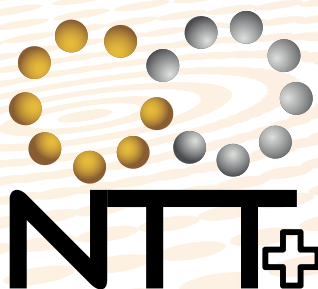


Education and Culture DG

'Europe for Citizens' Programme



# IMPROVING the PLANNING and MANAGEMENT of NETWORKS of TWINNED TOWNS





*An important experience for our members that has offered them the chance to enter in contact with different experiences and best practices from other EU countries*

**ROBERTA MORI**, Chairman of Board of the Sweden Emilia Romagna Network; Member of the Emilia-Romagna Region Legislative Assembly



*A great opportunity for engaging our local authorities and make them more active in the framework of the Europe for Citizens Programme*

**JERRY JOHANSSON**, Chairman of the Association of Municipalities of Norrbotten; Mayor of Arvidsjaur



*Projects of this kind form a foundation for genuine contacts and networks between experts, which, in turn, brings the everyday work of European social and education services closer together*

**MARKKU ANDERSSON**, First Vice-Chairman of the Board of the Association of Finnish Local and Regional Authorities; Jyväskylä City Manager



*NTT+ has been an effective tool for involving our municipalities in networking processes leading to long-lasting cooperation among local authorities and citizens*

**MARGARIDA VÁZQUEZ VERAS**, Councillor, Deputacion A Coruna

The project Improving The Planning and Management of "Networks Of Twinned Towns" (NTT+) has been approaching the project life-cycle of "Networks of twinned towns" by developing a process centred on a shared methodology and the development of innovative web-based tools. The project, co-financed by the European Union in the framework of the Europe for Citizens programme (Action 1 Measure 2.2), has been implemented between January and November 2010.

It has involved more than 100 participants representing 56 local and regional authorities from four partner countries providing them with an opportunity to learn more about thematic networks of twinned towns and how to build them. The partnership of the project has been built on a North-South collaboration and consisted of: the Sweden Emilia Romagna Network (Project coordinator) (Italy); the Finnish Association

of Municipalities and regions (Finland); the Association of Municipalities of Norrbotten (Sweden); the Deputacion of La Coruna (Spain).

The three main focus areas of the project have been:

1. the enhancement of the skills of municipal officers in project development;
2. the development of a methodology and tools guiding the local authorities through the first phases of project cycle ;
3. the development of high quality thematic network projects among the participating organisations.

These focus areas have been translated in the following three lines of action:

- A. Training activities at national level;
- B. Partnering/Transnational event;
- C. The Development of monitoring and quality evaluation tools.



## ACTION 1 NATIONAL TRAINING SEMINARS

The training activities of the project have been designed with the objective of equipping the participants with a common methodology in project design that would enable them to discuss and develop together with colleagues from other countries high quality proposals for Networks of Twinned Towns. Following a questionnaire sent to all the participants, the project partners identified a number of policy areas of interest to their members:

1. Young people and development
2. Social sector business
3. Renewable energy sources
4. Family support in a gender equality perspective
5. Integration and immigration in a employment perspective.

The target groups of the training seminars were both civil servants working in the above mentioned fields and international relations /town twinning officers. As pointed out in the box below, the total number of participants was 69 representing 56 organizations from the four countries.

In preparation of the seminars it was asked the participants if they had previous knowledge about the Europe For Citizens (EFC) programme and only 35% answered positively. In general, the majority of the participants had previous experience of participation in EU funded projects. It can be argued that the degree of knowledge about the EFC programme and more in general the essential elements of EU funded projects, varied substantially within the two main target groups mentioned above and therefore an approach that could suit different needs and levels of knowledge was needed.



### **4<sup>th</sup>-5<sup>th</sup> March 2010, Bologna Meeting (Italy)**

13 Italian participants representing 11 organisations of the region Emilia-Romagna. The participants developed three project proposals.

### **11<sup>th</sup>-12<sup>th</sup> March 2010, Luleå meeting (Sweden)**

13 participants representing 11 organisation in the Norrbotten area and in other Swedish regions. Three project proposals have been developed.

### **6<sup>th</sup>-7<sup>th</sup> April 2010, La Coruna meeting (Spain)**

23 participants representing 17 organisations of the La Coruna province. The participants developed 5 project proposals.

### **10<sup>th</sup>-11<sup>th</sup> May 2010, Helsinki meeting (Finland)**

20 participants representing 17 Finnish organisations. Three project proposals have been developed.



The partnership and the experts involved in the project started off from a few basic assumptions reflected in the didactic content and material developed in the national training seminars:

- ▶ All projects require a methodological approach that links together coherently needs, objectives, results and activities;
- ▶ Networks of twinned towns should create a basis for the development of future projects and therefore the rationale of the NTT projects should emerge clearly in the project proposals resulting at the end of the process;
- ▶ The participants should get a basic set of conceptual elements and develop an understanding of what it means to build a solid and high quality project through a step by step approach and group work.

In order to balance the need of introducing all the participants to a common methodology and at the same time providing them with an interactive learning context, it was decided to focus the training activities on a simplified version of the Project Cycle Management coupled with a version of the Logical Framework methodology adapted to NTTs.

On the basis of these assumptions a two-day-programme was built with the following key contents:

#### DAY 1

1. Introduction to the Europe for Citizens Programme – Key elements of the programme and specific focus of the Measure 1.2
2. Introduction to Project Cycle Management with practical exercises aimed at making participants understand the importance of a common approach and methodology to project design.
3. Focus on Indicative Programming (Phase 1 of PCM) followed by work group and socialization in plenary

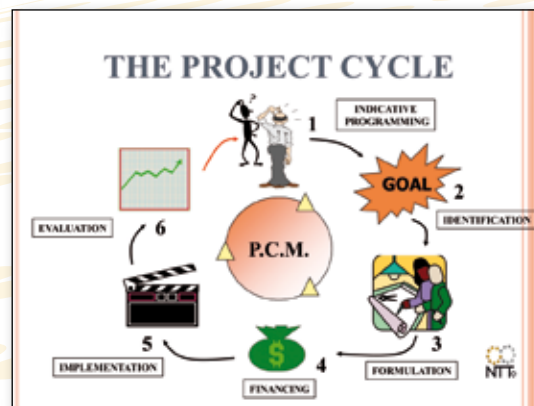
#### DAY 2

1. Focus on Identification (Phase 2 of PCM) with introduction to Logical Framework approach followed by group work
2. Focus on the Strategy and activities (Phase 3 of PCM) followed by group work and socialization in plenary

### PROJECT CYCLE MANAGEMENT (PCM)

The focus on PCM was aimed at providing a common approach to all participants about the sequence of the phases constituting the lifecycle of a thematic networking project.

The version of the project cycle introduced in the context of the training seminar consisted of 5 different phases: indicative programming, identification, formulation, financing, implementation and evaluation.





The NTT+ project focused mainly on the first phases of PCM. In particular, while the training dealt with phase 1 (indicative programming) and phase 2 (identification), the transnational event dealt with phase 3 (formulation).

## A LOGICAL FRAMEWORK APPROACH FOR EUROPE FOR CITIZENS PROJECTS

The introduction to a simplified version of logical framework approach consisted of a number of steps in the development of a project proposal characterized by a problem/need-driven approach rather than an activity-driven planning.


### Step 1

The participating municipalities were divided locally on the basis of the five priority areas chosen by the NTT+ project partners.

Following the discussion emerged in relation to the first phase of the project cycle i.e. the indicative programming (see picture below), the participants were asked to identify and discuss the common needs / problems that they wanted to address.


**THE INDICATIVE PROGRAMMING  
ANSWERS THE NEED TO CLARIFY**

- 1. WHO ARE WE**  
What is characterising our local context and why are we interested in the topic/theme
- 2. WHAT CAN WE SHARE**  
Which aspects of the theme answer to a need of exchange and deepening with other actors
- 3. WITH WHOM**  
Which other local actors (social, educational, institutional etc.) could usefully contribute to the thematic network



**IDENTIFICATION  
(Key assumptions)**

- 1. EACH PROJECT ANSWERS TO A NEED OR A PROBLEM**
- 2. EACH PROBLEM HAS ITS SPECIFIC CAUSES**
- 3. A STRATEGY TURNS THE "CAUSES" INTO "RESULTS"**

**= methodology of the Logical Framework**


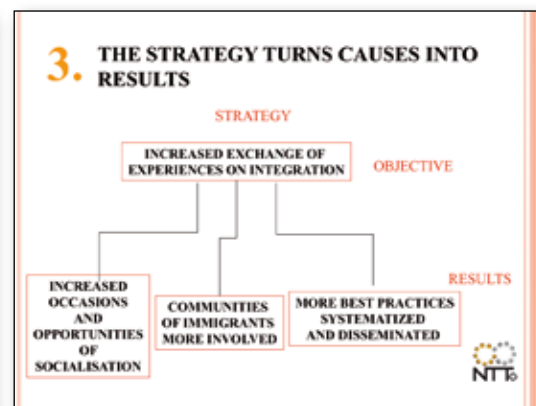
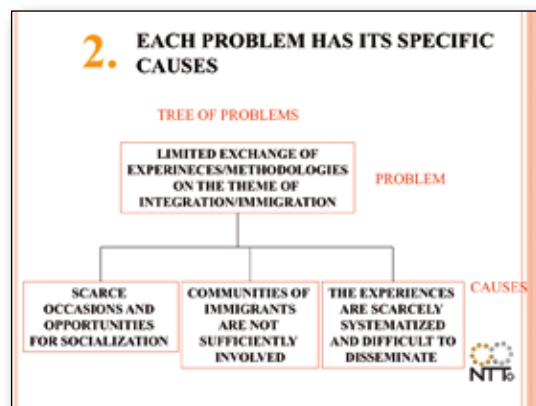
### Step 2

The next step was to identify and connect graphically the causes at the basis of the problem/need through the development of a "tree of problems" as shown in the picture below.

The objective of the identification phase is to recognize all possible aspects related the theme at the center of the future network that need to be considered in the planning phase of the project.

The following phase was to develop an "objective tree" by transforming the main thematic problem/need into an objective of the project and the causes into expected results. As shown below, the "objective tree" can therefore be con-

ceptualized as the positive mirror image of the problem tree, and the 'cause and effect' relationships become 'means to end' relationships.



The development of a strategy aimed at addressing the stated objective(s) and achieving the expected results reflects an effective identification of the causes (and the expected results) on which the NTT project will be focusing on.

The final part of training sessions was focused on the planning of the activities best suited to the achievement of objectives and results.

The whole process has been centered on a need-driven and result-oriented approach.

This has been an important aspect emerged from the training activities which introduced an element of consistency and coherence in the process of project design. We challenged a “bad practice” often recurring in project planning i.e. first the identification of the project activities and then the definition of the project objectives and results.

As shown in the next section, the national training sessions delivered 14 proposals. Each proposal was developed according to a common format and it was reflecting the phases of the project cycle discussed above.



#### WHAT HAS BEEN LEARNT FROM ACTION 1 OF THE PROJECT:

1. Networks of twinned towns constitute often a first context for civil servants wishing to undertake a project co-financed by the EU. It is therefore a good testing ground to gain experience for more complex projects to be carried out in the future.
2. The training sessions have demonstrated that an adapted Logical Framework Approach can be effectively implemented in the context of thematic networking projects.
3. A shared project methodology is crucial for a proposal of high quality. A common (problem-driven) approach ensures a more solid project framework and creates the conditions for a successful network.





## ACTION 2

### TRANSNATIONAL/PARTNERING EVENT From National meetings to European networks

The second phase of the NTT project was the transnational/partnering event which took place in Rimini in mid June with the participation of more than 50 European participants from 30 different organisations located in the partner areas in Spain, Italy, Sweden and Finland.



## BACKGROUND

During the first phase of the project, participants met in local intensive training sessions and produced 14 outlines within five thematic areas: (1) Young people and development, (2) Immigration and integration, (3) Social sector business, (4) Family support and (5) Renewable energies. These proposals represented an important result and constituted optimal starting point for the transnational meeting because they were the result of a common approach to project planning. In particular, the national proposals could be seen as a valuable opportunity to verify common points of interest in a transnational perspective in order to create European networks.

After collecting the national proposals, a process of convergence began with the aim of reducing the number of outlines on the basis of common objectives, needs and expected results. The process led to the definition of 5 thematic networks proposals created under some key conditions:

1. A shared framework and rationale
2. The willingness to reinterpret each proposal in a transnational perspective
3. An effort to look for inclusive rather than exclusive features
4. A common work group approach.



## 5 THEMATIC NETWORK PROPOSALS

### YOUNG PEOPLE AND DEVELOPMENT

#### COMMUNICATION AND DIALOGUE WITH YOUNG PEOPLE FOR AN ACTIVE CITIZENSHIP

Municipalities have difficulties in listening and establishing an effective dialogue with the young generations. There is a lack of channels, tools and methods to stimulate active involvement and participation of young people in the life of the community. In a broader sense this also entails a European dimension related to active citizenship.

#### OPPORTUNITIES FOR AN IMPROVED WELL-BEING OF YOUNG PEOPLE FROM A SOCIAL AND EMPLOYABILITY PERSPECTIVE

Unemployment and a scarce valorization of free time lead to marginalization.

On the one hand, young people have difficulties in entering the job market or to create opportunities for self-employment. On the other hand, municipalities are not fully equipped to provide effective answers. They are not able to increase possibilities and create the conditions for local opportunities to young people.

### INTEGRATION AND IMMIGRATION

#### INTEGRATING IMMIGRANTS: ADMINISTRATIVE SOCIAL ASPECTS AND EMPLOYMENT RELATED ISSUES

In the area of diversity and integration there is a lack of good examples, arenas and effective political debate. The question addressed is how to integrate effectively first and second generation of immigrants by:

1. valorizing their potentials in an employment perspective
2. Enhancing intercultural awareness and social dialogue opportunities
3. Comparing policies and actions carried out by local institutions

### RENEWABLE ENERGY

#### RAISING AWARENESS ON SUSTAINABLE ENERGY CONSUMPTION AND LIFESTYLES

The objective of achieving a more efficient use of energy at local level is strictly connected to effective awareness raising actions targeting the citizens in terms of sustainable lifestyles and conscious consumptions. Another important aspect is tied to the adoption of innovative solutions in terms of policies and technologies fostering and increasing the use of renewable energy sources at local level.

### SOCIAL SECTOR BUSINESS AND FAMILY SUPPORT

#### SUSTAINABLE ELDERLY CARE

Families and local authorities are key actors in the sphere of elderly care. Municipalities won't be able to respond to the increasing need of social and health care services for elderly within the existing models and solutions. More attention needs to be given to alternatives coming from the social economy.

At the same time families, in particular women, have more and more difficulties to conciliate work and family care duties: adequate policies and approaches are needed to support them.

Starting from the five project rationales outlined above, the participants focused on four main objectives:

- A. to create a shared and focused thematic framework
- B. to highlight relevance and impact of the project proposals vis-à-vis the EU values, backgrounds and policies
- C. to define a pertinent work programme
- D. to plan a coherent financial plan in accordance with the Europe for Citizens programme.







## METHODOLOGY

The methodology adopted in the context of the transnational event was centered on the articulation of the work in five sessions combining the notions learnt during the training sessions with the elements required by a proper formulation:

### Work Session 1

#### Defining a common thematic framework

The “rationale” written for each work group represented a preliminary attempt to draw a shared thematic framework in which all the participating Municipalities could identify themselves. The objective was to verify and adapt the “rationale” in order to achieve a more focused, pertinent and effectively shared formulation of the thematic framework of the project.

The participants identified all the element of “indicative programming” and the problems to be tackled that responded to a common interest and finally formulated a concise “rationale” to summarize all the previous.

### Work Session 2

#### Highlighting relevance and impact

Starting from the assumption that a proposal can be considered relevant if it responds to effective needs at local level and tackles significant Europe For Citizens Programme objectives/priorities. This session aimed to identify and acknowledge the concrete needs/results to which the network is aimed and its pertinence to the objectives/priorities of the programme. Starting from the revised rationale of the work session 1, participants specified for which target groups the problems are to be considered relevant and why indicating the results that may derive from the project for these target groups and they checked the list of objective/priorities of the Programme identifying those which are more closely to the proposal.

### Work Session 3

#### Elaborating a work programme

A work programme is to indicate the main activities to be implemented in order to achieve the desired results. Each activity is to be coherent, adequate and pertinent to the result it pursues. Particular attention had to be put to the main problems to be tackled and results to be achieved, in order to establish the type of activities suited for the identified need.

### Work Session

#### Planning financial and human resources

The objective of the last work session was to analyze and “measure” the resources required to implement the activities according to the guidelines and formats foreseen for the specific action of the Programme.



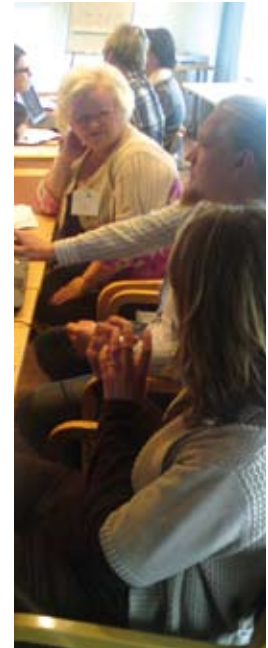
## ACTION 3

# MONITORING ACTIVITIES AND ONLINE PROJECT DEVELOPMENT TOOLS

The process that was developed in the context of the project consisted in applying e-tools to the elements emerged in the training activities.

A small group of experts worked both on how to develop questionnaires related to the assessment of NTT partnerships in the context of existing NTT projects and on the development of online tools for the planning (and in the future also the management) of the projects. On the basis of the results of the monitoring meetings with some municipalities already engaged in NTT+ projects, the online tool was developed.

The objective of the work has been to define tools that could support the partners in the development of the project proposal following the key elements of the e-form. The tool has been developed in a virtual community platform characterized by several ways through which project actors can interact and actively participate in all aspects of the formulation process.



## THE QUESTIONNAIRE AND THE MEETINGS WITH THE COORDINATION GROUPS

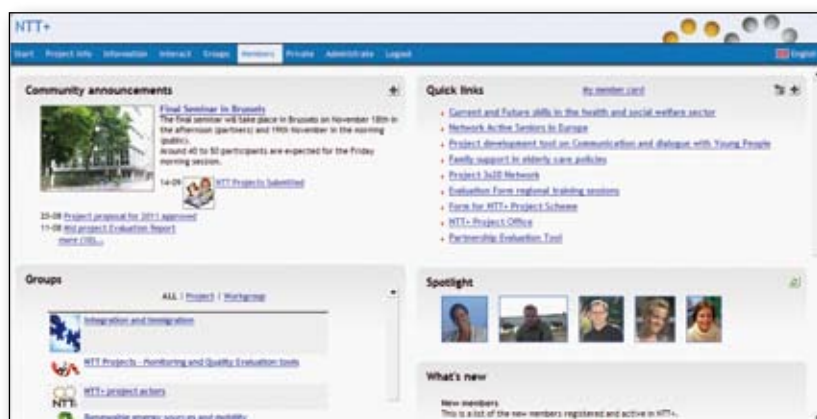
The partnership assessment questionnaire aimed at evaluating the quality of the partnership through a set of 30 questions. The online questionnaire was addressed to members of coordination groups in 4 NTT projects: a total of 29 organizations. The questions targeted different aspects of the collaboration among the partners and tried to assess how a project is engaging people and organizations involved in it. In particular, the focus was on how project partners have influence on project processes and outcomes, as well as on how the results and add-





ed value emerging from networking is shared among them. The monitoring visits carried out in occasion of the coordination meetings of some ongoing NTT projects were aimed at identifying the main issues or problems related to project implementation like, for example, the financial and administrative management of the resources made available by the EU or the effectiveness of the preparation (and follow-up) of each event.

## THE E-TOOL



In parallel with the monitoring activities and the online questionnaire, a set of online activities took place between January and November 2010. Phase one of the process was to put online the proposals developed in the national training seminars.



In the platform 5 thematic areas/groups were created mirroring the thematic proposals that were developed in the national training seminars. Each participant was provided an account including a personal profile and a description of the organization he/she belongs to.

In the space of the thematic groups it was given the possibility to compare the different proposals and interact in order to identify and discuss possible common elements.

The transnational event gave as a result project outlines developed according to a common approach to Project Cycle Management and a simplified Logical Framework methodology. The tool has been designed with the aim of linking the process developed in the NTT+ project to the four main evaluation criteria set out by the Programme.

The experts have developed a tool that helps partners overcoming obstacles during the formulation process (for example to provide all the information about the partner in terms of previous experiences and grants obtained by the EU, or an accurate definition of the number of participants).

In this respect the project has successfully managed to move in a collaborative environment (online) most of the formulation process providing partners with an opportunity for a truly joint work on all aspects of the application. This has led to a substantial improvement in the dynamics of communication among

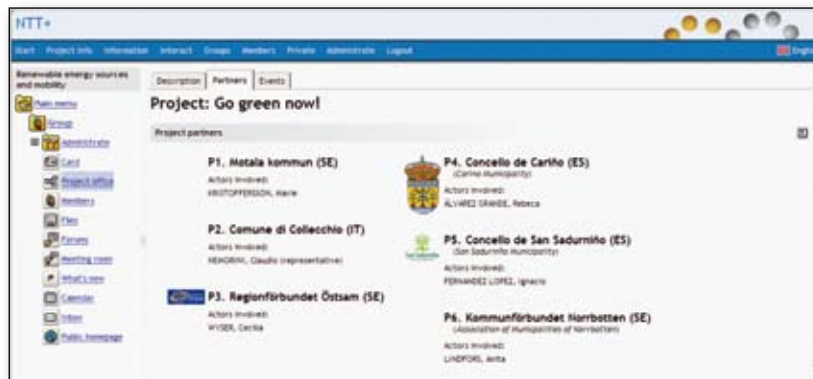


the partners that thanks to an effective division of tasks were able to actively take part in all the phases of the formulation. In the framework of the formulation of NTT projects one can identify four core elements in the application form:

- A. Information about the partners
- B. Key descriptive elements of the proposal against the four evaluation criteria
- C. The Activities (events)
- D. Budget based on the number of participants

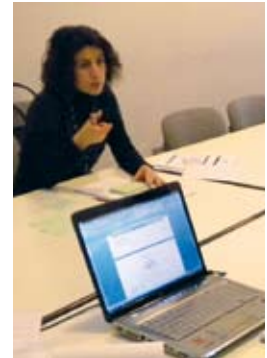
## INFORMATION ABOUT THE PARTNERS

The tool allows each partner to add information about the organization, its technical capacity, the EU grants obtained in the past three years. The information provided coincides with the one required in the e-application form. The information about the legal representative can also be used in the implementation phase in order to produce electronically the form required for the certification of the local and international participants.



## THE ACTIVITIES

The tool provides the opportunity for a joint development of the project's work programme. For each event the partner responsible in cooperation with the other municipalities can develop the preliminary programme of the event together with the expected results.



## QUALITATIVE DESCRIPTION OF THE PROJECT AGAINST EVALUATION CRITERIA

**Project: Empowerment against exclusion**

Project manager: [Name] [Country]

Project period: 01.01.2011 - 31.12.2013

Coordinator: [Name] [Country] [Address]

Introduction | Description | Activities | Results | Impact | Conclusions

**Description**

Describe the impact of the project (max. 2000 characters)

Please indicate the expected impact on the target groups and the possible future development of sustainable cooperation networks. (1)

Are you aware of the expected impact on the target groups, point out the results that you expect to achieve for each of them depending on what may the project as a result of its activities will expect change for them.

**Identify target group:**

Local and regional authorities (LRA)

Non-governmental organisations (NGOs)

Public sector (PS)

Private sector (PS)

Other (specify):

These groups only work with projects in this, will gain competence and experiences from the exchange. For a representative, they will gain proper up-to-date knowledge for decision-making processes.

**Performance:**

Can identify as a clear

Identify impact on target groups

Identify impact on target groups

The partners have the possibility to work jointly on the four elements constituting the qualitative description of the proposed project: relevance to the EFC programme objectives and priorities, project framework and content, impact and visibility.

## BUDGET

The Budget constitutes an important element of the formulation process. The grant (and total budget) for projects falling under the Measure 1.2 (Networking of Twinned towns) is proportionally related to the number of participants. Due to the nature of the grant (based on a set of lump sums), the budget section of the online tool reflects the budget sheet provided by EACEA and therefore consists of three main core elements: a) number of local and international participants in each event, b) contribution towards coordination costs and c) communication tools.

**Budget for project Family support in elderly care policies**

Country	Event	Start date (YYYY-MM-DD)	End date (YYYY-MM-DD)	Number of participants		Total participants	Total cost	Local cost	International cost
				Local	International				
IT	Family	2011-01-01	2011-12-31	10	10	20	1000	1000	0
IT	Family	2012-01-01	2012-12-31	10	10	20	1000	1000	0
IT	Family	2013-01-01	2013-12-31	10	10	20	1000	1000	0
IT	Family	2014-01-01	2014-12-31	10	10	20	1000	1000	0
IT	Family	2015-01-01	2015-12-31	10	10	20	1000	1000	0
IT	Family	2016-01-01	2016-12-31	10	10	20	1000	1000	0
IT	Family	2017-01-01	2017-12-31	10	10	20	1000	1000	0
IT	Family	2018-01-01	2018-12-31	10	10	20	1000	1000	0
IT	Family	2019-01-01	2019-12-31	10	10	20	1000	1000	0
IT	Family	2020-01-01	2020-12-31	10	10	20	1000	1000	0
IT	Family	2021-01-01	2021-12-31	10	10	20	1000	1000	0
IT	Family	2022-01-01	2022-12-31	10	10	20	1000	1000	0
IT	Family	2023-01-01	2023-12-31	10	10	20	1000	1000	0
IT	Family	2024-01-01	2024-12-31	10	10	20	1000	1000	0
IT	Family	2025-01-01	2025-12-31	10	10	20	1000	1000	0
IT	Family	2026-01-01	2026-12-31	10	10	20	1000	1000	0
IT	Family	2027-01-01	2027-12-31	10	10	20	1000	1000	0
IT	Family	2028-01-01	2028-12-31	10	10	20	1000	1000	0
IT	Family	2029-01-01	2029-12-31	10	10	20	1000	1000	0
IT	Family	2030-01-01	2030-12-31	10	10	20	1000	1000	0
IT	Family	2031-01-01	2031-12-31	10	10	20	1000	1000	0
IT	Family	2032-01-01	2032-12-31	10	10	20	1000	1000	0
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IT	Family	2038-01-01	2038-12-31	10	10	20	1000	1000	0
IT	Family	2039-01-01	2039-12-31	10	10	20	1000	1000	0
IT	Family	2040-01-01	2040-12-31	10	10	20	1000	1000	0
IT	Family	2041-01-01	2041-12-31	10	10	20	1000	1000	0
IT	Family	2042-01-01	2042-12-31	10	10	20	1000	1000	0
IT	Family	2043-01-01	2043-12-31	10	10	20	1000	1000	0
IT	Family	2044-01-01	2044-12-31	10	10	20	1000	1000	0
IT	Family	2045-01-01	2045-12-31	10	10	20	1000	1000	0
IT	Family	2046-01-01	2046-12-31	10	10	20	1000	1000	0
IT	Family	2047-01-01	2047-12-31	10	10	20	1000	1000	0
IT	Family	2048-01-01	2048-12-31	10	10	20	1000	1000	0
IT	Family	2049-01-01	2049-12-31	10	10	20	1000	1000	0
IT	Family	2050-01-01	2050-12-31	10	10	20	1000	1000	0

The most important part, financially speaking, is the amount derived from the estimated number of participants (local and international in each event). The main question stands therefore in planning a budget and a number of participants which is realistic as it was pointed out in the context of training activities.

The official e-application form and budget sheet are based on an estimated total number of participants per partner in the project. As shown above, the tool allows instead the planning of the budget on the basis of the partner representatives' participation in each event (as local or international participants). The numbers are summed and automatically transferred to the budget sheet. This leads to a more effective and simpler approach to budgeting based on properly planned numbers of participants in each event.

**Participants in events, in the project Family support in elderly care policies**

Event	Local	International	Total
Event 1: Coordination meeting, IT	10	10	20
Event 2: Opening Conference, IT	10	10	20
Event 3: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 4: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 5: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 6: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 7: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 8: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 9: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 10: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 11: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 12: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 13: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 14: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 15: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 16: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 17: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 18: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 19: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 20: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
Event 21: Working session for the "twinned group" - 100 participants in total (can be "twinned" or "non-twinned")	10	10	20
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# RESULTS AND PRODUCTS OF THE NTT+ PROJECT

**ACTION 1** The training activities have produced the following results:

- ▶ Improved knowledge about the Europe for Citizens Programme and Measure 1.2 among the 72 participants;
- ▶ Improved the planning skills and the capacity to take part in NTT projects with a high level of “independence” from external support in project formulation;
- ▶ The participants shared a common methodology. This has proven fundamental in terms of quality of the formulation process carried out after the transnational meeting.

**ACTION 2** The transnational meeting has led to the development of the project proposals. Two project applications were submitted in September 2010, the remaining three are likely to be submitted in early 2011.

## **Communication and dialogue with young people for an active citizenship**

All the municipalities involved have been already doing different initiatives in the frame of Youth policies (events, specific information centres, etc...). Nevertheless they are not able to “reach” young people in a concrete way and to involve them actively in these initiatives mainly for a lack of channels, tools and methods in order to stimulate the active participation of young people in the local community life. The main objectives of the project are:

1. promoting an interactive and constructive dialogue between young people and public authorities at local and European level;
2. developing more attractive and involving communication channels, tools, methods and contents;
3. promoting a better knowledge of administrative systems and organisation at local and European level;
4. promoting a better knowledge of young people (language, needs, preferred communication tools).

## **Opportunities for an improved well-being of young people from a social and employability perspective**

Starting from a lack of the right skills to enter the job world for young people, the need to prevent youth marginalization and to promote the social integration and the lack of interaction between young people and local authorities, the objectives of the project are:

1. employability, youth entrepreneurship and self-employment: opportunities and training;







2. prevention of marginalization and corresponding promotion of social integration;
3. increase of Municipalities' awareness about how to face and overcome the lack of communication.

### **Integrating immigrants: administrative, social and employment related issues**

In the area of diversity and integration there is a lack of good examples, arenas and effective political debate.

The question addressed is how to integrate effectively first and second generation of immigrants by:

1. valorizing their potentials in an employment perspective;
2. enhancing intercultural awareness and social dialogue opportunities;
3. comparing policies and actions carried out by local institutions;
4. sharing models about networking with 3rd sector actors.

### **Raising awareness on sustainable energy consumption and lifestyles (go green, now!)**

The objective of achieving a more efficient use of energy at local level is connected to effective awareness raising actions and to the analysis of the specific local realities (climate, infrastructures, legislation, knowledge level) targeting the citizens in terms of sustainable lifestyles and conscious consumptions. Another important aspect is tied to the involvement of local actors in the planning and adoption of innovative solutions in terms of policies and technologies and transport fostering and increasing the use of energy efficiency and renewable energy sources at local level in a long term perspective. Involvement of local actors in planning processes or projects with environment dimension. Go from awareness raising actions to concrete actions.



### **Support to families in the framework of elderly care policies**

The culture between northern and southern Europe in the area of elderly care is different. In the northern model the emphasis is on living by themselves and in public services (including private service providers, ngo's and associations). The southern models emphasizes the role of families as care providers. Still in both cases the families need to be supported. This network covers several areas of intervention in the family support framework: policies, services, education, prevention and ICT solutions.



**ACTION 3** The activities implemented in the context of Action 3 resulted in the following products:

- ▶ A questionnaire aimed at assessing the quality of NTT partnerships
- ▶ An online tool for the planning of NTT projects based on the development online of the four key elements of the formulation process
  1. Information about the partners
  2. Key descriptive elements of the proposal against the four evaluation criteria
  3. The Activities (events)
  4. Budget



**PARTNER REPRESENTATIVES INVOLVED IN THE PROJECT:**



**Sweden Emilia Romagna Network (Italy):**

Nicola Catellani, Laura Avanzi; Anna Rosendahl

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Anita Lindfors

**Deputacion of La Coruna (Spain):**

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**The Finnish Association of Municipalities and Regions (Finland):**

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