information concerning the definition of budget lines and components, please refer to the programme manual.

	Preparation activities	CP1	CP2	CP3	CP4	CP5	TOTAL per budget line		
		Management and coordination	Communication and dissemination	Exchange of experiences dedicated to the identification and analysis of good practices	Energy Efficiency Change Cases		EUR	%	
Staff	855,67	257.274,01	184.556,66	232.229,94	108.884,48	0,00	783.800,76	47,42 %	
Administration (12% of staff cost)	102,68	30.872,88	22.146,79	27.867,59	13.066,13	0,00	94.056,07	5,69 %	
Travel and accommodation	5.041,65	7.460,00	21.750,00	119.880,00	39.700,00	0,00	193.831,65	11,73 %	
External expertise and services (see 4.3)	24.000,00	34.800,00	122.000,00	183.200,00	217.200,00	0,00	581.200,00	35,16 %	
Equipment (see 4.4)	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00 %	
Sub-projects							0,00	0,00 %	
<b>TOTAL per CP</b>	<b>EUR</b>	30.000,00	330.406,89	350.453,45	563.177,53	378.850,61	0,00	1.652.888,48	100 %
	<b>%</b>	1,82 %	19,99 %	21,20 %	34,07 %	22,92 %	0,00 %	100 %	

Remark: if preparation costs are reported, Section 3.0 must be filled in.

### 4.2 Payment forecast

Please provide in the table below the expected amounts to be paid and reported by semester.

	Jan-Jun 2008	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009	Jan-Jun 2010	Jul-Dec 2010	Jan-Jun 2011
EUR	0,00	0,00	0,00	0,00	0,00	0,00	0,00
%	0,00 %	0,00 %	0,00 %	0,00 %	0,00 %	0,00 %	0,00 %
	Jul-Dec 2011	Jan-Jun 2012	Jul-Dec 2012	Jan-Jun 2013	Jul-Dec 2013	Jan-Jun 2014	Jul-Dec 2014
EUR	0,00	278.301,94	402.476,34	426.819,67	272.645,27	165.534,63	107.110,63
%	0,00 %	16,84 %	24,35 %	25,82 %	16,50 %	10,01 %	6,48 %
<b>Total</b>	<b>1.652.888,48</b>						

Preparation costs to be added in first reporting period

### 4.3 Specification of budget line 'External expertise and services'

Acronym: IMEA

	Description of external expertise / services to be contracted. Please be as precise as possible on the nature of the expertise required (if necessary, two lines can be used for the description of the same cost).	Contracting partner N°	Partners N° with whom costs are to be shared (if applicable)	Amount (EUR)
Preparation	External experts support in development project proposal	1		24.000,00
Sub-total				24.000,00
Component 1	first level controller (11 days * € 800)	6		8.800,00
	first level controller (12,5 days * €800)	7		10.000,00
	first level controller (11 days * € 800)	8		8.800,00
	first level controller (6 days * 600)	9		3.600,00
	first level controller (6 days * 600)	10		3.600,00
Sub-total				34.800,00
Component 2	Project website	1		10.200,00
	Translation costs for English-language good practices into national languages, translation	2,3,5~10		33.800,00
	Mid-term Event Lisbon: subcontracting organisation, venue, catering, incl. hiring external	9, 10		35.000,00
	End event Brussels (venue, catering, organization incl. lecture external expert)	1		20.000,00
	project communication materials: banners/roll-ups/extra copies of brochures for present	2		4.000,00
	Communication materials: project brochures, posters for regional dissemination activities	1~10		19.000,00
Sub-total				122.000,00



	Description of external expertise / services to be contracted. Please be as precise as possible on the nature of the expertise required (if necessary, two lines can be used for the description of the same cost).	Contracting partner N°	Partners N° with whom costs are to be shared (if applicable)	Amount (EUR)
Component 5				

Sub-total 0,00  
**Total 581.200,00**

**4.4 Specification of budget line 'Equipment'**

	Description of 'Equipment'. Please be as precise as possible on the nature of the equipment and number required.	Contracting partner N°	Amount (EUR)
Preparation			
Sub-total			0,00
Component 1			
Sub-total			0,00
Component 2			
Sub-total			0,00
Sub-total			0,00



	Description of 'Equipment'. Please be as precise as possible on the nature of the equipment and number required.	Contracting partner N°	Amount (EUR)
Component 3			
Sub-total			0,00
Component 4			
Sub-total			0,00
Component 5			
Sub-total			0,00
<b>Total</b>			<b>0,00</b>

**Section 5: Partnership****Contact details of the Lead Partner**

Institution (original language)	Nicis Institute		
Institution (EN)	Nicis Institute		
Legal status	Body governed by public law		
Address	Laan van Nieuw Oost Indië 300		
Postal code	2593 CE		
Town	The Hague		
Country	NL		
NUTS Level 1 *	WEST-NEDERLAND		
NUTS Level 2 *	Zuid-Holland		
NUTS Level 3 *	Agglomeratie 's-Gravenhage		
Phone (office)	0031 (0) 70 3440948	(mobile)	0031 (0) 650252939
Fax	0031 (0) 70 3440967		
Email	imea@nicis.nl		
Website	www.nicis.nl		
Contact person	Fleur Boulogne		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>In line with the Dutch requirements for the First Level of Control, Nicis Institute will propose an internal independent controller to the Ministry of Infrastructure and Environment, Directorate for International Affairs. After official authorization expenditures will be reported and confirmed. The independent controller will be: Kitty Demper Tel: 0031 (0) 70 3494374</p>		

**Bank details**

Bank name	N.V. Bank Nederlandse Gemeenten		
Address	Koninginnegracht 2, Postbus 30305		
Postal code	2500 GH		
Town	Den Haag		
Country	NL		
IBAN	NL48 BNGH 0285 0940 33		
SWIFT code	BNGHNL2G		
Internal reference			
Holder of the account	Nicis Institute		

**Partner budget (in EUR)**

ERDF co-financing rate:	75%
Total amount:	208.106,05 €
ERDF Funding:	156.079,53 €
EU National Co-financing:	52.026,52 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? How will the partner contribute to the content of the cooperation and benefit from it? What is the capacity of the partner to directly influence local / regional policies? In the case of a Norwegian Lead Partner, please justify the reason why this partner has to be the Lead Partner.*

Nicis Institute is set up by both cities and ministries, to generate and translate knowledge to address national and international urban issues in the daily practice of local governments. Related to energy efficiency (EE), Nicis has coordinated or is still coordinating a number of initiatives. Nicis Institute contributed to define an innovation project about "Climate Neutral Cities". This innovation project was honoured and for four years cities can apply for an innovation subsidy for projects that stimulate their road towards climate neutrality. Another coordinating activity of Nicis Institute is to make – together with representatives of Dutch municipalities - an agenda about environmental issues they are facing (climate change, sustainable development, energy efficiency). With this 'Environmental Agenda' the Dutch municipalities and cities want to do business with the new government. Furthermore Nicis is chairing a National Advisory Commission on EE in the Build Environment.

Local politicians (aldermen), the Director-General of the Housing department (part of the Ministry of the Interior) and qualified researchers are members of this Advisory Commission.  
 The European Urban Knowledge Network (EUKN)  
 The European Urban Knowledge Network (EUKN) (for which NICIS is secretariat) is a network of 12 EU Member States: Belgium, Cyprus, Czech Republic, Denmark, France, Germany, Hungary, Luxembourg, the Netherlands, Portugal, Romania and Spain. All countries have created a National Focal Point which is responsible for collection and dissemination of knowledge at their national level. EUKN is designed to enhance the exchange of knowledge and expertise on tackling urban issues throughout Europe. It builds a bridge between professionals in the field of policy, research and practice. Outcomes of IMEA will feed EUKN and will be disseminated at a wide scale. The project website will be linked to the EUKN website, anchoring this way the outcomes of the IMEA project.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

Nicis Institute has experience with interregional cooperation through the European Urban Knowledge Network (intergovernmental European network) and the European Metropolitan network Institute (EMI) which will also be used by IMEA for dissemination. Furthermore, Nicis Institute participates actively in URBAN-NET, the European research network dedicated to urban sustainability (FP6). The EU funded project sets out to address the urban research agenda in Europe and will result in long-lasting transnational coordination primarily through jointly funded research programmes.  
  
 Recently the follow-up of URBAN-NET, URBAN-NEXUS has been approved (7th Framework pr.). Nicis Institute takes part in this project as a partner. Furthermore, Nicis Institute has been appointed by the European Commission (DG Regio) to test the Reference Framework for Sustainable Cities.

\* The postal address of the partner determines the selection of the NUTS levels.  
 A list to all NUTS levels is available under [http://ec.europa.eu/eurostat/ramon/nuts/codelist\\_en.cfm?list=nuts](http://ec.europa.eu/eurostat/ramon/nuts/codelist_en.cfm?list=nuts)

**Contact details of partner 2**

Institution (original language)	Ministerul Dezvoltarii Regionale si Turismului		
Institution (EN)	Ministry of Regional Development and Tourism		
Legal status	National Public Authority		
Address	17 Apolodor street, Nord Side, Sector 5		
Postal code	050741 – RO		
Town	Bucharest		
Country	RO		
NUTS Level 1	Macroregiunea trei		
NUTS Level 2	Bucuresti - Ilfov		
NUTS Level 3	Bucuresti		
Phone (office)	+40 372 114 577	(mobile)	
Fax	+40 372 114 587		
Email	Mihai.Tomescu@mdrt.ro		
Website	www.mdr.t.ro		
Contact person	Mihai TOMESCU, Public Manager		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>Romania has a centralized control system. The first level control is ensured by the Ministry of Regional Development and Tourism. The first level control will be performed free of charge to Romanian project partners. The coordinator of the first level control system in Romania is Marieta Enache. Address: NO. 17 Apolodor St, North side, Bucharest, Romania. Phone/fax: 0040 372 111 565 Mobile: 0040 749 196 175</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	95.215,42 €
ERDF Funding:	80.933,10 €
EU National Co-financing:	14.282,32 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence local / regional policies? How will the partner contribute to the content of the cooperation and benefit from it?*

The responsibility of the Ministry of Regional Development and Tourism encompasses regional development, cohesion and territorial development, cross-border, transnational and interregional cooperation, territorial development, housing, public works, construction and tourism. The ministry assures the coordination of 48 programmes that use national and European funding. The Ministry is responsible with the development and enforcement of the national spatial planning system, development and implementation of the national territorial strategy, development of national housing policies and strategies, elaboration of territorial planning documentation. The DG Technique in Constructions is responsible for increase of energy performance of buildings(implementation directive 2002/91/C and co participation directive 2006/32/EC – Buildings section).

Through its institutional competences and attributions the Ministry of Regional Development and Tourism is entitled to develop

national policies/strategies related to Sustainable urban development and Energy efficiency of buildings and urban landscapes. Therefore, the IMEA project will contribute to the improvement not only of the policy framework in the area of sustainable urban development, but also to the strengthening of the institutional capacity in the area of policy making and implementation (taking a pro-active role).

In IMEA, MRDT leads comp. 2 communication. The Ministry has an extensive experience in communication activities. It has a specialized compartment and participates, as a National Focal Point, to the EUKN and is responsible for coordinating a national level network of professionals in urban planning. Furthermore, the Ministry is the National URBACT Dissemination Point for Romania.

The Ministry will benefit from good practices of the partners and from targeted advice in the change case, for which it will cooperate with Oradea Metropolitan Zone Association (described in section OMZA).

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

The MRD has an extensive experience with management of European funding programs as well as projects development and implementation.

Highlights:

- National authority for 11 EU cooperation programmes: Romania – Bulgaria, Romania – Republic of Serbia, Romania - Ucraina – Republic of Moldova, Black Sea basin, Hungary – Romania, Ungaria - Slovacia - Romania – Ucraina, SEE Programme, INTERREG IVC, URBACT II, ESPON 2013, INTERACT II
- Management Authority for the Regional Operational Programme.
- Tisa Catchment Area Development (TICAD) trans-national project (SEE Programme).
- Transnational Strategy for the Sustainable Territorial Development of the Danube Area with special regard to Tourism (SEE Programme).
- Reference Framework for Sustainable Cities MDRT is national contact point and provides national support for the testing phase of the Reference Framework for Sustainable Cities. Four Romanian cities were selected to participate in the testing phase.

**Contact details of partner 3**

Institution (original language)	Zona Metropolitana Oradea		
Institution (EN)	Oradea Metropolitan Area		
Legal status	Body governed by public law		
Address	Union Square 1-3		
Postal code	410100		
Town	Oradea		
Country	RO		
NUTS Level 1	Macroregiunea unu		
NUTS Level 2	Nord-Vest		
NUTS Level 3	Bihor		
Phone (office)	0040 259 408 821	(mobile)	0040 726 718 983
Fax	0040 259 408 821		
Email	zmo@oradea.ro		
Website	www.zmo.ro		
Contact person	FOGHIS ADRIAN (Manager)		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>The first level control is coordinated by the resort ministry and the person responsible at the national level Mariana Enache (performed free of charge).</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	78.080,40 €
ERDF Funding:	66.368,34 €
EU National Co-financing:	11.712,06 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence local / regional policies? How will the partner contribute to the content of the cooperation and benefit from it?*

Oradea metropolitan area is located in Western Romania, in the County of Bihor, Crişana, Transylvania, Romania and was founded on 9 May 2005. Our organisation aims to improve and exploit the opportunity of exchanging innovative energy efficiency actions. One of the main challenges that we are confronted with, is that collective heating systems have to be improved. Solutions from the western part that may be applicable. Contribution in IMEA will be focused on area based approaches, strategies to enable local and regional authorities to take a pro-active role. Together the national development ministry (MDRL), the Oradea Metropolitan Area will explore from a comparative perspective the national policy options of the IMEA partners in the area of energy efficiency of heritage buildings.

Joint Change Case Ministry of Regional Development and Tourism and OMZA: "Awareness raising and mechanisms for cooperation on energy efficiency in historical buildings in Oradea region." EE in heritage buildings in the urban landscape is not only about finding the right architectural solutions. To achieve energy targets in this domain, public authorities will have to mix cultural preservation policy, spatial planning policy and energy efficiency policy, they will have to raise awareness on Energy Efficiency amongst local owners, and they will have to find the right balance between using legal instruments and models for cooperation and intervention. In this change case, with assistance from the IMEA partnership, the Ministry and OMZA will explore which approach the Ministry and OMZA could take to insure energy efficiency in heritage buildings in the Oradea Metropolitan Zone.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

Oradea Metropolitan Area has experience in elaborating and implementaing as lead partner and project partner a series of application projects from the national. Crossborder and transnational programmes. On 3 year ongoing project from the INTERREG IV South East Europe, FEDER with the tytle POLYNVEST (SEE EoI/A/640/4.2/X- 2,5 mil euro budget). To summarize, Polyinvest aims at improving the conditions for investing in the most marginal areas in Europe, increasing PAs capital flow both through the sale or the lease of unused properties, and with the reduction of their maintenance costs.

**Contact details of partner 4**

Institution (original language)	VÁTI Magyar Regionális Fejlesztési és Urbanisztikai Nonprofit Korlátolt Fe		
Institution (EN)	VÁTI Hungarian Nonprofit Limited Liability Company for Regional Develop		
Legal status	Body governed by public law		
Address	Gellérthegy utca 30-32		
Postal code	H-1016		
Town	Budapest		
Country	HU		
NUTS Level 1	KOZEP-MAGYARORSZAG		
NUTS Level 2	Kozep-Magyarország		
NUTS Level 3	Budapest		
Phone (office)	0036 1 2243270	(mobile)	
Fax	0036 1 224 3290		
Email	eukn@vati.hu		
Website	www.vati.hu		
Contact person	Ádám Radvánszki		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>centralised control at Member State level through a public administrative body  Contact details:  VÁTI Hungarian Nonprofit Limited Liability Company for Regional Development and Town Planning  Programme Implementation and Control Directorate  Tel: +36 1 224 3100</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	125.474,00 €
ERDF Funding:	106.652,90 €
EU National Co-financing:	18.821,10 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

VÁTI is a state owned company, as ministerial background institute it is highly engaged in policy preparation and facilitation of policy making. VÁTI provides evaluations and research based recommendation to regional authorities. VÁTI deals with national and regional planning issues as well. During fulfilling its activities it puts emphasis on the involvement of different level territorial partners, among which the regional and micro-regional level is important. Váti also plays an active role in the renewal of regional development on behalf of the respective ministries in order to adjust Hungarian regional development policy to the new challenges, among which energy efficiency has also an important role.

Dissemination of information from third parties is a steadily growing field of activity within the Institute. VÁTI is contact point for ESPON and National Focal Point for the EUKN, and National Dissemination Point for URBACT. In the framework of these tasks structured and validated

information is gathered and transmitted to stakeholders via newsletters, leaflets and websites. VÁTI has the capacity to prepare research and analytical studies including the theme of Energy Efficiency, governance and related business models at local level in order to support policy development on national, regional and local level. In the framework of works related to the Hungarian EU Presidency the Institute is involved in the preparation of a handbook contributing to the efforts of the European cities and towns in their combat against climate change.

VÁTI expects from the IMEA project to learn and disseminate innovative strategies and measures related to energy efficiency. Through pilot actions (its joint change case with the Mid-Pannon Regional Development Company, described in their section) it can support the local practitioners. In addition, it will contribute to the planning phase of the next NSRF documents as regards to the field of energy efficiency.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

VÁTI took part in the framework of FP6 in the E-Rain project dealing with territorial cohesion and innovation. The Insitute was involved in the INTERREG IIIB project called RePUS which focused on mobility trend at regional and agglomeration sense. It also participated in ESPON projects and ETC projects, both in the Southeast and Central Europe programme.

VÁTI is involved in the planning of Structural Funds' documents, such as the Operational Programmes for Regional Development (OPRDs).

VÁTI is involved in the initiative on joint planning of the Visegrad countries which aims to harmonize the spatial policy of the four countries together with Bulgaria and Romania.

**Contact details of partner 5**

Institution (original language)	Közép-Pannon Regionális Fejlesztési Zrt.		
Institution (EN)	Mid-Pannon Regional Development Company		
Legal status	Body governed by public law		
Address	Zichy liget 12. II. Emelet		
Postal code	H-8000		
Town	Székesfehérvár		
Country	HU		
NUTS Level 1	DUNANTUL		
NUTS Level 2	Közép-Dunantul		
NUTS Level 3	Fejér		
Phone (office)	+36 22 500 268	(mobile)	
Fax	+36 22 315 402		
Email	kovacs.tamas@kprf.hu		
Website	www.kprf.hu		
Contact person	Mr. Tamás KOVÁCS		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>Centralised control at Member State level through a public administrative body  Contact details:  VÁTI Hungarian Nonprofit Limited Liability Company for Regional Development and Town Planning  Programme Implementation and Control Directorate  Tel: +36 1 224 3100</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	97.581,60 €
ERDF Funding:	82.944,36 €
EU National Co-financing:	14.637,24 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

As the leading economic development institution in the region, MID-PANNON is in direct and regular contact with regional and national decision-making bodies, government institutions and the company plays an active role in the preparation of the regional development strategies, plans in many fields (economy, sustainable urban development, human resource development etc.) The company prepared "integrated urban development strategies" for the major cities in the region and was also involved in the implementation of the urban development projects. We will contribute to the project by bringing in our experiences in integrated, sustainable urban development in Central Transdanubia region.

**Change case**  
 In our change case (together with VATI) we will focus on the city of Tata which already has some track record in the field of energy efficiency projects and which wants to improve its approaches guided by members from the IMEA partnership. Change case: the existing housing stock uses most energy. Next to this, there are so far hardly any local decentralized renewable energy systems, though they have a high potential. Change case: how to assist, as a public development agency and ministerial background institute, the city of Tata in integrating the aspect of energy efficiency in social urban regeneration projects?

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

South East Europe Programme - FIDIBE project (SEE/A/150/1.2/X) - lead partner  
 Central Europe Programme - Re-Turn project (3CE346P1) - project partner, WP leader  
 Central Europe Programme - AutoNet project (2CE201P1) - project partner  
 Central Europe Programme - Clusters Cord project (2CE202P1) - project partner  
 South East Europe Programme - Recultivatur project (SEE/B/001/4.3/x) - project partner  
 South East Europe Programme - FINNO project (SEE/B/0038/1.3/x) - project partner  
 Interreg IIIC Programme - MODELE project - project partner  
 Intelligent Energy Europe Programme - PROMETHEUS project - project partner

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**Contact details of partner 6**

Institution (original language)	Gemeente Assen		
Institution (EN)	Municipality of Assen		
Legal status	Local Public Authority		
Address	Noordersingel 33		
Postal code	9401 JW		
Town	Assen		
Country	NL		
NUTS Level 1	NOORD-NEDERLAND		
NUTS Level 2	Drenthe		
NUTS Level 3	Noord-Drenthe		
Phone (office)	0031 592 366 928	(mobile)	
Fax	0031 592 366 595		
Email	a.middelkamp@assen.nl		
Website	http://www.assen.nl		
Contact person	(Mr.) Alfred Middelkamp		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>The Netherlands has chosen a decentralized control system. The will have to propose an independent controller (internal or external), to the Ministry of Infrastructure and Environment. This body will authorise the controller under specific conditions. The controller has to be officially authorized before the first expenditure can be reported and confirmed.</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	75%
Total amount:	229.514,48 €
ERDF Funding:	172.135,86 €
EU National Co-financing:	57.378,62 €

*If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:*

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

The Municipality of Assen has implemented the 1st phase of its 'Sustainable Housing Program'. 10 different approaches have been used focused on different types of homeowners and channel partners. Different phases of the process (Awareness raising, creation of market demand and supply and process support) are covered as well. From the 1st phase of our program, we can share our experiences. As a municipality, we can especially share our views on the practical effects of different measures on the local level and further improve these measures, as we can directly influence local policies.

We will contribute to the project by sharing our experience with sensor systems in this field, as the Municipality of Assen houses a strong cluster of economic and educational organisations in this field.

Knowledge acquired within IMEA will be used to improve our policy strategies on the transition to sustainable residential areas. We aim to implement a complete set of measures covering all

process phases and all actors involved (homeowners, tenants, housing corporations, developers, installation companies). We also try to integrate European, national, regional and local measures into one strategy that is understandable for all actors.

Change case:

Assen has implemented a sustainable housing program with successful pilot activities in the field of EE and awareness raising. It is acknowledged that this should have a follow-up on a larger scale. However, pilots were developed and financed in a time when sufficient funds were available. Nowadays, public funds are limited, the city needs to be selective and to search for alternative finance. The city of Assen would like to use its team of critical friends to receive advice on which elements of the action plan have the best potential for a follow-up, how these elements could still be improved (i.e. by using innovative strategies for citizen participation, experience of Copenhagen) and which financing schemes to apply.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

- Cooperation in the Town-Net Interreg III-B program under lead partner Provincie Drenthe, 2004-2006.
- Projects funded by the ERDF, objective 'regional competitiveness&employment: 'Messchenveld' project, 'Blauwe As' project (2003-2006)
- The "Work Profiler" project, funded by ESF-EQUAL 2004, 2004-2007. Assen was lead partner in this project, where innovative approaches for employment programs based on personal competences were developed and implemented by 10 municipalities.

**Contact details of partner 7**

Institution (original language)	Statens Byggeforskningsinstitut		
Institution (EN)	Danish Building Research Institute		
Legal status	Body governed by public law		
Address	Dr. Neergaards Vej 15		
Postal code	2970		
Town	Hørsholm		
Country	DK		
NUTS Level 1	DANMARK		
NUTS Level 2	Hovedstaden		
NUTS Level 3	Nordsjælland		
Phone (office)	+4545865533	(mobile)	+4526847777
Fax	+4545867535		
Email	lae@sbi.dk		
Website	www.sbi.dk		
Contact person	Lars A. Engberg		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>Denmark has chosen a decentralised control system. Beneficiaries from Denmark will have to propose an independent external controller on the basis of guidelines by submitting the paper version of the Annex 2 duly filled in, signed and stamped to the Danish Business Authority. The beneficiary shall propose a controller having experience in controlling structural funds (The EU's Structural Funds are administered by the Commission to finance Community structural aid. They comprise the Guidance Section of the EAGGF for agriculture, ...) and having knowledge in English. The proposed controller has to be either a "statsautoriseret" or a "registreret" auditor.</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	75%
Total amount:	222.284,51 €
ERDF Funding:	166.713,38 €
EU National Co-financing:	55.571,13 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

The Danish Building Research Institute (DBRI), Aalborg University, is an applied science institute that develops research-based knowledge to improve buildings and the built environment (staff of 100).

Improving the energy efficiency of buildings is a priority R&D activity in all DBRI research departments. The IMEA-project is anchored in the Department of Town, Housing and Property. This department has a longstanding tradition of engaged scholarship activities in close collaboration with local governments, architectural firms, developers, housing associations and other parties in urban renewal and development.

With IMEA, The Dpt of Town, Housing and Property enters a Knowledge Exchange Partnership with the Urban Design Department in the City of Copenhagen. Purpose of the partnership is to make available current research-based knowledge to inspire strategy development and - implementation in the city's urban renewal department while developing and testing this knowledge.

The Knowledge Exchange Partnership focuses on:

- innovations in local government to promote climate adaptation, energy efficiency and sustainable urban development
- governance mechanisms that allow local governments a more proactive role in urban renewal and more efficient complexity steering capacities in the multi-level governance context of sustainable urban renewal
- funding mechanisms that promote EE in the built environment with a particular focus on house-owners and renters
- a new framework for better integration of architectural and technical standards in the energy efficient renovation and renewal of buildings in Copenhagen

DBRI particularly supports IMEA because the project will develop a new strategy for urban renewal in Copenhagen which will significantly strengthen the City Council's role in the effort to promote energy renovation of buildings in Copenhagen and greater Copenhagen area.

Joint change case with Copenhagen is described in section partner Copenhagen.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

DBRI is currently involved in

- Silent Spaces (Interreg 4A)
- Sound Settlements (Interreg 4A)
- Integration between Sustainable Construction Processes (Interreg 4A)
- BIO-PROTECT (7th framework)

The Department of Town, Housing and Property is the Danish dissemination point in the URBACT-programme and the Danish focal point in the EUKN-programme, and the department administers the two related websites ([www.urback.dk](http://www.urback.dk)) and ([www.eukn.dk](http://www.eukn.dk)).

**Contact details of partner 8**

Institution (original language)	Københavns Kommune, Center for Bydesign		
Institution (EN)	City of Copenhagen, Urban Design Department		
Legal status	Local Public Authority		
Address	Njalsgade 13		
Postal code	2300		
Town	København S		
Country	DK		
NUTS Level 1	DANMARK		
NUTS Level 2	Hovedstaden		
NUTS Level 3	Københavns omegn		
Phone (office)	+45 3366 1203	(mobile)	+45 2630 0375
Fax	+45 3366 7020		
Email	jadrej@tmf.kk.dk		
Website	www.kk.dk		
Contact person	Jane Drejer Nielsen		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>Denmark has chosen a decentralised control system. Beneficiaries from Denmark will have to propose an independent external controller on the basis of guidelines by submitting the paper version of the Annex 2 duly filled in, signed and stamped to the Danish Business Authority. The beneficiary shall propose a controller having experience in controlling structural funds (The EU's Structural Funds are administered by the Commission to finance Community structural aid. They comprise the Guidance Section of the EAGGF for agriculture, ...) and having knowledge in English. The proposed controller has to be either a "statsautoriseret" or a "registreret" auditor.</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	75%
Total amount:	165.325,40 €
ERDF Funding:	123.994,05 €
EU National Co-financing:	41.331,35 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

The Urban Renewal Department (URD) is part of the Urban Design Department in Copenhagen City Council. URD administers the building renewal scheme and the department has two key mechanisms by which it can promote energy saving measures in building renewal projects:

1. Supporting applications for renovation subsidies that include energy saving measures, and by issuing recommendations and specific demands in correspondence with the Building Regulations 2010 and the city's norms in the municipal building code
2. Supporting innovative demonstration projects that promote comprehensive ('smart') energy renovations.

IMEA will give the Department opportunity to explore new methods and strategies to overcome barriers (cognitive and economic) concerned smart energy renovation and to identify drivers in this field through creation of synergies between preservation and renewal, partnerships and involvement of citizens, research-institutes, companies and financial sector. Other

partners can benefit from Copenhagen's experience related to participatory planning in different policy domains.

Change case: Copenhagen City Council has a building renewal scheme with (as a part of it), renovation subsidies that include energy saving measures. However, it is based on voluntary participation of house owners, a key barrier is that the Department of Urban Renewal cannot assist building owners to avoid positive discrimination of applicants, who should be treated equal before the law. URD therefore identifies a clear need to develop a new 'food chain' in relation to building renewal. The 'change case' is to promote general guidelines and recommendations that target the specific conditions of individual projects. The city will need to find ways of using demonstration projects more offensively to promote smart energy renovations.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

Copenhagen is partner in Interreg IV A, Øresund, project Energi Øresund and has participated Interreg IVB-project COHIBA ([www.cohiba-project.net](http://www.cohiba-project.net)). City of Copenhagen has been beneficiary partner in the Life 2004 project, Dogme 2000, and is partner in the Life+ 2009 project Carbon 20.

**Contact details of partner 9**

Institution (original language)	GEBALIS – GESTÃO DOS BAIROS MUNICIPAIS DE LISBOA, EEM		
Institution (EN)	GEBALIS – Management of Lisboa Social Housing, EEM		
Legal status	Body governed by public law		
Address	Rua Costa Malheiro, Lote B12 - Bairro Alfredo Bensaúde		
Postal code	1800-412		
Town	LISBOA		
Country	PT		
NUTS Level 1	CONTINENTE		
NUTS Level 2	Lisboa		
NUTS Level 3	Grande Lisboa		
Phone (office)	(+351) 217510303	(mobile)	
Fax	(+351) 217572670		
Email	sandra.sousa@gebalis.pt		
Website	www.gebalis.pt		
Contact person	Sandra Teixeira de Sousa		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p> <p>Portugal has chosen a decentralised control system. The beneficiaries from Portugal will have to propose an independent external controller from the list of statutory auditing firms / entities (ROC/SROC) recognised by the Portuguese Institute of Statutory Auditors (OROC: <a href="http://www.oroc.pt/">http://www.oroc.pt/</a>) to the Financial Institute for Regional Development (FIRD)</p> <p>In compliance with the public procurement rules, the beneficiary will propose the controller to the above-mentioned body for approbation. This body will authorise the controller proposed by the project</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	242.206,38 €
ERDF Funding:	205.875,42 €
EU National Co-financing:	36.330,96 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

GEBALIS is responsible for the social housing management of 66 quarters in the municipality of Lisboa (23 376 Houses, about 82 000 residents). GEBALIS is an active partner of the Municipality at different levels and in several projects. Example: local intervention integrated projects financed by the Portuguese Strategic National Reference Plan (QREN). GEBALIS also cooperates with the Lisbon Agency for Energy and Environment (responsible for study projects of energy and water, and other environment projects in Lisbon area). GEBALIS can provide the other IMEA partners good practices in the field of social intervention – Santa Casa da Misericórdia de Lisboa.

GEBALIS will be of added value to the partnership as it can provide the other partners more insight in the barriers and demands related to energy efficiency from the perspective of a social housing agency. By IMEA, GEBALIS expects to improve approaches to increase EE via community empowerment. Change case: “Win-Win” in Bensaúde

quarter in Lisbon. Awareness raising and community empowerment related to EE in a multicultural setting, including a participatory process with the purpose of allocating part of the income from microgeneration to the creation of proximity services. A multicultural dialogue is mandatory here, Roma and Hindi are present together with other communities. The methodology should be based on participatory SWOT analysis and action plan designing as well as on peer-to-peer interaction, “learning by doing” and active coaching of community leaders. GEBALIS will use its team of ‘critical friends’ to elaborate the methodology, to receive advice on the multicultural dimension and to be guided in its implementation.

As the capital is always an example followed by most continental municipalities in Portugal, projects that success in Lisbon have the tendency to be replied or adjusted to in order to towns and districts leading to changes in the political local areas tenable positions.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

Gebalis is a partner organization of two projects of the Municipality of Lisboa, approved by QREN – National Strategic Reference Plan for Portugal, that are now developing in Lisbon territory: (1) one is QREN - Política das Cidades, Parcerias para a Regeneração Urbana – Bairros Críticos – Qualificação Integrada do Bairro Padre Cruz (Policies for the Cities, Partnerships for Urban Regeneration – Critical Quarters – Integrated qualification of The District Padre Cruz, running from October 2010 to October 2013), the other is “Eco-Bairro Boavista – Ambiente + - Um Modelo Integrado de Inovação Sustentável” (Eco-district Boavista – Environment + - A integrated Model, running from August 2010 to August 2013 (3 years).

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**Contact details of partner 10**

Institution (original language)	Direcção Geral do Ordenamento do Território e Desenvolvimento Urbano		
Institution (EN)	Spatial Planning and Urban Development General Directorate		
Legal status	National Public Authority		
Address	Campo Grande, 50		
Postal code	1749-014		
Town	Lisbon		
Country	PT		
NUTS Level 1	CONTINENTE		
NUTS Level 2	Lisboa		
NUTS Level 3	Grande Lisboa		
Phone (office)	(+351) 21 782 50 00	(mobile)	
Fax	(+351) 21 782 50 03		
Email	frosa@dgotdu.pt		
Website	www.dgotdu.pt		
Contact person	Fernando Rosa		
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		
	<p>According to IFDR regulations - the Portuguese institution responsible for Interreg's Financial Management - a ROC (Official Account Reviser) should be hired externally, following legal public procurement procedure.</p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	85%
Total amount:	189.100,24 €
ERDF Funding:	160.735,20 €
EU National Co-financing:	28.365,04 €

If, in exceptional case, the participation of this partner is not to be financed from INTERREG IVC but from its Convergence or Competitiveness programmes (see programme manual for further information), please click in the box below:

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

DGOTDU is Portugal's public national authority on spatial management and planning and urban development policy. DGOTDU implements and monitors the National Program for Spatial Management Policy (PNPOT) that brings together sectorial policies (including energy and climate change) under a territorial integration framework. DGOTDU is the national authority for the implementation of the POLIS XXI Cities Policy, focused on the competitiveness, regeneration, networking, innovation and sustainability of Portuguese cities. DGOTDU is National Focal Point for EUKN and sustains a significant informative, formative and editorial activity directed to partner national public bodies, regional administrations, municipalities, relevant professionals and universities. DGOTDU has collaborated with the public administration energy efficiency program (ECO.AP). Our contribution in IMEA is fundamentally linked to our understanding of spatial dynamics and its influence on energy production and

consumption patterns. As a national authority we have a strong competence in policy innovation and piloting, as well as in policy mainstreaming.

Change case: cross-municipal energy strategy development in The Comunidade Inter Municipal da Lezíria do Tejo (CIMLT, agglomerate of 10 municipalities, population 240 842). A National Energy Efficiency territorial approach should extend to the whole country. However, a systematic downscaling will be necessary so as to recognize the adequate scope of intervention. DGOTDU will use its IMEA 'change case' to explore approaches to assist at a regional level. Aim is to develop and test a cross-municipal energy efficiency platform, with assistance of the IMEA-partners. Element of the process will be the development of a regional energy matrix –characterization and mapping of energy consumption patterns and tendencies- that will provide the base input for an integrated energy efficiency strategy focused on spatial performance.

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

COPTA - DGOTDU is the Portuguese national focal point of the European inter-ministerial cooperation ongoing process to establish the Territorial Agenda of the European Union and the Leipzig Charter; DGOTDU is the National Managing Authority of URBACT I and II; DGOTDU is the national focal point for EUKN; DGOTDU is representing Portugal in ESPON 2013; DGOTDU is representing Portugal in the European Landscape Convention; DGOTDU is a partner of the Interreg 4c project FACTS; DGOTDU is directly responsible for the implementation and management of the 'Innovation Actions for Urban Development' FEDER funded program, with delegated competence from the Territorial Operational Program National Managing Authority; DGOTDU is implementing the reference framework for sustainable cities prototype in Portugal. DGOTDU is implementing the Territorial and Urban Development component of the Adaptation to Climate Change National Strategy

**Contact details of partner 11**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 12**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 13**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 14**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 15**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 16**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 17**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 18**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 19**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 20**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 21**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 22**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 23**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 24**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%	
Total amount:		0,00 €
ERDF Funding:		0,00 €
EU National Co-financing:		0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 25**

Institution (original language)	
Institution (EN)	
Legal status	
Address	
Postal code	
Town	
Country	
NUTS Level 1	
NUTS Level 2	
NUTS Level 3	
Phone (office)	(mobile)
Fax	
Email	
Website	
Contact person	
Independent financial controller	<i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i>

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 26**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 27**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 28**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 29**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 30**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 31**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 32**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 33**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 34**

Institution (original language)	
Institution (EN)	
Legal status	
Address	
Postal code	
Town	
Country	
NUTS Level 1	
NUTS Level 2	
NUTS Level 3	
Phone (office)	(mobile)
Fax	
Email	
Website	
Contact person	
Independent financial controller	<i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i>

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 35**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 36**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 37**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 38**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 39**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%
Total amount:	0,00 €
ERDF Funding:	0,00 €
EU National Co-financing:	0,00 €

*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

*Please describe the previous experience of the partner in interregional cooperation and Structural Funds financed projects (if any).*

**Contact details of partner 40**

Institution (original language)			
Institution (EN)			
Legal status			
Address			
Postal code			
Town			
Country			
NUTS Level 1			
NUTS Level 2			
NUTS Level 3			
Phone (office)		(mobile)	
Fax			
Email			
Website			
Contact person			
Independent financial controller	<p><i>Please indicate the way you plan to carry out the first level control. Please refer to the country specific information section on the INTERREG IVC website for further details concerning the country specific requirements for first level control. If already known (and selection is not subject to public procurement), the contact details of the independent controller should be provided. Otherwise, just indicate the type of controller and procedure for selection.</i></p>		

**Partner budget (in EUR)**

ERDF co-financing rate:	0%	
Total amount:		0,00 €
ERDF Funding:		0,00 €
EU National Co-financing:		0,00 €



*Please describe the relevance of this partner in the proposed project: What are the partner's competences and experiences in the field tackled? What is the capacity of the partner to directly influence regional / local policies? How will the partner contribute to the content of the cooperation and benefit from it?*

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