# URBinclusion
*Combating poverty in deprived urban areas*

# Newsletter

**Issue 4 – December 2018**

**URBinclusion** is a project funded by the EU **URBACT programme** and it is focused on the **co-creation of new implementation solutions to reduce poverty in deprived urban areas**. Integrated strategies addressing social inclusion will be implemented by the nine partners cities composing the Network.

This project second Newsletter contains a description of:

- URBinclusion project
- Past and future steps
- Different articles presenting specific steps and partner cities actions and situations



URBinclusion Thematic Seminar participants in Naples 13th and 14th of Decmeber 2018

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# URBACT
## Driving change for better cities

# EUROPEAN UNION
European Regional Development Fund

# The URBinclusion project

The proposal focus on different compulsory and optional implementation challenges that are shared by most of the partners

### Mandatory challenges

1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects
2. Maintaining involvement of local stakeholders and organizing decision-making for delivery
3. Setting up efficient indicators and monitoring systems to measure performance
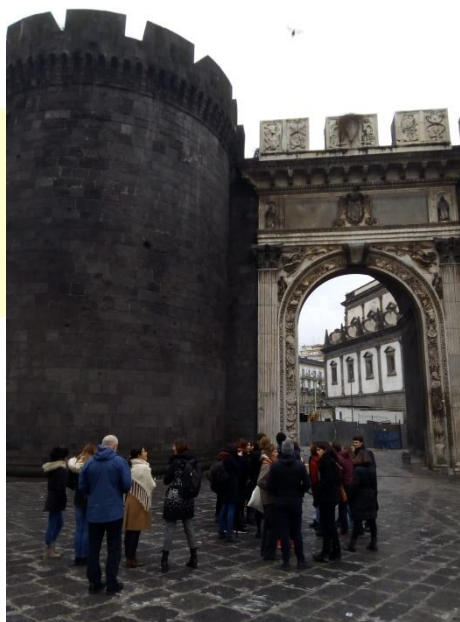
### Optional challenges

1. Moving from strategy to operational action-plan
2. Enhancing funding of urban development policies through financial innovation (urban development funds, crowd-funding, etc.)

Socioeconomic disparities and other form of inequalities are a major issue in European cities, which hinder citizens from achieving a **decent quality of life**. The economic and financial crisis has further intensified the concentration of poverty and social exclusion in cities. European cities are threatened by the increase of **social polarisation**, which is a consequence of many parallel processes: an increasing income polarisation since the 1980s, an **increasing volatility of employment** and a **huge recent increase immigration** to Europe and its cities. These factors are complemented by a progressively **retreating welfare state** and **privatisation of services** in several countries leading to higher costs for basic needs.

It has been increasingly observed that poverty does not only create **social differences** between people and groups; it also leads to **spatial differences**. Recent independent studies have demonstrated that "the widening gap between rich and poor is **leading to social divisions and**

**segregation** in more and more European cities. The rich and the poor are living at increasing distance from each other, and this can be **disastrous for the social stability and competitive power of cities**".

In this regard, URBinclusion Partners agree that the **level of integration and cross-fertilization of different approaches** is crucial to determine the success or failure of the implemented policies. Specifically, the common policy challenge addressed by URBinclusion is founded on an "**area-based approach**", concentrated on specific (deprived) geographic areas, with essentially place-based policies. They do not focus on individuals but on a specific **geographical unit or a set of units**. This area-based approach is in some



Site visit, Naples Thematic Seminar – Porta Nuova Neighbourhood

cases articulated, both **with a sectorial approach regarding different dimensions related with poverty** like employability, education, health care, housing, citizens' empowerment, social economy, and **with a demographic approach**, **regarding different social groups** like ethnic minorities, migrants, women, children, youth, elderly people, long term unemployed, Roma people, etc.

Some cities of this Network include **physical regeneration actions, linked to social inclusion measures**, mainly dealing with the recovery of public spaces and public buildings allocating social and cultural activities. Thus, **URBinclusion Partners plan to address the policy challenge through integrated strategies composed by different combinations of actions**, but always focused on the same aim: **fostering social inclusion and reducing poverty in deprived neighbourhoods of their cities**. In short, local actions included in the strategy should demonstrate their contribution in reducing poverty and improving social inclusion in the area.

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# Local and international initiatives in Timisoara

*By Angela Ciupa-Red - Timisoara URBinclusion Team*

**Timisoara recently organized two relevant activities in the Kuncz neighbourhood, the area targeted by the URBinclusion project. Both activities were closely related to our project activities.**

The first activity helped to strength the links within Timisoara ULG and joining their efforts to support the inclusion in Kuncz local community. On the other side, the other activity, implemented in collaboration with EUROCITIES, allowed to get a critical review of Timisoara action plan for Roma inclusion in Kuncz from other European cities representatives and civil servants. Hereafter, a short description of the two activities.

ULG's members in Timisoara organised the event "Inclusion by playing for children in Kuncz neighbourhood".



The event took place in the neighbourhood's small park and children participated in non-formal educative actions (painting, sport, face painting, drawing, dancing) to increase their interest in education. Diplomas, medals and small gifts were handed to them to increase their motivation. Kuncz neighbourhood is one of the most deprived areas in Timisoara and the Implementation Plan designed during URBInclusion project focuses on this area. 300 hundred citizens contributed to the success of this activity: 40 representatives from ULG and other local stakeholders, 190 children and 70 parents from Kuncz neighbourhood.

ULG's aim was to increase the interest and knowledge of citizens from the targeted community (Kuncz neighbourhood) for the URBInclusion project. In the same time the event was a response to one of the project's challenges: involving local stakeholders and organising decision-making for delivery. Inhabitants from Kuncz neighbourhood were involved in preparing and implementing the activity (cleaning the place before and after the event, mobilising participants, coordinating small workshops). A shift from doing thing for citizens to doing things with them was put in place.

From 12 to 14 June, a delegation of cities from EUROCITIES visited Timisoara to offer peer support to further improve the host city's action plan for Roma inclusion. A 'critical friend review' visit involving 10 representatives from 5 cities (Budapest, Cluj-Napoca, Ghent, Glasgow, Gothenburg) and a representative from the European Commission (DG EMPL) was organised. Timisoara has a large Roma community (approx. 3,000 people) identified as being at highest risk of poverty and social exclusion. Many of these people live in deprived neighborhoods and in Timisoara the Implementation Plan, developed during URBInclusion project, focuses on



Kuncz neighbourhood where over 50% of inhabitants are Roma. A site visit in Kuncz neighborhood was organized during the EUROCITIES's "Critical Friend Review" visit and areas for further improvement concerning Roma inclusion in Timisoara were identified.

# WORKING SESSION OF ULG BARCELONA: EXPLORING CONNECTIONS AMONG ACTIONS

*By Sebastià Riutort - Barcelona, URBinclusion network Lead Partner*

**Integrated approach is one of the URBACT challenges of Implementation Networks (IN). The Guidelines that deal with this issue suggest some tools or methodologies that have the intention to get IN-members think about integration. Within the ULG of Barcelona we discussed about the synergies and interactions of the 7 actions which are part of the Implementation Plan.**

In general, there is the assumption that having a weak level of interaction among projects is rather commonplace. Sometimes projects are conceived as isolate interventions. Time and effort is much more focused on the project itself without paying attention to its connectivity with other interventions taking place in the same policy and territorial area. However, if we agree that problems are multi-faced, we should accept that they have to be addressed by high integrated actions or by "interlinked actions". The second ones represent the complementarity of different particular actions for jointly tackling a social problem without dismissing the singularity of each one. Integration is about synergies. We assume that the more connected and coordinated actions are, the higher social impact is generated.

During one of ULG Barcelona's sessions, its members started to explore how their 7 actions are interlinked. The session started with a round of presentations of actions.



1.  Action 1. Play Time: program to cover food, leisure and educational needs of children between 5 and 12 years old from vulnerable families.
2.  Action 2. Accompanying program to resettle families from "The cheap houses" (a complex of old and damaged single family houses) to new social housing cultivating good community relationships.
3.  Action 3. Rehabilitation program for high complex residential buildings: technical support and advice to vulnerable communities to do rehabilitation.
4.  Action 4. Push yourself: promoting sport, training, health and leisure activities to reduce the risk indicators in teens and youth (15-23 years old).
5.  Action 5. Endavantal: workshops about healthy eating and cooking for low income families.
6.  Action 6. Trans-form Yourself: community actions to prevent conflicts and promote cultural diversity coexistence with the active role of Roma community.
7.  Action 7. B-MINCOME: urban innovative action that combines guaranteed minimum income and active social policies (programs of training and employment, promotion of social economy projects and community networks) to fight poverty and exclusion.

Afterwards, the aim was to answer the following questions: ¿Which are the perceived current levels of synergy among these actions? ¿Which would be the expected future levels of interaction? Member of ULG was invited to score the connection (where 5 is a strong connection and 0 is no connection) of his/her action with the other six. To do this type of exercise,

and since present and future connections were taken into account, tables 2 and 3 provided by Guidelines (pp. 14-15) were mixed and reshaped in one single table. So the objective was to try to represent both present and future levels of connection between actions. The new table remained divided into two perimeters: the red one referring to present relations and the blue one referring to future relations.

This table have to be understood just as a starting point. Even though, it seems to show that actors tend to perceive a weak level of interaction among actions. On the other hand, in some cases, they express a desire to move forward a higher level. However, it is true that the score relative to the relationship between two actions depends on the action from which the evaluation is made.

It is clear that further steps needs to be taken to have a common diagnosis about synergies. At least there are three aspects to go deeper in this process of reflection. Firstly, members of the ULG should try to have a shared position about the score between actions (that might mean to readjust scores; e.g. the cases in a circle around present a great difference in perception) and to point out the causes of a weaker/stronger relation between actions. It is important to know the nature of these levels of synergy or score of connection. Secondly, in accordance with the logic of the URBinclusion project, they should identify those necessary actions to improve the level of integration. Particularly, blue perimeter works as ideal or optimal horizon to be reached. This helps to orientate the type of steps (that is: changes in implementation) that can be key to move in that direction (from the red perimeter scenario to the blue one). Lastly, a global analysis about the level of the integration of all 7 actions should be done. In this sense, perhaps some actions will occupy a more central position than others; they will work as a node, through which to pave the way for integration. From the case of Barcelona, Action 6 (Trans-form Yourself) and 7 (B-MINCOM) may play this role.

| | | 1. Play Time | | 2. The cheap houses | | 3. Rehabilitation program | | 4. Push yourself | | 5. Endavantal | | 6. Trans-form Yourself | | 7.B-MINCOME | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | **EXPECTED FUTURE RELATIONSHIP** | | | | | | | | | | | | | |
| 1. Play Time | | | | 1 | 3 | 1 | 3 | 5 | 3 | 3 | 5 | 3 | 2 | 3 | 5 |
| 2. The cheap houses | | 2 | 0-1 | | | 1 | 1 | 2 | 2 | 5 | 2 | 5 | 4 | 5 | 3 |
| 3. Rehabilitation program | | 1 | 1 | 1 | 1 | | | 1 | 1 | 4 | 1 | 4 | 3 | 3 | 3 |
| 4. Push yourself | | 1 | 2 | 2 | 1 | 0 | 0 | | | 4 | 4 | 3 | 4 | 3 | 5 |
| 5. Endavantal | | 1 | 1 | 1-2 | 5 | 1 | 3 | 2 | 2 | | | 1 | 4 | 3 | 5 |
| 6. Trans-form Yourself | | 1 | 3 | 3-4 | 5 | 2 | 4 | 2 | 3 | 2 | 1 | | | 5 | 3 |
| 7.B-MINCOME | | 1 | 1 | 3 | 1 | 1 | 1 | 5 | 2 | 3 | 1 | 1 | 2 | | |

*(Row axis label: CURRENT PRESENT RELATIONSHIP)*

# Naples' Urban Civic Communities

*By Nicola Masella – Naples URBinclusion Project Manager*

**Conferring a greater social value to the historical municipal assets by promoting open and inclusive management schemes.**

The City of Naples has addressed in the last decades several urban planning initiatives to limit urban sprawl and invest on the reuse of the existing historical city center heritage (UNESCO site from 1995), characterized by 70% private buildings, densely populated and requiring major redevelopment. The rest of the existing properties are publicly owned and include many large heritage sites, often empty and degraded, that could become a driving force for the social and economic development, through appropriate public-community and public-private-community initiatives, and that may also produce a substantial enhancement of the city's cultural and touristic attractiveness. The valorization of the urban historical heritage –in fact– represents a cultural, economic and social challenge, but also a spur for the city to re-elaborate its identity creating a new bond with the citizenship and private/entrepreneurial sector.

In relation to the issue, during the last decade the City of Naples has been experimenting new policy tools to get back in use abandoned and/or deprived buildings, subtracted to the use of city inhabitants. Indeed, different movements and symbolic occupations have highlighted the need for such spaces to be used and managed by city inhabitants as commons, to deliver different forms of cultural and social services. The occupation of these empty buildings meant on one hand a temporary use and a starting point for the "renaissance" of such places and, on the other hand, a stimulus to search for innovative mechanisms for the use of these spaces as civic patrimony.

Through the City Council resolutions no.400/2012, no.893/2015 and no.446/2016, the City of Naples has recognized and institutionalized the value of existing bottom-up initiatives carried out by groups and/or of citizens' committees according to the logic of self-government and direct management of public spaces,

demonstrating, in this way, to perceive those goods as "civic flourishing environments". This gave strength to new forms of social inclusion, active citizenship and innovative financing schemes (i.g. crowdfunding, microcredit, fund raising, etc.), but also meant raising the potential of disused and underused public spaces. Therefore, the valorization of municipal assets is now understood as a process by which it is possible to confer a greater social and economical value to the good



by increasing its level of exploitation by the community.

The City Council of Naples was also the first to appoint a "common goods councilor". Following this path, on august 2017 new challenges and strategic actions for the valorization of the municipal heritage in compliance with the principle of financial sustainability were identified. They defined participated procedures aiming to generate a valuable income for the redevelopment/maintenance of the premises and to guarantee the sustainability of social/cultural initiatives, ensuring the independence of both parties involved citizens and public administration. The latest resolution no.458/2018, in particular, has encouraged the active citizens to design and submit "pilot projects" characterized by prevailing social aims, for the valorization of underused and disused municipal assets which can be redeveloped and transformed to experiment new uses such as social-care facilities, reception centers for migrants and asylum seekers, urban gardens, playgrounds, artistic installations, etc...

To give a perspective of the results brought by this policies, we might say that the open and inclusive management model of these premises –as common goods– is plain by the data registered since 2012, with



8 buildings entrusted to public care and loads of social, cultural activities implemented such as:

• free trainings for un-employed;

    • free health services;

    • free neighborhood nursery service;

    • free school for migrants;

    • 250+ art projects, 300+ concerts;

• 300+ debates, seminars, public meetings;

• 5,800 activities (of which 1,500 days of theatre, dance and music rehearsals) and 250,000+ users taking part in the activities..

For more info, please visit: http://www.comune.napoli.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/16783

## Local Action Plan for Timisoara – present situation and future actions

by Angela Ciupa-Rad – URBinclusion Timisoara team

**A description of the five actions of the Timisoara Kuncz neighbourhood Local Action Plan.**

The Local Action Plan for Timisoara "Increasing social inclusion in Kuncz neighbourhood through interventions aimed at physical, economic and social regeneration of this area" targets one of the most deprived areas of the city: the Kuncz neighbourhood.

Five actions were proposed to tackle the poverty and social inclusion in the area:

1. Development and implementation of a methodology for collecting data regarding the poverty level in the target area, deploying two researchers on the ground and writing one study report.
2. Building and fitting a multifunctional community centre (including one day care centre for children and one community integrated social service for adults);
3. Designing interventions in order to increase children's participation in education
4. Designing interventions in order to increase young people and adults participation in the job market
5. Setting up a green area (1000 square meters), a sport and open air fitness terrain and modernization of one of the roads that forms the neighbourhood



The Urban Local Group includes 25 representatives from institutions active in the social, educational, law enforcement and religious fields, NGOs working in the social domain, the Local Initiative Group for Roma People and representatives from Kuncz neighbourhood.

Regarding the first action, two ULG members - the Social Assistance Department from Timisoara Municipality and the West University of Timisoara, deployed one researcher on the ground in Kuncz neighbourhood. 643 people from 156 households answered to a questionnaire. The result was one research report disseminated among ULG members and within the community.

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For the action aiming to increase participation of children in education, the ULG members regarded the involvement of parents as one important aspect. One big event was organised in the neighbourhood and 300 participants joined in: 40 representatives from ULG and other local stakeholders, 190 children and 70 parents/inhabitants from Kuncz neighbourhood. Children and their parents learned about the importance of education and were involved in non-formal educative actions. The event was planned as a response to one of the project's challenges: involving local stakeholders and organising decision-making for delivery.

When trying to increase participation in education, the ULG members faced implementation challenges like involving local stakeholders and fostering an integrated approach. They decided to establish a common methodology to tackle early school drop-out among children in the targeted area. In the next months the interested ULG members will meet on a monthly basis to work on the methodology and they will invite other interested parties (for example schools) to join this initiative. The methodology will be piloted in the Kuncz area and, if successful, extended to other deprived areas from the city.

Activities were deployed in order to increase participation of young and adults from the targeted area in the job market. ULG members, together with the neighbourhood representatives organised an action in Kuncz aiming to meet the inhabitants and talk about work with them. Twenty inhabitants decided to join in and discuss about the meeting's theme, the challenges they face when trying to find a job, but also the advantages in having a steady income. Among the participants, there were young people looking for a job (starting from 16 years old), adults who receive unemployment benefits, single mothers with children in care, people engaged in not-regular jobs, but also people who already have a job.

Facing the challenge of involving local stakeholders, especially the ones in the economic domain, the ULG members decided it was important to organise an event these stakeholders will be interested in. Given the economic context of Timisoara, with very low unemployment rates, ULG organised a Job Fair for Roma Minority and promoted the event among local entrepreneurs. 10 employers from the community participated at the Job Fair offering 313 jobs. ULG members

prepared both the Kuncz inhabitants and the employers for this event: the employers found out that most of the inhabitants are low skilled and the inhabitants were supported in preparing themselves for the interviews and in preparing their CVs. 89 Roma people obtained a job thanks to this job fair.

As for the actions regarding the public infrastructure, meetings among different Municipality departments were held in order to identify financial sources and to prepare needed documents for projects.



During their meeting in August, the ULG members discussed about implementation challenges, barriers and obstacles, but also solutions to overcome them. Most barriers and obstacles were identified in regard to the integrated approach and financial innovation challenges. Some of the identified barriers regarding the integrated approach were: lack of an established mechanism to communicate with different stakeholders, difficulties in involving stakeholders from some specific domains (for example, educational field or entrepreneurs), some of the stakeholders are not present enough in the area and the inhabitants lack trust in them, lack of specialised human resources cable of properly involving the target citizens. As for the financial innovation challenges, identified barriers were: project depend on the existing national or European frame of funding which is not always proportional to local needs and that is way some of the projects lack sustainability, there are not enough well-trained human resources to find funding opportunities, not all the community possible resources are identified and used to fund innovative actions.

For the next months the ULG is going to work on finding solutions to overcome the identified barriers and obstacles. It will also work on the actions from the Local Action Plan and it will continue to pay special attention on citizens' involvement.

# Trikala Local Action Plan and the link with URBinclusion

*By Vasilis Mitsios and Harry Kalliaras -URBinclusion Trikala team*

**Trikala within the framework of the URBinclusion project is focusing the attention on the Local Action Plan focusing on poverty and exclusions problems of the Roma communities in three areas: Pyrgos, Kipaki and Roggia.**

### Introduction/Identification of the challenge

Within the Municipality of Trikala there are three ROMA settlements and their inhabitants exceed 2.200 people in total (1450 permanent residents and 750 on constant move), making imperative the need for implementing social inclusion programs. Cooperating with government bodies, the Municipality of Trikala has taken many actions through the years in order to effectively face phenomena such as school dropouts, high unemployment, low educational level and poor health issues as well as habits like children's marriages.

These three settlements (Pyrgos, Kipaki and Roggia) do not show significant differences among them, and they face, in general, the same problems. Regarding housing, there is a lack of basic infrastructures and services in both homes and settlements that make impossible the spatial expansion of these settlements and phenomena like illegal water and electricity connections.

In terms of Roma employability, the main problems are the exclusion, the limitation of sectorial activities, the informal working relationships, the lack of work permits, high unemployment, seasonal labours, child labour, exclusion of women from labour market and lack of social security.

In education, there are important problems as illiteracy, school dropout, the lack of adequate infrastructure and of relevant and specialized teaching staff, poor knowledge of the Greek language that hinder the learning process, lack of materials and supplies for school, rejection from classmates, parents and some of the teachers and the lack of adaptability.

Finally, with regard to health care, there are high levels of mortality rates, lack of vaccination and information, inability to access the national health system, increased rates of diseases like hepatitis as well as increased rates of mental disorders, particularly among women.

### Solutions provided

Dealing with all these issues, the Municipality of Trikala is trying to provide all the necessary assistance in order to decrease the social exclusion rates and improve ROMAs' quality of life. For example, the Municipality operates the Socio-Medical Centre for Roma providing medical services (children dental care and gynaecological tests) and education conceiving both of them as a key-enabler to their social inclusion. Moreover, another inspiring project for Roma children was the "Culture Houses" whose aim was to provide corresponding education to the student by enhancing skills through creative programs and methodologies. Furthermore they had the chance to be trained on their rights and their obligations regarding their engagement in community and employment.

### URBinclusion and the Municipality of Trikala

In the framework of "URBinclusion" project and after the consultation with local stakeholders, five different Actions have been identified and investigated throughout the project period:

1. Action 1: Construction of four playgrounds within the ROMA settlements (Kipaki, Pirgos, Roggia)
2. Action 2: Organization and operation of school library in Kipaki Settlement
3. Action 3: Operation of a Medical-Social Centre in Pirgos Settlement
4. Action 4: Baby-nursery school in Kipaki Settlement
5. Action 5: Settlement expansion with the establishment of new houses
6. Action 6: Operation of the Community Centre-Department for ROMA and other vulnerable groups

Even though the actions above are at the same level of "maturity" in terms of design, funding, implementation and/or management, they were identified after collaboration with the Trikala ULG, which consists of some of the following stakeholders and with whom several individual meetings were held throughout the project implementation:

- The City Council
- The Development and Programming Department
- The Directorate of Social Welfare & Solidarity
- The Municipal Development Agency, e-Trikala S.A.
- The University of Thessaly
- Local NGOs
- The Municipal Volunteers Group
- Representatives of ROMA people

Within this context, the actions were selected in order to try to provide partial or complete solutions to the majority of the main problems ROMA face in Trikala:

- Improvement of the settlements common spaces and bringing together both ROMA and non ROMA children
- Reduce the rate of illiteracy and school dropout
- Increase the rate of health and mental care, especially for young children
- Increase the rate of ROMA people that participate in collective procedures (e.g. elections, local councils, public consultation)
- Increase ROMA access to education, knowledge and employment
- Increase ROMA access to public services.

### *Conclusion*

A well-defined strategy does not necessary means an operational action-plan. Moving from a strategy to an operational action plan requires among other things detailed specifications, resources and efficient timeline.

One of the key challenges in this transition is the disconnection of the strategy with the resources that will be used in the operational action-plan of the Municipality. Namely, the strategy has been defined long ago without taking into account the current limited budget of the Municipality of Trikala.

There is a big time-gap between the design and the actual implementation of the activities and the developments, therefore there is a constant struggle to study carefully the current resources of the Municipality and draw a feasible action plan for the next years, eliminating any possible risks. A detailed risk management plan, which will be adopted by the Municipality of Trikala, will be an effective solution to anticipate risks, local conflicts and possible delays, along with an ongoing evaluation process of the action plan, which could provide solution for its efficient adjustment.

# Fernando Barreiro (1949-2018) was Lead Expert of theURBinclusion project

03 December 2018

It is with great sadness that we inform of the un-timely death of Fernando Barreiro, expert and good friend of the URBACT programme and URBinclusion Lead Expert.

Fernando, born in Uruguay, had an extensive background in urban development, supporting local authorities particularly on social inclusion, employment and local development issues. As an independent consultant, he had the opportunity to advise cities in Spain, but also across Europe through transnational networking and support programmes. He became involved in the URBACT programme at its beginning in 2003, providing strategic input to the Secretariat. He took on the role of Lead Expert for Net Topic (2008-2010) and USER (2012-2015). Most recently he was actively leading the URBInclusion network, tackling the issue of deprived neighbourhoods.

He recently took some time off to focus on battling an illness, however we fully expected to see him back in European meetings with his good humour and insightful comments.

It is with sincere sympathy that the URBinclusion partners, URBACT Secretariat, experts and friends send condolences to Fernando's wife and family. Fernando will be dearly missed.



In Sweet Memory

Our Friend and Inspirator – Fernando Barreiro
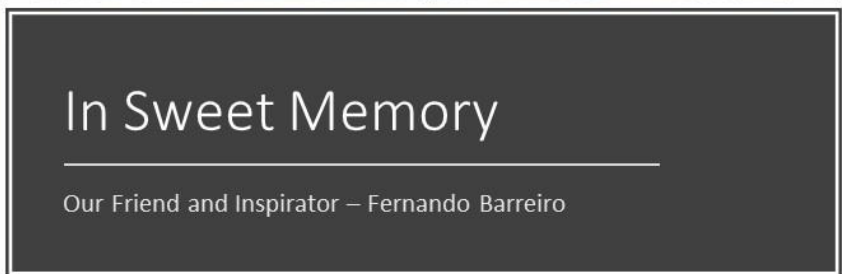
# Steps already implemented

✛ URBinclusion Kick-off virtual meeting 26th of June 2017.

✛ Participation of member cities to the URBACT Programme Seminar on Capacity implementation in Paris on the 11th and 12th of September 2017.

✛ URBinclusion First Transnational meeting in Copenhagen on the 26th and 27th of September 2017.

✛ Preparation and improvement of the partners' cities Implementation Plans.

✛ Start of the preparation of cities' OIF - Operational Implementation Framework.

✛ Since December 2017 the URBinclusion Network website was made available for publication on the URBACT website http://urbact.eu/urbinclusion. Several articles were published and advertised through the URBinclusion Twitter account @URBinclusion.

✛ URBinclusion First Thematic Seminar in Lyon on the 11th and 12th of January 2018.

✛ Creation of an Implementation Overview Matrix, which will be used as a Network Exercise. By Mapping activities, interests and challenges, the results will be used to establish proper and efficient links among partner cities.

✛ Boosting the URBACT Local Groups.

✛ Delivery of the URBinclusion Dissemination Plan.

✛ Preparation of the actions / interventions of all cities to be exchanged and shared among partner cities according to their different interests and priorities.

✛ URBinclusion Second Transnational Meeting in Krakow on the 19th and 20th of April 2018.

✛ Boosting bilateral relationships among partner cities.

✛ URBinclusion Second Thematic Seminar in Glasgow on the 19th and 20th June 2018: Enhancing funding of urban policies by exploring financial innovation.

✛ URBACT City Festival –Lisbon, 13-14 September 2018.

✛ URBinclusion Third Transnational Meeting in Turin on the 2nd and 3rd of October 2018.

✛ ULG Seminar - making co-creation and co-re-responsibility real in Naples on the 13th and 14th of December.

# Next steps

✛ Finalization of cities' Case Examples, focusing on specific good practices and experiences, successfully implemented in partner cities and presenting possible solutions to project implementation challenges.

✛ Preparation of cities' Solution Stories, describing in details how problems and threats were tackled in the city and how difficulties were overcome.

✛ Implementation of bilateral relationships among partner cities.

✛ Further Implementation of cities OIF.

✛ URBinclusion Final Conference on the 27th and 28th of March.