European Commission | Executive Agency for Small and Medium–sized Enterprises

Description of the Action (Technical annex 1)

COSME
Call for proposals
COS-SEM-2020-04-01

Project acronym:	SEND-a-POSTCARD
Project duration (months):	12
Start date:	01/11/2020
Coordinating organisation:	XI Comunità Montana Lazio Castelli Romani e Prenestini
Number of partners:	5

Structure

- All pages should be numbered.
- Each page should be headed with the project acronym and drafting date.

Section A: Project summary

A.1 List of beneficiaries

A.1.1 List of Participants					
Number	**Name**	**Short name**	**Country**	**Project entry month**	**Project exit month**
1 (Coordinator)	**XI Comunità Montana Lazio Castelli Romani e Prenestini**	CMLCRP	Italy	M1	M12
2	**Associaçao Rede DLBC Lisboa**	CLLD Lisbon	Portugal	M1	M12
3	**Stichting Initiatief op Scheveningen (SIOS)**	CLLD The Hague	Netherlands	M1	M12
4	**Józsefváros Local Government of the Eighth District of Capital Budapest**	District 8	Hungary	M1	M12
5	**Wonderland - Platform for European Architecture**	WL	Austria	M1	M12

A.2 Work Plan tables – Detailed implementation

A.2.1 List of Work Packages[1]				
WP Number	**WP Title**	**Lead beneficiary**	**Start month**	**End month**
1	Project Management	CMLCRP	M1	M12
2	Workshops & Final Conference Design	CMLCRP, supported by all partners	M2	M12
3	Workshops & Final Conference Implementation	CMLCRP, supported by all partners	M2	M12
4	Project Monitoring & Evaluation	WL	M1	M12
5	Project Dissemination & Communication	WL, supported by all partners	M1	M12

A.2.2 List of Deliverables[2]						
Deliverable Number	**Deliverable Title**	**WP number**	**Lead beneficiary**	**Type[3]**	**Dissemination level[4]**	**Due date (in month)**

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[1] 'Work package' means a major sub-division of the proposed project

[2] 'Deliverable' means a distinct output of the project, meaningful in terms of the project's overall objectives, and constituted by a report, a document, a technical diagram, a software etc.

[3] Please input "R" for reports and other documents, "DEC" for websites and videos and "Other" for other deliverables

[4] Please input "PU" if public and "CO" if confidential (only for members of the consortium and Commission Services)

1	Italian good practice - Workshop #1	2-3	CMLCRP	Other	PU	M3
2	Portuguese good practice - Workshop #2	2-3	CLLD Lisbon	Other	PU	M5
3	Interim Report	4	CMLCRP	R	CO	M7
4	Dutch good practice - Workshop #3	2-3	CLLD The Hague	Other	PU	M7
5	Hungarian good practice - Workshop #4	2-3	District 8	Other	PU	M9
6	Policy Recommendations	2-3	CMLCRP, supported by all partners	R	PU	M11
7	Final report	1-4	CMLCRP	R	PU	M12
8	Dissemination and Communication Plan	5	WL, supported by all partners	R	CO	M2

A.2.3 List of Milestones[5]					
Number	**Title**	**Lead beneficiary**	**Due date (in months)**	**Description**	**Work Package number**
1	Workshop #1	CMLCRP	M3	The CMLCRP's good practice **"Civil Economy District"** is disseminated in a public workshop.	WP3
2	Workshop #2	CLLD Lisbon	M5	The Lisbon CLLD's good practice **"Community-Led Local Development Network organizations as leverage instruments"** is disseminated in a public workshop.	WP3
3	Workshop #3	CLLD The Hague	M7	The Hague CLLD's good practice **"Learning, working and connectivity to develop Scheveningen bottom up"** is disseminated in a public workshop.	WP3

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[5] 'Milestones' means control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development.

4	Workshop #4	District 8	M9	Józsefváros Local Government of the Eighth District of Capital Budapest's good practice **"Józsefváros Social Impact Community for Inclusive Economic Development"** is disseminated in a public workshop.	WP3
5	Final Conference	CMCRP	M12	Learnings produced in the four workshops will be collected, systematised and shared by the consortium together with the general public and other stakeholders in the framework of a Final Conference, in the context of which also Policy Recommendations will be disseminated.	WP3 + WP4

A.2.4 Critical Risks[6]			
● *Describe the critical risks and mitigating measures envisaged in the implementation of the action*			
Number	**Brief Description**	**Mitigation measures**	**Work Package number**
1	Management risk: partners overloaded, project component's timeliness compromised	Project Coordinator's staff continuously controls project status and advancement. Project coordinator and colleagues assigned for management assistance divide consortium partners, regularly call to control project progress and remind WP and Task leaders about current or upcoming project steps and internal deadlines.	WP1-5
2	Difficult internal communication	Organizational structure that involves all key stakeholders, constant reports and systems of periodic checks.	WP1
3	Workshops and activities interrupted or compromised before project launch	Workshops and activities designed during project months 1-12 with in-depth assessment of conditions, stakeholders & context. In case of major interruptions, workshops and activities will be revised to adapt	WP2-3

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[6] Critical risks are externalities which may affect the implementation of the action

		to changed circumstances, to keep correspondence with project objectives.	
4	Low level of citizen engagement	Local community spread beyond local citizens can boost local involvement; successful examples of citizen involvement in each best practice can be studied with view to transfer those to each workshop and to the final Policy Recommendations.	WP2
5	Low level of local stakeholder commitment	Consortium partners specializing in boosting stakeholder involvement add procedural guidelines and, if needed, directly consult with partners facing challenges.	WP2-5
6	Project scope inflated – scope improperly defined in planning process	Workshops and activities designed during project months 1-12 with in-depth assessment of conditions, stakeholders & context. Changes in workshops scope to be adjusted with view to feasibility; financial barriers addressed through contingency, reasonable reshuffle among budgetary possibilities, revised business plan.	WP2-3

Section B: Action: objectives, management structures and work plan

B.1 Objectives of the Action

1.1 Specific objective(s) of the Action

● *Indicate chosen Social Economy Missions' topic as set out in the call text and justify the choice*

Social Economy Missions' topics:

☐ 1. Building resilient regional and/or local ecosystems;
☐ 2. Socially responsible public procurement;
☐ 3. Building Clusters of Social and Ecological Innovation or participation in traditional clusters;
☐ 4. Support to social economy business development;
☐ 5. Support to local and regional initiatives in the area of green and digital transition;
☐ 6. Local or regional measures tackling unemployment;
☐ 7. Sustainable agriculture and rural development;
☐ 8. Education and training to develop the social economy ecosystem;
⊟ **9. The development of horizontal policies to support social economy at local or regional level**
☐ 10. Social economy initiatives to integrate migrants.
☐ 11. Other – [*please indicate the topic here*]

Justification:

The four public bodies involved in this project, which include Local Action Groups / Community-Led Local Development, work at a close scale with citizenry to support economic and social innovation projects for the promotion of their respective territories. Each consortium partner, by exchanging its experience and its related policies - and by using the Better Entrepreneurship policy tool (https://betterentrepreneurship.eu) - can contribute to a co-creation of targeted policy recommendations in support of social economy.

● *Indicate how your proposal addresses the specific challenge and scope of the topic, as set out in the call text.*
● *Describe the specific objectives for the project, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project.*

In a period of institutional, economic and social crisis - fueled by the recent spread of populist and anti-systemic waves throughout Europe, and increased by the economic turmoil following the current sanitary crisis - there is need to implement a strong re-planning due to post-covid scenarios. Therefore, social economy represents the right answer able to effectively overcome both State and market failures, providing citizens the power and ability to co-design the path of their desired idea (and practice) of development.

The project "**SEND-a-POSTCARD - Social Economy Network Development for a POST-CApitalistic Regeneration of Districts**" intends to develop policy recommendations based on the identification of good practices in the field of social economy among the participating European countries. The project identifies community-led networks (Local Action Groups and CLLDs) the future of social economy's development. During the four workshops, though the creation of postcards, meant as easily accessible advocacy and communication instruments, the project will develop a set of policy recommendations. Over a period of 12 months, the project addresses in

particular, topic nr. 9 of the Call ("Development of horizontal policies to support social economy at local or regional level").

The theme addressed by the consortium concerns territorial networks such as **"Civil Economy Districts"** - as the case of the applicant organisation - and **CLLDs** (Community-Led Local Development) - as the case of the other three public administrations involved in the project.

Both Civil Economy Districts and CLLDs represent effective tools to rethink local development, thanks to the active, horizontal and contemporary participation of economic, institutional and civic society actors, which foster social, political and economic actions in certain territorial contexts. In this framework, administrative processes, relations between stakeholders, mutual recognition and communication are facilitated and optimised - and, above all, the development of virtuous local economies is promoted.

The four good practices presented and exchanged within the **four project workshops** will show how the consortium partners have activated **policies and tools aimed at developing territorial ecosystems capable of enabling all possible synergies towards a sustainable development of the territory**, involving different actors active within a given community (profit companies, Third Sector Organisations, citizens, public bodies, training agencies, etc.), by promoting civic, social, economic, environmental and organisational innovations.

Through a system of horizontal governance - typical of both Social Economy Districts and CLLDs - analyses, projects, initiatives and resources are shared to **enable the untapped relational capital** present in the social fabric of a given territory; access to spaces for businesses and operating activities is guaranteed, as well as **access to finance** to start activities; lastly, **capacity building** of local stakeholders - who will be called upon to plan and implement a better political framework at European level, considering the peculiarities of each territory administered - is promoted. All this will compose a set of **policy recommendations** that will contribute to the strengthening of social economy in Europe.

In brief, the project consortium intends to underline the importance of **place-based development policies** based on **participatory models** and to show how they can respond effectively to the needs of civil society in terms of economic and social development. Furthermore, it wants to make evident how democratic territorial development processes can instill virtuous circles able to enhance not only existing local economies, but also to promote new forms of impact-oriented alternative economies as well as to strengthen social dialogue between territorial actors.

The specific objectives of the project are:

- To exchange four good practices that promote the social economy through the participation of the project partners in thematic workshops;
- To create a Community of Practice, where good practices are exchanged effectively, quickly and easily;
- To create the conditions for a further development of horizontal policies to support the social economy, through targeted policy recommendations that are aimed at an audience of public and private stakeholders active in the field of the social economy, both at national and European levels;
- Spread further, beyond the duration of the project, the four good practices presented and the **Policy Recommendations** developed by the consortium, through an intense online and offline dissemination activity.

B.1.2. Target group/audience

● *This section should describe to which target group(s) the activities are dedicated i.e. SMEs in general, SMEs in specific sector, regional authorities, sectoral organisations, etc. by making the link with the call text.*

The project SEND-a-POSTCARD has been conceived as a dialoguing partnership among four European local public administrations and a network organisation active in the fields of social economy and urban regeneration. The open and place-based character of the project's Social Economy Missions is particularly apparent where territorial stakeholders (delegates) accompany local PAs - in general, the broader civic society. The consortium intends to reach the target audience listed below through both offline and online dissemination activities. The main offline tool will be represented by each workshop itself where **2.0-postcards** - representing both a communication and an advocacy strategy - will be co-designed and distributed to promote local good practices and to stress the design of new frameworks for social economy promotion - a way to achieve effectiveness by means of immediacy.

As far as the online communication means are concerned, the audience will be reached through digital communication activities, such as newsletters, posts on social media and on the partners' websites.

The target group of the all four workshops plus the final conference will be composed by:

- Local public administrations and their delegations;
- Community-led local development (CLLDs), which are configured as PAs;
- Social enterprises;
- Companies;
- Associations;
- Other private institutions;
- European Network Organisation.

B.1.3 Description of work methodology and tools

● *Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved.*
● *Describe the methodology, tools and quality control criteria needed for the implementation of the proposed action by making the link with the different work packages.*

The project wants to foster the exchange of social economy good practices in the field of urban/peri-urban community regeneration through postcards disseminated in public events (workshops and final project conference) and online.

Every public workshop will involve local stakeholders (public officers, profit and nonprofit organizations) to better understand and promote each local strategy in support of social economy. These events will have an impact on the local communities which could get to know more about their local economies. Each workshop itself will be co-designing a series of **2.0-postcards** to promote local good practices and to stress the design of new frameworks for social economy promotion. The 2.0-postcards are intended to be both digital and printed tools. A way to collect contents from the

project and to drive the same - through creativity - to institutions and stakeholders. Inspired by methodologies of open co-creation around digital culture, every workshop will also use different methods and solutions, originated from the necessity of placing the user at the centre of the value creation process as a practical and active source of knowledge, motivation and creation. In this sense, every workshop will realise a participatory process: PAs interacting with local stakeholders using Co-creation Made Agile methodology tools.

Some project milestones are identified with respect with the various activities forecasted during the project. The milestones will help monitor the project development, implementation of activities and achievement of results.

B.1.4 Performance Indicators

● *Describe the indicators used to measure the implementation of the action*

Title	Brief Description	Target *(quantity)*
Number of inter-regional "social economy missions" (workshops).	5 inter-regional social economy missions, in 5 European cities/metropolitan areas: - **Workshop #1:** Rome (IT); - **Workshop #2:** Lisbon (PT); - **Workshop #3:** The Hague (NL); - **Workshop #4:** Budapest (HR); - **Final Conference:** Rome (IT).	5

Number, geographical and typological variety of stakeholders having participated in "social economy missions" (workshops).	- **Workshop #1:**
	  - **Italian Social Economy Mission** (CMLCRP's staff + delegates);
	  - Portuguese Social Economy Mission (Lisbon CLLD's staff + delegates);
	  - Dutch Social Economy Mission (The Hague CLLD's staff + delegates);
	  - Hungarian Social Economy Mission (District 8's staff + delegates);
	  - European Network Organisation (WL);
	  - Max. 20 participants among other local public bodies, representatives of the local for profit sector, representatives of the local third sector.
	
	- **Workshop #2:**
	  - **Portuguese Social Economy Mission** (Lisbon CLLD's staff + delegates);
	  - Italian Social Economy Mission (CMLCRP's staff + delegates);
	  - Dutch Social Economy Mission (The Hague CLLD's staff + delegates);
		Maximum 30 participants per each workshop. Total number of participants per 4 workshops + final conference: 190 participants.

	- Hungarian Social Economy Mission (District 8's staff + delegates);
	 - European Network Organisation (WL);
	 - Max. 30 participants among other local public bodies, representatives of the local for profit sector, representatives of the local third sector.
	
	 - **Workshop #3:**
	    - **Dutch Social Economy Mission** (The Hague's CLLD staff + delegates);
	    - Italian Social Economy Mission (CMLCRP's staff + delegates);
	    - Portuguese Social Economy Mission (Lisbon CLLD's staff + delegates);
	    - Hungarian Social Economy Mission (District 8's staff + delegates);
	    - European Network Organisation (WL);
	    - Max. 30 participants among other local public bodies, representatives of the local for profit sector, representatives of the local third sector
	
	 - **Workshop #4:**
	    - **Hungarian Social Economy Mission** (District 8's staff + delegates);
	    - Italian Social Economy Mission (CMLCRP's staff + delegates);
	    - Portuguese Social Economy Mission (Lisbon CLLD's staff + delegates);
	    - Dutch Social Economy Mission (The Hague CLLD's staff + delegates);
	    - European Network Organisation;
	    - Max. 30 participants among other local public bodies, representatives of the local for profit sector, representatives of the local third sector.
	
	 - **Final Conference:**	

	- Public Administrations representatives (from the previous four social economy missions); - European Network Organization (WL); - Other local social economy stakeholders (both public and private).	
Number of collected good practices.	- Workshop #1: **"Civil Economy District"** (CMLCRP); - Workshop #2: **"Community-Led Local Development Network organizations as leverage instruments"** (CLLD Lisbon); - Workshop #3: "**Learning, working and connectivity to develop Scheveningen bottom up"** (CLLD The Hague); - Workshop #4: **"Józsefváros Social Impact Community for inclusive economic development"** (Józsefváros Local Government of the Eighth District of Capital Budapest).	4
Number of Policy Recommendations	Policy Recommendations on how to develop and manage community-led social economy partnerships, involving both public and private stakeholders.	1
Number of people reached by offline dissemination activities	Total (potential) number of people reached by offline communication activities, that are disseminated through postcards during the five public events arranged (four workshops + final conference).	190
Number of people reached by online dissemination activities	Total (potential) number of people reached by digital communication activities, such as articles, blogs, posts, tweets, pictures on websites, social media, etc.	2000
Project interim report	Project interim report published in M7 and made available for the consortium partners and the European Commission.	1
Project final report	Project final report published in M12 and made available for the general public (published online).	1

B.2. Management structure and procedures

B.2.1 Organisational structure

● *Explain how the profile of the proposed participant(s) is aligned with the objectives of the Action.*

● *Describe the organisational structure and the decision-making process within the consortium.*

☞Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project.

XI Comunità Montana Lazio Castelli Romani e Prenestini (CMLCRP) is the first supramunicipal body in Italy to be established as a **District of Civil and Social Economy**. The municipalities involved - all pertaining to Rome province - are: Cave, Colonna, Frascati, Gallicano nel Lazio, Genazzano, Grottaferrata, Monte Compatri, Monte Porzio Catone, Palestrina, Rocca di Papa, Rocca Priora, San Cesareo and Zagarolo. The organisation's mission is **to create and foster a resilient and collaborative territorial ecosystem capable of driving a fully democratic and impact-oriented sustainable development process, encompassing environmental, economic, social and cultural spheres**. The ecosystem on which the entire process of community regeneration is based involves, in particular, five key macro-stakeholders: institutions, economic actors, civil society, schools & universities and citizens. CMLCRP's **Civil Economy District** is a platform that intends to develop a place-based transformative social innovation policy process along three main interconnected axes:

- Connection in terms of **permanent mutual reciprocity** among local stakeholders (public administrations, economic actors, third sector organisations, citizens, training agencies, etc.);
- Use of the widespread concept of **commons**;
- Construction of processes that can foster **social, institutional and organisational innovation**.

CMLCRP's Civil Economy District may be configured as a proper **civic/economy/social innovation accelerator**, in force of four key actions regularly taken and promoted:

- Mapping and monitoring of territorial stakeholders, actions, projects and other interventions;
- Common goods administration and management;
- Provision of a dedicated "Civil Economy Unit" in the organizational structure;
- Green public procurement management.

The **City of Lisbon Local Development Strategy for areas of Priority Intervention (Bip/Zip)** provides the city a range of integrated tools to tackle urban poverty in priority neighbourhoods and empower local communities. The toolbox is composed of four modules:

- A mapping of priority areas;
- A grant program to foster civic initiatives;
- A local co-governance task force;
- A CLLD (community-led local development) collaborative network.

2020 is the year of the **10th anniversary** of the strategy and also the year in which **Lisbon CLLD** Network, the 4rth tool of the original toolbox of the city, arised. The network as a co-governance forum is the theatre of a series of initiatives that illustrate perfectly the power of private-public collaboration and the benefits by being able to leverage experimental and social impact based actions.

The **Stichting Initiatief op Scheveningen (SIOS) is a CLLD network promoted by the City of The Hague**. The local economy and the quality of life in Scheveningen was boosted through citizen participation. In an innovative and sustainable way, by building towards a (socially) sustainable development of Scheveningen, together, from the bottom up. In this, cooperation is key. SIOS is there to give activities and/or projects of the local population a financial and organizational boost. Proposals can be submitted to SIOS for projects involving cooperation between people, and learning and working through training, crafts and entrepreneurship. Activities must take place throughout the year, and focus on the potential of the coastal strip, on Scheveningen and its culture. After the submission

of project proposals, forms of participation and democracy are encouraged by giving the population the opportunity to help decide on the prioritisation of the submitted projects through voting rounds. By promoting local partnerships and local ownership, bridges are built between the variety which is out there now, within the various groups in society.

Józsefváros Local Government of the Eighth District of Capital Budapest is planning a way to develop its social economy ecosystem. Working in a vulnerable and delicate area of the City of Budapest, the Eighth District wants to invest in local development to fight both poverty and gentrification processes taking advantage of low real estate prices. The project **Józsefváros Social Impact Community for inclusive economic development** aims to foster cooperativism and the social economy within its territory by applying the following tools:

- Rent-decrease for district owned properties for NGO's and communities with a societal purpose;
- Participatory budgeting involving local stakeholders;
- Supporting social economy stakeholders' interests in urban development processes;
- Enhanced participation compared to previous administration;
- Civic and social economy ecosystem-building.

Wonderland is an open network, where information and know-how is shared. The platform consists of active individuals, teams or organizations who are either interested or working in the field of architecture or built environment, with over 100 members distributed in 10 European countries. WL is a mix of both a core network, defined by the "active teams" and a bigger loose network where exchange can happen. Within WL, the "Funding the Cooperative City" research explores experiments in community-led urban development in European cities. Situated in the post-welfare transition of European societies, the research highlights different strategies of fundraising and investment; self-organisation, resistance and cooperation with institutions; and explores the ways citizen initiatives, cooperatives, non-profit companies, community land trusts, crowdfunding platforms, ethical banks and anti-speculation foundations step out of the regular dynamisms of real estate development and arrange new mechanisms to access, purchase, renovate or construct buildings for communities.

The project's **organisational structure and decision-making mechanisms** have been devised taking into account the scale of the project. A consortium involving 5 partners requires well-defined management and communication structures, which must be designed in such a way to take advantage of the wealth of expertise available within the consortium while avoiding overloading of tasks and responsibilities in the hands of the coordinating institution. Below the description of the project management structures:

A) The Project Coordinator - **CMLCRP** (PC) is the intermediary between the consortium members and the Commission services and is responsible of all the activities needed to ensure effective and efficient financial and administrative coordination of the project, an effective communication among all partners and with the EC. The PC will also be responsible for the timely delivery of all reports (including financial statements and related certifications when needed). The PC will be in charge of overseeing overall project implementation and monitoring;

B) Partners Contact Persons (PCPs) will be identified within each partner and will act as the contact point for all administrative and financial issues related to project implementation. Periodically, under the close supervision of the PC, they will provide information regarding the level of expenditure of the institution they belong to in order to allow a constant and effective monitoring of the project cash-flow.

C) A Dissemination and Communication Manager - **WL** (DCM) with relevant professional experience will be identified to coordinate dissemination and communication activities during the whole project life, on the basis of the Dissemination and Communication Plan (WP5). The DCM will find its work on the updates received from dedicated contact persons to be identified within each partner, in order to ensure that all information relevant for dissemination and communication activities is duly taken into consideration.

D) An Ethics and Data Manager (EDM) will be identified to store, preserve and share within the consortium the data collected and generated in every workshop.

B.2.2 Operational/Technical Capacity: Skills, expertise and role of key staff involved in the project				
Participant No	**Name of the staff member**	**Summary of relevant skills and experience**	**Role in the project**	**Allocation to the project (%)**
1	Rodolfo Salvatori	Rodolfo Salvatori was born in Monte Compatri (Rome, Italy) on 19 December 1956. He graduated in Economics and Commerce in 1984 at "Sapienza University of Rome". Since 1992 he has been Director General of the XI Mountain Community Lazio Castelli Romani and Prenestini (CMLCRP). Since 1998 he has been Administrative and Financial Manager of the Colli Tuscolani Local Action Group and National Member of ANASCOM (National Association of the Secretaries of Mountain Authorities).	Project Coordinator and CMLCRP's legal representative	**28%**
2	Patrizia di Fazio	Patrizia is a senior expert in project design, management and administration, with over 20 years of experience in local development, with particular reference to the LEADER approach, the Local Action Groups and the EAFRD fund. She is consultant and designer for Public Bodies, Associations and Consulting firms on strategies, programmes and projects for local development. Patrizia's experience is specific on the following aspects: - Strategic planning; - Study and orientation of national and regional policy documents and structural funds for public bodies; - Definition of socioeconomic programming documents for local authorities; - Design, management and reporting	CMLCRP's Project Manager	**33%**

		of integrated local development programmes; - Support and accompaniment for the implementation of co-financed operational programmes and investment programmes, especially under the EAFRD; - Technical assistance to local public authorities for the technical, procedural and administrative aspects related to the development, management and reporting of territorial investment projects aimed at improving the capacity building of local authorities.		
3	Fabiola Pizziconi	Fabiola is an expert in finance, budgeting and administration. With a degree in Economics and Management, she has +10 years' experience as administrative accounting director and human resources manager at the Comunità Montana Lazio Castelli Romani e Prenestini (CMLCRP) and head of finance of the Municipality of Rocca di Cave (Rome).	CMLCRP's Administration and Communication Manager	**39%**
2	Mourad Ghanem	Lisbon CLLD Network's Operational Vice-Director (and BTUIN Cooperative Chairman, member of the LIsbon's CLLD Network), has a degree in Management of International and local Solidarity Organizations (NGOs). Mourad Ghanem has 25 years of experience in the third sector and more than 20 years of experience as a professional in inter-sectoral organizations, he has also worked for both the private sector as a trainer, consultant, coordinator and manager. He started in 2008 a "long and passionate professional journey" by focusing and specializing only on capacity building for third sector organizations, He works since then as in 3º sector capacity building programs, financed mostly by the Municipality of Lisbon and structural or mobility funds from the EU. Mourad Ghanem has also created, launched and developed the local development network, Bairros in the historical city centre of Lisbon, a deprived area with a strong multicultural environment and the presence of over 50 nationalities.	Lisbon CLLD's Operational Vice-Director	**44%**
3	Ana Alexandra Henriques	Communication Officer - Lisbon Community-Led Local Development Network. Ana is a journalist with a professional portfolio of more than 10 years	Lisbon CLLD's Communication Officer	**56%**

		of experience in editing and reviewing texts.		
4	Bahanur Nasya	Bahanur Nasya is the Head of Wonderland Platform for European architecture. She is an architect, researcher and film producer. She has studied in Vienna and Barcelona where she has specialised in sustainable architecture and future proof development concepts. Currently she is involved in a research project focusing on coastal development along the Mediterranean, paying special attention to the relationship between environmental and social impacts. She has produced films, documentaries and fiction movies, amongst which "The Sea in Me" and "Borders". She is co-author of "Represent & Reflect" as part of the Wonderland series and has contributed to the publication "Manual for Emerging Architects". She is the cofounder and the Chairwoman of the Association "xsentrikarts" and is the Head of Organisations at Wonderland – platform for European architecture.	Head of Organisation at Wonderland – Platform for European Architecture.	20%
5	Daniela Patti	Daniela Patti is a Board Member of Wonderland Platform for European Architecture. She is an Italian-British architect and urban planner, has studied in Rome, London, Porto and holds a Ph.D. in urbanism from the Technical University of Vienna. Her recent research and projects' interest has been on the governance of the peri-urban landscape, the revitalisation of local food markets, economic models for community-based urban development and strategies to tackle urban poverty. She regularly works with the URBACT, Urban innovative Actions, the International Urban Cooperation and Urban Agenda on Urban Poverty programs. She is co-founder of Eutropian. She worked for the Rome Municipality in 2014-15, since 2012 she is board member of the Wonderland Platform for European Architecture and was a researcher at the Central European Institute of Technology in 2010-14.	Associate Member at Wonderland - Platform for European Architecture	50%
6	Teun Van Djik	Dr. Van Dijk holds a wide experience in regional/rural development planning, facilitation of strategic planning exercises, programme development, co-ordination and management of projects and programmes; identification, formulation, appraisal, monitoring and evaluation of projects and programmes; management of comprehensive local government	Chairman of the Stichting Initiatief op Scheveningen (SIOS)	44%

		programmes and institutional development. For a number of years, he managed integrated rural development programmes in Tanzania. In the past years he has been active in institutional development consultancies in local government development and regional planning in Uganda, Tanzania, Bhutan, Nepal, Sri Lanka. Pakistan, Suriname and the Dutch Caribbean; in diaconal development programmes in Armenia, Belarus, Poland, Romania, Myanmar, Thailand, Fiji, Lebanon and Jordan; in educational management training in Kenya, Tanzania and South Africa; in relief and rehabilitation programmes in Ethiopia and Kenya; and as management consultant to regional development programmes in Zambia and Yemen. He worked as Chief Technical Advisor to improve the planning systems for development within the Provincial Government of Balochistan in Pakistan. Since 2015 he is chairman of the EU supported programme for community led local development (CLLD) for local employment generation in The Hague / Scheveningen.		
7	Hermine van den Hoek, office secretary SIOS	Hermine van den Hoek has her Master in Dutch Legal system (1986 Erasmus University) and is certified 'mediator' (NMI, 2008). As legal advisor, she worked at ONRI (1989 – 1996) and was elected as Municipal councillor (1993 – 1999) and Provincial councillor (1999 – 2007) respectively, focussing on regional planning, traffic and transport, public housing, culture and health care. From 2000 onwards she operates as an independent mediator office with various assignments in the field of chairing stakeholder's meetings in reference to public works (construction of traffic tunnels in The Hague, public transport The Hague); chairing arbitration commissions (public transport HTM, river basin Hoogheemraadschap, local government The Hague); advisor public participation (public works, initial triggering CLLD at Scheveningen); trainer and coach (Ministry of Internal Affairs, and municipalities of Woerden, Nieuwegein, Noordoostpolder, Capelle, Brabantse Delta en Waternet.	Office Secretary at SIOS	**56%**
8	Dániel Rádai	Mr. Dániel Rádai is an urban planner. He graduated in urban planning at TU Delft	Vice-mayor for Urban	**44%**

		where he developed an expertise both in planning urban systems and working with urban informality. In 2018-2019, he has worked on various urban development programmes in Budapest. Since November 2019, he has been vice-mayor for urban development in the district of Józsefváros (VIII district).	Development in the Eighth District of Budapest	
9	Fanni Tóth	Ms Fanni Tóth is a cultural producer, community organiser and activist. She has been working on a series of community-led development projects and social enterprises in Budapest. Since December 2019, she has been working at the Józsefváros Municipality, in the cabinet of Mr. Dániel Rádai.	Mayor of the Eighth District Cabinet Secretary	**56%**

B.3 Work Plan[7]

Work Package 1. [Project Management]

WP. 1.1 Objectives of the Work Package
● *Describe the specific objectives of the action that will be achieved through this Work Package*

The specific objectives of **WP1** are:

- To detail shared methodology and implementation of the local strategies supporting social economy so as to guarantee the comparability of the results;

- Set up internal communications and ensure timely organisation and performance of consortium;

- To deal with risk management;

- Perform planning, internal progress control and technical evaluation of project progress;

- Ensure project activities and service content conform to ethics and data protection principles.

WP.1.2 Description of the Work Package
● *Describe the specific tasks comprised in this work package*

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[7] Should you have more than 2 Work Packages, please copy/paste a Work Package's structure as many times as necessary.

The objective of **WP1** is to **ensure smooth operation of all aspects of the project** and **certify that project and financial management are being conducted effectively and efficiently**, as well as that SEND-a-POSTCARD will produce **relevant project outputs.**

The specific tasks of WP1 are:

- **Task 1.1: Consortium coordination**

  All duties imposed by the Consortium Agreement are fulfilled with support by other managers and WP leaders, from timely quality-assured deliverable submission to proper distribution of payment. The Project Coordinator (PC) assures adherence to agreed upon rules for decision-making.

- **Task 1.2: Legal, Contractual, Administrative and Financial Management**

  Resource planning is to be kept up to date. Financial data is to be collected from partners and progress reports are drawn up with input from partners. Payments due to participants. EC queries on financial statements are passed on to participants in line with the provisions of the Consortium Agreement.

- **Task 1.3: Internal communication**

  Document formats are agreed and templates produced. An appropriate infrastructure for collaboration over and above e-mail, mailing lists and voice communication are identified, selected and implemented.

- **Task 1.4: Ethics, gender & data management**

  This task is to oversee conformance with ethical principles and data protection legislation at project level.

WP.1.3 Participants Involved in the Work Package			
Participant No[8]	**Role**	**Main tasks**	**WP Effort (persons/month)** [9]
CMLCRP	WP1 Leader	- Certifying that project and financial management are being conducted effectively and efficiently, as well as that SEND-a-POSTCARD will produce relevant project outputs.	3/month

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[8] Applicants shall include one line per Consortium partner involved in the WP.

[9] Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. ((350+510)*12)/1720

CLLD Lisbon	Supporter on all WP1 tasks	- Supporting in project and financial management activities.	2/month
CLLD The Hague	Supporter on all WP1 tasks	- Supporting in project and financial management activities.	2/month
District 8	Supporter on all WP1 tasks	- Supporting in project and financial management activities.	2/month
WL	Supporter on all WP1 tasks	- Supporting in project and financial management activities.	4/month

WP.1.4 Subcontracting
● *Describe whether any of the tasks in the Work Package would be subcontracted and explain how the subcontractor will be selected.*
N/A

WP.1.5 Planned effort		
● *Proposals must include an aggregated overview on planned efforts (person-months). To facilitate the reading of the table, it is important to breakdown the project. Please follow the structure below:*		

Start month:	1		**End month :**	12

Participant No[10]	**Role in the project**	**Total person-months**
CMLCRP	**WP1 Coordinator**	1
	Communications Officer	1
	Social Economy Expert	1
CLLD Lisbon	**Project Manager**	1
	Social Economy Expert	1
CLLD The Hague	**Project Manager**	1
	Social Economy Expert	1
District 8	**Project Manager**	1
	Social Economy Expert	1
Wonderland	**Project Manager**	1

[10] Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

Communications Officer	**1**
Social Economy Expert	**1**
Social Economy Expert	**1**

Work Package 2. [Workshops & Final Conference Design]

WP. 2.1 Objectives of the Work Package

● *Describe the specific objectives of the action that will be achieved through this Work Package*

The specific objectives of **WP2** are:

- To design the detailed programmes of the four social economy good practices exchange workshops - following a common layout proposed by the applicant organisation, in collaboration with the other project project partners - plus the final conference - following the indications given by the network organisation;
- To design and develop work material as well as other contents and tools to be presented/projected and/or employed in the framework of the five public events;
- To design good practice postcards from each participating Public Administration, to be disseminated both offline and online;
- To prepare a database of local and national stakeholders to be contacted and invited to the workshops and the final conference;
- To take care of the preparation of each event (logistics, administrative & communication tasks, etc.).

WP.2.2 Description of the Work Package

● *Describe the specific tasks comprised in this work package*

WP2 deals with the **design/preparation of both social economy good practice exchange workshops and the final event (conference).**

The project SEND-a-POSTCARD, by arranging **four thematic workshops (plus a final conference)** in four EU partner Countries involved (Italy, Portugal, Netherlands and Hungary), intends to disseminate good practices regarding urban/peri-urban community regeneration, and hence lay the foundations for further collaborations between the consortium partners and other public/private stakeholder in the field of social economy. Each of the four public administrations will present a specific declination of social innovation practice/model/policy in the field of community regeneration. Such specific declination will be presented and disseminated to an European audience, in the context of a thematic workshop, by means of the above mentioned 2.0-postcards (see section B.1).

The specific **tasks** comprised in WP2 are:

- **Task 2.1: Design of Workshop #1 and Postcard from Italy**, composed by the following subtasks: a) Designing the detailed workshop programme; b) Designing and developing workshop material, including contents and tools; c) Preparing a contact database for workshop invitations; d) Sending invitations to interested stakeholders; e) Arrangement of logistics (location rental, equipment, catering etc.); f) Designing the good practice postcard: the Italian Public Administration will design the project postcards layout containing information (images, text, etc.) about the good practice presented. Postcards will be

available both in digital and in paper format - the former type will be disseminated through online communication tools (posts on social media, newsletters, etc.), the former one distributed during each workshop, as well as within the Final Conference.

- **Task 2.2: Design of Workshop #2 and Postcard from Portugal**, composed by the following subtasks: a) Designing the detailed workshop programme; b) Designing and developing workshop material, including contents and tools; c) Preparing a contact database for workshop invitations; d) Sending invitations to interested stakeholders; e) Arrangement of logistics (location rental, equipment, catering, etc.); f) Designing the good practice postcard: the Portuguese Public Administration will design the project postcards layout containing information (images, text, etc.) about the good practice presented. Postcards will be available both in digital and in paper format - the former type will be disseminated through online communication tools (posts on social media, newsletters, etc.), the former one distributed during each workshop, as well as within the Final Conference.

- **Task 2.3: Design of Workshop #3 and Postcard from the Netherlands**, composed by the following subtasks: a) Designing the detailed workshop programme; b) Designing and developing workshop material, including contents and tools; c) Preparing a contact database for workshop invitations; d) Sending invitations to interested stakeholders; e) Arrangement of logistics (location rental, equipment, catering, etc.); f) Designing the good practice postcard: the Dutch Public Administration will design the project postcards layout containing information (images, text, etc.) about the good practice presented. Postcards will be available both in digital and in paper format - the former type will be disseminated through online communication tools (posts on social media, newsletters, etc.), the former one distributed during each workshop, as well as within the Final Conference.

- **Task 2.4 Design of Workshop #4 and Postcards from Hungary,** composed by the following subtasks: a) Designing the detailed workshop programme; b) Designing and developing workshop material, including contents and tools; c) Preparing a contact database for workshop invitations; d) Sending invitations to interested stakeholders; e) Arrangement of logistics (location rental, equipment, catering, etc.); f) Designing the good practice postcard: the Hungarian Public Administration will design the project postcards layout containing information (images, text, etc.) about the good practice presented. Postcards will be available both in digital and in paper format - the former type will be disseminated through online communication tools (posts on social media, newsletters, etc.), the former one distributed during each workshop, as well as within the Final Conference.

- **Task 2.5: Design of the Final Conference**, composed by the following subtasks: a) Designing the detailed conference programme; b) Designing and developing conference material, including contents and tools; c) Preparing a contact database for invitations; d) Sending invitations to interested stakeholders; e) Arrangement of logistics (location rental, equipment, catering, etc.).

The four workshops (#1, #2, #3, #4) will share a common layout, while contents will be developed autonomously by each participating public administration, including intervention from relevant Country delegates (social economy stakeholders). The structure of the four **workshops** will be as follows:

- Registration of participants + welcome coffee
- Opening session
- Morning session + Q&A
- Light lunch + networking
- Afternoon session I
- Coffee break
- Afternoon session II + Q&A

- Dinner

Further details of each Country workshop are shown below:

- ***Italian good practice - Workshop #1***

  - ***Where:*** *Rome area (IT)*
  - ***When:*** *M3*
  - ***Length:*** *1 day*
  - ***Participants:***
    - *All project partners + delegates*

- ***Portuguese good practice - Workshop #2***

  - ***Where:*** *Lisbon area (PT)*
  - ***When:*** *M5*
  - ***Length:*** *1 day*
  - ***Participants:***
    - *All project partners + delegates*

- ***Dutch good practice - Workshop #3***

  - ***Where:*** *The Hague area (NL)*
  - ***When:*** *M7*
  - ***Length:*** *1 day*
  - ***Participants:***
    - *All project partners + delegates*

- ***Hungarian good practice - Workshop #4***

  - ***Where:*** *Budapest area (HR)*
  - ***When:*** *M9*
  - ***Length:*** *1 day*
  - ***Participants:***
    - *All project partners + delegates*

A **Final Conference** will be organised in M11 in the Rome area by the applicant organisation (CMLCRP), which will be responsible for arranging the event and act as facilitator between the participants. The final conference will be the occasion to show the project results and hence to stress the importance of the four social economy good practices presented in the context of the previous local workshops as well as to present **Policy Recommendations** - regarding how to better design and develop community regeneration and territorial development policies through public-private partnership models open to social economy stakeholders - developed by the partners in the final step of the project, to be addressed to key EU, national and local decision-makers.

The structure of the final conference will be as follows:

- Registration of participants + welcome coffee
- Opening session
- Morning session I
- Coffee break
- Morning session II
- Light lunch + networking

- Afternoon session I
- Coffee break
- Final dinner

Further details of the final conference are shown below:

- **Final Conference**

  - ○ ***Where:*** *Rome area (IT)*
  - ○ ***When:*** *M11*
  - ○ ***Length:*** *1 day*
  - ○ ***Participants:*** *all members of the consortium + other local social economy stakeholders*

WP.2.3 Participants Involved in the Work Package			
Participant No[11]	**Role**	**Main tasks**	**WP Effort (persons/month)** [12]
CMCRMP	WP2 leader + Task 2.1 leader	- General management of the WP (coordination, communication among partners, workshop common layout developer, supported by other partners); - Workshop #1 organisation management (coordination, communication, administrative tasks, etc.); - Design of the workshop programme, contents and tools; - Design of the good practice postcard.	3/month
CLLD Lisbon	Task 2.2 leader	- Workshop #2 organisation management (coordination, communication, administrative tasks, etc.);	2/month

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[11] Applicants shall include one line per Consortium partner involved in the WP.

[12] Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. ((350+510)*12)/1720

		- Design of the workshop programme, contents and tools; - Design of the good practice postcard.	
CLLD The Hague	Task 2.3 leader	- Workshop #3 organisation management (coordination, communication, administrative tasks, etc.); - Design of the workshop programme, contents and tools; - Design of the good practice postcard.	2/month
District 8 - City of Budapest	Task 2.4 leader	- Workshop #4 organisation management (coordination, communication, administrative tasks, etc.); - Design of the workshop programme, contents and tools; - Design of the good practice postcard.	2/month
Wonderland	Supporter on Task 2.5	- Final Conference organisation management (coordination, communication, administrative tasks, etc.); - Design of the final conference programme, contents and tools.	2/month

WP.2.4 Subcontracting
● *Describe whether any of the tasks in the Work Package would be subcontracted and explain how the subcontractor will be selected*
N/A

WP.2.5 Planned effort		
● *Proposals must include an aggregated overview on planned efforts (person-months). To facilitate the reading of the table, it is important to breakdown the project. Please follow the structure below:*		

Start month:	M2	End month :	M12

Participant No[13]	Role in the project	Total person-months
CMLCRP	**WP2 Coordinator**	1
	Communications Officer	1
	Social Economy Expert	1
CLLD Lisbon	**Project Manager**	1
	Social Economy Expert	1
CLLD The Hague	**Project Manager**	1
	Social Economy Expert	1
District 8 - City of Budapest	**Project Manager**	1
	Social Economy Expert	1
Wonderland	**Project Manager**	1
	Communications Officer	1
	Social Economy Expert	1
	Social Economy Expert	1

Work Package 3. [Workshops & Final Conference Implementation]

WP.3.1 Objectives of the Work Package
● *Describe the specific objectives of the action that will be achieved through this Work Package*

The specific objectives of **WP3** are:

- To collect and exchange four local good practices of social economy through the participation of the project partners in four thematic workshop, organised by the four public administrations involved in their respective Countries;
- To show the project results and to stress the importance of the four social economy good practices presented in the context of the previous local workshops as well as to present the Policy Recommendation - regarding how to better design and develop community regeneration and territorial development policies through public-private partnership models open to social economy stakeholders - developed by the partners in the final step of the project, to be addressed to key EU, national and local decision-makers;
- To pave the way for future partnerships/collaborations among social economy stakeholders at both local, national and EU level.

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[13] Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

WP.3.2 Description of the Work Package

- *Describe the specific tasks comprised in this work package*

WP3 regards the **implementation of both social economy good practice exchange workshops and the final conference.**

The specific **tasks** comprised in WP3 are:

- Task **3.1: Implementation of the Italian workshop** (**Workshop #1**);
- Task **3.2: Implementation of the Portuguese workshop** (**Workshop #2**);
- Task **3.3: Implementation of the Dutch workshop** (**Workshop #3**);
- Task **3.4: Implementation of the Hungarian workshop (workshop #4);**
- Task **3.5: Design of Policy Recommendations;**
- Task **3.6: Implementation of the Final Conference.**

The details of each event are shown below:

○ The **Workshop #1** (Italian workshop) will be implemented by CMLCRP and will have the objective to share the social economy good practice **"Civil Economy District"**, an ecosystem which has been revitalising the economic and social texture of the territory pertaining to Castelli Romani and Prenestini area, in the surroundings of Rome. The workshop will be implemented right after WP2.

- *Contents*: The workshop will be focused on a social economy good practice implemented by CMLCRP, project coordinator. The Italian good practice regards the design, constitution and management of a **"Civil Economy District"** in the territory of the Mountain Community "Castelli Romani-Prenestini" - a territorial ecosystem aimed at fostering territorial sustainable development and enhancing civic, social, economic, environmental and administrative innovation by promoting all possible synergies between different actors present in the area (profit companies, third sector organisations, citizens, public bodies, training agencies, etc.). Through a horizontal governance system, the "Civil Economy District" of CMLCRP shares analyses, projects, initiatives and resources in order to enable the relational and economic potential of the local community.

○ The **Workshop #2** (Portuguese workshop) will be implemented by Lisbon CLLD and will have the objective to share the policy regarding community-Led Local Development Network organizations as leverage instruments. The workshop will be implemented following right after WP2.

- *Contents:* The workshop will be focused on a social economy good practice implemented by Lisbon's Community-Led Local Development Network: **"Community-Led Local Development Network organizations as leverage instruments"** - Lisbon Local Development Strategy for areas of Priority Intervention (Bip/Zip) provides the city a range of integrated tools to tackle urban poverty in priority neighbourhoods and empower local communities. The toolbox is composed by four modules: a mapping of priority areas, a grant program to foster civic initiatives, a local co-governance task force and a CLLD (community-led local development) collaborative network. 2020 is the year of the 10th anniversary of the strategy and also the year in which Lisbon CLLD Network, the 4rth tool of the original toolbox of the city, arised. The network as a co-governance forum is the theatre of a series of initiatives that illustrate perfectly the power of private-public collaboration and the benefits by being able to leverage experimental and social impact based actions.

- ○ The **Workshop #3** (Dutch workshop) will be implemented by The Hague CLLD and will have the objective to share the policy with title "**Learning, working and connectivity to develop Scheveningen bottom-up**". The workshop will be implemented right after WP2.

  - ● *Contents:* The workshop will be focused on a social economy good practice implemented by The Hague's Community-Led Local Development Network: "**Learning, working and connectivity to develop Scheveningen bottom-up".** The project, carried out by the Scheveningen Initiative Foundation (SIOS), aims to strengthen the local economy and the quality of life in Scheveningen in an innovative and sustainable way. SIOS is there to pay attention to activities and / or projects that can mean something for Scheveningen in this way and to give them a financial boost. These projects are about making connections, working together between people, training opportunities (learning) and business (working), attention to crafts and entrepreneurship, and attention to Scheveningen and its culture.

- ○ The **Workshop #4** (Hungarian workshop) will be implemented by District 8 - City of Budapest and will have the objective to share the policy regarding economic and community development. The workshop will be implemented right after WP2.

  - ● *Contents:*The workshop will be focused on the recently planned social economy good policy implemented by Eighth District of Capital Budapest: **"Józsefváros Social Impact Community for Inclusive Economic Development".** With this vision the Eighth District of Capital Budapest is planning a way to develop its social economy ecosystem. Working in a vulnerable and delicate area of the City of Budapest, the Eighth District wants to invest in local development to fight both poverty and gentrification processes taking advantage of low real estate prices. The goal is to foster cooperativism and the social economy within its territory by applying the following tools: rent-decrease for district owned properties for NGOs and communities with a societal purpose; participatory budgeting involving local stakeholders; supporting social economy stakeholders' interests in urban development processes; enhanced participation compared to previous administration; civic and social economy ecosystem-building.

- ○ At the end of the four workshops a **Final Conference,** coordinated and facilitated by CMLCRP, supported by Wonderland, will be arranged in the Rome area, in M11. The objective of the final conference is twofold. On the one hand, it aims to highlight all the characteristics of the four good practices presented within the previously arranged local workshops, summarising their strengths and weaknesses. On the other hand, the event intends to present the Policy Recommendation - developed by the consortium partners - which are aimed at boosting social economy stakeholders throughout Europe, by exploiting the good practices previously transferred among the partners. In order to strengthen social economy, in fact, it is urged to empower local territorial networks (such as Civil Economy Districts, CLLDs), to grant access to spaces for operating businesses and activities, to grant access to funding to kick-start activities, as well as to develop capacity building for local stakeholders (enterprises, social cooperatives, public institutions, citizens, etc.). The final conference will be implemented following right after WP2.

The *fil rouge* in the implementations of both the workshops and the final conference will be the collection and dissemination/communication of good practices in the field of horizontal policies to support local social economies and community regeneration to an European audience, by means of the postcards designed within WP2 ("**2.0-postcards"**, see also section B.1).

WP.3.3 Participants Involved in the Work Package

Participant No[14]	Role	Main tasks	WP Effort (persons/month) [15]
CMCRMP	WP3 leader + Task 3.1 leader + Task 3.5 leader + Task 3.6 leader	- General management of the WP (coordination, communication among partners); - Workshop #1 implementation; - Development of Policy Recommendations; - Final Conference implementation (facilitation, coordination, communication, etc.).	3/month
CLLD Lisbon	Task 3.2 leader + Task 3.5 supporter	- Workshop #2 implementation (presentation, coordination, communication, etc.); - Development of Policy Recommendations.	2/month
CLLD The Hague	Task 3.3 leader + Task 3.5 supporter	- Workshop #3 implementation (presentation, coordination, communication, etc.); - Development of Policy Recommendations.	2/month
District 8 - City of Budapest	Task 3.4 leader + Task 3.5 supporter	- Workshop #4 implementation (presentation, coordination, communication, etc.); - Development of Policy Recommendations.	2/month
Wonderland	Task 3.5 supporter +	- Support to Final Conference implementation (facilitation,	4/month

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[14] Applicants shall include one line per Consortium partner involved in the WP.

[15] Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. ((350+510)*12)/1720

	Task 3.6 supporter	coordination, communication, etc.); - Development of Policy Recommendations.	

WP.3.4 Subcontracting

● *Describe whether any of the tasks in the Work Package would be subcontracted and explain how the subcontractor will be selected*

N/A

WP.3.5 Planned effort

● *Proposals must include an aggregated overview on planned efforts (person-months). To facilitate the reading of the table, it is important to breakdown the project. Please follow the structure below:*

Start month:	2		End month :	12

Participant No[16]	Role in the project	Total person-months
CMLCRP	**WP3 Coordinator**	**1**
	Communications Officer	**1**
	Social Economy Expert	**1**
CLLD Lisbon	**Project Manager**	**1**
	Social Economy Expert	**1**
CLLD The Hague	**Project Manager**	**1**
	Social Economy Expert	**1**
District 8 - City of Budapest	**Project Manager**	**1**
	Social Economy Expert	**1**
Wonderland	**Project Manager**	**1**
	Communications Officer	**1**
	Social Economy Expert	**1**
	Social Economy Expert	**1**

Work Package 4. [Project Monitoring & Evaluation]

.1 Objectives of the Work Package

● *Describe the specific objectives of the action that will be achieved through this Work Package*

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[16] Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

The specific objective of **WP4** is:

- To set-up and implement a clear project monitoring & evaluation strategy, defining standards, tools (including the Better Entrepreneurship Tool), timing and resources.

WP.4.2 Description of the Work Package

- *Describe the specific tasks comprised in this work package*

WP4 regards the design and **implementation of a project monitoring & evaluation strategy.**

The partner responsible for Project Monitoring, Evaluation & Impact Assessment activities is Wonderland, which, together with CMLCRP - Project Coordinator (PC) - will design, develop and update a Project Monitoring & Evaluation Plan which will include procedures for planning and implementing regular evaluations of SEND-a-POSTCARD activities and results.

The specific **tasks** comprised in WP4 are:

- **Task 4.1: Draft of the Project Monitoring & Evaluation Plan;**
- **Task 4.2: Implementation of Monitoring & Evaluation Activities.**

A detail of the various WP4 tasks is shown below:

Task 4.1: Draft of the Project Monitoring & Evaluation Plan

Monitoring and reporting tools, contained in the Project Monitoring & Evaluation Plan (which will be issued by M2) will be defined in order to be consistent with the project interim and final reports. Each project partner will contribute to the implementation of the interim and final reports and will communicate any deviations from the original project plan. The Project Monitoring & Evaluation Plan will: a) identify the processes, standards, activities and evaluation tools to be adopted; b) establish how data will be collected and used; c) establish how and when the results will be interpreted, presented to all partners and used to steer the project, keeping it in the right direction; d) assign roles and responsibilities for data collection, analysis, reporting, evaluation, and use within certain time frames.

Task 4.2: Implementation of Monitoring & Evaluation Activities

Project monitoring & evaluation will enable the project partners to gain an in-depth knowledge of how the various project activities have been carried out and how they can be improved in relation to the objectives initially set. The Austrian partner (Wonderland) has significant experience in this area and will therefore play a strategic role in the definition of the Project Monitoring & Evaluation Plan.

Monitoring activities control are made on a regular basis, based on the risk factor of the activities undertaken. During the monitoring phase activities are carefully examined and assessed as to provide a clear image of the level of quality implementation of the project.

The evaluation tools will mainly consist of questionnaires, interviews and participating observations. The provision of four general questionnaires to the partners throughout the project - specifically right after every workshop organised - will provide an overview of the progress of the project. The results of assessments are documented, reviewed by both Wonderland and the PC and tracked to verify development and effective implementation of corrective actions. Moreover, the Better

Entrepreneurship policy tool (https://betterentrepreneurship.eu/) will be integrated in the monitoring & evaluation activities, together with other tools developed internally (questionnaires, interviews, etc.). Monitoring and surveillance activities are undertaken as a continuous barometer of quality assurance compliance and implementation. The results of quality assessments will be documented and integrated both in the interim and the final reports.

WP.4.3 Participants Involved in the Work Package			
Participant No[17]	Role	Main tasks	WP Effort (persons/month) [18]
Wonderland	WP4 Leader + Task 4.1 leader + Task 4.2 leader +	- Set-up of the monitoring & evaluation strategy, supported by all partners; - Implementation of the project monitoring & evaluation plan (e.g.: design of the questionnaires, conduction of interviews, collection of data, interpretation and communication of monitoring & evaluation activities results, etc.); - Communication with project partners and implementation of effective risk management activities.	4/month
CMLCRP	Task 4.1 supporter Task 4.2 supporter	- Support in the draft of the Project Monitoring & Evaluation Plan; - Support in the implementation of the project monitoring & evaluation plan (e.g.: design of the questionnaires, conduction of	3/month

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[17] Applicants shall include one line per Consortium partner involved in the WP.
[18] Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. ((350+510)*12)/1720

		interviews, collection of data, interpretation and communication of monitoring & evaluation activities results, etc.).	
CLLD Lisbon	Task 4.1 supporter Task 4.2 supporter	- Support in the draft of the Project Monitoring & Evaluation Plan; - Support in the implementation of the project monitoring & evaluation plan (e.g.: design of the questionnaires, conduction of interviews, collection of data, interpretation and communication of monitoring & evaluation activities results, etc.).	2/month
CLLD The Hague	Task 4.1 supporter Task 4.2 supporter	- Support in the draft of the Project Monitoring & Evaluation Plan; - Support in the implementation of the project monitoring & evaluation plan (e.g.: design of the questionnaires, conduction of interviews, collection of data, interpretation and communication of monitoring & evaluation activities results, etc.).	2/month
District 8 - City of Budapest	Task 4.1 supporter Task 4.2 supporter	- Support in the draft of the Project Monitoring & Evaluation Plan; - Support in the implementation of the project monitoring & evaluation plan (e.g.: design of the	2/month

		questionnaires, conduction of interviews, collection of data, interpretation and communication of monitoring & evaluation activities results, etc.).	

WP.4.4 Subcontracting

- *Describe whether any of the tasks in the Work Package would be subcontracted and explain how the subcontractor will be selected*

N/A

WP.4.5 Planned effort

- *Proposals must include an aggregated overview on planned efforts (person-months). To facilitate the reading of the table, it is important to breakdown the project. Please follow the structure below:*

Start month:	1		End month :	12

Participant No[19]	Role in the project	Total person-months
Wonderland	**WP4 Coordinator**	**1**
	Communications Officer	1
	Social Economy Expert	1
	Social Economy Expert	1
CMLCRP	**Project Manager**	**1**
	Social Economy Expert	1
	Communications Officer	1
CLLD Lisbon	**Project Manager**	**1**
	Social Economy Expert	1
CLLD The Hague	**Project Manager**	**1**
	Social Economy Expert	1
District 8 - City of Budapest	**Project Manager**	**1**
	Social Economy Expert	1

Work Package 5. [Project Dissemination & Communication]

.1 Objectives of the Work Package

- *Describe the specific objectives of the action that will be achieved through this Work Package*

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[19] Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

The objective of this **WP5** is to ensure knowledge sharing within and beyond the consortium, as well as the dissemination and take-up of **SEND-a-POSTCARD** model of urban Social Economy District / CLLD implementation during and after the project's lifetime.

The specific objectives of **WP5** are:

- To disseminate the project's results among local and European stakeholders as well as local policymakers, practitioners and civil society at large;

- To ensure knowledge sharing within and beyond the consortium;

- To raise awareness and to foster a dynamic dialogue among policy-makers, decision-makers and practitioners at the local and regional levels on the benefits of social economy.

WP.5.2 Description of the Work Package

- *Describe the specific tasks comprised in this work package*

WP5 tasks are, specifically:

- **Task 5.1: Overall planning of the communication, dissemination and exploitation activities**

  A draft strategy and an overall planning of effective communication and dissemination activities will be outlined together with all consortium members, drawing upon strengths and adjusting activities to maximise their impact. A **Dissemination and Communication Plan** will be produced and will include:

  - Development and subsequent revisions of the dissemination and knowledge sharing strategy;
  - Coordination of efforts across all partners via monthly online meetings of dissemination and knowledge sharing;
  - Set up and management of the project social media channels and other communication tools.

- **Task 5.2: Dissemination activities**

  Project consortium members will ensure that project results will be adequately disseminated through different means by: ensuring participation of consortium members in events, such as project workshops and final conference, where the good practices collected can be presented; issuing of a regular newsletter in the partners' websites and/or social media pages; elaboration of media contents providing insights into the project learnings.

  The main communication tool for the dissemination will be **2.0-postcards** (from where the project title arises), which will:

  - Synthesize/Visualise the four good practises presented by the partners;
  - Be both digital and printed;
  - Be distributed during each workshop and the final conference;
  - Promote awareness of spaces for urban/peri-urban community regeneration, such as by including images and statements describing a possible desired scenario of such ecosystems;

- Constitute a useful tool to carry out local advocacy planning campaigns for the social economy (e.g. "send a postcard to the mayor").

- **Task 5.3: Communication activities**

  Project consortium members will ensure that the project will be adequately promoted through different means and through the involvement of adequate media experts: drawing up of project promotional materials (project logo, postcards); social media feeds (Facebook and Twitter).

WP.5.3 Participants Involved in the Work Package			
Participant No[20]	**Role**	**Main tasks**	**WP Effort (persons/month)**[21]
Wonderland	WP5 Leader	Set-up of the dissemination & communication strategy, supported by all partners.	4/months
CMLCRP	Supporter on all WP5 tasks	Supporting in project dissemination & communication activities.	3/months
CLLD Lisbon	Supporter on all WP5 tasks	Supporting in project dissemination & communication activities.	2/months
CLLD The Hague	Supporter on all WP5 tasks	Supporting in project dissemination & communication activities.	2/months
District 8 - City of Budapest	Supporter on all WP5 tasks	Supporting in project dissemination & communication activities.	2/months

WP.5.4 Subcontracting
● *Describe whether any of the tasks in the Work Package would be subcontracted and explain how the subcontractor will be selected*
N/A

WP.5.5 Planned effort			
● *Proposals must include an aggregated overview on planned efforts (person-months). To facilitate the reading of the table, it is important to breakdown the project. Please follow the structure below:*			
Start month:	1	**End month :**	12

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[20] Applicants shall include one line per Consortium partner involved in the WP.

[21] Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. ((350+510)*12)/1720

Participant No[22]	Role in the project	Total person-months
Wonderland	**WP5 Coordinator**	1
	Communications Officer	1
	Social Economy Expert	1
	Social Economy Expert	1
CLLD Lisbon	**Project Manager**	1
	Social Economy Expert	1
CLLD The Hague	**Project Manager**	1
	Social Economy Expert	1
District 8 Budapest	**Project Manager**	1
	Social Economy Expert	1
CMLCRP	**Project Manager**	1
	Communications Officer	1
	Social Economy Expert	1

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[22] Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

Section C: Annexes

Annex 1 List of social economy stakeholders

<table>
<tr><th colspan="5">List of social economy stakeholders</th></tr>
<tr><td colspan="5">● Regional or local governments acting as consortium partners are requested to participate in the social economy missions (workshops) with delegations consisting of social economy stakeholders active in a given territory. These delegations of social economy stakeholders active in a territory of a regional or local government must be identified in this section.</td></tr>
<tr><td colspan="5">● Social economy stakeholders shall include social economy enterprises[23] and, where appropriate, regional or local network or umbrella organisation(s), universities and/or business organisations or research organisations or civil society organisations or other support organisations active in the area of social economy or social entrepreneurship.</td></tr>
<tr><th>Number</th><th>Country</th><th>Public/Private entity</th><th>Name of the entity</th><th>Short description of the entity</th></tr>
<tr><td>1</td><td>IT</td><td>Public</td><td>GAL Castelli Romani e Monti Prenestini</td><td>GAL - Gruppo di Azione Locale dei Castelli Romani e Monti Prenestini (Local Action Group of the Roman Castles and Prenestini Mountains), established on 22 October 2009 in response to the Lazio Region's Axis IV Leader call for proposals, is a structure that involves public and private partners and is qualified to manage European funding to promote the integrated development of the territory.</td></tr>
<tr><td>2</td><td>IT</td><td>Private</td><td>Legambiente</td><td>Legambiente is an Italian non-profit organization founded in 1980. It's the most prominent and widespread environmental association in Italy with two headquarters in Rome and Milan, 20 regional coordination offices and more than 600 local groups of volunteers. Legambiente is a pacifist and independent movement and is not related to any Italian party or institution. It's supported by more than 115,000 members, donors and by projects and businesses that are in line with the organization's principles.</td></tr>
<tr><td>3</td><td>IT</td><td>Private</td><td>CNA Roma</td><td>With over 24,000 member organisations, CNA Rome (National Confederation of Crafts and Small and Medium Enterprises, Rome section) is the largest business association in Rome and province. Founded in 1946, for over sixty years it has represented and protected the interests of craft businesses and SMEs. CNA's mission is to give value to handicrafts and small and medium enterprises, proposing itself as their partner for development and promoting economic and social progress.</td></tr>
<tr><td>4</td><td>NL</td><td>Public</td><td>From Then To Now</td><td>Project funded by the Stitching Initiative Op Scheveningen (SIOS). "From Then To Now" leads along important places in Dutch history where the historical sensation can be felt. A way to discover</td></tr>
</table>

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[23] For the purpose of this call, the social economy enterprises refer to a diversity of enterprises such as cooperatives, mutuals, associations, foundations, or social enterprises as defined in the Social Business Initiative (2011).

				and experience the history for the Scheveningers, but also for residents of The Hague and tourists. From Then To Now puts the Scheveningen heritage on the digital map worldwide.
5	NL	Public	Green Generation Square	Project funded by the Stitching Initiative Op Scheveningen (SIOS). A green discovery square for all Scheveningers. The schoolyard as a unique meeting and activity place for all Scheveningers: this square in the green offers space to play, collaborate, enjoy and learn for young and old. With the donation of the Initiative Op Scheveningen Foundation, the site is set up and opened up in a sustainable, green and generation-friendly manner.
6	NL	Private	Club of the Future	Project funded by the Stitching Initiative Op Scheveningen (SIOS). Loneliness among the elderly is growing. In The Hague this concerns at least 50% of the older population. For many, it literally takes a helping hand to get out of the house. SVC'08 volunteers have set up the Foundation The Club of the Future and are organizing Exercise Days for the elderly in Scheveningen.
7	NL	Private	The Bicycle Shed	A number of volunteers from the Wijkcentrum De Mallemok, living in Scheveningen Havenkwartier and unemployed, have enthusiastically started setting up a bicycle repair project. Bicycle wrecks and / or orphan bicycles are refurbished into fully-fledged bicycles and these bicycles are sold for a small amount to people with a low income. For example, through the Food Bank or to people with an Ooievaarspas.
8	PT	Private	The Warehouse Collective	The Warehouse is an architecture and art collective founded in 2013. It Warehouse develops projects of participative architecture of cultural and social scope. The design and construction of participatory processes lead to results with greater impact on the emerging urban landscape. The Warehouse projects seek to contribute to the collective and responsible construction of public and private space. The differentiating factor of the collective is the ability to design and build their own projects. The Hands-on approach is transversal to its practice, being a large part of its identity. The Warehouse develops collaborative projects because it believes that through co-creation and multidisciplinarity, better results can be achieved.
9	PT	Private	Associação Renovar a Mouraria	Associate member of Lisbon's CLLD - Associação Renovar a Mouraria is a private non-profit organization, with public utility status, created in 2008 with the aim of revitalizing the historic quarter of

				Mouraria, in Lisbon, on a social, cultural, economic and touristic level.
				Mouraria is a neighbourhood where more than 50 nationalities live together, which has seen the birth of Fado, but also where countless Portuguese traditions are still manifested in daily life, Mouraria brings together a unique wealth, where people of all ages and cultures live together, resulting in an unequalled mixture.
10	PT	Private	4Change, Cooperativa Cultural e de Solidariedade Social, CRL	Associate member of Lisbon's CLLD - 4Change is a community of people who share the goal of contributing to a more equitable and humane society. 4Change supports both investors and entrepreneurs in the management of their social impact: in the identification, operationalization and evaluation of the best interventions. 4Change develops a set of participatory tools and methodologies that support social organisations and investors in (re)designing and improving their interventions.
11	PT	Private	EAPN - European Anti Poverty Network	Associate member of Lisbon's CLLD - EAPN - European Anti Poverty Network is the largest European network of national, regional and local networks of NGOs as well as European Organisations active in the fight against poverty. Founded in 1990 in Brussels, EAPN is currently represented in 31 countries.
12	HU	Private	Solidary Economic Center - Gólya Cooperative	Gólya ("Stork" in Hungarian) is a co-operative bar and community house in the 8th district of Budapest, Hungary. Currently it is relocating to a new venue because of its neighbourhood increase gentrification and the consequent sale of their former rented venue. Gólya hosts both public and closed events of groups or organizations, such as birthdays, proms, conferences, fundraisings, training, and meetings of all sorts, including political events.
13	HU	Private	C8 - Civilians for Józsefváros	The aim of C8 is to create an opportunity for cooperation for active citizens who want to participate in the creation of a socially livable, economically and environmentally sustainable Józsefváros. As members of the C8, as an open, democratic community, they want a public life in Józsefváros in which actors who follow the values of solidarity, justice, fairness, equality, respect for human rights and transparency are able to work together for the common good.
14	HU	Private	Auróra Community Center	Auróra is a social enterprise which was created to connect cultural programs, civil and activist organizations work, community building and fun in an open community. We are committed to forming

				a stable base, where individuals, groups, non-profit organizations could meet, share their ideas and collaborate with each other on new initiatives.

Annex 2 Operational capacity

For the Coordinator
● *References of an official strategy, policy paper, action plan or another relevant document illustrating the experience gathered by the coordinator in the field of the topic of the "social economy mission" (Max. 2 pages)*

XI Comunità Montana Lazio Castelli Romani e Prenestini (CMLCRP) is the first supramunicipal body in Italy to be established as a **District of Civil and Social Economy**. The municipalities involved - all pertaining to Rome province - are: Cave, Colonna, Frascati, Gallicano nel Lazio, Genazzano, Grottaferrata, Monte Compatri, Monte Porzio Catone, Palestrina, Rocca di Papa, Rocca Priora, San Cesareo and Zagarolo.

The organisation's mission is **to create and foster a resilient and collaborative territorial ecosystem capable of driving a fully democratic and impact-oriented sustainable development process, encompassing environmental, economic, social and cultural spheres**. The ecosystem on which the entire process of community regeneration is based involves, in particular, five key macro-stakeholders: institutions, economic actors, civil society, schools & universities and citizens.

CMLCRP's **Civil Economy District** is a platform that intends to develop a place-based transformative social innovation policy process along three main interconnected axes:

- Connection in terms of **permanent mutual reciprocity** among local stakeholders (public administrations, economic actors, third sector organisations, citizens, training agencies, etc.);
- Use of the widespread concept of **commons**;
- Construction of processes that can foster **social, institutional and organisational innovation**.

CMLCRP's Civil Economy District may be configured as a proper **civic/economy/social innovation accelerator**, in force of four key actions regularly taken and promoted:

- Mapping and monitoring of territorial stakeholders, actions, projects and other interventions;
- Common goods administration and management;
- Provision of a dedicated "Civil Economy Unit" in the organizational structure;
- Green public procurement management.

In September 2019, the CMLCRP's Charter of Commitment and the Manifesto of the Values of Civil Economy were approved. In the **Manifesto of Values** all principles of Civil Economy are listed - with great emphasis on the principle of the plurality of both social and economic actors. In addition to the role represented by the State and the Market, civilian economy stakeholders are able to effectively promote the development of innovative forms of welfare and democracy, spread throughout local territories, thus allowing public participation and consultations. It is in order to construct this cultural

and operational process that CMLCRP has decided to establish the Civil Economy District. The key points of the Manifesto of Values are listed below:

a) To promote and spread a new sustainability culture in the social and economic texture;
b) To encourage the adoption of socio-environmental sustainability strategies by local enterprises;
c) To valorise the behavior of enterprises that have decided to undertake a coherent path towards social and environmental sustainability;
d) To raise awareness, as well as to activate and support citizens towards responsible consumption and saving models;
e) To promote a user-friendly access to data, information and knowledge on sustainability issues;
f) To develop targeted social economy advocacy campaigns through civic activism;
g) To trigger a broad dialogue on sustainability between citizens, institutions and businesses by promoting bottom-up development strategies and practices;
h) To foster an alliance of consumers for a "New Economy for All", with the aim promoting "sustainable happiness";
i) To rethink the territorial economic system by enriching everyone's needs and making lives flourish, by enhancing ethical and social dimension of living;
j) To trigger a virtuous process aimed at exploiting the commons and the general interest, by putting the dignity of the person at the center of the economic and social system, with respect to the future generation of citizens.

Annex 3 Declaration for the coordinator

Declaration as to submission of one proposal[24]

I, coordinator of proposal SEP-210690470 **"SEND-a-POSTCARD"** am fully aware and declare to have understood point 5.2 of the call according to which:

Consortia must verify and declare through their consortium leader/coordinator that none of their members participates in another proposal under this call for proposals. This rule is not applicable for the umbrella or network organisations active at inter-regional, national or EU/COSME level.

If participation in another proposal under this call for proposals is detected by the funding body, it will lead to the rejection of the organisation concerned from all respective proposals under this call. The respective consortia affected by the rejection of (a) partner(s) must still fulfil the eligibility criteria as stipulated in sections 5.1 and 5.2 of the call text in order to be considered eligible.

Therefore, I agree to take the necessary steps to ensure that all partners of my consortium are aware of and adhere to this condition.

Rodolfo Salvatori   08/06/2020

_____   _____   _____

Full name   Date   Signature

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[24] To be signed by the consortium co-ordinator.