DIREZIONE SERVIZI FINANZIARI - SETTORE CONTABILITA'

DETERMINAZIONE DIRIGENZIALE N. 2019-180.2.0.-4

L'anno 2019 il giorno 14 del mese di Giugno il sottoscritto Materese Giuseppe in qualita' di dirigente di Settore Contabilita', ha adottato la Determinazione Dirigenziale di seguito riportata.

OGGETTO AVVISO PUBBLICO PER MANIFESTAZIONE DI INTERESSE DA PARTE DI SOGGETTI PUBBLICI O PRIVATI FINALIZZATO ALL'AVVIO DELLA PROCEDURA DI CUI ALL'ART. 36, COMMA 2, LETT. B), DEL D.LGS 50/2016 E S.M.I., DA ESPLETARSI ATTRAVERSO IL MERCATO ELETTRONICO PER LA PUBBLICA AMMINISTRAZIONE (M.E.PA.), PER LO SVOLGIMENTO DI ATTIVITÀ INERENTI IL PROGETTO EUROPEO "BETTER" NELL'AMBITO DEL PROGRAMMA "INTERREG EUROPE 2014 2020.

Adottata il 14/06/2019
Esecutiva dal 14/06/2019

14/06/2019	MATERESE GIUSEPPE
14/06/2019	MATERESE GIUSEPPE

Sottoscritto digitalmente dal Dirigente Responsabile

DIREZIONE SERVIZI FINANZIARI - SETTORE CONTABILITA'

DETERMINAZIONE DIRIGENZIALE N. 2019-180.2.0.-4

OGGETTO AVVISO PUBBLICO PER MANIFESTAZIONE DI INTERESSE DA PARTE DI SOGGETTI PUBBLICI O PRIVATI FINALIZZATO ALL'AVVIO DELLA PROCEDURA DI CUI ALL'ART. 36, COMMA 2, LETT. B), DEL D.LGS 50/2016 E S.M.I., DA ESPLETARSI ATTRAVERSO IL MERCATO ELETTRONICO PER LA PUBBLICA AMMINISTRAZIONE (M.E.PA.), PER LO SVOLGIMENTO DI ATTIVITÀ INERENTI IL PROGETTO EUROPEO "BETTER" NELL'AMBITO DEL PROGRAMMA "INTERREG EUROPE 2014 2020.

IL DIRIGENTE RESPONSABILE

VISTI:
- il D.lgs. 30 marzo 2001, n. 165, e ss.mm.ii., ed in particolare l'art. 4 comma 2, 16 e 17 relativi alle funzioni dirigenziali;
- il D.lgs. 18 agosto 2000, n. 267, e ss.mm.ii., ed in particolare gli artt. 107, 153,179 e 183;
- il D.lgs. 18 aprile 2016, n. 50 "Codice dei contratti pubblici" ed in particolare l'art. 36 comma 2 lett. b);
- le "Linee Guida" ANAC n. 4, di attuazione del D.Lgs. 18 aprile 2016, n. 50, recanti "Procedure per l'affidamento dei contratti pubblici di importo inferiore alle soglie di rilevanza comunitaria, indagini di mercato e formazione e gestione degli elenchi di operatori economici";
- l' art. 1 comma 450 della L. 296/2006, in base al quale le amministrazioni statali centrali periferiche per gli acquisti di beni e servizi al di sotto della soglia di rilievo comunitario, sono tenute a fare ricorso al mercato elettronico della pubblica amministrazione di cui all'articolo 11, comma 5, del regolamento di cui al decreto del Presidente della Repubblica 4 aprile 2002, n. 101 ;
- il D.P.R.28 dicembre, 2000 n. 445 "Testo unico delle disposizioni legislative e regolamentari in materia di documentazione amministrativa" e ss.mm.ii.;
- gli artt. 77 e 80 dello Statuto del Comune di Genova che, in conformità ai principi dettati dal D.lgs. n. 267/2000, disciplinano le funzioni ed i compiti della dirigenza;
- il Regolamento Comunale sull'Ordinamento degli Uffici e dei Servizi, approvato con Deliberazione della Giunta Comunale n. 1121 del 16.07.1998, e ss.mm.ii.;
- il Regolamento di Contabilità, approvato con deliberazione di Consiglio Comunale n. 34 del 04/03/1996 e ss.mm.ii.;

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- il Regolamento a disciplina dell'attività contrattuale, approvato con deliberazione del Consiglio Comunale n. 20 del 28 aprile 2011;

- la delibera di Consiglio Comunale n. 7 del 24 gennaio 2019 con cui sono stati approvati i documenti previsionali e programmatici 2019-2021;

- la delibera di Consiglio Comunale n. 30 del 14 febbraio 2019 con cui è stato approvato il Piano Esecutivo di Gestione;

Premesso che:

- Il Comune di Genova ha partecipato al bando "Interreg Europe 2014-2020" attraverso la presentazione del progetto denominato "BETTER" che si pone l'obiettivo di stimolare l'innovazione regionale attraverso migliori servizi di e-government. Il progetto è allegato alla presente relazione quale parte integrante e sostanziale della stessa e sarà capofila del partenariato ad oggi composto come segue:

1. Municipality of Genova (IT) - LP;

2. Birmingham City Council (UK);

3. Gävle Municipality (SE);

4. Tartu City Government (EE);

5. Municipality of Nyíregyháza (HU);

- in qualità di capofila, spetterà al Comune di Genova il ruolo di management tecnico e amministrativo del progetto che, per una gestione efficace, necessita di un servizio completo di alta qualità che deve essere svolto da un Segretariato Tecnico (ST) di progetto in affiancamento al Project Manager ed al Financial Manager;

- il Segretariato Tecnico di progetto rappresenta la struttura tecnico-organizzativa che svolge le funzioni di direzione, supervisione e coordinamento generale del progetto BETTER che affianca il Project Manager ed il Financial Manager. Il ST non è responsabile del contenuto tecnico del progetto;

- come risulta da comunicazione ufficiale del 28.03.2019, la data ufficiale di inizio dello stesso è il 1° agosto 2019: si rende pertanto necessario individuare con urgenza, al fine di garantire il rispetto delle tempistiche di progetto prefissate, il soggetto cui affidare il servizio predetto;

- ritenuto pertanto necessario promuovere una procedura di selezione ai sensi dell'art. 36 comma 2 lett. B) del D. lgs. 50/2016 e ss.mm.ii., da espletarsi attraverso il mercato elettronico per la Pubblica Amministrazione (MePA);

Considerato che:

- non sono presenti convenzioni "Consip" per la tipologia di servizio in oggetto;
- sul catalogo del portale "MePA" non è presente un'area merceologica dedicata specificamente alla "Europrogettazione";
- è tuttavia necessario porre in essere una procedura che rispetti i principi di economicità, efficacia, imparzialità, parità di trattamento, trasparenza, proporzionalità e pubblicità di cui all'articolo 4 del Codice dei contratti, fermo restando il ricorso al mercato elettronico della

pubblica amministrazione ai sensi dell'art, 1 c. 450 della L. 296/2006.

Ritenuto, conseguentemente, opportuno:

- articolare la procedura di selezione nelle seguenti fasi:

1)	pubblicazione sul sito istituzionale del Comune di Genova dell'avviso di richiesta di mani- festazione di interesse ad oggetto "Avviso pubblico per manifestazione di interesse da parte di soggetti pubblici o privati finalizzato all'avvio della procedura di cui all'art 36, comma 2, lett. B), del d.lgs 50/2016 e S.M.I., per lo svolgimento del servizio di Segretariato Tecnico del progetto europeo "BETTER" nell'ambito del programma "INTERREG EURO-PE 2014 2020";

2)	pubblicazione sul mercato elettronico della pubblica amministrazione (MEPA) di richiesta di offerta rivolta agli operatori che avranno manifestato il proprio interesse a partecipare alla procedura per l'affidamento del servizio in oggetto, in possesso delle caratteristiche richieste;

3)	affidamento dell'incarico sulla base della comprovata esperienza nel settore, delle caratteristiche del servizio offerto e del criterio dell'offerta economicamente più vantaggiosa individuata sulla base del miglior rapporto qualità/prezzo;

- stabilire che:

1)	la richiesta di manifestazione di interesse sia rivolta esclusivamente a soggetti in possesso dei requisiti tecnici specifici indicati nel documento allegato ed abilitati ad operare sulla piattaforma MePA;

2)	la pubblicazione della richiesta di manifestazione d'interesse non vincoli né la Civica Amministrazione né l'operatore a procedere, rispettivamente, alla successiva attivazione della procedura per l'affidamento dell'incarico e alla partecipazione alla stessa;

3)	il compenso posto a base della procedura di selezione, comprensivo di tutte le spese per lo svolgimento dell'incarico è pari ad € 122.850 (di cui € 100.696,72 imponibile e € 22.153,28 IVA 22%);

Dato atto che:

- il presente provvedimento è regolare sotto il profilo tecnico, amministrativo e contabile, ai sensi dell'art. 147 bis, comma 1, del Tuel;

- che il RUP del presente procedimento è il sottoscritto dott. Giuseppe Materese, Dirigente del Settore Contabilità della Direzione Servizi Finanziari, che ha già reso la dichiarazione di assenza di conflitto d'interessi ai sensi dell'articolo 6-bis della Legge n. 241/1990;

Accertato che i pagamenti conseguenti al presente provvedimento sono compatibili con i relativi stanziamenti di cassa del bilancio e con le regole di finanza pubblica;

DETERMINA

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1) di avviare, la procedura per l'affidamento di un incarico per lo svolgimento di attività inerenti il progetto europeo "Better" nell'ambito del programma "Interreg Europe 2014-2020" sulla base delle "Linee Guida" ANAC n. 4, di attuazione del D.Lgs. 18 aprile 2016, n. 50 e successive modificazioni, recanti "Procedure per l'affidamento dei contratti pubblici di importo inferiore alle soglie di rilevanza comunitaria, indagini di mercato e formazione e gestione degli elenchi di operatori economici";

2) di articolare la procedura di selezione nelle seguenti fasi:

a)   pubblicazione sul sito istituzionale del Comune di Genova dell'avviso di richiesta di manifestazione di interesse ad oggetto "Avviso pubblico per manifestazione di interesse da parte di soggetti pubblici o privati finalizzato all'avvio della procedura di cui all'art 36, comma 2, lett. B), del d.lgs 50/2016 e S.M.I., per lo svolgimento del servizio di Segretariato Tecnico del progetto europeo "BETTER" nell'ambito del programma "INTERREG EUROPE 2014 2020";

b)   pubblicazione sul mercato elettronico della pubblica amministrazione (MEPA) di richiesta di offerta rivolta agli operatori che avranno manifestato il proprio interesse a partecipare alla procedura per l'affidamento del servizio in oggetto, in possesso delle caratteristiche richieste;

c)   affidamento dell'incarico sulla base della comprovata esperienza nel settore, delle caratteristiche del servizio offerto e dell'offerta economicamente più vantaggiosa individuata sulla base del miglior rapporto qualità/prezzo;

3) di approvare il testo della richiesta di manifestazione di interesse "Avviso pubblico per manifestazione di interesse da parte di soggetti pubblici o privati finalizzato all'avvio della procedura di cui all'art 36, comma 2, lett. B), del d.lgs 50/2016 e S.M.I., per lo svolgimento del servizio di Segretariato Tecnico del progetto europeo "BETTER" nell'ambito del programma "INTERREG EUROPE 2014 2020", allegato (A) parte integrante e sostanziale della presente determinazione e di procedere alla pubblicazione della stessa sul sito istituzionale del Comune di Genova;

4) di prenotare l'importo di **€ 122.850,00** (di cui € 100.696,72 imponibile e € 22.153,28 IVA 22%) a Bilancio 2019 sul capitolo 2293 Pdc U/ 1.10.99.99.999.- cdc 165.901 (**imp.2019.8643**);

5) di dare atto che il RUP del presente procedimento è il sottoscritto dott. Giuseppe Materese, Dirigente del Settore Contabilità della Direzione Servizi Finanziari, che ha già reso la dichiarazione di assenza di conflitto d'interessi ai sensi dell'articolo 6-bis della Legge n. 241/1990;

6) di dare atto che la pubblicazione della richiesta di manifestazione d'interesse non vincolerà la Civica Amministrazione a procedere alla successiva attivazione della procedura per l'affidamento dell'incarico;

7) di demandare, conseguentemente, a successivi provvedimenti dirigenziali il prosieguo della procedura di selezione;

8) di dare atto che il presente provvedimento è stato redatto nel rispetto della normativa sul-

la tutela dei dati personali;

9) di attestare l'avvenuto accertamento dell'insussistenza di situazioni di conflitto di interessi, in attuazione dell'art. 6 bis della L. 241/90 e s.m.i.

IL DIRIGENTE

Dott. Giuseppe Materese

ALLEGATO ALLA DETERMINAZIONE DIRIGENZIALE N. 2019-180.2.0.-4
AD OGGETTO
AVVISO PUBBLICO PER MANIFESTAZIONE DI INTERESSE DA PARTE DI SOGGETTI
PUBBLICI O PRIVATI FINALIZZATO ALL'AVVIO DELLA PROCEDURA DI CUI
ALL'ART. 36, COMMA 2, LETT. B), DEL D.LGS 50/2016 E S.M.I., DA ESPLETARSI
ATTRAVERSO IL MERCATO ELETTRONICO PER LA PUBBLICA AMMINISTRAZIONE
(M.E.PA.), PER LO SVOLGIMENTO DI ATTIVITÀ INERENTI IL PROGETTO EUROPEO
"BETTER" NELL'AMBITO DEL PROGRAMMA "INTERREG EUROPE 2014 2020.

Ai sensi dell'articolo 6, comma 2, del Regolamento di Contabilità e per gli effetti di legge, si appone visto di regolarità contabile attestante la copertura finanziaria

Il Dirigente
Settore Contabilità
Dott. Giuseppe Materese

Spett.le
Comune di Genova
Direzione Servizi Finanziari
Settore Contabilità
Via Garibaldi 9
16124 GENOVA

MANIFESTAZIONE DI INTERESSE PER LO SVOLGIMENTO DEI SERVIZI INERENTI IL SEGRETARIATO TECNICO DEL PROGETTO "BETTER"

La/Il sottoscritta/o _____

- Sede Legale in _____

- Codice Fiscale/Partita Iva_____

- Iscritta/o alla CCIAA di_____

- Rappresentante Legale_____

Recapiti (telefono, fax, e-mail, ecc.): _____

Dichiara, sotto la propria responsabilità di:
- essere in possesso dei requisiti di ordine generale di cui all'art. 38 del D.Lgs. 163/2006 e ss.mm.ii.;
- essere abilitato ad operare sulla piattaforma "MePA";
- essere in possesso dei requisiti specifici indicati nella richiesta di manifestazione di interesse:

1. Titolo di studio: diploma di laurea conseguito con l'ordinamento di studi previgente al D.M. n. 509/1999 o corrispondente a laurea specialistica/magistrale conseguita con il nuovo ordinamento – secondo l'equiparazione di cui al Decreto del Ministero dell'Istruzione, dell'Università e della Ricerca del 09.07.2009;
2. Esperienza di partecipazione e gestione dei progetti europei mediante lo svolgimento di almeno un servizio analogo a quello del presente Avviso Pubblico, presso Amministrazioni pubbliche o aziende private di rilevante interesse nazionale o internazionale nell'ambito del programma "INTERREG EUROPE";
3. Conoscenza dell'inglese scritto e parlato, inclusa la partecipazione certificata a corsi di lingua specialistici (es. TOEFL, Proficiency, etc.) o madre lingua;

MANIFESTA

il proprio interesse a stipulare un contratto con il Comune di Genova per l'esecuzione di servizi inerenti il Segretariato Tecnico del Progetto Europeo denominato "BETTER" indicato nell'avviso ed in base alle condizioni riportate nel predetto avviso.

Data   **Firma**

PART A – Project summary

A.1 Project identification

Project title

Stimulating regional innovation through better e-government services

69 / 300 characters

Project acronym

BETTER

6 / 22 characters

Name of the lead partner organisation in English

Municipality of Genoa

Specific objective

1.1. Improving innovation infrastructure policies

Project duration

| **Phase 1** | **Duration** | 36 Months | **Project start date** | 01/08/2019 |

| **Phase 2** | **Duration** | 12 Month |

| **Total No. months** | | 48 |

A.2 Project abstract

BETTER offers an innovative approach to a crucial priority for the EU: encourage Public Authorities to develop Regional Innovation Strategies in which eGovernment solutions can stimulate Regional Innovation chains (as well as improving their services).

Key issues are:
* the physical and virtual infrastructure to support innovation
* how to develop and apply new innovative products and services
* the processes to support new business models and cross-sector (private-public-community)
* The people and skills to make it happen

BETTER will link e-Government with the "innovation chain" to create a win-win initiative. On the one hand, municipalities and regions need to improve public services, while cutting costs: e-Government is one way to do this. On the other hand, adopting e-Government solutions could be used in turn to stimulate the local or regional innovation chain: for example the design, supply and maintenance of specialist services such as Artificial Intelligence.

The project's objective is to stimulate regional innovation chains through developing or improving e-Government services provided by local and regional authorities. 5 partners will:
* analyse partners' plans through four Thematic Events,
* identify good practices that will improve these plans, studying them through Study Visits, importing them via special workshops and Regional Action Plans.
* develop at least 3 innovative e-Government instruments
* build the capacity of all relevant public authorities including ERDF Managing Authorities
* increase the societal impact of the innovation process outcomes

The project's main outputs will be focused on new innovative solutions through:
* New projects to deliver Digital services and processes
* Improved governance by delivering innovative payment systems, integrating local initiatives with smart regional strategy, evaluating Artificial Intelligence tools

1,910 / 2,000 characters

A.3 Project budget summary

Programme Funding			Partner Contributions				Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution			
ERDF	1,092,250.00	85.00 %	192,750.00	0.00	192,750.00		Total eligible to ERDF	1,285,000.00
Norway	0.00	0.00 %	0.00	0.00	0.00		Total Norway	0.00
INTERREG Europe	1,092,250.00	85.00 %	192,750.00	0.00	192,750.00		Total INTERREG Europe	1,285,000.00
							Other Funding	0.00
							Grand Total	1,285,000.00

A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	**Municipality of Genoa**	IT	379,516.50	66,973.50	446,490.00
2-PP	Birmingham City Council	UK	211,947.50	37,402.50	249,350.00
3-PP	Gävle Municipality	SE	191,198.15	33,740.85	224,939.00
4-PP	Tartu City Government	EE	161,133.65	28,435.35	189,569.00
5-PP	Municipality of Nyíregyháza	HU	148,454.20	26,197.80	174,652.00

Lead partner confirmation

By submitting the application form the lead partner hereby confirms that:

- The information provided in this application is accurate and true to the best knowledge of the lead partner.
- The project is in line with the relevant EU and national legislation and policies of the countries involved.
- The lead partner and the project partners will act according to the provisions of the relevant national and EU regulations, especially regarding structural funds, public procurement, state aid, environment and equal opportunities, as well as the specific provisions of the programme.
- No expenditure related to the above mentioned project has been, is or will be funded by any other EU funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.

PART B – Partnership

B.1 Partner's details

Partner 1

Partner role in the project	Lead partner
Name of organisation in original language	Comune di Genova
	16 / 200 characters
Name of organisation in English	Municipality of Genoa
	21 / 200 characters
Department/unit/division (if applicable)	Finance department
	18 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority

Address	Via Garibaldi, 9
	16 / 200 characters

Town	Genova	**Postal code**	16100
	6 / 200 characters		5 / 200 characters

Country	Italy (ITALIA)
NUTS 1 level	NORD-OVEST
NUTS 2 level	Liguria
NUTS 3 level	Genova
Legal representative	Giovanni Librici
	16 / 200 characters
Contact person 1	Enrica Spotti
	13 / 200 characters

Phone office	+390105572485	**Mobile (optional)**	+393383543612
	13 / 200 characters		13 / 200 characters
Email	espotti@comune.genova.it	**Website (optional)**	http://www.comune.genova.it/
	24 / 200 characters		28 / 200 characters

Contact person 2 (optional)	Giovanni Librici
	16 / 200 characters

Phone (optional)	+390105572209	**Email (optional)**	glibrici@comune.genova.it
	13 / 200 characters		25 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

Partnership from	01/08/2019	**Partnership until**	31/07/2023

Partner 2

Partner role in the project	Partner
Name of organisation in original language	Birmingham City Council

23 / 200 characters

Name of organisation in English	Birmingham City Council

23 / 200 characters

Department/unit/division (if applicable)	Digital Birmingham

18 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	1 Lancaster Circus, PO Box 16136		

55 / 200 characters

Town	Birmingham	**Postal code**	B2 2WD

10 / 200 characters   6 / 200 characters

Country	United Kingdom (UNITED KINGDOM)
NUTS 1 level	WEST MIDLANDS (ENGLAND)
NUTS 2 level	West Midlands
NUTS 3 level	Birmingham
Legal representative	Raj S Mack

10 / 200 characters

Contact person 1	Nicola Bryant

13 / 200 characters

Phone office	+447766 924233	**Mobile (optional)**	

14 / 200 characters   0 / 200 characters

Email	Nicola.Bryant@birmingham.gov.uk	**Website (optional)**	https://www.birmingham.gov.uk

31 / 200 characters   29 / 200 characters

Contact person 2 (optional)	

0 / 200 characters

Phone (optional)		**Email (optional)**	

0 / 200 characters   0 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

Partnership from	01/08/2019	**Partnership until**	31/07/2023

Partner 3

Partner role in the project	Partner
Name of organisation in original language	Gävle Kommun

12 / 200 characters

Name of organisation in English	Gävle Municipality

18 / 200 characters

Department/unit/division (if applicable)	

0 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	Kyrkogatan 22		

13 / 200 characters

Town	Gävle	**Postal code**	80311

5 / 200 characters   5 / 200 characters

Country	Sweden (SVERIGE)
NUTS 1 level	NORRA SVERIGE
NUTS 2 level	Norra Mellansverige
NUTS 3 level	Gävleborgs län
Legal representative	Patrik Stenvard, Chairman of the Executive Committee, Helén Åleskog, Director of Management

92 / 200 characters

Contact person 1	Annika Lundqvist

16 / 200 characters

Phone office	+4626178283	**Mobile (optional)**	+46768033160

11 / 200 characters   12 / 200 characters

Email	annika.lundqvist@gavle.se	**Website (optional)**	www.gavle.se

25 / 200 characters   12 / 200 characters

Contact person 2 (optional)	

0 / 200 characters

Phone (optional)		**Email (optional)**	

0 / 200 characters   0 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

Partnership from	01/08/2019	**Partnership until**	31/07/2023

Partner 4

Partner role in the project	Partner
Name of organisation in original language	Tartu Linnavalitsus

19 / 200 characters

Name of organisation in English	Tartu City Government

21 / 200 characters

Department/unit/division (if applicable)	

0 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	Raekoda		

8 / 200 characters

Town	Tartu	**Postal code**	50089

5 / 200 characters 5 / 200 characters

Country	Estonia (EESTI)
NUTS 1 level	EESTI
NUTS 2 level	Eesti
NUTS 3 level	Lõuna-Eesti
Legal representative	Kajar Lember

13 / 200 characters

Contact person 1	Siim Espenberg

17 / 200 characters

Phone office	+3727361193	**Mobile (optional)**	+3725262195

11 / 200 characters 11 / 200 characters

Email	Siim.Espenberg@raad.tartu.ee	**Website (optional)**	www.tartu.ee

28 / 200 characters 12 / 200 characters

Contact person 2 (optional)	Alo Lilles

11 / 200 characters

Phone (optional)	+3727361196	**Email (optional)**	Alo.Lilles@raad.tartu.ee

12 / 200 characters 24 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

Partnership from	01/08/2019	**Partnership until**	31/07/2023

Partner 5

Partner role in the project	Partner
Name of organisation in original language	Nyíregyháza Megyei Jogú Város Önkormányzata

43 / 200 characters

Name of organisation in English	Municipality of Nyíregyháza

28 / 200 characters

Department/unit/division (if applicable)	

0 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	Kossuth Square 1		

16 / 200 characters

Town	Nyíregyháza	**Postal code**	4401

11 / 200 characters   4 / 200 characters

Country	Hungary (MAGYARORSZÁG)
NUTS 1 level	ALFÖLD ÉS ÉSZAK
NUTS 2 level	Észak-Alföld
NUTS 3 level	Szabolcs-Szatmár-Bereg
Legal representative	Dr. Ferenc Kovács

18 / 200 characters

Contact person 1	Dávid Bartók

12 / 200 characters

Phone office	+36 42 524-594	**Mobile (optional)**	+36 20 448 4466

14 / 200 characters   15 / 200 characters

Email	bartok.david@nyiregyhaza.hu	**Website (optional)**	www.nyiregyhaza.hu

27 / 200 characters   18 / 200 characters

Contact person 2 (optional)	

0 / 200 characters

Phone (optional)		**Email (optional)**	

0 / 200 characters   0 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

Partnership from	01/08/2019	**Partnership until**	31/07/2023

B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	ROP Liguria ERDF 2014-2020	Yes	Yes	Liguria Region	🇮🇹 IT
2	European Structural and Investment Fund Strategy 2014-2020	Yes	Yes	Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP)	🇬🇧 UK
3	Operational Programme under the 'Investment for Growth and Jobs' goal, 2014-2020, NUTS 2, North Cen...	Yes	Yes	The Swedish Agency for Economic and Regional Growth	🇸🇪 SE
4	Development Plan of Tartu 2013-2020	No	No	Tartu City Government	🇪🇪 EE
5	Integrated Urban Development Strategy of Nyíregyháza (IUDS)	No	No	Municipality of Nyíregyháza	🇭🇺 HU

B.2.1 Policy instrument 1

B.2.1.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

ROP Liguria ERDF 2014-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

MAIN FEATURES
The OP-ERDF 2014-2020 of Liguria Region, in particular TO 1"Research and innovation", in line with the overall regional innovation strategy, focuses on enhancing the research and innovation system as a driver of regional development and territorial competitiveness. The priority 1a: "enhancing research and innovation (R&I) infrastructure and capacities to develop R&I excellence and promoting centres of competence, in particular those of European interest" has the objective of enhancing the ability to develop excellence in R&I.
Furthermore, the Ligurian Operational Programme contains, in TO 2, the priority 2c that is completely dedicated to strengthening the application of ICT for e-government services.
IT SHOULD BE IMPROVED because of the following weaknesses:
- limited diffusion of the technologies in the processes of document dematerialization both inside the institutions and towards external users
- not always adequate accessibility of Web sites and the relative diffusion of telematic services
- not yet widespread and exploited regional eGovernment with interoperability by users (citizens, businesses, intermediaries), simplification for citizens and enterprises: dematerialized, integrated and interoperable digital services, improved access to public data (Open data).
- cashless payments, paperless procedures, e-invoicing, e-vote, cloud-computing infrastructures etc.
- absence Artificial Intelligence applied to e-government solutions.

1,477 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Liguria Region

14 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The policy instrument will be improved through IMPROVED GOVERNANCE: The already existing collaboration between the regional agency (Liguria Digitale) and the municipality will simplify the establishment of a coordinated collaboration between the city and the region that will facilitate the complete use of the financial resources in order to improve research and innovation. Proposals will develop a fruitful cooperation to maximize the city contribution to the Jobs and Growth agenda in the OP. Decision influencers will learn how a cooperation approach and devolution can lead to enhancement of RIS networks. As the digital innovation need to be strengthened, the creation of a Regional Action Plan will identify opportunities for improvements in policy and practice to benefit innovative infrastructures such as technological platforms for innovative payment systems (ie cashless payments, paperless procedures, e-invoicing, cloud-computing infrastructures.
The study of emerging good practices to local contexts will increase the value, realising multiple benefits through practical examples from the BETTER project. Governance and understanding will be improved by learning through regional partnerships, leading to clearer understanding of best value investments in RIS through digital tools to deliver the requirements of TO1 and TO2 of the OP.

1,367 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

% increase in regional innovation activity stimulated by eGovernment initiatives by 2022

89 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

| What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation? | STATE OF PLAY
The analysis of the positioning of Liguria region in the national and European context, conducted with reference to the Regional Innovation Scoreboard data (RIS 2004-2014)places Liguria among the territories of "average innovation".
Liguria shows a positive performance compared to the education level of the population, the private sector R&I spending and the level of employment in knowledge intensive sectors. On the other hand, the greatest weaknesses concern the expenditure in innovation, excluding that for R&I and the number of SMEs that have introduced product or process innovations, in marketing or from an organizational point of view.
As far as the regional infrastructural offer is concerned, the RIS envisages the implementation of broadband and ultra-broadband interventions, that will stimulate citizens and businesses to use it, encouraging the spread of e-Government services. The ultra-wide band (≥30 Mbps),at the end of 2013, covered only the 14.1% of the Ligurian population.
WHAT NEEDS TO BE IMPROVED:
In the Liguria region, the ex-ante conditionality T.0.1.1 is only partly met and the Region commits itself with an action plan to comply, in particular according to the project topic, with reference to:
- Infrastructures for R&I
- Digital growth
- Next generation access network infrastructure
The region needs to reach a coverage of at least 30 Mbps for 100% of the population by 2023 and the interconnection of all the branches of the P.A. in the areas of intervention as a starting point for the development of a model of digital P.A. The public knowledge of ICT has to be improved in order to defeat mistrust of potential users in Web services and online payments, to support the economic subjects for the adoption of ICT and to support the partnership public/private.
That offers simplification for citizens and enterprises: digital dematerialized, integrated and interoperable digital services, improved access to public data. |

1,974 / 2,000 characters

| Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)? | Yes |

| If yes, how? | The General Objective of S3 is: Strengthen research, technological development and innovation by exploiting the emerging strengths of the regional system by ensuring coordination and concentration of initiatives & different financing sources
Specific Objectives:
- Increase in business innovation activities
- Reinforcement of the regional innovative system
- Promotion of new markets for innovation
- Increase in the incidence of S3
- Strengthening the ability to develop excellence in R&I |

494 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner Relevance 1	1-LP Municipality of Genoa

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Different departments of the municipality are now experimenting new methods of access of citizens to the public system. In order to build, concretely, the Genoa of tomorrow, the Municipality organized "The General States of Economy", a tool for cooperation that involves both individual citizens and representatives of public and private institutions of Genoa. The topics of the round tables were the following:
High-tech industry, Port and Logistics, Infrastructure, Trade, Tourism and Culture. This is a long-term participatory process carried out by the Municipaly and the Genoa Smart City Association (GSC) to promote the economic growth and young people job opportunities in the field of technological innovation and to get the acknowledgement of Genoa as the European City of Technology
Genoa is already LP in the IE Pure Cosmos project, but it is a big municipality so it has the capacity to manage different projects sharing the work with different departments responsibilities.

988 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

Genoa city is able to influence the policy instrument in the following ways:

at political level: it is the main stakeholder dialoguing with the region: it is not only the capital city but also the biggest member of the metropolitan area (with very strong influence at territorial level)
At technical level the municipality already collaborates with Liguria Digitale (the digital agency of the region), and this partnership is already established to influence the OP in terms programme measures.
In particular the finance department is testing with Liguria Region e-invoice and e-payment systems as well as e-procurement tools and has also created a new software in order to manage electronic payments through the infrastructure called "nodo dei pagamenti" transferring this system and knowledge to other municipalities in Italy.

831 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Genoa city will contribute to the project by sharing the successful good practices it has developed in e-procurement, e-payment and e-invoicing; by hosting peer reviews concerning the above-mentioned topics.
The partner will also benefit from the experience shared by other partners, improving the addressed policy instrument through the regional action plan.

360 / 500 characters

B.2.1.3 Stakeholder group relevant for policy instrument 1

Please provide the indicative list of stakeholders to be involved in the project

- Liguria Region Managing Authority
- SoftwareHouse (partner of e-procurement services)
- Department of European affairs
- Liguria Digitale

144 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

- Liguria Region Managing Authority: it is the responsible for structural funds and it will support the elaboration of new project participating in crucial meetings.
- SoftwareHouse (partner of e-procurement services): it elaborates tools and softwares concerning e-procurement.
- Department of European affairs: it will support the implementation of the RAP at city level.
- Liguria Digitale: it develops the digital strategy of the Liguria Region and of the associated bodies for citizens, businesses and public administration.

531 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The activity of Regional Stakeholders Group will be organized by: - Systematic meetings, - participation in Study Visit conferences and special meetings, - formal and informal meetings and contacts with MA representatives. The members of RSG will prepare the list of operations that could be integrated and implemented by the organizations they represent, as a part of the Regional Action Plan. The municipality of Genoa will try to create a platform of RSG contacts so to be able to organize alos one to one or virtual meetings if necessary. In this framework, one of the most important challenge for Genova is the development of good cooperation between the city and its Managing Authority. Structural Funds can be assessed on the basis of a set of reliable indicators coming from the past ERDF projects, city inputs as well as from the progress from Interregional Cooperation co-funded projects. To better understand and integrate these issues the MA will receive network products for a wider use in their overall work as Managing Authority. In order to support such regional impact, the active involvement of regional networks and associations of cities will be an essential part of the work as already described in the above session.

1,242 / 1,500 characters

B.2.2 Policy instrument 2

B.2.2.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.	European Structural and Investment Fund Strategy 2014-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

The UK Government has decided that the ERDF in England will be delivered by the network of Local Enterprise Partnerships (LEP). In accordance with this, the Greater Birmingham and Solihull LEP (GBSLEP) have adopted the "European Investment Fund Strategy" which combines a range of funds (including ERDF) into an integrated programme. FOR BETTER this includes Investment Priority 1 of ERDF Priority Axis 1(b): Thematic Objective T01 Strengthening Research, Technological Development & Innovation. This is focused on developing the innovation ecosystem to promote greater investment in product and service development, technology transfer, social innovation, demand stimulation, networking and new public service applications. Particularly it aims to aid innovation of key enabling technologies like AI and Big Data(Eight Great Technologies as set out in 'Smart Specialisation in England") that are transforming business models and have the potential to improve people's lives and support global productivity and growth. To achieve public sector reform and societal impact at scale requires greater cooperation and collaboration as part of a regional innovation ecosystem to stimulate new partnerships across the private and public sector and new interventions and strategies to support development of new products and services that will solve societal challenges, enhance the digital capabilities of public authorities and business and drive jobs and growth.

1,458 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

Greater Birmingham & Solihull Local Enterprise Partnership (GBSLEP)

67 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

We will propose IMPROVED GOVERNANCE of the policy instrument to shape the nature and type of future calls and processes bringing together policy and delivery to enable services to be delivered focused on outcomes for citizens and enhancing the regional innovation ecosystem. We will focus on:
• New service delivery models capitalising on the use of enabling technologies such as AI and exploiting the use of data to address critical demand led challenges to make the lives of the city region better e.g. our ageing population
• Improved partnerships and cooperation with private sector; research institutions; third sector and citizens to include legal and procurement frameworks to enable rapid, agile and effective innovation and support R&D and proof of concept activities to de-risk investment
• Increased digital capabilities of workforce to support public sector reform and enable SMEs to respond to new opportunities; ensuring ready access to skilled people to capitalise on emerging innovation opportunities.
• Improved data management capabilities; security and use of data; platform tools and services to enable transformation across the public and private sector / innovation community in the development of new urban applications

1,244 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

% increase in regional innovation activity stimulated by eGovernment initiatives by 2022

89 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

STATE OF PLAY: West Midlands Science and Innovation Audit has highlighted key strengths of the region in terms of spanning the full 'Technology Readiness Level' (TRL) spectrum, from basic, experimental 'discovery', through to applied and collaborative R&D with world-class universities (Birmingham ranked in the Top 100 globally), innovative and nationally significant research and technology organisations , and major private sector R&D establishments that are internationally connected and globally significant. However despite strengths, productivity performance is well below the national average level (rank 9/12). Only 56% of companies in the area are innovation active (BIS 2015 Innovation Survey). Nationally, of the innovating firms only about 16% are interacting with government/public research institutes. Regional (GBSLEP) localisation of the UK Industrial Strategy is setting out a plan to boost productivity focused on grand challenges that include AI& data and ageing society, which will see investment in new innovation programmes

At a local level Birmingham City Council's ICT & Digital Strategy 2016 – 2021) sets out approach to manage the Design, Build and Run aspects of the ICTD services to take back full control of its IT & Digital Service to become the systems and service integrator. Council innovation has been stifled due to the joint venture 'Supplier Model' and resulted in an ICT centric service with limited digital capabilities and service innovation.

WHAT NEEDS TO BE IMPROVED
• Greater integration of strategic approaches at local, regional and Combined Authority.
• Strengthening the innovation ecosystem to increasing productivity and reforming public services e.g. demand led challenge groups; Innovation labs collaboration spaces
• Improving the policy and regulatory framework to support innovation activity
• Improving skills through CPD innovation programme
• Improved use of innovative public procurement and service innovation e.g. in adult social care

2,000 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

Directly linked to the smart specialization work undertaken through policy instrument: GBSSLEP Priority 1 Innovation & R&D. Priority is given to supporting business solutions in key innovation based growth sectors: Life Sciences, Digital and Creative, Low Carbon, Advanced Manufacturing. The West Midlands Science and Innovation Audit (SIA)has highlighted Advanced Manufacturing and Engineering, Digital Technologies and Data, and Systems Integration as enabling competencies to be developed.

494 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner Relevance 1	2-PP Birmingham City Council

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

BCC is one of Europe's largest unitary local authorities. Its Information, Technology and Digital Services team are responsible for providing the Council with an effective, efficient and reliable set of services. BCC is the Accountable Body for GBSLEP funding bringing together the local, national & private funding streams to enhance growth sectors; drive innovation; stimulate productivity and skills development. BCC manage a comprehensive range of business support; innovation; technology and digital infrastructure programmes. BCC is already partner in the IE Pure Cosmos project but it confirms it has the staff capacity to work on BETTER.

645 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

BCC directly manages its IT& Digital Services so can design, shape and influence new innovations in service delivery. It is a partner in the GBSLEP as well as Secretariat with direct responsibility to influence strategy and policy and shape development of future funding, projects and programmes of work. BCC is also is a partner in the West Midlands Combined Authority and a member of its WM Digital Board.

409 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

BCC will exchange good practices on aspects of innovations covering the 4 key themes of BETTER and identify good practices that will benefit BCC and wider region in respect of improving the Digital Transformation of its public services. Study visits will enable BCC staff and stakeholders to explore areas that can be implemented. BETTER will support skill development, a key improvement priority within the region. The resultant RAP will support an integrated and shared approach in West Midlands.

500 / 500 characters

B.2.2.3 Stakeholder group relevant for policy instrument 2

Please provide the indicative list of stakeholders to be involved in the project

DCLG
Central Government
Catapults - e.g. Future Cities Catapult; Digital Catapult; Satellite Catapult
GBSLEP board partners and policy makers
Members of West Midlands Combined Authority – public sector reform board
WM Digital Board
Universities – Aston, Birmingham City, Birmingham
Incubators and Science Parks - e.g. Impact Hub; Innovation Birmingham Ltd; SteamHouse
Specialist networks – e.g. Innovation Alliance; Silicon Canal
WM Open Data Forum
BCC Directorate leads – housing; health; environmental; strategic services
Community leads – civic innovators

562 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The stakeholders will include diverse representation selected from relevant networks and affiliated organisations that form part of the innovation ecosystem and /or responsible for public sector reform and have responsibility for shaping and influencing the policy instrument. This network will comprise cross sector (e.g. health, transport, creative, digital) industry leads, SMEs, entrepreneurs, tech developers, public sector bodies and academia as well as representatives from government bodies - DCLG, BIS and DCMS. This will be managed at local, regional and national level to ensure that it is possible to maximise the impact and opportunities afforded through BETTER. The stakeholders cover those that can:
a) Share good practice
b) Design and implement new solutions
c) Provide networks and reach to community of practice to disseminate activities and case stories
d) Sector specialists that understand business / LA needs; representing the users perspectives
e) Government departments overseeing management and regulation of the operational programmes
f) Regional bodies that collectively are involved in developing regional strategy and co-ordination of structural fund activities

1,194 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

A stakeholder mapping exercise will identify a full list of organisations and contacts; an engagement plan will be developed at the outset to provide a framework for involvement of all stakeholders in BETTER. Initial work will identify their needs / interests and value / contributions and potential on-going areas of good practice for sharing. Stakeholder networks will be used to extend reach so as to help cascade information and share learning to a wider audience.

A smaller core advisory stakeholder group will scope opportunities and areas of good practice as well as understand better the landscape and barriers / challenges faced by the public and private sector in supporting new innovations to deliver better outcomes for citizens and service users. The stakeholder group will support and contribute to study visits both to share their knowledge as well as explore new solutions highlighted through BETTER. Briefing sessions and smaller focused workshops will be run with the user groups to understand how processes and systems can be improved and some of the exemplar tools that are working well and have potential to be developed further. This group will also be responsible for development and review of the regional action plan and involvement of wider stakeholders.

An e-newsletter; blogs and social media will be used to circulate progress and share learning at scale, as well as through partner communication networks.

1,441 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?

B.2.3 Policy instrument 3

B.2.3.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Operational Programme under the 'Investment for Growth and Jobs' goal, 2014-2020, NUTS 2, North Central Sweden

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

Main Features:
The Thematic objective 1 of the Operational Programme ERDF 2014-2023 of North Middle Sweden aims to "strengthen research, technical development and innovation".
Furthermore TO2 "Enhancing access to, and use and quality of, information and communication technologies" has the objective of extending broadband coverage and developing ICT products and services.
Why it should be improved:
The analysis shows that there are needs for deeper cluster collaboration in existing clusters and in new areas to contribute to a raised level of innovation.
A low R&D intensity has been identified as a weakness.
Furthermore Broadband investments in the region's sparsely populated and rural areas have been identified as priority intervention needs (A good broadband infrastructure is very important in order to develop both public and commercial services).
North Middle Sweden is characterised by long distances and large parts of the region are sparsely populated. This means that there are no incentives for commercial roll-out of broadband in parts of the region. The proportion of population and places of work that have high-speed broadband access is lower in North Middle Sweden than the country as a whole, which reduces access to and development of ICT-based services.
Various forms of e-services, such e-commerce, e-learning and e-health, can also improve life quality and reduce the need for travel and transport.

1,430 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

Is the body responsible for this policy instrument included in the partnership?

No

Please name the responsible body and provide a support letter from this body

The Swedish Agency for Economic and Regional Growth

52 / 300 characters

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The ambition is to influence projects that are up and running as well as about to start (i.e. Innovationsklivet and Gävle Innovation Hub) and, if funding still available, to develop a new project funded by the Investment for Growth and Jobs Programme in North Central Sweden from the local action plan to be prepared within the BETTER-project.
The experiences acquired and lessons learned from the other partners in the project is also likely to contribute to improved governance in the long term, an additional value of the project. In particular Gävle will focus its exchange of experience exploring new horizons concerning Artificial Intelligence (AI) issues applied on eGovernment solutions; indeed, AI can reduce administrative burdens, help resolve resource allocation problems, and take on significantly complex tasks, ie answering questions, filling out and searching documents, routing requests, translation, and drafting documents. These applications could make government work more efficient while freeing up time for employees to build better relationships with citizens. AI may be one way to bridge the gap while improving citizen engagement and service delivery. The input acquired from the transnational exchange will also influence the governance of public bodies (Gävle municipality and Region Gävleborg) and can contribute to the future regional development strategy.

1,385 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

% increase in regional innovation activity stimulated by eGovernment initiatives by 2022

89 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?

1.State of play:

Gävle and the North Central Sweden is undergoing a shift from being an industrial to a knowledge-based community. This necessitates an enhanced focus on regional growth efforts. At the same time, Sweden is becoming increasingly globalised and subject to competition, necessitating well-trained labour, high-quality research and innovation, and functioning infrastructure.

Examples of ICT challenges in North Central Sweden are privacy, security, availability and reliability, which are important to address in designing new, innovative ICT services and products.

The policy recognises that cities play an important role for local and regional development and growth, but it needs to take this one step further and include possibilities of cities in leading by example and thereby facilitating innovation in both public and private sector.

2.Improvements needed:

According to the analysis, economic growth in North Central Sweden is weak. North Central Sweden also has low R&D intensity, contributing to low adaptability and innovativeness.

It is therefore important to strengthen and develop open research and innovation platforms where innovation can be fostered in cooperation between public and private sector and academia.

Digitalisation is a crucial factor for competitiveness (and even survival) of both public and private sector, and the public sector can lead by example by implementing qualitative e-governance and e-services based on the actual needs of SMEs and citizens.

The public sector is needed to drive the development of new processes, products and services through digital applications. The result can contribute to greater efficiency and quality in processes and organisation and in delivered services and products, creating greater societal benefit.

E-services and ICT products are important in order to meet future societal challenges in North Central Sweden.

1,900 / 2,000 characters

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?

Yes

If yes, how?

"Digital services and processes" is one of the five focus areas of the regional innovation strategy for smart specialisation. Digitalisation is one of the societal revolutionary trends today. It affects the societal development in a profound way, both on individual and system level. Digitalisation will have great impact on future learning and accessibility. It contributes also to innovation, learning and development of the public sector.

444 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner Relevance 1	3-PP Gävle Municipality

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Gävle is since 2016 actively implementing a Digital Renewal programme as well as a driving force behind the development of the regional innovation system for the benefit of SME growth and employment in collaboration with Region Gävleborg. Gävle has also long experience in supporting the internationalisation of the innovation system actors and companies linked to them.
Based on this we can tell that the extent and the speed of digitalization and the use of new technologies need to increase – both in the public and the private sector, and the public sector can lead by example by implementing qualitive e-governance and e-services based on the actual needs of SMEs and citizens.
The challenges of new behavior patterns of citizens, companies as well as employees need to be addressed and include a better understanding of innovation and true digital services. In order to do so we need to work equally with competence, culture and leadership within the organizations.

974 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

According to the Swedish regulations cities are formally involved in cooperation with the Swedish Agency for Economic and Regional Growth for the decision making process and this includes the work on the OP North Central Sweden, in particular at local level.
The cooperation of the city with the Swedish Agency for Economic and Regional Growth acts through the Regions. So, the city will influence the policy instrument as follow:

- at political level: it is one of main stakeholder dialoguing with the Swedish Agency for Economic and Regional Growth (through the region), strongly giving inputs at territorial level.
- at technical level: Gävle is the largest municipality and the administrative center of the region so it has actively contributed in building and preparing the OP - North Central Sweden.
Gävle municipality will work with the MA in the long term, improving the governance of the policy instrument through the experiences acquired and learned from the other project partners.
.

1,000 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

Gävle will work closely with the other partners in delivering the project work plan. We have interesting good practices to share, ie the use of Automation and Artificial Intelligence in the delivery of social welfare services and open data in Innovation Arena; we will engage in workshops/peer reviews, development and implementation of pilot as well as monitoring. Gävle will benefit from the transnational sharing of learning and experiences, an important contribution to the development of the RAP

500 / 500 characters

B.2.3.3 Stakeholder group relevant for policy instrument 3

Please provide the indicative list of stakeholders to be involved in the project

Tillväxtverket, the MA
Departments of Gävle municipality
Region Gävleborg
University of Gävle
Cluster organisations (FPX, Find-IT, Fiber Optic Valley)
Företagarna (business organization)

187 / 1,000 characters

| Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process) | The individual stakeholders have different roles within the regional support system for innovation and increased growth and competetiveness. They are the operational actors in the system, working closely with public and private sector, providing different services and support.

Tillväxtverket, the MA, responsible body for the policy instrument

The municipal organisation leads by example when it comes to digitalisation of services and the development of e-government solutions. The work should be inclusive and based on actual needs of citizens and businesses. Priority is given to the development of competence, culture and leadership within the organisation and in relation to partners/stakeholders.

-Region Gävleborg is responsible for regional development and related policies (including writing of the ERDF programme and the regional digital agenda).

- University of Gävle, a regional university with international links, is an important actor within the regional innovation system both as a provider and a facilitator of research and innovation.

-cluster organisations, the city/region has several clusters based on ICT. They collaborate with both private and public sector and have been an active part of the TechTown project (Urbact) together with Gävle municipality: Future Position X (FPX); Find-IT; Fiber Optic Valley.

-Företagarna, the business organization gather xx member companies in Gävle and the region. Digitalisation of businesses is one of the priorities of their agenda. |

1,500 / 1,500 characters

| How will this group be involved in the project and in the interregional learning process? | The local stakeholder group will be involved at two levels: local level and interregional level.
Local level: the stakeholders will be actively involved in the local process and the development of the Local Action Plan. They will also participate in the transnational activities: thematic events, study visits, import workshops (both hosted and visits abroad, costs are foreseen for 1 stakeholder/transnational activity) and the final event The local stakeholders will contribute with their knowledge, expertise, contacts and network, and the knowledge acquired will be reported to all stakeholder members.
Learning from the transnational exchange will be put in practice in the local work and will most probably affect the methods and delivery of services of each one of the participating organisations/stakeholders. |

818 / 1,500 characters

B.2.4 Policy instrument 4

B.2.4.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Development Plan of Tartu 2013-2020

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

MAIN FEATURES.
The Development Plan of Tartu 2018-2025 includes the priority 3 "City of inspiring urban environment" that will be the focus the policy instrument. It contains several objectives and the current project would mainly focus on the objective of designing an inspiring urban environment.
This action includes the implementation of new digital solutions that would enable better service for citizens and higher satisfaction of public servants.

REASONS TO BE IMPROVED
The digital agenda has been important for several years which means that Tartu has already achieved quite a good level. However, this indicates that it is not a trivial task to design a plan for the future and find smart ways how the city government could use the help of citizens, local companies and research institutions to develop or even redesign public services offered by the (local) government. Therefore it is vital to:
- Defining a more systematic roadmap and mechanisms for the city government to enable and boost a desired change in the future.
- target concrete smart specialisation sectors selected on a national level, e.g. ICT, AI tools and digital platforms.
- learn from others and improve the strategic approach. The main goal is to increase the region's economic growth and provide jobs by supporting a shift towards high technology sectors.

1,342 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

Is the body responsible for this policy instrument included in the partnership?

Yes

Name of this responsible body

4-PP Tartu City Government

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

Tartu City Government intends to improve the policy instrument (Development Plan of Tartu 2018-2025, priority 3) through IMPROVED GOVERNANCE: Tartu wants to implement its smart city strategy by focusing on designing a concrete action plan to use its entrepreneurial and science potential to develop the city. The citizens, local companies, universities and other actors have always been intertwined and this has been very useful for the city. However, the aim of including this action to the development plan is to work in a more systematic way to achieve meaningful results in the future. Some examples of measures to be improved are: supporting innovation, product development and use of new technologies; supporting growth of productivity in companies; improving quality of business support services.
These steps help to improve governance and encourage people to come up with new and bold ideas how to make the city better.

928 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)

% increase in regional innovation activity stimulated by eGovernment initiatives by 2022

89 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

local

| **What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?** | Tartu is the second largest city in Estonia and often considered to be the country's cultural and intellectual capital. The city has about 100 000 inhabitants. Tartu is the hometown for the University of Tartu (established in 1632, belongs to the top 2% of world's best universities), the Estonian University of Life Sciences, the Baltic Defence College, Tartu Health Care College and several other education institutions. With so many higher education institutions in the city, Tartu inevitably attracts a lot of talented and innovative people from other parts of Estonia and abroad.

Although Tartu has several advantages compared to many other cities, a lot remains to be done to fully use the potential of the city to be a great place to live and to do business. The population of Estonia has decreased during the last decades and the situation has worsened the most in the southern parts of the country. Lack of jobs and people in the region is definitely among the most important challenges. If the number of well-paid workplaces drops then it has a direct negative influence to the whole attractiveness of the region. At the moment the main topic is related to the lack of people because the economy is growing and companies aim to expand but it is difficult to find new employees. Hence, talent attraction and retention policies are very important and one of the key goals is to provide in Tartu the best services and living environment (including relevant digital solutions) as possible for the citizens. This is also one of the reasons why a smart city strategy for Tartu is currently being drafted.

The exchange of expertise and mutual learning among partners that are facing similar situations can provide suggestions concerning the implementation and monitoring of the policy instrument. |

1,802 / 2,000 characters

| **Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?** | Yes |

| **If yes, how?** | The smart specialisation areas for Estonia have been selected on the national level. In addition the city of Tartu has been involved in devising a smart specialisation strategy for Tartu and southern Estonia. The national and regional priorities are well-connected with the aims and priorities of the policy instrument as one of the national specilisation area is the horizontal use (and development) of digital solutions. |

422 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner Relevance 1	4-PP Tartu City Government

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Tartu City Government is the owner of the policy instrument and therefore the city has the capacity to influence the policy directly. The city has a lot of experiences in implementing different policies, working together with international partners and developing and launching digital solutions to improve the services provided to the citizens.
As the city of Tartu is the second largest city in Estonia the city has many priority areas and therefore the city might be a partner is several projects and applications.
Tartu is already partner in the IE RELOS3 project but it confirms it has the staff capacity to work on BETTER.

631 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

Tartu City Government owns the policy instrument and influences it directly.

76 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

The city of Tartu will contribute by offering its expertise and good practices. Additionally the city is ready to host study visits and project meetings.
The city will benefit from the project by learning new tools and methods from project partners and by exchanging good practices in business support, management and monitoring to improve the policy instrument.

363 / 500 characters

B.2.4.3 Stakeholder group relevant for policy instrument 4

Please provide the indicative list of stakeholders to be involved in the project

- e-Governance Academy
- Business support structures: Tartu Science Park, Tartu Biotechnology Park, Tartu Centre for Creative Industries, Tartu Business Advisory Services Foundation, etc.
- Citizen
- Companies, including start-ups

231 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The the listed stakeholders have key roles in implementing the policy instrument and/or they are beneficiaries of the policy.
In particular:
e-Governance Academy: trains and advises leaders and stakeholders in using information and communication technology (ICT) to increase government efficiency and to improve democratic processes with the aim of building open information societies.
Business support organisations:
-Tartu Science Park (the first science park in the Baltics, founded in 1992 by Tartu city, county and two universities)
-Tartu Biotechnology Park (provides physical infrastructure as well as business development and consultancy services to companies and R&D institutions in the fields of biotechnology, medicine and veterinary)
-Tartu Centre for Creative Industries (operates as the coordinator of creative industries in Tartu and South-Estonia by providing creative industries related information and training, legal and economic consulting for creative entrepreneurs, as well as business incubation services)
-Tartu Business Advisory Services Foundation (focused on investment services and business development in new and established companies in Tartu region).
- Citizen: as representative of direct needs for benefit from the public services
-Companies, including START UPs: as direct beneficiaries of Tartu on line applications.

1,353 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	PROJECT: The stakeholder group would hold regular meetings, its members would take part of project events, study visits and capacity building actions. The stakeholders would contribute to achieving the outputs and results of the project by sharing information, giving relevant input, etc. In addition sharing good practices and gaining knowledge from the consortium will improve the know-how of the stakeholder group about different approaches and solutions from partner regions. REGIONAL LEARNING PROCESS: The stakeholder members will take part of the following activities: -They will contribute to the GP Database and take part in the design of the local policies cooperating in the coordination of the Excahnge of Expereince activities. -The transnational learning exchange events. The members will be invited to 4 thematic events, Study Visitst, import workshops and reginal conferences. -Sharing good practices and gaining knowledge from the consortium will improve the know-how of the stakeholder group about different approaches in the EU to tackle similar challenges.

1,075 / 1,500 characters

B.2.5 Policy instrument 5

B.2.5.1 Definition and Context

Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.	Integrated Urban Development Strategy of Nyíregyháza (IUDS)

Please describe the main features of this policy instrument (e.g. objective, characteristics, priority or measure concerned) and the reason(s) why it should be improved.

MAIN FEATURES
The city's Urban Development Concept defines Nyíregyháza's long-term vision for its social and economic environment, while the IUDS outlines the objectives to be achieved in the medium-term (4 to 10 years), the interventions and the implementation process.
As a county capital, Nyíregyháza is the center of several public services, therefore, an emphasis was put on the development of citizen-friendly and efficient e-administration services, in the framework of the 4th Thematic Objective of the strategy (High quality human services).
WHY IT SHOULD BE IMPROVED
There are no statistics at local level about e-governance but the Digital Economy and Society Index (DESI) shows that a significant number of citizens still only use basic online services, rather than advanced ICT solutions: Hungary has the second largest proportion of internet users on social networks in Europe (84%), but the fifth lowest on e-governance platforms (49%) – these numbers are unlikely to be higher in Nyíregyháza. Cognitive and motivational reasons are dominant: lack of trust in electronic procedures and the government in general, disinterest in new technologies, etc. Hungary – and the county, as the most disadvantaged region – also lags behind in the level of innovations, e.g. the development of new generation networks, more complex IT applications supporting business processes and cloud services.

1,405 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)	No
Is the body responsible for this policy instrument included in the partnership?	Yes
Name of this responsible body	5-PP Municipality of Nyíregyháza

How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?

The strategy will be improved through a structural change, focusing on innovation in the public sector and raising the awareness, trust and e-governance skills of the citizens.
- Improving the existing measures in place concerning innovation and e-governance and creating new ones about awareness-raising and citizen participation can help ensuring that truly innovative and user-friendly solutions are born, AND they will be used by the target group.
- Strengthening the coherence between the different TOs and the cooperation with the relevant national Operational Programmes (i.e. the Public Administration Development OP, the Human Resources Development OP and the Economic Development and Innovation OP, dealing with training, research and technological development) can produce new experiences and insights about how to incorporate these elements into the strategy.
In 2015, the partner implemented a pilot called Digital Nyíregyháza:
o launching special programmes and purchasing equipment aimed at developing the digital competences of students in a disadvantageous social situation (they had a chance to request free tablets with training)
o and extending electronic access by – among other things – developing a mobile application for voting on local issues, reporting specific problems to the city authorities (e.g. damaged roads) or booking an appointment to the Mayor's office.
The experiences from this project give an advantage to the city to identify recommendations to the strategy.

1,500 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022

89 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?	local

What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?	The preparation of the IUDS was preceded by a detailed baseline analysis. The study presented the economic and social processes, strengths, weaknesses and problems of the city, but did not reveal details on e-governance and innovation in the public sector. However, the national and regional documents (e.g. the National Info-communications Strategy) – on some of which the IUDS is also based on – identified the following problems: - The administrative burden perceived by the public and companies is high during government procedures. - Electronic solutions are not suitable for service in many areas – isolated methods are typical. - According to the 2018 DESI country report, Hungary belongs to the low performing cluster of countries in relation to its citizens using e-governance solutions – people shy away from advanced ICT services, mostly for cognitive reasons. - Hungary lags behind in the level of innovations, e.g. the development of new generation networks and cloud services. Currently, the strategy supports developing a customer-friendly e-administration system and ensuring its accessibility to all citizens – these efforts supposed to go towards solving the first two problems mentioned above. Raising the awareness, trust and motivation of citizens and promoting the potential benefits of new e-governance solutions to them gets less attention despite the fact that public disinterest makes introducing new technologies abortive by definition. Methods to drive further innovation in the public sector should be sought out and incorporated into the strategy. Better coordination with the Public Administration Development OP, the Economic Development and Innovation OP, the Human Resources Development OP and other relevant national and regional policy instruments is also necessary.

<div align="right">1,803 / 2,000 characters</div>

Is this issue linked to the national/regional innovation strategy for smart specialisation (RIS3)?	Yes

If yes, how?	Since e-solutions extensively encompass and support several sectors, they are present as a horizontal priority in the National Smart Specialisation Strategy under the title ICT & Services. The horizontal priorities of the RIS3 Strategy of the Northern Great Plain include the development of R&D and innovation management services which form the basis of developing new ICT measures and make their implementation in any sector possible.

<div align="right">435 / 500 characters</div>

B.2.5.2 Partner relevance for policy instrument 5

Partner Relevance 1	5-PP Municipality of Nyíregyháza

What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.

Nyíregyháza is the county capital of Szabolcs-Szatmár-Bereg. With a population of 118,000, it is one of the leading cities of the Northern Great Plain. The municipality is especially interested in innovative measures concerning e-governance. To demonstrate this interest, the city implemented a pilot project called Digital Nyíregyháza in 2015 with a budget of €5.5 million:
- providing access to broadband infrastructure for all households;
- developing the digital community/economy by institutional infrastructure development (facilitating the use of electronic services);
- improving digital skills by launching special programmes and purchasing equipment aimed at developing the digital competences of students in a disadvantageous social situation;
- and extending electronic access to public services by increasing the number of online public services.
Consequently, the city can provide hands-on experience which will be useful when reconsidering the strategy's goals and priority areas.

996 / 1,000 characters

What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)

The Municipality of Nyíregyháza prepared the IUDS (and the Urban Development Concept) according to the regional priorities of the 2014-2020 period. As the controlling and implementing power over the strategy, ensuring and regularly evaluating its success and adding modifications for the current (and the next) programming period is the city's responsibility – the document foresaw a yearly monitoring system and a planned review (and revision, if necessary) in every 3 to 5 years. The city's expertise is strengthened by the fact that it implemented a successful pilot project concerning digital competences and e-governance. To further ensure the project's success, the city plans to actively involve national, regional and local institutions that are relevant to the topic of e-governance and innovation in the public sector, by asking them to comment on the project work and the feasibility of the proposed changes and also by inviting them to the RSG group.

964 / 1,000 characters

How will the partner contribute to the content of the cooperation and benefit from it?

The partner will contribute to the project's success by:
- providing good practices to prepare for the Thematic Events;
- hosting two Study Visits and participating in three more;
- organizing a cooperation platform with local stakeholders;
- and developing, implementing and monitoring a Regional Action Plan (RAP).
It will benefit by improving its own public administration, the competences of its employees and the target strategy (via the RAP).

449 / 500 characters

B.2.5.3 Stakeholder group relevant for policy instrument 5

Please provide the indicative list of stakeholders to be involved in the project

The local stakeholders group that will support the strategy's improvement will – among others - be composed of:
- the Szabolcs-Szatmár-Bereg County Government Office;
- INNOVA – the Northern Great Plain Regional Innovation Agency;
- Magyar Telekom - T-Systems Hungary, the largest Hungarian service provider that can cover the entire range of ICT technologies;
- a representative of the Ministry of Development;
- and the University of Nyíregyháza.

449 / 1,000 characters

Role of these stakeholders in relation to the above policy instrument? (e.g. in the decision making process)

The SzSzB County Government Office is one of the main institutional platforms of public administration and e-governance in the city and has the most direct contact with the citizens. Therefore, it can contribute by sharing its experiences concerning ICT solutions and user habits.
INNOVA manages innovative ideas to market success by creating networks between national and international actors along the regional innovation strategy. Its expertise related to R&D and innovation management will be fundamental to identify potential changes to raise the level of innovation in the public sector.
Magyar Telekom had a major part in the Digital Nyíregyháza programme: when establishing the city's digital services, the winning bid for the implementation belonged to its subsidiary, T-Systems Hungary – they supply ICT solutions using the latest technological advances and business trends.
The Ministry of Development – which was also part of the pilot – can help with its national perspective to identify the necessary modifications.
The University of Nyíregyháza, as a representative of Hungarian education, shall advise the group on innovative ways to increase the citizens' participation in democratic processes through ICT solutions.

1,234 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	Members of the stakeholders group will: - have regular meetings to discuss the strategy and identify the proposed changes; - contribute with ideas, recommendations and good practices to be presented during the Thematic Events; - participate actively in the four Thematic Events and the in-depth Study Visits (to fully capitalize from the exchange of experiences during the interregional learning process); - support the elaboration, approval and monitoring of the Regional Action Plan; - provide input from their level (national, regional or local); - and support the dissemination work. The partner will create a mailing list to ensure ongoing communication and information exchange between the stakeholders.

709 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	Members of the stakeholders group will: - have regular meetings to discuss the strategy and identify the proposed changes; - contribute with ideas, recommendations and good practices to be presented during the Thematic Events; - participate actively in the four Thematic Events and the in-depth Study Visits (to fully capitalize from the exchange of

PART C – Project description

C.1 Brief history of the project

PROJECT IDEA

Cities nowadays face complex challenges to meet objectives regarding socio-economic development, sustainable growth and quality of life. The main problem addressed by this project is the need to support Public Authorities in the development of innovation infrastructures and be the drivers of smart specialisation strategies; the inadequate intensity of the Innovation effort made by the public sector and its poor adaptation to specific needs, especially in the less developed countries (due to a lack of understanding of the innovation process at the regional level), helps increase the 'technology gap' between EU regions and tends to perpetuate or even increase the 'cohesion gap'. One practical way to approach this problem is to encourage Public Authorities to develop Regional Innovation Strategies in which eGovernment solutions can stimulate Regional Innovation chains (as well as improving their services). ICT tools are crucial in ensuring that citizens have easy access to local government information, services and decision-making processes as well as in helping and improving participation and consultation of citizens towards local governments. However, the level of innovation among EU regions is not measured only by ICT tools but by the general strategies that regions put in place in order to support and enhance innovative local dynamics and improve the performance of their regional innovation systems. The EU regions show a wide diversity in regional innovation systems. The implication of this diversity is that there is no one-size-fits-all policy that can be applied to any region. Rather, policies need to be adjusted to specificities of the industrial, innovation culture, political system, and the level of autonomy held by regional authorities

For these reasons, Structural and Cohesion funds have included more than €280,000 million for the "improvement of regional development policies and programmes, in the field of research and innovation infrastructure" considering it as a priority for the period 2014–20.

PARTNERSHIP

The consortium was recruited on the basis of previous cooperation networks in both IE and other EU programs.

The partnership includes 5 partners from 5 Member States covering a balanced geographical spread from North (SE&EE) to West (UK), South (IT) and East (HU).

The partners are all Public Authorities selected on their specific abilities related to the project topic. Genoa and Birmingham are already working on digital tools in the IE Pure Cosmos project and want to strengthen their competence on regional innovation strategies; Tartu, Gavle and Nyíregyháza have specific skills in Digital Transformation and RIS strategies due to the vocation of their societies.

3 policy instruments improve ERDF measures and 2 local policies.

Led by the LP, a series of draft policy instruments and budget were discussed through emails and Skype chats. The final application for submission was agreed by partners on 21 June 2018

2,989 / 3,000 characters

C.2 Issue addressed

HOW DOES THIS ISSUE FIT IN THE EUROPEAN CONTEXT?

The regional development issue addressed by BETTER is this: support the role of public authorities as stimulators and clients of regional innovation strategies using ICT tools in order to deliver eGovernment and thus improve services, as well as strengthen the innovation chain. Innovation has been placed at the heart of the EU's strategy to create growth and jobs. EU countries are encouraged to invest 3% of their GDP in R&D by 2020 (1% public funding, 2% private-sector investment) - this is expected to create 3.7 million jobs and increase the EU's annual GDP by nearly €800 billion.

In the EU context BETTER is particularly in line with:

1) The European Research and Innovation roadmap, where Transnational cooperation between Member States grew around 7.8% per year between 2014 and 2017

2) The European Innovation Partnerships in order to stimulate "demand side in selected societal challenges"

3) The Research and Innovation Performance of the EU (SRIP) report to accelerate the development and deployment of innovative instrument such as (for BETTER) ICT tools, exploring smart specialisation strategies and the centrality of citizen needs

EUROPE 2020 STRATEGY

The Flagship Initiative "Innovation Union" has highlighted that the EU funds should be fully exploited to develop research and innovation capacities across Europe, based on smart specialisation strategies. However, the EU Member States dedicate far less (around 64%) to this close to the market and competitiveness related activity. This makes it even more urgent to address the "European Paradox", i.e. the difficulties that European countries have in transforming their success in research & innovation into commercial success.

HOW IS IT RELEVANT TO THE INTERREG EUROPE PROGRAMME AND TO THE SELECTED SPECIFIC OBJECTIVE

BETTER will pursue Specific Objective 1.1: Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, European Territorial Cooperation programmes, in the field of R&I infrastructure and capacities notably in the framework of Smart Specialisation Strategies

3 partners (P1, P2, P3) will improve Cohesion Policy instruments (Growth and Jobs) as specified in the Call and they all address TO1 - Strengthening research, technological development and innovation

2 partners (P4 and P5) address their local policy strategies to support and enhance innovative local dynamics and improve the performance of their regional innovation systems.

All the 5 partners are Public Authorities and will act both as stimulators of Regional Innovation chains and as clients of eGovernment solutions.

They propose policy instrument improvements as follows:

* 3 improved governance (P1, P2, P4)

* 1 new projects and improved governance (P3)

* 1 Structural change (P5)

HOW CAN INTERREGIONAL COOPERATION CONTRIBUTE TO IMPROVE THIS ISSUE

Some partners already know each other thanks to previous cooperation projects and they had the possibility to exchange experiences and identified new common challenges. This provided an important input into the design of BETTER.

A strength of the project is to benefit of a small consortium made by skilled partners on the project topic.

P1Genoa, P2Birmingham, P3Gavle, P4Tartu have already a specific experience in Regional Innovation Strategies and P5Nyíregyháza has already an eGovernment office to stimulate the Innovation Strategy in its region. The interregional cooperation will be especially focused on "Digital Platforms" and "Artificial Intelligence" tools good practices exchange and project study visits. The project will work especially on change in governance actions for key decision-makers (capable to negotiate good funding arrangements), the production of the partner's Regional Action Plans in parallel and the cooperation with the MAs that will play a crucial role in the durability of the project results.

3,992 / 4,000 characters

C.3 Objectives

Programme priority specific objective the project will contribute to	Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, ETC programmes, in the field of research and innovation infrastructure and capacities.
Overall objective and sub-objectives	Overall Objective Strengthen the role of Public Authorities as stimulators of regional innovation chains by improving eGovernment solutions by 10% by 2022. Sub-objectives (1) develop by 2022 at least 3 innovative instruments (e.g. digital platforms, Artificial Intelligence) that will improve municipal services (2) increase by 10% by 2022 the societal impact of the innovation process outcomes thanks to the development of new e-Government services. (3) increase by 20% by 2022 the effectiveness of key decision makers' involvement in Regional Innovation chains and related investments in order to meet their innovation objectives. (4) Increase by 20% by 2022 the horizontal and vertical cooperation between the different levels of government and relevant actors (including investors) in the development and implementation of the RAPs Sub objectives 1 and 2 are related to the progress that the partners can make in the field of research and innovation infrastructures. Here ICT systems play a strategic role in ensuring that citizens have easy access to local government information, services and decision-making processes and they are the focus of Public Authorities. They will improve the level and the quality of Public Authorities services in the partners areas. Sub objectives 3 and 4 are specifically related to the Involvement of stakeholders and Managing Authorities in the decision making. BETTER will not only actively empower the Regional Stakeholders to offer concrete improvements to the policy instruments; via the RAPs, but will also empower them through building their capacity – both the key decision-makers and the organisations themselves – for continuing effective action after project-end, applying to R&I programmes a Smart approach

1,764 / 2,000 characters

C.4 Project approach

Describe the project approach to achieve the project's objective and to produce the intended outputs and results.	ORGANISING THE INTERREGIONAL LEARNING PROCESS, LINKING THE ACTIVITIES This will be led by P4 Tartu city Government. The actions will be divided in 5 Stages: Stage 1. ASSESS NEEDS, ASSEMBLE GOOD PRACTICES In Semesters 1 and 2, four project level THEMATIC EVENTS will review the planned policy improvements and project-partners' learning needs. They will involve staff and Regional Stakeholders. Each will focus on a specific theme: 1. Physical and virtual infrastructure/assets to support the process for innovation 2. Development and application of new innovative products and services 3. Processes to support new business models and ways of working across private public sector and with citizens 4. People and skills to make it happen The events will include: roundtables, workshops, good practices exchange and study visits and will last 3 days. In particular, each partner will recruit 4 highly distinguished, international professionals (tot 4 per partner) to create a "Panel of Experts" offering expertise on different themes for the project Thematic Events. In this way each partner will have the opportunity to actualise the developments that they propose to improve their policy instrument. Their intentions will be reviewed by expert colleagues, and each will develop a cumulative key tasks list specifying their plans within the project: Also in Semester 1 partners will assemble a REGISTER OF GOOD PRACTICES to collect and document the good practices that are relevant to partners' needs. A BETTER RIS Matrix will be produced and used (a) during the project as a management tool to ensure that PPs' learning needs are met, and (b) at the end of the project to provide a guide on good practices to enable policy makers to decide upon investment priorities for RIS based on evidence from across the partnership and beyond. Stage 2. OBSERVE GOOD PRACTICES In Semesters 3 and 4 10 in-depht STUDY VISITS will be organized using the register of good practices on the basis of: * format to be what they want * in principle one-to-one * emphasis on stakeholder involvement The good practices will be selected by the partners for their relevance to the identified specifications. In particular, some partners (UK, SE, EE) will focus some of their actions on new horizons concerning Artificial Intelligence (AI) issues applied to eGovernment solutions in order to resolve resource allocation problems, and take on significantly complex tasks, (eg answering questions, filling out and searching documents, routing requests). Stage 3 ADOPT GOOD PRACTICES In Semester 5 partners will each organize an IMPORT WORKSHOP. Experts from other partners will assist the importing partner and regional stakeholders to import their good practices and draft their Regional Action Plan. The proceedings will normally be in own-language, so that the maximum learning can be achieved. Stage 4 IMPROVE POLICIES In Semester 6 each policy owner uses the RAP to "improve its policy instrument", with continued support from project-partners, ie * implement innovation chain improvements, according to the policy instruments * deliver capacity-building actions for key decision-makers Stage 5 MONITOR POLICY IMPROVEMENTS In Semesters 7-8 partners will monitor the adoption and implementation of their RAP. In Semester 8 the project will hold a European-level conference to disseminate their experiences and partners will undertake an impact survey #2 to measure impact to 2022. THE ROLE OF THE REGIONAL STAKEHOLDER GROUPS 5 Regional Stakeholder Groups (1 per partner region) will be central to developing the RAP and delivering its objectives quickly. They will be the vehicle for consultation and will: * input into the Thematic Events, the Study Visits, the Import Workshops: and especially to the development of the RAP. * actively contribute to the GP register, Learning needs * benefit from capacity-building through the Thematic Events, the Study Visits and the Import Workshops * promote the project and its results. Additionally each regional-partner will hold a REGIONAL DISSEMINATION EVENT, targeted at key decision makers and all local stakeholders. Partners will agree some common approaches for working with their Stakeholders. This will include standardised reporting and a self-assessment tool to monitor the effectiveness of the RSG involvement and the improved capacity of the key decision-makers.

4,422 / 5,000 characters

C.5 Communication strategy

Describe the communication strategy and the way it will contribute to achieving the project objectives. **In the table below, outline your communication objectives, summarise the main target groups and the kind of activities planned to reach each objective. Add line per ojective and describe each separately.**	The communication objectives are: 1: Raise awareness of the opportunities offered by eGovernment services generated by innovation infrastructures. This supports project sub-objectives (1) use of innovative instruments (2) societal impact of the innovation process outcomes and (3) effectiveness of key decision makers INDICATOR: 15% increase in awareness among key decision makers and local authorities by 2022 2: Support the Capacity Building process by actively involving key decision-makers in the development, implementation and monitoring of the RAPs. This supports project sub-objectives (3) effectiveness of key decision makers (4) cooperation between government and relevant actors INDICATOR: +50% Intensity of involvement of regional key decision-makers (including MAs) participate in Stakeholders Group activities 2019-2022 3: Support the transfer of e Government services into mainstream Structural Funds Programmes leading to clearer understanding of best value investments in RIS This supports project sub-objectives (2) societal impact of the innovation process outcomes (3) effectiveness of key decision makers (4) cooperation between government and relevant actors INDICATOR: 15% increase cooperation in Governance by learning through regional innovation strategy partnerships 4: To ensure effective, efficient internal communication between the project partners This objective supports the Communication management. During Phase 1, communication will be targeted at all those who are essential to the development of the Regional Action Plan (RAPs). During Phase 2 it will be mainly dedicated to disseminating the progress of RAPs. COORDINATION AND MANAGEMENT * P5 will coordinate, and appoint a project Communication Manager who will lead all activities, monitor and report; * Project-partners' communication officers will liaise with P5. * A Communication Plan, agreed in Semester 1, will operationalise this Strategy. Performance and impact will be monitored by P5.

1,996 / 2,000 characters

Objectives	Target group	Activities
OBJECTIVE1: Raise awareness of the opportunities offered by eGovernment services generated by innovation infrastructures Key message: eGovernment simplifes citizens' lives, reduces service costs and increases their quality 225 / 300 characters	• Local and regional authorities, responsible for administrative reforms and regional innovation strategies for eGovernment services; • Managing Authorities who will act as permanent co-operation partners in the local network 227 / 500 characters	COMMUNICATION OBJECTIVE 1 will be reached through: * The Project website, the main communication tool, accessible for all the interested subjects both from partners and other EU cities and regions decision makers, stakeholders and organizations. * Social media pages (i.e. linkedin, twitter, facebook), providing the widest and quickest possible dissemination opportunity, especially among citizens and professionals communities. * A Project poster (in English and translated in all partners' languages), to be realized at the beginning of the project, to be displayed at partners premises and in occasion of all the meetings and events; * A project Brochure (in English and translated in all partners' languages), both in printed and electronic version to guarantee a flexible use, to be widely disseminated to all partner local/regional/national/EU contacts, and distributed during events, meetings, workshops, etc. * Press releases, regularly issued in occasion of main project activities, both at project and partner levels * Press Conferences and briefings, organized by partners during crucial project phases, providing the possibility for media to interview actors directly involved in the project implementation * Possibility of externally-funded local promotional events * the Final Conference 1,309 / 1,500 characters
COMMUNICATION OBJECTIVE 2 Support the Capacity Building process actively involving key decision-makers in the the RAPs. Key message: better decisions to achieve better services and more innovation 199 / 300 characters	* Specialized networks, as SMART cities Network or Digital specialists to provide examples to disseminate among BETTER partners and non partners • Managing Authorities who will act as permanent co-operation partners in the local network 239 / 500 characters	COMMUNICATION OBJECTIVE 2 will be reached through: * 6 E-newsletters (in English and with summaries in all partners' languages), featuring contributions from all the involved actors, to be regularly issued during the project (6 in Phase 1), and disseminated to the Local Stakeholders Group members, but also to all partner contacts, to inform about the project progress. * 5 Import workshops, to be organized at the end of Phase 1 in each partner city, to finalize the Regional Action Plans, offer important occasions of debate,. * The Project website and Social media pages will play a key role also in this objective * Public appearance on public events on Open days in Brussels 686 / 1,500 characters

Objectives	Target group	Activities
OBJECTIVE 3 Transfer of eGovernment services into mainstream Structural Funds Programs leading to the best value investments in RIS Key message:how devolution can lead to enhancement of RIS networks. 202 / 300 characters	* Local and regional authorities, responsible for for administrative reforms and regional innovation strategies for EGovernment services; * Managing Authorities who will act as permanent co-operation partners in the local network Specialized networks, as SMART cities Network or Digital specialists to provide examples to disseminate among BETTER partners and non partners 375 / 500 characters	COMMUNICATION OBJECTIVE 3 will be reached through: * Press releases targeted to the Communication Objective 3 * The 5 Import workshops, to be organized at the end of Phase 1 in each partner city, to finalize the Regional Action Plans, offer important occasions of debate,. * the Final Conference 298 / 1,500 characters
OBJECTIVE 4 To ensure effective, efficient internal communication between the project partners by setting forth roles and methods, project progress, activities, events, products and other details across the partnership. 221 / 300 characters	BETTER Project Partners 25 / 500 characters	- Electronic mails - Fax/ letters - Skype or virtual meeting tools. 69 / 1,500 characters

C.6 Expected results and outputs of the project

C.6.1 Overview of the expected outputs and results

Describe in more detail the outputs and results the projects intends to produce. Provide qualitative and quantitative information regarding outputs and results of the project, including those related to management and communication activities.

OUTPUTS
1 Good Practice Register |4 Thematic Events |10 Study Visits |5 Import Workshops |5 Regional Action Plans |40 Local Stakeholders Groups | 1 Final Conference | Connection with the IE Policy Learning Platform
1 Communications Strategy |30 press releases |1 Project website |5 partners' web pages |2 Social media profile |6 E-newsletters |5 Project posters |5 regional launches |1 Project Brochure |5 Regional Dissemination Events |1 Subsidy Contract |1 consortium Partner Agreement |7 Project Management Group meetings |7 Progress Reports |1 final project report

RESULTS
IN RELATION TO THE GENERAL OBJECTIVE
10% increase in regional innovation activity stimulated by eGovernment initiatives by 2022
5 policy instruments will be improved (3 ERDF, 2 other) on the basis of good practices transferred.

PER SUB-OBJECTIVES 1&2:
1:create by 2022 at least 3 innovative instruments (e.g. digital platforms, Artificial Intelligence) addressing citizen needs and reducing administrative burdens
2: increase by 10% by 2022 the societal impact of the innovation process outcomes thanks to the development of new e-Government services (e.g. Improve quantity and quality of Public services, increase citizen- friendliness of application, time savings, financial savings, increase transparency, acceleration of decision processes in public administration)
In particular, 3 policy improvements (P1, P2, P4) will focus on IMPROVED GOVERNANCE:
P1 will increase quality of public service offerings focus on technological platforms for innovative payment systems, P5 will shape the nature of future ERDF projects and calls and P4 will integrate its RAP in the smart regional strategy of Estonia .
P3 will focus on NEW PROJECTS based on "Digital services and processes" and on IMPROVED GOVERNANCE to learn more on Artificial Intelligence tools. P5 will act in STRUCTURAL CHANGE Strengthening the coherence between the Municipal TOs and the national Program.

SUB-OBJECTIVES 3&4:
3: promote co-action in the decision making process at intercommunal level
4:increase by 10% by 2020 the "integrated approach" between the different levels of government.
All RAPs will be drafted with an "integrated approach" among the key decision-makers (horizontal cooperation) and between the city and the MAs (vertical cooperation). The project will also work closely to Policy Learning Platform and the creation of an EU-wide community.

In particular, 3 policy improvements (P1, P2, P4) will focus on IMPROVED GOVERNANCE: P1 and P2 will work in the development of a fruitful cooperation to maximize the city contribution to the Jobs and Growth agenda in the OP. P4 will well connect the local with the national priorities in the filed of digital solutions.
P3 will work on NEW PROJECTS and GOVERNANCE : the RSG involvement will ensure that all relevant inputs are taken into consideration.This means that the delivery of the policy itself (calls and governance) will be influenced.

2,966 / 3,000 characters

C.6.2 Indicators

Result indicators	Target	
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link	3	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link	2	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	5,000,000	
Estimated amount of other funds influenced (in EUR)	2,000,000	

Policies	Self-defined performance indicators	Target	
Policy 1	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022	10	
Policy 2	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022	10	
Policy 3	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022	10	
Policy 4	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022	10	
Policy 5	% increase in regional innovation activity stimulated by eGovernment initiatives by 2022	10	

Output indicators	Target
Number of policy learning events organised	50
Number of good practices identified	30
Number of people with increased professional capacity due to their participation in interregional cooperation activities	50
Number of action plans developed	5
Number of appearances in media (e.g. press)	40
Average number of sessions at the project pages per reporting period	1,000

C.6.3 Innovative character

BETTER network will be innovative in two ways:
1) enhance the access to and delivery of government services to benefit citizens and employees (e-governance) reducing the cost of government operations and improving transparency and accountability of Public Authorities. This challenge must recognise the diversity in possible regional development paths: traditional "triple helix" analyses (looking at the role of government, business sector, and knowledge production organisations) are not sufficient and should be supplemented by analyses of the "fourth factor" (socio-cultural regional environment) of the RIS to the creation of "constructed regional advantages".
2) allow for a broader change in the relationship between the government and its stakeholders. E-government is not just about municipal websites, email service delivery via the internet. It is about how citizen and business organisations change in relating to their municipality and the degree to which e-governance changes businesses relating to each other.
BETTER we will bring together a panel of experts to discuss how technology can be effectively used by governments. What are the examples that policymakers can learn from? how can they mitigate the risk of excluding certain groups? how do you make e-governance a two-way street?

SYNERGIES WITH OTHER INITIATIVES
PURE COSMOS: focused on the role public authorities can play in enhancing the competitiveness of SMEs IE Call 1; 8 partners.
ERMIS: jointly develop effective and transferable governance models for Local Innovation Systems (LIS) dedicated to innovation in SMEs. I4C Call 4; 15 partners.
EVITA: reinforcing social, economic and territorial cohesion by making ICT products more accessible. I4C Call 4; 14 partners
PROSPECTS: improving the efficiency of regional policies in the field of SMEs promotion and entrepreneurship in the former and current mining regions. I4C Call 4; 11 partners
FOLLOW-UP PROJECTS ADDED-VALUE
The project is completely a new initiative.

1,998 / 2,000 characters

C.6.4 Durability of results

Durability of achievements will be ensured as follows:
• 3 of 5 RAPs will improve ERDF policy instruments (thus 2 address local strategies). Each RAP indicates the sub actions linked to innovation infrastructures in ERDF (P1,P2,P3) or local programmes (P4, P5). All 5 policy instruments will have an impact in the stakeholders involvement and relationship at governance level This high-intensity cooperation aims to ensure durability by creating "horizontal cooperation" at local level and at the same time a good "vertical cooperation" between city and regional levels: P1, P2, P3, P4 will act "improving governance" therefore they will use dedicated ERDF funds of local programmes in order to develop solutions for administrative procedures, review the regional legislation or creation of new working places. P5 will work on a structural change and this will be an opportunity to create new job places in a long term prospective.
• With the new knowledge achieved via Thematic Events, Study Visits, Import Workshops and Regional Conferences directly involving stakeholders, a replication and "snow ball" effect processes with their network. The key factors for result-durability will be the "start-small-gradually-increase" principle with well-identified target groups and planned communication actions. The idea is to develop a "vision" for the long-term Regional Innovation Chains of the partner regions to clearly define what Smart Specialisation Strategies mean for them and how to get the key policy makers involved in this process. The RAP will be viewed not just as a project to list actions with emission reduction calculations, but as a process in which there is a bigger view as to what kind of regions the partners want to be in the future.
• BETTER durability will also be assured by partners' active support for the Policy Learning Platform in order to disseminate the good practices identified and lessons learnt.

1,937 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Neutral	As BETTER is supported under priority 1, dealing with R&D and Innovation, it does not directly focus on sustainable development issues, so the effect will be "neutral"
		169 / 1,000 characters
Equal opportunities and non-discrimination	Neutral	BETTER is focused on e-Government and the innovation chain, so it does not directly focus on equal opportunities and non-discrimination. However, the intention of e-Government is to provide better access to public services for all clients, and this might therefore indirectly support equal opportunities and non-discrimination. Nevertheless, overall the effect in relation to this principle will be "neutral".
		412 / 1,000 characters
Equality between men and women	Neutral	The same argument applies as for equal opportunities. Access to public services via e-Government systems may discriminate against women (reports conclude that they have less access than men to internet etc) but also in their favour (the same reports show that women have less access to mobility than men (especially cars), so that remote access to service-providers may discriminate in their favour. Overall, because the purpose of BETTER is not gender-specified, we conclude its impact in neutral
		501 / 1,000 characters
Digital agenda for Europe	Positive effects	The aim of the flagship Digital agenda for Europe is to deliver sustainable economic and social benefits from a Digital Single Market based on fast and ultra fast internet and interoperable applications. This will have the side effect of a progressive digitalisation of the energy sector with new and innovative solutions. The single energy market and the digital single market must therefore go hand-in-hand, as in reality they feed each other. Digital technologies already play an important role in e-Government, and are the focus of BETTER, which aims to use the leverage of e-Government to stimulate the regional innovation chains
		635 / 1,000 characters

C.8 Project management

C.8.1 Management arrangements

DAY-TO-DAY MANAGEMENT AND COORDINATION: STRUCTURE, RESPONSIBILITIES AND PROCEDURES
The structure is as follows:
1. P1 Genoa as LEAD PARTNER will be responsible through a nominated PROJECT MANAGER for fulfilling the terms of the subsidy contract and co-ordinating the overall project.
2. A PROJECT SECRETARIAT, working on a daily basis on project management and financial administration, will report to the Project Manager. The Secretariat will be a qualified specialist, at all times accountable to Genoa, who will remain solely responsible for delivering the outputs and performance as specified in the Subsidy Contract.
3. A LEADERSHIP TEAM, ie the partners responsible for the main activities, will coordinate their areas of responsibility on a monthly basis, supported by the Project Secretariat. The team is P1 Genoa (Project Manager), P5 Nyíregyháza (Communications), P4 Tartu (Interregional Learning).
4. THE PROJECT MANAGEMENT GROUP (PMG), meeting 6-monthly, will ensure strategic direction and accountability. Chaired by the Lead Partner and composed of one representative from each project-partner, it will meet seven times during the project to plan activities and receive progress updates from project-partners and the Project Secretariat. Decisions will normally be by consensus, or by majority vote if necessary. The status of the Project Management Group will be formally confirmed in the Partnership Agreement.
5. A LOCAL PROJECT MANAGER for each project-partner will have direct management responsibility for the local delivery of the project. Local project managers will also be responsible for ensuring that their Local Stakeholders Groups fully participate in BETTER.

DAY-TO-DAY COMMUNICATION WITHIN AND BEYOND THE PARTNERSHIP
INTERNAL communications will rely primarily on email. Project-partners will be encouraged to use eg Skype to enable cheap easy conference calls. In addition we will use a project intranet function (GoTo) for group communications and GoogleDocs for storing core documents, managing a project calendar etc. Each partner's local project manager will be responsible at all times for ensuring reliable communications with the LP and others.
EXTERNAL. (1) With Local Stakeholders Group members, communications will be the responsibility of partners' local project managers, who will establish appropriate systems. P5 (Communications Leader) will monitor this traffic at each PMG meeting. (2) With other target groups, P2 will be responsible for ensuring that the Communications Strategy (see sC5) is delivered according to plan.

DAY-TO-DAY FINANCIAL MANAGEMENT AND REPORTING
The PROJECT FINANCE MANAGER (based in Genoa) will be responsible for the overall financial claims and reports. S/he will be supported by the PROJECT SECRETARIAT at project level (responsible for day-to-day financial management, ie budget control and report-preparation) and a designated LOCAL FINANCE MANAGER at partner level (responsible for local financial management and for elaborating the local financial reports / payment claims). Main tasks are as follows:
BUDGET CONTROL: The principal budget control will lie with the Lead Partner, through the Secretariat. Each partner will set up its own budgeting system and will inform the LP about any possible changes or specific requirement. Budget performance will be reviewed at the end of each project-period
ACCOUNTING/VERIFICATION:. At PARTNER-LEVEL each partner will appoint a FLC to carry out verifications in accordance with national and EU legislation. At PROJECT-LEVEL the Project Secretariat will make sure that partner expenditure is correct and relevant to the project.

3,651 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised? Yes

C.8.3 Finance manager

Will financial management be externalised? No

C.8.4 Communication manager

Will communication management be externalised? No

PART D – Work plan

D.1 PHASE 1 'Interregional learning' - Detailed work plan per period

Semester 1

a) Exchange of experience

[see also sC4].
Exchange of Experience work will be led by P4 Tartu, with oversight by P1 Genoa and support from the Project Secretariat

In this semester, partners will actualise the improvements that they propose to make to their policy instrument, and identify relevant good practices. The main focus of this is a series of 4 Thematic Events, that will be planned in detail at PMG1 (Jan-19) and held in Semesters 1 and 2.

THEMATIC EVENTS (CONCEPT) Each of these 2 or 3 day events will focus on a specific theme . The four Events will be hosted by Birmingham, Gävle, Tartu, Genoa (TE-3 will be co-located in Tartu with a project management meeting). They will be closely coordinated by P4 Tartu. Each Event will follow the same principles, as follows:
* extensive preparation (systematic analysis of partners' situations and intentions)
* attended by all partners (delegations of up to 3 people, to include staff, politicians, local stakeholders).
* supported by thematic experts from within or outside the consortium (each partner will recruit 4 highly distinguished, international professionals (tot 4 per partner) to create a "Panel of Experts" offering expertise on different themes for the project Thematic Events).
* part peer review, part capacity-building ie high-intensity interregional learning

Sep-19: at PMG1 partners will
* agree the detailed methodology for the Thematic Events, and confirm the programme
* plan the Register of Good Practices
* discuss their Local Stakeholders Groups, and agree common approaches
* agree how they will support the IE Policy Learning Platform
Sep-19: P1 and P4 will contact the Policy Learning Platform to agree procedures for cooperation
Aug-Oct19: Partners will prepare for Thematic Event 1
Aug-19/Jan-20: Partners will hold first meetings with Local Stakeholders Groups, according to methodology agreed at PMG1. At the Application stage partners agreed that they would meet with their Groups every 4 months.
Oct-19: at Thematic Event 1 (hosted by P2 Birmingham) partners will consider THEME 1: Physical and virtual infrastructure/assets to support the process for innovation
Nov-19: partners will prepare their "To-Do Lists" v1
Nov-19: Partners will prepare for Thematic Event 2
Jan20: at Thematic Event 2 (hosted by P3 Gavle) partners will consider THEME 2: Development and application of new innovative products and services

2,393 / 3,000 characters

b) Communication and dissemination

[see also sC5]
Sep-19: P5, the Communications Manager, will prepare and confirm the Communication Workplan with all the Project-partners at PMG1. P5 will provide guidance for activities to be implemented and outputs to be realized. It will be updated at the end of Phase 1.
Aug-19: P5 will issue Press Release #1, dedicated to the project launch. Each partner will produce local press releases in their own languages.
Sep-19: A project poster will be coordinated by P5 and each partner will prepare/print local versions and display them as required
Sep-19: P5 will issue a PDF E-newsletter #1, featuring contributions from all the involved actors, with partners producing summaries in their own languages for circulation.
Sep-19: All partners will do a regional launch of the project, using press release, poster, website, newsletter, social pages. The launch will be virtual (no event) and aimed at key targets.
Oct-19: The project website will be launched and regularly updated, with contributions from all partners. Partners will also develop a project page on their organizations' websites.
Sep-19: Project social pages will be launched and regularly enriched by all the partners and through contributions of involved stakeholders.
Members of local stakeholders groups will be directly involved both as target of communication actions and as contributors in the animation of social pages and production of the newsletter etc.

1,433 / 1,500 characters

c) Project management

May-19. Once notified of the Monitoring Committee's approval of BETTER, the Lead Partner will appoint a Project Secretariat and set up management and financial systems

May-19. the Lead Partner will complete all contract negotiations with the Programme Secretariat and sign the subsidy contract.

Aug-19. The LP and Project Secretariat will work with the activity leaders (P4, P5 – see also sC8.1) to initiate advance planning on all Tasks

Sep-19: The Secretariat will arrange PMG1 (Project Management Group) hosted by P1 which will discuss/agree: (1) working and financial arrangements for the project, including guidelines for partners, (2) the consortium Partnership Agreement; (3) methodologies, procedures and specifications for Exchange of Experience actions: Thematic Events, Good Practice Register, Local Stakeholders Groups, Study Visits, support for the Policy Learning Platform, (4) the Communication Workplan and related procedures and actions

Sep-19: the consortium Partnership Agreement will be signed by all partners

Nov-19: The Secretariat will issue the necessary briefings to partners about the preparation of the Progress Report

1,153 / 1,500 characters

Main Outputs

Procedures for Exchange of Experience activities: Good Practice Register, Local Stakeholders Groups, Study Visits, support for the Policy Learning Platform
2 Thematic Events
5 draft Thematic Event reports ("To-Do Lists")
5 Regional Stakeholders Group meetings, duly reported.
1 Communication Workplan agreed
5 press releases
1 Project website
5 partners' web pages
1 Social media profile
1 E-newsletter, adapted for use by each project-partner
5 Project posters
5 regional launches through the media
One Subsidy Contract; one consortium Partner Agreement signed by all partners;
One Project Management Group meeting;
One set of guidelines for partners' project and financial management
One set of procedures for all Tasks

734 / 1,000 characters

Semester 2

a) Exchange of experience

[see also sC4].
During this semester the partners will complete the programme of Thematic Events, and collect the baseline data for their performance indicators.

THEMATIC EVENTS (OUTCOMES)
The outcome of each will be as follows:
(1) Each project-partner will prepare a "TO-DO LIST", to be shared back home with stakeholders etc. Partners' lists will vary depending on the relevance of each theme. "To-Do Lists" will be updated after each Thematic Event, so that by the end each partner will have a very rich idea of how it will improve its policy instrument, and what are its learning needs.
(2) The project-partners will research and assemble a REGISTER OF GOOD PRACTICES. Coordinated by P4 the good practices identified will focus on policy and practice on RIS in the partners regions and will be disseminated via the website, emails, social media.
(3) P4 will prepare and manage the BETTER RIS Matrix, that will be used (a) during the project as a management tool to ensure that PPs' learning needs are met, and (b) at the end of the project to provide a guide on good practices to enable policy makers to decide upon investment priorities for RIS based on evidence from across the partnership and beyond.

At PMG2 (hosted by P4) partners will:
(1) review progress and outputs of the Thematic Events and Good Practices Register.
(2) agree the programme of and procedures for planning and reporting Study Visits
(3) confirm plans for baseline surveys for PPs' performance indicators

Feb-20/Jul-20: [indicative]: Partners hold meetings with their Local Stakeholders Groups.
Feb-20/Jul-20: Partners will contribute to the Good Practices Register
Feb/Mar-20: Partners will prepare for Thematic Event 3
Apr-20: at Thematic Event 3 (hosted by P4 Tartu) partners will consider THEME 3: Processes to support new business models and ways of working across private public sector and with citizens

Mar-20: P4 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Mar-20/Jun-20: Partners will prepare for Thematic Event 4
Jun-20: at Thematic Event 4 (hosted by P5 Nyíregyháza) partners will consider THEME: 4 People and skills to make it happen
[T-E 4 will be followed by a discussion of the Thematic Events, to agree how the final outputs will be prepared, and to agree the first Study Visits, to commence in sem 3]
Feb-20/Jul-20: [indicative]: Partners hold meetings with their Local Stakeholders Groups. The outcome of the Thematic Events will be extensively discussed, and the "To-Do Lists" finalised; also partners' involvement in the Study Visits.
Mar-20: Partners will undertake the performance indicator survey #1 (baseline data); P4 will collate and analyse the data.

2,760 / 3,000 characters

b) Communication and dissemination

[see also sC5]
Feb-20: PMG2 will consider the draft Project Brochure; and plan the actions for the next 6 months.
Feb-20: The Project Brochure will be finalised by P5, presenting all the main aspects of the project (i.e. aim, objectives, activities, partnership, etc.). All partners will contribute with information and create local versions. It will be available in electronic and printed copies, to guarantee a flexible use.
Mar-20: P5 will issue Press release #2 to announce the outcomes of the Thematic Events. Each partner will use it as a basis to produce local press releases in their own languages.
Mar-20: P5 will issue PDF E-newsletter #2 (Thematic Events.) featuring contributions from partners and stakeholders, with partners producing summaries in their own languages, to be disseminated to members of local stakeholder groups and other local, regional, national and EU contacts.
Feb-20: Project website will be updated with project-partners' contributions.
Partners and stakeholders will continue to animate also social pages

1,039 / 1,500 characters

c) Project management

Feb-20: The Secretariat will arrange PMG2 (hosted by P4 Tartu) which will (1) review progress and outputs of the Thematic Events and Good Practices Register; plan Study Visits; confirm plans for baseline surveys for PPs' performance (2) agree the Communications Monitoring System and the draft Project Brochure; and plan the actions for the next 6 months; (3) plan the preparation of the Progress Report
May-20: The Secretariat will issue the necessary briefings to partners about the preparation of the Progress Report
Jul-20. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Secretariat.

804 / 1,500 characters

Main Outputs

2 Thematic Events
5 final Thematic Event reports ("To-Do Lists")
5 Regional Stakeholders Group meetings, duly reported.
Support actions, as requested, for the Policy Learning Platform

1 Project brochure
1 Communications Monitoring System
2 Social media profiles
5 Press releases
1 E-newsletter, adapted for use by each project-partner
Website updates

One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting
One regional activity and audited financial report from each partner (5 in total)

587 / 1,000 characters

Semester 3	
a) Exchange of experience	[see also sC4]. During this semester the partners will undertake Study Visits to analyse relevant good practices. They will develop closer relations with their key decision-makers and Regional Stakeholders. STUDY VISITS: Each regional partner will undertake 2 in depth Study Visits (10 in all). Key elements: * each delegation will typically include 3 people * each visit will last 3 days * selection of good practices and hosts will be "demand-led", and based on the outcome of the Thematic Events. * format and content to be agreed between visitors and host, but in principle led by the visitors * given the focus of BETTER, visits will have a high level of involvement from stakeholder and key decision-makers * exceptionally a Study Visit may be made to good practices from outside the consortium, if duly justified via the analysis of learning needs in the To-Do Lists and the Good Practices Register. * some interpretation is budgeted for, so participation is not limited by language ability. * each visit will be reported according to the agreed procedures, and the reports shared between project-partners Aug-20/Jan-21: Partners hold meetings with their Local Stakeholders Groups to discuss their local outcomes from the Thematic Events, and their interest in the Study Visits. Aug-20/Jan-21: 5 Study Visits in this Semester, hosted by 2 partners (each receiving delegations from 2 partners, on average): depending on demand PMG3 may be followed by a Study Visit to good practices in 5 Nyíregyháza Aug-20/Jan-21:Partners will contribute to the Good Practices Register Aug-20/Jan-21:P4 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this; Dec-20: PMG3 reviews Study Visits and confirms the remaining programme; reviews outcomes from the Thematic Events; agrees the Good Practices Register; analyses the performance indicator survey #1 *1,936 / 3,000 characters*
b) Communication and dissemination	Sep-20: P5 will receive feedback from the Communications Monitoring System; and plan the actions for the next 6 months, including Evaluation Report #1. Nov-20: P5 will issue Press release #3 to inform about the Thematic Event "to-do lists". Each partner will use it as basis to produce local press releases in their own languages. Nov-20: P5 will issue PDF E-newsletter #3 featuring contributions from partners and stakeholders, with partners producing summaries in their own languages, to be disseminated to members of local stakeholder groups and other local, regional, national and EU contacts. Dec-20: Project website will be updated with project-partners' contributions. Jan-21: Following a review of communication and dissemination actions and results and a survey (i.e. questionnaire), P5 will produce and circulate to all the partners Evaluation Report #1, to present the state of the art and identify strong results and eventual weak aspects to be adjusted. Partners and stakeholders will continue to animate social pages. *1,033 / 1,500 characters*
c) Project management	Dec-20: Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat. Dec-20. The Secretariat will arrange PMG3 (hosted by P5 Nyíregyháza) which will (1) review Study Visits, the Thematic Events; impact survey #1; (2) receive feedback from the Communications Monitoring System; and plan the actions for the next 6 months. Dec-20. The Secretariat will give advance warning to partners for preparing the Progress Reports *638 / 1,500 characters*
Main Outputs	1 draft Good Practices Register (not for publication) 5 Study Visits, duly reported to agreed standard format 5 Regional Stakeholders Group meetings, duly reported. Support actions, as requested, for the Policy Learning Platform 5 Press releases 1 E-newsletter, adapted for use by each project-partner 1 Evaluation report on Communications activities and impact Website updates 2 Social media profiles One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report; One Project Management Group meeting; One regional activity and audited financial report from each partner (5 in total) *638 / 1,000 characters*

Semester 4	
a) Exchange of experience	[see also sC4]. During this Semester the main priority is to complete the Programme of Study Visits and anticipate the preparation of Regional Action Plans. Feb-21 to Jul-21: 5 Study Visits in this Semester will happen: depending on demand PMG4 may be followed by a Study Visit to good practices in Birmingham, Feb-21 to Jul-21: Partners hold meetings with their Local Stakeholders Groups to discuss lessons learned from the Study Visits and plan for the Import Workshops.. Feb-21 to Jul-21P4 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this May-21: at PMG4 partners will (1) discuss the Study Visits outcomes in relation to their "To-Do" lists; (2) confirm final arrangements for the Import Workshops (3) agree a procedure and methodology for preparing Regional Action Plans (4) review the involvement of stakeholders, with a particular focus on ERDF Managing Authorities. Feb-21: (some partners may hold their Import Workshop – See Sem5)
	1,025 / 3,000 characters
b) Communication and dissemination	May-21: at PMG4, partners will review progress and plan the actions for the next 6 months, Apr-21: P5 will issue Press release #4 to inform about the Study Visits. Each partner will use it as a basis to produce local press releases in their own languages. Apr-21: P5 will issue PDF E-newsletter #4 (Study Visits) featuring contributions from partners and stakeholders, with partners producing summaries in their own languages, to be disseminated to members of local stakeholder groups and other local, regional, national and EU contacts and uploaded on project and partners' websites. Jul-21: Project website will be updated with project-partners' contributions. Partners and stakeholders will continue to animate also social pages
	733 / 1,500 characters
c) Project management	Jun-21: Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat. May-21: The Secretariat will arrange PMG4 (hosted by P2 Birmingham) which will (1) undertake a mid-term review of project management, budgets etc, (2) plan Communications activity for the next semester, (3) discuss the Study Visits outcomes in relation to their "To-Do" lists (4) agree procedures and programme for the Import Workshops; (5) agree a procedure and methodology for preparing Regional Action Plans. Jun-21. The Secretariat will give advance warning to partners for preparing Progress Reports
	796 / 1,500 characters
Main Outputs	5 Study Visits, duly reported to agreed standard format Procedures for Regional Action Plans, Import Workshops 5 Regional Stakeholders Group meetings, duly reported. Support actions, as requested, for the Policy Learning Platform 5 Press releases 1 E-newsletter, adapted for use by each project-partner 2 Social media profiles Website updates One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report; One Project Management Group meeting; One internal review of project management, budgets etc, One regional activity and audited financial report from each partner (5 in total)
	633 / 1,000 characters

Semester 5

a) Exchange of experience	[see also sC4]. In this Semester, all partners will draft Regional Action Plans. Each RAP will be finalised using an intense approach to ensure that proposals will be quickly and completely implemented by the policy owners. A specific objective of BETTER is to build the capacity of the project-partners about Regional Innovation Strategies using the four themes as the basis for interregional learning and policy improvement. To achieve this each partner will hold an Import Workshop. The IMPORT WORKSHOP is a crucial step in consolidating interregional learning. Experts from other partners will assist the importing partner and regional stakeholders to import their good practices and draft their Regional Action Plan. Each workshop will involve up to 2 experts on the aspects of good practices that the host region proposes to import (the experts may be staff, stakeholders or externals). Additionally, a mentor-partner may attend, if duly justified. Each workshop will be attended by c20 'local consortium' key decision-makers, ie an extended Stakeholders Group. The proceedings will normally be in own-language, to enable high-quality interregional learning and maximise capacity-building. Each Import Workshop will be carefully planned in advance; according to the procedures agreed at PMG4. Jul-21: Import Workshops commence, according to the timetable agreed at PMG4. Each regional-partner hosts one. 3 in this Semester (2 in Sem6; some partners may hold their Workshop in Semester 4) Jul-21/Jan-22: all regional-partners will prepare a draft Regional Action Plan during this time; some may be in final version by Semester-end. Jul-21/Jan-22: Local Stakeholders Groups will be especially active during this period, to participate in and support the Import Workshops. Precise involvement will reflect local circumstances, and will be specified as part of the planning procedures agreed at PMG4. Jul-21/Jan-22: P4 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this Dec-21: At PMG5 partners will: (1) review progress and discuss content of the Regional Action Plans, (2) plan the Performance Indicator Surveys #2 (Feb-22), (3) consider possible additional actions in Phase 2 of the project (4) review the RIS Matrix, prepared by P4 Tartu. The Import Workshop for Gävle will be co-located with PMG5.

<div align="right">2,397 / 3,000 characters</div>

b) Communication and dissemination	In this Semester 6, 3 regional-partners will each hold a REGIONAL EVENT, targeted at key decision makers and all stakeholders (2 more in Sem6). Their purpose is to promote the importance of citizen involvement in Innovative Strategies, and to provide a model example of good communication at a moment when the Regional Action Plan is being prepared. The local Stakeholder Groups will be closely involved in planning and delivering the events. The precise nature of each event will reflect local circumstances. Dec-21: P5 will issue Press release #5 to announce the Regional Events. Each partner will use it as basis to produce local press releases in their own languages. Dec-21: P5 will issue PDF E-newsletter #5 (Regional Events, Import Workshops), featuring contributions from partners and stakeholders. Partners will produce summaries in their own languages, to be disseminated to members of local stakeholder groups and other local, regional, national and EU contacts and uploaded on project and partners' websites. Dec-21: PMG 5 will consider the Communications Evaluation Report #2; update the workplan and plan related end-Phase 1 promotion. Jul-21/Jan-22: Project website will be updated with project-partners' contributions. Partners and stakeholders will continue to animate also social pages.

<div align="right">1,313 / 1,500 characters</div>

c) Project management	Dec-21. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat. Dec-21. The Secretariat will arrange PMG5 (hosted by P3 Gävle) which will (1) review outcomes from the Import Workshops and progress on the draft Regional Action Plans, plan the Performance Indicator surveys #2; (2) review progress on the Communications Workplan, (3) plan Phase 2 of the project, in particular any proposals for Pilot Projects to be proposed for approval by the Programme. Dec-21. The Secretariat will give advance warning to partners for preparing Progress Reports

<div align="right">772 / 1,500 characters</div>

Main Outputs

3 Regional Import Workshops, each involving up to 3 regions and c25 people, including local Stakeholder Groups
5 Regional Stakeholders Group meetings, duly reported.
5 draft Regional Action Plans available for consultation and consideration.
Support actions, as requested, for the Policy Learning Platform

3 Regional Events
5 Press releases
1 E-newsletter, adapted for use by each project-partner
1 Updated communication Workplan
2 Social media profiles
Website updates

One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting;
One regional activity and audited financial report from each partner (5 in total)

705 / 1,000 characters

Main Outputs

3 Regional Import Workshops, each involving up to 3 regions and c25 people, including local Stakeholder Groups
5 Regional Stakeholders Group meetings, duly reported.
5 draft Regional Action Plans available for consultation and consideration.

Semester 6

a) Exchange of experience

[see also sC4].
In this Semester, project-partners will assist each policy owner to "improve its policy instrument", ie to "consider possibilities for implementing the Regional Action Plan" in order to implement innovation chain improvements.

Feb-22: P4 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this
Mar-22: P4 completes final draft of the RIS Matrix
Feb-22/Jul-22: Import Workshops completed, 2 workshops in this period
Feb-22/Jul-22: Partners finalise their Regional Action Plans and submit them for formal consideration by the owners of the policy instruments
Feb-22/Jul-22: I: Partners hold meetings with their Local Stakeholders Groups.
Jun-22: PMG6: (1) P1 leads discussions on good practice transferability (lessons learned from Study Visits and RAPs). (2) Partners report on the adoption of the Regional Action Plans by relevant regional authorities; and confirm Phase 2 monitoring arrangements (including Durability). (3) Partners plan additional Phase 2 actions (if applicable)
Feb-22/Jul-22: project-partners stay in close communication with the policy owner, to assist with adoption and implementation of the policy improvements
Jul-22: Each policy instrument owner will "consider possibilities for implementing the Regional Action Plan"

1,339 / 3,000 characters

b) Communication and dissemination

Feb-22/Jul-22: 2 Regional Events will be held, in concert with the 2 Import Workshops.
Jun-22: P5 will issue Press release #6 (completion of Regional Action Plans, outcomes from the Regional Events) Each partner will use it as basis to produce local press releases in their own language.
Jun-22: P5 will issue PDF E-newsletter #6 (Regional Action Plans, RIS Matrix) featuring contributions from partners and stakeholders, with partners producing summaries in their own languages, to be disseminated to members of local stakeholder groups and other local, regional, national and EU contacts and uploaded on project and partners' websites.
Feb-22/Jul-22: Project website will be updated with project-partners' contributions.
Feb-22/Jul-22: P5 will issue a revised Communication Workplan, to be used during the second phase, based on Evaluation Report #2.The Revised Communication Workplan is simply a review of the outputs carried out in relation to the timeline fixed at the beginning of the project and the possible partners contributions.
Jun-21: at PMG6 project-partners agree the Communication Workplan and plan Communications actions for Phase 2
Partners and stakeholders will continue to animate social pages.

1,218 / 1,500 characters

c) Project management

May-22. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat.
Jun-22: The Secretariat will arrange PMG6 (hosted by P4 Tartu) which will (1) review project management, budgets etc, (2) Communications Workplan, (3) good practice transferability, Regional Action Plans (4) confirm plans and procedures for Phase 2 of the project.
Jul-22. The Secretariat will give advance warning to partners for preparing Progress Reports

647 / 1,500 characters

Main Outputs

2 Regional Import Workshops, each involving up to 3 regions and c25 people, including local Stakeholder Groups
5 completed Regional Action Plans
5 Regional Stakeholders Group meetings, duly reported.
Support actions, as requested, for the Policy Learning Platform
1 RIS Matrix

2 Regional Events
1 E-newsletter, adapted for use by each project-partner
5 press releases
1 Evaluation report on Communications activities and impact
2 Social media profiles
Website updates

One six-monthly Progress Report per partner, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting;
One regional activity and audited financial report from each partner (5 in total)

715 / 1,000 characters

D.2 PHASE 2 - Detailed work plan per period

Semester 7

a) Action plan implementation follow-up

Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised. Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions.

249 / 3,000 characters

b) Communication and dissemination

The partners ensure regular updates of the project website with information on the action plan implementation.

110 / 1,500 characters

c) Project management

The lead partner coordinates, finalises and submits the progress report related to the previous reporting period to the joint secretariat.

138 / 1,500 characters

Main Outputs

Website updates
1 progress report (covering last semester of phase 1)

70 / 1,000 characters

Semester 8

a) Action plan implementation follow-up

Each partner finalises the monitoring of the action plan implementation.
Each partner discusses the results of this implementation with the relevant regional stakeholders and beneficiaries. All partners meet to exchange and draw conclusions on the action plan implementation. This last exchange of experience event is organised back to back to the final dissemination event.

374 / 3,000 characters

b) Communication and dissemination

The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The partners ensure regular updates of the project website with information on the action plan implementation.

387 / 1,500 characters

c) Project management

Each partner summarises the level of achievement of its action plan. The lead partner coordinates, finalises and submits last progress report to the joint secretariat.

167 / 1,500 characters

Main Outputs

1 project meeting (with participation of at least 90% of partners involved in phase 2)
Website updates
1 high-level political dissemination event (with min number of participants)
1 annual progress report

204 / 1,000 characters

PART E – Project budget

E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Phase 2 lump sum	Revenues	Total partner budget
1-LP Municipality of Genoa	15,000	149,600	22,440	15,000	157,750	1,700	85,000	0	**446,490**
2-PP Birmingham City Council	0	172,000	25,800	16,150	35,400	0	0	0	**249,350**
3-PP Gävle Municipality	0	136,904	20,535	24,200	43,300	0	0	0	**224,939**
4-PP Tartu City Government	0	121,365	18,204	16,200	33,800	0	0	0	**189,569**
5-PP Municipality of Nyíregyháza	0	79,350	11,902	17,800	65,600	0	0	0	**174,652**
	1.17 %	**51.30 %**	**7.70 %**	**6.95 %**	**26.14 %**	**0.13 %**	**6.61 %**	**0.00 %**	
Total	15,000	659,219	98,881	89,350	335,850	1,700	85,000	0	**1,285,000**

Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended?   No

E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount	
1	FLC costs	Relates to costs for a partner's external first level cont 0 / 500 characters	1-LP Municipality of Genoa	4,800	
2	Project and/or financial and/or communication management	External Expert to provide project management support = €650 pd x 63 days x 3 yrs 83 / 500 characters	1-LP Municipality of Genoa	122,850	
3	Meeting costs: partner meeting	Partner hosts: 2 STUDY VISITS (€1,500 each for venue, interpretation, catering); 1 IMPORT WORKSHOP (€1,500 for venue, interpretation, catering, speakers); 1 PROJECT MANAGEMENT MEETING (€1,000 for venue, catering), 217 / 500 characters	1-LP Municipality of Genoa	5,500	
4	Meeting costs: dissemination event	REGIONAL DISSEMINATION EVENT (Sem 5): venue, catering, speakers 66 / 500 characters	1-LP Municipality of Genoa	1,500	
5	Meeting costs: stakeholder group	LOCAL STAKEHOLDERS GROUP: cost of meetings every 4 months (9 in Phase 1). 77 / 500 characters	1-LP Municipality of Genoa	2,000	

6	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders travel to: 4 THEMATIC EVENTS @ 1 person in Sems 1,2; and 1 IMPORT WORKSHOP @ 1 person (as expert) in Sem 5 (each lasts 2 nights) = 4 person trips =€2800 3 STUDY VISITS in Sems 3&4 @ 2 persons (each lasts 2 nights); = 6 person trips =€3600 255 / 500 characters	1-LP Municipality of Genoa	6,400	
7	Publication and dissemination costs	Design&print own-language brochure, roll-up banner/poster 61 / 500 characters	1-LP Municipality of Genoa	2,500	
8	External support for the exchange of experience process, in particular the development of the regional action plan	Experts to assist with Thematic Events and RAP preparation 61 / 500 characters	1-LP Municipality of Genoa	12,200	
9	Meeting costs: partner meeting	Partner hosts: 1 THEMATIC EVENT (€3,000 for venue, catering, interpretation etc); 2 STUDY VISITS (€3,800 each for venue, interpretation, catering); 1 IMPORT WORKSHOP (€3,000 for venue, interpretation, catering, speakers); 1 PROJECT MANAGEMENT MEETING (€1,500 for venue, catering), 283 / 500 characters	2-PP Birmingham City Council	11,300	
10	Meeting costs: dissemination event	REGIONAL DISSEMINATION EVENT (Sem 5): venue, catering, speakers 66 / 500 characters	2-PP Birmingham City Council	2,000	
11	Meeting costs: stakeholder group	LOCAL STAKEHOLDERS GROUP: cost of meetings every 4 months (9 in Phase 1). 78 / 500 characters	2-PP Birmingham City Council	2,500	
12	Travel & accommodation costs: members of the stakeholder groups and other external bodies	"Stakeholders travel to: 3 THEMATIC EVENTS @ 1 person in Sems 1,2; and 1 IMPORT WORKSHOP @ 1 person (as expert) in Sem 5 (each lasts 3 nights) = 4 person trips =€3000 3 STUDY VISITS in Sems 3&4 @ 2 persons (each lasts 2 nights); = 6 person trips =€3900 256 / 500 characters	2-PP Birmingham City Council	6,900	
13	Publication and dissemination costs	Print own-language brochure, roll-up banner/poster 54 / 500 characters	2-PP Birmingham City Council	1,700	
14	External support for the exchange of experience process, in particular the development of the regional action plan	Experts to assist with Thematic Events and RAP preparation 61 / 500 characters	2-PP Birmingham City Council	11,000	
15	Meeting costs: partner meeting	Partner hosts: 1 THEMATIC EVENT (€3,000 for venue, catering, interpretation etc); 2 STUDY VISITS (€3,600 each for venue, interpretation, catering); 1 IMPORT WORKSHOP (€2,500 for venue, interpretation, catering, speakers); 1 PROJECT MANAGEMENT MEETING (€1,000 for venue, catering), 284 / 500 characters	3-PP Gävle Municipality	10,100	

16	Meeting costs: dissemination event	REGIONAL DISSEMINATION EVENT (Sem 5): venue, catering, speakers 66 / 500 characters	3-PP Gävle Municipality	1,700
17	Meeting costs: stakeholder group	LOCAL STAKEHOLDERS GROUP: cost of meetings every 4 months (9 in Phase 1). 78 / 500 characters	3-PP Gävle Municipality	2,700
18	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders travel to: 3 THEMATIC EVENTS @ 1 person in Sems 1,2 ; and 1 IMPORT WORKSHOP @ 1 person (as expert) in Sem 5 (each lasts 3 nights) = 4 person trips =€2500 3 STUDY VISITS in Sems 3&4 @ 2 persons (each lasts 2 nights); = 6 person trips =€2800 256 / 500 characters	3-PP Gävle Municipality	5,300
19	Publication and dissemination costs	Design&print own-language brochure, roll-up banner/poster 61 / 500 characters	3-PP Gävle Municipality	3,000
20	External support for the exchange of experience process, in particular the development of the regional action plan	Experts to assist with Thematic Events and RAP preparation 61 / 500 characters	3-PP Gävle Municipality	20,500
21	Meeting costs: partner meeting	Partner hosts: 1 THEMATIC EVENT (€3,000 for venue, catering, interpretation etc); 2 STUDY VISITS (€3,600,00 for venue, interpretation, catering); 1 IMPORT WORKSHOP (€3,000 for venue, interpretation, catering, speakers); 2 PROJECT MANAGEMENT MEETING (€1,000 each for venue, catering), 287 / 500 characters	4-PP Tartu City Government	11,600
22	Meeting costs: dissemination event	REGIONAL DISSEMINATION EVENT (Sem 5): venue, catering, speakers 66 / 500 characters	4-PP Tartu City Government	1,900
23	Meeting costs: stakeholder group	LOCAL STAKEHOLDERS GROUP: cost of meetings every 4 months (9 in Phase 1). 78 / 500 characters	4-PP Tartu City Government	3,000
24	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders travel to: 3 THEMATIC EVENTS @ 1 person in Sems 1,2; and 1 IMPORT WORKSHOP @ 1 person (as expert) in Sem 5 (each lasts 3 nights) = 4 person trips =€3200 3 STUDY VISITS in Sems 3&4 @ 2 persons (each lasts 2 nights); = 6 person trips =€3600" 255 / 500 characters	4-PP Tartu City Government	6,800

25	Publication and dissemination costs	Design&print own-language brochure, roll-up banner/poster 61 / 500 characters	4-PP Tartu City Government	2,000	
26	External support for the exchange of experience process, in particular the development of the regional action plan	Experts to assist with Thematic Events and RAP preparation 61 / 500 characters	4-PP Tartu City Government	8,500	
27	Meeting costs: partner meeting	Partner hosts: 1 THEMATIC EVENT, 2 STUDY VISITS (6,200 for venue, interpretation, catering, materials); 1 IMPORT WORKSHOP (€5,000 for venue, interpretation, catering, speakers); 1 PROJECT MANAGEMENT MEETING (€1,000 for venue, catering), 241 / 500 characters	5-PP Municipality of Nyíregyháza	12,200	
28	Meeting costs: dissemination event	REGIONAL DISSEMINATION EVENT (Sem 5): venue, catering, speakers 66 / 500 characters	5-PP Municipality of Nyíregyháza	1,300	
29	Meeting costs: stakeholder group	LOCAL STAKEHOLDERS GROUP: cost of meetings every 4 months (9 in Phase 1). 78 / 500 characters	5-PP Municipality of Nyíregyháza	5,000	
30	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders travel to: 4 THEMATIC EVENTS @ 1 person in Sems 1,2; and 1 IMPORT WORKSHOP @ 1 person (as expert) in Sem 5 (each lasts 3 nights) = 5 person trips =€3600 3 STUDY VISITS in Sems 3&4 @ 2 persons (each lasts 2 nights); = 6 person trips =€4000" 255 / 500 characters	5-PP Municipality of Nyíregyháza	7,600	
31	Publication and dissemination costs	Design&print own-language brochure, roll-up banner/poster 61 / 500 characters	5-PP Municipality of Nyíregyháza	8,000	
32	External support for the exchange of experience process, in particular the development of the regional action plan	* Technical assistance to the preparation of the action plan - analysis, strategy development, preparation of final document (€12,000) * 2 Thematic experts for the Thematic Events (€8,000) * Expert support to thematic events: help to prepare for event, participation at events (incl T&A), support partner contribution at the event (€6,000) * Expert support to study visits - brief and debrief participants, support to local use of learnings (€5,500) 449 / 500 characters	5-PP Municipality of Nyíregyháza	31,500	
Total				**335,850.00**	

E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount
1	Office equipment	Equipment for simultaneous one to one interpretation 52 / 500 characters	1-LP Municipality of Genoa	200
2	Office equipment	Group-conferencing speaker and microphone to enable remote participation at meetings, and thus minimise travel costs 118 / 500 characters	1-LP Municipality of Genoa	1,500
	Total			**1,700.00**

E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1-LP Municipality of Genoa	IT	**446,490.00**	379,516.50	85.00 %	0.00	66,973.50	0.00	**66,973.50**
2-PP Birmingham City Council	UK	**249,350.00**	211,947.50	85.00 %	0.00	37,402.50	0.00	**37,402.50**
3-PP Gävle Municipality	SE	**224,939.00**	191,198.15	85.00 %	0.00	33,740.85	0.00	**33,740.85**
4-PP Tartu City Government	EE	**189,569.00**	161,133.65	85.00 %	0.00	28,435.35	0.00	**28,435.35**
5-PP Municipality of Nyíregyháza	HU	**174,652.00**	148,454.20	85.00 %	0.00	26,197.80	0.00	**26,197.80**
Total		**1,285,000.00**	**1,092,250.00**		**0.00**	**192,750.00**	**0.00**	**192,750.00**

E.5 Spending plan

Phase 1

Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	Total
1-LP Municipality of Genoa	15,000	27,719	51,974	62,368	67,566	72,763	64,100	**361,490.0**
2-PP Birmingham City Council	0	19,948	37,403	44,883	48,623	52,364	46,129	**249,350.0**
3-PP Gävle Municipality	0	17,995	33,741	40,489	43,863	47,237	41,614	**224,939.0**
4-PP Tartu City Government	0	15,166	28,435	34,122	36,966	39,809	35,071	**189,569.0**
5-PP Municipality of Nyíregyháza	0	13,972	26,198	31,437	34,057	36,677	32,311	**174,652.0**
Total	**15,000.00**	**94,800.00**	**177,751.00**	**213,299.00**	**231,075.00**	**248,850.00**	**219,225.00**	**1,200,000.**
% of Total (programme financed partners only)	**1.17 %**	**7.38 %**	**13.83 %**	**16.60 %**	**17.98 %**	**19.37 %**	**17.06 %**	**100.00 %**

Phase 2

Phase 2 lump sum	85,000.00

Your contacts

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Comune di Genova
Via Garibaldi, 9
16100 - Genova
Italy (ITALIA)

Date: 20/05/2019
RE: Final approval notification
Project: PGI06086 BETTER

Dear Enrica Spotti,

On behalf of the Interreg Europe monitoring committee we are pleased to confirm that all conditions set for the above mentioned project have been met and your project is now approved.

The approved budget is as follows:

Total ERDF:	EUR 1,092,250.00
Total Norwegian funding:	EUR 0.00
Total Interreg Europe project budget:	EUR 1,285,000.00

You will receive three original versions of the contract awarding the subsidy from the programme, already signed by the managing authority, by post. We ask you to return two signed originals to us as soon as possible and within three weeks at the latest. The third copy is for your own documentation.

Please note that the latest version of the application form (with the control number 2f4e9c3a67084fbf816b2bb579a59342) as available in the programme's online system iOLF forms annex 1 and that this letter forms annex 2, of the subsidy contract.

Information about the complaint procedure regarding this decision can be found in section 5.4 of the programme manual.

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On behalf of the monitoring committee and the managing authority, we wish you a successful implementation of your project.

Yours sincerely,

Erwin Siweris
Programme Director

Il giorno 19 apr 2019, alle ore 14:25, Ilaria PIAZZA <i.Piazza@interregeurope.eu> ha scritto:

Dear Enrica,

Thanks to you and your supporting team for your time today during the call to go through the conditions.

As agreed in our meeting, we would be grateful if you could please submit the replies to the conditions and the revised application form in iOLF by Monday, 6 May.

Furthermore, please note that the monitoring committee decided to set 1 August as official start date only to avoid that 4th call projects reporting periods overlap with those of other calls. **However, as mentioned during the meeting, the programme strongly recommends you to start the project activities as soon as possible** once the conditions will be fulfilled, also taken into account that, as indicated in the notification letter you received last 28 March, project's expenditure is eligible from the date of the monitoring committee's decision, i.e. 26/03/2019.

As orally discussed during the virtual meeting, we would be grateful if you could clarify the reference in section D 'Work plan', semester 4, sub-section Main output, to '1 project level capacity building workshop'. Based on the information provided in the description of the activities for this semester, it is unclear what this event refers to as the only interregional activity planned to take place this semester to our understanding is PMG4 organised by PP2 maybe followed by a study visit.

We forgot to mention this during our call, but please remember to update the contact details of the lead partner in iOLF (e.g. replacing Giovanni Librici who is no longer involved in the project), in the tab 'Partner contact details' (for the precise steps, have a look at this tutorial https://www.interregeurope.eu/projects/implement-a-project/?menu-option-selection_2=5120).

Finally, please find attached a short guide that could help you navigate through the conditions in OLF.

We remain available in case you have any question and we wish you a pleasant Easter break.

Kind regards,
Mar and Ilaria

Ilaria PIAZZA
Tel: +33 328 144 114

Coordinator – Project Finances
Interreg Europe secretariat
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AVVISO PUBBLICO PER MANIFESTAZIONE DI INTERESSE DA PARTE DI SOGGETTI PUBBLICI O PRIVATI FINALIZZATO ALL'AVVIO DELLA PROCEDURA DI CUI ALL'ART. 36, COMMA 2, LETT. B), DEL D.LGS 50/2016 E S.M.I., PER LO SVOLGIMENTO DI ATTIVITÀ INERENTI IL PROGETTO EUROPEO "BETTER" NELL'AMBITO DEL PROGRAMMA "INTERREG EUROPE 2014 2020".

IL DIRIGENTE RESPONSABILE

Richiamati:

- la Deliberazione di Giunta Comunale n. 113 del 14/06/2018, con la quale è stata approvata la partecipazione del Comune di Genova al bando del Programma "Interreg Europe 2014 – 2020" in qualità di leader del Progetto denominato "Better";
- la propria successiva Determinazione Dirigenziale n. 2019/180.2.0/4 del 14/06/2019, con la quale è stato approvato il presente avviso pubblico ed i relativi allegati parte integrante e sostanziale, in particolare il modello di domanda (Allegato 1);

RENDE NOTO CHE

con il presente avviso pubblico, nel rispetto dei principi di imparzialità, pubblicità, trasparenza, partecipazione e parità di trattamento, il Comune di Genova intende avviare la ricerca di soggetti pubblici o privati disponibili a partecipare ad una procedura ex art. 36, comma 2, lett. b), del D.Lgs. 50/2016 e s.m.i. (procedura negoziata previa consultazione di almeno cinque operatori economici), da espletarsi attraverso il Mercato Elettronico per la Pubblica Amministrazione (M.e.PA.) per lo svolgimento di attività inerenti il progetto europeo "Better", nell'ambito del Programma "Interreg Europe 2014 2020", e pertanto

INDICE

nei termini e alle condizioni che seguono, la presente ricerca.

ART. 1 OBIETTIVI E FINALITA'

Il Comune di Genova è capofila (Lead Partner) del progetto europeo "BETTER" nell'ambito del Programma "Interreg Europe 2014 2020" - Asse Prioritario 2 "Competitività delle PMI", progetto finanziato dalla Commissione Europea.

Il presente invito riguarda la presentazione di manifestazione di interesse per lo svolgimento di servizi relativi al Segretariato Tecnico (ST) di progetto, in affiancamento al Project Manager ed al Financial Manager che rappresentano il Comune.

In applicazione dei principi generali di buona amministrazione, economicità, efficienza e trasparenza, ai sensi dell'art. 1, comma 450 della L. 296/2006, come modificato dalla legge di bilancio n. 145/2018, nonché ai sensi degli art. 36, comma 2 lettera b), art. 40, comma 2 ed art. 52 del Codice degli Appalti, la Civica Amministrazione promuoverà l'esperimento di una procedura competitiva di tipo negoziato tra i soggetti interessati mediante l'utilizzo della piattaforma del **Mercato Elettronico per la P.A. (MePA)**, specificando gli obiettivi di qualità che intende perseguire ed i criteri in base ai quali verranno comparate le diverse soluzioni tecniche presentate dai soggetti partecipanti, nonché il miglioramento economico presentato.

ART. 2 DESCRIZIONE DELLE ATTIVITA' DI PROGETTO

Il progetto Better mira a supportare iniziative, azioni e strategie locali di e-Governance attraverso lo scambio e la diffusione di informazioni, le migliori pratiche e le innovazioni tecniche di successo sperimentate dai partner dell'UE. Attraverso questo progetto i partner miglioreranno le capacità manageriali e le conoscenze tecniche dei responsabili delle politiche locali, dei funzionari e degli esperti responsabili delle azioni di e-Governance per progettare, gestire e valutare i servizi pubblici locali basati sulle nuove tecnologie.
Inoltre questo progetto intende:

- incoraggiare l'uso di sistemi di pagamento elettronici (es. pagamenti senza contanti *cashless*, procedure senza carta *paperless*, fatturazione elettronica, infrastrutture di cloud computing, ecc.);
- migliorare la partecipazione dei cittadini ai processi democratici attraverso Internet;
- promuovere approcci innovativi nella creazione di partenariati tra settore pubblico e privato.

Attraverso questo progetto i partner si scambieranno buone pratiche allo scopo di migliorare l'efficienza, la trasparenza e la responsabilità delle amministrazioni locali e dei servizi pubblici. Lo scambio di buone pratiche sarà incentrato sui seguenti temi:

1. sistemi innovativi di e-Management per le amministrazioni cittadine (es. E-invoice, B2A e B2B, e-Receipts, ecc.);
2. servizi pubblici online per i cittadini con applicazioni web e mobili (es. *cashless*, *paperless*, *e-procurement*);
3. nuovi servizi di partecipazione elettronica con applicazioni consultive interattive (ad es. Evote, e-democracy, ecc.);
4. professionalità ed efficienza della PA (gestione delle risorse umane con nuovi metodi, leadership e gestione dei risultati).

Tutti i piani d'azione saranno preparati con un'intensa cooperazione tra i responsabili delle decisioni chiave (cooperazione orizzontale), tra la città e le Managing Authorities

(cooperazione verticale). Il progetto prevede anche di lavorare a stretto contatto con le Policy Learning Platform come previsto da "Interreg Europe".

Il Segretariato Tecnico (ST) di progetto rappresenta la struttura tecnico-organizzativa che svolge funzioni di direzione, supervisione e coordinamento generale del progetto BETTER e che affianca il Project Manager ed il Financial Manager. Il ST non è responsabile del contenuto tecnico del progetto.

ART. 3 COSTI

L'importo presunto per il servizio oggetto dell'affidamento, calcolato sulla base delle necessità del progetto indicate nel documento "Application form" e ritenuto congruo dal "Joint Secretariat" di "Interreg Europe" con l'approvazione del progetto presentato, **è pari ad Euro ad € 100.696,72, oltre IVA**.

ART. 4 DURATA

La durata dell'affidamento avrà decorrenza dalla data di stipula del contratto sulla piattaforma elettronica fino all'anno 2022, annualità termine del progetto.

ART. 5 REQUISITI DI PARTECIPAZIONE

Sono ammessi a presentare domanda di partecipazione al presente Avviso Pubblico tutti i soggetti, pubblici o privati, abilitati ad operare sulla piattaforma MePA ed in possesso, individualmente o all'interno della compagine societaria a qualsiasi titolo, di professionalità dotate delle seguenti competenze tecniche e scientifiche:

1. Titolo di studio: diploma di laurea conseguito con l'ordinamento di studi previgente al D.M. n. 509/1999 o corrispondente a laurea specialistica/magistrale conseguita con il nuovo ordinamento – secondo l'equiparazione di cui al Decreto del Ministero dell'Istruzione, dell'Università e della Ricerca del 09.07.2009;
2. Esperienza di partecipazione e gestione dei progetti europei mediante lo svolgimento di almeno un servizio analogo a quello del presente Avviso Pubblico, presso Amministrazioni pubbliche o aziende private di rilevante interesse nazionale o internazionale nell'ambito del programma INTERREG EUROPE;
3. Conoscenza dell'inglese scritto e parlato, inclusa la partecipazione certificata a corsi di lingua specialistici (es. TOEFL, Proficiency, etc.), o madre lingua;

L'Amministrazione Comunale procederà ad invitare a presentare offerta sulla piattaforma telematica i soggetti che dichiareranno di essere in possesso dei requisiti suddetti, debitamente documentati nella domanda di partecipazione.

Tali soggetti dovranno, altresì, dichiarare di aver preso visione ed accettare integralmente quanto indicato nel presente avviso pubblico per la manifestazione di interesse di cui in oggetto.

Tutti i requisiti di partecipazione sopra elencati dovranno sussistere alla data di presentazione della domanda di partecipazione alla manifestazione di interesse e dovranno essere mantenuti, a pena di decadenza, per tutta la durata del contratto. La mancanza, anche di uno solo dei requisiti richiesti, è causa di esclusione dalla procedura di cui al presente Avviso.

ART. 6 MODALITA' E TERMINE DI PRESENTAZIONE DELLE DOMANDE

Le domande di partecipazione al presente Avviso pubblico dovranno essere redatte utilizzando l'apposito modello di domanda allegato (Allegato 1).

La domanda di partecipazione dovrà essere sottoscritta e corredata da fotocopia di documento di identità del legale rappresentante.

I soggetti interessati, in possesso dei requisiti di partecipazione indicati all'art. 4, potranno presentare al Comune di Genova la domanda di partecipazione al presente Avviso Pubblico mediante **Posta Elettronica Certificata (PEC)** al seguente indirizzo:

dirbilancicomge@postecert.it

entro il temine perentorio del giorno **26 giugno 2019 ore 14:00.**

Nell'oggetto della PEC dovrà essere riportata la seguente dicitura:
MANIFESTAZIONE DI INTERESSE PER LO SVOLGIMENTO DI ATTIVITÀ INERENTI IL PROGETTO EUROPEO "BETTER"

Non si terrà conto, e quindi saranno automaticamente escluse dalla procedura, le manifestazioni di interesse pervenute dopo tale scadenza.

Il Comune provvederà alla veridicità dei contenuti resi nelle dichiarazioni oggetto di selezione nei termini e con le modalità ritenute più congrue.

ART. 7 TRATTAMENTO DATI

I dati raccolti saranno trattati e custoditi in conformità alle misure e agli obblighi imposti dal D. Lgs. 30 giugno 2003, n. 196 recante "Codice in materia di dati personali", così come integrato dalle modifiche introdotte dal D.Lgs. 10 agosto 2018, n. 101 recante "Disposizioni per l'adeguamento della normativa nazionale alle disposizioni del Regolamento (UE) 2016/679 del Parlamento Europeo e del Consiglio, del 27 aprile 2016, relativo alla protezione delle persone fisiche con riguardo al trattamento dei dati personali, nonché alla libera circolazione di tali dati e che abroga la direttiva 95/46/CE".

La suddetta normativa dovrà essere rispettata sia nell'esecuzione delle attività oggetto del presente Avviso, sia in tutte quelle da esso discendenti.

Il trattamento dei dati personali dovrà avvenire nel rispetto dei diritti, delle libertà fondamentali, nonché della dignità delle persone fisiche, con particolare riferimento alla riservatezza e all´identità personale.

ART. 8 PUBBLICAZIONE AVVISO

Il presente avviso pubblico di ricerca di manifestazione di interesse viene pubblicato per 12 giorni consecutivi, mediante pubblicazione sul sito istituzionale del Comune di Genova – **www.comune.genova.it** - nella sezione "amministrazione trasparente/bandi e contratti".

ART. 9 COMUNICAZIONI

Per eventuali richieste di chiarimenti e/o informazioni che si rendessero necessarie in relazione al presente Avviso pubblico, è possibile contattare:

Dott.ssa Enrica Spotti
Ufficio Entrate e Fondi Finalizzati – Direzione Risorse Finanziarie
e-mail: espotti@comune.genova.it

Dott. Giuseppe Materese
Dirigente Settore Contabilità e Finanza – Direzione Risorse Finanziarie
e-mail: gmaterese@comune.genova.it

Genova, li 14 giugno 2019

IL DIRIGENTE
(Dott. Giuseppe Materese)
documento firmato digitalmente

PROGETTAZIONE RELATIVA ALLA PROCEDURA EX ART. 36 COMMA 2 LETT. B DEL D.LGS 50/2016 E S.M.I, DA ESPLETARSI ATTRAVERSO IL MERCATO ELETTRONICO PER LA PUBBLICA AMMINISTRAZIONE (M.E.PA.) PER L'AFFIDAMENTO DEL SERVIZIO DI SEGRETARIATO TECNICO DEL PROGETTO EUROPEO "BETTER" NELL'AMBITO DEL PROGRAMMA "INTERREG EUROPE 2014-2020".

1. **Relazione tecnico –illustrativa sulla necessità del servizio e tempistiche di progetto:**

Il Comune di Genova ha partecipato al bando "Interreg Europe 2014-2020" attraverso la presentazione del progetto denominato "BETTER" che si pone l'obiettivo di stimolare l'innovazione regionale attraverso migliori servizi di e-government. Il progetto è allegato alla presente relazione quale parte integrante e sostanziale della stessa (**Allegato 1**).

Il Comune di Genova sarà capofila del partenariato ad oggi composto come segue:

1. Municipality of Genova (IT) - LP;

2. Birmingham City Council (UK);

3. Gävle Municipality (SE);

4. Tartu City Government (EE);

5. Municipality of Nyíregyháza (HU);

In qualità di capofila, spetterà al Comune di Genova il ruolo di management tecnico e amministrativo del progetto che, per una gestione efficace, necessita di un servizio completo di alta qualità che deve essere svolto da un Segretariato Tecnico (ST) di progetto in affiancamento al Project Manager ed al Financial Manager.

Il Segretariato Tecnico di progetto rappresenta la struttura tecnico-organizzativa che svolge le funzioni di direzione, supervisione e coordinamento generale del progetto BETTER che affianca il Project Manager ed il Financial Manager. Il ST non è responsabile del contenuto tecnico del progetto.

Il ST sarà pienamente responsabile nei confronti del partner Capofila che potrà, di volta in volta, delegargli la possibilità di agire per Suo conto. Il ST sarà presente, modererà e presiederà gli 8 PMG (project management group meeting) e i comitati direttivi del progetto e sarà a conoscenza di tutte le attività svolte durante il ciclo di vita del progetto. Tra il ST ed il Capofila dovrà instaurarsi un rapporto di fiducia e pertanto il ST informerà il Capofila di tutti gli step operativi e le azioni riguardanti il progetto anche informalmente oltre a riportare periodicamente le proprie attività al Capofila formalmente attraverso una relazione semestrale.

La lingua inglese è la lingua ufficiale del programma ed anche del progetto ed il lavoro svolto dal ST si svolgerà in lingua inglese.

L'affidamento del servizio avrà **durata complessiva di anni 3**, a partire dalla data di assegnazione. Come da progetto, infatti, nel corso dell'ultimo anno non è prevista la necessità del servizio richiesto.

Con particolare riferimento alla tempistica di progetto, come risulta dalla comunicazione ufficiale del 19/04/2019 che si allega (Allegato 3) la data ufficiale di inizio dello stesso è il 1° agosto 2019: si rende pertanto necessario individuare con urgenza, al fine di garantire il rispetto delle tempistiche di progetto prefissate, il soggetto cui affidare il servizio predetto.

2. Quantificazione della spesa

L'importo per il servizio oggetto dell'affidamento, calcolato sulla base delle necessità del progetto già indicate nell' "application form" (Allegato 1) e ritenuto congruo dal "Joint Secretariat" di "Interreg Europe" con l'approvazione del progetto presentato, è stato quantificato pari a **euro 100.696,72, oltre IVA**.

Tale importo complessivo è stato calcolato su una base di 189 giornate (63 giornate all'anno per i 3 anni della prima fase del progetto).

Il numero di giornate è stato determinato tenendo conto della programmazione delle attività, anch'essa dettagliata nell'allegato "application form".

Nel corso dell'esecuzione del contratto, la Civica Amministrazione, ai sensi dell'articolo 22 del vigente "Regolamento dell'attività contrattuale del Comune di Genova" e dell'articolo 106, comma 12, del D.lgs. 50/2016, si riserva la facoltà di richiedere, alle medesime condizioni del contratto stesso, aumenti o diminuzioni sino alla concorrenza del quinto dell'importo contrattuale, senza che da ciò derivi il diritto a qualsivoglia indennizzo per l'impresa aggiudicataria.

La Civica Amministrazione si riserva fin d'ora la facoltà di affidare servizi analoghi al presente ed alle medesime condizioni contrattuali, per un eventuale importo che potrà risultare da successive rimodulazioni delle voci di spesa, che potranno essere concordate ed approvate dal JS (Joint Secretariat) e comunque contenuto entro i limiti della soglia comunitaria.

L'erogazione del compenso è subordinata all'adempimento integrale delle prestazioni professionali previste nel contratto.

L'importo contrattuale sarà corrisposto sulla base dello stato di avanzamento del progetto.

3. Tipologia della procedura

In applicazione dei principi generali di buona amministrazione, economicità, efficienza e trasparenza, ai sensi dell'art. 1, comma 450 della L. 296/2006, come modificato dalla legge di bilancio n. 145/2018, nonché ai sensi degli art. 36, comma 2 lettera b), art. 40, comma 2 ed art. 52 del Codice degli Appalti, la Civica Amministrazione promuoverà l'esperimento di una procedura negoziata sotto soglia comunitaria tra i soggetti interessati mediante l'utilizzo della piattaforma del Mercato Elettronico per la Pubblica Amministrazione ("MePA").

L'assegnazione verrà effettuata utilizzando il criterio dell'offerta economicamente più vantaggiosa individuata sulla base del miglior rapporto qualità/prezzo, sulla base dei criteri di valutazione indicati nel documento "Condizioni particolari del servizio", attualmente in fase di predisposizione, nel quale saranno descritti -oltre alle modalità di gara e alle caratteristiche del servizio- gli obiettivi di qualità che l'Amministrazione intende perseguire ed i criteri in base ai quali verranno comparate le diverse soluzioni tecniche presentate dai soggetti partecipanti, nonché il miglioramento economico presentato.

Ad oggi, è stato verificato che:

- non sono presenti convenzioni "Consip" per la tipologia di servizio in oggetto;

- sul catalogo del portale "MePA" non è presente un'area merceologica dedicata specificamente all' "Europrogettazione";

- la Civica Amministrazione necessita di un soggetto in possesso di una professionalità dotata di competenze tecniche e scientifiche specifiche ed altamente qualificate, oltre ad esperienza pregressa nell'ambito del programma "Interreg Europe";

- il programma è alla quarta ed ultima "Call", e la data ufficiale di inizio del progetto è il **01.08.2019**;

- il "Joint Secretariat" del Programma "Interreg Europe" ha sollecitato un'inizio tempestivo delle attività con allegata comunicazione del 19/04/2019 (Allegato 3).

E' stato verificato, altresì, che:

- una selezione iniziale mediante "RDO chiusa" utilizzando la funzionalità del sorteggio non garantirebbe la massima apertura nel rispetto del principio di non discriminazione e trasparenza, nè garantirebbe l'individuazione di soggetti in possesso delle specifiche competenze tecniche e scientifiche richieste;

- una selezione mediante "RDO aperta" rischierebbe di richiamare una partecipazione massiccia che coinvolgerebbe un numero potenzialmente troppo elevato di soggetti interessati, con allungamento dei tempi di valutazione e aggiudicazione;

Per tali motivazioni, pertanto, si ritiene opportuno procedere mediante **la pubblicazione sul sito internet istituzionale del Comune di Genova – www.comune.genova.it – di un'avviso di "manifestazione di interesse"** per lo svolgimento del suddetto servizio.

Al fine di garantire l'espletamento in tempo utile della procedura, visti i termini estremamente ristretti ed i sopracitati motivi d'urgenza, la suddetta "manifestazione di interesse" rimarrà pubblicata sul sito internet del Comune di Genova dal **14 giugno 2019 per consecutivi giorni 12** (dodici).

In seguito, le società che avranno manifestato il proprio interesse e che dimostreranno il possesso delle richieste competenze specifiche nonché dei requisiti richiesti (tra i quali l'abilitazione ad operare sulla piattaforma "MePA") saranno invitate a partecipare ad una "RDO chiusa" sul portale

"MePA", ai sensi di quanto previsto dall'art. 36, comma 2, lett. b) del D.Lgs. 50/2016 e s.m.i. (procedura negoziata previa consultazione di almeno cinque operatori economici).

In caso di mancato ricevimento di almeno cinque manifestazioni di interesse, si procederà ad invitare direttamente il/i soggetto/i individuato/i tramite ricerche sul portale "MePA", che siano in possesso delle specifiche competenze tecniche e scientifiche richieste, fino al raggiungimento del numero minimo di cinque partecipanti.

4. Informazioni sulla procedura e modalità di aggiudicazione

Il criterio di aggiudicazione sarà quello dell'offerta economicamente più vantaggiosa, con valutazione sia di aspetti economici che tecnico/qualitativi, tenuto conto che il prezzo stabilito per il servizio è già stato ritenuto congruo dal "Joint Secretariat" di "Interreg Europe" con l'approvazione del progetto presentato (Allegato 2) e che risulta di fondamentale importanza che il servizio sia di alta qualità e affidato a soggetto in possesso di specifiche competenze tecniche.

Ai sensi dell'art. 51 Codice degli Appalti si rileva che la peculiarità del servizio richiesto e la sua indivisibilità rendono necessario procedere all'affidamento di un unico lotto.

5. Costi della sicurezza

Si ritiene, in relazione al presente appalto ed in base alla normativa di cui al D. Lgs. 81/2008, di non dover redigere il Documento unico di valutazione dei rischi da interferenza (DUVRI), in quanto Le modalità di esecuzione del servizio non comportano alcun rischio di interferenze presso le sedi destinatarie. Pertanto, il costo della sicurezza è pari a zero.

6. Contratto

La stipula del contratto sarà effettuata in via telematica. Il contratto sarà generato dal sistema "MePA" e sottoscritto digitalmente. E' prevista l'apposizione della marca da bollo da € 16 ogni 4 fogli.

Tutte le spese, tasse ed imposte, inerenti e conseguenti il contratto, anche se non richiamate espressamente nel presente Capitolato, sono a totale carico dell'Aggiudicatario.

Allegati:
- Progetto/ Application Form (Allegato 1);
- Approvazione formale del progetto (Allegato 2);
- Comunicazione "Joint Secretariat" del 19.04.2019 (Allegato 3).

Genova, lì 14/06/2019

Il RUP
Dott. Giuseppe Materese
(documento firmato digitalmente)