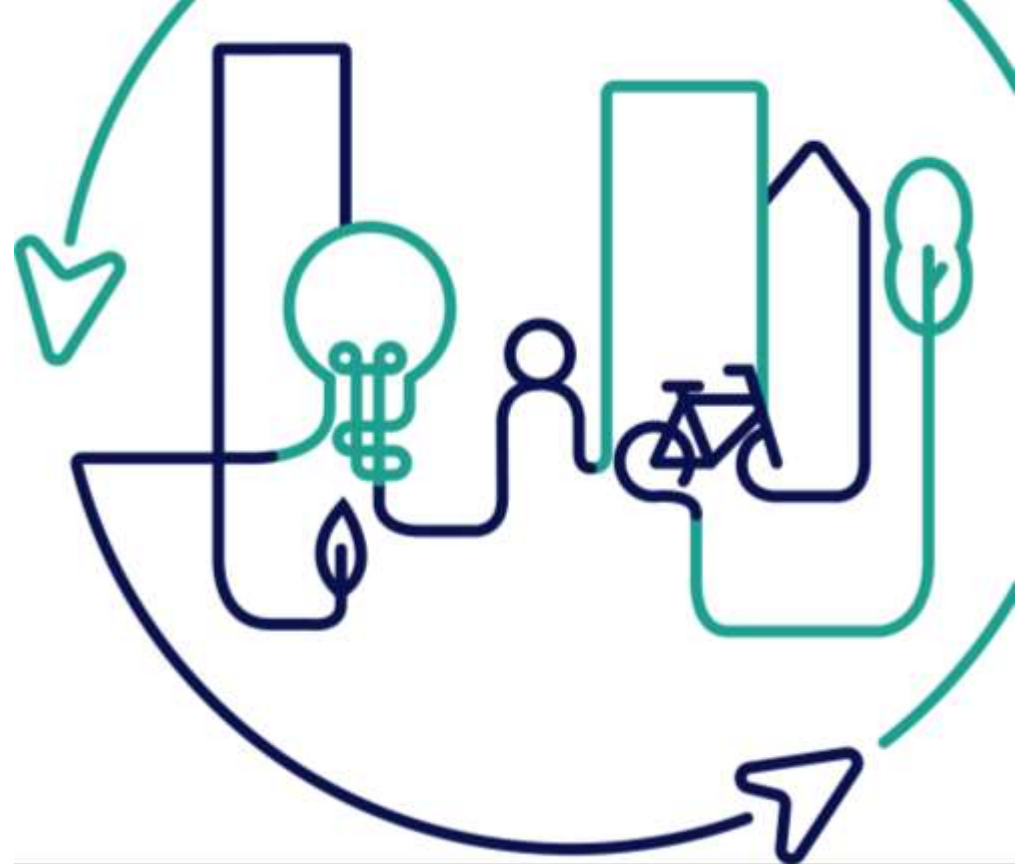


EUROPEAN U R B A N INITIATIVE



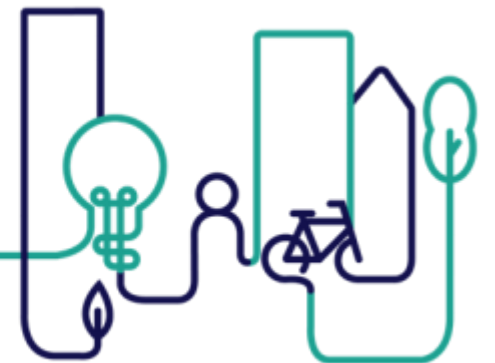
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EUI PEER REVIEW N° 2

28-29 NOVEMBER 2023 COIMBRA

Welcome to Coimbra M. José Manuel Silva, Mayor of Coimbra

Welcome to Coimbra Region Ms Helena Teodosio, Vice President
of the Intermunicipal Community of Coimbra Region

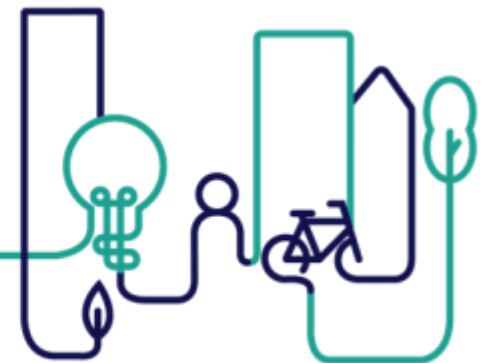


EUI PEER REVIEW N° 2

28-29 NOVEMBER 2023 COIMBRA

Welcome and Practical details

Moderator: Adele Bucella, EUI Expert



Badge information

EUROPEAN
U R B A N
I N I T I A T I V E

EUI PEER REVIEW
IN COIMBRA
28-29 NOVEMBER 2023

Nuno Pomar
CIM Região de Coimbra
City under review

AGENDA
SCAN ME



Co-funded by
the European Union

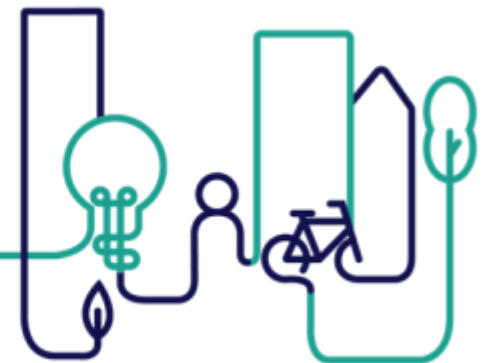
Interested to learn more
and get inspiration from
peers around Europe?

CHECK OTHER CAPACITY
BUILDING OPPORTUNITIES HERE:
WWW.URBAN-INITIATIVE.EU/CAPACITY-BUILDING

COMMON SESSION GROUP
N° 4

STUDY VISIT
N° 2

WIFI CONVENTO - PASSWORD FREE ACCESS



Agenda Day 1

08.30 – 09.00 Welcome and Registration (with coffee)

09.00 – 09.20 Welcome to Coimbra

09.20 – 10.10 Panel Discussion - Understanding the implementation of Sustainable Urban Development strategies in Portugal

10.10 – 10.25 Ice Breaking Who is in the Room?

10.25 – 10.35 EUI Peer Review What to expect EUI Permanent Secretariat

10.35 – 10.50 Coffee Break

10.50 – 11.20 Three Cities, Three Strategies

11.20 – 13.00 Peer Review Guiding Question N° 1

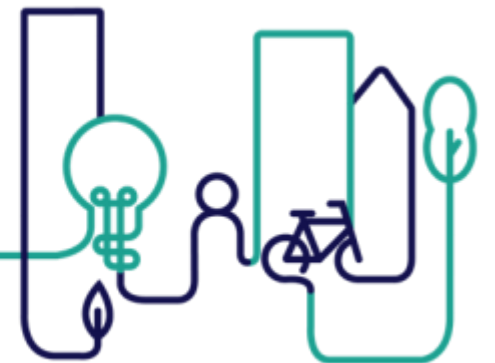
LUNCH

14.30 – 17.30 Interactive Peer Review exercise to address a common guiding question

Coffee break included in the session

17.30 – 18.30 Visit to Convento São Francisco

19.30 Networking Dinner



EUI PEER REVIEW N° 2

28-29 NOVEMBER 2023 COIMBRA

Panel Discussion - Understanding the implementation of Sustainable Urban Development strategies in Portugal

Moderator: Sandra Marin, EUI Expert



Participants:

José Pedro Neto

Directorate-General for Territory (DGT)
Director of Spatial Planning Services

Luís Francisco Filipe

Centro Regional Coordination and
Development Commission (CCDRC)
Executive Member of the Board of Regional
Operational Programme Centro 2030”

Jorge Brito

Intermunicipal Community of Coimbra
Region, CIM COIMBRA
Intermunicipal Executive Secretary

José Manuel Silva

Municipality of COIMBRA
Mayor

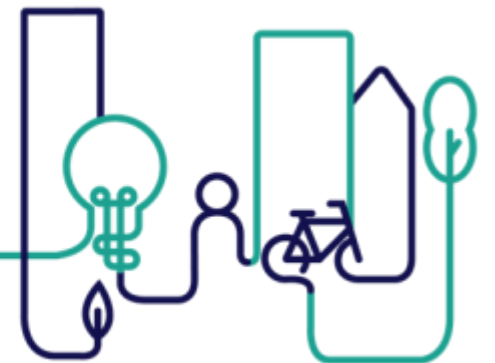
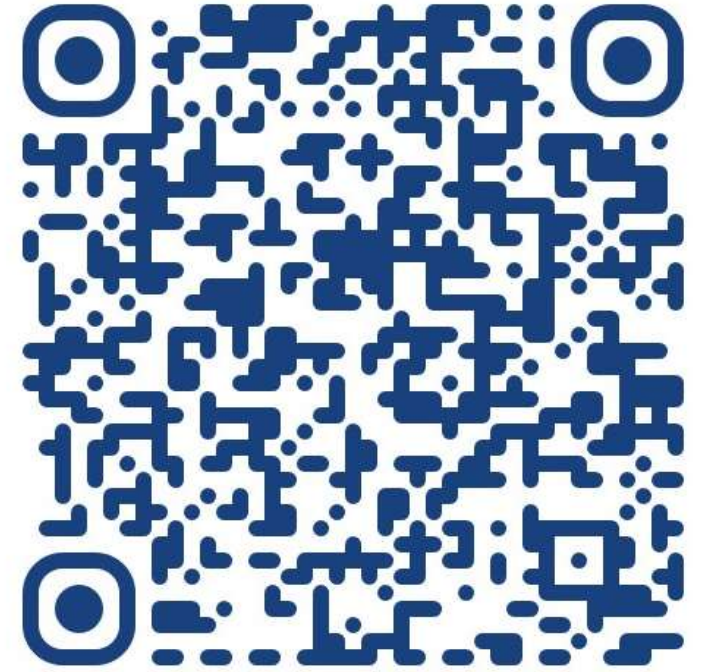




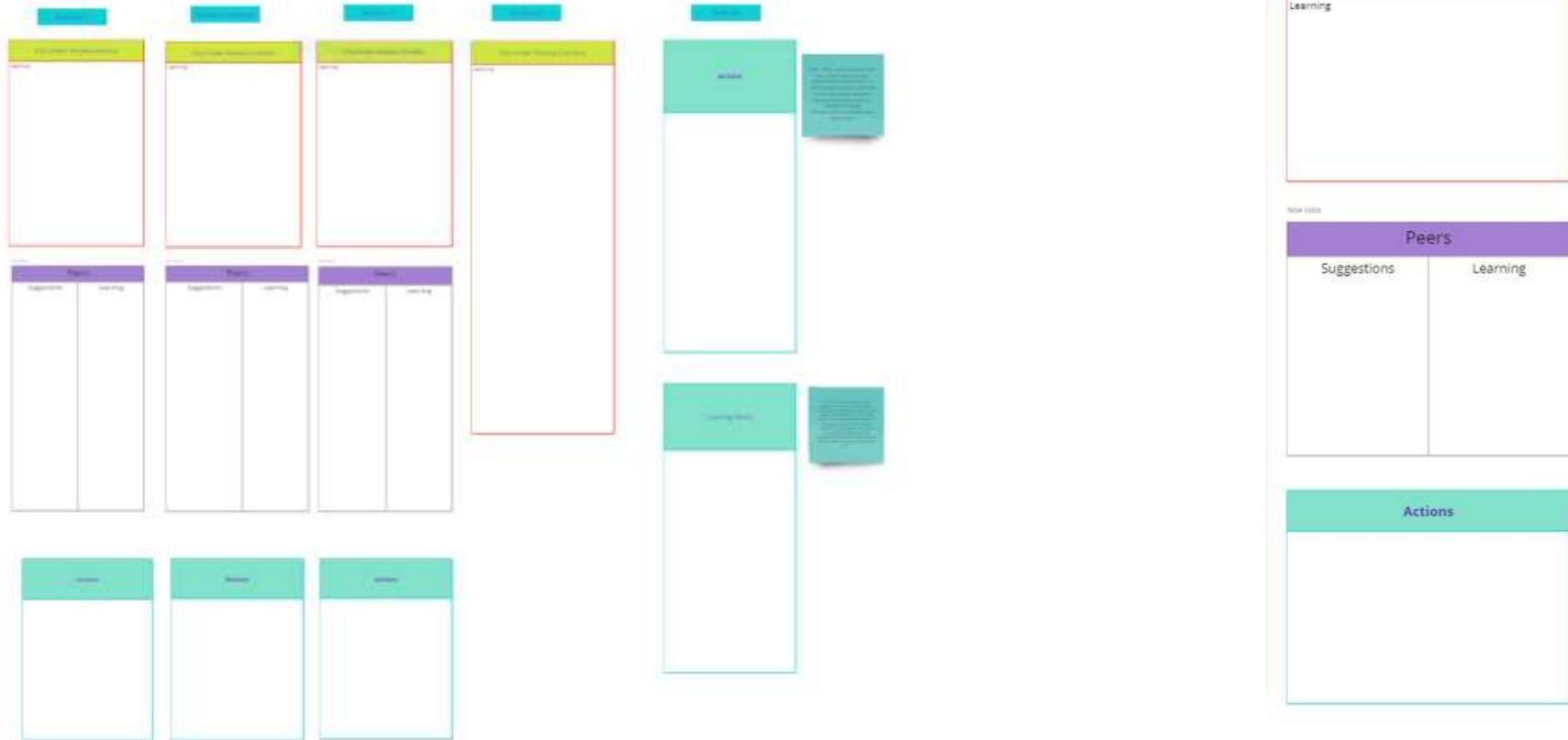
**Learning and
Action Grid**

Learning and Action Grid

- Tools to document Learning and Action
- On paper/ post its on and highlights on a [MIRO Board](#)
- CUR Record your learning, reflections and possible actions
- Peers recording your learning and suggestions for the CUR (including links to useful information)
- Personal and Collective
- Facilitators will give guidance in each session



Learning and Action Grid : MIRO Frame for each CUR: To post for each Question





ICE BREAKER

Let's (colour) connect...

Inspired by the colours of the Portuguese azulejos (tiles), let's connect with each other on the basis of colours.

Step 1: Please stand up

Step 2: Find 4 other people who are wearing the same colour as you (be creative, it can be the same hair colour, socks, belts, purses, pens etc.)



→ You will form groups of 5 people ;)

Let's (colour) connect...

Great! Now you know you have a colour in common!

Step 3: Once you are in your group of 5 people, take 3 minutes to identify another element you have in common (hobby, role, background, secret future plan, etc.).

Step 4: Be ready to share your findings with the plenary ;)

Extra trivia: Spot some matching colours from our last peer review in Thessaloniki!



EUI PEER REVIEW N° 2

28-29 NOVEMBER 2023 COIMBRA

EUI Peer Review – What to expect?

Raluca TOMA, Head of Capacity Building, European Urban Initiative
raluca@urban-initiative.eu





European Urban Initiative

WHAT IS THE EUI?

Coherent support for cities

3 SERVICE PILLARS FOR EU CITIES

FUNDING FOR
INNOVATIVE PILOT
PROJECTS

SUPPORT & STRENGTHEN
CITIES' CAPACITIES

URBAN KNOWLEDGE AT
ONE REFERENCE POINT:
[PORTICO](#)

- identify and test innovative, transferable and scalable solutions to sustainable urban development problems of particular relevance at EU level
- building cities' capacity for sustainable urban development
- communicating, disseminating knowledge from implemented projects and further building on the lessons learnt and their experience



EUI capacity building offer

One target

- EU cities of all sizes involved in **Sustainable Urban Development**

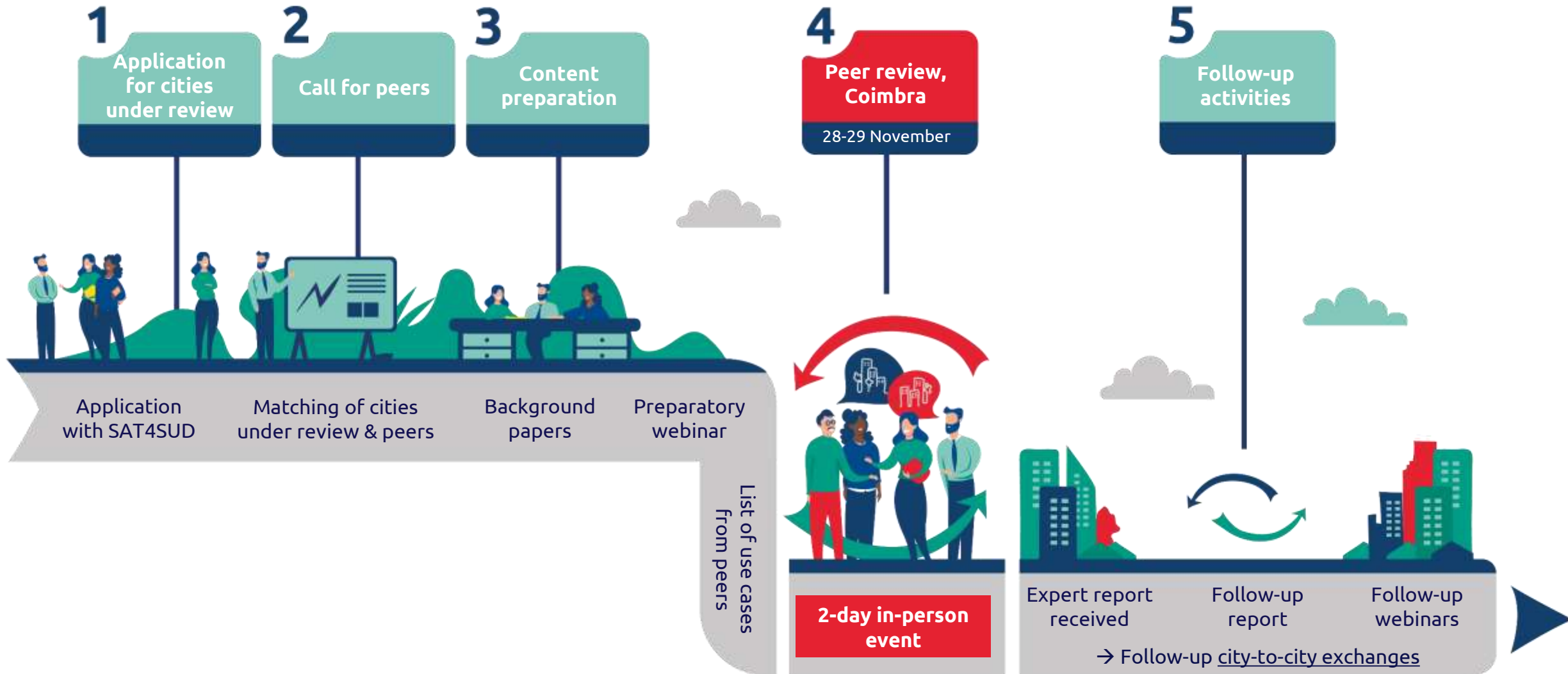
Two objectives

- **Accompany you in your road towards** sustainable urban development
- **Improve the design and overall implementation** of sustainable urban development strategies, policies and practices

Three activities



1 peer review, 5 steps, 20 cities involved





Welcome !

- **EUI Peer Review:** based on the JRC methodology
- **Objective:** support cities to improve the design and implementation of your SUD strategies
- **Cities Under Review: Coimbra, Igoumenitsa and ASDA**
- **Peers: 18 peers** from 6 countries (RO, PT, ES, IT, PL, EL)



COFFEE BREAK

PORTICO COMMUNITY

An illustration of four diverse people in a modern office setting. A man in a dark blue shirt and light purple pants stands in the center, gesturing with his hands as if speaking. To his left, a woman in a teal top and light purple skirt is also gesturing. To his right, a woman in a green and white checkered top and purple skirt is listening. Further right, a man in a purple t-shirt and teal pants stands with his hands on his hips. The background features large arched windows with a view of a city skyline, two orange pendant lights, and several potted plants. Three speech bubbles are floating above the group, indicating an active discussion.

**JOIN THE PORTICO COMMUNITY TO INTERACT
WITH PEERS AND EXPERTS
ON URBAN DEVELOPMENT TOPICS**

portico
.URBAN-INITIATIVE.EU



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the European Union

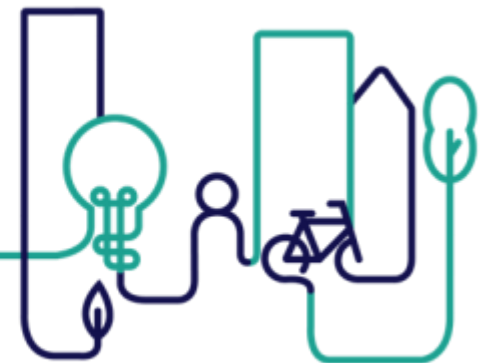
EUROPEAN
URBAN
INITIATIVE

EUI PEER REVIEW N° 2

28-29 NOVEMBER 2023 COIMBRA

Three cities, three Strategies

Moderators: Eddy Adams, Eurico Neves, Levente Polyak EUI Experts



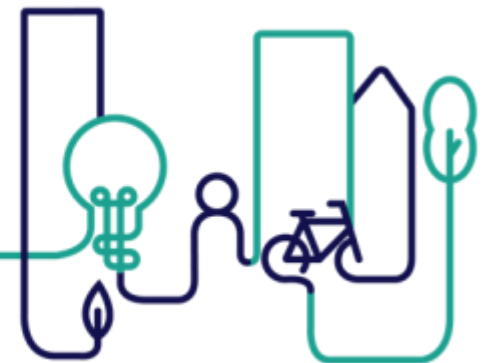
Presentation of Association for the Development of West Athens

Plenary Session

EUI peer review - Coimbra, 28-29 November 2023

Moschos Diamantopoulos, G. Manager

Zoe Leontakianakou, IMB



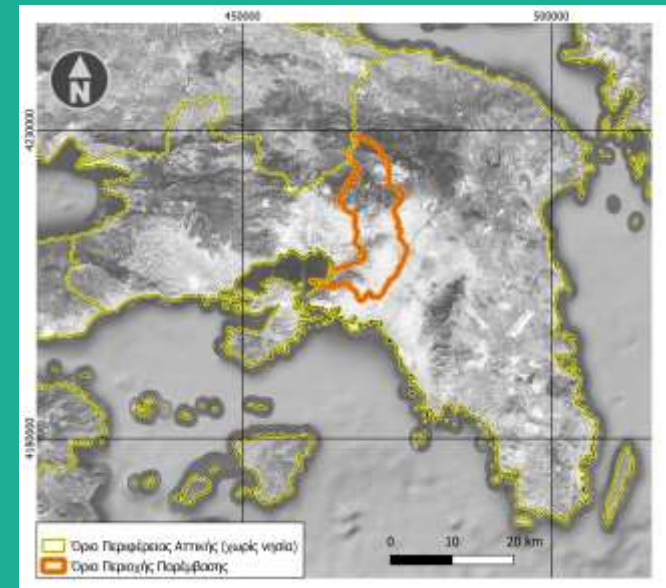
Strategy of West Athens 2021-2027

- Title of the strategy: **Intermunicipal Partnership for the Development of West Athens with the utilization of ITI/SUD**
- Country: **Greece**
- Territorial focus: **Functional Urban Area of West Athens**
- Targeted population : **The population of the nine municipalities that constitute ASDA (aprox. 600.000)**
- Funding type : **ERDF, ESF**
- Amount: **76.000.000,00 € + 30% overcommitment**
- Policy objectives : **Metropolitan West Athens - Local West Athens - West Athens that Cares - Developing West Athens**

National map



Regional map



Strategy of West Athens 2021-2027

- **Territorial delivery mechanism:** ITI/SUD
- **Main theme of the strategy:** implementation tool of a targeted Strategy for Sustainable Urban Development and Revitalization of the Functional Urban Area (FUA) of West Athens, taking into account the expansion of the Intervention Area to the north and south.

Update of the Spatial and Development Strategy of the ITI/SUD 2014-2021, completing the "mix" of the Main Spatial Strategic Options of the SUD Strategy of West Athens

- **Strategic context:** The combination of urban degradation, abandonment of productive units, economic hardship at the business and family level and phenomena of extreme poverty highlights in West Athens the existence of a series of **"pockets" of negative social phenomena**, in which a mixture of interventions is required to reverse the trapping of these areas in a permanent decline and the transition to developmental performance and ensuring social cohesion.



06/23 Call for proposals - Attica Region

06-07/23 Public Consultation on the new Strategy - ASDA

07/23 Decisions of Municipal Councils approving strategy – Beneficiaries

07/23 Submission of proposal for West Athens – ASDA

12/23 Approval – Attica Region

12/23 Invitation to Beneficiaries to submit an Action Plan IMB

02/24 Submission of Action Plan / Decisions of Municipal Councils – Beneficiaries

03/24 Approval of Action Plans - IMB

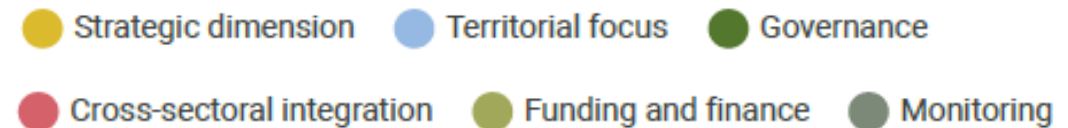
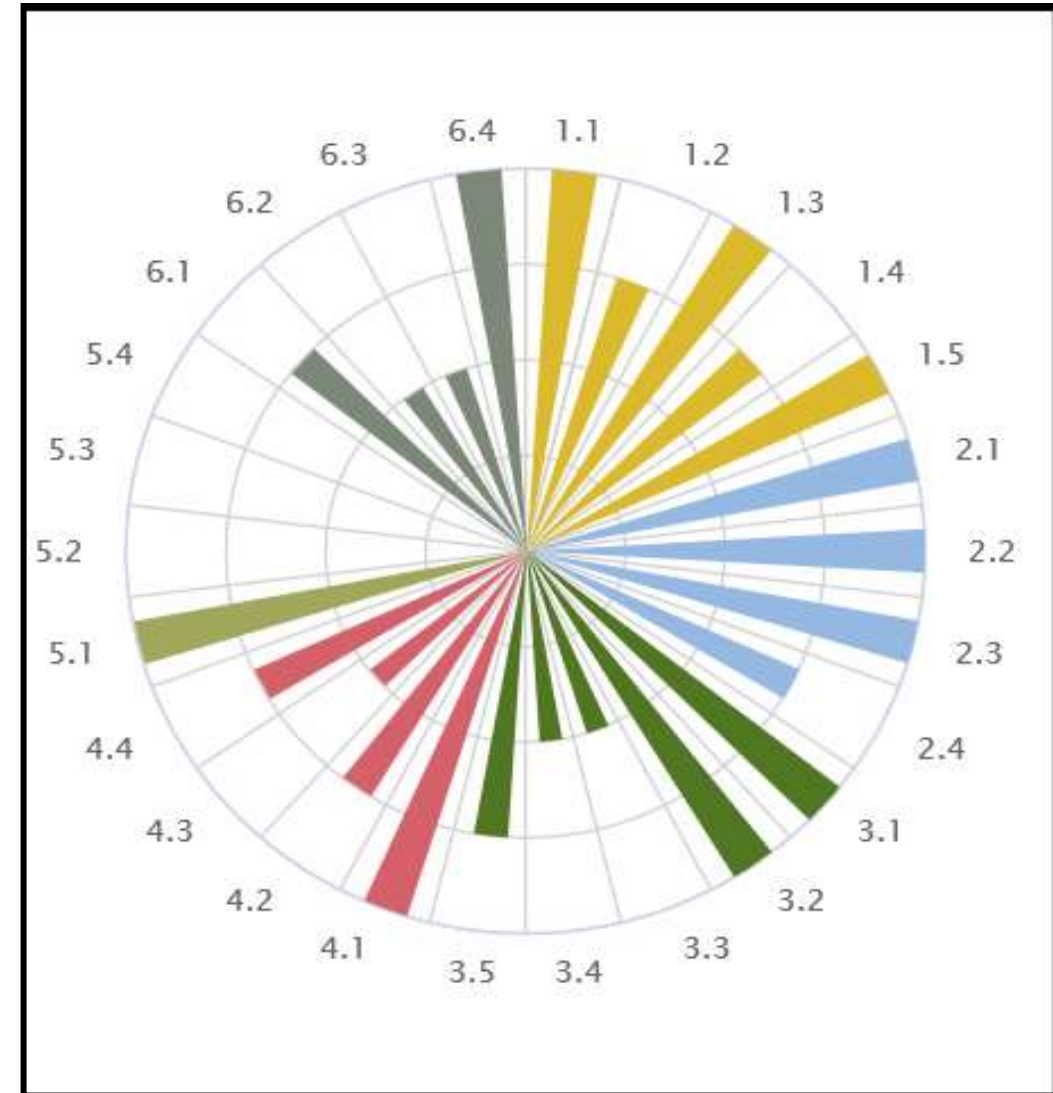
03/24 Inclusion of transferred projects in the new Programming Period - IMB

03/24 Initiation of selection procedure for new projects – Region of Attica, IMB, Beneficiaries

Strategy of West Athens

SAT4SUD Results

- 3.3 Great difficulty in mobilizing business – professional stakeholders
- 3.4 No active participation of citizens at an intermunicipal level
- 4.3 Good municipal participation, lack of other stakeholders
- 6.2 Lack of data at a local level
- 6.3 Gaps in the monitoring system





Strategy of West Athens

The three questions we would like to discuss...

Question 1

How can we ensure that the metropolitan fringes, where most Athenians live, equally benefit from the EU / National Investments?

Question 2

How can we better interest all relevant stakeholders from different multi-level governance contexts in the planning and implementation of our inter-municipal strategy?

Question 3

How can we rebalance our tourism infrastructure to encourage more visitors to spend time exploring the cultural assets of Western Athens?



Thank you!

**EUI peer review
Coimbra, 28-29 November 2023**

ASDA West Athens

Moschos Diamantopoulos, G. Manager
Zoe Leontakianakou, IMB

Presentation of Intermunicipal Community of Coimbra Region

Plenary Session

EUI peer review - Coimbra, 28-29 November 2023

Intermunicipal Community of Coimbra Region (CIM-RC)

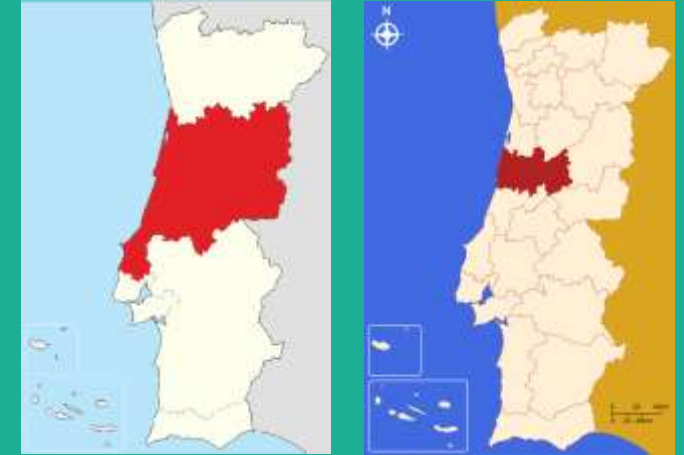
Jorge Brito, Executive Secretary of CIM-RC



Strategy of CIM-Coimbra Region

- **Title of the strategy:** Integrated Territorial Investment of Coimbra Region (*in Portuguese, Contrato Desenvolvimento e Coesão Territorial da CIM-RC*)
- **Country:** Portugal
- **Territorial focus:** Coimbra Region (*Functional Urban Area*)
- **Targeted population:** 19 Municipalities of CIM-RC (436.862 inhabitants)
- **Funding type:** ERDF/ESF
- **Amount:** 152 M€ (*under negotiation*)
- **Policy objectives:**
 - P.O. 1. CIM Coimbra Region smarter
 - P.O. 2. CIM Coimbra Region "greener" and low-carbon
 - P.O. 3. CIM Coimbra Region more connected
 - P.O. 4. CIM Coimbra Region more social
 - P.O. 5. CIM Coimbra Region closer to citizens

National map



Centro Region (NUT II), Portugal

Coimbra Region (NUT III), Portugal

Strategy map



Intermunicipal Community of Coimbra Region

Strategy of CIM-Coimbra Region

- **Territorial delivery mechanism:** ITI – Integrated Territorial Investments
- **Main theme of the strategy:** CIM-RC's ITI aims to promote the integrated development and territorial cohesion of the Coimbra Region in 2030 horizon. It is structured upon 3 strategic axes:
 - functional dimension in the provision of general interest services;
 - urban system strengthening;
 - promotion of territorial assets.
- **Strategic context:** Less developed region, per capita GDP of 18.917,10€, urban vs. rural, depopulation, climate change and mobility challenge



Metro Mondego System, Coimbra Region



Abadias Park, Figueira da Foz



Pedro e Inês Pedestrian Bridge, Coimbra



Strategy of CIM-Coimbra Region

➤ **How we think we can benefit from the workshop:**

- Exchange experiences/ideas/perspectives
- Learn from good practices
- Retain information
- Collect inputs
- Share/give feedback

➤ **Broad areas we would like to receive advice on:**

- Demography
- Digitalization
- Finance and funding opportunities
- Stakeholder engagement and participation

➤ **How we think the other peers can learn from our experience:**

- Explore a common topic/problem/subject
- Share of knowledge about real problems
- Creation of new knowledge based on others experience
- Activate synergies
- Learn from site visits

Strategy of CIM-Coimbra Region

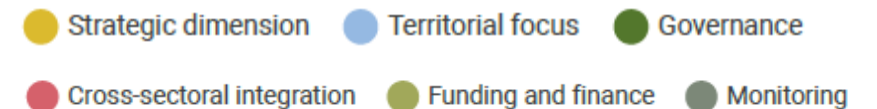
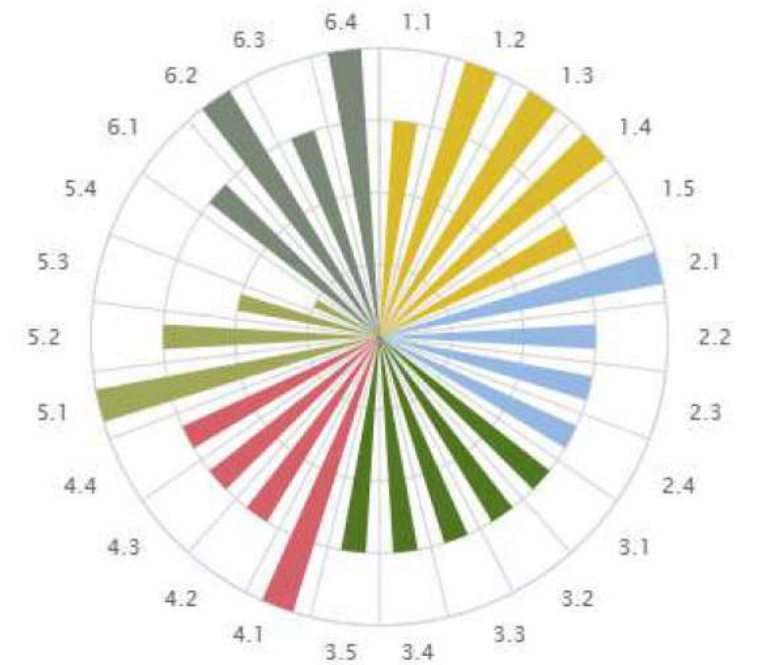
- **Our previous experience(s) in SUD**
- The current 2021-2027 SUD strategy of CIM-RC was developed on the bases of its Integrated Territorial Development Strategy.
- Is aligned with the Portugal 2030 Strategy, the Centro 2030 Strategic Vision, RIS3 Centro, the Cohesion Policy, the National Spatial Planning Policy, the Territorial Plan for a Just Transition and the 2030 Agenda for Sustainable Development



Strategy of CIM-Coimbra Region

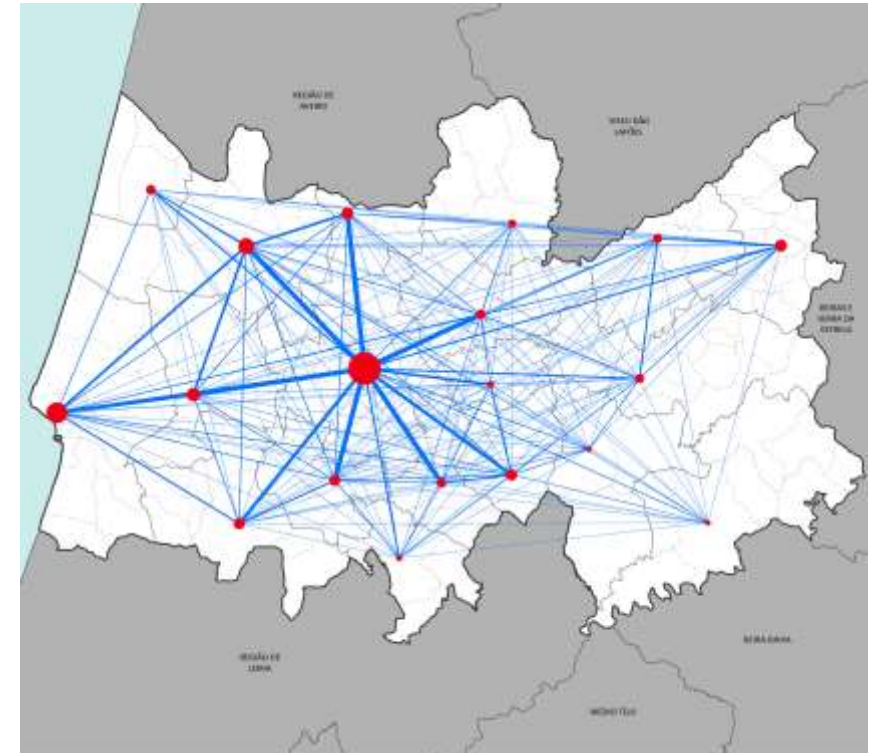
SAT4SUD Results

- **High scores:** Strategic dimension; Governance; Monitoring
 - How the objectives of the action plan translates into action
 - CIM as the Intermediate body of the Managing Authority and responsible for the management of the ITI
- **Low scores:** Territorial Focus; Cross-sectoral integration; Funding and finance
 - Less focus on less developed territories
 - Difficulty in blending different funding sources
 - Low involvement of private investors



Block 2 – Territorial Focus

- There are flaws in the way urban-rural links are established in the Region
- Asymmetrical population distribution
- Strong attraction of Coimbra as the main destination of intra-CIM commuting movements
- Fragility for the inland territories that cannot attract and retain population, especially the low-density territories, which are devoid of a network of actors and innovation infrastructures



Commuting movements (2021) at NUTS III Coimbra Region

Block 4 – Cross Sectoral Integration

- CIM-RC has already achieved some key aspects of cross-sectoral integration in its Strategy in alignment with the SDGs, e.g.,:
 - a) Intermunicipal Climate Change Plan
 - b) Sustainable Urban Mobility Action Plan
 - 3) Mobility and Transport Plan
- Across the Region is under construction the Mondego Mobility System which will constitute an efficient and sustainable mobility alternative for the Coimbra Region, reinforcing intermobility and the economic and social integration of the territory.
- According to its Integrated Territorial Development Strategy, CIM-RC aspires to assert itself as a Metropolitan Region



Metro Mondego



Block 5 – Funding and Finance

- Lack of financial capacity to respond to the needs of the territory
- Delays in the implementation of projects due to procedural and administrative obstacles, the high bureaucratic burden and seasonality
- Difficulty in ensuring the continuity of financial support to successfully tested projects
- Difficulty in replicating and scaling a project considered an example of "good practice", due to the lack of funding and the absence of mechanisms that anticipate the possibility / potential of innovative projects to scale, and be successfully implemented



*ClimAgir Project, financed by POSEUR, Portugal 2020 and Cohesion Fund
Example of "Good Practice" by Interreg Europe*



Strategy of CIM-Coimbra Region

The three questions we would like to discuss...

Question 1

How to ensure sustainability of services within development of the SUD in a shrinking population context?

Question 2

How to engage the stakeholders in order to boost the implementation of the SUD strategy?

Question 3

How to be more effective in the long-term planning and continuity of the measures of SUD?

The logo for CIM|RC, featuring the text 'CIM|RC' in a bold, sans-serif font. The 'CIM' part is white with a blue and green gradient shadow, and the 'RC' part is solid black. A vertical line separates 'CIM' and 'RC'.

COMUNIDADE INTERMUNICIPAL
REGIÃO DE COIMBRA

A large white graphic on the left side of the slide, consisting of a thick circular arrow that curves around the text 'Thank you!' and points back towards the top left corner.

Thank you!

**EUI peer review
Coimbra, 28-29 November 2023**

Coimbra

Jorge Brito, Executive Secretary of CIM-RC

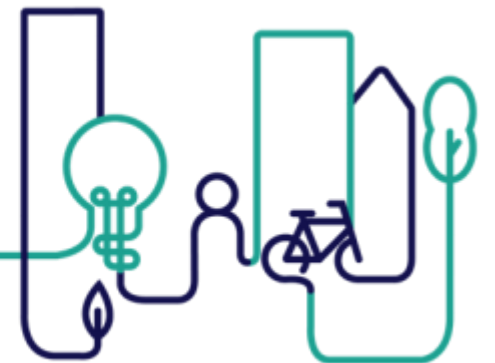


Presentation of Igoumenitsa

Plenary Session

EUI peer review - Coimbra, 28-29 November 2023

Mrs Giannoula Tzovara, gtzovara@gmail.com



Title of the strategy:

Sustainable Urban Development Strategy of the Municipality of Igoumenitsa, Greece

Territorial delivery mechanism: Integrated territorial investment

Main theme of the strategy:

"The emergence of the identity of the city that is inextricably linked to the port, oriented towards people and the environment. Also the promotion of the Municipality of Igoumenitsa as an eco-destination, utilizing its natural wealth and its contact with the sea."

National map



Strategy map



Urban or governance context:

Its about the coastline of Igoumenitsa, a small semi urban city in a strategic point for tourism and commerce due to the international port, but not yet a touristic centre or a destination point for visitors

Stage of development:

The stage of design and plan is finished and approved by the city council.

The SUD Strategy is submitted in the regional programme of Epirus 2021-2027 and we are waiting for its evaluation and also for the official decision of the actions that can and will be funded.

Till the final results, we will make all the other necessary arrangements so as to be ready to start the implementation. Projects must be implemented by 31 of December 2029.

For the actions that will not be able to be funded we will try to find other EU or National sources.



The port



Overall view of the city

Strategy of SUD of Municipality of Igoumenitsa

SAT4SUD Results

High scores (Strategic dimension)

- in line with the SUDS targets of the Region of Epirus

Low scores Governance

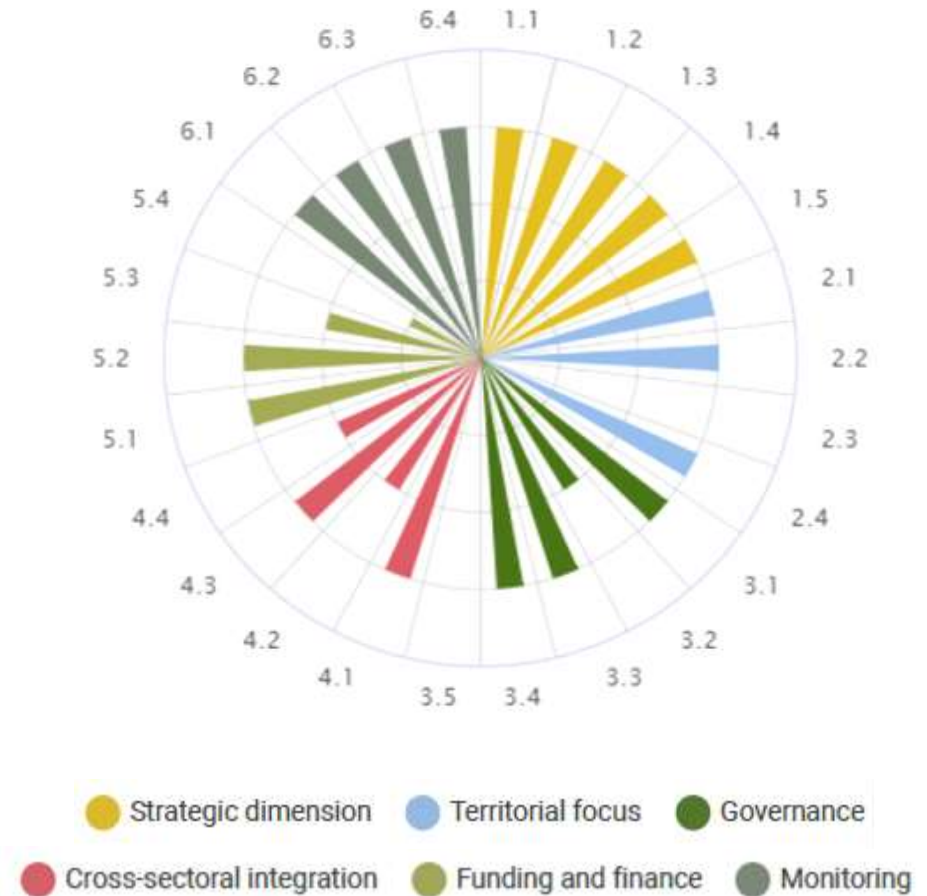
- insufficient staff and workload
- difficulties in coordinating services

Cross-sectoral integration

- difficulty in the active participation and involvement of citizens
- mechanisms for coordination among the bodies/departments not provided

Funding and finance

- private investors not included in funding the strategy
- different status of each public authority concludes to
- difficulties in coordination and monitoring
- searching for new funding mechanisms





Strategy of SUD of Municipality of Igoumenitsa

The three questions we would like to discuss....

Question 1

How to connect planned actions with means of financing beyond the National Strategic Reference Framework (ERDF programme "Epirus 2021-2027") funds so that the program can be implemented?

Question 2

How to ensure the engagement of stakeholders in the implementation of the SUD strategy when their ideas could not be taken onboard in the design phase?

Question 3

How to organize the monitoring of the strategy and select correct and objective indicators?



Thank you!

**EUI peer review
Coimbra, 28-29 November 2023**

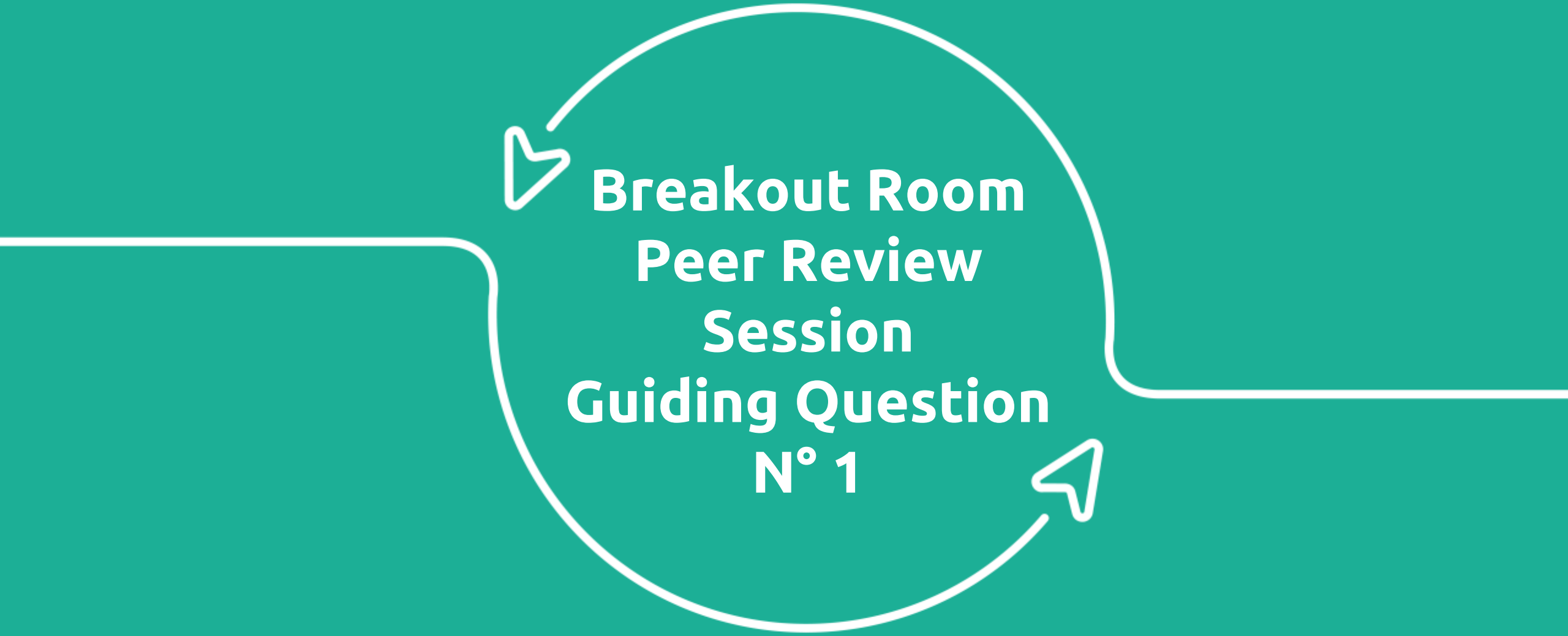
Igoumenitsa

Mr Pantelis Karapiperis, teliskar@gmail.com

Mr Andreas Kotsios, andkotsios@yahoo.gr

Mrs Georgia Rapti, grapti24@gmail.com

Mrs Giannoula Tzovara, gtzovara@gmail.com



**Breakout Room
Peer Review
Session
Guiding Question
N° 1**

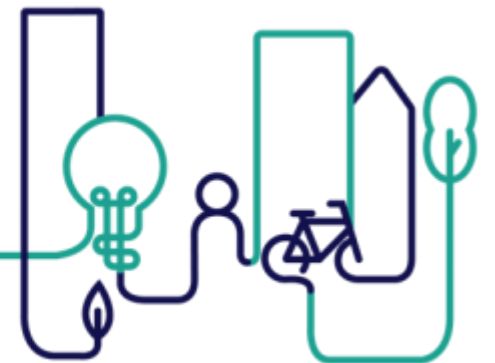
Room Allocation

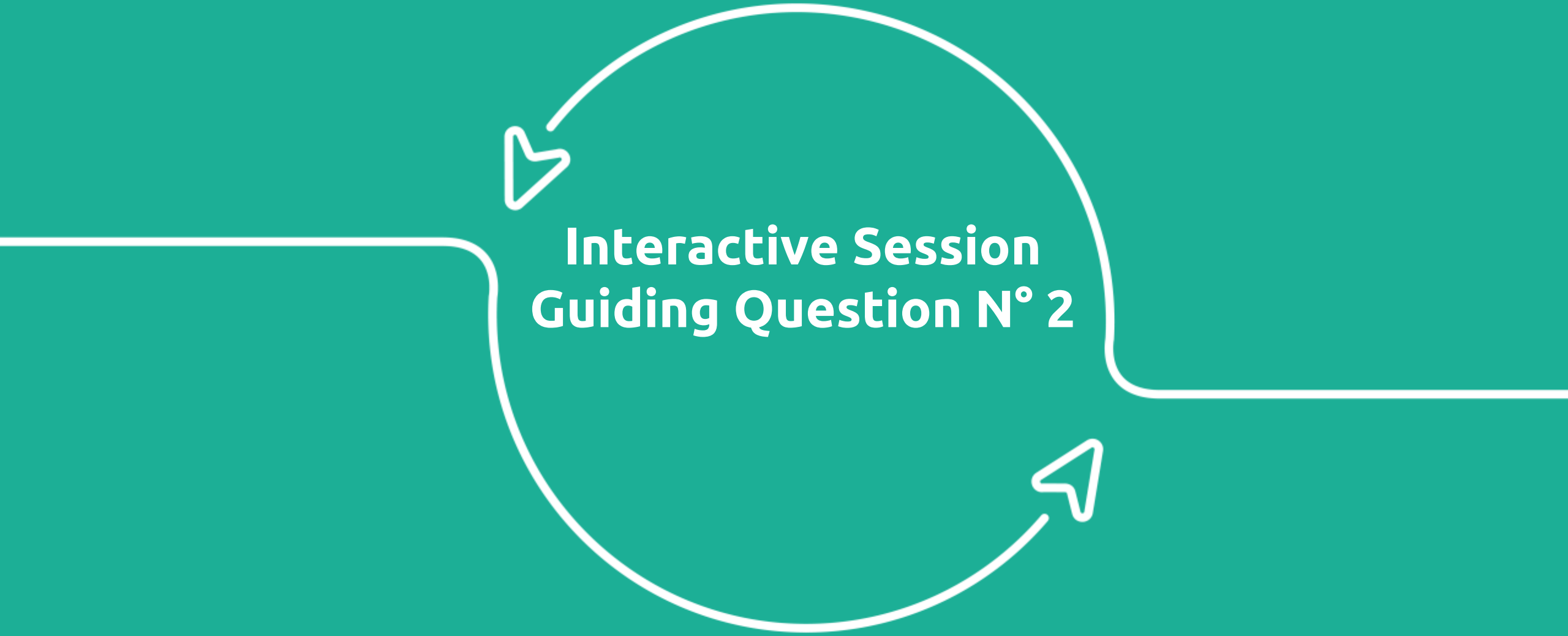
CIM
COIMBRA and AS
DA WEST ATHENS

Sala Aeminium –
First Floor

IGOUMENITSA

Sala Ines de Castro –
First Floor





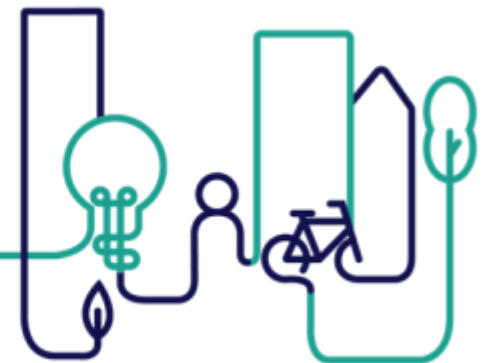
**Interactive Session
Guiding Question N° 2**

EUI PEER REVIEW #2 COIMBRA

INTERACTIVE SESSION

28th November 2023

Moderators: Eleni Feleki and Martina Pertoldi, EUI Experts



Three guiding CUR questions



ASDA: How can we better interest all relevant stakeholders from different multi-level governance contexts **in the planning and implementation** of our inter-municipal strategy?

Coimbra: How to engage the stakeholders in order to boost **the implementation** of the SUD strategy?

Igoumenitsa: How to ensure the engagement of stakeholders in the **implementation** of the SUD strategy when their ideas could not be taken onboard **in the design phase**?

A little bit of Christmas magic



[This Photo](#) by Unknown Author is licensed under [CC BY-NC](#)



..and one common question emerges

How can we bring all relevant stakeholders on board, raise their interest, engagement and active participation throughout the design and implementation of the SUD strategy?

And here's how this session will work

Step 1: Introducing the common challenge

- › Hearing from the Cities Under Review

Step 2: Addressing the common challenge

- › Hearing from peers: Lodz and Genoa
- › Links to JRC Handbook and URBACT tools
- › Participants split into four groups
- › Each group with a facilitator & tools to use
- › Reflection and identification of four/five recommendations/suggestions

Coffee Break !! CUR teams working with the session moderators !!

Step 3: Plenary session to unpack the group discussions





Step 1

Introducing the common challenge

Here's how the magic works...



How can we better interest all relevant stakeholders from different multi-level governance contexts **in the planning and implementation** of our inter-municipal strategy?



How to ensure the engagement of stakeholders in the **implementation** of the SUD strategy when their ideas could not be taken onboard in **the design phase**?

How can we bring all relevant stakeholders on board, raise their interest, engagement and active participation throughout the design and implementation of the SUD strategy?

How to engage the stakeholders in order to boost **the implementation** of the SUD strategy?





Step 2

Addressing the common challenge

How can we bring all relevant stakeholders on board?

Joanna Brzezińska

Revitalisation and Housing Bureau - The City of Lodz Office
Poland

Vertical + horizontal cooperation

> National level:

- > Eg. Ministry of Development Funds and Regional Policy

> Regional level

- > Marshal Office of Lodzkie Region

> Local level

- > City of Lodz Office (various depts, bodies, offices & agencies) / Mayor of the City of Lodz

  Lodz Revitalisation Committee

- > Residents, local communities (including ULG), entrepreneurs, NGOs, universities, schools, cultural institutions, local activists and others



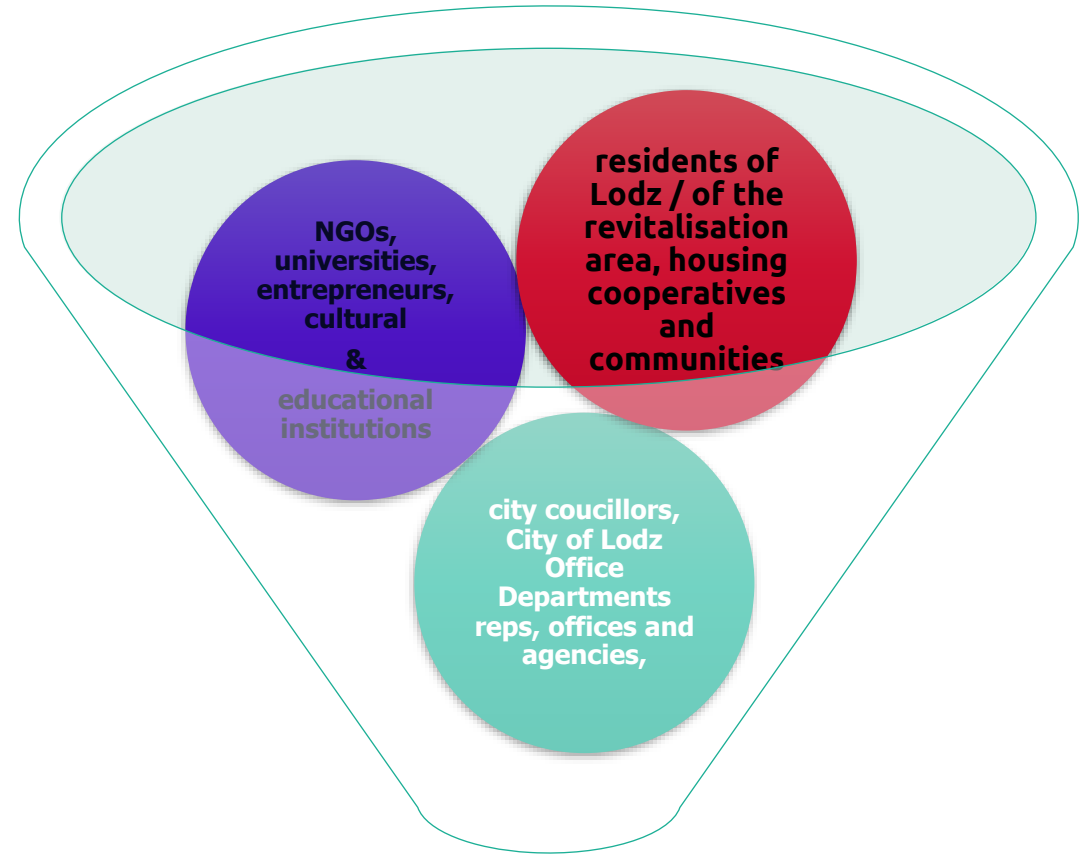
Lodz Revitalisation Committee
- forum for cooperation and dialogue
between stakeholders and local authorities

**Chair
man**

**2 Vice-
Chairmen**

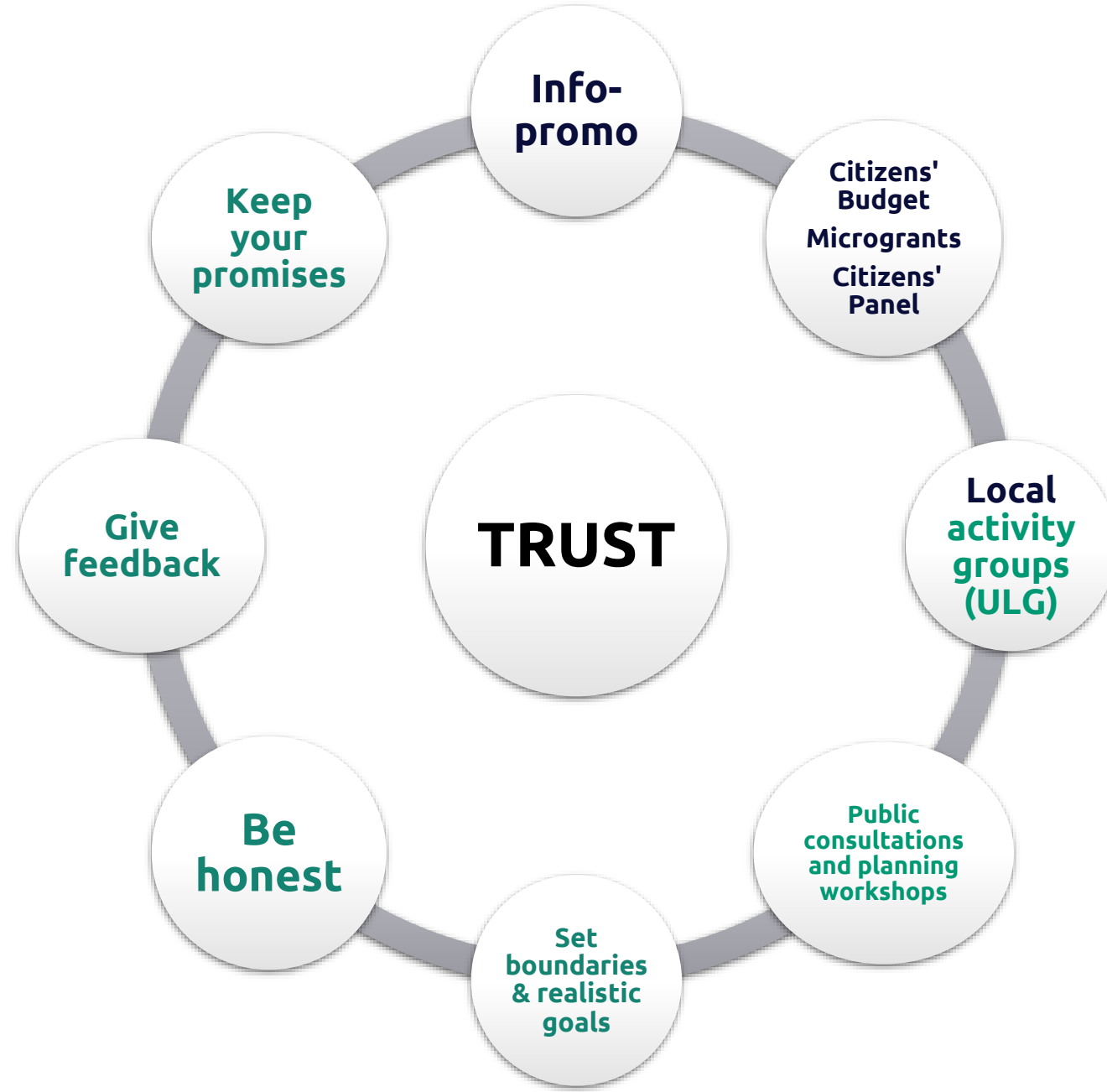
**Secre
tary**

**Members of the
Revitalisation Committee**



Consults (changes)
Gives opinion (monitoring)
Advises (projects)

Stakeholders engagement: Participatory Tools & Rules



THANK YOU
FOR YOUR ATTENTION

Joanna Brzezińska

Revitalisation and Housing Bureau - The City of Lodz Office
Poland

How to promote a city rebuilding its own identity?

Gianluca Saba

Genoa's Head of International Relations Office

Italy



GENOA'S EXPERIENCE

➤ FROM INDUSTRIAL CITY TO TOURIST DESTINATION

➤ Starting in 1992 with – **Porto antico redevelopment project** – and finishing in 2006 with – **UNESCO's acknowledgement of «Strade Nuove»** as World Heritage site.

➤ THE URBACT METHOD TOWARDS A NEW STORYTELLING

- *City logo*
- *Interactive cities*
- *Tourism-friendly cities*



GENOA'S EXPERIENCE

➤ **STAKEHOLDER'S ENGAGEMENT**

- **MOTIVATION:** solid group, constant enthusiasm, solid political backing:
- **LONG-TERM PERSPECTIVE:** a step by step approach.

➤ **WHAT HAS NOT WORKED**

- **THE UNUSUAL SUSPECTS CHALLENGE**
- **POSSIBLE SOLUTION:** *The Ambassadors.*

THE AMBASSADORS



Local Ambassadors



Make Genoa a Part of You



GENOA'S EXPERIENCE

➤ WHAT HAS WORKED

➤ **SOLID COMMITMENT OF STAKEHOLDERS**

➤ **BEYOND THE END OF PROJECTS:**

Social Media Team, City Tax Management.

THANK YOU
FOR YOUR ATTENTION

GIANLUCA SABA

*Genoa's Head of International Relations Office
Italy*

Building links with the SUD Handbook and the SAT4SUD



Handbook of Sustainable Urban Development Strategies

As a complement to the work of the Urban Development Network of the European Commission, the **Handbook of Sustainable Urban Development Strategies** provides methodological support to cities, managing authorities and other stakeholders involved in the design and implementation of urban strategies under Cohesion Policy by creating room for exchange of experience and policy learning. In particular, it refers to Sustainable Urban Development (SUD) as supported by the European Regional Development Fund during the programming periods 2014-2020 and 2021-2027.

Explore the online platform >

Download the report 



Self-Assessment Tool for Sustainable Urban Development strategies

The **Self-Assessment Tool for Sustainable Urban Development strategies (SAT4SUD)** is intended to be used by Local Authorities and Managing Authorities of EU Cohesion Policy. It aims to support them when verifying to what extent the strategy builds on an integrated and participatory approach. The tool focuses on a self-assessment as an important learning practice and it helps to assess the strategy's completeness and quality, from its design and implementation, to its monitoring and evaluation.

Explore the online platform >

> Available online on the JRC UDP plus: <https://urban.jrc.ec.europa.eu/strategies/en>

SUD Handbook: focus on Governance

Handbook of Sustainable Urban Development Strategies



Executive Summary	Full Report	Presentation
Introduction		
Strategic dimension	Territorial focus	Governance
Cross-sectoral integration	Funding and finance	Monitoring
Learning from practice		

Multi-level governance

The multi-stakeholder approach

The bottom-up and participatory approach

LEARNING FROM PRACTICE SUD strategy in Reggio Emilia (IT)

Reggio Emilia is one of the eight provincial capitals of Italy. The SUD strategy (2014-2020) was implemented using a multi-stakeholder approach with three main focuses: on education, a community welfare model, and entrepreneurship based on start-ups and the smart city.

The strategy's interventions specifically target the promotion of the St. Peter Cloisters, located in the historic center, as an event space and a hub for social innovation. It is expected that this lab will transform the surrounding territory. In particular, the St. Peter Cloisters are promoting bottom-up projects developed through a co-creation process at scale in the frame of the public policy 'Quartiere Bene Comune'.

The development of the strategy document entailed a multi-stakeholder process involving various stakeholders.

LEARNING FROM PRACTICE SUD strategy in The Hague and Scheveningen (NL)

The Hague is one of the four largest cities in the Netherlands. The SUD strategy (2014-2020) targets a broad range of sectors, including the carbon economy, and improving the business climate. The strategy targets six neighbourhoods which are identified as areas of economic marginalisation. The Scheveningen area, and specifically its harbour, is a key location for growth and employment opportunities.

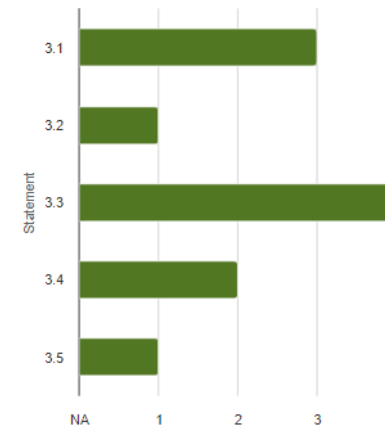
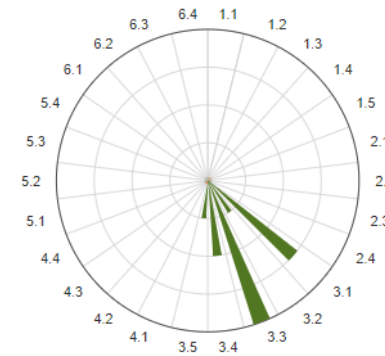
More specifically, Scheveningen is an area of economic marginalisation. The area is further known for its cultural heritage, at times also expressing an anti-establishment attitude. The latent social tension between the local population and the economic marginalisation expressed the feeling that it was not enough.

SAT4SUD: focus on Governance



+ 1. STRATEGIC DIMENSION		
+ 2. TERRITORIAL FOCUS		
- 3. GOVERNANCE		
N.	STATEMENT	SCORE *
1	The responsible local authority or body has the necessary capacity and political support to implement the strategy and ensure the alignment of projects with objectives.	3
2	Processes and mechanisms to ensure coordination among the local authority, the Managing Authority and other public agencies are in place, and roles and responsibilities are well defined.	1
3	The strategy describes how relevant stakeholders (from the government, the knowledge sector, the private sector, the third sector as well as citizens) are identified and involved in the policy cycle (design, implementation, monitoring and evaluation).	4
4	Active participation of citizens is ensured throughout the policy cycle, through effective and eventually innovative methods and tools (e.g. surveys, community meetings, workshops, participatory planning, co-decision processes, etc.).	2
5	When a strategy targets a functional urban area, specific governance arrangements ensure cooperation among different territorial bodies.	1
+ 4. CROSS SECTORAL INTEGRATION		
+ 5. FUNDING AND FINANCE		
+ 6. MONITORING		

* The scoring system goes from 1 to 4:
 1 = the statement is relevant for the strategy, but currently there are no or very few approaches to comply with it
 2 = the strategy partly complies with the statement, although there is still significant space for improvement
 3 = the strategy complies with all the components of the statement, but some aspects could be improved
 4 = the strategy fully complies with the statement and can be counted as a good practice on this matter
 NA = the statement is not applicable to the strategy



RESOURCES from the Handbook of Sustainable Urban Development strategies

Statement 3.4 : Active participation of citizens is ensured throughout the policy cycle, through effective and eventually innovative methods and tools (e.g. surveys, community meetings, workshops, participatory planning, co-decision processes, etc.).

Here you can find resources and recommendations to help you improve the scoring for this statement:

- [What are alternative ways to stimulate and strengthen citizen engagement?](#)
- [How can CLLD contribute to bottom-up and participatory approaches, and what can we learn from it?](#)

Here you can find inspirational examples:

- [Reggio Emilia](#)
- [Scheveingen](#)
- [Ghent](#)

RESOURCES from the Handbook of Sustainable Urban Development strategies

Statement 3.5 : When a strategy targets a functional urban area, specific governance arrangements ensure cooperation among different territorial bodies.

Here you can find resources and recommendations to help you improve the scoring for this statement:

- [How to achieve cooperation among actors \(municipalities\) when there is not a pre-existing framework?](#)
- [What kind of governance arrangements can strengthen urban-rural linkages?](#)

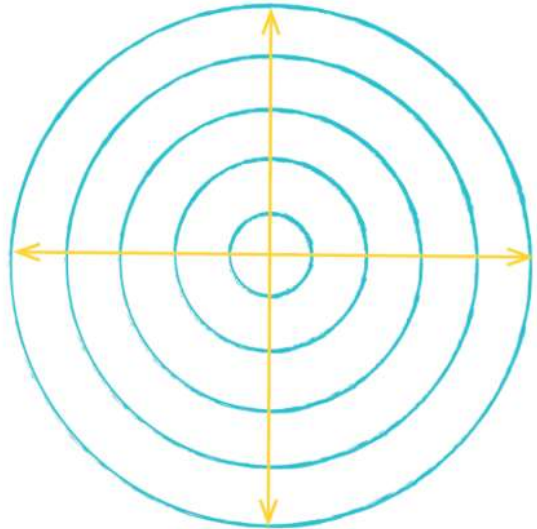
Here you can find inspirational examples:

- [Toulon](#)
- [Nitra](#)
- [Zagreb](#)

Tools that will be tried out

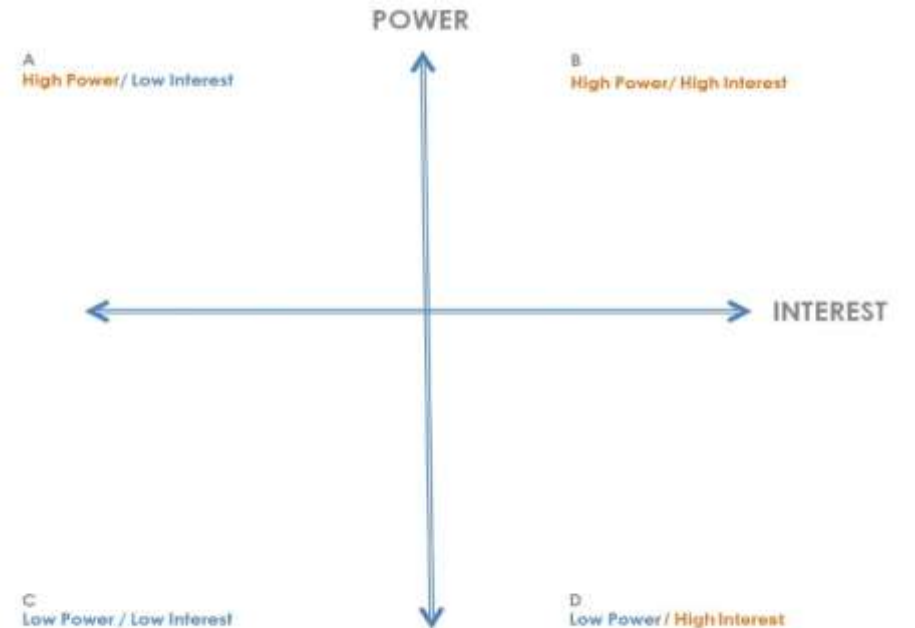
Ecosystem map

to identify and prioritise stakeholders



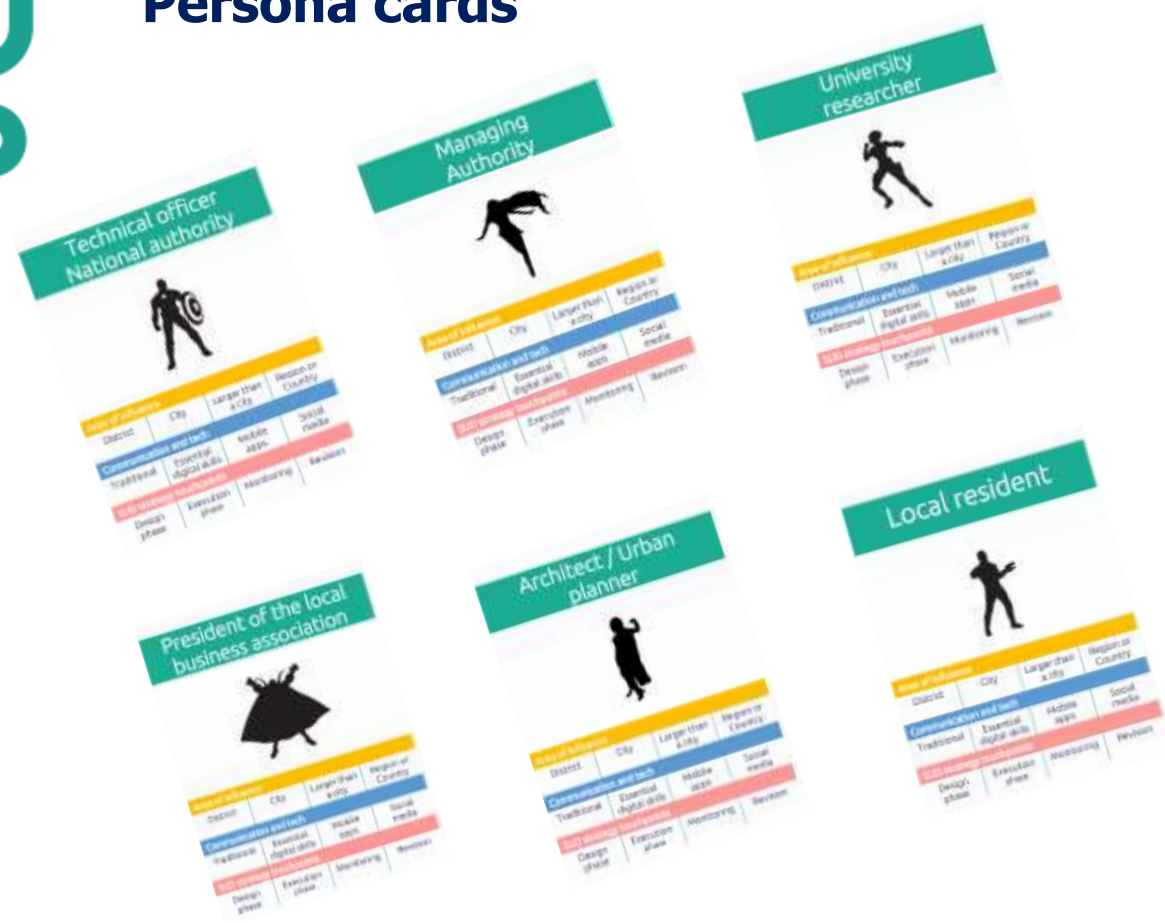
Note – these tools are taken from the [URBACT Toolbox](#) with thanks

Interest/ Influence matrix
to analyse and map the power interest that stakeholders have in the



Tools that will be tried out

Persona cards



Group reflection and lessons learnt



Groups



GROUP 1 – Eurico Neves

- › Nuno Pomar
- › Ana Figueiredo
- › Andreas Kotsios
- › Luis Bernardeau
- › Júlia Susana Costa dos Reis
- › Aikaterini Iosifidou
- › Klaudia Kwapisz
- › Ewa Milewska
- › Raluca Toma

GROUP 2 – Levente Polyak

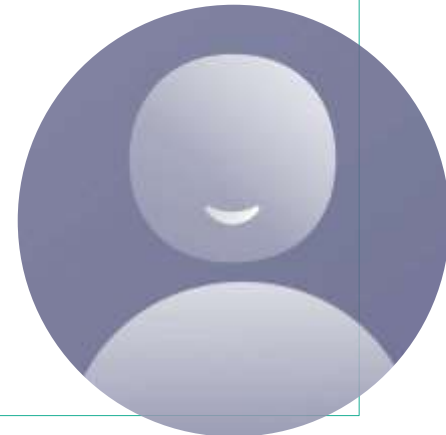
- › Jorge Brito
- › Gianna Tzovara
- › Moschos Diamantopoulos
- › Alberto Maria Rigon
- › Paola Ravenna
- › Valentina Pulvirenti
- › Joanna Golinska-Gawronska
- › Adele Bucella
- › Eleonora Giorgi

GROUP 3 – Anamaria Vrabie

- › Vera Lopes
- › António Albuquerque
- › Zoe Leontakianakou
- › Maria-Elena SEEMANN
- › Cristina Cudurec
- › Eleni Anezyri
- › Thaleia Chorinou
- › Martjin De Bruijn
- › Ophélie Tainguy

GROUP 4 – Eddy Adams

- › Beatriz Pereira
- › Georgia Rapti
- › Marios Asteriou
- › Gianluca Saba
- › Kasper van Hout
- › Athena Sidiropoulou
- › Joanna Brzezińska
- › Sandra Marin Herbert
- › Zoé Fournand





Coffee break

PORTICO COMMUNITY

An illustration of four diverse people in a modern office setting. A man in a dark blue shirt and light purple pants stands in the center, gesturing with his hands as if speaking. To his left, a woman in a teal top and light purple skirt is also gesturing. To his right, a woman in a green and white checkered top and purple skirt is listening. Further right, a man in a purple t-shirt and teal pants stands with his hands on his hips. The background features large arched windows with a view of a city skyline, two orange pendant lights, and several potted plants. Three speech bubbles are floating above the group, indicating an active discussion.

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Step 3

Plenary discussion

Sharing solutions and recommendations



How can we better interest all relevant stakeholders from different multi-level governance contexts **in the planning and implementation** of our inter-municipal strategy?



How to ensure the engagement of stakeholders in the **implementation** of the SUD strategy when their ideas could not be taken onboard in **the design phase**?

How can we bring all relevant stakeholders on board, raise their interest, engagement and active participation throughout the design and implementation of the SUD strategy?

How to engage the stakeholders in order to boost **the implementation** of the SUD strategy?



Some ideas CUR go back home with ...

How can we bring all relevant stakeholders on board, raise their interest, engagement and active participation throughout the design and implementation of the SUD strategy?

What are the CUR's main takeaways and actions to implement?

THANK YOU
FOR YOUR CONTRIBUTION

Moderators: Martina Pertoldi and Eleni Feleki, EUI Experts





Practical Information for this evening

Join us for a visit to the Convento at 17.30.

**Dinner will be at 19.30 at Restaurant Cordel
Maneirista, Rua Carlos Alberto Pinto de Abreu, 4
Coimbra 3040-245**