

PART C – Project description

C.1 Brief history of the project

LCA4Regions has its origin in the observation that while many governmental jurisdictions have articulated circular economy ambitions and embraced a variety of resource efficiency policies, not so many of them use systematic management tools in their implementation. The use of 'single-issue' implementation methods often creates important problems elsewhere (e.g. policies favouring crop-based biofuels to reduce carbon footprint often have a damaging secondary effect on biodiversity or water pollution).

Many policy frameworks/initiatives applied so far are concentrated on a single environmental aspect/indicator and multi-impact approaches are usually not applied.

Life Cycle Approach (LCA) methodologies are already widely used in the business sector to identify impacts of their corporate along the life chain of products and materials and to avoid deleterious side effects. Public authorities can use the same methodologies to improve their policies.

A referent approach for many organizations, including public authorities, is the Environmental Management System (EMS) and its European counterpart Eco Management and Audit Scheme (EMAS). Systematic LCA management are principally based on internationally agreed management standards like ISO 14040:2006. According to the ISO, "LCA is a technique for assessing the environmental aspects and potential impacts associated with a product, by compiling an inventory of relevant inputs and outputs of a product system, evaluating the potential environmental impacts associated with those inputs and outputs and interpreting the results of the inventory analysis and impact assessment phases in relation to the objectives of the study." Hence, LCA is a scientific methodology which considers a comprehensive set of environmental aspects and potential resource impacts over its entire value chain or, in other words, the life cycle.

Focusing on LCA4Regions, governmental institutions have a big range of issues to address, and therefore it would be valuable that they take a more life cycle view on the design and implementation of policy instruments related to resource efficiency. It has become apparent to several experts in the life cycle community that regional administrations are not benefitting from the advances of LCA methodologies that are extensively used in industry. For materials and product issues at regional level (e.g. waste and circular economy, public procurement) the standardised product-oriented LCA methodologies are especially pertinent.

The Interreg Europe framework provides an opportunity to bring these approaches directly to European regions, to find out how life cycle thinking is being used and how this experience could be spread. The consortium (3 regional governments, 2 technological centres, 1 industrial association, 1 University, 1 Council Association and ACR+ as advisory partner) have interest in introducing this approach in the design and implementation of their environmental and resource efficiency policies.

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C.2 Issue addressed

The Roadmap to a Resource Efficient Europe (COM (2011) 571) elaborated by the European Commission outlines how Europe's economy can be transformed into a sustainable economy by 2050. This Roadmap proposes some ways to increase the resource productivity and decouple economic growth from resource use and its environmental impact.

One of the key points of this Roadmap is that it illustrates how policies interrelate and build on each other, analysing key resources from a life-cycle and value-chain perspective being this perspective necessary to identify the whole impact of the policies.

The regions involved in the project have designed and implemented their own policies oriented to generate a more efficient use of the natural resources in different areas (industrial, waste and flow material management, energy, climate change, urban regeneration, etc.).

These policies are often designed and implemented in a 'stand-alone' fashion without adopting a systemic approach that allows identifying the life cycle impacts and illustrating the relation among policies and policies' objectives.

This perspective is common to other European regions and administrations. While Life cycle methodologies have been extensively used in industry, they have been much less applied by public administration, even though both sectors often deal with the same objects – products, materials, technologies.

One of the conclusions of a recent book on Life Cycle Approaches to Sustainable Regional Development (Taylor and Francis, 2017) was that while regional authorities themselves are often not yet experienced in LCA methodologies, the life cycle community itself has not reached out in an effective way to develop adapted methodologies for easier regional use.

This is gradually changing as with the recent release by UNEP and SETAC of the guide for Organisational Life Cycle Assessment (so-called O-LCA) that can be used by public bodies as well as companies.

The partners are aware that, in order to plan and implement more efficient and effective policies in the current programming period 2014-2020, it is necessary to adopt more life cycle-based implementation procedures in their policy instruments. Through this perspective and methodology LCA4Regions partners will have the possibility to incorporate the recommendations established in the Road Map elaborated by the EC. By doing so, they can foster a sustainable growth that will combine the economic development with a more efficient use of resources.

The consortium is formed by 7 regions represented by 3 regional authorities, university, research entities, industry working in the file of LCA and 1 advisory partner covering an EU network focusing on material Resource Efficiency. This balanced multidisciplinary relevant actors for LCA will contribute to incorporate LCA to policy instruments through the exchange of experiences among the partners.

By proposing a region-led initiative on LCA for public policy it is intended to give additional momentum to the development of appropriately modified methodologies applied to the field of natural resources performance management. While the project is being implemented, regional meetings with stakeholders will be organised before and after the TLJ. Each partner will organise a meeting with stakeholders before the TLJ to collaborate in the preparation of the different Learning Pillars as part of the interregional learning process. Once the TLJ have been held, each region will share the results with their corresponding stakeholders involved in the project. These TLJ will also count with the assistance of external experts in the thematic of LCA. All these different actors will indeed contribute to the creation of an LCA European community.

3,752 / 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, aimed at increasing resource-efficiency, green growth and eco-innovation and environmental performance management.

**Overall objective
and sub-objectives**

The overall objective of LCA4Regions is to improve policy delivery through the adoption of more life-cycle based implementation procedures and methods in the policy instruments related to the efficient use of natural resources in regions.

The specific objectives include:

- Identification of the degree of implementation of the LCA methodology in public policy instruments related to the environmental policies in regions.
- Identification and diagnosis of success factors and barriers to the application of life-cycle management approaches for policy implementation in regions.
- Identification of good practices in order to identify the measures that can contribute to the improvement of the partner's policies by the application of an LCA approach.
- Elaboration of a Good Practices guide including not only the set of good practices that are planned to report to the JTS (10) but also other the good practices identified at regional, national or international level.
- Development of a policy road map as a policy briefing, analysing key resources from a life-cycle and value chain perspective that help regional policy makers

Promotion of greater use of Life cycle assessment and Life cycle costing procedures by regions to underpin public policy in sustainable procurement, contracting and internal operation.

- Adoption of Organisational life cycle assessment by administrations as a way of measuring their internal consistency with their adopted sustainability objectives through the implementation of each region action plans
- Creation of an LCA community conformed by different regions and different actors directly implied in policy making decisions or with the sufficient capacity to influence efficient use of natural resources.
- Increase knowledge related to LCA analysis among EU regions, stakeholders and related organisations.

1,850 / 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.

LCA4REGIONS project aims to improve policy instruments (PI) targeting the efficient use of natural resources and optimize the joint utilization of different EU funding instruments implementing the LCA methodology along the policy making process. The project is structured in 6 interlinked thematic Pillars that will be analysed in each Transnational Learning Journey (TLJ). The last TLJ will be focused on defining the regional action plans.

The project will bring LCA insights and skills more systematically into implementation of policies on environment and resource efficiency without causing unnecessary secondary 'spill-over' effects not identified during the conventional policy planning process.

Such negative effects are of particular concern in the efficient use of resources. Many policies (or instruments) that generate a more efficient use of a particular resource can also lead to an inefficient use, or even damage another resource. The example mentioned above related to the negative effect on land, water and biodiversity of policies intended to favour crop-based biofuels to reduce carbon footprint, clearly explains how negative effects can be accidentally generated if policies do not consider environmental resources as a whole.

LCA methodologies are already promoted by the EU to favour a shift to more sustainable products and efficient use of resources. They can also be used in the design, implementation, monitoring and evaluation of policies to identify and correct possible spill-over effects, to reduce impacts and to foster positive effects derived from the policy (e.g. generation of new economic activities).

The main idea is that partners can share their knowledge and exchange their experiences in applying LCA to policies concerning the efficient use of natural resources, to identify potential areas of improvement.

The aim is to incorporate LCA in the current programming period of 2014-2020. A greener, lower-carbon Europe promoting a clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and prevention and risk management will be a key area during that period, therefore all partners are interested in incorporating this methodology into their future Operational Programmes. The application of LCA to the efficient use of natural resources could generate better results in terms of reduction of waste and material flows and pollution, among others.

This approach can also be considered in the RIS3 policies planification and design, that will have a strong influence in the Structural Funds for the current programming period. The incorporation of the LCA in these policies will foster a more efficient uses of the natural resources in all the policies and sectors.

The Transnational Learning Process (Phase 1) will be based in 6 thematic workshops related to the thematic pillars that will be developed during the first 5 semesters of the project. The last semester of 1st phase will be dedicated to the elaboration of the action plans. The areas of interest that will be analysed in the thematic workshops and the partners responsible for their implementation are:

- Implementation of LCA in environmental and resource efficiency policies. From theory to practice. University of Kaunas
- LCA for resource efficiency. Government of Navarra.
- LCA in waste and material flows. Pyhajarvi Institute.
- LCA in public procurements. National Institute of Chemistry
- Training and capacity building in LCA. Lodzkie Region.
- LCA in monitoring and evaluation. Lombardy Region.

Each semester of the 1ST Phase will consist of regional analysis including SWOT analysis, mutual assessment training and exchange experience session, identification of good practices at regional, national & international level, a regional event with stakeholders, study visits with the owners of the policies and beneficiaries, a peer review session to analyse the specific policies and a management session of the Steering Committee. These activities will be combined with dissemination events at both international and regional level.

Policy Learning Platform will be used for the identification good practices and possible regional experts in the field of LCA.

The results of the learning process should be the identification of life cycle initiatives, methodologies and procedures that should be considered as good practices in the implementation of policies for the efficient use of the natural resources, that could be incorporated in the partners' policy framework. The Policy road map will support policy makers in this task.

These will be included in the action plan (AP) elaborated at the regional level. The action plans will be elaborated as a joint effort with the regional stakeholders. Each action plan will be presented to the partners at the final meeting of the phase1

The project will finalise with the implementation of some measures from the AP in each region during Phase2

4,960 / 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 objective and describe each separately.

The project's communication strategy aims to generate commitment and a common understanding among partners and stakeholders. It is designed to promote an effective communication within the partners as well as within the target audiences which includes policy owners, policy makers and managers, NGO, enterprises and public in general. Achieving the communication goals will contribute to the durability of the results of this project.

The strategy will follow the SMART approach and will be more accurately defined at the kick-off meeting when the communication plan for both internal and external communication will be approved.

The Lead Partner (Gov. of Navarre), with the support of the coordinator (AIN) will be the Communication Manager (CM) in charge of the communication strategy by ensuring the creation of the image of the project, identifying communication opportunities and coordinating partners' communication activities regarding the project. The CM will conduct an internal evaluation of the project communication with questionnaires and interviews with partners. ACR + will collaborate with the CM in the international dissemination of the results of the project.

Virtual communication will play an important role. Digital platforms and tools will contribute to internal coordination and knowledge exchange among partners and stakeholders.

In addition to this, the project will exploit the potential of social networks, as well as the potential of the website provided by Interreg Europe programme along with each partner's institutional websites.

The communication strategy will also include the organisation of a kick-off meeting in Brussels, an event to be organised during the Industrial Day, Energy Week or other relevant dates related to the proposed thematic addressed, and a final "high-level" political event as dissemination instruments (phase 2).

Finally, the partners have planned to organize 2 regional disseminations events at the beginning and the end of the project.

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Objectives	Target group	Activities
<p>Modificating the perspective and behaviour of participating regions' and municipalities policy owners, policy makers and managers, in order to improve the efficient use of natural resources policy mix by introducing the LCA in the planning, implementation, monitoring and evaluation of the policies</p> <p>298 / 300 characters</p>	<p>Managing authorities and Policy instruments owners, policy makers and managers of the LCA4REGIONS partnership participating 7 regions and municipalities responsible for the design and the implementation of the addressed policy instruments</p> <p>238 / 500 characters</p>	<p>Communication with MAs and policy instruments owners started already in the project development phase. Project partners have approached their respective MA to inform them about their intention to improve a PI in the frame an Interreg Europe project. During the Phase I the continuous involvement of MA described in the other AF parts. Concerning specific communication activities there are foreseen:</p> <p>OFF LINE ACTIVITIES Face to face meetings are the KEY ACTIVITIES regarding to this objective. Participants will receive first-hand information and meet and interact in the discussion. Other communication activities (on line and press activities) will reinforce the effect of these meetings.</p> <p>ON LINE ACTIVITIES Information update on the project's website provided by Interreg Europe and each partner's institutional websites. Dissemination of relevant information of the project (e.g. its progress, new insights) or related thematic areas (e.g. efficiency of resources, waste and material flows, LC approach) through social networks, such as, LinkedIn and Twitter. 1 newsletter per semester. Dissemination through INTERREG EUROPE</p> <p>LEARNING PLATFORMS will be done on regular basis. The information shared may include real cases linked to the project and related thematic areas.</p> <p>PRESS ACTIVITIES Appearance in press and media</p> <p>1,323 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Engage the participating stakeholders to (1) involve them in the design and implementation of the actions plans, (2) engage them in a systematic policy learning process and (3) show them the relevance of LCA to improve the general impact of policies</p> <p>249 / 300 characters</p>	<p>Stakeholders of the participating 7 regions.</p> <p>44 / 500 characters</p>	<p>OFF LINE ACTIVITIES Face to face meeting are the KEY ACTIVITIES regarding to this objective. Participants will receive first-hand information and meet and interact in the discussion. Other communication activities (on line and press activities) will reinforce the effect of these meetings.</p> <p>ON LINE ACTIVITIES Information update on the project's website provided by Interreg Europe and each partner's institutional websites. Dissemination of relevant information of the project (e.g. its progress, new insights) or related thematic areas (e.g. efficiency of resources, waste and material flows, LC approach) through social networks, such as, LinkedIn and Twitter. 1 newsletter per semester. Dissemination through INTERREG EUROPE</p> <p>LEARNING PLATFORMS will be done on regular basis. The information shared may include real cases linked to the project and related thematic areas.</p> <p>PRESS ACTIVITIES Appearance in press and media</p> <p>921 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Disseminate the knowledge among policy makers and public in general to (1)foster the incorporation of interregional collaboration in policy learning, (2) rise awareness of the policy mix approach and (3)rise the necessity of implementing changes in policy instruments by applying the LCA methodology</p> <p>300 / 300 characters</p>	<p>EU policy owners, policy makers and managers, Academia, NGOs mainly in the environmental area, Enterprises, Public in general</p> <p>126 / 500 characters</p>	<p>OFF LINE ACTIVITIES Face to face meeting are the KEY ACTIVITIES regarding to this objective. Participants will receive first-hand information and meet and interact in the discussion. Kick of meeting and press conference in Brussels. 2 European high-level political dissemination events (1 in each phase) 2 regional dissemination events in each region.</p> <p>ON LINE ACTIVITIES A common database of contacts. Information update on the project's website provided by Interreg Europe and each partner's institutional websites. Dissemination of relevant information of the project (e.g. its progress, new insights) or related thematic areas (e.g. efficiency of resources, waste and material flows, LC approach) through social networks, such as, LinkedIn and Twitter. 1 newsletter per semester. Dissemination through INTERREG EUROPE LEARNING PLATFORMS will be done on regular basis. Publication of the Good practices guide including all the good practices identified in the project in English. Publication of the policiy road map Dissemination of project related information and direct engagement of cities and regions by ACR+, in particular ACR+ members and other relevant networks (Eurocities working group on waste, Urban Agenda Partnership on Circular Economy, EREK network, etc.), as well as through other EU projects involving local and regional authorities.</p> <p>PRESS ACTIVITIES Appearance in press and media</p> <p>1,401 / 1,500 characters</p>

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.

The project will contribute to a more effective implementation of environmental policy instruments by taking a life cycle view of the direct and indirect impacts of the policies. According to the 2015 EC Work package on Circular Economy, "the proposed actions of this WP will support the circular economy at each step of the value chain – from production to consumption, repair and remanufacturing, waste management, and secondary raw materials that are fed back into the economy." This approach perfectly describes the relevance of a life cycle view. If the final desired result is to implement an environmental and resource efficient approach, coherent policies need to be implemented regarding consequences along the life cycle of rather than pursued in an isolated manner.

The expected result of LCA4REGIONS is the definition and future implementation of 7 Actions Plans with the focus on improving 7 Policy Instruments funded by the ERDF. A policy road map will be developed as a policy briefing, analysing key resources from a life-cycle and value chain perspective being this perspective necessary to identify the main policies

The direct outcome of an expanded use of life cycle methodologies would be an increase in the effectiveness of public policies. The result of improved public policy implementation is greater concordance with stated sustainability objectives, fewer unwanted side-effects, and greater transparency in the compromises and offsets that need to be made to move ahead also on economic targets.

In terms of specific outputs (O) and results (R) expected, they are mentioned below:

Exchange of experience

Regional analysis

(O): Common methodology; 7 regional analyses of the LCA implementation in policy instruments

(R): Active involvement of relevant stakeholders in policy making process; in deep increased knowledge of partners and regional stakeholders groups; policy framework/ supporting policies for LCA and valuable experiences among regions with different levels of capacities; identification of measures to improve policies on LCA.

Mutual assessment & learning

(O)

-7 Transnational Learning Journeys (1 per region)

-7 peer reviews (1 per region)

-7 study visits (1 per region).

-5 regional stakeholders events.

-1 Good Practices guide

-1 Policy Road Map

(R) 7 action plans

Dissemination & Communication

(O)

-1 Communication plan

-2 European dissemination events. (1 in each phase)

-2 regional dissemination events in each region

-2 Project Video

-Improved LCA capacity of individuals, organisations and stakeholders

-Project visibility

Management & Coordination

(O): 7 SC and coordination meetings / 6 progress reports

(R): Fulfilled timetable and tasks and positive project evaluation

2,725 / 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	7	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented	0	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	9,960,000	
Estimated amount of other funds influenced (in EUR)	0	

Policies	Self-defined performance indicators	Target
Policy 1	Public contracts developed considering the LCA approach	4
Policy 2	N of action plans, projects, actions, investments directed at resource efficient, LCA-promoting activities	6
Policy 3	N of action plans, projects, actions, investments directed at resource efficient, LCA-promoting activities	8
Policy 4	% of projects supported by Alentejo operational program 2014-2020 Investment in priority 6.5 with the integration of LCA approach and resource efficiency (%)	10
Policy 5	Number of beneficiaries who have been supported to apply LCA approach	5
Policy 6	Number of beneficiaries who have been supported to apply LCA approach	3
Policy 7	% of projects supported by ROP Lodzkie 2014-2020 in Priority Axis: V Environment Protection with the integration of LCA approach and resource efficiency (%)	5

Output indicators	Target
Number of policy learning events organised	44
Number of good practices identified	12
Number of people with increased professional capacity due to their participation in interregional cooperation activities	56
Number of action plans developed	7
Number of appearances in media (e.g. press)	31
Average number of sessions at the project pages per reporting period	300

C.6.3 Innovative character

During the 3rd Interreg Europe call, most of the approved projects of the 4.2 IP were focused on Circular Economy, some of them including new approaches such as industrial symbiosis. Nevertheless, these project ideas did not explicitly examine life cycle impacts. The concluding results could therefore still be susceptible to unwanted and unrecorded secondary impacts in other policies that could potentially be avoided by using LCA in policy planning.

LCA is applicable to a wide variety of policies related to sustainability or other objectives, and so have the possibility of streamlining public sector management in multiple ways. For example, while Green Procurement (project SYMBI) is undoubtedly a desirable objective, without understanding the life cycle of products many impacts along the supply chain will go unnoticed and will not be considered in the procurement process. The ideal would have been to add a LCA step into these procurement projects.

LCA4Regions is one of the first EU attempts or initiatives to orient regional policies, more specifically efficient use of natural resources policy instruments, towards a life cycle procedure for its implementation. LCA methodologies have been extensively used in industry, but much less so in public administration, even though both sectors often deal with the same objects: products, materials, technologies. Public sector administrators often rely on third party information or on indirect indicators e.g. green labels, even though these may not well represent the issues contained in their official sustainability objectives. Hence, the innovative aspect of this project is to bring life cycle insights and skills directly to public sector that develop and implement relevant policies related to circular economy and environmental issues, improving consequently the implementation of regional development policies oriented towards the increasing resource- efficiency management.

1,945 / 2,000 characters

C.6.4 Durability of results

All policy instruments addressed by the project are linked to Structural Funds, which in itself implies the durability of the results obtained. Additionally, all partners have the capacity to influence the policies addressed, facilitating the application of the measures defined in the action plans. The involvement of the main regional stakeholders during the project, and their participation in the elaboration of the action plans will facilitate the adoption of the improvement measures.

As previously mentioned, the overall objective is to improve the performance of the efficient use of natural resources policies by the adoption of a more life-cycle based implementation procedures and methods (LCA). It should be mention that the incorporation of LCA in these policies will favour obtaining better results in terms of sustainability and efficiency, minimising the "spill-over effects". The challenge of these policies is a key aspect of the current programming period 2014-2020. Thus, the policies addressed by the project will be funded on that programming period.

The partnership includes 3 regional bodies that are authorities responsible for the policy instruments addressed by them (Government of Navarra, Lombardy Region and Lodzkie Region) As for remaining 5 partners, it has been validated during the project development phase that they all have an established and strong influence on the improvement of addressed policy instruments. Also, in these cases the responsible Managing authorities are always included in the RSG (Regional stakeholder groups) that regularly hold meetings (at least one in each 6 months).

The planned methodology for the action planning contributes also to the durability of results, as there is planned very early start of action planning and review pairs to be established help the compilation of feasible Action Plans.

Being a long lasting network, ACR+'s participation in the project will also contribute to ensure the durability of the results.

1,994 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Positive effects	<p>LCA4REGIONS overall objective and 8 sub-objectives contribute to supporting industrial transition towards a resource-efficient economy, promoting green growth, eco-innovation and environmental performance management in the public and private sectors.</p> <p>The use of LCA methods brings to the fore the wider upstream and downstream implications of policy decisions, as well as its temporal consequences over time. In this sense LCA methodologies can usefully underpin all public policy, although the current project is necessarily constrained to the efficient use of natural resources for reasons of practicality.</p> <p>Even within the sustainability agenda, and subsets such as resource efficiency, spill-over effects are all too common. LCA can do much to overcome the obstacles to a more holistic consideration (and decision-making) of the entire set of sustainability goals to which the EU has agreed and is making strenuous efforts to implement.</p>
		942 / 1,000 characters
Equal opportunities and non-discrimination	Neutral	<p>LCA4regions is totally compatible with the equal opportunity aspirations of the EU (and generally the regions). In the analysis of the policies in each participating region, special attention to the actions that contribute to equal opportunities and non-discrimination will be provided, enhancing the actions that contribute to this principle.</p>
		343 / 1,000 characters
Equality between men and women	Neutral	<p>The methodologies underlying the project are neutral on issues of gender equality, and it can be reported that both men and women are equally prominent in LCA work, in LCA organisations and in training programmes. Considering this, the project will promote gender equality by supporting the partner institutions encouraging the participation of women as representatives of the partner organisations as well as experts and collaborators in the projects activities.</p>
		464 / 1,000 characters
Digital agenda for Europe	Neutral	<p>LCA4REGIONS deals with innovative ICT technologies such as resource management using LCA software's with the aim of supporting the spread of intelligent technologies in Member states and collecting/analysing data and feedback information systematically. Through this, the project positively contributes to the implementation of the Digital Agenda for Europe strategy and the exploitation of the potential offered by the use of ICT's in the field of climate change and resource efficiency. In addition, nowadays technologies and online tools (e.g. social media, innovative visualisation materials for the LSG meetings, software's used in the learning journey) will play a crucial role in the project communication, stakeholder engagement activities, community building and awareness raising.</p>
		790 / 1,000 characters

C.8 Project management

C.8.1 Management arrangements

The strategic project management tasks are divided into 3 bodies: 1) the project Steering Committee (SC), 2) the Communication Management Team (CMT) and 3) the Financial Management Team (FMT). Each of these bodies will count with one manager dedicated to the specified subject. During the Kick off meeting each region will assign the responsible of each body.

The SC is the decision-making body of the Consortium and will be established at the KOM and will be composed by one/two representative members of each region. The main responsibilities of the SC are the strategic planning and project management. These aspects will be put in common in the bi-annual reunions under the format of Management sessions during the 1st day of the TLJ. This SC will be coordinated by the lead partner who will be the Project Coordinator (PC) with the support of AIN. This PM will be the formal link between the project and the MA/JTS.

The SC will assume the role of monitoring the project execution. Each region will designate a project manager that will participate in the monitoring activities. These are not expected to have the format of face to face meetings but to have the format of virtual sessions in a 3 monthly basis or a monthly if needed. These virtual sessions will probably be via Skype or other on-line platforms. Additionally, the documents generated by all partners will be uploaded in an online storage platform to allow partners to store and share files on their servers (e.g. Google drive). Anyway, all the project documents should be available in the project website of the Interreg Europe web page.

The Government of Navarre with the support of AIN will lead the monitoring activities. The University of Kaunas will be responsible for coordinate the exchange of experiences among the partners and will lead the peer review exercises. The Lombardy region will lead the Policy road map development. ACR+ will be in charge of coordinate the identification of good practices and definition of the Policy road map.

The CMT will be composed of the Community Manager (CM) of each region led by the Government of Navarre. It will take the format of a management team oriented to give the shape of the project image as well as the methods to communicate the information originated among the partners to the public, mainly to regional stakeholders and other agents involved directed in the policy making decisions. The responsibilities will include the development of the content of the newsletters, press releases and the organization of the international dissemination events expected.

ACR+ will be in charge of foster the international dissemination of the project among both the regions involved in the project and other cities/regions interested in the efficient use of natural resources (its members and contacts in networks & circular economy initiatives). CIMBAL will foster the communication of the project through local entities. For doing so, CIMBAL will guide all partners in this process with a common methodology.

The FMT will be composed of the Financial Managers (FM) of each region. It will develop the guidelines and prepare the needed templates for the partners to support the financial management and reporting of the project. However, each partner will be responsible for the financial management related to their own expenses and will appoint one Financial Manager (FM) that, together with the Project Financial Manager will constitute the Financial Management Team (FMT) of the project. The Financial Manager will be the contact point of the FLC in relation with the FLC.

The Lead Partner will lead the financial management of the project with the collaboration of AIN.

Additionally, the project will count with the assistance of external experts as previously mentioned, who will mainly give support to the partners in the activities related to the Learning Journeys workshops and the Peer reviews based on the evaluation of the analysis obtained from each semester

3,998 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?

No

C.8.3 Finance manager

Will financial management be externalised?

No

C.8.4 Communication manager

Will communication management be externalised?

No