










Part A - Project summary

A.1 Project Identification

Acronym	CAMINA		
Title	CommunityAwakening for Multicultural Integrative Narrative of Almeria (CAMINA)		
Project Number	UIA05-295		
(Main) Urban Authority	Almeria City Council		
ERDFrate	<div>80 %</div>		
Project Duration	Start Date	<div>01/07/2020</div>	
	End Date	<div>30/06/2023</div>	
	Total Months	<div>36</div>	
Topic	Culture and cultural heritage		

A.2 Project summary

Description	<p>Traditional approaches to cultural heritage focus on the rehabilitation of the physical built environment. But culture is a powerful multiplier that can be the expression of diversity and respect, reducing social exclusion and the segregation of deprived areas. Some districts in Almeria are nowadays neglected, reproducing the walls dating from the Muslim era that divided the city. These barriers might no longer be in place but are replaced by stereotypes, prejudices and social conventions that perpetuate the divisions in the social imaginary and ostracise some of these districts, like "La Chanca" or Almedina to the condition of a slum. Historically, the City of Almeria lived its splendour when it was "open to the sea", to peoples coming from the Mediterranean. This "safe harbour" welcomed migrants from North Africa that cohabited with ethnic groups (Roma) and the natives. Community Awakening and Multicultural Integrative Narrative of Almeria (CAMINA) is a holistic initiative aimed at rediscovering the values of cultural mix and its positive effects in social integration by creating a new city narrative of multiculturalism respectful of its history and by higher access and participation of the local population in cultural activities. A new innovative cultural governance model will be tested, combining urban design interventions and IT tools, cultural landscapes and a network of CMC CURATORS that will facilitate access and participation to non-traditional audiences. (Annex)</p>
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Partner		ERDF co-financing		Contribution			Total	
Partner	Country	EUR	ERDF rate	Public	Private	Total	Budget	% of project budget
PP 1 - Almeria City Council	 ES	2,220,598.40	80.00 %	555,149.60	0.00	555,149.60	2,775,748.00	50.88 %
PP 2 - Almeria's Provincial Council	 ES	235,307.72	80.00 %	58,826.93	0.00	58,826.93	294,134.65	5.39 %
PP 3 - Andalucía's Regional Government	 ES	410,279.08	80.00 %	102,569.77	0.00	102,569.77	512,848.85	9.40 %
PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	 ES	205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45	4.70 %
PP 5 - Municipal School for Music and The Arts (EMMA)	 ES	205,216.36	80.00 %	51,304.09	0.00	51,304.09	256,520.45	4.70 %
PP 6 - KUVER Audiovisual Productions	 ES	205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45	4.70 %
PP 7 - University of Almeria	 ES	183,748.36	80.00 %	45,937.09	0.00	45,937.09	229,685.45	4.21 %
PP 8 - EPTISA Engineering	 ES	414,099.84	80.00 %	0.00	103,524.96	103,524.96	517,624.80	9.49 %
PP 9 - KHORA Urban Thinkers	 ES	285,008.52	80.00 %	0.00	71,252.13	71,252.13	356,260.65	6.53 %
Total (€)		4,364,691.00	80.00 %	813,787.48	277,385.27	1,091,172.75	5,455,863.75	100.00 %

Part B - Partnership

Relevance of the Partnership

CAMINA is an innovative project that aims to generate social cohesion and de-stigmatization through the development of a multicultural, intergenerational and multidisciplinary model for cultural production in the city. Each partner has been selected based on their competence to help the project achieve its aims. Cultural agents (PP2, PP3, PP4, PP5 and PP6) and collaborative thinking experts (PP9) will join forces with Almería's City Council (PP1) to develop a new cultural narrative of the city and design an innovative model for Almería's cultural agenda. PP1 will play a key role by enabling contact with communities and civic associations, coordinating the project and operationalising its communication strategy. On the other hand, PP7 will offer its expertise in social integration to ensure CAMINA's inclusive purposes. Finally, the foreseen urban interventions will be coordinated by engineering expert PP8, who will also be in charge of the accurate monitoring of the project at all stages.

B.1 - (Main) Urban Authority

Organisation name (Original)	Ayuntamiento de Almería				
Organisation name (English)	Almería City Council				
Member state	SPAIN				
Number of inhabitants	196,851				
Comments, if necessary	EUROSTAT/ Urban Audit database: Correspondence table LAU2-NUTS2016, EU28 (2018)				
Department(s)/unit(s)/division(s) concerned	The list of Departments that will be involved in the project is as follows: Department for the Promotion of the City (Management of Museums, Carlos Sánchez, Area Councillor), Department for Family and Equality, Migrants Integration, Social inclusion (Paola Laynez, Area Councillor), Department of Presidency and Planning: (Municipal Corporation Almería 2030, María del Mar Plaza, General Manager), Culture and Education Department: (Cultural Activities, Diego Cruz Mendoza, Area Councillor).				
Address	Street	Plaza de la Constitución s/n	Contact Person	Position	Manager Municipal Corporation Almería 2030
	Post Code	04003		Title	Ms
	Town	Almería		Forename	María del Mar
	NUTS 2	Andalucía		Surname	Plaza Yélamos
	NUTS 3	Almería		Email Address	mmplaza@aytoalmeria.es
				Phone Number	+34 677 507 234
Legal representative	Position	Mayor, Almería's City Council			
	Title	Mr			
	Forename	Ramón			
	Surname	Fernández-Pacheco Monterreal			
	Email Address	mmplaza@aytoalmeria.es			
	Phone Number	+34 677 507 234			
Legal status of the organisation	Public	Partner type	Local public authority		
VAT number	If applicable				
VAT recoverable	No				
Involvement in the design phase	MJA has led the design of this proposal and has driven the political impulse for its preparation. From the very beginning, the City Council gathered the necessary inputs from different stakeholders in that allowed for the identification of the main challenge for which this UIA is addressed. These cross-cutting meetings were the turning point in the profiling of the strategy to be followed, being the cultural narrative the frame under which all the WPs and activities will be enshrined.				
Involvement in the implementation phase	<p>MJA will be leading partner in WP1, WP2, WP3, WP4, WP5, WP6 and WP9, and have a significant role in WP8 and WP7. MJA will control the cross-cutting management guaranteeing CAMINA's success (WP1). PP1 will carefully supervise all communication activities (WP3) and upstream and downstream communication between partners and stakeholders. MJA will also be in charge of the coordination of the definition of the collective narrative of Almería's (WP4) and the inception and running of the Civic Curators (WP5+WP6). More importantly, MJA is entrusted with the sustainability and knowledge transfer activities of CAMINA (WP9) and will play a key role in its monitoring & evaluation (WP7). MJA is also responsible for the investments of the project (WP8). Almería 2030 (public company that belongs to Almería City Council) will be in charge of WP2 and WP7 and will also contribute to start first communication actions of the project such as website, social media accounts and logo with the following budget:</p> <ul style="list-style-type: none"> • WP2: 195.000 € (93% of the total PP1 budget) • WP3: 37.885 € (11% of the total PP1 budget) • WP7: 29.229,17 € (100% of the total PP1 budget). • Overall, Almería 2030's budget would reach 9,44% of PP1's budget. 				
Competences and experiences in relation to the challenge addressed?	PP1 has a long experience in the design and implementation of Urban Development Strategies: The Urban Project led by MJA is targeted to an ambitious integrated progress and development program, including social integration of migrant population, schooling of children at risk of social exclusion, musical activities for the dynamization and cultural promotion and training workshops. AS well, MJA is currently managing the Local Action Plan URBACT ROMANET for the integration of the Roma population.				

Experience in participating in and/or managing EU co-financed projects or other international projects.

MJA has extensive experience in the development and management of urban Initiatives founded by European programmes such as Urban 2007-2013 focused on the regeneration of historic city centre, Integrated Urban Development Strategy EDUSI 2014-2020, URBACT-Links, URBACT-ROMA-net, ROMA-Net Works (Lifelong Learning Programme) ALMERIA T-INTEGRA with EMPLOYMENT Project, CLIMOB CITY (INTERREG) or PROYECTO ALMERIA T-FORMA PROJECT

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
2,220,598.40	80.00 %	555,149.60	0.00	555,149.60	2,775,748.00

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	20,000.00
WP 2	12,458.00	1,868.70	0.00	195,000.00	0.00	0.00	209,326.70	0.00	209,326.70
WP 3	129,690.00	19,453.50	2,000.00	187,885.00	0.00	0.00	339,028.50	0.00	339,028.50
WP 4	68,833.00	10,324.95	0.00	50,000.00	0.00	0.00	129,157.95	0.00	129,157.95
WP 5	33,279.00	4,991.85	0.00	3,500.00	0.00	0.00	41,770.85	0.00	41,770.85
WP 6	90,000.00	13,500.00	0.00	234,000.00	0.00	0.00	337,500.00	0.00	337,500.00
WP 7	0.00	0.00	0.00	29,229.00	0.00	0.00	29,229.00	0.00	29,229.00
WP 8	0.00	0.00	0.00	50,000.00	351,500.00	1,253,235.00	1,654,735.00	0.00	1,654,735.00
WP 9	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	0.00	15,000.00
Total (€)	334,260.00	50,139.00	2,000.00	784,614.00	351,500.00	1,253,235.00	2,775,748.00	0.00	2,775,748.00
% of total budget	12.04 %	1.81 %	0.07 %	28.27 %	12.66 %	45.15 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 2)

Organisation name (Original)	Diputación de Almería				
Organisation name (English)	Almería's Provincial Council				
Member state	SPAIN				
Department(s)/unit(s)/division(s) concerned	Diputación Provincial de Almería (DPA) is the regional body that provides economic and technical assistance to the region's municipalities. In CAMINA the DPA will take an active role through two entities: The Audiovisual Arts Department of the Culture and Film Section (AAD) and the Institute for Almería's Studies (Instituto Estudios Almerienses- IEA). IEA is an academic institution focused on the study of Almería Region from the socioeconomic, historical, cultural and artistic domain.				
Address	Street	Plaza Bendicho s/n	Contact Person	Position	Deputy in Charge of the Cultural and Film Area
	Post Code	04002		Title	Mr
	Town	Almería		Forename	Manuel
	NUTS 2	Andalucía		Surname	Guzman de la Roza
	NUTS 3	Almería		Email Address	mguzmanr@dipalme.org
				Phone Number	+34 950 211 113
Legal representative	Position	President of Diputación Provincial Almería			
	Title	Mr			
	Forename	Javier Aureliano			
	Surname	García			
	Email Address	mguzmanr@dipalme.org			
	Phone Number	+34 950 211 113			
Legal status of the organisation	Public	Partner type	Regional public authority		
VAT number	If applicable				
VAT recoverable	No				
Involvement in the design phase	AAD and IEA have been involved in the design of CAMINA and participated in the preparatory meetings. Their insights have been very informative about Almería's cultural, history and about the audiovisual sector in the city and the current cultural programs they are implementing. IEA has also participated in all preparatory meetings and contributed to the proposed design and to the characterization of Almería's historical and socio-cultural context, and its evolution over time.				
Involvement in the implementation phase	AAD will support the design, development, implementation and evaluation of the audiovisual related activities (WP5 and WP6) and will cooperate in its communication (WP3) and M&E (WP7), playing a key role in the design and implementation of 2 AA cultural projects (A6.3). IEA will provide a significant contribution in WP4, the build-up of a collective narrative of Almería's (A4.2). Their access to more than 700 experts will facilitate the identification of a holistic and multi-faceted approach for this cultural narrative that will guide the cultural and physical interventions, as well as the co-creation process and implementation of the Civic Curator Model (WP5&6). IEA will also have a key role in WP3 (publications and dissemination materials).				
Competences and experiences in relation to the challenge addressed?	DPA through AAD has a long-standing experience in the design and implementation of cultural projects, like, for example, the International Film Festival of Almería; around this festival, a high number of educational and training activities are done, alongside audiovisual competitive contests targeted to the local and international audiences. DPA has also been highly involved in the cultural dynamization of small municipalities, especially those where the cultural offer is limited.				
Experience in participating in and/or managing EU co-financed projects or other international projects.	The DPA has within its organization a specific area specialised in European projects: The Unit for European Initiatives, attached to the Department for the Presidency, Tax Tourism and Employment. This area is closely focused on training and information activities, as well as those European projects of interest for the whole region (http://www.europa.almeria.es).				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
235,307.72	80.00 %	58,826.93	0.00	58,826.93	294,134.65

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 3	11,667.00	1,750.05	0.00	1,500.00	0.00	0.00	14,917.05	0.00	14,917.05
WP 4	16,708.00	2,506.20	0.00	18,400.00	0.00	0.00	37,614.20	0.00	37,614.20
WP 5	7,083.00	1,062.45	0.00	0.00	0.00	0.00	8,145.45	0.00	8,145.45
WP 6	150,000.00	22,500.00	0.00	60,000.00	0.00	0.00	232,500.00	0.00	232,500.00
WP 7	833.00	124.95	0.00	0.00	0.00	0.00	957.95	0.00	957.95
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	186,291.00	27,943.65	0.00	79,900.00	0.00	0.00	294,134.65	0.00	294,134.65
% of total budget	63.34 %	9.50 %	0.00 %	27.16 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 3)

Organisation name (Original)	Junta de Andalucía				
Organisation name (English)	Andalucía's Regional Government				
Member state	SPAIN				
Department(s)/unit(s)/division(s) concerned	Junta de Andalucía (JA) is the Governing Body of Andalucía's Region. The departments involved in the project will be Centro Andaluz de la Fotografía (Andalucía's Photography Center - CAF) and Conjunto Monumental de la Alcazaba (Monumental Site Alcazaba -MSA). CAF is the most important cultural institution in Andalucía focused on Photography and the recovery of Andalusian Photographic Heritage. MSA is the management office of Alcazaba's Monumental Site an institution that develops cultural exhibitions alike. Both organizations (Centro Andaluz de la Fotografía and Conjunto Monumental de la Alcazaba) belong and depend from the PP3 directly. They will report their cost on BL per BL basis (real cost).				
Address	Street	Paseo de la Caridad, 125, 3ª planta	Contact Person	Position	Director EAA
	Post Code	04071		Title	Mr
	Town	Almería		Forename	Cristobal
	NUTS 2	Andalucía		Surname	Diaz
	NUTS 3	Almería		Email Address	contacto@eaalmeria.es
				Phone Number	+34 950 156 158
Legal representative	Position	Cultural Delegate of Junta de Andalucía			
	Title	Ms			
	Forename	Eloisa			
	Surname	Cabrera Carmona			
	Email Address	dt.almeria.ciot@juntadeandalucia.es			
	Phone Number	+34 950 011 200			
Legal status of the organisation	Public	Partner type	Regional public authority		
VAT number	If applicable				
VAT recoverable	No				
Involvement in the design phase	JA Staff from CAF and EAA have attended the preparatory meetings and their views have been very influential in the identification of the socio-cultural context in Almería. Its main contributions for the design phase have served to confirm the meagre cultural demand existing in the city and the challenge of reinvigorating this demand by involving different stakeholders in the co-design process that the project has envisaged.				
Involvement in the implementation phase	JA, through its dependant cultural entities involved in CAMINA, will play a relevant role in WP5 and WP6, contributing to the process inception of the Civic Curators and the design and implementation of Cultural Projects in their related disciplines (audiovisual and fine arts). They will contribute as well to communication activities (WP3). CAF will be crucial for A6.3 (design and Implementation of Cultural Projects in the field of Audiovisual Arts) and EAA for the A6.1 (design and Implementation of Cultural Projects in the field of Fine Arts)				
Competences and experiences in relation to the challenge addressed?	The long-standing tradition of cultural promotion and training activities of both CAF and EAA is the kind of experience that CAMINA requires. EAA runs an interesting program "Vivir y Sentir el Patrimonio" that fits very well in the role of JA in the project. As mentioned in Part C, the challenge to be addressed is not the cultural offer existing in Almería, but the absence of a critical mass of consumers that can contribute to a cultural landscape in favour of diversity and social inclusion.				
Experience in participating in and/or managing EU co-financed projects or other international projects.	Centro Andaluz de la Fotografía (CAF) has previous experience in the participation in European Union-funded projects. One example is the RIMAR Project funded by the POCTEFEX. This Project pursues the recuperation of the visual memory on both sides of the Mediterranean, highlighting the common tracks and exchanges between Spain and Morocco.				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
410,279.08	80.00 %	102,569.77	0.00	102,569.77	512,848.85

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 3	23,333.00	3,499.95	0.00	3,000.00	0.00	0.00	29,832.95	0.00	29,832.95
WP 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 5	14,000.00	2,100.00	0.00	0.00	0.00	0.00	16,100.00	0.00	16,100.00
WP 6	300,000.00	45,000.00	0.00	120,000.00	0.00	0.00	465,000.00	0.00	465,000.00
WP 7	1,666.00	249.90	0.00	0.00	0.00	0.00	1,915.90	0.00	1,915.90
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	338,999.00	50,849.85	0.00	123,000.00	0.00	0.00	512,848.85	0.00	512,848.85
% of total budget	66.10 %	9.92 %	0.00 %	23.98 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 4)

Organisation name (Original)		FAIC - Fundación de Arte Ibáñez Cosentino				
Organisation name (English)		Ibáñez Cosentino Arts Foundation (FAIC)				
Member state		SPAIN				
Department(s)/unit(s)/division(s) concerned		Fundación de Arte Ibáñez Cosentino (FAIC) is a not-for-profit Foundation, whose activity is centred on Culture, Fine Arts and Museums. Currently, FAIC manages the 2 venues of Almería Art Museum, one of them is Doña Pakita Museum venue, which will be fundamental for the deployment of CAMINA's activities. FAIC departments involved are Management, arts management, communication and digital marketing, curatorship and Exhibitions Design, didactic unit and publications.				
Address	Street	Plaza Emilio Pérez, 2	Contact Person	Position	Director of Fundación de Arte Ibáñez Cosentino.	
	Post Code	04001		Title	Mr	
	Town	Almería		Forename	Juan Manuel	
	NUTS 2	Andalucía		Surname	Martín Robles	
	NUTS 3	Almería		Email Address	direccion.museocasaibanez@gmail.com	
			Phone Number	+34	639 308 726	
Legal representative	Position	President of Fundación de Arte Ibáñez Cosentino				
	Title	Mr				
	Forename	Andrés				
	Surname	García Ibáñez				
	Email Address	direccion.museocasaibanez@gmail.com				
	Phone Number	+34	639 308 726			
Legal status of the organisation		Private		Partner type		Interest groups including NGOs
VAT number		ES V-04527156				
VAT recoverable		Partly				
Involvement in the design phase		FAIC has been actively involved in the design phase providing ideas for the design of the art landscapes and cultural interventions. Equally important has been their contribution to the definition of the fine arts cultural project thematics and interventions and their link to the cultural narrative of the city. FAIC has been instrumental in keeping the legacy of the "Indaliano movement", one of the 3 cultural landscapes on which the project will be based.				
Involvement in the implementation phase		FAIC will be actively involved in WP5 and WP6 and will contribute to WP3 as well as trustees of Museo de Arte Doña Pakita, the Foundation will support activities of WP8. In WP5 Fundación will contribute to the definition of the roles of the Core Team for the Fine Arts discipline and will guide through the process of constitution and working of Civic Curators Groups I and II (Fine arts). Cultural activities in the discipline of Fine Arts will not be limited to indoor exhibitions, but also to Almería's Cultural Circular Route that will be designed and implemented in the project. The role of FAIC will be very important in A6.1 (design and Implementation of Cultural Projects in the field of Fine Arts).				
Competences and experiences in relation to the challenge addressed?		FAIC carries out numerous cultural activities in Museums, with special attention devoted to fine arts inspired around the culture of Almería. These include temporary exhibitions, the publication of monographs, catalogues and didactical guides; Ateliers and didactic visits for adults and children, multidisciplinary artistic activities, digital communication campaigns for the valorisation of heritage curated in Museums, design of guided tours, coordination of artistic competitions...				
Experience in participating in and/or managing EU co-financed projects or other international projects.		Fundacion de Arte Ibáñez Cosentino maintains a long collaboration tradition with International Museums, such as temporary exhibitions held in Hagen (Germany) and Perpignan (France)				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
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205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 3	11,667.00	1,750.05	0.00	1,500.00	0.00	0.00	14,917.05	0.00	14,917.05
WP 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 5	7,083.00	1,062.45	0.00	0.00	0.00	0.00	8,145.45	0.00	8,145.45
WP 6	150,000.00	22,500.00	0.00	60,000.00	0.00	0.00	232,500.00	0.00	232,500.00
WP 7	833.00	124.95	0.00	0.00	0.00	0.00	957.95	0.00	957.95
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
% of total budget	66.11 %	9.92 %	0.00 %	23.97 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 5)

Organisation name (Original)		EMMA - Escuela Municipal de Música y Artes			
Organisation name (English)		Municipal School for Music and The Arts (EMMA)			
Member state		SPAIN			
Department(s)/unit(s)/division(s) concerned		EMMA is a Private Center of Almeria that is dedicated (by commission of the City Council) to the teaching of different artistic disciplines: music, dance, theatre, painting and singing. The school also hosts a scenic space where different cultural and artistic projects are developed. EMMA departments involved in CAMINA are Management Department, Technical Media, Communication, Cultural programming, Administration, Management Department.			
Address	Street	Rambla del Obispo Orbera, 23	Contact Person	Position	EMMA Manager
	Post Code	04001		Title	Mr
	Town	Almería		Forename	Deogracias
	NUTS 2	Andalucía		Surname	Gómez Cruz
	NUTS 3	Almería		Email Address	deo.gomez@emmaalmeria.es
			Phone Number	+34	600 404 049
Legal representative	Position	EMMA Manager			
	Title	Mr			
	Forename	Deogracias			
	Surname	Gómez Cruz			
	Email Address	deo.gomez@emmaalmeria.es			
	Phone Number	+34	600 404 049		
Legal status of the organisation		Private		Partner type	Education/ training centre and school
VAT number		ESU04748489			
VAT recoverable		Yes			
Involvement in the design phase		EMMA has been fully involved in the design of this proposal, contributing to the diagnostic of the current cultural landscape in the city. EMMA has also shed light on the design of WP6 (cultural activities) by suggesting ideas that abide by the objectives of the project, connecting different districts, of a multicultural nature and that place value on the local heritage. Besides, EMMA has contributed to the design of the Civic Curators participatory model.			
Involvement in the implementation phase		EMMA will be crucial for the deployment of WP5 and WP6, and will also participate in WP3. In WP5 EMMA will contribute to the setting up of the Core Teams and Cultural Managers in the Performative Arts (A5.2). In WP6 the role of EMMA will be even more evident in the functioning of Civic Curators (CCs) 3 and 4 for the Performative Arts (PA), and in the design and production of cultural activities in the Performative Arts (A6.2).			
Competences and experiences in relation to the challenge addressed?		The professional team in charge of the management, coordination and development of cultural projects of the centre has experience and means to carry out assigned CAMINA activities satisfactorily. The connection with the main cultural agents of the city, the connection with different association movements and the optimal situation in the Almeria cultural landscape, make of EMMA a safe bet and the perfect partner to contribute to the development of this project.			
Experience in participating in and/or managing EU co-financed projects or other international projects.		EMMA has been the European hosts of the Colombian project, "Ensemble Orquesta, mestizaje and Danzas" and the Spanish hosts of the international musical project "South Korean Classical pianists".			

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
205,216.36	80.00 %	51,304.09	0.00	51,304.09	256,520.45

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 3	11,667.00	1,750.05	0.00	1,500.00	0.00	0.00	14,917.05	0.00	14,917.05
WP 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 5	7,083.00	1,062.45	0.00	0.00	0.00	0.00	8,145.45	0.00	8,145.45
WP 6	150,000.00	22,500.00	0.00	60,000.00	0.00	0.00	232,500.00	0.00	232,500.00
WP 7	833.00	124.95	0.00	0.00	0.00	0.00	957.95	0.00	957.95
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
% of total budget	66.11 %	9.92 %	0.00 %	23.97 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 6)

Organisation name (Original)	KUIVER Producciones Audiovisuales S.L.				
Organisation name (English)	KUIVER Audiovisual Productions				
Member state	SPAIN				
Department(s)/unit(s)/division(s) concerned	KUIVER is one of the companies that play a significant role in the cultural sector of the city of Almeria. KUIVER is specialised in two areas: training activities for performative arts and production of cultural activities. Currently, KUIVER manages the Cervantes Theater and EADA (Almeria's Theater and films Academy).				
Address	Street	Poeta Villaespesa 1	Contact Person	Position	Director
	Post Code	04001		Title	Mr
	Town	Almeria		Forename	Curro
	NUTS 2	Andalucia		Surname	Verdegay
	NUTS 3	Almeria		Email Address	director@kuverproducciones.com
			Phone Number	+34	655 798 080
Legal representative	Position	Director			
	Title	Mr			
	Forename	Curro			
	Surname	Verdegay			
	Email Address	director@kuverproducciones.com			
	Phone Number	+34	655 798 080		
Legal status of the organisation	Private		Partner type	Enterprise	
VAT number	ESB-04644985				
VAT recoverable	Yes				
Involvement in the design phase	KUIVER has participated in the preparatory meetings held in Almeria. Their inputs have been absolutely insightful in the identification of the main challenge to be addressed as far as cultural demand is concerned, namely the concentration of this demand in a specific socio-economic profile, mostly concentrated in the city centre. This produces a "cultural exclusion" of other socio-economic groups and neighbourhoods in Almeria, especially in the most deprived areas like "La Chanca".				
Involvement in the implementation phase	KUIVER will have a very important role in WP5&6, both in the Design of the Civic Curators Groups and in the production of Cultural Events in the performative arts discipline (A6.2). Their prolific tradition of designing and producing varied cultural events will be tested in the project, but by abiding by the innovative cultural governance model represented by the Civic Curators Groups (CCGs). They will also be one contributing to communication activities (WP3)				
Competences and experiences in relation to the challenge addressed?	KUIVER has a long tradition of training and production of cultural events which constitute a perfect experience for the challenge and outputs that are to be achieved in the project. The prolific cultural activity of KUIVER is not physically circumscribed to Cervantes Theater, as they design and produce multifaceted cultural activities, for example, "Conciertos de a pie de calle", Street Concerts, Solazo Fest, Costa de Almeria Fashion Week, Children's theatre or Musicals				
Experience in participating in and/or managing EU co-financed projects or other international projects.	No previous experience in EU Funded Projects				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 3	11,667.00	1,750.05	0.00	1,500.00	0.00	0.00	14,917.05	0.00	14,917.05
WP 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 5	7,083.00	1,062.45	0.00	0.00	0.00	0.00	8,145.45	0.00	8,145.45
WP 6	150,000.00	22,500.00	0.00	60,000.00	0.00	0.00	232,500.00	0.00	232,500.00
WP 7	833.00	124.95	0.00	0.00	0.00	0.00	957.95	0.00	957.95
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
% of total budget	66.11 %	9.92 %	0.00 %	23.97 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 7)

Organisation name (Original)		UAL - Universidad de Almería			
Organisation name (English)		University of Almería			
Member state		SPAIN			
Department(s)/unit(s)/division(s) concerned		UAL will participate in the project through the Center for the Study of Migrations and Intercultural Relations (CEMYRI). This Center was created in 2009 with the support of the State Secretariat for Migrations (Ministry of Labour and Immigration). CEMYRI benefits from a research group in different areas of knowledge, with research and scientific publications related to the topic of migration.			
Address	Street	Carretera Sacramento s/n	Contact Person	Position	Director of CEMYRI
	Post Code	04120		Title	Mr
	Town	La Cañada de San Urbano		Forename	Pablo
	NUTS 2	Andalucía		Surname	Pumares
	NUTS 3	Almería		Email Address	ppumares@ual.es
			Phone Number	+34	950 015 421
Legal representative	Position	University Dean			
	Title	Mr			
	Forename	Carmelo			
	Surname	Rodríguez Torreblanca			
	Email Address	sripro@ual.es			
	Phone Number	+34	950 015 763		
Legal status of the organisation		Public	Partner type		Higher education and research
VAT number		ESQ-5450008-G			
VAT recoverable		Yes			
Involvement in the design phase		CEMYRI (UAL) has been a relevant partner and attended all the preparatory meetings. Their solid credentials on the analysis of migratory processes and how social attitudes and prejudices affect the former are of fundamental importance for the project. Their in-depth knowledge of Almería's social and cultural context have been of invaluable help to characterize the "baseline" situation of the urban context, especially in the main areas of intervention and neglected districts like "La Chanca".			
Involvement in the implementation phase		CEMYRI will play a critical role in WP4, with the study for the ex-ante evaluation. This baseline will allow for a much more robust scientific analysis and metrics for measuring the project results in terms of social integration, attitudinal patterns and culture consumption). The role of CEMYRI can be better described as that of a "watchman" that will guarantee that social inclusion, multiculturalism and diversity permeate the constitution of the Collective narrative of Almería's cultural landscape, as well as the Cultural Projects developed by the Civic Curators. CEMYRI will also have a relevant role in the implementation packages (WP6).			
Competences and experiences in relation to the challenge addressed?		CEMYRI is specialized on migratory processes and specialised on two research topics: (1) The analysis of prejudice attitudes from the majority and minority groups (immigrants, Roma), identifying strategies for the improvement of inter-group and social inclusion; and (2) Acculturation processes of the migrant population. CEMYRI has designed an Acculturation Model (MAAR) that predicts the kind of relations that will develop between host communities and migrants, allowing for preventive intervention.			
Experience in participating in and/or managing EU co-financed projects or other international projects.		CEMYRI has acquired solid credentials in the management of European and national projects in programs like H2020, AMIF (Asylum, Migration and Integration Fund), ERASMUS+ Strategic Partnership, POC TEFEX.			

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
183,748.36	80.00 %	45,937.09	0.00	45,937.09	229,685.45

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	26,300.00	3,945.00	0.00	0.00	0.00	0.00	30,245.00	0.00	30,245.00
WP 3	11,667.00	1,750.05	2,000.00	500.00	0.00	0.00	15,917.05	0.00	15,917.05
WP 4	50,833.00	7,624.95	0.00	0.00	0.00	0.00	58,457.95	0.00	58,457.95
WP 5	8,749.00	1,312.35	0.00	0.00	0.00	0.00	10,061.35	0.00	10,061.35
WP 6	20,000.00	3,000.00	0.00	0.00	0.00	0.00	23,000.00	0.00	23,000.00
WP 7	79,134.00	11,870.10	1,000.00	0.00	0.00	0.00	92,004.10	0.00	92,004.10
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	196,683.00	29,502.45	3,000.00	500.00	0.00	0.00	229,685.45	0.00	229,685.45
% of total budget	85.63 %	12.84 %	1.31 %	0.22 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 8)

Organisation name (Original)	EPTISA Servicios de Ingeniería S.L.				
Organisation name (English)	EPTISA Engineering				
Member state	SPAIN				
Department(s)/unit(s)/division(s) concerned	EPTISA is an Engineering Services Company whose main areas of specialisation are urban development, water and transport infrastructure and socio-economic development. Two departments will be involved in the implementation of the project: Building Engineering Department (support the MJA in the execution of public works related to the Cultural Circular Routes and the Refurbishment of the 3 cultural spaces) and Public Policies Development Department (assist MJA in WP2 Project Management)				
Address	Street	Emilio Muñoz 35-37	Contact Person	Position	Smart Cities Innovation Manager
	Post Code	28037		Title	Mr
	Town	Madrid		Forename	Luis
	NUTS 2	Comunidad de Madrid		Surname	Frauca
	NUTS 3	Madrid		Email Address	lfrauca@eptisa.com
			Phone Number	+34	683 670 359
Legal representative	Position	PPD Department Director			
	Title	Mr			
	Forename	Vicente			
	Surname	Frontera			
	Email Address	vfrontera@eptisa.com			
	Phone Number	+34	915 949 500		
Legal status of the organisation	Private		Partner type	Enterprise	
VAT number	ESB-85097962				
VAT recoverable	Yes				
Involvement in the design phase	EPTISA has been fully involved in the design phase of this proposal and attended all the preparatory meetings convened by PP1. Its main contributions in the design phase have been a preliminary analysis of the Cultural spaces that will be refurbished in CAMINA, and how to integrate these in the Cultural Circular Route. The combination of both types of investments will add a continuous linear path that will "close the circle" and make feasible a new cultural narrative in Almería.				
Involvement in the implementation phase	The Participation of EPTISA will be mainly focused on WP2, WP6, WP7 and WP8. In WP2 EPTISA will provide support to the MJA (PP1) in the setting up of a PM activity (WP2) and will coordinate Civic Curators (WP6). In WP7, EPTISA will lead the design of a Monitoring and Evaluation Model (A7.1) as well as the Project Monitoring (A7.2). In WP8 (Investments), EPTISA will assist PP1 in the construction management and construction works supervision of the Cultural Circular Route and the three Cultural Spaces refurbished or renovated (Doña Pakita Museum, Meson Gitano, Katuska Theater).				
Competences and experiences in relation to the challenge addressed?	EPTISA has extensive experience in the management of construction works and works supervision in urban infrastructure projects, in the management or urban regeneration projects, including heritage cities. EPTISA has also participated in the refurbishment of historical buildings like Tabacalera in San Sebastian for cultural purposes. EPTISA has participated in many EU technical assistance projects in Spain and other countries and led the Results Oriented Monitoring (ROM) for the EU (Europe Aid).				
Experience in participating in and/or managing EU co-financed projects or other international projects.	EPTISA has led or participated in many EU funded projects in Spain and in other countries. This experience includes TA projects for Europe Aid in topics like Capacity Building, Public Finance, Climate Change, Urban Sustainability, Environmental Policies, Housing, Education. EPTISA supported Fuentelabrada municipality for MLMA's Design, an innovative acculturation model for migrants access to the labour market, selected in the 2nd Call for UIA Proposals.				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
414,099.84	80.00 %	0.00	103,524.96	103,524.96	517,624.80

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	154,500.00	23,175.00	10,000.00	0.00	0.00	0.00	187,675.00	0.00	187,675.00
WP 3	5,833.00	874.95	1,000.00	500.00	0.00	0.00	8,207.95	0.00	8,207.95
WP 4	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 5	55,232.00	8,284.80	5,000.00	0.00	0.00	0.00	68,516.80	0.00	68,516.80
WP 6	135,000.00	20,250.00	6,000.00	0.00	0.00	0.00	161,250.00	0.00	161,250.00
WP 7	15,417.00	2,312.55	2,000.00	0.00	0.00	0.00	19,729.55	0.00	19,729.55
WP 8	59,750.00	8,962.50	3,533.00	0.00	0.00	0.00	72,245.50	0.00	72,245.50
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	425,732.00	63,859.80	27,533.00	500.00	0.00	0.00	517,624.80	0.00	517,624.80
% of total budget	82.25 %	12.34 %	5.32 %	0.10 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

B.3 - Delivery Partner (Partner 9)

Organisation name (Original)	KHORA Urban Thinkers				
Organisation name (English)	KHORA Urban Thinkers				
Member state	SPAIN				
Department(s)/unit(s)/division(s) concerned	Khora Urban Thinkers is an innovative company focused on providing cities with solutions regarding the complex urban challenges in the 21st century. Integrated under the CityLab of the Instituto Europeo di Design Innovation Lab, Khora works collaboratively facing urban challenges through a holistic perspective. Khora plays an important role in helping cities on the service design domain and providing expertise and knowledge on sustainable urban development in the planning and execution stage.				
Address	Street	Avenida Pedro Díez	Contact Person	Position	CEO and Founder
	Post Code	28019		Title	Mr
	Town	Madrid		Forename	Pablo
	NUTS 2	Comunidad de Madrid		Surname	Pablo
	NUTS 3	Madrid		Email Address	pablo.macias@khoraurbanthinkers.es
				Phone Number	+34 659 081 174
Legal representative	Position	CEO and Founder			
	Title	Mr			
	Forename	Pablo			
	Surname	Macias			
	Email Address	pablo.macias@khoraurbanthinkers.es			
	Phone Number	+34 659 081 174			
Legal status of the organisation	Private	Partner type	SME		
VAT number	ESB87798146				
VAT recoverable	Yes				
Involvement in the design phase	Khora has played a leading role in the project's design together with PP8-EPTISA and the City Council. It has conducted interviews and workshops with other partners and stakeholders and carried out intensive research cultural consumption and multicultural integration as an urban challenge and what are the main keys to address it.				
Involvement in the implementation phase	Khora will participate in WP4; leading the collaborative re-thinking process to establish a holistic Narrative of Almería's cultural landscape using design thinking techniques. Khora will also be part of the definition of the requirements of the physical and technological intervention on the Cultural Circular Route. Moreover, Khora will support MUA in the Public call for ideas to define the interventions of Cultural Circular Route. In WP5, Khora will support the Spatial framework design: definition of user needs for the 3 gathering cultural spaces and Circular Cultural Route. In WP7, it will be in charge of evaluation and sustainability activities. Finally, Khora will have a supporting role in WP3.				
Competences and experiences in relation to the challenge addressed?	Khora has extended experience in service design and development of complex initiatives on urban challenges such as social cohesion, multicultural approach and IT. This experience will help to design a state-of-the-art local public service to address cultural consumption; multicultural integration and establishing adaptive management of the project. Additionally, Khora has experience in applying citizen and MUA's staff participation for service design through innovative co-creation techniques.				
Experience in participating in and/or managing EU co-financed projects or other international projects.	Khora is one of the project partners of UFIL UIA (3rd call), in charge of knowledge development and PM Khora supports Spanish cities on the execution of urban development ERDF implementation plans. Khora has provided consulting services to cities (2014-20 ESIF) in strategic urban development (León, Tegui, Siero, San Bartolomé de Tirajana or Los Barrios) and in execution support (Cuenca, Orihuela, Avilés, Soria). Khora has also participated in the innovative design of public spaces (Los Barrios)				

Total Partner Budget

PROGRAMME CO-FINANCING		CONTRIBUTION			Total (€)
ERDF (€)	ERDF Co-financing rate (%)	Public Contribution (€)	Private Contribution (€)	Total Contribution (€)	Total Eligible Cost (€)
(a)		(b)	(c)	(d)=(b)+(c)	(e)=(a)+(d)
285,008.52	80.00 %	0.00	71,252.13	71,252.13	356,260.65

Breakdown of Partner Budget per Work Package/ Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 2	70,000.00	10,500.00	8,400.00	0.00	0.00	0.00	88,900.00	0.00	88,900.00
WP 3	27,067.00	4,060.05	1,800.00	852.00	0.00	0.00	33,779.05	0.00	33,779.05
WP 4	108,083.00	16,212.45	7,500.00	20,000.00	0.00	0.00	151,795.45	0.00	151,795.45
WP 5	12,334.00	1,850.10	1,000.00	0.00	0.00	0.00	15,184.10	0.00	15,184.10
WP 6	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 7	53,567.00	8,035.05	5,000.00	0.00	0.00	0.00	66,602.05	0.00	66,602.05
WP 8	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WP 9	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total (€)	271,051.00	40,657.65	23,700.00	20,852.00	0.00	0.00	356,260.65	0.00	356,260.65
% of total budget	76.08 %	11.41 %	6.65 %	5.85 %	0.00 %	0.00 %	100.00 %	0.00 %	100.00 %

Part C - Project description

C.1 Project relevance and innovativeness

C.1.1 Main challenge(s) to be addressed

Main challenge(s) to be addressed	<p>How can we use participative cultural activities to generate social integration and address the general lack of cultural demand? Almeria is one of Spain's most diverse cities, being the Andalusian capital with the highest rate of the foreign population. Located in South-East Spain, Almeria has a diverse population from different countries, cultures and ethnic groups. 10% of it is foreign (56% Morocco, 20% East-Europe, 11% LATAM) and another 6% are Roma. But this diversity has not resulted in a cohesive society and different groups often turn their backs at each other and to the city's history. This history is founded on different cultures such as Phoenicians, Carthaginians, Romans, Arabs (955 to 1489), Jews (1492) and an endless list of immigrants attracted by the prosperous economic periods and emigrants exiled in the toughest times. This separation is reflected in the city's urban structure. Historically the city was divided into 3 areas separated by a medieval wall. The wall has disappeared but the physical barrier still exists in the urban and social imaginary. This imaginary wall separates the 3 main urban areas of the city: La Chanca, Almedina and the City Center. One-third of Almeria's Roma live in La Chanca and 40% of its neighbours are foreign. La Chanca has a strong risk of ghettoization as well as Almedina. This diverse Almeria history has led to a long cultural tradition based on different topics around non-material heritage such as flamenco music, marine culture and realism plastic-art. It also contains an important cultural heritage especially related to Middle Ages and Al-Andalus Arab period (26 Cultural Interest Goods; 15 museums/showrooms; and 24 historic monuments). Despite the high number of cultural assets based in Almeria (267 CCIs), cultural production is consumed by a small rate of population. Cultural demand is not extensive, and it is usually concentrated on people with the highest level of socio-cultural resources. 70% of citizens prefer watching TV and 50% surfing the internet rather than practising cultural activities (Almeria's strategic plan). Moreover, the potential cultural consumers of the city are around 5-6 thousand people out of 196.000. Almeria's main challenge is to use participative cultural production as a tool to connect different neighbourhoods and social groups today segregated, generating a common multicultural and diverse identity and producing a critical mass for cultural demand in the city. Socially, the challenge is to stop the risk of ghettoization and generate a cohesive society that benefits from the richness of diversity, and who shares a common narrative of the city's History built collectively. Economically, new and participative cultural projects will change the city's leisure options and dynamize its public space. Environmentally, the challenge is to boost sustainable urban development by breaking existing barriers through cultural projects and the new narrative of Almeria's History. (Annex)</p>
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C.1.2 Proposed solution

Proposed solution	<p>CAMINA proposes to use culture as a tool for social integration by creating a new attractive and integrative city narrative of multiculturalism based on history and promoting access to culture to a wider range of the population. CAMINA is based on 3 elements:</p> <p>1- COLLECTIVE NARRATIVE OF ALMERIA [WP4+WP8]. A diverse working group will be set up by experts and individuals interested in the city's culture, history and heritage and from different social groups: Almeria's Cultural Landscape Storytelling Group. The CLSG will build Almeria's collective narrative using Design Thinking (exploring+ideation+visioning) [WP4]. This process seeks to construct a narrative in which all the diverse social groups of the city can be represented. 3 cultural landscapes will structure this narrative: Old Sea Port, Alcazaba, and Indaliano realism. The Narrative will be transmitted to citizens through a circular route composed of physical and IT interventions [WP8] that will connect the 3 neighbourhoods separated by the non-existent medieval wall (Chanca, Almedina, and City Center).</p> <p>2- CIVIC CURATORS [WP5+6+8] 6 Civic Curators will be constituted to promote cultural demand through participative cultural production. There will be 2 civic curators for each of 3 art forms: fine arts (paint, sculpture, drawing...), performative arts (music, dance, theatre...) and audiovisual arts (movies, photography, video games...). The participants for each civic curator will be enablers [dynamizing the group, ensuring the narrative and coordinating communication], social engagers [ensuring that the productions are inclusive and multicultural], mediators [motivating citizenship demand and engagement], cultural managers [experts in cultural production] and community groups [local associations and citizens]. Community Groups will be selected to ensure social, geographic, religious and gender diversity [WP5]. Each civic curator will be in charge of producing 2 cultural programs: during the 1st year the program will be led by cultural managers and for the 2nd year, community groups will be the leaders and be supervised by the rest of the Civic Curators team. Cultural programs will be defined within the 3 cultural landscapes. 3 nodes will be set up as gathering spaces: Doña Pakyta museum+Mesón Gitano+Katuska Theater [WP5+WP8]. These spaces are strategically located in the city to ensure that the civic curator's activity reaches the 3 neighbourhoods CAMINA seeks to connect.</p> <p>3- ONGOING AND PARTICIPATIVE M&E + CAMINA SUSTAINABILITY. To ensure the innovative approach and capitalisation activities, CAMINA will develop continuous M&E activities. The main objective is to measure the impact of CAMINA within its different participants (Civic Curators + citizenship) and evaluate the changes of perceptions about social prejudices and stigma [WP4+WP6]. Sustainability will be addressed through the creation of a cultural urban network and the recruitment of patrons to sponsor the program. (Annex)</p>
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C.1.3 Innovativeness of the proposed solution

Innovativeness of the proposed solution	<p>CAMINA boosts social integration and cohesion of certain collectives and neighbourhoods by sharing a new narrative of the city linked to a migrant historical memory and a new way to encourage cultural demand. This will be achieved by building an inclusive narrative of Almeria's history that will be transferred to public space through innovation in urban design and technology, to integrate different deprived and ghettoized areas. The involvement of associations and citizens in the process of design and execution of cultural programmes called Civic Curators will result in cultural programmes that are closer to all citizens' interest, traditions and perspectives, broadening the city's cultural demand. IMAGINA MADRID is an art program developed by neighbours and local artists in open public spaces of peri-urban neighbourhoods. CAMINA shares the perspective of the participative and open space but it includes the multicultural approach, gives more competences to participants (design, management and execution) and includes the integration of urban deprived areas as a main purpose. SALUS W SPACE (UIA) also proposes to use culture as a tool to integrate refugees but CAMINA is focused on social risk groups that have lived in the city for years and proposes to build a collective imaginary of Almeria's history, and transfer it to the city's public space in different neighbourhoods. Common Cultural Connections (Creative Europe) is a coordinated program between Spain, UK and France that brings marine cultural heritage to citizens and places value in its common past. CAMINA will leverage on this common past approach and use it with different social groups but it incorporates a participative perspective as the narrative will be built by and for the city's different social groups. Superkilen (Copenhagen) is an urban regeneration program that revitalized a park located in a deprived area by including equipment chosen by citizens from different cultures and nationalities. CAMINA has taken this multicultural approach related to urban spaces but complements it by including a common (not individual) narrative that will be transferred to the improved public space using ICT. This intervention will connect deprived neighbourhoods with the rest of the city and not only regenerate them isolatedly. Rock Project (H2020) is an urban regeneration program that adapts historic city centres and its cultural heritage to new and alternative uses. CAMINA uses ROCK's innovative techniques for cultural heritage and public space but differs on its approach as they will be used to connect deprived neighbourhoods and narrate the city's common history to attract the new audience to cultural activities. Contact Zones (Creative Europe) also proposes to bring culture to open public spaces in order to share it with new audiences. CAMINA uses public space as well, but a mediation strategy and the new cultural offer made by citizens will be the key aspects to reach and engage new audiences.</p>
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C.1.4 Potential obstacles and resistance

Potential obstacles and resistance	<p>CAMINA faces 3 main obstacles. 1-Stigma against migrants and Roma. A cultural shock might happen between partners and Community Groups (CGs) or between the cultural projects and project and the potential audience. This will be tackled by building an inclusive narrative of the city and putting in value cultural practices from different cultures and nationalities through cultural projects. Within Civic Curators, CGs will be selected to be as diverse as possible to enhance collaboration between different social groups. PP7 and a team of mediators will be in charge of including migrants and Roma in cultural projects and to fight against prejudices and preconceptions against them. 2-Stigma against targeted neighbourhoods (La Chanca). This neighbourhood has a strong risk of ghettoization and generates an insecurity perception. CAMINA will foster cultural programs in spaces located in La Chanca or nearby such as Mesón Gitano or Katuska Theater. Those spaces and their surrounding streets will be regenerated through a common narrative that seeks to de-stigmatize the neighbourhood and connect it to the rest of the city. 3-Feeling of disaffection with the city and lack of identity. Almeria has not been able to build a strong identity that includes all its citizens. CAMINA proposes to construct a common narrative that will include all the present perspectives of Almerians and transmit it very attractively through a circular itinerary (urban and digital) and new forms of communication.</p>
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C.1.5 Integrated Approach

Integrated approach

CAMINA offers an integrated solution based on unified civic participation, cultural practices and urban regeneration of public spaces (social, economic and environmental dimensions). With the construction of an integrated narrative that includes all different social groups that the city embraces and the development of participative cultural programs, CAMINA will fight against the risk of ghettoization of social groups and urban areas. This narrative will be transmitted through a regenerated urban space that provides attractive activities and local integration. These new cultural programs will incorporate the perspective of each of the Civic Curators' Community Groups that will be composed by a representation of the city's diverse society, producing inclusive cultural activities that will be a leisure alternative and attract the non-traditional public. CAMINA contributes to other UIA topics such as: Integration of migrants and refugees (fighting stigma against migrants), Urban poverty (targeting and regenerating deprived areas as La Chanca and Almedina and population at social exclusion risk), Urban security (fighting stigma and insecurity perception) and Sustainable use of land (by regenerating the city and preventing further urban sprawl). This project incorporates local and regional public sector agents (including vertical integration of government levels) and also private sector (profit and nonprofit). Culture, urbanism and security approach guarantee horizontal approach.

C.1.6 Link to ERDF thematic objectives and investment priorities

Link to ERDF Thematic Objectives and Investment Priorities

This project seeks to promote social cohesion, multicultural integration and cultural demand through civic participation in cultural production and consumption. TO9.IPb: CAMINA's main objective is to integrate different social, cultural and ethnic groups fighting against discrimination through participative cultural production, empowering social-risk-communities and putting in value their cultural practices and migrants history. Almería seeks to regenerate its most deprived areas (La Chanca and Almedina) and reverting their ghettoisation through an integrative narrative and innovative cultural practices. Through the circular route, CAMINA will promote social and physical regeneration of segregated public spaces. TO6.IPc: CAMINA proposes to build a common and multicultural narrative around the city's history and heritage. It includes the promotion and development of the city's cultural heritage through the rehabilitation and dynamization of its cultural nodes (Doña Pakyta museum; Katuska Cinema; Mesón Gitano) and the connection of the most important cultural sites through the circular route and the common narrative (La Alcazaba; Almería's Cathedral, La Chanca, Nicolás Salmerón Park). CAMINA develops different actions around heritage and promotes new uses and cultural practices in it. TO9.IPd: Civil associations and citizens will be a key part of Civic Curators which will design the cultural projects that will trigger local development in CAMINA's targeted neighbourhoods.

C.2 Project context and local partnership

C.2.1 Link with other local/regional/national strategies and policies (incl. smart specialisation strategies)

Link with other local/regional/national strategies and policies

Fighting against social exclusion and city barriers and promoting civic cultural participation are included in many strategies and policies of different levels of public administration. Two of Spain's Operating Program for Social Inclusion and Social Economy (ESF 14-20) main axes are the promotion of social inclusion and the fight against discrimination and social innovation. CAMINA includes both axes as priorities by fighting discrimination through a social innovation program based on civic cultural production. Andalucía's ERDF OP 14-20 shares priorities with CAMINA such as: promoting cultural and historic heritage; regenerating urban and port areas; improving urban spaces and revitalizing cities through cultural heritage. CAMINA is aligned with Andalucía's regional policies regarding immigration which seeks to recognize Andalusian society as diverse -now and in the past- and is focusing on how to connect diverse cultures. Ciudad Amable regional initiative pursues cultural activation of public spaces which will be achieved in CAMINA through its circular route. Regarding local strategies, urban development strategy Almería Abierta 2020 identifies challenges related to cultural promotion, cultural heritage, participation, social cohesion and urban regeneration which are covered and complemented by CAMINA. Finally, CAMINA contributes to Spanish national strategy for Roma Social Inclusion by contributing to their de-stigmatization and valorization of their culture.

C.2.2 Synergies with other projects and initiatives

Synergies with other projects and initiatives

CAMINA has synergies with other Almería projects around culture, heritage and social cohesion. Almería has a long strategy of connecting La Chanca, Almedina and the City Center that will be complemented by CAMINA URBAN Project (ERDF 07-13)'s main objective was the urban regeneration of the 3 neighbourhoods but it focused on the City Centre. It included a multidimensional approach on mobility; sustainability; social and work inclusion, cultural heritage and equality. It included the construction of the Mesón Gitano which will be used as one of the 3 gathering nodes of CAMINA from the beginning of the project. Almería 2020 strategy (ERDF 14-20) includes the improvement of Alcazaba's surroundings (CAMINA's reference area) and a Roma integration action plan. This continues with the URBACT project Roma-Net which promoted Roma inclusion through education, housing and job opportunities. CAMINA includes Roma in its target groups to improve their integration and de-stigmatize them through the common narrative and their participation in Civic Curator programs (as Community Groups and audience). CAMINA shares Almería's efforts to strengthen 3 cultural landscapes: OLD SEA PORT (complementing Almería's harbour complete regeneration to connect it to the city), MUSLIM ALCAZABA (Almería 2020) and ITALIANO REALISM. Doña Pakyta Museum's plan included the adaptation of a typical house to a museum focused on Italian painting movement. The Museum will be adapted to host CAMINA Civic Curators.

C.2.3 Involvement of wider stakeholders in project design

Involvement of wider stakeholders in project design

CAMINA's design started in Oct19. Stakeholders involved in the project's design have been social, neighbour, cultural and artistic associations and citizenship. Most of these associations are part of a cultural group included in the definition of Almería's Strategic Urban Plan. Their involvement in the design phase is part of a bigger process during which they have been consulted about cultural opportunities of the city and multicultural approaches. Their contributions have marked CAMINA's focus on multiculturalism and fighting general stigma through cultural participation. In Nov19 a Workshop was held with the participation of some associations and citizens. Stakeholders insisted on the need to adapt the cultural offer to a broader and more diverse audience and to connect their neighbourhoods to the rest of the city. They also focused on the need for a more diverse narrative that integrated the city's diversity. CAMINA has included the main associations and citizens aware of these issues in the design phase. These associations include the following themes: territorial (including the 3 neighbourhoods targeted: La Chanca Pescadería Association, La Tarifa A, Amucha honra A, Casco Histórico A), cultural (for all the artistic disciplines and cultural heritage: Amigos de la Alcazaba A, Peñas Flamencas-El Morato, El Taranto, Municipal Orquesta, Municipal Band, Clasi jazz, Almería League of Education and Popular Culture, Meca Mediterráneo cultural association, Ateneo), social (Foundation for the Gypsy Secretariat, Roma promotion A, ADESEAN - Senegalese A, Almería Amar y Vida, Almería for all - Colombian A, United America - Federation of Latin American Associations, AIMUR - women in social exclusion risk, COLEGA - LGTBI), gender (Espejo del mar - Neighborhood women of Almería, AWARTE Association of women in art, Women in conflict zone A), citizens involved in workshops represented a diverse sample regarding age, gender, ethnic or nationality.

C.2.4 Involvement of wider stakeholders in project implementation

Involvement of wider stakeholders in project implementation

All the stakeholders involved in the design phase will be included in CAMINA's implementation (WP4, WP6, WP7) including territorial, social, cultural and gender associations and individual citizens. Both groups will be potential members of Almería's Cultural Landscape Storytelling Group (WP4). Their role is especially important to re-think and reshape the city's inclusive Narrative. An innovative methodology based on design thinking -from History to storytelling- will be used to build the History of the city through informal tales linked with culture, cultural landscapes, heritage and cultural practices that reflect on the city's diversity. These tales will be complemented and supported by History experts. Stakeholders will play an essential role in Civic Curators through its Community Groups CG (in WP6). 3 representatives will be included in every CG of the 6 CC (18 people in total). They will be selected to ensure the representation of the 3 neighbourhoods (La Chanca, Almedina and City Center) and their main social groups. CGs will co-design and execute cultural projects with the rest of CC teams (cultural managers, social engagers, enablers) during the 1st year. The 2nd year, they will lead the design and execution of a cultural project with the support of the rest of the CC team members. CGs participation in CC, supported by social mediators, is especially important for two reasons: First, CGs will help to improve the integration of social groups at exclusion risk and neighbourhoods, to avoid ghettoization. Secondly, they will help to increase and to broaden cultural demand -in terms of consumption and production- through the democratization of culture focusing on people who do not usually have access to it. Stakeholders -Associations and citizenship- will have a main role in M&E activities as study subjects. Their perceptions and inputs will be measured according to their participation as 1) Storytelling group participants; 2) CCs members; and 3) Audience of CAMINA's cultural projects.

C.3 Project objectives, results and outputs

C.3.1 Overall objectives and expected results (changes in the local situation)

PROJECT main objective(s)

The General Objective of CAMINA is to generate social cohesion and de-stigmatization through participative cultural projects and space interventions (urban design+IT solutions). 7 intermediary objectives that complement it and address the integrated approach of CAMINA:

- 1-Reduce stigma towards people at risk of exclusion such as migrants or Roma. Value their culture and contribution to the city's past, present and future by building a common narrative that includes them and develop cultural programs that cherish their traditions.
- 2-Enhance cultural demand in the city. Broaden the cultural audience of the city to non-traditional culture consumers through a cultural offer that is produced by citizens and close to a common and diverse narrative. Improve access to and participation in culture and heritage sites.
- 3-Integrate urban deprived areas with the rest of the city. End with the imaginary physical exclusion inherited by the ancient medieval wall by opening them to all the citizens and improving security perception. Apply a place-based approach adapted to neighbourhood conditions.
- 4-Involve citizens and associations in the development of cultural programs. Boost open and flexible cultural participation and train them to ensure cultural programs that are diverse, inclusive and attractive for a broader audience, connecting with needs of local residents. CAMINA will act as a catalyst for new collaborative projects between cultural actors of the city and citizens of the city in different artistic fields.
- 5-Inspire a new narrative about the city's history shared by all its social groups. Build a narrative that includes all Almería's social groups and its 3 cultural landscapes: Old Sea Port, Muslim Alcazaba and Indaliano realism.
- 6-Improve vertical integration between administrations regarding cultural practices. Contribute to improving coordination of resources and knowledge between administrations (regional, province and local) through civic curators and their collaborative work.

PROJECT main result(s)

CAMINA expects to achieve the following changes in Almería's situation:

- 1- Growth the level of acceptance towards other cultures activities. Rise in the number of people who attend as audience of cultural projects that enhance and cherish Almería's diversity. A high level of satisfaction from participants with these activities is expected.
- 2- Decrease in population with negative perceptions towards other cultures or social groups at risk of exclusion. CAMINA cultural projects and its integrative narrative will contribute to lower the stigma against social groups at risk of exclusion, especially migrants and Roma.
- 3- Increase in the total number of people participating in cultural activities, especially those at risk of exclusion. CAMINA seeks to enhance cultural demand of Almería's population. An increase is expected especially among social groups at risk of exclusion.
- 4- Rise in the number of people who visit other neighbourhoods different from their own for cultural activities. The cultural circular route (CCR) will pass through La Chanca, Almedina and the City Center connecting different cultural spaces.
- 5- Lowering of the insecurity perception of La Chanca and Almedina neighbourhoods. The physical regeneration of these neighbourhoods through the CCR and the cultural programs to de-stigmatize them will contribute to lower the perception of the rest of the citizens.
- 6- Increase in the number of persons that are part of a cultural association and rise in cultural associations created. A dynamization of the city's cultural - citizen fabric is expected to be triggered by CAMINA.
- 7- Rise in the number of visitors to the 3 neighbourhoods thanks to the CCR. The circular route will attract non-usual visitors to La Chanca, Almedina and City Center.
- 8- Enhancement of the number of cultural projects between administrations. Regional and local administrations are involved in CAMINA as partners and the project will boost the cultural collaboration between administrations.

C.3.2 Outputs

Work package	Output Number	Project output	Target value of project expected output(s)
WP.4 Building the bridge: Collective Narrative of Almería's Cultural Landscape	O 4.1.1	Ex-ante study of the starting point completed: social integration, access and participation in culture	1
	O 4.1.2	Cultural narrative of the city describing messages through different layouts completed	1
	O 4.1.3	Storytelling Group characteristics defined	1
	O 4.1.4	Almería's Cultural Landscapes Storytelling Group selected and approved	1
	O 4.2.1	List of relevant tangible and intangible cultural heritage of Almería's Circular Path approved	1
	O 4.2.2	Almería's Cultural Landscapes Storytelling Report produced	1
	O 4.3.1	Physical and Technological intervention guidelines delivered	1
	O 4.4.1	Design development and construction documents for CCR completed and approved	1
	O 4.4.2	Contract for the construction works of the CCR signed	1
	O 4.5.1	15 cultural guides selected and trained to communicate the new cultural narrative	15
WP.5 Measures for the Civic Curators' Inception Process	O 5.1.1	Node refurbishment and/or rehabilitation works designed	3
	O 5.1.2	Construction company selected and contracted for the designed intervention in the nodes	1
	O 5.1.3	Report with equipment and supplies needed by Civic Curators members completed	1
	O 5.2.1	Core team formalized	1
	O 5.2.2	Coordination system of the CT defined	1
	O 5.3.1	CG members selected, and public grants approved	18
	O 5.4.1	Cultural Mediation Strategic Plan and Cultural Mediation Team constituted	1
	O 5.4.2	Training activity for Social Mediators delivered	1
	O 5.4.3	Social mediation activities to increase the knowledge about CC activities, improve the participation and create new audiences delivered	12
	O 5.5.1	Civic Curators' collaboration agreements signed (annually, twice during CAMINA development)	12
	O 5.5.2	CC Annual work plans designed for each CC (6) (annually, twice during CAMINA development)	12
	O 6.1.1	CC1 Cultural Project designed, implemented, monitored and reported	1
	O 6.1.2	CC2 Cultural Project designed, implemented, monitored and reported	1

Work package	Output Number	Project output	Target value of project expected output(s)
WP.6 Detailed design and implementation of cultural projects developed by the Civic Curators	O 6.2.1	CC3 Cultural Project designed, implemented, monitored and reported	1
	O 6.2.2	CC4 Cultural Project designed, implemented, monitored and reported	1
	O 6.3.1	CC5 Cultural Project designed, implemented, monitored and reported	1
	O 6.3.2	CC6 Cultural Project designed, implemented, monitored and reported	1
	O 6.4.1	Second generation of cultural projects designed, implemented, monitored and reported (CC7 to CC12)	1
	O 6.5.1	Feedback reports from social mediators is conducted	1
WP.7 Monitoring, Evaluation and Project Sustainability	O 7.1.1	CAMINA's Monitoring & Evaluation system elaborated	1
	O 7.2.1	CAMINA's Monitoring Reports delivered	6
	O 7.3.1	Mid-term evaluation reports delivered	1
	O 7.4.1	Ex-post evaluation report delivered	1
	O 7.5.1	CAMINA'S Board of project partners constituted	1
	O 7.5.2	CAMINA'S Network consolidation	1
	O 7.5.3	Model for alternative Financing	1
	O 7.5.4	Plan for scaling-up and transferability	1
WP.8 Investment	I 8.1	Almeria's Cultural Circular Route - urban and IT intervention -	1
	I 8.2	Doña Pakyla Museum's Extension to host the Fine Arts Civic Curators activities	1
	I 8.3	Meson Gitano's refurbishment works to host the Performative Arts Civic Curators activities	1
	I 8.4	Katiuska Theatre's renovation works to adapt the building to host the audio-visual Arts Civic Curators activities	1

C.3.3 Rationale for result indicators

Measurement of results	<p>The following list of result indicators and target values will be used to test the success of CAMINA in achieving its results:</p> <ol style="list-style-type: none"> 1- Growth the level of acceptance towards other cultures' activities--> Indicator (target): Increase of the audience generated by cultural projects that enhance and cherish Almeria's diversity(60%) / Increase of satisfaction of attendants to activities that enhance and cherish Almeria's diversity(70%) 2- Decrease in population with negative perceptions towards other cultures or social groups at risk of exclusion--> Indicator (target): Decrease of the population with negative prejudices towards socially excluded groups(30%) 3- Increase in the total number of people participating in cultural activities, especially those at risk of exclusion--> Indicator (target): Increase of the attendance of socially excluded population to cultural activities(20%) / Increase of the participation of socially excluded population in the production of cultural activities(20%) 4- Rise in the number of people who visit other neighbourhoods different from their own for cultural activities--> Indicator (target): Increase of visitors to other neighbourhoods for cultural activities(70%) 5- Lowering of the insecurity perception of La Chanca and Almedina neighbourhoods--> Indicator (target): Decrease of the insecurity perception towards La Chanca and Almedina neighbourhoods(30%) 6- Increase in the number of persons that are part of a cultural association and rise in cultural associations created. Indicator (target)--> Increase of the associated population in Almeria(20%) / Increase of the cultural associations in Almeria(20%) 7- Rise in the number of visitors to the 3 neighbourhoods thanks to the CCR. Indicator (target)--> Increase of the visitors to La Chanca, Almedina and City Center(40%) 8- Enhancement of the number of cultural projects between administrations. Indicator (target)--> Increase of the cultural projects involving different administration levels(30%)
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Result indicators

Name	Description	Unit	Baseline	Target Value
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Name	Description	Unit	Baseline	Target Value
Increase in the audience attending cultural projects that enhance and cherish Almeria's diversity	Number of citizens who attend cultural projects increased. This indicator refers to activities developed in and out CAMINA's cultural activities. Currently the estimated cultural consumers of the city are around 5-6 thousand people out of 196.000. Data will be gathered from all the cultural spaces the city provides (organized mainly within CAMINA but also others organized at the city). The indicator is closely related with one of the main objective of CAMINA: »enhance cultural demand in the city. Broaden the cultural audience of the city to non-traditional culture consumers through a cultural offer that is produced by citizens and close to a common and diverse narrative«. Indicator will be measured by recording attendance data to each cultural activity based on the new cultural narrative developed in A4.2 developed during the project and other cultural spaces (e.g. museums). PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes.	Number of citizens	Has been estimated that 5-6 thousand people out of 196,000 inhabitant are potential cultural consumer actually. We expect to double this number. The precise baseline will be measure during the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1) which will let us confirm the 5-6 thousand estimated indicator.	12,000
Increase in the attendance of people at risk of exclusion to cultural activities	Increase of percentage of people at risk of exclusion attending cultural activities in Almeria. The indicator is closely related with one of the main objectives of CAMINA: »reduce stigma towards people at risk of exclusion such as migrants or Roma«. The indicator refers to activities developed in CAMINA's project by the project partners and stakeholders (cultural activities organized by Civic Curators) involved in the project. Indicator will be measured by recording attendance data to each cultural activity in the city during the entire duration of the project. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Percentage (%)	No data available to date. The baseline will be measured in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	200
Increase of the participation of people at risk of exclusion in the production of cultural activities	Increase of the percentage of people at risk of exclusion that participate in the production of cultural activities in Almeria. The indicator is closely related with one of the main objective of CAMINA: »involve citizens and associations in the development of cultural programs. People at risk of exclusion involved in the production of cultural projects in CAMINA's project through Civic Curators will be collected and also data from other cultural projects promoted by project partners out of CAMINA will be included (promoted by cultural managers, associations and other stakeholders within the cultural nodes different from CAMINA Civic Cuators)	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	200
Increase the social diversity of the audience attending cultural activities	Increase in the percentage of non-traditional culture consumers in cultural activities inspired by the new cultural narrative (A4.2) developed in the city during the project. Cultural demand is usually concentrated on people with a high socio-cultural level. The indicator will measure the origin of the people who attend the cultural activity through their postal code to assess the social diversity of the cultural activity promoted by CAMINA's project. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes.	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	200

Name	Description	Unit	Baseline	Target Value
Increase the number of people visiting the cultural assets of La Chanca, Almedina and Centro neighbourhoods	Increase in the percentage of people visiting the cultural assets of the La Chanca, Almedina and Centro by non-resident citizens at their own neighbourhoods. The indicator is closely related to one of the main objectives: "integrate urban deprived areas with the rest of the city". The indicator will be measured by recording attendance data of users/visitors in the Cultural Circular Route and Cultural Nodes. Through IT solutions defined in A4.3 visitors to Cultural Circular Route and cultural assets will be gathered. Cultural Guides trained in A4.5, will also provide information about number of people who attend activities. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	100
Increase in the number of active cultural associations in Almeria	Increase the number of cultural association created that develop cultural programs diverse, inclusive and attractive for a broader audience as consequence of CAMINA's project. The indicator is closely related to one of the project's objective "involve citizens and associations in the development of cultural programs". There exists around 55 cultural associations in Almeria. The data will be obtained from municipal registry of associations and CAMINA's cultural nodes. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Number of cultural association	There exists 55 cultural associations registered in Almeria actually. However there is no data available about the number of cultural associations focuses on promote the diversity and social inclusion through the culture. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1). We expect rise the number of cultural association (created and new) that develop diverse and inclusive cultural programs for a broader audience	12
Decrease in the insecurity perception towards La Chanca and Almedina neighbourhoods	Decrease of the population percentage who claim to have a sense of insecurity about La Chanca and Almedina neighbourhoods. The indicator is closely related to one of the project's main objectives: reduce stigmas towards population groups in risk of exclusion. It will be monitored with the conduction of fieldwork among Almeria's citizens. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	30
Decrease in population with negative prejudices towards immigrants and roma groups	Decrease in the number of people with negative prejudices towards groups at risk of social exclusion. It will be monitored with the conduction of questionnaires and other fieldwork among Almeria's citizens. It is expected that the activities developed by CAMINA will contribute to decrease the percentage by 30%. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria (A4.1)	30
Increased technical capacities to develop cultural activities (production and management) among new comers (cultural and neighbourhood associations)	Increase in the percentage of people that are part of a cultural association involve in CAMINA's activities, which declare that they improved their knowledge and skills of cultural production and management. The indicator is closely related to one of the main objectives: "involve citizens and associations in the development of cultural program and train them". It will be monitored with the conduction of questionnaires and other fieldwork among participants in civic curators of CAMINA. PP7 will measure this indicator under WP7 and share with all the partners which will be the main input for evaluation processes	Percentage (%)	No data available to date. The baseline will be measure in the ex-ante analysis of social integration and participation in cultural activities in Almeria where current cultural and neighbourhood associations will be pointed /identified(A4.1). We expect that 75% of the people involved (indirect) in Activities 6.1 to 6.4 will improve their knowledge and skills for the development of cultural projects.	75

Name	Description	Unit	Baseline	Target Value
Increase of the cultural projects involving different administration levels	Increase of the percentage of cultural projects developed in Almería, whose production and implementation involve different administration levels (local, provincial and regional). It is expected that the Civic Curators methodology, due to the different partners involved and the nature of their activity, will expand the current number. It is expected that the activities developed by CAMINA will contribute to raise the percentage by 30%. PP8, the partner of charge of monitoring, will measure this indicator under WP7 and include it in the progress monitoring reports.	Percentage (%)	No data available to date. Baseline will be defined on the second year of the project.	30

C.3.4 Methodology for monitoring and measurement of outputs and results

Methodology for monitoring and measurement of outputs and results

The uniqueness of CAMINA requires an intensive and tailor-made M&E, based on different techniques and tools to collect and measure outputs and results. An ex-ante evaluation will be conducted at the early stage to pinpoint the initial situation on social cohesion and integration, access and participation in culture, security and stereotypes perceptions, multicultural and diversity values and inter-group attitudes. A qualitative approach will be supported by 150 citizens randomised survey, expert interviews and focus groups. A monitoring system will be implemented to check the progress of CAMINA at different scales: city narrative, cultural circular route and cultural projects access and participation emerged from Civic Curators. Categorized activities, clustered participants, satisfaction surveys and other indicators will be gathered in order to check progress and remedial actions. Data collection will be based on an IT tool and all the PPs information required. The mid-term evaluation will be conducted after the first CC come to an end and will focus on how CAMINA is meeting its objectives. Intermediary outputs and results will be assessed according to the indicators in C.3.3 with a combination of surveys, interviews and focus. Finally, an ex-post evaluation at year 3 will consist of: 1) A case study methodology applied to the 12 CC, digging into the relationship between inputs/outputs/results with the Civic Curators features in order to explore what actually occurred. Each CC will be considered as an evaluation unit. 2) Evaluation of participation and access to the culture of citizenship and social integration will be conducted updating the ex-ante information (intergroup variables, behavioural patterns, cultural beliefs, access and participation in culture). An extensive survey, focus groups, expert's and participant's interviews will be delivered (similar size than ex-ante evaluation). Non-participants will be part of the sample to extract net effects (counterfactual).

C.3.5 Target groups

Target Groups

CAMINA is a multi beneficiary and multiagent initiative. 4 main target groups and a secondary group will be reached: 1. Almería's population (196.851) as a general audience of Almería's Narrative and cultural projects, specifically non-traditional audience. Access and participation in culture will be facilitated for them as well as the chance to express their needs and tastes. 2. Roma, migrant and collectives at risk of exclusion (31.496) as participants in CGs and main audience to attract. They will be empowered to participate in CC and cultural projects in an active way. Participants in CGs could reach 18 people to represent local/neighbourhood needs (3 per CC). As for the general audience, this target group is especially important because of their presence in targeted neighbourhoods and their condition of social risk group. 3. Civic associations as part of CCs. Up to 18 associations will participate in CCs as part of CGs. Almería has a very rich social fabric with associations of different topics (culture, gender, social origin). They will be targeted to participate in CGs, especially the ones based on the 3 targeted neighbourhoods: La Chanca, Almedina and City Center and the cultural associations of the 3 artistic disciplines: fine, performative & audiovisual arts. 4. Local creative and cultural industries (CCIs) that will have the chance to broaden the audience and experiences to explore new perspectives of cultural offering and attract new audiences to the sector. 267 entities (public, private, small and medium, from the whole sector) belonging to artists and CCIs would be potential collaborators and would benefit from CAMINA. 5. A secondary target group must be pinpointed: Storytellers, historians and cultural figures of Almería will have the opportunity to share their voices of culture and cultural heritage. The most iconic neighbours and people interested in the city's History will be targeted to hear their stories and build upon them the common narrative.

C.4 Project Project scaling up and transferability

C.4.1 Scaling up of the project

Scaling up of the project

CAMINA's model to fight against discrimination and stigmatization and increase access and participation in culture has great potential of being scaled-up. Almería has other Urban Deprived Areas and Neighbourhoods such as El Puche, El Quemadero or Los Almendros where there is a risk of stigmatization of both their social groups and urban space. The common narrative of CAMINA includes the whole city so the circular route could be expanded to these neighbourhoods to connect them with the rest of the city and connect to other urban areas. The Civic Curator methodology could also be replicated in other neighbourhoods including other stakeholders and CCIs. CAMINA could also be expanded to a regional scope, including rural areas, natural landscapes and small fishing towns. The inclusion approach is especially important at the regional level as the rest of the region's cities and villages reach up to 67% of the foreign population and are at high risk of exclusion and stigma. Cultural topics like marine-fishing culture and cultural disciplines like cinema could be used to connect areas. Cinema has a great importance in the region because of Almería's landscape role as international reference of westerns and historic cinema - Tabernas desert, Nijar, Carboneras, or Cabo de Gata natural park where films like Indiana Jones, The Good, The Bad and The Ugly or series such as Game of Thrones have been filmed. Regional administration, both province (PP2) and autonomous community (PP3), are already involved in CAMINA and will be involved in CAMINA's regional scaling-up. As for financial and human resources, Almería's City Council is committed to continuing and expanding this project and a specific activity has been designed for it (7.5) that will address the sustainability of the project. CAMINA will also try to find synergies with different European programs like Creative Europe, Horizon 2020 and regional programs such as La Ciudad Amable from Andalucía Reg Gov.

C.4.2 Transferability of the project: evidence of demand for your project in other cities

Transferability of the project: evidence of demand for your project in other cities

European cities face a challenge with migrants, collectives at risk of exclusion and Roma integration. Cities have experienced a rise in foreign population and suffer from ghettoization of neighbourhoods where there is a higher rate of foreigners. Most of these cities, especially the ones located by the sea, have forgotten their diverse History as port and migrant cities. These cities also find challenging the lack of diversity in cultural demand in spite of the richness of its cultural offer. CAMINA proposes to use participative cultural programs and the construction of a common Narrative to promote the integration of groups at risk of exclusion and to increase and diversify cultural demand. CAMINA's model can be replicated by other urban authorities in different local contexts. To ensure this transferability, cities have to ensure a partnership with expertise in cultural management. History, community mediation and urban innovation and planning. This partnership shall be as diverse as possible including both private and public partners, institutions, Academia, non-profit and businesses. Civic participation around culture and social inclusion is essential and it should include as many and diverse associations and citizens as possible. An urban transformation process is important too, as the new narrative of the city must be related to citizens in a very attractive and open way. Gathering spaces for the Civic Curators must be located in urban deprived areas to de-stigmatize collectives. Adaptation to local specificities are included in CAMINA's methodology (local associations; community mediators). To ensure CAMINA's transferability, participation in conferences and events to present CAMINA throughout Europe and Spain is included in WP3. Transferability will be promoted through city networks: global (ULCG, ICLEI, C40, Creative Cities Network of UNESCO), European (Eurocities, URBACT) and Spanish (RIU, RECI, Red Innpulso & Spanish Federation of municipalities).

C.5 References

C.5.1 References of the project



References

Part D - Work plan

WP Nr.	Title	Work package type	Start date	End date
1	Preparation	Preparation	09/2019	06/2020
2	Project Management	Project Management	07/2020	06/2023
3	Communication	Communication	09/2020	06/2023
4	Building the bridge: Collective Narrative of Almeria's Cultural Landscape	Implementation	09/2020	02/2022
5	Measures for the Civic Curators' Inception Process	Implementation	07/2020	04/2022
6	Detailed design and implementation of cultural projects developed by the Civic Curators	Implementation	05/2021	03/2023
7	Monitoring, Evaluation and Project Sustainability	Implementation	07/2021	06/2023
8	Investment	Investment	01/2021	05/2022
9	Closure and knowledge transfer	Closure	07/2023	06/2024

Number	WP Title	Start Date	End Date	WP budget
1	Project preparation	16/09/2019	30/06/2020	20,000.00

Partners' involvement

WP responsible partner Almeria City Council

Summary

Preparation and submission of the application form

Work Package Budget

Partner name	Staff cost (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and construction works (€)	Sub-Total (€)	Revenues (€)	Total (€)
Almeria City Council	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	20,000.00

Work Plan Per Work Packages - WorkPackage 2 (Project Management Work Package)

Title	Project management
Start Date	01/07/2020
End Date	30/06/2023
Budget	516,146.70

Partners Involvement

Responsible Partner	PP 1 - Almeria City Council
Involved Partners	PP 1 - Almeria City Council PP 7 - University of Almeria PP 8 - EPTISA Engineering PP 9 - KHORA Urban Thinkers
Summary	WP2 will create a complete system to run CAMINA in an efficient manner and articulate the successful implementation of all WPs, with a strong connection to the dissemination, monitoring, evaluation and replication activities performed under WP3, WP7 and WP9. PM will be considered as a continuous process to be led by PP1 (through in-house contracting of its agency Almeria 2030) and supported by PP8. PP9 will be involved in the initiation phase tasks to support PP1 and as WP4 responsible PP. PP7 will be involved as WP7 responsible PP. The first activity to be developed by PM team will be the design of the governance and internal coordination model based on a Strategic Committee (SC), Project Steering Committee (PSC) and PPs coordination Committee, the structure, organisation and frequency of meetings. The second activity will be dedicated to the reporting and follow-up activities, in terms of technical and time/resources planned in the WP, activities, deliverables and outputs. This activity will be directly connected to the monitoring and evaluation actions taking place under WP7. The third and fourth activities will take care of the financial management and the supervision of the risk and quality management, accordingly to risks presented in Part G (an extended risk plan to be elaborated during the first semester), ERDF regulation and the rest of national regulatory requirements. Finally, a process of capturing knowledge will be considered within this WP in close relationship with the activities developed in WP9, seeking to generate lessons learnt to make CAMINA more transferable to other cities or networks.

Activities and Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A2.1	Project Management (PM) Structure design and the governance model		The first step of the PM will be the signature of the agreements with all the partners and the constitution of the CAMINA Strategic Committee, Project Steering Committee and PP's Coordination Committee will be constituted and their competences and activities will be defined. PP9 will support PP1 in this step. Once all entities have been constituted, a Governance Model and an Internal Communication Plan for CAMINA will be designed and executed. Almeria's City Council (PP1) will be responsible for this activity, in collaboration with PP9 (WP4 responsible PP), PP8 (WP6 responsible PP) and PP7 (WP7 responsible PP). Given the key role of the main working groups of CAMINA, the managers' activity will be in close relation with WP4, WP5 and WP6 through its responsible PPs.		Start date 01/07/2020	End date 30/06/2023	
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 2.1.1	Title	Partnership Agreement and Subsidy Contract signatures			Target value 1	Delivery date 30/11/2020
		Description	The first step of the PM will be the signature of the Partnership Agreement and Subsidy Contract. PP1 will lead all the individual tasks to the signature (AF review, EAC, Monitoring Plan) with the support of PP9. Meetings will be held between PP1 and PP9 and each partner to clarify any doubts regarding the document and reinforce their participation in attending the changes required. Then, a workshop will be celebrated with all the PPs as a starting point for the project. Almeria's City Council (PP1) will be responsible for the coordination of this action as a kick-off of the project				
	D 2.1.2	Title	Project Management Model (PMM)			Target value 1	Delivery date 31/12/2020
		Description	A detailed definition of the Project Management Model (PMM) will be defined including the Strategic Committee, PP's, Steering Committee Coordination and PP's Coordination Committee and the project management procedures. This model will include structure committees confirmed, financial / communication / project managers of every partner, time schedule, templates, milestones, linkages between WP/activities, tools, frequency of meetings, risks & controls and monitoring activity. The PMM will also take into account the monitoring and evaluation actions considered under WP7 for the preparation of all reporting activities. Almeria's City Council (PP1) will be responsible for this deliverable in collaboration with PP9 and PP8, as a PMM supporter. The Project Management Team will be conformed by PP1 and PP8.				
	D 2.1.3	Title	Strategic Committee (SC) of CAMINA			Target value 1	Delivery date 30/06/2023
		Description	Strategic Committee will be composed of Culture Councillor of Almeria's City Council, R&Q manager assigned in the PP1 from the city council, members of the Steering Committee (PP1, PP8, PP7 and PP9) and any other PP required by the MJA on demand. This SC will be in charge of validating core activities, approving major changes of the project, ensuring horizontal approach within the PP1 departments, overcome obstacles and conflicts about implementation. Meetings will be held on a semester basis.				
	D 2.1.4	Title	Project Steering Committee (PSC)			Target value 1	Delivery date 30/06/2023
		Description	Project Steering Committee will be composed of CAMINA's Project Manager, Financial Manager and Communication Manager, PP1's responsible for WP5, plus PP8 (supporter of PM and WP8 and responsible for WP6), PP9 (responsible for WP4) and PP7 (responsible for WP7). Other partners could be required on demand to attend the meetings. The Steering committee will be in charge of following up activities validating core activities, financial monitoring, Risk & Quality actions monitoring, identifying mayor and minor changes of CAMINA, check the overall progress of the project and monitor the PPs coordination Committee. PP1 will lead the Steering Committee with the support of PP8. Meetings will be held quarterly.				
	D 2.1.5	Title	Partners Coordination Committee (PCC)			Target value 1	Delivery date 30/06/2023
		Description	Every six months a coordination meeting with all the partners will be celebrated to share information about the progress of CAMINA, define key next steps to take, identify potential obstacles and review progress of the main areas of work: Communication (WP3), Almeria's Storytelling Group (WP4+8), Civic Curators (WP5+6+8) and M&E (WP7). Almeria's City Council (PP1) will be responsible for the coordination of this deliverable as Project Manager and WP5 responsible with the support of PP8 (WP6 responsible), PP9 (WP4 responsible) and PP7 (WP7 responsible). Monitoring reports advancements and conclusions will be displayed as well as any other progress that will be required by the PP1. PP's participation will be on-demand and will be informed in advance.				
	D 2.1.6	Title	Stakeholders coordination model			Target value 1	Delivery date 30/06/2023
		Description	Stakeholders of CAMINA are essentially the Community Groups (CGs) selected in 5.3 (apart from Architectures Professional College that will be engaged in the WP4), representing the civil society, citizens and cultural organizations. Once the CGs have been selected and operating under the Civic Curators structures, every six months PP1 will hold a meeting with all of them (18 entities or individual citizens related to cultural and social life in Almeria). This stakeholder coordination model will be designed by PP1 with the support of PP9 by November 30th 2020. PP1 will develop the model to reinforce partnership's and stakeholder's communication in order to make proper interactions with the Project Steering Committee (PSC).				

A2.2	Reporting and follow-up procedures		Follow up procedures ensure adequate regular reporting of the progress of CAMNA at a temporary and budgetary level in order to get a holistic vision about the project. The activity covers a complete definition of templates and tools to be used, including IT tools. This design process will be leaded by PP1 and supported by PP9. Reporting and follow up actions will allow PP1 to get updated information, enabling escalation processes and critical path issues. While monitoring (in 7.2) will check the progress results, this activity will be addressed to supervise time, resources and deliverables and outputs by partner and activity. Follow up is an essential process to connect financial and APR and will be coordinated with the monitoring activities. PP1 will be a responsible collaboration with PP8 for the development of the tasks and PP9 for the follow-up model design.	Start date 01/07/2020	End date 30/06/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 2.2.1	Title	Design and development of the follow-up model	Target value 1	Delivery date 30/11/2020
		Description	A detailed definition of the follow up model will be developed covering the information needs, data gathering methods, templates to be used, reporting model, resources and involvement of all project partners, levels to be informed and finally, communication. PP9 will support PP1 in the development of these activities. Also, the model definition will cover the setting up and implementation of a project and task management web tool (To be selected) to facilitate reporting and follow up processes, configuring a focal point where all project partners will register relevant data about the project and performance progress. PP8 will be in charge of this task. As the Project Manager, Almeria's City Council (PP1) will be responsible for the coordination of this deliverable and will receive the support of PP9 and PP8.		
	D 2.2.2	Title	Data gathering	Target value 1	Delivery date 30/06/2023
		Description	Once reporting and follow up model is designed, project partners, will be informed about their duties on reporting requirements, templates and tools to be used. This information will let PP1 set up a continuous information stream between project partners about planning, delivery status, mitigation actions and main tasks achieved, milestones reached and other critical elements to be gathered and consolidated through the IT tool system or other templates defined to that extent. The on-going data gathering will allow PP1 to analyse updated information and to systematize certain reporting procedures.		
	D 2.2.3	Title	Monitoring activities: General project progress performance	Target value 12	Delivery date 30/06/2023
		Description	An IT tool is planned to be implemented in WP2 to collect all the information and files provided by PPs. Specific templates will be designed to collect progress of actions considered in work plans focused on outputs and deliverables: tasks, persons in charge, timing, etc. Information about management and control of dedication, evidence, expenses regard to project management WP2. PP8 will be responsible for this deliverable. The monitoring activity will be carried out quarterly during the project		
	D 2.2.4	Title	Annual progress reports (APR)	Target value 3	Delivery date 30/06/2023
		Description	Preparation of annual progress reports, incorporating content that will make an analysis on the progress and planning of the project (executive summary, context information, description of the analysis, detail of activities carried out in the period, exercise of planning and scheduling of the activity of successive periods, main results and their interpretation, conclusions and recommendations based on the experience developed, etc.). A total of three progress reports (APR) will be elaborated during the development of the project, starting with an inception report of activity. This will be complemented by a final report that will be handed at the end of the project under WP9 (FQR) as stated in the UIA Guidance. PP1 will be responsible for this deliverable with the support of PP8.		

A2.3	Financial Monitoring		<p>This activity will coordinate the accurate execution of the project's budget, the preparation of financial claims, the development of auditing and control activities and the payment to project partners. Financial monitoring will be essential to compare budget forecasts with the real project execution, expenses eligibility, audit trail integrity, support audit and financial procedures. Also, it will be key to prepare financial claims and articulate and trace payments to delivery partners. PP1 will be in charge of CAMINA's Financial Monitoring with the support of PP9 for the model design and PP8 for the monitoring activities.</p>	<div>Start date</div> <div>01/07/2020</div>	<div>End date</div> <div>30/06/2023</div>		
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 2.3.1	Title	Financial monitoring model design			Target value 1	Delivery date 30/11/2020
		Description	In order to articulate the financial monitoring activities of the project, a model will be designed to define the procedures to be followed. Within this context, systems, templates, and instructions will be defined in accordance with UIA's requirements. Also, a calendar with reporting periods and requirements and actions to be completed will be set up. Almeria's City Council (PP1) will be responsible for the elaboration of the financial monitoring model and its implementation with the support of PP9.				
	D 2.3.2	Title	Gathering and reporting of financial information			Target value 1	Delivery date 30/06/2023
		Description	The finance manager (PP1) will require all partners' financial managers, information to carry out the Financial Management, get updated data and automatize some reporting proceedings (i.e. budget performance verification). The information needed to be gathered includes procurement documentation of external services and construction works, expenses and payments evidence, audit trail documentation, pre-eligibility self-assessments and templates to be consolidated by the project manager. PP1 will be in charge of this deliverable.				
	D 2.3.3	Title	Expenses documentation for financial claims			Target value 2	Delivery date 30/06/2023
		Description	The information gathered will include all expenses documentation for the execution of financial claims. Each project partner will gather its relevant financial information and include it in the project's Financial Claims Template. This document will be sent to the Project Manager of PP1 together with the expenses and payments evidence. PM will verify the adequacy and eligibility of the expenses and require additional information if needed. The information of the project partners will be consolidated in two financial claims: when the reported expenditure has reached 35% of the total eligible cost and once upon project completion. PP1 will be in charge of uploading all financial claims to the web platform.				
	D 2.3.4	Title	Audit and financial control support			Target value 1	Delivery date 30/06/2023
		Description	Specific support will be prepared for external audits and controls (FLC, SLC and other types of controls: CA, EC and OLAF), that will prove the necessary information required by the audit authority before, during and after the control periods. Information will be sent to all project partners about control requirements, information to be prepared and meetings to attend. PP1 will be in charge of this deliverable.				
	D 2.3.5	Title	Payments management			Target value 1	Delivery date 30/06/2023
		Description	According to UIA rules, the project partners will receive the three payments: a first advance payment of 50%, and two payments based on Financial Claims (30% and 20%). PP1, as the Project Manager, will be in charge of distributing these payments between project partners.				

A2.4	Risk and quality management	The early detection of risks is essential to identify potential mitigation controls that may ensure the implementation or the success of the project. Therefore, a specific plan to identify and mitigate risks will be designed and a quality assurance activity will be established in order to follow up on the achievement of results and objectives. PP1 will be in charge of the risk and quality management of CAMINA through strategic committee. Almeria's City Council (PP1) will be responsible for this activity. PP9 will support the first identification of risks and risk management plan. PP8 will support PP1 in the rest of deliverables.		Start date	End date
				01/07/2020	30/06/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 2.4.1	Title	Risk identification report	Target value 6	Delivery date 30/11/2020
		Description	In addition to the risks identified in the Application Form (Part G), new risks will be identified after the detailed design of the project. A systematic procedure will be designed in order to allow the capture of new risks, the redesign of risks or the detection of additional ones that may arise. PP9 will support PP1 in the design of this procedure. Workshops on risk analysis will be organized biannually (with additional ones in case of imminent risks) starting on the first semester under the Strategic Committee. A minimum of six workshops will be held during the development of the project. PP1 will be responsible for this deliverable.		
	D 2.4.2	Title	Risk Management plan	Target value 1	Delivery date 30/11/2020
		Description	The plan will set up an effective prioritization of risks considering the probability of occurrence and the impact expected on the implementation of the project. The plan will also include resources, timing, study of alternatives, risk tolerance of the model proposed and derived costs. The first version of the plan will be designed in the first semester by PP9, which will support PP1. The plan and will be reformulated/adapted subsequently based on the circumstances. PP1 will be responsible for this deliverable		
	D 2.4.3	Title	Risk Management delivery	Target value 1	Delivery date 30/06/2023
		Description	The Project Manager (PP1) will be in charge of implementing the risk management plan and monitoring and control of the evolution of the identified risks. This will be an on-going activity during the whole project.		
	D 2.4.4	Title	Quality assurance activities	Target value 1	Delivery date 30/06/2023
		Description	PP1 will establish guidelines on quality standards for the development of activities and deliverables by project partners. A permanent audit of quality standards compliance will be conducted throughout the project in order to guarantee that all outputs are produced according to the established quality requirements. In the case of identifying quality nonconformities, remediation activities will be designed in order to get results according to the approved quality standards.		

A2.5	Capitalisation activities	<p>This activity will oversee all capitalization work done around project outcomes. This involves the gathering, adjustment and systematization of all the information generated along with the project. Once the information is properly organized, a dissemination process will be initiated through targeted publishing activities that can contribute to knowledge exchange and sharing. WP3, WP7 and WP9 will also involve in activities necessary for knowledge capitalization of the project (dissemination, sustainability and evaluation respectively in order to guarantee its proper dissemination and transfer). This activity includes the selection and collaboration with the UIA expert. Almeria's City Council (PP1) will be responsible for this activity. PP9 will support PP1 in the selection of the UIA expert. PP8 will support PP1 in the knowledge development activities.</p>	Start date	End date	
			01/12/2020	30/06/2023	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 2.5.1	Title	Selection of UIA expert	Target value 1	Delivery date 31/01/2021
		Description	During the selection of the UIA expert, PP1 and PP9 will review the CVs provided by the Permanent Secretariat, participate in the interviews and draft a report which will justify the MJA decision regarding the best candidate from its perspective.		
	D 2.5.2	Title	Analysis of UIA expert/s inputs	Target value 1	Delivery date 30/06/2023
		Description	UIA expert advisory during project implementation is a source of relevant knowledge for further publishing and dissemination. This deliverable will be focused on extracting the main conclusions, findings and insights of all documents available in order to use this information for the development of project capitalization activities. Almeria's City Council (PP1) will be responsible for this activity, in collaboration with PP8.		
	D 2.5.3	Title	Development of the capitalization methodology	Target value 1	Delivery date 30/09/2022
		Description	The project's model must guarantee a high degree of transferability and replicability. In order to achieve this goal, all critical information related to the model design, construction and operation produced by the project partners in the different coordination meetings will be gathered to construct a comprehensive replication model that can be applied by other urban authorities. This activity will be highly related to the outputs of 7.5 activities of project sustainability. Almeria's City Council (PP1) will be responsible for this activity, in collaboration with PP8.		

Work Package Budget

PP 1 - Almeria City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 3 years: 1% FTE director, 25% FTE manager, 80% FTE technician	N/A		In-house contracting of Almeria 2030 which will be in charge of PP1's PM tasks				
Amount (€)	12,458	1,868.70	0	195,000	0	209,326.70	0	209,326.70
PP 7 - University of Almeria	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	1,5 FTE technician to attend and prepare the PM committees (SC, PSC and PCC) during the length of the project	N/A						
Amount (€)	26,300	3,945.00	0	0	0	30,245.00	0	30,245.00
PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 3 years: 1% FTE director, 10% FTE manager, 5% FTE technician	N/A	Expenses for PS indicated trainings and PM travels to Almeria					
Amount (€)	154,500	23,175.00	10,000	0	0	187,675.00	0	187,675.00
PP 9 - KHORA Urban Thinkers	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	3% director, 10% manager and 100% FTE technician during the initiation phase. 1,5 FTE technician to attend and prepare the PM committees (SC, PSC and PCC) during the length of the project	N/A	Travel costs for PM model design and to attend committees included in activity 2.1					
Amount (€)	70,000	10,500.00	8,400	0	0	88,900.00	0	88,900.00
Total (€)	263,258.00	39,488.70	18,400.00	195,000.00	0.00	516,146.70	0.00	516,146.70

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	15 %	30 %	20 %	35 %	100.00 %
Budget (€)	77,422.01	154,844.01	103,229.34	180,651.35	516,146.70

Work Plan Per Work Packages - WorkPackage 3 (Communication Work Package)

Title	Communication
Start Date	01/09/2020
End Date	30/06/2023
Budget	486,433.70

Partners Involvement

Responsible Partner	PP 1 - Almería City Council
Involved Partners	PP 1 - Almería City Council PP 2 - Almería's Provincial Council PP 3 - Andalucía's Regional Government PP 4 - Ibáñez Cosentino Arts Foundation (FAIC) PP 5 - Municipal School for Music and The Arts (EMMA) PP 6 - KUVER Audiovisual Productions PP 7 - University of Almería PP 8 - EPTISA Engineering PP 9 - KHORA Urban Thinkers
Summary	WP3 will design and implement a communication strategy for the dissemination of CAMINA using a range of different channels and events. A communication plan will be delivered at the beginning of the project, constituting the core document that summarizes the activities, channels and tools that will be used during the project: social media, website, media events, technical congresses and press conferences will be part of the CAMINA communication strategy. PP1 will be the leader of the WVP, receiving support from the rest of the project partners to elaborate on the communication contents and participate in the different events. The linkages of WP3 to the rest of WPs is direct, as it will be responsible for delivering information of the activities performed by CAMINA's members, with strong regard to the actions performed by the Almería's Storytelling Group and the different Civic Curators. Also, it will support the mediation activities with the promotion of the project among Almería's citizens. The project will also focus its efforts on disseminating the model among the innovation ecosystem at a national and international scale. For this, it will establish a dialogue with policy and industry stakeholders, and a cooperation with city networks and existing initiatives, such as ULCG, ICLEI and C40 (global); Eurocities, URBACT and Creative Cities Network of UNESCO (European); and RIU, RECI and Red Impulso & Spanish Federation of municipalities (Spanish).
Communication objective	WP3's main objective is to communicate the effectiveness of cultural production as a catalyzer for social integration and the creation of cultural demand in urban spaces. For this, WP3 will guarantee maximum visibility for the CAMINA project, informing key stakeholders at local, regional, national, European and international level of the project results and outcomes. It will actively scan and promote cooperation with other initiatives, projects and networks focused on Culture and Cultural Heritage.
Target groups	"1. Wider groups of stakeholders: civic associations, cultural groups, neighbourhood initiatives, schools... 2. Regional agencies for Culture and Cultural Heritage 3. City networks focused on culture and cultural heritage 4. Potential replication cities 5. Society in general"

Activities and Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A3.1	Communication Strategy	This activity will define the communication actions, channels, materials and specific messages that will be used to inform about the progress of the CAMINA project and the potential of using culture as a catalyst for social integration. The strategy will ensure the dissemination of the project using digital and non-digital channels tailored to the specific objectives and characteristics of the expected audience. Evaluation tools and resources will be considered to measure the effectiveness and real impact of the activities on target groups (WP7). Almeria's City Council (PP1) will be responsible for this activity, in collaboration with PP9. The rest of project partners will be consulted to develop the strategy. Each activity included in the strategy will describe how to address target groups.		Start date 01/09/2020	End date 31/05/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 3.1.1	Title	Design of the Project communication and dissemination strategy	Target value 1	Delivery date 31/01/2021
		Description	A final plan that wraps up together the communication strategies and activities in order to achieve effective and suitable communication, and set up a schedule to organise all activities related to communication within the project. All the PP will be consulted to have the most effective communication plan considering target groups. A specific action plan for every social media (Twitter, LinkedIn, Facebook) will also be included for the management of Social Media Accounts. This plan will be elaborated by Almeria's City Council (PP1) with the support of external expertise and PP9. The strategy will be distributed among the partners in order to follow common goals during the project.		
	D 3.1.2	Title	CAMINA's Communication Launch	Target value 1	Delivery date 31/01/2021
		Description	The activities related to CAMINA's communication launch will be developed by PP1 and PP9. This first phase will be supported by procurement of external services. These activities include the first steps of Communication Strategy Plan as Logo design; short-term communication plan or the organization of one start-up event.		
	D 3.1.3	Title	Networking Activities Plan	Target value 1	Delivery date 31/01/2021
		Description	Organization and attendance to regular meetings aimed at presenting, creating a discussion and catching interest in the activities performed by CAMINA. Preparation of reports detailing the impact of each one of the organized meetings and events (A3.4). Creation of a database collecting the contacts generated to be used for the diffusion of digital material, sending the newsletter and inviting to the event's organised and attended by the project. Almeria's City Council (PP1) will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6) and supported by procurement of external services.		
	D 3.1.4	Title	Design of the communication strategy for the Civic Curators Cultural Programme	Target value 1	Delivery date 30/04/2021
		Description	A specific communication strategy will be designed to enable the work of each Civic Curator, involving all the necessary activities for the mediation actions with each district and target groups. Civic Curators will apply the methodology specified in this deliverable when implementing their activity in WP6. Almeria's City Council (PP1) will be responsible for this deliverable in collaboration with mediation experts of the city council and expert in social integration PP7.		
	D 3.1.5	Title	Coordination of communication between Civic Curators and PP1	Target value 1	Delivery date 30/04/2023
		Description	In addition to the previous deliverable; PP1 responsible for communication will coordinate together with Civic Curators to keep an open information channel. According to that PP1 through one of its communication experts will assist to some of CC meetings. The main objective of this deliverable is to share relevant information between CC and PP1 in order to guarantee effective communication with the whole citizenship.		

A3.2	Publications	The project aims to serve as a knowledge platform on the topic cultural and cultural heritage. Almeria's City Council will deliver a number of activities with the purpose of widening awareness on the advantages of using cultural production as an element to solve social challenges and incorporate new members to the urban cultural ecosystem. Publications on the topic of cultural heritage and urban challenges are foreseen. Almeria's City Council (PP1) through its innovation agency Almeria 2030 will be responsible for this activity, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6)		Start date	End date
				01/07/2022	30/06/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
		Title	Report on culture production as a catalyzer for social integration	Target value	Delivery date
	Description		Elaboration of a report on the topic "Culture production as a catalyser for social integration". The publication will serve as a reference on the field, showcasing the case study of Almeria, a city that has been traditionally divided, and has used culture production as a tool to bring citizens from different backgrounds together working towards the creation of the city's cultural agenda. Almeria's University(PP7) will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5,PP6) and PP1 through its mediation experts.		
		Title	White book on best practices for intercultural collaboration on the production of cultural activity	Target value	Delivery date
	Description		Based on the project experience, WP3 will also be responsible for the elaboration of a white book identifying best practices for intercultural collaboration on the production of cultural activities. This work aims to help future related projects with the definition of their actions, stakeholders and wider audience. Moreover, project best practices related to mediation (a cornerstone of a project of these characteristics) will be paid special attention. Almeria's University(PP7) will be responsible for this deliverable, in collaboration with PP1 through its mediation experts.		
		D 3.2.2			

A3.3	Digital activity	A website and social media accounts will be created to ensure the accessibility, transparency and effective dissemination of CAMINA. PP9 and Almeria2030 will support PP1 in the launch of the digital strategy. The website will put together information contents relevant to the project's activity, including a blog, a calendar with events and meetings, and a citizen's mailbox. A3.3 will also involve the creation of key social media accounts (Facebook, Twitter, YouTube, Instagram). Newsletters will be released every three months and tools will be used to analyse the impact of dissemination activities. A community manager will be assigned. Almeria's City Council (PP1) will be responsible for this activity, in collaboration with PP9 during the initiation phase and external services. All the PP will support the community manager by providing content about the project's activities, especially cultural managers (PP2 to PP6) and civic curators enablers (PP8).		Start date	End date		
				01/09/2020	30/06/2023		
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 3.3.1	Title	Website Elaboration			Target value 1	Delivery date 01/01/2021
		Description	Creation of website including a blog section, mailbox connected to social media channels, linking to the websites of each partner. It will have AAaccessibility, SEO, social networking, be developed in CMS WordPress and use Free Software. The website is aimed to be continuously updated by the communication team. Almeria's City Council (PP1) through its innovation agency Almeria2030 will be responsible for this deliverable supported by PP9, and the procurement of external services.				
	D 3.3.2	Title	Development and content creation of newsletter			Target value 12	Delivery date 30/06/2023
		Description	An electronic newsletter will be sent every three months to subscribers. Almeria's City Council (PP1) will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6) and supported by the procurement of external services.				
	D 3.3.3	Title	Development of specific social media activities			Target value 108	Delivery date 30/06/2023
		Description	Content creation for the project's social media accounts (Twitter, Facebook, Instagram, LinkedIn, YouTube) to connect with the wider audience, and use of Google Analytics to study the impact of CAMINA's digital activity. At least three posts a month related to the project will be shared through the different social media accounts, depending on the information format and the target audience. CAMINA's social media will be used to promote the activities of Civic Curators. The networks used will depend on the target groups of the cultural activities (i.e. Instagram will be used for a more young audience and Facebook for an older audience). This dissemination will be coordinated with activity 3.6. Almeria's City Council (PP1) through its innovation agency Almeria 2030 will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6).				
	D 3.3.4	Title	Development and content creation of a project's blog			Target value 36	Delivery date 30/06/2023
		Description	A blog focused on the analysis of the challenges, results, lessons learned and reflections about the progress of the CAMINA project. Every partner will be committed to writing periodical posts on the blog in order to show a diversity of contributors. Wider stakeholders will be encouraged to participate in the blog and publish their impressions too. At least one blog entry will be created every month on the blog. Almeria's City Council (PP1) will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6), and supported by the procurement of external services.				
	D 3.3.5	Title	Coordination with UIA website			Target value 1	Delivery date 30/06/2023
		Description	The project partners in charge of the initiation phase (PP1 and PP9) will provide the PS with general information about the project through the questionnaire received for the Project Page. PP1 will feed its new section with at least one post every 3 months and provide audiovisual material (videos, photos, infographics) every six months.				

A3.4	Public events		Celebration of public events in relevant spaces provided by project partners, stakeholders and others. These events aim to present, disseminate and consolidate the CAMINA initiative, sharing knowledge with different target audiences. The activity will focus its efforts on disseminating the model among the innovation ecosystem at a national and international scale. For this, it will establish a dialogue with policy and industry stakeholders, and cooperation with city networks and existing initiatives, attending and organising a series of events during the project duration. PP1 will be responsible for this activity, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6) and PP9 during the initiation phase.	Start date 01/09/2020	End date 30/04/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 3.4.1	Title	Project kick-off event	Target value 1	Delivery date 31/01/2021
		Description	Once the UIA has approved the scope of the project and the initiation stage has been fulfilled, a public event will be organized to officially present CAMINA in Almería. The event will gather all project partners and wider stakeholders, and disseminate the content of the activities they will perform and their specific role in CAMINA. Almería's City Council (PP1) will be responsible for this deliverable and will be supported by PP9 and the procurement of external services.		
	D 3.4.2	Title	Participation in international cultural networks events	Target value 3	Delivery date 30/04/2023
		Description	The consortium will carry several dissemination activities that will include the participation in events organized by international networks. A list of events and networking activities that will be attended/organized will be defined at the beginning of the project in order to ensure its adequate expansion. Events organized by the European networks Eurocities, URBACT and Creative Cities Network of UNESCO will be taken into special consideration. Cities will be invited to fill in a questionnaire about their impressions of the project. The results will be used for the development of CAMINA's Replication Framework (WP9). Almería's City Council (PP1) will be responsible for this deliverable.		
	D 3.4.3	Title	Participation in national events	Target value 3	Delivery date 30/04/2023
		Description	The project will be presented at a national level by participating in events related to the topic and others of general interest, involving specialised stakeholders and the wider society. Events organised by RIU, RECI and Red Impulso & Spanish Federation of municipalities will be taken into a special account. Participants will be invited to fill in a questionnaire about their impressions on the model to help project partners with the continuous improvement of CAMINA. Almería's City Council (PP1) will be responsible for this deliverable.		
	D 3.4.4	Title	Press conferences	Target value 3	Delivery date 30/04/2023
		Description	Every year, a press conference will be organised with the purpose of sharing successful stories of CAMINA, involving the participation of Civic Curator members and wider stakeholders. The local and national press will be invited. Almería's City Council (PP1) will be responsible for this deliverable, in collaboration with all cultural managers (PP2,PP3,PP4,PP5 and PP6) and supported by the procurement of external services.		

A3.5	Promotional material and activities	The activity will provide the project with a singular identity, developing branding elements to represent (and present) the project in an attractive way. Communication materials will be elaborated to be used through the whole project life-cycle. Promotional material includes logos, posters, flyers, brochures, videos or documentation. This activity will be partly outsourced to an advertising agency. Almeria's City Council (PP1) will be responsible for this activity, in collaboration with all cultural managers (PP2, PP3, PP4, PP5 and PP6) and also they will be supported by the procurement of external services. PP9 will support PP1 during the initiation phase.	Start date 01/09/2020	End date 30/06/2023
	Deliverable number	Deliverable and partners involved	Target value	Delivery date
D 3.5.1	Title	Design of the logo and visual identity of the Civic Curators Cultural Programme	Target value 1	Delivery date 31/01/2021
	Description	Creation of visual identity and logo that should be coherent to UIA's Initiative logo. Project logo will be sent to UIA for approval. Almeria's City Council (PP1) through its innovation agency Almeria2030 will be responsible for this deliverable and will be supported by PP9 and the procurement of external services.		
D 3.5.2	Title	Design and production of dissemination material templates	Target value 1	Delivery date 31/01/2021
	Description	Creation of templates for the diffusion of informative material to present CAMINA in an attractive and homogeneous way during its key activities and the presentation of results. Almeria's City Council (PP1) will be responsible for this deliverable and also it will be supported by PP9 and the procurement of external services.		
D 3.5.3	Title	Video	Target value 3	Delivery date 30/06/2023
	Description	Three different video materials explaining the project will be published on the website and YouTube channel. Almeria's City Council (PP1) will be responsible for this deliverable and also it will be supported by the procurement of external services.		
D 3.5.4	Title	Promotional merchandising production	Target value 3	Delivery date 30/06/2023
	Description	Different material such as brochures, pins, notebooks, pens and other small products will be designed and distributed for promotional purposes on three moments of the project. Almeria's City Council (PP1) will be responsible for this deliverable and it will be supported by the procurement of external services. The type of promotional merchandising and the three cycles of production will be adapted to the civic curators' activities and the target groups		

A3.6	Media relations	This activity will be focused on communication activities using media channels in all its digital and non digital forms, in particular press and radio. The activity will draft and disseminate press releases for local media (newspapers, blogs...), organise radio interviews and other actions to disseminate useful information at a local level. Almeria's City Council (PP1) will be responsible for this activity.		Start date	End date
				01/09/2020	30/06/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 3.6.1	Title	Drafting and dissemination of press releases for local media	Target value	Delivery date
		Description	Press notes will be released six times across project duration with the aim of informing about its progress and upcoming activities of CAMINA. Notes will be distributed among local and national, digital and non-digital media. Almeria's City Council (PP1) will be responsible for this deliverable.		
	D 3.6.2	Title	Organization of interviews to disseminate useful information at a local level	Target value	Delivery date
		Description	WP3 will also be in charge of organising interviews with project managers in different media channels, with the purpose of reaching the widest audience possible and updating on project progress. At least six interviews will be organised across project duration. Almeria's City Council (PP1) will be responsible for this deliverable.		
			6	30/06/2023	
			6	30/06/2023	

A3.7	Final dissemination activity	This activity seeks final dissemination of the project, aimed to communicate the innovative action, future sustainability model, lessons learned, applicability and transferability. This will be achieved by editing an executive report in WP9 and celebrating a final event where key partners, stakeholders, companies and participants are invited to share their experience and insights. Almeria's City Council (PP1) will be responsible for this activity	Start date 01/06/2023	End date 30/06/2023
	Deliverable number	Deliverable and partners involved	Target value	Delivery date
	D 3.7.1	<div data-bbox="363 443 512 488">Title</div> <div data-bbox="512 443 1157 488">Final dissemination Event</div> <div data-bbox="363 488 512 616">Description</div> <div data-bbox="512 488 1157 616">The final event including the presentation of successful stories of project participants and lessons learned from all stakeholders. The local and national press will be invited. UIA Experts that have provided support will also be expected to attend. Almeria's City Council (PP1) will be responsible for this deliverable, and also it will be supported by the procurement of external services.</div>	Target value 1	Delivery date 30/06/2023

Work Package Budget

PP 1 - Almeria City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 34 months: 1% FTE director, 10% FTE manager and 50% FTE technician	N/A	Travel for dissemination activities and public events	Procurement of external services for digital activity, public events and promotional material and activities. In-house contracting of Almeria 2030 (37.885 €) for the supervision of the initiation phase: webpage, logo and social media accounts of the project				
Amount (€)	129,690	19,453.50	2,000	187,885	0	339,028.50	0	339,028.50
PP 2 - Almeria's Provincial Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 10% FTE technician	N/A		Procurement for public events and dissemination activities				
Amount (€)	11,667	1,750.05	0	1,500	0	14,917.05	0	14,917.05
PP 3 - Andalucía's Regional Government	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 20% FTE technician	N/A		Procurement for public events and dissemination activities				
Amount (€)	23,333	3,499.95	0	3,000	0	29,832.95	0	29,832.95
PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 10% FTE technician	N/A		Procurement for public events and dissemination activities				
Amount (€)	11,667	1,750.05	0	1,500	0	14,917.05	0	14,917.05
PP 5 - Municipal School for Music and The Arts (EMMA)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 10% FTE technician	N/A		Procurement for public events and dissemination activities				
Amount (€)	11,667	1,750.05	0	1,500	0	14,917.05	0	14,917.05

PP 6 - KUVER Audiovisual Productions	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 10% FTE technician	N/A		Procurement for public events and dissemination activities				
Amount (€)	11,667	1,750.05	0	1,500	0	14,917.05	0	14,917.05
PP 7 - University of Almería	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 10% FTE technician	N/A	Travel for dissemination activities and public events	Procurement for public events and dissemination activities				
Amount (€)	11,667	1,750.05	2,000	500	0	15,917.05	0	15,917.05
PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 28 months: 5% FTE technician	N/A	Travel for dissemination activities and public events	Procurement for public events and dissemination activities				
Amount (€)	5,833	874.95	1,000	500	0	8,207.95	0	8,207.95
PP 9 - KHORA Urban Thinkers	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	For 36 months: 8% FTE manager and 12% FTE technician	N/A	Travel for initiation phase, dissemination activities and public events	Procurement for public events and dissemination activities				
Amount (€)	27,067	4,060.05	1,800	852	0	33,779.05	0	33,779.05
Total (€)	244,258.00	36,638.70	6,800.00	198,737.00	0.00	486,433.70	0.00	486,433.70

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	15 %	20 %	30 %	35 %	100.00 %
Budget (€)	72,965.06	97,286.74	145,930.11	170,251.79	486,433.70

Work Plan Per Work Packages - WorkPackage 4 (Implementation Work Package)

Title	Building the bridge: Collective Narrative of Almeria's Cultural Landscape
Start Date	01/09/2020
End Date	28/02/2022
Budget	377,025.55

Partners Involvement

Responsible Partner	PP 9 - KHORA Urban Thinkers
Involved Partners	PP 1 - Almeria City Council PP 2 - Almeria's Provincial Council PP 7 - University of Almeria PP 9 - KHORA Urban Thinkers
Summary	WP4 will be focused on re-thinking Almeria's history around the existing cultural landscapes, framing its content within the Circular Route, connecting 3 neighbourhoods through 3 cultural landscapes (Old Sea Port, Muslim Alcazaba and Indaliano realism), and developing interventions to bring this path to the city's cultural life. Almeria's Cultural Landscape Storytelling Group (CLSG) will be set up to conduct exploratory research and lead a participative process to include all the relevant voices of Almeria's cultural heritage. The group will consist of experts and individuals with interest in culture, history and urban heritage representing the widest variety of social groups and communities. CLSG will be supported by the external collaboration of professional scriptwriters that will ensure the real connection with history and cultural heritage. The process will conclude with an attractive narrative to be shared. Once the narrative is concluded, physical and IT requirements will be defined in order to launch a call for ideas expecting a combination of urban designers and IT candidates for physical intervention in the Circular Route. The awarded candidate will define an intervention monitored by PP1 (investment in WP8). WP4 will build a singular narrative of the city using the existing cultural landscapes, based on multiculturalism and social integration, urban design and IT interventions to improve social cohesion.

Activities, Deliverables and Outputs

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A4.1	Preparation activities: Ex ante analysis of social integration and participation in cultural activities in Almería; and setting up the Almería's Cultural Landscape Storytelling Group (CLSG)	A deep analysis of the situation will be done combining qualitative and quantitative tools from a sample of citizens (150) representing a wide spectrum of people (age, neighbourhood, ethnicity, labour situation, etc.) to explore insights, needs and areas of opportunity within the field of social integration and cultural access and participation. Secondly, CLSG members will be selected. Potential participants (storytellers) with a horizontal approach to promoting inclusion and diversity will be involved, and civil society agents with interest in culture, heritage and history will be contacted to gather extra information and be involved in the process. PP1 and PP9 will be the partners leading this activity.	Start date 01/09/2020	End date 30/10/2020
	Deliverable number	Deliverable and partners involved	Target value	Delivery date
D 4.1.1	Title	Methodology design of the ex ante study (social integration, culture consumption, attitudes...)	Target value 1	Delivery date 01/09/2020
	Description	"Design of the methodology of the starting point study. Foreseen content: user needs to be explored, documents and research to be conducted, tools and techniques to develop, sample of citizens for surveys, interviews and focus groups, experts to involve in the process, other cultural projects, access to culture and participation barriers, good practices in and out of the city, and cultural offer demanded. Agents to be involved in future activities and WP in CAMINA will also be identified during this ex-ante study, which will be participative and based on a quantitative/qualitative approach. The study will be co-led by PP7 and PP9 with the supervision of PP1 (MJA)".		
D 4.1.2	Title	Execution of the ex-ante study and report	Target value 1	Delivery date 30/10/2020
	Description	Execution process led by PP7 and PP9 that will be based on the foundations of participation and agility. PP1(MJA) will bring support to facilitate communication with citizens, agents and experts. The study will involve talks with more than 150 citizens, 20 experts interviews, 3 focus groups with citizens (one per urban area to be connected), 10 individual interviews with the main representatives of civic organizations, and 10 interviews with cultural leaders of the Almería's agenda (Delivery Partners of CAMINA among others). The preliminary conclusions will be shared with participants in the process to obtain feedback, and a final report will be released as an important input for the forthcoming activities.		
D 4.1.3	Title	Definition and selection of members of Almería's Cultural Landscape Storytelling Group (CLSG)	Target value 1	Delivery date 30/09/2020
	Description	Storytellers will have a key role in the WP4 since the narrative will be based on their knowledge and ideas. First, storytellers will come from Instituto de Estudios Almerienses (PP2) and CEMRI of University of Almería (PP7), coordinated by PP1 and PP9. Then, the PPs involved in this deliverable will select a group of 8-10 people to work on the elaboration of the city's Cultural Narrative (Act 4.2.). A combination of experience and knowledge on culture, history, heritage, integration, immigration, social cohesion and inclusion, and multiculturalism will be key to be part of this group in order to explore an ideate from diversity and creativity. The partner in charge of this deliverable will be PP1.		
D 4.1.4	Title	Selection of scriptwriters to support Almería's Cultural Landscapes Storytelling Group	Target value 1	Delivery date 30/09/2020
	Description	A new narrative of Almería's culture will need an innovative way to tell a story in order to be attractive, inclusive and multigenerational. The support of professional scriptwriters came up during the design process of CAMINA. At this intermediary step, two scriptwriters will be selected to support the CLSG and help them construct the story of Almería around its cultural landscapes. Interaction between CLSG and scriptwriters will be decided during A4.2 on a needs basis. Their work will be finalised with the delivery of the final narrative report. Scriptwriters will be hired by PP1 just for the purpose of CAMINA project and selected under guarantees of equal opportunities and merits.		
D 4.1.5	Title	Recruitment of participants for the Almería's Cultural Landscape Storytelling Group (CLSG)	Target value 1	Delivery date 30/09/2020
	Description	An open governance model will be set up in order to engage a wide spectrum of social and cultural actors, and generate innovative forms of active participation. Many neighbourhoods, civic and cultural associations are operating in Almería. PP1 will make a list with associations that match with the establish criteria and will invite them to participate. PP1, PP7 and PP9 will contribute to define the criteria for the recruitment. PP1 will be responsible for this deliverable		
D 4.1.6	Title	Kick off meeting of Almería's Cultural Landscape Storytelling Group	Target value 1	Delivery date 30/10/2020
	Description	A kick-off meeting with all the agents and citizens to be involved in the narrative process will be organised (PPs involved, scriptwriters and civic and social representatives). Everyone hopefully will understand the purpose and drivers of CAMINA being the narrative (common, inclusive, multicultural, attractive and based on history) the first and more important step on the process. Active participation is expected and will guide some changes in the re-thinking process (Act 4.2) that will start afterwards. The partner responsible for this deliverable will be PP1 in collaboration with PP7, PP2 and PP9.		

Output Number	Project output		Target value	Delivery date
O 4.1.1	Title	Ex-ante study of the starting point completed:social integration,access and participation in culture	Target value 1	Delivery date 30/10/2020
	Description	The study will conclude about social integration of different collectives, participation in cultural activities,potential interest of civic associations,barriers to access to culture,stereotypes and perceptions about collectives at risk of exclusion, opinion of citizens of the cultural offer and level of awareness of culture and cultural heritage.Set of indicators will be elaborated to be revisited during mid-term evaluation and ex-post evaluation.PP9 will be responsible for the deliverable		
O 4.1.2	Title	Cultural narrative of the city describing messages through different layouts completed	Target value 1	Delivery date 30/10/2020
	Description	Impactful briefing of the cultural narrative, describing the messages and story around culture, and landscapes Different layouts/formats (documentary, ad, comic, video) produced. PP9 will be responsible for the deliverable		
O 4.1.3	Title	Storytelling Group characteristics defined	Target value 1	Delivery date 30/10/2020
	Description	The document listing the necessary characteristics of the Storytelling Group has been delivered. This is necessary in order to ensure representation of all neighbourhoods, cultures and generations of Almería, which will thus derive in a narrative that includes the widest variety of perspectives. PP9 will be in charge of this output.		
O 4.1.4	Title	Almería's Cultural Landscapes Storytelling Group selected and approved	Target value 1	Delivery date 30/10/2020
	Description	All stakeholders interested in taking part of Almería's Storytelling Group have signed the collaboration agreement and have been informed about their specific role. PP1 will be in charge of delivering this output.		

A4.2	Collaborative re-thinking process to design a holistic and attractive narrative of Almería's Cultural Landscape	A design thinking process within the CLSG will be conducted (exploring, ideation and visioning) to achieve a creative narrative of Almería's history and memory to be shared and released. PP9 will facilitate dynamics with PP1, PP2, and PP7 to exchange knowledge on culture and cultural heritage, social integration and the history of Almería. Rationale and intuitive techniques will be combined to gather insights from a wide spectrum of citizens and agents. This CLSG will conduct a series of research tours through the Circular Route. Finally, the city's Cultural Narrative will be converted and produced in attractive and friendly formats (documentary, comic, advertisement, executive report... to be finally determined among CLSG members).		Start date 01/10/2020	End date 31/03/2021
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 4.2.1	Title	Commit and agree the process among the CLSG members for the Narrative Design Thinking	Target value 1	Delivery date 31/10/2020
		Description	The first step in the narrative design process will be to define the essentials in the process that will conduct the group original narrative about Almería's culture and cultural heritage. Essentials concern ambition, no fear to fail, no judgements, being provocative, think big and cherish serendipity. Organizational and logistic fundamentals will be agreed: decide the place to work in teams, identify connections, commit dedications and sign a purpose agreed between the group members and define the participative actions with civic and civic associations and the role of scriptwriters. PP9 is responsible for this deliverable and will take 2 weeks (1 training session, 2 CLSG dynamics, 1 purpose agreement doc wrapping up the essentials).		
	D 4.2.2	Title	Exploratory sessions(1): Almería's insights/needs related to heritage and cultural landscapes	Target value 3	Delivery date 30/11/2020
		Description	CLSG will conduct a wide exploration of the topic in order to understand users of culture, identify unarticulated needs aiming at integration and de-stigmatization. The ex-ante analysis will be the first input on this process but further rational analysis and associative inquiry will be done to look for new perspectives, challenge conventional beliefs and gather new helpful signals for the city narrative. Collaborative sessions with civic associations will be organised in order to better understanding each Cultural Landscape and its relationship with the Cultural Circular Route. At least one session per landscape (3) will be organised, 3 empathy maps of diverse collectives and 10 agents interviews. PP1 and PP9 will be partners in charge.		
	D 4.2.3	Title	Exploratory sessions (2): Visits to relevant sites and in-person meetings	Target value 3	Delivery date 31/12/2020
		Description	While exploring the stage and to receive additional inputs in the process, first-hand users (citizens) observations in their own neighbourhood will be conducted. CLSG will organise a series of visits to relevant sites and meetings with people of interest related to the Cultural Circular Route. 3 visits called "Wild safaris" will be developed. PP9 will oversee the deliverable.		
	D 4.2.4	Title	Ideation of Almería's cultural narrative. Definition of relevant intangible culture and heritage	Target value 3	Delivery date 15/03/2021
		Description	After research, exploring and sites visits are done, workshops and meetings will be conducted within the CLSG to imagine new concepts and select ideas about the history, memory and culture of Almería to be shared with the widest spectrum of Almerienses. At this stage, scriptwriters will enter into the group to reframe and reshape the preliminary ideas of the narrative and propose creative formats to communicate to citizenship. Tangible and intangible cultural assets will be linked to the cultural landscapes to value through several work sessions (3 at least). PP9 in collaboration with the rest of the group members will be responsible for this deliverable.		
	D 4.2.5	Title	Design and production of the narrative layout of Almería's culture	Target value 1	Delivery date 31/03/2021
		Description	The narrative will be converted in an impactful briefing, describing the messages and story around culture, landscapes and memory to be shared. But also produced in 3 different layouts/formats (documentary, ad, comic, video) to be finally decided during the project. Decision making will be done among the CLSG members and will depend on the budget, channels, clusters, timing and messages per collective prioritized, but all the PPs will be involved and engage for proposals. PPs will participate (budget allocated in WP3) and will be led by PP1 in collaboration with PP2, 7 & 9)		

Output Number	Project output		Target value	Delivery date
O4.2.1	Title	List of relevant tangible and intangible cultural heritage of Almería's Circular Path approved	Target value 1	Delivery date 31/12/2020
	Description	A list of all the relevant cultural heritage of Almería's Circular Path is completed. This list has been elaborated by the Storytelling Group after a process of documentation, on-site visits and peer-to-peer interviews with individuals of relevance for the cultural history of the city. PP9 will be in charge of the delivery of this output with the support of PP1.		
O4.2.2	Title	Almería's Cultural Landscapes Storytelling Report produced	Target value 1	Delivery date 31/03/2021
	Description	The report of Almería's cultural narrative is ready. Thanks to the collaboration of professional scriptwriters, the report will be an entertaining story that can be adapted to any format and be communicated to the widest audience possible. Further formatting such as comic and video will be considered as well. PP9 will be in charge of the delivery of this output with the support of PP1.		

A4.3	Definition of the requirements of the physical and technological intervention on the Almeria's Cultural Circular Route	As mentioned in Part C and the WP description, the Cultural Circular Route is determined by the 3 cultural landscapes linked to the 3 spaces located in the 3 targeted neighbourhoods targeted. Based on the Cultural Narrative developed in 4.2, interventions on the Cultural Circular Route connecting areas, and spaces will be defined with the requirements for the physical and technological interventions. The activity will develop guidelines for the harmonization of the narrative with the physical and IT ideas, and is closely related to 5.1 (where additional needs will be identified by Civic Curators to match the intervention with the needs of the expected cultural projects). PP9 will be the partner responsible for this activity.	Start date 01/01/2021	End date 28/02/2021																			
	<table><tr><th>Deliverable number</th><th colspan="2">Deliverable and partners involved</th><th>Target value</th><th>Delivery date</th></tr><tr><td rowspan="2">D 4.3.1</td><td>Title</td><td>Final selection of intervention sites at the Cultural Circular Route (CCR)</td><td rowspan="2">Target value 1</td><td rowspan="2">Delivery date 31/01/2021</td></tr><tr><td>Description</td><td>According to the cultural narrative articulated of the city, a final selection of the intervention sites will be elaborated within the Almeria's Cultural Storytelling Group. A proposal of urban spaces, streets to be connected, cultural heritage to link and potential intervention areas will be pointed out aiming at fundamentally telling the story came up from the city narrative. A combination of soft and hard interventions is expected able to create a singular route and connect valuable heritage and historical spaces to share with citizens. Team members of CLSG will be responsible of the intervention proposal led by PP1 and PP9. An approximation of solutions and sites to intervene can be found in WP8.</td></tr><tr><td rowspan="2">D 4.3.2</td><td>Title</td><td>Definition of the integration of technologies within the Cultural Circular Route (CCR)</td><td rowspan="2">Target value 1</td><td rowspan="2">Delivery date 28/02/2021</td></tr><tr><td>Description</td><td>One of the interesting innovations in CAMINA will be the combined intervention CCR of urban design and technology solutions that allow spreading out the new story of Almeria culture and its resources. IT has the capacity to democratize information, access and participation in city culture. IT will be part of the intervention, combined with physical urban actions in order to create an attractive and interactive experience along the CCR. CLGS will lead a benchmarking exercise to explore new IT solutions suitable for the project (hardware or software like VR) and assesses the potential contribution to the physical interventions. PP9 will deliver a report of potential tools and experiences to be considered in 4.4.</td></tr></table>				Deliverable number	Deliverable and partners involved		Target value	Delivery date	D 4.3.1	Title	Final selection of intervention sites at the Cultural Circular Route (CCR)	Target value 1	Delivery date 31/01/2021	Description	According to the cultural narrative articulated of the city, a final selection of the intervention sites will be elaborated within the Almeria's Cultural Storytelling Group. A proposal of urban spaces, streets to be connected, cultural heritage to link and potential intervention areas will be pointed out aiming at fundamentally telling the story came up from the city narrative. A combination of soft and hard interventions is expected able to create a singular route and connect valuable heritage and historical spaces to share with citizens. Team members of CLSG will be responsible of the intervention proposal led by PP1 and PP9. An approximation of solutions and sites to intervene can be found in WP8.	D 4.3.2	Title	Definition of the integration of technologies within the Cultural Circular Route (CCR)	Target value 1	Delivery date 28/02/2021	Description	One of the interesting innovations in CAMINA will be the combined intervention CCR of urban design and technology solutions that allow spreading out the new story of Almeria culture and its resources. IT has the capacity to democratize information, access and participation in city culture. IT will be part of the intervention, combined with physical urban actions in order to create an attractive and interactive experience along the CCR. CLGS will lead a benchmarking exercise to explore new IT solutions suitable for the project (hardware or software like VR) and assesses the potential contribution to the physical interventions. PP9 will deliver a report of potential tools and experiences to be considered in 4.4.
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A4.4	Public call for ideas to define the interventions of Almeria's Cultural Circular Route	Based on the outputs of activity 4.3 (requirements and sites defined), this activity will consist of a public call for ideas to define the interventions in Almeria's Circular Route. Joint ventures of urban planners and IT specialist will be encouraged to presents their proposal. In order to ensure participation and concurrence, prior exploration of good examples and similar project will be conducted. A jury (with the support of the College of Architect, a stakeholder of CAMINA) will be selected and the administrative and technical references will be defined by PP1. Winning team selected will complete the design development and construction documents necessary for the selection of the construction company (we estimate 4 month).	Start date 01/02/2021	End date 30/11/2021
Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 4.4.1	Title	Definition of terms for the public procurement process	Target value 1	Delivery date 28/02/2021
	Description	A team from Municipality (procurement, secretary, urbanism) will work in the definition of administrative and technical references under Public Procurement Legislation to launch the call for ideas (conditions, criteria, technical information to facilitate to the candidates, prizes, composition of the jury). PP1 will be supported by PP9 in the process and a non-disclosure agreement will be signed. Team members of CGSL will have the chance to contribute in two sessions during the process.		
D 4.4.2	Title	Selection of the jury for the competition of ideas related to the intervention on the CCR	Target value 1	Delivery date 28/02/2021
	Description	In parallel to D.4.4.1, the composition of the jury will be determined. PP1 will lead this intermediary step with the participation of PP2, PP7 and PP9 and in collaboration with Almeria College of Architects and other relevant actors pointed out at municipality level (IT, cultural and social). The budget allocated in partners in this WP will be justified for this deliverable and external experts if needed will be funded by PP1.		
D 4.4.3	Title	Launch of public procurement process for urban intervention ideas	Target value 1	Delivery date 28/02/2021
	Description	Launch of a public call for ideas with the purpose of receiving proposals from multidisciplinary designer teams that develop intervention projects for the CCR combining urban design with advanced technology. PP1 will be in charge of this deliverable. PP9 will support the MJA at the technical level, once the activity 4.3 reach first conclusions about the physical and IT interventions.		
D 4.4.4	Title	Selection of design team and development of technical project	Target value 1	Delivery date 30/08/2021
	Description	The former jury select (with the participation of the 6 Community Groups Members selected in 5.3) 3 final winners. Award criteria will be technical and economic. The final decision will be communicated, and prizes awarded (1st:7000€, 2nd:4000€ and 3rd:3000€. Total amount: 14000€). Target group for the public call for ideas will be joint ventures between architects and IT engineers. Winning team will sign the contract (they will receive the payment of the first prize as an advance on their total fees for the project as an advance for their services. The other teams will receive the prize payment) and start the drafting of the design development and construction document necessary for the D.4.4.5. PP1 with support of PP9 will be responsible for work supervision of construction document and design development. The selection of finalist and the winner will be disseminated (WP3) and conducted by PP1.		
D 4.4.5	Title	Public procurement procedure works for the interventions in the Cultural Circular Route	Target value 1	Delivery date 30/11/2021
	Description	Selection of the construction company that will be in charge of the designed intervention for the Cultural Circular Route. PP1, according to the Spanish public procurement rules, will deploy the necessary actions to open the Administrative procedure to contract the construction company that will be in charge of the construction works. PP1 will be responsible for the tender procedure and contracts award.		
Output Number	Project output		Target value	Delivery date
O 4.4.1	Title	Design development and construction documents for CCR completed and approved	Target value 1	Delivery date 30/08/2021
	Description	Procurement process in the public platform of Almeria's City Council has been completed. Contract with winning team to design the intervention in the Circular Route has been signed. Winning team have completed the design development and construction documents. PP1 with support of PP8 has approved these documents.		
O 4.4.2	Title	Contract for the construction works of the CCR signed	Target value 1	Delivery date 30/11/2021
	Description	Procurement process in the public platform of Almeria's City Council has been completed. Contract with the construction company to execute the CCR project has been signed		

A4.5	Implementation of CAMINA's cultural tours around the Cultural Circular Route	Once the selected tour guides have been properly trained, 15 cultural tours (ones per tour guide) will be conducted to test the new narrative and CCR within the project's timeframe with an audience of 10 citizens each. The cultural tours will continue to exist upon project completion as part of the Sustainability Model (A7.5). This deliverable is responsibility of PP9 supported by PP1		Start date 01/02/2022	End date 28/02/2022	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date	
	D 4.5.1	Title	Cultural Guides: Selection Process	Target value 1	Delivery date 15/02/2022	
		Description	The first action of this activity involves the selection of 15 cultural guides to participate in a training process about the new Cultural Circular Route and its technological installations. Some of them will be part of the municipal staff and the rest will come from private institutions of the city. The selection process for private cultural guides will be an open call to attract different profiles of guides. This deliverable is the responsibility of PP1 supported by PP9.			
	D 4.5.2	Title	Cultural Guides: Training Model Design	Target value 1	Delivery date 15/02/2022	
		Description	The design of the training model will be the responsibility of PP9 and the winner of the call for ideas (Act4.4 and Investment 1 under WP8). PP9 will be in charge of the design and implementation of Almería's cultural narrative training activities, and the winner of the call for ideas will be in charge of the design and implementation of the training activities involving the technology use of the CCR. The training model also includes the design and implementation of the final activity: the conduction of one-day training tours for Almería's citizens. PP9 and the winning company will be both responsible for this last training activity.			
	D 4.5.3	Title	Workshop for Cultural Guides: Almería's Cultural Narrative, the new CCR and its technological use	Target value 1	Delivery date 15/02/2022	
		Description	One training workshop for the selected cultural guides will be conducted including training activities to teach the Cultural Narrative of the city (A4.2) and the way to communicate it during the guiding tours, and activities to teach guides on the usefulness of the implemented technological solutions of the CCR, and the way to communicate it to citizens and encourage them to use them. PP9 and the winning company of the call for ideas will be responsible for this deliverable.			
	D 4.5.4	Title	Training Tours for Cultural Guides	Target value 3	Delivery date 28/02/2022	
		Description	PP9 and the winning company of the call for ideas will develop a final activity to train cultural guides on how to conduct an actual tour around the Cultural Circular Route, putting in practice the content learned in the training workshops during one day. It will consist of mock tours around the CCR where they will demonstrate and train their skills on how to communicate the Cultural Narrative and how to teach citizens about the functionalities of the technological installations.			
	D 4.5.5	Title	Implementation of CAMINA's cultural tours around the Cultural Circular Route	Target value 15	Delivery date 28/02/2022	
		Description	Once the selected tour guides have been properly trained, 15 cultural tours (ones per tour guide) will be conducted to test the new narrative and CCR within the project's timeframe with an audience of 10 citizens each. The cultural tours will continue to exist upon project completion as part of the Sustainability Model (A7.5). This deliverable is responsibility of PP9 supported by PP1			
		Output Number	Project output		Target value	Delivery date
		O 4.5.1	Title	15 cultural guides selected and trained to communicate the new cultural narrative	Target value 15	Delivery date 28/02/2022
			Description	As results of selection process 15 people will be trained as Cultural Guide to communicate the Cultural Narrative of the city framed under the Cultural Circular Route and teach citizens about functionalities of its technological installations		

Work Package Budget

PP 1 - Almeria City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	4.1 10% FTE manager, 25% tech [3 m] 4.2 15% FTE mnger, 25% tech [6 m] 4.3 1% FTE director, 30% M, 1 tech [1,5m] 4.4 1% FTE dir, 20% M, 50% tech [5m] 4.5 15 guides 3 days (training, practice, tour)	N/A		4.4: Call for ideas: jury payments (6k) and prices for 1st (7k), 2nd (4k) and 3rd (3k) contestants. Also will pay design and construction project made by winner team				
Amount (€)	68,833	10,324.95	0	50,000	0	129,157.95	0	129,157.95
PP 2 - Almeria's Provincial Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	4.1 10% FTE manager [3 months] 4.2 1% FTE director + 5% FTE manager + 20% tech [6 m] 4.3 10% FTE tech [1,5m] 4.4 10% tech [5m]	N/A		PP2 will hire external experts to collaborate in the definition of the new cultural narrative of Almeria (A4.2).				
Amount (€)	16,708	2,506.20	0	18,400	0	37,614.20	0	37,614.20
PP 7 - University of Almeria	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	4.1: 3% FTE director, 15% mnger, 200 (2pax) % FTE tech [3m] 4.2 15% FTE manager + 25% tech [6 m] 4.3 10% FTE tech [1,5m] 4.4 10% tech [5m]	N/A						
Amount (€)	50,833	7,624.95	0	0	0	58,457.95	0	58,457.95
PP 9 - KHORA Urban Thinkers	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	4.1 3% FTE Dir, 10% FTE Man, 70% tech [3 m] 4.2 coordinator FTE: 3% D, 10% M, 100% T [6] 4.3 coord FTE: 5% D, 30% M, 1 T [2] 4.4 coord FTE: 1% D, 15% M, 30% T [5] 4.5 coord FTE: 3% D, 10% M, 25% T [1]	N/A	Travels to coordinate and execute the delivery of Almeria's narrative	To hire scriptwriters (A4.2)				
Amount (€)	108,083	16,212.45	7,500	20,000	0	151,795.45	0	151,795.45
Total (€)	244,457.00	36,668.55	7,500.00	88,400.00	0.00	377,025.55	0.00	377,025.55

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	20 %	65 %	15 %	0 %	100.00 %
Budget (€)	75,405.11	245,066.61	56,553.83	0.00	377,025.55

Indicative budget breakdown per activity		
Activity	Amount (%)	Budget (€)
A 4.1	19 %	71,634.85
A 4.2	36 %	135,729.20
A 4.3	11 %	41,472.81
A 4.4	26 %	98,026.64
A 4.5	8 %	30,162.04
Total	100.00 %	377,025.55

Work Plan Per Work Packages - WorkPackage 5 (Implementation Work Package)

Title	Measures for the Civic Curators' Inception Process
Start Date	01/07/2020
End Date	30/04/2022
Budget	184,214.90

Partners Involvement

Responsible Partner	PP 1 - Almería City Council
Involved Partners	PP 1 - Almería City Council PP 2 - Almería's Provincial Council PP 3 - Andalucía's Regional Government PP 4 - Ibáñez Cosentino Arts Foundation (FAIC) PP 5 - Municipal School for Music and The Arts (EMMA) PP 6 - KUVER Audiovisual Productions PP 7 - University of Almería PP 8 - EPTISA Engineering PP 9 - KHORA Urban Thinkers
Summary	<p>This WP sets up the basic structure that allows the development of the participatory cultural programming process proposed by the project, the Civic Curators Model (CCM), consisting on 6 Civic Curators (CCs) 2 per art discipline (performative, audio-visual & fine arts) ACC is a transdisciplinary and participatory team that defines and develops cultural projects aligned with the narrative of the Almería's Cultural Landscape and with social integration purpose (WP4). All the cultural projects will be designed to link the heritage and physical substrate of the city with the living-culture and with its inhabitants, raising the common history and reinforcing the identification of the citizens with the cultural landscape they live in. To establish the infrastructure needed for the CC activities, three gathering cultural spaces (nodes) of the city will be adapted to become the three headquarters of the CC. Each space will also host the cultural activities that each CC will propose (WP6). Each CC will be constituted for a Core Team (CT: Coordinator, cultural managers and social mediators) and a Community Group members (civil society and community agents selected through a public open call, 3 per CC). CCs must reflect the needs of residents, as the active participation of citizens in the cultural activities is an essential part of the process. WP5 includes mechanisms that guarantee the community and social engagement through a cultural mediation programme (Mediators)</p>

Activities, Deliverables and Outputs

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A5.1	Spatial framework: Scan the needs and design the 3 gathering cultural spaces (nodes) and Cultural Circular Route (CCR)	The spatial framework includes the 3 spaces selected to become a node for Civic Curators (D. Pakyla Museum for fine arts, Mesón Gitano for performative arts, and Katiuska Cinema for audio-visual arts) and the Cultural Circular Route (CCR), linked to the new narrative of the city(4.2). Spaces and CCR will coexist to encourage cultural access and enable citizen participation in culture. Spaces will be a meeting and connection place for CC, and be adapted to their needs. Cultural projects will be showed or performed either on the streets or spaces. 5.1 will identify needs to convey towards the construction works of CCR and the nodes (both in WP8 as investment). PP1 will lead A5.1 supported by PP9 and PP8	Start date 01/07/2020	End date 28/02/2021
	Deliverable number	Deliverable and partners involved	Target value	Delivery date
	D 5.1.1	Title	Target value 3	Delivery date 28/02/2021
		Description		
	D 5.1.2	Title	Target value 3	Delivery date 30/11/2020
		Description		
	D 5.1.3	Title	Target value 1	Delivery date 29/01/2021
		Description		
	Output Number	Project output	Target value	Delivery date
	O 5.1.1	Title	Target value 3	Delivery date 30/11/2020
		Description		
	O 5.1.2	Title	Target value 1	Delivery date 29/01/2021
		Description		
	O 5.1.3	Title	Target value 1	Delivery date 26/02/2021
		Description		

A5.2	Setting-up Core Team (CT) of the Civic Curators (CC)	The Core Team consists of Cultural Managers (PP2 Audio-visual; PP3 Photography and plastic arts; PP4 Painting; PP5 Music and dance; and PP6 Theatre), Social engagers (PP7, Centre for Migration Studies and Intercultural Relations) and the enablers (PP1 & PP8 coordination & communication). Six CT (2 per artistic discipline: Fine, Performative & Audio-visual) will guide the Civic Curators process and host the Community Groups that will ensure citizen participation and access to cultural projects. PP1 and PP8 will lead and guide the call for Community Groups, the selection of social mediators, the design of hiring and awareness activities, and the final constitution and governance of the CC's model. All PPs will be involved.		Start date 01/07/2020	End date 31/08/2020	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date	
	D 5.2.1	Title	Definition of the cultural managers' duties and responsibilities for each Civic Curator (part of CT)	Target value 1 Delivery date 31/07/2020	Delivery date 31/07/2020	
		Description	Cultural managers delivery partners have been identified but individuals involved in every CT will be selected and endowed for the purpose of CAMINA: multicultural and integrated approach to facilitate access and participation, opening doors to non-traditional audiences, new cultural narrative to share and spaces and route available to explore what, when and how to offer cultural experiences (12 act in total). PP1&PP8 will have 2 meetings/workshops to finally select managers with PP2&PP3 for Fine Arts, PP5&PP6 for Performative Arts and PP4 for Audio-visual. 3 profiles have been budgetary allocated to be involved in CC, which could be (depending on the ars): creative executive, scriptwriters, producers, editors or communication experts.			
	D 5.2.2	Title	Definition of the team members and tasks of the social engagers in every CC (Part of CT)	Target value 1 Delivery date 31/07/2020	Delivery date 31/07/2020	
		Description	Social researchers from the Centre for Migration Studies and Intercultural Relations (CEM/Rl, University of Almeria, PP7) will be pointed out to be part of the core teams of every CC. 3 individuals/researchers will be involved in the 6 CC (6 cultural projects per each year 1 and 2). Assigned role of social engagers regards: to predict social interventions, intergroup relations and interactions between migrants and rest of citizens, and inclusive and de-stigmatization language. Profiles and individuals will be selected and confirmed by PP1 and PP8. Duties and responsibilities will be confirmed to be included in the purpose agreement and governance model of the CC methodology (Act 5.5)			
	D 5.2.3	Title	Appointment of the enablers to each CC (Part of CT)	Target value 1 Delivery date 31/07/2020	Delivery date 31/07/2020	
		Description	Enablers' responsibilities regard the proper coordination of the Civic Curators, connecting insights, needs and reduce barriers to the right performing of the CC. Enablers also connect CCs with MJA for communication purposes (occasionally a representative of the MJA will attend meetings of CC to gather information and help to overcome obstacles. PP8 will select individuals to be part of the enabler's team to involve in the CCs. Confirmation from PP1 will be needed to final selection. Enabling activities will also include assuring the link between the cultural projects developed by Civic Curators and the collective narrative of Almeria's Storytelling Group (WP4).			
	D 5.2.4	Title	Ratification of roles at the Core Team level: cultural managers, enablers and social engagers	Target value 1 Delivery date 31/08/2020	Delivery date 31/08/2020	
		Description	Once every role is assigned and before starting the process of selecting the Community Groups members in 5.3 (civic and neighbourhoods representatives) and social mediators in 5.4, an endorsement process among partners involved in CT (PP1, 2, 3, 4, 5, 6, 7 & 8) will be ratified and formally approved to commit dedications and involvement.			
		Output Number	Project output		Target value	Delivery date
		O 5.2.1	Title	Core team formalized	Target value 1 Delivery date 31/08/2020	Delivery date 31/08/2020
			Description	Design of the refurbishment and/or rehabilitation works (according to the needs defined by the CCs) in each node and Circular cultural Route (CCR). PP1 will be responsible for the coordination of this deliverable.		
		O 5.2.2	Title	Coordination system of the CT defined	Target value 1 Delivery date 31/08/2020	Delivery date 31/08/2020
			Description	The Core Team coordination system is defined, agreed and aligned with the Civic Curators Model and the Project Management Model. PP1 will be responsible for the coordination of this deliverable.		

A5.3	Selection of Community Groups (CG) participants: association's members or individual citizens	CGs have a relevant role in the Civic Curators as the catalysts to enable citizens from a wide variety of backgrounds (location, collectives or cultural interests) benefit from the cultural activities promoted. PP1 will conduct the selection of the CG members (supported by PP7&8) through a public open call that will guarantee an inclusive selection process. Individuals with credentials on culture and history in Almeria are welcome. In order to broadcast the call and reach a wide range of Almeria inhabitants, information sessions and peer-to-peer meetings will be deployed. 3 citizens and/or representatives will be selected per each CC (3 members per 12 CCs) Each Community Group Member will receive a public grant to cover expenses (PP1).		Start date 01/09/2020	End date 31/12/2020
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 5.3.1	Title	Selection Criteria and definition of target Community Groups (CG)	Target value 1	Delivery date 30/09/2020
		Description	CGs are considered stakeholders of CAMINA since they will be selected during execution stage. 3 different CG members will be part of each CC (18 people in total for the 6 CC will participate in 2 years) and will be as social-diverse and inclusive as possible. According to this, PP1 supported by PP7 will define the selection criteria that guarantee inclusion and equality (gender, age, migrants, ethnic minorities, neighbourhoods) and will design the strategy to attract participants from civic society association and communities		
	D 5.3.2	Title	Mapping Social and neighbourhood associations; Peer-to-peer meetings	Target value 23	Delivery date 31/10/2020
		Description	Interesting and motivated people who can provide their experience and knowledge to CAMINA and get a more neighbourly and social approach usually form social and neighbour associations. PP1 (supported by PP7&PP8) will deploy peer-to-peer meetings with the main cultural and community association and stakeholders of Almeria to foster the participation of their members. 23 associations have been identified to be part of this intermediary step that will be delivered while defining the selection criteria under D5.3.1.		
	D 5.3.3	Title	Launch of the Public Open Call for Community Groups participants (associations members and citizens)	Target value 1	Delivery date 31/10/2020
		Description	Both associations and individuals with a demonstrated background in social and cultural life in Almeria are welcome to participate in Civic Curators. Civic Participation is one of the main keystones of CAMINA. According to this idea, PP1 supported by PP7 & PP8 will launch the public open call for 3 participants to be part of each one of the 6 Community Group members. Neighbourhood association of Chanca, Alcazaba Friends Association, Flamenco Club, Association of Senegalese Immigrants of Andalusia, Foundation for the Gypsy Secretariat, among others. They will be granted to cover expenses related to participation, allocated in PP1 budget.		
	D 5.3.4	Title	Dissemination activities about public open call for community group participants;	Target value 12	Delivery date 15/12/2020
		Description	At this stage, spreading out the call and purpose of the projects is a keyelement. PP1 supported Mediators (to be selected in 5.4) will design and implement specific dissemination activities focus on the target groups defined according to 5.3.1. Twelve dissemination activities (1 per each Civic Curator) are foreseen to target social, cultural and neighbourhood associations and individuals. A contact e mail and phone number will be at potential parties disposal.		
	D 5.3.5	Title	Jury committee meeting for selection of Community Groups members and publication of results	Target value 1	Delivery date 31/12/2020
		Description	A jury committee formed by representatives of PP1 & PP8 will select the CG members among participants from civic society association and communities whose have fulfilled the registration form. Selection criteria will be provided in D5.3.1 and will be published in D.5.3.3 and will include their involvement with the 3 cultural landscapes and the artistic disciplines. Selection will be published in the digital media of the project and PP1 web site. 236 000€ will be delivered as public grant to all CG members selected (total amount per CG member: 13 000€ 1st year: 5 000€, 2nd year: 8 000€) to enable his/her commitment with the Civic Curator Group. Public grants will be delivered according to National General Subsidy Law (Law 38/2003)		
	Output Number	Project output		Target value	Delivery date
	O 5.3.1	Title	CG members selected, and public grants approved	Target value 18	Delivery date 31/12/2020
		Description	18 people will be selected according to the criteria published (D.5.3.1) by jury committee assembled (D.5.3.6). Public grants for CG members selected will be approved by PP1 and the list with CG members selected will be published in coordination with the other members of the consortium		

A5.4	Social mediation & Local Awareness Activities		CAMNA is a demand-driven initiative where access and participation are key. In order to be successful in attending the demand and connect to citizens, active participation and listening are developed in 5.4. Awareness and commitment of the citizens and local communities is fundamental. Associations and citizens representatives are involved in CC, but additional efforts are needed to spread out the activities and participation opportunities among the neighbours. Cultural & Social vectors (independent and volunteers participants in the on-going Almeria 2030 Strategy workshops) under PP1 responsibility will design and select social mediators to build bridges between CC and citizens/neighbourhoods to facilitate culture.	Start date	End date	
				01/09/2020	31/03/2022	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date	
	D 5.4.1	Title	Definition of social mediation strategy	Target value 1	Delivery date 31/10/2021	
		Description	Social mediation activities should be planned before social workers are selected. Cultural & Social vector participants (political, social and backgrounds diverse) jointly with PP1 and PP7 will agree on the strategy for social mediation plan, including cultural mediators' profiles and tasks, objectives and results of their work, as well as the schedule and definition of the specific mediation measures that will be developed within the framework of CAMNA and the Civic Curators activities plan. PP7 will be responsible for the definition of the target population with an inclusive, equity and non-discriminatory approach.			
	D 5.4.2	Title	Recruitment process of Social Mediators	Target value 1	Delivery date 31/10/2021	
		Description	PP1 will finally recruit a specific team of 6 social workers (1 per Civic Curator) with the appropriate professional profile for the role assigned with a very specific dedication to the work of engagement and local awareness about the CAMINA activity. Social mediators will be trained in CAMINA: a cultural narrative of the city, cultural circular route itinerary and IT available for citizens and finally the work plan and cultural activities of CC. Budget allocation will be in PP1 but social mediators will report also to Civic Curator coordinators and social engagers (PP8 and PP7)			
	D 5.4.3	Title	Social mediation activities (1): Community work	Target value 1	Delivery date 30/04/2021	
		Description	Taking into account the particularities of each district, PP1 and PP7 in collaboration with the assigned mediator will design a program of specific activities for meetings, presentations and any other participation action in social spaces already present in each district. The activities will be oriented to two main objectives: 1) Disseminate the work of the Civic Curators and increase the sense of belonging and a good relationship with CAMINA; 2) Involve new audiences in the cultural projects developed by Civic Curators and in the Cultural Circular Route. PP7 will monitor the inclusive approach to all planned activities jointly with PP7.			
	D 5.4.4	Title	Social mediation activities (2): Connecting tour guides with civic and neighbourhood associations	Target value 15	Delivery date 31/03/2022	
		Description	Social Mediators will connect 15 tour guides (private and public) with civic and neighbourhood associations to boost the participation and access to the physical and IT design of the new CCR. As specified in activity 4.5, tour guides will organize guide visits for citizens. 10 free tours will be supported by PP1 to spread out Almeria's culture and cultural heritage message. Training will consist of 1-day sessions about the itinerary/spaces (by PP9, engaged in 4.2) and technology implanted (by PP8 supported by the winner of the itinerary investment). Tour guides will learn how to use the technology items included in the route and will also be trained to explain citizens the IT and equipment's uses. PP1 will be in charge its delivery.			
		Output Number	Project output		Target value	Delivery date
		O 5.4.1	Title	Cultural Mediation Strategic Plan and Cultural Mediation Team constituted	Target value 1	Delivery date 31/10/2021
			Description	PP1 supported by PP7 will define and approve the Cultural Mediation Strategic Plan and supervise the team recruitment of each one of the professionals that will deploy the actions foreseen on the Strategic Plan.		
		O 5.4.2	Title	Training activity for Social Mediators delivered	Target value 1	Delivery date 30/04/2021
			Description	According to the social mediation role about dynamize the Cultural Route, PP1 and the winner of the Call for Ideas (D.4.4.4) will developed a training course for social mediators with the purpose of rising their technical and narrative communicative skills about CAMINA's new narrative and CCR project		
		O 5.4.3	Title	Social mediation activities to increase the knowledge about CC activities, improve the participation and create new audiences delivered	Target value 12	Delivery date 30/04/2021
			Description	PP1 will coordinate the development of activities included in the cultural mediation strategic plan with local communities of the different districts to raise awareness and create local audience for the projects developed by the Civic Curators		

A5.5	Inception and constitution of Civic Curators (1st CC at year 2 and 2nd CC at year 3)	Once 5.2 (CT) and 5.3 (CG) have been tackled and social mediators selected (5.4), PP8 will coordinate (as enabler) the constitution of the first 6 CCs. In order to guarantee open innovation, and prevent an excess of leadership from the local government, PP1 will not have a main role in the CCs and will be focused on creating the optimal conditions (facilities and resources allocation, problem-solving, reduce administrative burdens). The second round of 6 CCs (year 3) will be led by CG supported by all the PPs and guided by cultural managers. Inception workshops will be celebrated, purpose and ideas agreed, a governance model designed and a work plan co-created. PP8 will guarantee the execution of the tasks and will report to PP1.	Start date 01/01/2021	End date 30/04/2022																																							
	<table><tr><th>Deliverable number</th><th colspan="2">Deliverable and partners involved</th><th>Target value</th><th>Delivery date</th></tr><tr><td rowspan="2">D 5.5.1</td><td>Title</td><td>Constitution workshops of the 6 first Civic Curators (Cultural Managers leadership)</td><td rowspan="2">Target value 2</td><td rowspan="2">Delivery date 28/02/2021</td></tr><tr><td>Description</td><td>First CC will be constituted at year 2 with 6 cultural managers leading the cultural projects, PP7 as social engagers, community groups selected and PP8 as coordinators and enablers. PP1 will participate occasionally for communication purposes and social mediators periodically invited to gather information and report about participation and dissemination activities. Preliminary cultural projects have been pointed out in WP6 but since the early stages of the CC, ideas will be revisited to create engagement and teaming up. 2 workshops per CC will be conducted to define the purpose agreement, preliminary ideas of cultural projects, connecting people in the team and reflect on learning edges and skills of every member.</td></tr><tr><td rowspan="2">D 5.5.2</td><td>Title</td><td>Design of the governance model and work methodology of the CC</td><td rowspan="2">Target value 12</td><td rowspan="2">Delivery date 28/02/2021</td></tr><tr><td>Description</td><td>Every CC work methodology may have singularities but main foundations and principles will exist to ensure common objectives. PP8 will coordinate the participation of agents and partners involved and the methodology framework to be followed. PP8 will guide the work of each team to define the methodology that each CC will follow throughout the following year (Committees, frequency of meetings, management tools, documents to share, decision-making model). During two weeks, several conferences, presentations and participatory design sessions will be deployed. PP1 will review the framework and methodologies. Every CC will have its own work plan and collaboration agreement according to the cultural projects.</td></tr><tr><td rowspan="2">D 5.5.3</td><td>Title</td><td>Civic Curators´ collaboration agreement</td><td rowspan="2">Target value 1</td><td rowspan="2">Delivery date 31/03/2021</td></tr><tr><td>Description</td><td>Once the work methodology and governance model designed, members of each CC will sign a collaboration and commitment agreement for the development of the annual cultural project compiled in a work plan. This document will support the payment of the grant allowed to each member of the Community Groups. PP1 is responsible for the agreements´ signature coordination supported by PP8.</td></tr><tr><td rowspan="2">D 5.5.4</td><td>Title</td><td>Coordination system among CCs operating at the same time</td><td rowspan="2">Target value 1</td><td rowspan="2">Delivery date 31/03/2021</td></tr><tr><td>Description</td><td>In order to allow a smooth communication system between Civic Curators coordination teams and participants, a specific procedure will be defined to guarantee synergies and information exchange during the programming, production, management and dissemination of the cultural projects. PP1 will be responsible for this coordination role and will be described in detail during the Project Management Model Design in WP2.</td></tr><tr><td rowspan="2">D 5.5.5</td><td>Title</td><td>Constitution workshops of the second round of 6 Civic Curators (Community groups leadership)</td><td rowspan="2">Target value 12</td><td rowspan="2">Delivery date 30/04/2022</td></tr><tr><td>Description</td><td>After the first cultural projects, the second generation of CC will be defined. Structure, objectives and purposes will be the same but the Community Groups will take the lead after the knowledge gained. 6 following CC reinforce the social, cultural and neighbourhood associations and citizens as active interlocutors in programming, managing and creating cultural projects connected to the cultural narrative of the city and aiming at social integration, multiculturalism and de-stigmatization of collectives. Cultural managers (less) and Community Groups (more) dedications have been adapted. New work plans, agreements and cultural activities will be planned. Budget allocation reflects this new CC´s approach. PP8 will coordinate this deliverable</td></tr></table>	Deliverable number	Deliverable and partners involved		Target value	Delivery date	D 5.5.1	Title	Constitution workshops of the 6 first Civic Curators (Cultural Managers leadership)	Target value 2	Delivery date 28/02/2021	Description	First CC will be constituted at year 2 with 6 cultural managers leading the cultural projects, PP7 as social engagers, community groups selected and PP8 as coordinators and enablers. PP1 will participate occasionally for communication purposes and social mediators periodically invited to gather information and report about participation and dissemination activities. Preliminary cultural projects have been pointed out in WP6 but since the early stages of the CC, ideas will be revisited to create engagement and teaming up. 2 workshops per CC will be conducted to define the purpose agreement, preliminary ideas of cultural projects, connecting people in the team and reflect on learning edges and skills of every member.	D 5.5.2	Title	Design of the governance model and work methodology of the CC	Target value 12	Delivery date 28/02/2021	Description	Every CC work methodology may have singularities but main foundations and principles will exist to ensure common objectives. PP8 will coordinate the participation of agents and partners involved and the methodology framework to be followed. PP8 will guide the work of each team to define the methodology that each CC will follow throughout the following year (Committees, frequency of meetings, management tools, documents to share, decision-making model). During two weeks, several conferences, presentations and participatory design sessions will be deployed. PP1 will review the framework and methodologies. Every CC will have its own work plan and collaboration agreement according to the cultural projects.	D 5.5.3	Title	Civic Curators´ collaboration agreement	Target value 1	Delivery date 31/03/2021	Description	Once the work methodology and governance model designed, members of each CC will sign a collaboration and commitment agreement for the development of the annual cultural project compiled in a work plan. This document will support the payment of the grant allowed to each member of the Community Groups. PP1 is responsible for the agreements´ signature coordination supported by PP8.	D 5.5.4	Title	Coordination system among CCs operating at the same time	Target value 1	Delivery date 31/03/2021	Description	In order to allow a smooth communication system between Civic Curators coordination teams and participants, a specific procedure will be defined to guarantee synergies and information exchange during the programming, production, management and dissemination of the cultural projects. PP1 will be responsible for this coordination role and will be described in detail during the Project Management Model Design in WP2.	D 5.5.5	Title	Constitution workshops of the second round of 6 Civic Curators (Community groups leadership)	Target value 12	Delivery date 30/04/2022	Description	After the first cultural projects, the second generation of CC will be defined. Structure, objectives and purposes will be the same but the Community Groups will take the lead after the knowledge gained. 6 following CC reinforce the social, cultural and neighbourhood associations and citizens as active interlocutors in programming, managing and creating cultural projects connected to the cultural narrative of the city and aiming at social integration, multiculturalism and de-stigmatization of collectives. Cultural managers (less) and Community Groups (more) dedications have been adapted. New work plans, agreements and cultural activities will be planned. Budget allocation reflects this new CC´s approach. PP8 will coordinate this deliverable		
Deliverable number	Deliverable and partners involved		Target value	Delivery date																																							
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	Description	In order to allow a smooth communication system between Civic Curators coordination teams and participants, a specific procedure will be defined to guarantee synergies and information exchange during the programming, production, management and dissemination of the cultural projects. PP1 will be responsible for this coordination role and will be described in detail during the Project Management Model Design in WP2.																																									
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Output Number	Project output		Target value	Delivery date
O 5.5.1	Title	Civic Curators' collaboration agreements signed (annually; twice during CAMINA development)	Target value 12	Delivery date 31/03/2021
	Description	Six Civic Curators will be constituted (CC1, CC2, CC3, CC4, CC5, and CC6). During the last two years of CAMINA's implementation, each CC team will develop one cultural project (one per year). Considering that changing circumstances may occur, the inception workshop and collaboration agreement signature will take place two times, at the beginning of each one of the two working years of the CCs. PP1 will be responsible for this output supported by the cultural managers of each one of the CT.		
O 5.5.2	Title	CC Annual work plans designed for each CC (6) (annually; twice during CAMINA development)	Target value 12	Delivery date 31/03/2021
	Description	The first output provided by each one of the Civic Curators during each one of their two working periods is a report with the particular Workplan of their corresponding cultural project, adapted to the specificities that the different activities demand. PP1 will be responsible for the coordination of this output.		

Work Package Budget

PP 1 - Almería City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	WP coordination 5.1 7% FTE manager [8 m] 5.2 1% FTE director, 8% FTE manager, 38% tech [2 m] 5.3 1% FTE director, 8% M, 50% tech [4m] 5.4 25% tech [8m] 5.5 10% tech [6m]	N/A		5.3: promotion activities for the selection of community groups				
Amount (€)	33,279	4,991.85	0	3,500	0	41,770.85	0	41,770.85

PP 2 - Almería's Provincial Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 5% FTE technician [8 m] 5.2 25% FTE technician [2 m] 5.5 13% tech [6m]	N/A						
Amount (€)	7,083	1,062.45	0	0	0	8,145.45	0	8,145.45

PP 3 - Andalucía's Regional Government	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 10% FTE technician [8 m] 5.2 50% FTE technician [2 m] 5.5 26% tech [6m]	N/A						
Amount (€)	14,000	2,100.00	0	0	0	16,100.00	0	16,100.00

PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 5% FTE technician [8 m] 5.2 25% FTE technician [2 m] 5.5 13% tech [6m]	N/A						
Amount (€)	7,083	1,062.45	0	0	0	8,145.45	0	8,145.45

PP 5 - Municipal School for Music and The Arts (EMMA)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 5% FTE technician [8 m] 5.2 25% FTE technician [2 m] 5.5 13% tech [6m]	N/A						
Amount (€)	7,083	1,062.45	0	0	0	8,145.45	0	8,145.45

PP 6 - KUVER Audiovisual Productions	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 5% FTE technician [8 m] 5.2 25% FTE technician [2 m] 5.5 13% tech [6m]	N/A						
Amount (€)	7,083	1,062.45	0	0	0	8,145.45	0	8,145.45
PP 7 - University of Almeria	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.2 25% FTE technician [2 m] 5.3 20% tech [4m] 5.5 13% tech [6m]	N/A						
Amount (€)	8,749	1,312.35	0	0	0	10,061.35	0	10,061.35
PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 25 % FTE manager 60% FTE tech [8 m] 5.2 1% FTE director, 8% FTE manager, 38% tech [2 m] 5.3 5% FTE Manager, 25% FTE tech [4m] 5.5 1% FTE director, 2% FTE manager, 27% tech [6m]	N/A	Travel envisaged					
Amount (€)	55,232	8,284.80	5,000	0	0	68,516.80	0	68,516.80
PP 9 - KHORA Urban Thinkers	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	5.1 5% FTE Manager and 30% technician	N/A	Travel envisaged					
Amount (€)	12,334	1,850.10	1,000	0	0	15,184.10	0	15,184.10
Total (€)	151,926.00	22,788.90	6,000.00	3,500.00	0.00	184,214.90	0.00	184,214.90

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	15 %	70 %	15 %	0 %	100.00 %
Budget (€)	27,632.23	128,950.43	27,632.23	0.00	184,214.90

Indicative budget breakdown per activity		
Activity	Amount (%)	Budget (€)
A 5.1	38 %	70,001.66
A 5.2	16 %	29,474.38
A 5.3	16 %	29,474.38
A 5.4	5 %	9,210.75
A 5.5	25 %	46,053.73
Total	100.00 %	184,214.90

Work Plan Per Work Packages - WorkPackage 6 (Implementation Work Package)

Title	Detailed design and implementation of cultural projects developed by the Civic Curators
Start Date	01/05/2021
End Date	31/03/2023
Budget	1,916,750.00

Partners Involvement

Responsible Partner	PP 8 - EPTISA Engineering
Involved Partners	PP 1 - Almería City Council PP 2 - Almería's Provincial Council PP 3 - Andalucía's Regional Government PP 4 - Ibáñez Cosentino Arts Foundation (FAIC) PP 5 - Municipal School for Music and The Arts (EMMA) PP 6 - KUPER Audiovisual Productions PP 7 - University of Almería PP 8 - EPTISA Engineering
Summary	<p>Once the Civic Curator Model (CCM) is set up (CC formed by PP8 Enabler, PP7 Social Engager, PP2 to PP6 Cultural Managers & Community Groups) under WP5, the implementation process of cultural projects will start. The process will be coordinated by PP8 (reporting to PP1). 3 different activities have been proposed to describe the two Fine Arts (6.1), two Performative (6.2) and two Audio-visual (6.3) Civic Curators (from CC1 to CC6), launching one cultural project each. Every activity consists of intermediary steps assembling the design thinking process expected, the scheduling tasks to deliver, the pre and post-production, the financial & admin closure of each cultural project (different from WP9) and the self-assessment of the projects to apply changes in the second CC generation (CC7-12) under activity 6.4, where the Community Groups (CG) will lead the design and implementation of cultural projects more independently and apply the knowledge gained in the first year. 6.4 includes a "learning by doing" training model (to be supported by enablers, engagers and cultural managers) as a capacity-building process designed to facilitate the execution of cultural projects by CG. Both generations of CC will be involved in workshops and dynamics focused on the work methodology (5.5) based on the cultural narrative (4.2), the principles of social integration and de-stigmatization and the enhancement of cultural landscapes, spaces (5.1) and the Circular Route (4.3). 3 citizens will be involved in each civic curators, they will be selected in activity 5.3 (18 in total). The budget for each civic curator will be: 181.104,17 € per civic curator for the first year (CC1 to CC6) and 138.354,17 € per civic curator for the second year (CC7 to CC12). The financial scheme will be defined in activity 5.3.</p>

Activities, Deliverables and Outputs

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A6.1	Design and implementation of CC1 & CC2 cultural projects on the field of Fine Arts (Year 1 of CC)	<p>Fine Arts field is related to realism painting and the indaliano artistic movement. CC1 and CC2 team members (PP3 and PP4 as cultural managers, PP7, PP8 and the selected Cultural Groups, all appointed in previous activities) will launch cultural projects hosted by the space Doña Pakyla Museum where they will meet and work together. Exhibition locations combining the route and the node in order to create multicultural and social participation from the different neighbourhoods will be decided. PP8, the enabler guides CC1&CC2 collaborative design process, PP3&4 cultural manager entitles the technical procedure and PP7 social engager ensures the inclusive approach. PP1 will coordinate the progress of CC1&CC2 through WP2&3. 3 citizens, who will be selected in activity 5.3, will be involved in each civic curator. The budget for each CC will be 181.104,77 €. The financial scheme regarding Community Groups will be defined in activity 5.3.</p>	Start date 01/05/2021	End date 31/03/2022
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Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 6.1.1	Title	Preliminary cultural project in CC1 to be re-defined: "Art values ongoing educational classroom"	Target value 1	Delivery date 31/07/2021
	Description	Engaging school centres (Primary, Secondary, 7-14 years) and civic associations from neighbourhoods at risk of social exclusion and building up a permanent teaching experience through workshops and gaming where linking indaliano realism painting and sculpture to the cultural (Alcazaba, Cathedral), environment (Nicolás Salmerón Park) and scenic and urbanism (Puerto, Chanca) heritage. A brainstorming process will be conducted to revisit the cultural project at the early stage and explore potential areas of improvement. PP4 as the initial proponent of the activity will expose the idea to be shared with CC1 team members. After feedback, a final decision will be made to explore changes and new proposals collaboratively at the CC1 level.		
D 6.1.2	Title	Preliminary cultural project in CC2 to be re-defined: "Facing mirrors Chanca-Indaliano".	Target value 1	Delivery date 31/07/2021
	Description	Two of the cultural landscapes are traditionally connected (unknown for many Almería citizens): Chanca old port and neighbourhood was an inspiration for Indaliano painters. Painting workshops will be developed facing memory, local traditions and migrants' role towards critical thinking of the current social segregation. Two simultaneous exhibitions in Katuska and Pakyla nodes will take place with awarded artworks supported by technology. This cultural project will be coordinated jointly by PP3 to articulate an exhibition since one leads the educational tasks and the other owns the collection of paintings. A process of sharing with CC2 team members will be conducted to confirm the activities and PP8 will coordinate the teamwork		
D 6.1.3	Title	Fine arts cultural projects design thinking (CC1&2): from the idea to the final project	Target value 2	Delivery date 31/10/2021
	Description	Following preliminary cultural projects suggested in CC1 & CC2 and considering the budget allocation foreseen, final cultural projects will be decided: street art intervention on the circular route; school painting contest on Muslim Alcazaba/Chanca cultural landscapes, VR painting recreation could be considered in order to connect to narrative of the city defined in 4.2, and new multicultural approaches emerged from ex-ante study (4.1). Social mediators participative activities will be developed to gather citizens' interests and contributions as explorative user needs. PP8 will guide the design thinking process with the technical support of PP3&4 and in collaboration with PP7 and CG. PP1 will coordinate the progress through the CCMat WP2.		
D 6.1.4	Title	Definition, monitoring and report the detailed budget for each Cultural Project at CC1&CC2	Target value 2	Delivery date 31/03/2022
	Description	Cultural managers (PP3&PP4) and the enabler (PP8) will elaborate on the CC1 and CC2 cultural projects detailed budget. CAMINA is assigning an amount of around 200.000 EUR for every cultural project including all the partners, CG and mediators (exploring, programming, pre/production, managing, disseminating the agenda and self-assessment). PP8 will coordinate the budget design, monitor and report to PP1		
D 6.1.5	Title	Scheduling the cultural projects at CC1&CC2	Target value 2	Delivery date 31/03/2022
	Description	CC1 and CC2 will structure and schedule activities of their cultural projects and arrange the administrative procedures necessary to be deployed at designated spaces. Social mediators will disseminate among the communities of the districts where the projects will be deployed. Team members of CC1&2 will co-work to define the final cultural program.		
D 6.1.6	Title	Pre-production and production of the CC1 & CC2 cultural projects	Target value 2	Delivery date 31/03/2022
	Description	CC1 and CC2 members will produce collaboratively the cultural projects: contracts, rentals, purchases and other external services will be done by PP3&4 under the supervision of the PP8 coordinator. PP1 will be informed about this deliverable supported by PP8, PP3, PP4 and PP7 along with the simultaneous deliverables 6.2.4 & 6.3.4.		
D 6.1.7	Title	Financial and administrative closure and self-assessment of CC1&CC2 cultural projects	Target value 2	Delivery date 31/03/2022
	Description	PP8 will gather all the information for financial and administrative closure supported by all the CC1&CC2 members. A self-assessment brief report through a workshop session will be conducted collectively to contribute to the midterm evaluation to be conducted by PP9 in 7.3. This compiling information by CC will be very relevant to face the second generation of Civic Curators (CC7 to CC12 at year 3 of CAMINA). The Core Team of CC1&2 will ensure the economic and administrative closure of all the activities by the end of each corresponding year and will prepare a final report compiling all the information.		

Output Number	Project output		Target value	Delivery date
O6.1.1	Title	CC1 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC1 team members will design, implement, monitor and report a cultural project focused on the link between indaliano realism, Almería's cultural environment and the city's heritage. CC1 will particularly seek for the integration of children and young engaging school centres. CC1 Core Team and Community Group will collaborate to develop all the actions that drive to O6.1.1. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3,4&7.		
O6.1.2	Title	CC2 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC2 team members will design, implement, monitor and report CC2 cultural project focused on the relations established between 2 Almería's landscapes: la Chanca old port and the Indalian artistic movement. CC2 Core Team and Community Group will collaborate to develop all the actions that drive to this output. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3, PP4, and PP7.		

A6.2	Design and implementation of CC3 & CC4 cultural projects on the field of Performative Arts (Year 1 of CC)	<p>Performative Arts field is related to flamenco fusion music and dance. CC3 and CC4 team members (PP5 and PP6 as cultural managers, PP7, PP8 and CG selected, all appointed in previous activities) will launch cultural projects hosted by the space Mesón Gitano where they will meet and work together. At CC3 & CC4 show places combining the route and the node to create multicultural and social participation from the different neighbourhoods will be decided. PP8, the enabler guides CC3&CC4 collaborative design process, PP5&6 cultural manager entitles the technical procedure and PP7 social engager ensures the inclusive approach. PP1 will coordinate the progress of the CC actions through WP2&3.. 3 citizens, who will be selected in activity5.3, will be involved in each civic curator. The budget for each CC will be 181.104,77 €. The financial scheme regarding Community Groups will be defined in activity5.3.</p>	<p>Start date</p> <p>01/05/2021</p>	<p>End date</p> <p>31/03/2022</p>
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Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 6.2.1	Title	Preliminary cultural project in CC3 to be re-defined: "History threads and Crafts Market".	Target value 1	Delivery date 31/07/2021
	Description	Theatre, dance and music come together in this show that recreates the greatest period of trade in Almería (15th and 16th centuries). The objective is to create a living show in which the audience will discover the different professions and traditions of this period, developed by actors, dancers and musicians. In each stand, there will be a different scene that will be a small part of the whole show. The project also has an educational dimension: a previous school campaign that including dynamics, readings and research activities. PP5 as the initial proponent of the activity will expose the idea to be shared with CC3 team members. A final decision will be made to explore changes and new proposals collaboratively at the CC3 level.		
D 6.2.2	Title	Preliminary cultural project in CC4 to be re-defined: "Theatre from La Chanca Pescadería".	Target value 1	Delivery date 31/07/2021
	Description	The proposed cultural project includes theatre workshops specially focussing in neighbours from La Chanca - Pescadería neighbourhood. The show will aim to explore stories and ways of life; their cultures and their experience in their neighbourhood. The project has an educational approach to theatre performance and its necessary technical skills. The expected result is a show created by these people and showed in La Chanca (Mesón Gitano) and also in the theatre of the city centre. Moreover, The whole process will be filmed and showed as a documentary film, in order to discuss the process and its results. A process of sharing with CC4 team members will be conducted to confirm the activities and PP8 will coordinate the teamwork.		
D 6.2.3	Title	Performative arts cultural projects design thinking (CC3&4): from the idea to the final project	Target value 2	Delivery date 31/10/2021
	Description	Following preliminary cultural projects suggested in CC3 & CC4 and considering the budget allocation foreseen, will be decided final cultural projects; Living show "Professions market" and History Thread and Between cultures "Women from La Chanca", could be considered in order to connect the narrative of the city defined in 4.2, and new multicultural approaches emerged from ex-ante study (4.1). Social mediators; participative activities will be developed to gather citizens' interests and contributions as explorative user needs. PP8 will guide the design thinking process with the technical support of PP5&6 and in collaboration with PP7 and CG. PP1 will coordinate the progress through the CCM at WP2.		
D 6.2.4	Title	Definition, monitoring and report the detailed budget for each Cultural Project at CC3&CC4.	Target value 2	Delivery date 31/03/2022
	Description	Cultural managers (PP5&PP6) and the enabler (PP8) will elaborate on the CC3 and CC4 cultural projects detailed budget. CAMINA is assigning an amount of around 200.000 EUR for every cultural project including all the partners, CG and mediators (exploring, programming, pre/production, managing, disseminating the agenda and self-assessment). PP8 will coordinate the budget design, monitor and report to PP1.		
D 6.2.5	Title	Scheduling the cultural projects at CC3&CC4	Target value 2	Delivery date 31/03/2022
	Description	CC3 and CC4 will structure and schedule activities of their cultural projects and arrange the administrative procedures necessary to be deployed at designated spaces. Social mediators will disseminate among the communities of the districts where the projects will be deployed. Team members of CC3&4 will co-work to define the final cultural program.		
D 6.2.6	Title	Pre-production and production of the CC3 & CC4 cultural projects	Target value 2	Delivery date 31/03/2022
	Description	CC3 and CC4 members will produce collaboratively the cultural projects: contracts, rentals, purchases and other external services will be done by PP5&6 under the supervision of the PP8 coordinator. PP1 will be informed about this deliverable supported by PP8, PP5, PP6 and PP7 along with the simultaneous deliverables 6.1.4 & 6.3.4.		
D 6.2.7	Title	Financial and administrative closure and self-assessment of CC3&CC4 cultural projects	Target value 2	Delivery date 31/03/2022
	Description	PP8 will gather all the information financial and administrative closure supported by all the CC3&CC4 members. A self-assessment brief report through a workshop session will be conducted collectively to contribute to the mid-term evaluation to be conducted by PP9 in 7.3. This compiling information by CC will be very relevant to face the second generation of Civic Curators (CC7 to CC12 at year 3 of CAMINA). The Core Team of CC3&4 will ensure the economic and administrative closure of all the activities by the end of each corresponding year and will prepare a final report compiling all the information.		

Output Number	Project output		Target value	Delivery date
O 6.2.1	Title	CC3 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC3 will design, implement, monitor and report CC3 cultural project that uses theatre, dance and music to illustrate the greatest period of trade in Almeria in the 15th and 16th century. CC3 Core Team and Community Group will collaborate to develop all the actions that drive to this output. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3, PP4, and PP7.		
O 6.2.2	Title	CC4 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC4 will design, implement, monitor and report CC4 cultural project focused on the co-creation of theatre plays based in the experience of la Chanca inhabitants. CC4 Core Team and Community Group will collaborate to develop all the actions that drive to this output. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3, PP4, and PP7.		

A6.3	Design and implementation of CC5 & CC6 cultural projects on the field of Audiovisual Arts (Year 1 of CC)	Audiovisual Arts field is related to the long tradition of cinema production and related arts present in Almería. CC5 and CC6 team members (PP2 and PP3 as cultural managers, PP7, PP8 and CG selected, all appointed in previous activities) will launch cultural projects hosted by the space Katiuska Cinema. Exhibition arenas combining the route and the node in order to create multicultural and social participation from the different neighbourhoods will be decided. PP8, as enabler, will guide CC5&CC6 in their collaborative design process, PP2&PP3, the cultural manager entitles, will support the technical procedure, and PP7, the social engager, will ensure the inclusive approach. PP1 will coordinate the CC actions through WP2&WP3. 3 citizens, who will be selected in activity5.3, will be involved in each civic curator. The budget for each CC will be 181.104,77 €. The financial scheme regarding Community Groups will be defined in activity5.3.	Start date <div>03/05/2021</div>	End date <div>31/03/2022</div>
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Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 6.3.1	Title	Preliminary cultural project in CC5 to be re-defined: Citizens as cinema producers	Target value 1	Delivery date 01/12/2021
	Description	Training activities and audiovisual practice for Almería citizens interested in culture and the audiovisual industry. Three sections: Training (scriptwriting workshops, realization, photography, interpretation and editing, Audiovisual practice (creation of short films of maximum three minutes, scriptwriting, recording and editing, with the topic of cultural landscapes) and Exhibition (short films projection in emblematic places of the Circular Route). This cultural project will be coordinated jointly by PP2&PP3. A process of sharing with CC5 team members will be conducted to confirm the activities and PP8 will coordinate the teamwork		
D 6.3.2	Title	Preliminary cultural project in CC6 to be re-defined: Photography of Almería's cultural landscapes	Target value 1	Delivery date 01/12/2021
	Description	The organisation of photography events to support the creation of cultural content related to the Circular Route, encouraging a broad and free perspective of the author, capturing images of the cultural landscapes of Almería (exterior or interior) that are made in 24 hours. A specialized jury will select fifty photographs that can be exhibited at La Alcazaba or at the Doña Pakyta Museum of Art. Finally, a catalogue and an audiovisual will be prepared that will be screened in different neighbourhoods of the city. PP3 as the initial proponent of the activity will expose the idea to be shared with CC5 team members. After feedback, a final decision will be made to explore changes and new proposals collaboratively at the CC5 level		
D 6.3.3	Title	Audiovisual arts cultural projects design thinking (CC5&CC6): from the idea to the final project	Target value 2	Delivery date 31/03/2022
	Description	Following preliminary cultural projects suggested in CC5 & CC6 and considering the budget allocation foreseen, final cultural projects will be decided: Photo Contest; Short Film Festival, Photo Exhibition and Cine Forum are projects that could be considered in order to connect to narrative of the city defined in 4.2, and new multicultural approaches emerged from ex-ante study (4.1). Social mediators participative activities will be developed to gather citizens' interests and contributions as explorative user needs. PP8 will guide the design thinking process with the technical support of PP2 and PP3 and in collaboration with PP7 and CG. PP1 will coordinate the progress through the CCM at WP2.		
D 6.3.4	Title	Definition, monitoring and report the detailed budget for each Cultural Project at CC5&CC6	Target value 2	Delivery date 30/09/2021
	Description	Cultural managers (PP2&PP3) and the enabler (PP8) will elaborate on the CC5 and CC6 cultural projects detailed budget. CAMINA is assigning an amount of around 200.000 EUR for every cultural project including all the partners, CG and mediators (exploring, programming, pre/production, managing, disseminating the agenda and self-assessment). PP8 will coordinate the budget design, monitor and report to PP1		
D 6.3.5	Title	Scheduling the cultural projects at CC5&CC6	Target value 2	Delivery date 30/09/2021
	Description	CC5 and CC6 members will produce collaboratively the cultural projects: contracts, rentals, purchases and other external services will be done by PP3 and PP4 under the supervision of the PP8 coordinator. PP1 will be informed about this deliverable supported by PP8, PP3, PP4 and PP7 along with the simultaneous deliverables 6.2.4 & 6.3.4.		
D 6.3.6	Title	Pre-production and production of the CC5 & CC6 cultural projects	Target value 2	Delivery date 30/09/2021
	Description	CC5 and CC6 members will produce collaboratively the cultural projects: contracts, rentals, purchases and other external services will be done by PP3 and PP4 under the supervision of the PP8 coordinator. PP1 will be informed about this deliverable supported by PP8, PP2, PP3 and PP7 along with the simultaneous deliverables 6.2.4 & 6.3.4.		
D 6.3.7	Title	Financial and administrative closure and self-assessment of CC5&CC6 cultural projects	Target value 2	Delivery date 30/09/2021
	Description	PP8 will gather all the information financial and administrative closure supported by all the CC5&CC6 members. A self-assessment brief report through a workshop session will be conducted collectively to contribute to the midterm evaluation to be conducted by PP9 in 7.3. This compiling information by CC will be very relevant to face the second generation of Civic Curators (CC7 to CC12 at year 3 of CAMINA). The Core Team of CC5 and CC6 will ensure the economic and administrative closure of all the activities by the end of each corresponding year and will prepare a final report compiling all the information.		

Output Number	Project output		Target value	Delivery date
O 6.3.1	Title	CC5 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC5 will design, implement, monitor and report CC5 cultural project focused on a training process in film related skills to foster Almeria's citizens interest in cinema. CC5 Core Team and Community Group will collaborate to develop all the actions that drive to this output. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3, PP4, and PP7.		
O 6.3.2	Title	CC6 Cultural Project designed, implemented, monitored and reported	Target value 1	Delivery date 31/03/2022
	Description	CC6 will design, implement, monitor and report CC6 cultural project conceived as a series of photography events linked to Almeria's cultural landscapes. CC6 Core Team and Community Group will collaborate to develop all the actions that drive to this output. PP8 will be the final responsibility for this output (reporting to PP1) supported by the technical expertise of PP3, PP4, and PP7.		

A6.4	Second generation of CC: Cultural projects led by Community Groups (CG): CC7 to CC12	<p>After 1 year of collaboration within CC and 6 cultural projects, in the second year a new leading process will be tested. Technical leadership will change from the cultural managers (PP2 to PP6) to Community Groups, selected in activity 5.3. (18 people in total for the 6 CC). CG members (18 people in total for the 6 CC) will lead the design & implementation of Cultural Projects (CC7-CC12) applying the knowledge about cultural management gained in first year. Cultural managers (PP2 to PP6) will support and supervise activities of CG. Social engagers and enablers will keep the same dedication as well as social mediators. The learning curve will allow CG to face the challenge with proper support. An increase in participation and access to cultural activities is expected. In order to improve the capacity of generating results, training workshops will be celebrated for CG to improve knowledge in cultural management. Rest of deliverables are the same of those of the previous activities 6.1, 6.2 & 6.3 3 citizens, who will be selected in activity 5.3, will be involved in each civic curator. The budget for each CC will be 138.354,17 €. The financial scheme regarding Community Groups will be defined in activity 5.3.</p>	<p>Start date</p> <p>01/04/2022</p>	<p>End date</p> <p>31/12/2022</p>
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Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 6.4.1	Title	Prepare and conduct practical training workshops on cultural management for CGs	Target value 1	Delivery date 31/07/2022
	Description	The training process is considered a "learning by doing" activity, but a short workshop will be conducted by the cultural managers of every CC (PP3 to PP6) to provide CG with tools and tips on cultural and heritage management. PP1 will participate in the training, sharing admin procedures to be faced with the municipality. One practical workshop per CC will be conducted at the beginning of the cultural projects design thinking process (6 workshops).		
D 6.4.2	Title	Fine arts cultural projects design thinking (CC7&8): from the idea to the final project	Target value 2	Delivery date 31/12/2022
	Description	Considering the budget allocation foreseen, PP8 will guide two design thinking processes (one for CC7 and another one for CC8) with the leading decision-makers of CGs and in collaboration with PP7 and PP3 & PP4. PP1 will coordinate the progress through the CCMat VWP2 (mentioned in 6.5). 2 cultural projects will emerge from this process, exploring new user needs and the additional inputs of the self-assessment process gathered of first cultural projects of CC1 & CC2 and reports and insights from social mediators during the first generation of CC. At least 3 workshops are planned to select the 2 final cultural projects to be programmed at CC7 & 8.		
D 6.4.3	Title	Performative arts cultural projects design thinking (CC9&10): from the idea to the final project	Target value 2	Delivery date 31/12/2022
	Description	Similarly to the previous deliverable, PP8 will guide two design thinking processes (one for CC9 and another one for CC10) with CG leaders and in collaboration with PP7 and in this case with PP5 & PP6. The same role for PP1 and 2 additional cultural projects on performative arts will emerge after exploring user needs and considering the input of the correspondent self-assessment report from the CC3 & CC4 cultural projects. The same role assigned to social mediators. 3 workshops are planned to select the 2 final cultural projects to launch at CC9 & CC10		
D 6.4.4	Title	Audio-visual arts cultural projects design thinking (CC11&12): from the idea to the final project	Target value 2	Delivery date 31/12/2022
	Description	Similarly to the previous deliverable, PP8 will guide two design thinking processes (one for CC11 and another one for CC12) with CG leaders and in collaboration with PP7 and in this case with PP2 (Cinema Office depending on Diputación Almería) & PP3 (Andalusia Photography Centre). The same role for PP1 and 2 additional cultural projects on audio-visual arts will emerge after exploring user needs and considering the input of the correspondent self-assessment report from the CC5 & CC6 cultural projects. The same role assigned to social mediators. 3 workshops are planned to select the 2 final cultural projects to launch at CC11 & CC12.		
D 6.4.5	Title	Definition, monitoring and report the detailed budget for each Cultural Project at CC7 to CC12	Target value 6	Delivery date 31/12/2022
	Description	Community Groups (Selected in 5.3) and the enabler (PP8) will elaborate the CC7, CC8, CC9, CC10, CC11 & CC12 cultural projects detailed budget supported by cultural managers. CAMINA is assigning an amount of around 200.000 EUR for every cultural project including all the partners, CG and mediators (exploring, programming, pre/production, managing, disseminating the agenda and self-assessment). PP8 will coordinate the budget design, monitor and report to PP1 as those of first-generation Civic Curators.		
D 6.4.6	Title	Scheduling the cultural projects of CC7 to CC12	Target value 6	Delivery date 31/12/2022
	Description	CC7, CC8, CC9, CC10 CC11 & CC12 team members will structure jointly and schedule activities of their cultural projects and arrange the administrative procedures necessities to be deployed at the designated spaces. Social mediators will disseminate among the communities of the districts where the projects will be deployed. Team members of CC7 to CC12 will co-work to define the final cultural program.		
D 6.4.7	Title	Pre-production and production of the CC7 to CC12 cultural projects	Target value 6	Delivery date 31/12/2022
	Description	CC7 to CC12 team members will produce collaboratively the cultural projects: contracts, rentals, purchases and other external services will be done by Community Groups under the supervision of the PP8 coordinator and the support of cultural managers (PP2 to PP6). PP1 will be informed about this deliverable supported by PP8.		
D 6.4.8	Title	Financial and administrative closure and self-assessment of CC7 to CC12 cultural projects	Target value 6	Delivery date 31/12/2022
	Description	PP8 will gather all the information financial and administrative closure supported by all the CC7 to CC12 members. A self-assessment brief report through a workshop session will be conducted collectively to contribute to the midterm evaluation to be conducted by PP9 in 7.3. This compiling information will be very relevant to face the sustainability model of CAMINA (7.5). The Core Team of CCs will ensure the economic and administrative closure of all the activities by the end of each corresponding year and will prepare a final report compiling all the information.		

Output Number	Project output		Target value	Delivery date
	Title	Description	Target value	Delivery date
O 6.4.1	Second generation of cultural projects designed, implemented, monitored and reported (CC7 to C12)			
		The second generation of CC Cultural Projects will be designed, implemented, monitored and reported. Community Groups supported by Core Teams. PP8 will lead the process of each Civic Curator. PP8 is finally responsible for this output (reporting to PP1) supported by the technical expertise of PP2,3,4,5&6 and PP7. This output comprises the development of all the "learning by doing" activities for the improvement of the capacities of the community.	1	31/12/2022

A6.5	Coordination of communication and mediation teams (5.4) for dissemination of all CC cultural projects		Main goals of CAMINA are boosting the demand for culture, strengthening the capacity of culture for social integration and fight against prejudices. The team members consider dissemination and social integration within the work plans of the CC, but PP1 will develop specific activities of mediation in order to optimize participation, access and social integration as a result of the cultural projects. Dissemination will be coordinated by PP1 and driven by every CC to attract audiences through the tools of included in WP3 (Digital media, web site, offline actions). Active listening with social mediators will be implemented by PP1 to measure up opinion status, barriers and corrective actions		Start date 01/05/2021	End date 31/03/2023	
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 6.5.1	Title	Regular feedback meetings with social mediators working on the field			Target value 48	Delivery date 31/03/2023
		Description	Social mediators hired by PP1 to spread out information in the neighbourhoods will prepare a quarterly report on the main findings of their activity on the fieldwork: activities organized, participants, opinions, obstacles emerged, key stakeholders to consider in the future, etc. 4 reports for every CC would be 48 reports elaborated by social mediators. PP1 will be responsible for requiring these reports to social mediators.				
	D 6.5.2	Title	Analysis report on access, participation citizen opinion about the projects and cultural activities			Target value 12	Delivery date 31/03/2023
		Description	A report on citizen participation and communication results will be elaborated at the end of every CC by using the information of deliverables 6.5.1 and 6.5.2 by PP8 to be shared with the Civic Curator team members and to be part of the self-assessment (6.1.7) final report. Responsible: PP8. Number of reports: 12.				
	Output Number	Project output			Target value	Delivery date	
	O 6.5.1	Title	Feedback reports from social mediators is conducted			Target value 1	Delivery date 31/03/2023
		Description	To ensure the dissemination of the Civic Curators' cultural projects among the potential audience and participants of their activities within the communities and neighbourhoods, PP1 will coordinate Social Mediators activities relevant for the CC communications that will be reported.				

Work Package Budget

PP 1 - Almería City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.5: payments to social mediators: 3 social workers 50% FTE for 2 years for all the CCs	N/A		Payments of grants to Community Groups. Each member of the Community Groups (3 per Civic Curator) will receive a 5000€ the first year (6.1, 6.2, 6.3) and 8000€ the second year (6.4).				
Amount (€)	90,000	13,500.00	0	234,000	0	337,500.00	0	337,500.00
PP 2 - Almería's Provincial Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.3: 3 cultural managers 65% FTE to lead a cultural project of AV/arts (year 1). 6.4: 3 CM35% FTE to support Community Groups in a cultural project of AV/arts (year 2)	N/A		30.000 € for each of the 2 cultural projects of AV/arts [6.3 - leaded by PP2] and [6.4 - support to CGs]				
Amount (€)	150,000	22,500.00	0	60,000	0	232,500.00	0	232,500.00
PP 3 - Andalucía's Regional Government	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.1: 3 CM65% FTE to lead a cultural project of fine arts (year 1). 6.3: 3 CM 65% FTE for AV arts (year 1). 6.4: 3 CM35% FTE to support CGs (fine arts) + 3 CM35% FTE CGs support (AV arts) (year 2)	N/A		30.000 € for each of the 2 cultural projects of fine arts [6.1 - leaded by PP3] and [6.4 - support to CGs] and 2 cultural projects of AV/arts [6.3 - leaded by PP3] and [6.4 - support to CGs]				
Amount (€)	300,000	45,000.00	0	120,000	0	465,000.00	0	465,000.00
PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.1: 3 cultural managers 65% FTE to lead a cultural project of fine arts (year 1). 6.4: 3 CM35% FTE to support Community Groups in a cultural project of fine arts (year 2)	N/A		30.000 € for each of the 2 cultural projects of fine arts [6.1 - leaded by PP4] and [6.4 - support to CGs]				
Amount (€)	150,000	22,500.00	0	60,000	0	232,500.00	0	232,500.00

PP 5 - Municipal School for Music and The Arts (EMMA)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.2: 3 cultural managers 65% FTE to lead a cultural project of performative arts (year 1). 6.4: 3 CM 35% FTE to support Community Groups in a cultural project of performative arts (year 2)	N/A		30.000 € for each of the 2 cultural projects of performative arts [6.2 - leaded by PP5] and [6.4 - support to CGs]				
Amount (€)	150,000	22,500.00	0	60,000	0	232,500.00	0	232,500.00
PP 6 - KUVER Audiovisual Productions	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	6.2: 3 cultural managers 65% FTE to lead a cultural project of performative arts (year 1). 6.4: 3 CM 35% FTE to support Community Groups in a cultural project of performative arts (year 2)	N/A		30.000 € for each of the 2 cultural projects of performative arts [6.2 - leaded by PP6] and [6.4 - support to CGs]				
Amount (€)	150,000	22,500.00	0	60,000	0	232,500.00	0	232,500.00
PP 7 - University of Almería	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	3 Social engagers for all the Civic Curators 7% FTE for 2 year	N/A						
Amount (€)	20,000	3,000.00	0	0	0	23,000.00	0	23,000.00
PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	WP coordination + 3 enablers for all the Civic Curators 45% FTE for 2 years	N/A	Travel envisaged					
Amount (€)	135,000	20,250.00	6,000	0	0	161,250.00	0	161,250.00
Total (€)	1,145,000.00	171,750.00	6,000.00	594,000.00	0.00	1,916,750.00	0.00	1,916,750.00

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	0 %	40 %	50 %	10 %	100.00 %
Budget (€)	0.00	766,700.00	958,375.00	191,675.00	1,916,750.00

Indicative budget breakdown per activity		
Activity	Amount (%)	Budget (€)
A 6.1	18 %	345,015.00
A 6.2	18 %	345,015.00
A 6.3	18 %	345,015.00
A 6.4	41 %	785,867.50
A 6.5	5 %	95,837.50
Total	100.00 %	1,916,750.00

Work Plan Per Work Packages - WorkPackage 7 (Implementation Work Package)

Title	Monitoring, Evaluation and Project Sustainability
Start Date	01/07/2021
End Date	30/06/2023
Budget	213,312.40

Partners Involvement

Responsible Partner	PP 1 - Almería City Council
Involved Partners	PP 1 - Almería City Council PP 2 - Almería's Provincial Council PP 3 - Andalucía's Regional Government PP 4 - Ibáñez Cosentino Arts Foundation (FAIC) PP 5 - Municipal School for Music and The Arts (EMMA) PP 6 - KUPER Audiovisual Productions PP 7 - University of Almería PP 8 - EPTISA Engineering PP 9 - KHORA Urban Thinkers
Summary	<p>This WP will focus on 2 key aspects: Monitoring and evaluation and CAMINA Sustainability. i) M&E system will be developed to guarantee the necessary indicators & information to be gathered. Monitoring is a continuous process during the CAMINA life cycle and will be implemented by PP7; E will be developed in 3 different moments (PP7&PP9 supported by PP1) with singular objectives (ex-ante, developed in 4.1, mid-term E will take place at the end of first CCs and ex-post E developed at the end of the initiative). The ex-ante evaluation will be clear input to contribute with the first set of indicators to be part of the M&E process (some considered in C). M&E model will set up the tools, responsible PPs of data collecting and load, red flags, reporting templates and timeline. 7.2 describes the scope of the monitoring in terms of actions and events that will be checked: narrative experience, cultural activities, citizen participation and citizen awareness. Mid-term evaluation in 7.3 will be a clear input for the second generation of CC (6.4), will assess how CAMINA is meeting its objectives and will be complemented with self-assessment activities from CC (WP6). The ex-post evaluation will be conducted once final cultural projects end and will focus on the difference CAMINA made it and achievements (results & impacts). Finally, activities to design the sustainability route have been planned with all PPs involved (lessons learned, ambassador's programme and a new cultural network).</p>

Activities, Deliverables and Outputs

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A7.1	Design of Monitoring and Evaluation System	This act will be devoted to design a solid monitoring and evaluation model that will be based on a clear revisiting of the intervention logic of CAMINA: Relation between inputs, activities, outputs and results in connection with the specific and general objectives. PP1,PP8,PP9&PP7 will work together to define purpose and scope of both M&E activities, indicators system at different levels to be collected (execution, outputs and results), the appropriate baseline and target values, the timeframe control system, roles and responsibilities of every partner involved in all the activities of CAMINA. This will be interlinked to WP2 where PMmodel, reporting and follow up activities and financial management will be designed by PP8 & PP1. PP7 will be in charge of this activity.		Start date 01/07/2021	End date 30/09/2021	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date	
	D 7.1.1	Title	Revisiting the Intervention logic of CAMINA: purpose and scope of the project M&E system	Target value 1	Delivery date 31/08/2021	
		Description	Intervention logic is what the initiative is supposed to achieve in terms of outputs and results given the inputs (financial and non-financial) and activities programmed. CAMINA's monitoring and evaluation model will attend the real purposes of the project and size the scope of its actions according to them. Upon project start, this deliverable will be defined by PP7, followed by the specific monitoring and evaluation actions that will take place during project implementation. Workshops led by PP7 with PP1 (Almeria 2030), PP8 and PP9 will be conducted to formally approve the M&E system. PP9 will support PP7 and decide evaluation part of the system: objectives, techniques to collect and analyze information, timeline and scope			
	D 7.1.2	Title	Definition of monitoring & evaluation indicators – baseline and objectives	Target value 1	Delivery date 30/09/2021	
		Description	Once the purpose and scope of the monitoring and evaluation model a list with the necessary indicators to ensure the correct monitoring of the project results and impact assessment will be elaborated and discussed. Documentation work will be done in order to set the adequate baseline values for each indicator and the target value. The deliverable will be conducted by PP7 with the support of PP9 and PP8.			
	D 7.1.3	Title	Design and development timeframe control system and activities	Target value 1	Delivery date 30/09/2021	
		Description	The organisation of the monitoring and evaluation activities according to project implementation actions and reporting needs. The conduction of all activities will be placed within a timeframe. The deliverable will be implemented byPP7 with the support of PP8 and PP9.			
		Output Number	Project output		Target value	Delivery date
		O 7.1.1	Title	CAMINA's Monitoring & Evaluation system ellaborated	Target value 1	Delivery date 30/09/2021
Description			Complete system for the monitoring and evaluation of CAMINA including specific activities, timeframe, objectives, list of indicators with their baseline and their target values. This output will be elaborated by PP7 with the support of PP9 and PP8.			

A7.2	Monitoring activity		The system will consider the monitoring of various project scales, including city narrative participation along the Circular Cultural Route (designed in WP4 and guided by social mediators in 6.5), project progress performance and cultural projects emerged, cultural projects participation organized by Civic Curators (WP6), social mediators activities of dissemination CC(6.5). PP7 will be in charge of this activity. An IT tool is planned under WP2 to capture information and files from all the PPs which will help the monitoring the project results and impact assessment of the activities . Templates to guarantee the monitoring system operates properly are foreseen under this activity	Start date 01/09/2021	End date 30/06/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 7.2.1	Title	Monitoring activities: Participatory levels of citizens in the Cultural Circular Route	Target value 1	Delivery date 30/06/2023
		Description	After the implementation of the intervention in the Cultural Circular Route (urban + IT) social mediators will be trained to promote and guide early users and participants in the new narrative of the city placed in the route. Information gathering is expected to be assigned by PP1 to social mediators and specific obligations of reporting (activity 5.4). Information from participants by segment (age, gender, background, neighbourhood, labour situation, levels of satisfaction, perceptions of audience...) will be incorporated into the monitoring system. All the information will be shared with PP7 who will be in charge of monitoring the participatory levels of citizens in the CCR.		
	D 7.2.2	Title	Monitoring activities: Cultural production	Target value 1	Delivery date 30/06/2023
		Description	Actions oriented to the monitoring of the project's cultural production, which involve the production of activities by the Civic Curators and the perception of the participants towards the methodology followed. Every Civic Curator core team will facilitate this information to PP7 in order to be included in the monitoring system. Cultural production is not the main goal of this initiative but cross analysis will give the monitoring system valuable information about citizen's opinions and social participation or demand.		
	D 7.2.3	Title	Monitoring activities: Social Engagement	Target value 1	Delivery date 30/06/2023
		Description	Social mediators have a role assigned to disseminate the cultural projects programmed by CCC and empower and engage citizenship and civic associations jointly with Almeria' Community Groups (selected in 5.3). Actions oriented to monitoring the mediation activities conducted by mediators have been planned during WP6. The effectiveness of the mediators to recruit participants and promote the Civic Curator projects will be monitored in order to identify good practices of communication and to establish cooperation bounds with the different communities around the city. Social mediators coordinated by PP1 will be responsible for providing with information to PP7 quarterly to be included in the Monitoring system.		
	D 7.2.4	Title	Reporting models design	Target value 1	Delivery date 30/06/2023
		Description	Detailed reporting models for monitoring the complete spectrum of actions mentioned above will be designed by PP7. One quarterly monitoring report will be facilitated to the partnership of CAMINA with actions, indicators, outputs, next steps and delays about the on-going activities of CAMINA. An annual monitoring report (Similar to Annual Progress Report) will be elaborated by PP7 and share with all the partners which will be the main input for evaluation processes forthcoming (7.3 & 7.4). Monitoring reports will pay special attention to express an unbiased opinion about the perception of the audience towards the new format to create a culture in the city that CAMINA pursues. PP7 will be responsible for this deliverable.		
	Output Number	Project output		Target value	Delivery date
	O7.2.1	Title	CAMINA's Monitoring Reports delivered	Target value 6	Delivery date 30/06/2023
		Description	All activities related to the monitoring of CAMINA- General project progress; Participative levels of CCR; Civic Curator participation; and Social engagement- have been completed according to the monitoring and evaluation system elaborated in activity 7.1. Monitoring activities will be conducted by PP7		

A7.3	Mid-term evaluation (ME) of CAMINA		At the end of the first generation of the CC (CC1-CC6) evaluation will be conducted aiming at examining CAMINA's progress and areas of improvement to include in the next generation of CCs. ME includes processes/operations and preliminary outputs & results. This evaluation will contribute to take remedial actions and update on-going plans. Monitoring report and ex ante evaluation (4.1) will be a relevance input to be complemented with additional data & analysis. The evaluation will be designed and structured with questions and objectives. Data gathering & technics will be defined and research will be carried out. Final analysis and conclusions will be documented in the final report. PP7 will be responsible for this activity with the support of PP9.		Start date	End date	
					01/12/2021	31/07/2022	
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 7.3.1	Title	Preparation of Mid-term Evaluation (ME)			Target value	Delivery date
		Description	Before first cultural projects are closed, PP7 & PP9 will start to plan and design the scope and objectives of the ME. A meeting with the monitoring team will be celebrated to extract preliminary insights about the progress and outputs of the activities executed. A combination of data sources will be considered: monitoring indicators, interviews with CCs teams, stakeholders, social mediators, local government employees, focus groups and additional surveys to citizens and associations. ME will assess differently narrative of the city experience, cultural projects of CC demand and participation, social engagement of citizens. AME plan will be shared with PP1 for review purposes.				
	D 7.3.2	Title	Conduct data collecting and analysis (ME)			Target value	Delivery date
		Description	4 different data gathering sources and analysis have been previously foreseen: i) Ex-ante evaluation and monitoring reports as starting point; ii) Information extracted by interviews and focus groups with PPs, CGs and social mediators about the operative and perceptions of results; iii) User and participants from the different actions and projects, by conducting surveys, interviews and discussion groups and iv) additional documentary analysis emerged since the last ex-ante evaluation. Finally, data analysis will combine rational and intuitive techniques with users, partners, stakeholders and other participants to explore weak signals or unclear perceptions to go deep in conclusions.				
	D 7.3.3	Title	Conclusions and dissemination of ME			Target value	Delivery date
		Description	Preliminary conclusions will be shared with the partners to final integration in a report. This ME report will be an essential input for the second generation of CC led by Community Groups. PP9&PP7 will be responsible partners of this interaction with the rest of the partners.				
	Output Number	Project output			Target value	Delivery date	
	O7.3.1	Title	Mid-term evaluation reports delivered			Target value	Delivery date
		Description	A report will include the main findings and recommendations of the mid-term evaluation. Moreover, it will show the preliminary results of CAMINA and will check the progress of the general project. The report will include an organization plan to implement its recommendations. This output will be conducted by PP7 in collaboration with PP9.				

A7.4	Ex-post evaluation (EpE) of CAMINA	A final evaluation report will be conducted once the final cultural projects are about to finish, focusing on the difference CAMINA has made in cultural city life and what has been demonstrated in terms of culture access and participation, changes in culture demand and the direct effects achieved in social integration and cohesion. An EpE plan will be designed by PP7&PP9; a case study methodology will be conducted to explore the way the new cultural narrative and the Civic Curators Model has operated and an extended participative assessment among participants/non-participants will be delivered to explore net effects of CAMINA. This evaluation will be key to decide the sustainability model of CAMINA in the future (7.5). PP7 will be responsible for this activity.		Start date 01/11/2022	End date 30/06/2023	
	Deliverable number	Deliverable and partners involved			Target value	Delivery date
	D 7.4.1	Title	Design of the EpE plan		Target value 1	Delivery date 31/01/2023
		Description	The EpE plan will include objectives, scope, collectives, sources of information, data gathering and techniques. PP7&PP9 will be responsible and approved by PP1. EpE will be a user-driven analytical process, addressed to explore results and impacts as a consequence of Almeria's Narrative, the Civic Curators and the demand of culture at the city level, which will be mainly focused on the audience generated by the cultural activities. The methodology of EpE will be participative, formative (oriented to identify learning points to be transferred to other cities) and multi-criteria analysis (relevance, effectiveness, efficiency, impact). The evaluation will be focused on the social issue and how culture can bring solutions to integration and cohesion			
	D 7.4.2	Title	Case studies: a deep assessment of the Civic Curators for evaluation purposes		Target value 1	Delivery date 31/12/2022
		Description	The case study method will be applied to the ex-post evaluation of CAMINA for a deeper understanding of outcomes and results of the 12 Civic Curators to explore what impact and links between cultural projects and the results it actually had. Each CC will be considered a unit to examine matching results to activities, partners, agents, citizens involved, type of cultural projects and discipline arts, social mediators measures, the profile of audiences participating, location of activities. Data and information from previous evaluation and monitoring will be combined with semi-structured interviews, surveys, focus groups and doc research to check links between results and interventions. PP7 and PP9 will be responsible for this deliverable.			
	D 7.4.3	Title	Evaluation on participation and access to the culture of citizenship and social integration		Target value 1	Delivery date 30/06/2023
		Description	Considering the starting point of the situation analysed at the ex-ante evaluation (4.1), a similar process will be developed to assess the current situation after 3 years of CAMINA. An extensive survey, focus groups, expert's interviews and participant's interviews will be delivered with a similar size than ex-ante evaluation. Participants and not participants will be part of the sample to extract net effects (counterfactual) impacts. Data gathering techniques will be adapted to be as representative as possible of participants involved in CC and the cultural narrative. PP7 and PP9 will be responsible for this deliverable.			
	D 7.4.4	Title	Final ex-post evaluation and executive summary		Target value 2	Delivery date 30/06/2023
		Description	Both pieces of evaluation (Case Studies and the Social/Culture Update) will be compiled in a final ex-post evaluation that will be the main input of the sustainability model (7.5). This report led by PP7&PP9 will include recommendations for sustainability, transferability and scalability purposes and will be disseminated among the agents considered by the partnership.			
		Output Number	Project output			Target value
O 7.4.1		Title	Ex-post evaluation report delivered		Target value 1	Delivery date 30/06/2023
		Description	At the end of the project, an ex-post evaluation report will be delivered with two sections: a Case study and participative evaluation. This report will be the main input for building the scale-up and transferability final activity. This output will be conducted by PP7 in collaboration with PP9			

A7.5	CAMINA's sustainability model		Destigmatizing neighbourhoods and social groups is a long process that needs to be continued through a consolidated sustainability model. M&E model (WP7) and capitalization activities (2.5) will be key to define it. A future partnership shall be established to ensure the project's sustainability through an assessment of each partners' role. Stakeholders participation will be consolidated through a permanent and broad Cultural Network that will ensure participation. Financing of the activities will be addressed through a Patronage Program that will target Almeria's most relevant personalities. Two scale-up activities will be designed: an extension to the rest of the cities and province. This activity will be led by PP1 (through the in-house contracting of Almeria 2030) supported byall PP, especially PP8 and PP9.	Start date 01/06/2022	End date 31/03/2023
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
D 7.5.1	Title	New CAMINA partnership board built		Target value 1	Delivery date 01/12/2022
	Description	A new partnership will be constituted to ensure CAMINA's sustainability. This partnership will be focused on local partners and try to maintain the diversity of the original partnership (public/private, different arts, administrative levels, academics...). Workshops will be organized between all the partners to define the partnership's future model. M&E results will be taken into account to define the role of each partner, especially the self-assessment of civic curators (WP6). Collaboration agreements will be drafted and signed to consolidate the partnership's future. PP1 will be in charge of this deliverable and supported by the rest of PP.			
D 7.5.2	Title	Stakeholders consolidation – Cultural network		Target value 1	Delivery date 31/08/2022
	Description	A mapping of Almeria's potential stakeholders will be completed. These stakeholders will include a social, neighbour, cultural and artistic associations and relevant citizens that could contribute by participating in future Civic Curators through Community Groups and disseminating the cultural projects. Stakeholders will be asked to participate in a Cultural network that will coordinate them and collaborate with CAMINA's partnership. PP1 will be in charge of this deliverable and supported by PP8			
D 7.5.3	Title	Patronage programme		Target value 1	Delivery date 30/11/2022
	Description	In order to ensure the sustainability of the project, alternative financial means will need to be sought. CAMINA proposes to design a patronage programme that involves relevant personalities of Almeria who may be interested in sponsoring cultural programs. Once potential patrons have been identified, they will be invited to discuss their interest in sponsoring CAMINA financially, as well as with their ideas for cultural production. The conditions for cooperation and their level of involvement will be defined. One patron will be enrolled for each one of the Civic Curators to ensure the continuity. Finally, an agreement will need to be signed in order to make their commitment official. PP9 will define the patronage program and its details with the support of PP8.			
D 7.5.4	Title	Alternative financing opportunities		Target value 1	Delivery date 31/03/2023
	Description	In addition to Patronage Program, CAMINA proposes an alternative financial model to search for financial opportunities by investors to consider their funding for the project. These investors could be financial institutions, public entities or companies. Based on their disposition, agreements will be drafted and signed to guarantee their support to CAMINA. PP9 will be in charge of this deliverable and will find potential investors with PP1 and PP8			
D 7.5.5	Title	Scale-up activities		Target value 1	Delivery date 31/03/2023
	Description	Results from M&E (A7.2) will be used to define the project's scaling up. Partnership and stakeholders will participate in a workshop where they will share visions for scaling-up based on the project's results & evaluations. Related to scaling-up, there are almost 2 levels: scale-up to the whole city especially focusing in other UDAN neighbourhoods, and regional scale-up; Regional administration of the province (PP2) and autonomous community (PP3), are already involved in CAMINA and could be involved in CAMINA's regional scaling-up.			
D 7.5.6	Title	Transferability activities		Target value 1	Delivery date 31/03/2023
	Description	Results from M&E (A7.2) will be used to define the project's transferability. CAMINA's model can be replicated by other urban authorities in different local contexts. Transferability will be promoted through city networks as global (ULCG, ICLEI, C40, Creative Cities Network of UNESCO), European (Eurocities, URBACT) and Spanish (RIU, RECI, Red Inpulso & Spanish Federation of municipalities). In order to promote CAMINA through these networks, PP1 will participate in it, talking about the process and results and putting in value its potential opportunities to be replicated in other urban contexts. PP1 will be supported by PP8 and PP9.			

Output Number	Project output		Target value	Delivery date
O7.5.1	Title	CAMINA'S Board of project partners constituted	Target value 1	Delivery date 31/03/2023
	Description	The Board of PP will be responsible for CAMINA's continuity once UIA is over. Responsible PP: PP1-MJA		
O7.5.2	Title	CAMINA'S Network consolidation	Target value 1	Delivery date 31/03/2023
	Description	A permanent network of all the participants in the program will be constituted, including a social, neighbour, cultural and artistic associations and relevant citizens and CAMINA partnership. Responsible PP: PP1-MJA		
O7.5.3	Title	Model for alternative Financing	Target value 1	Delivery date 31/03/2023
	Description	A model for alternative financing of the project will be put in place. This model is based on two potential options: 1) Patronage financing; Relevant personalities of the city who sponsor the program, 2) Other financial opportunities; Investors -public entities and companies.		
O7.5.4	Title	Plan for scaling-up and transferability	Target value 1	Delivery date 31/03/2023
	Description	A plan will be drafted with conclusions of this activity's deliverables: PP board, conclusions from the participatory workshop, the whole city and regional scale-up and international city-networks incorporation. Timing, resources and stakeholders to involve will be defined for each action to conduct. This output will be the responsibility of PP1.		

Work Package Budget

PP 1 - Almeria City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description		N/A		PP1's tasks will be developed through in house contract by Almeria 2030				
Amount (€)	0	0.00	0	29,229	0	29,229.00	0	29,229.00

PP 2 - Almeria's Provincial Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.5: 2% FTE technician to design the sustainability model of CAMINA [10 months]	N/A						
Amount (€)	833	124.95	0	0	0	957.95	0	957.95

PP 3 - Andalucía's Regional Government	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.5: 4% (2pax) FTE technician to design the sustainability model of CAMINA [10 months]	N/A						
Amount (€)	1,666	249.90	0	0	0	1,915.90	0	1,915.90

PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.5: 2% FTE technician to design the sustainability model of CAMINA [10 months]	N/A						
Amount (€)	833	124.95	0	0	0	957.95	0	957.95

PP 5 - Municipal School for Music and The Arts (EMMA)	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.5: 2% FTE technician to design the sustainability model of CAMINA [10 months]	N/A						
Amount (€)	833	124.95	0	0	0	957.95	0	957.95

PP 6 - KUVER Audiovisual Productions	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.5: 2% FTE technician to design the sustainability model of CAMINA [10 months]	N/A						
Amount (€)	833	124.95	0	0	0	957.95	0	957.95
PP 7 - University of Almeria	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.1: 1% FTE director, 5% FTE Manager and 60% FTE technician [2m] 7.2: 3% FTE Mhnger and 20% FTE tech [22m] 7.3: 1% FTE director, 4% FTE Mhnger and 35% FTE tech [8m] 7.4: 1% FTE director, 5% FTE Mhnger and 50% FTE tech [8m] 7.5: 2% FTE technical for the sustainability model of CAMINA [10 m]	N/A	Travel for M&E (A7. meetings and coordination					
Amount (€)	79,134	11,870.10	1,000	0	0	92,004.10	0	92,004.10
PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.1: 50% FTE technician [2m] 7.5: 5% FTE Manager and 20% FTE technical to design the sustainability model of CAMINA [10m]	N/A	Travel for M&E design and sustainability model					
Amount (€)	15,417	2,312.55	2,000	0	0	19,729.55	0	19,729.55
PP 9 - KHORA Urban Thinkers	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Sub-total	Revenues	Total
Description	7.1: 1% FTE directos 5% FTE Manager 60% FTE technician [2m] 7.3: 8% FTE Mhnger 35% FTE tech [8m] - coord 7.4: 10% FTE Mhnger 50% FTE tech [8m] - coord 7.5: 5% FTE Mhnger 20% FTE technician[10 m]	N/A	Travel for M&E design, evaluations (7.2, 7.3) and sustainability model					
Amount (€)	53,567	8,035.05	5,000	0	0	66,602.05	0	66,602.05
Total (€)	153,116.00	22,967.40	8,000.00	29,229.00	0.00	213,312.40	0.00	213,312.40

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	0 %	35 %	45 %	20 %	100.00 %
Budget (€)	0.00	74,659.34	95,990.58	42,662.48	213,312.40

Indicative budget breakdown per activity		
Activity	Amount (%)	Budget (€)
A7.1	11 %	23,464.36
A7.2	14 %	29,863.74
A7.3	24 %	51,194.98
A7.4	31 %	66,126.84
A7.5	20 %	42,662.48
Total	100.00 %	213,312.40

Work Plan Per Work Packages - WorkPackage 8 (Investment Work Package)

Title	Investment
Start Date	01/01/2021
End Date	31/05/2022
Budget	1,726,980.50

Partners Involvement

Responsible Partner	PP 1 - Almeria City Council
Involved Partners	PP 1 - Almeria City Council PP 8 - EPTISA Engineering

Summary	<p>Almeria's CCR is a circular itinerary mapped during the participatory design process (A4.2), that connects the three historical city areas separated by the former medieval wall: La Chanca, Almedina and City Center. Additionally, the CCR, thoroughly and inclusively designed, articulates most of Almeria's main urban heritage sites such as Almeria's Cathedral, Alcazaba Monument or Nicolás Salmerón Park. CAMINA proposes a high-quality soft intervention combining urban & IT solutions (A4.3) in order to reinforce the cultural narrative. Physical works are based on a wayfinding strategy: signage, public space improvement and mural painting. Static solutions will be complemented with digital, dynamic activities like AR. An APP will be designed at this point. This technology will allow pedestrians to understand, enjoy and experiment on the cultural narrative. The CCR intervention will include several information catalysts along the path. Six stay-spaces (requiring small updates) have been identified where interactive experiences will be deployed. A modular customizable smart urban furniture will be designed in this activity, equipped with responsive technologies such as AR, VR or kinetics. There is an aim to involve citizens and provide an ever-evolving experience in these spots. The intervention design will be defined by a multidisciplinary team awarded previously (A4.4). The implementation (A8.1) will be coordinated by the awarded team, led by PP1 with the support of PP8.</p> <p>Three public building will be refurbished and/or rehabilitated (D.5.1.2) as cultural nodes where the activity of the Civic Curators will take place. Cultural nodes will be strategically located in the 3 neighbourhoods that CAMINA is trying to integrate. Moreover, in these neighbourhoods there are not any spaces where cultural associations can meet and develop their activities. Investments 2,3 and 4 will be destined to refurbishment work (including technical equipment and furnish -D.5.1.4- within the public buildings based on the needs of the Civic Curators). After CAMINA is completed cultural nodes remains as public workspaces open to the creation of cultural projects boosted by associations and civil society</p>
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Justification	<p>CAMINA seeks to create a strong link among the physical substrate of the city, the immaterial cultural heritage and its inhabitants. All the investments defined in this WP look for the achievement of this challenge pointing out the historical path of the city, through the intervention on the collaboratively designed cultural route; and the recuperation of three cultural spaces (nodes) that will be refurbished and adapted to become gathering spaces in order to boost the re-emergence of Almeria's Cultural Network. All the investments will remain after the closure of CAMINA, managed by the municipal authority of Almeria; guaranteeing the long-term sustainability of the cultural network and the environment raised aligned with the activities described in the WP7</p>
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Work Package Budget

PP 1 - Almeria City Council	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Infrastructure and works	Sub-total	Revenues	Total
Description		N/A		Katuska Theatre is an iconic building in Almeria's History so additional works to study its current condition and catalogue it as local architectural heritage will be necessary.	Acquisition of equipment for the CCR in the three cultural spaces. For instance: audio, video, AR, VR, beacons or kinetics technologies.	Improvement of CCR (tactical urbanism) and refurbishment of three cultural spaces; previously co-designed and procured in WP4 and WP5.			
18.1	0	0.00	0	0	241,500	453,235	694,735.00	0	694,735.00
18.2	0	0.00	0	0	30,000	250,000	280,000.00	0	280,000.00
18.3	0	0.00	0	0	30,000	0	30,000.00	0	30,000.00
18.4	0	0.00	0	50,000	50,000	550,000	650,000.00	0	650,000.00
Partner total (€)	0.00	0.00	0.00	50,000.00	351,500.00	1,253,235.00	1,654,735.00	0.00	1,654,735.00

PP 8 - EPTISA Engineering	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Infrastructure and works	Sub-total	Revenues	Total
Description	Work supervision carried out by a Technician. In months: I1: 6 (at 85%); I2: 6 (at 50%); I3: 3 (at 20%) and I4: 12 (at 45%). (Full time equivalent).	N/A	Site visits from PP8, necessary in order to supervise the development of the works.						
18.1	26,315	3,947.25	1,000	0	0	0	31,262.25	0	31,262.25
18.2	10,086	1,512.90	1,000	0	0	0	12,598.90	0	12,598.90
18.3	741	111.15	533	0	0	0	1,385.15	0	1,385.15
18.4	22,608	3,391.20	1,000	0	0	0	26,999.20	0	26,999.20
Partner total (€)	59,750.00	8,962.50	3,533.00	0.00	0.00	0.00	72,245.50	0.00	72,245.50
Total (€)	59,750.00	8,962.50	3,533.00	50,000.00	351,500.00	1,253,235.00	1,726,980.50	0.00	1,726,980.50

Indicative budget breakdown per year					
Year	2020	2021	2022	2023	Total
Amount (%)	0 %	40 %	60 %	0 %	100.00 %
Budget (€)	0.00	690,792.20	1,036,188.30	0.00	1,726,980.50

Investment 1

Title	Almeria's Cultural Circular Route - urban and IT intervention -
Investment Description	<p>Almeria's CCR is a circular itinerary mapped during the participatory design process (A4.2), that connects the three historical city areas separated by the former medieval wall: La Chanca, Almedina and City Center. Additionally, the CCR, thoroughly and inclusively designed, articulates most of Almeria's main urban heritage sites such as Almeria's Cathedral, Alcazaba Monument or Nicolás Salmerón Park.</p> <p>CAMINA proposes a high-quality soft intervention combining urban & IT solutions (A4.3) in order to reinforce the cultural narrative. Physical works are based on a wayfinding strategy: signage, public space improvement and mural painting. Static solutions will be complemented with digital, dynamic activities like AR. An APP will be designed at this point. This technology will allow pedestrians to understand, enjoy and experiment on the cultural narrative.</p> <p>The CCR intervention will include several information catalysts along the path. Six stay-spaces (requiring small updates) have been identified where interactive experiences will be deployed. A modular customizable smart urban furniture will be designed in this activity, equipped with responsive technologies such as AR, VR or kinetics. There is an aim to involve citizens and provide an ever-evolving experience in these spots.</p> <p>The intervention design will be defined by a multidisciplinary team awarded previously (A4.4). The implementation (A8.1) will be coordinated by the awarded team, led by PP1 with the support of PP8.</p>
Involved Partners	PP 1 - Almeria City Council PP 8 - EPTISA Engineering
Budget	725,997.25

Locations of investment

Number	Country	NUTS 2 level	NUTS 3 level
1	SPAIN	Andalucia	Almeria

Investment Risk	There are no risks identified for this investment since it would only affect public spaces of the city and it will be managed by the main urban authority PP1.
Investment Documentation	All the documentation necessary to deploy this investment works would be produced by the designers' team awarded by the contest developed in WP4 and delivered as O.4.4.2. Being public construction works deployed in the public space and led by the public authority of the city, additional permits are not required. Further documentation needed during construction works will be produced by the contracted designers' team winner of the contest under the coordination of the PP1 (procurement responsible) and PP8 (engineer involved in works supervision). Construction works will be deployed by the construction company selected in D4.4.5.
Ownership	Public space has the category of the public domain under Spanish law which means it is a collective good managed by public authorities. In this case PP1.

Activities, Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A8.1	Construction Supervision	Once the Construction Company is selected as part of the delivery D.4.4.5, construction works will be supervised by PP8 following the Spanish rules for public construction works monitoring. Day to day progress will be evaluated.	Start date 30/11/2021	End date 31/05/2022	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	Title	Works Supervision of Almeria's CCR		Target value 1	Delivery date 31/01/2022
	Description	The construction work will be developed by the selected construction company under the supervision of PP8. The role during the construction works will comprehend the approval of construction works inceptions, periodical monitoring or the construction works and final approval of the works deployed.			

A8.2	Project and Construction Management	This design will be executed by the construction company selected as part of the delivery D.4.4.5. Previous work will define the development of this work: physical and digital design (A4.2) articulated by the designer team selected (A4.4) meeting the requirements defined (A4.3).		Start date 30/11/2021	End date 31/05/2022
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 8.2.1	Title	ROUTE - urban intervention -	Target value 1	Delivery date 31/05/2022
		Description	Wayfinding solutions such as signage installation, public space improvement, mural painting or tactical urbanism will be proposed, among other soft interventions.		
	D 8.2.2	Title	STAY - urban intervention -	Target value 6	Delivery date 31/05/2022
		Description	6 stay areas or pocket parks have been identified along the path that will be upgraded through public space works, parklet-ish solutions, and active and passive solutions (canopy, trees) that will improve the environment providing a more comfortable experience of the narrative.		
	D 8.2.3	Title	ROUTE - IT intervention -	Target value 1	Delivery date 31/05/2022
		Description	Digital solutions are oriented to promote the dynamism and flexibility in the CCR. Dematerializing public space, interactive solutions will be deployed. AR technology (an APP), combined with required tablets and glasses sharing system will be launched.		
	D 8.2.4	Title	STAY - IT intervention -	Target value 6	Delivery date 31/05/2022
		Description	For 6 specific pocket-parks along the path, a modular customizable smart urban furniture will be designed, equipped with responsive technologies such as video, AR, VR or kinetics. Regular IT services like wifi or network connectors will be offered too.		

Investment 2

Title	Doña Pakyta Museum's Extension to host the Fine Arts Civic Curators activities
Investment Description	<p>Doña Pakyta Museum is a public building property of Almería's municipality and managed by the Art Foundation Ibañez Consentino (PP4). The building was donated by one of the most important business women of Almería. The donor established as an unbreakable condition, the cultural and public use of the building. Doña Pakyta Museum is settled in a plot with gardens and open spaces attached, also donated to the city. The museum hosts an important realistic painting collection, including some of the most important works of the Indalianos group of painters.</p> <p>Medium refurbishment work will be done encompasses an extension of the museum on which the activities of the Civic Curators CC1 and CC2 will take place to their needs (following actions tackled in A5.1, WP5). Finishes and elements of building services will be replaced o upgraded. Limited structural alteration including the creation of new spaces may also be involved with any works required to comply with statutory requirements.</p> <p>Meanwhile refurbishment works are carrying out, Almería City Council will provide rooms for meetings and Meson Gitano where WP5 activities, A6.2 and A6.1 will take place.</p>
Involved Partners	<p>PP 1 - Almería City Council</p> <p>PP 8 - EPTISA Engineering</p>
Budget	292,598.90

Locations of investment

Number	Country	NUTS 2 level	NUTS 3 level
1	SPAIN	Andalucía	Almería

Investment Risk	A risk associated with this investment is the possible inconsistency between the construction of new spaces and the Civic Curators' activities requirements. To avoid this risk, as part of the WP5 the activity 5.1 "Spatial framework and Civic Curators CC user needs pointing towards nodes (...)" is planned.
Investment Documentation	The Doña Pakyta Museum extension designs, dedicated to the FA (Fine Arts) Civic Curators' activities, will be delivered as part of the activity A5.1. (D5.1.2) following the Spanish rules for public contracts. After the designs are finished, the selection and contract of the construction company in charge of the construction will also be part of the mentioned activity (D5.1.3). PP1 as public authority and PP8 as experts in these type of activities will supervise the correct implementation of the construction contract, monitoring the implementation of the construction works. PP1 will review and agree on final designs with PP4.
Ownership	<p>Doña Pakyta Museum is a public building property of Almería's municipality and managed by the Art Foundation Ibañez Consentino.</p> <p>During the project implementation period, the investment will be managed by CAMINA's project partners through funds allocated to financing.</p> <p>Once CAMINA is finalised, the investment will be maintained by Almería City Council.</p>

Activities, Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A8.3	Construction Supervision	Once the Construction Company is selected as part of the delivery D.5.1.3, construction works will be supervised by PP8 following the Spanish rules for public construction works monitoring. Day to day progress will be evaluated.	Start date 01/01/2021	End date 30/09/2021	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	Title	Works Supervision of Doña Pakyta's Museum refurbishment		Target value 1	Delivery date 28/02/2021
	Description	The construction work will be developed by the selected construction company under the supervision of PP8. The role during the construction works will comprehend the approval of construction works inceptions, periodical monitoring or the construction works and final approval of the works deployed.			

A8.4	Project and Construction Management	Following activity A5.1; and according to the requirements for the FA node obtained as D5.1.1, the final renovation designs obtained as D5.1.2 will be constructed and equipped by the construction company selected as part of the delivery D.1.3.	Start date 01/02/2021	End date 30/09/2021	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 8.4.1	Title	Doña Pakyla Museum Expansion - construction -	Target value 1	Delivery date 28/02/2021
		Description	The construction work will be developed by the selected construction company. They will be in charge of Development of Construction Plans, Project management planning, Cost management, Time management, Quality management, Contract administration, Safety management and Construction management professional practices. The construction company, thus, will supervise the correct development of the work in its different technical, aesthetic, urban and environmental aspects, all of them according to the specifications defined in the project (D5.1.2).		
	D 8.4.2	Title	Doña Pakyla Museum Expansion - equipment installation -	Target value 1	Delivery date 28/02/2021
		Description	The awarded construction company (D5.1.3) will be in charge of installing every equipment defined and required by Civic Curators (CC1 and CC2) in the facility, previously designed in A5.1.		

Investment 3

Title	Meson Gitano's refurbishment works to host the Performative Arts Civic Curators activities
Investment Description	Meson Gitano is a public building property of Diputación de Almería and managed by Almería's municipality. It is built on the slope of Alcazaba hill, inside Almedina neighborhood nearby La Chanca Neighborhood. During the construction works of Meson Gitano, archeological remains of the medieval city where found and incorporated into the building. The design was adapted due to this circumstance and the building, already finished an about to be inaugurated, has an interactive museum installation and multipurpose spaces for public activities and social gathering. Therefore the proposed investment in this building (according to WP5, A5.1.) is a minor refurbishment intervention that will support the work and activities deployed by the Civic Curators CC3 and CC4, linked to Performative Arts. Refurbishment works will include technical equipment and furnish, all design and decision will be lead by PP1. Meanwhile refurbishment works are carrying out, Almería City Council will provide rooms for meetings and Meson Gitano where WP5 activities, A6.2 and A6.1 will take place.
Involved Partners	PP 1 - Almería City Council PP 8 - EPTISA Engineering
Budget	31,385.15

Locations of investment

Number	Country	NUTS 2 level	NUTS 3 level
1	SPAIN	Andalucía	Almería

Investment Risk	Few risks are foreseen in this investment since it is envisioned a minor adaptation to a public building already built but still not open to the public. Linking Performing Arts (PA) Civic Curators to Meson Gitano, visibility of CAMINA, Meson Gitano and the Heritage of the city contained in the building will be enhanced at the same time. A minor risk associated with this investment is the possible inconsistency between the refurbishment of spaces and the Civic Curators' activities requirements. To avoid this risk, as part of the WP5 the activity 5.1 "Spatial framework and Civic Curators CC user needs pointing towards nodes (...) " is planned.
Investment Documentation	The refurbishment of Meson Gitano's spaces dedicated to the civic Curator's activities will follow Spanish public procurement laws. The selected and contracted construction company in charge of the refurbishing works (D5.1.3), will supply the furniture and develop the design, supervised by PP1 as a public authority, and supported by PP8.
Ownership	Meson Gitano is a public building property of Diputación de Almería and managed by Almería's municipality (PP1)

Activities, Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A8.5	Works Supervision		Once the Construction Company is selected as part of the delivery D.5.1.3, construction works will be supervised by PP8 following the Spanish rules for public construction works monitoring. Day to day progress will be evaluated.	Start date 01/02/2021	End date 31/05/2021
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 8.5.1	Title	Works Supervision of Meson Gitano's refurbishment	Target value 1	Delivery date 31/05/2021
		Description	The construction work will be developed by the selected construction company under the supervision of the public authority (PP1). PP1 role during the construction works will comprehend the approval of construction works inceptions, periodical monitoring or the construction works and final approval of the works deployed. PP1 will be supported in this activity by PP8.		

A8.6	Project and Construction Management	Following activity A5.1; and according to the requirements for the PA node obtained as D5.1.1, the final renovation designs obtained as D5.1.2 will be equipped by the construction company selected as part of the delivery D.1.3.	Start date 01/02/2021	End date 31/05/2021		
	Deliverable number	Deliverable and partners involved		Target value	Delivery date	
	D 8.6.1	Title	Meson Gitano's refurbishment - equipment installation -	Target value 1	Delivery date 31/05/2021	
		Description	The awarded construction company (D.5.1.3) will be in charge of installing every equipment defined and required by Civic Curators (CC3 and CC4) in the facility, previously designed in A5.1.			

Investment 4

Title	Katuska Theatre's renovation works to adapt the building to host the audio-visual Arts Civic Curators activities
Investment Description	Katuska Theater is a historic building built on the '20s and refurbished in 1930 to become a socialist cinema theatre. It is settled on La Chanca Neighborhood and its backwall is built over the ruins of the old medieval wall. Since the Spanish Civil War, the building has lost its public use and it is been progressively abandoned until reaching its currently ruinous state. Katuska Theater is a public building property of Almeria's municipality. Due to the identity and historic value of Katuska Theater, there is a consensus among public authorities involved to rehabilitate the building. Bycause of the lack of cultural spaces in La Chanca, neighbourhood civic society of the area claims to use it as a cultural space. CAMINA's proposed investment will be focused on the rehabilitation and reconditioning of the Katuska Theater (according to WP5, A5.1.) in order to be used as a node for the activities of the Civic Curators CC5 and CC6 dedicated to the Audiovisual Arts. Mayor refurbishment works will be made. Fittings finishes and services will be replaced and it is highly likely that the roof and facades will be replace or upgraded. Building infrastructures will be renovated. Internal divisions and circulation will change. Works will include technical equipment and furnish. In the long term, this intervention will provide and secure a required and requested new cultural gathering space for La Chanca. Meanwhile refurbishment works are carrying out, Almeria City Council will provide rooms for meetings and Meson Gitano where WP5 activities, A6.2 and A6.1 will take place.
Involved Partners	PP 1 - Almeria City Council PP 8 - EPTISA Engineering
Budget	676,999.20

Locations of investment

Number	Country	NUTS 2 level	NUTS 3 level
1	SPAIN	Andalucía	Almería

Investment Risk	A minor risk associated with this investment is the possible inconsistency between the refurbishment of spaces and the Civic Curators' activities requirements. To avoid this risk, as part of the WP5 the activity 5.1 "Spatial framework and Civic Curators CC user needs pointing towards nodes (...) " is planned.
Investment Documentation	Katuska Theater's renovation is dedicated to Civic Curators' activities from audiovisual arts. It will be designed by an independent architecture office contracted by Almeria's Municipality (following the Spanish regulation for a minor public contract) as part of the A5.1 (D5.1.2). Once the design is approved, the selection and contracting of the construction company in charge of the construction works will follow Spanish public procurement laws; an activity placed at A5.1 (D5.1.3). PP1 will act as a public authority to monitor and control the development of the construction works, supported by PP8.
Ownership	Katuska Theater is a public building property of Almeria's municipality (PP1)

Activities, Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A8.7	Works Supervision		Once the Construction Company is selected as part of the delivery D.5.1.3, construction works will be supervised by PP8 following the Spanish rules for public construction works monitoring. Day to day progress will be evaluated.	Start date 01/02/2021	End date 31/05/2022
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 8.7.1	Title	Works Supervision of Katiuska Theatre's refurbishment	Target value 1	Delivery date 31/05/2022
		Description	The construction work will be developed by the selected construction company under the supervision of the public authority (PP1). PP1 role during the construction works will comprehend the approval of construction works inceptions, periodical monitoring or the construction works and final approval of the works deployed. PP1 will be supported in this activity by PP8.		

A8.8	Project and Construction Management	Following activity A5.1; and according to the requirements for the FAnode obtained as D5.1.1, the final renovation designs obtained as D5.1.2 will be constructed and equipped by the construction company selected as part of the delivery D.1.3.	Start date 01/02/2021	End date 31/05/2022	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 8.8.1	Title	Katiuska Theatre's refurbishment - construction -	Target value 1	Delivery date 31/05/2022
		Description	The construction work will be developed by the selected construction company. They will be in charge of: Development of Construction Plans, Project management planning, Cost management, Time management, Quality management, Contract administration, Safety management and Construction management professional practices. They construction company, thus, will supervise the correct development of the work in its different technical, aesthetic, urban and environmental aspects, all of them according to the specifications defined in the project (D5.1.2).		
	D 8.8.2	Title	Katiuska Theatre's refurbishment - equipment installation -	Target value 1	Delivery date 31/05/2022
		Description	The awarded construction company (D5.1.3) will be in charge of installing every equipment defined and required by Civic Curators (CC5 and CC6) in the facility, previously designed in A5.1.		

Work Plan Per Work Packages - WorkPackage 9 (Closure and knowledge transfer work package)

Title	Closure and knowledge transfer
Start Date	01/07/2023
End Date	30/06/2024
Budget	15,000.00

Partners Involvement

Responsible Partner	PP 1 - Almeria City Council
Involved Partners	PP 1 - Almeria City Council
Summary	<p>This WP is envisioned to close the UIA project including knowledge transfer, administrative closure, and establishment of the foundations for CAMINA continuity, having a direct connection with the activities developed in WP3 and WP7. The project will carry out the administrative closing procedure including the final progress report, necessary budgetary documentation for final payment claim and the revision of contracts to ensure CAMINA's continuity and equipment ownership. As for knowledge transfer, the final qualitative report will be drafted, including lessons learnt and knowledge generated, and UIA experts will evaluate the project. To complement this activity, Almeria will present its project in diverse networks targeted in activity 3.4 as well as other relevant forums identified. The activity 3.7 of final dissemination of lessons learnt will also contribute to knowledge transfer. Related to the continuity of CAMINA, this WP will support CAMINA's board including kick-off activities for the model's continuity (which will be defined in activity 7.5) and systematization of the implementation in other cities. This WP will be carried out by MUA although it will be supported by CAMINA board that unites all the PPs.</p>

Activities and Deliverables

Activity number	Activity title	Activity description and partners involved	Start date	End date
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A9.1	Transfer of knowledge activities		• Drafting and submission of the final qualitative report • Participation to Urban Development Network (UDN) • Project evaluation with UIA Experts		Start date	End date
					01/07/2023	30/06/2024
	Deliverable number	Deliverable and partners involved			Target value	Delivery date
	D 9.1.1	Title	Final qualitative report		Target value	Delivery date
		Description	Final qualitative report			
					1	30/06/2024

A9.2	Administrative closure	Preparation and submission of final progress report	Start date 01/07/2023	End date 01/10/2023
	Deliverable number	Deliverable and partners involved	Target value	Delivery date
	D 9.2.1	Title Final progress report	Target value	Delivery date
		Description Final progress report	1	01/10/2023

A9.3	Additional transfer of knowledge activities		This activity will entail the drafting of processes developed by officials and technicians in order to facilitate knowledge transfer. Also, systematization of the Civic Curator's actions will be carried out in order to standardise the process. Finally, the activity will also coordinate the participation in international and national conferences in order to share the main lessons learned and explore the transferability possibilities to other cities, in collaboration with WP3. This activity will be also in close cooperation with WP2 and WP7. Almeria's City Council (PP1) through its innovation agency Almeria 2030 will be responsible for this activity.		Start date 01/07/2023		End date 30/06/2024		
	Deliverable number		Deliverable and partners involved			Target value		Delivery date	
	D 9.3.1	Title	Drafting of processes developed by officials and technicians			Target value 1	Delivery date 30/06/2024		
		Description	This deliverable will involve all the processes needed to execute CAMINA's knowledge exchange framework, that involve work developed by officials and technicians in order to enable the actions. Almeria's City Council (PP1) will be responsible for this deliverable						
	D 9.3.2	Title	Systematization of the Civic Curators process			Target value 1	Delivery date 30/06/2024		
		Description	A systematization of the cultural production process conducted by the Civic Curators and the Storytelling Group will be followed in order to create a replicable action that can be transferred to other municipalities. This deliverable will be in close cooperation with activity 7.5. Almeria's City Council (PP1) will be responsible for this deliverable						
	D 9.3.3	Title	Participation in national/international conferences			Target value 1	Delivery date 30/06/2024		
		Description	At the end of this project, Almeria will have amplified its national and international presence by accessing cultural heritage and culture related projects (3.4) through different networks. This presence will help Almeria to deliver knowledge transfer and to disseminate lessons learnt from the project. Mapping of other relevant forums will be carried out to ensure the project's transferability and explore the possibility to actively implement the project to other cities across Europe. This deliverable will also be in close cooperation with activity 2.5 and 7.5. Almeria's City Council (PP1) will be responsible for its implementation.						

A9.4	Cultural Network Replication Framework	Consolidation of the CAMINA's Replication Framework through the definition of a model that can be adapted to other cities. The Framework will include the governance model needed, the mediation techniques and the best functioning methodologies to articulate the Civic Curators and the construction of the city's cultural narrative. This Framework will be developed once the project sustainability model is defined in WP7. Preliminary identification of potential candidates CAMINA will be presented. Almeria's City Council (PP1) will be responsible for this activity, in close cooperation with activity 7.5.	Start date	End date	
			01/07/2023	30/06/2024	
	Deliverable number	Deliverable and partners involved		Target value	Delivery date
	D 9.4.1	Title	Consolidation of a CAMINA model for replication	Target value 1	Delivery date 30/06/2024
		Description	Thanks to the work developed in activity 7.5 and 9.1, a framework will be consolidated and made ready to be replicated. The Framework will include the governance model needed, the mediation techniques and the best functioning methodologies to articulate the Civic Curators and the Storytelling Group. Almeria's City Council (PP1) will be responsible for this deliverable.		
	D 9.4.2	Title	Definition of variables that cities should have in order to replicate the project	Target value 1	Delivery date 30/06/2024
		Description	The project will take the extra mile by attempting to create the list of required characteristics for a city to have in order to successfully replicate CAMINA. For that, exhaustive documentation of Almeria will be conducted, together with the conclusions extracted from activity 7.5. Almeria's City Council (PP1) will be responsible for this deliverable.		
	D 9.4.3	Title	Identification of potential candidates	Target value 1	Delivery date 30/06/2024
		Description	Finally, a list of potential municipalities that would be suitable for CAMINA replication will be produced. This list will be elaborated with the feedback obtained during the dissemination activities in diverse city networks (WP3) and the projects own research of different European cities. Almeria's City Council (PP1) will be responsible for this deliverable.		










A9.5	Completion and closure of economic and administrative aspects of the project		A final economic justification will be completed followed by the closure of project contracts. Documentation for the formalization of property spaces and facilities will also be elaborated. Almeria's City Council (PP1) will be responsible for this activity.		Start date 01/07/2023	End date 30/06/2024	
	Deliverable number	Deliverable and partners involved			Target value	Delivery date	
	D 9.5.1	Title	Elaboration of last payment claim			Target value 1	Delivery date 30/09/2023
		Description	CAMINA's final financial documentation will be gathered and presented for justification. This deliverable will include the elaboration of an audited expenditure to carry out the final payment claim. Almeria's City Council (PP1), as the Project Manager, will be the partner responsible for its execution.				
	D 9.5.2	Title	Closing of contracts			Target value 1	Delivery date 30/09/2023
		Description	Every contract envisioned in this project will be analyzed to determine if it is finished. This activity should help through lessons learnt by considering possible changes for future contracts envisioned in CAMINA. Almeria's City Council (PP1), as the Project Manager, will be the partner responsible for its execution.				
	D 9.5.3	Title	Administrative formalizing property spaces and facilities			Target value 1	Delivery date 30/06/2024
		Description	All documentation related to the further use of the aconditioned spaces by the project (Doña Pakyla, Mesón Gitano and Cines Katiuska) will be produced in order to ensure its continuity as a cultural space. Almeria's City Council (PP1), as the Project Manager, will be the partner responsible for its execution.				

Work Package Budget

Partner name	Staff cost (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and construction works (€)	Sub-Total (€)	Revenues (€)	Total (€)
Almeria City Council	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	0.00	15,000.00

Part E - Project Budget

E.1 Project Budget Co-Financing Source (Fund) - Breakdown per Partner

Partner		ERDF co-financing		Contribution			Total	
Partner	Country	EUR	ERDF rate	Public	Private	Total	Budget	% of project budget
PP 1 - Almería City Council	 ES	2,220,598.40	80.00 %	555,149.60	0.00	555,149.60	2,775,748.00	50.88 %
PP 2 - Almería's Provincial Council	 ES	235,307.72	80.00 %	58,826.93	0.00	58,826.93	294,134.65	5.39 %
PP 3 - Andalucía's Regional Government	 ES	410,279.08	80.00 %	102,569.77	0.00	102,569.77	512,848.85	9.40 %
PP 4 - Ibáñez Cosentino Arts Foundation (FAIC)	 ES	205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45	4.70 %
PP 5 - Municipal School for Music and The Arts (EMMA)	 ES	205,216.36	80.00 %	51,304.09	0.00	51,304.09	256,520.45	4.70 %
PP 6 - KUVER Audiovisual Productions	 ES	205,216.36	80.00 %	0.00	51,304.09	51,304.09	256,520.45	4.70 %
PP 7 - University of Almería	 ES	183,748.36	80.00 %	45,937.09	0.00	45,937.09	229,685.45	4.21 %
PP 8 - EPTISA Engineering	 ES	414,099.84	80.00 %	0.00	103,524.96	103,524.96	517,624.80	9.49 %
PP 9 - KHORA Urban Thinkers	 ES	285,008.52	80.00 %	0.00	71,252.13	71,252.13	356,260.65	6.53 %
Total (€)		4,364,691.00	80.00 %	813,787.48	277,385.27	1,091,172.75	5,455,863.75	100.00 %

E.2 Project Budget - Overview per Partner/ per Period

Partner	Preparation (Period 0)	Jan - Dec 2020	Jan - Dec 2021	Jan - Dec 2022	Jan - Dec 2023	Closure	Total
PP 1	20,000.00	114,350.50	1,050,920.12	1,343,957.26	231,520.12	15,000.00	2,775,748.00
PP 2	0.00	10,982.22	126,469.74	128,020.14	28,662.56	0.00	294,134.65
PP 3	0.00	6,889.94	203,907.16	244,727.04	57,324.71	0.00	512,848.85
PP 4	0.00	3,459.38	102,020.51	122,378.01	28,662.56	0.00	256,520.45
PP 5	0.00	3,459.38	102,020.51	122,378.01	28,662.56	0.00	256,520.45
PP 6	0.00	3,459.38	102,020.51	122,378.01	28,662.56	0.00	256,520.45
PP 7	0.00	20,125.10	98,698.96	74,003.86	36,857.54	0.00	229,685.45
PP 8	0.00	39,659.96	206,209.39	183,125.50	88,629.94	0.00	517,624.80
PP 9	0.00	51,038.56	166,032.44	82,931.57	56,258.08	0.00	356,260.65
Total (€)	20,000.00	253,424.41	2,158,299.33	2,423,899.40	585,240.62	15,000.00	5,455,863.75
% of total budget	0.37 %	4.64 %	39.56 %	44.43 %	10.73 %	0.27 %	100.00 %

E.3 Project Budget - Overview per Partner/ per Work Package

Partner	Preparation (WP 1)	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	WP 8	Closure (WP 9)	Total
PP 1	20,000.00	209,326.70	339,028.50	129,157.95	41,770.85	337,500.00	29,229.00	1,654,735.00	15,000.00	2,775,748.00
PP 2	0.00	0.00	14,917.05	37,614.20	8,145.45	232,500.00	957.95	0.00	0.00	294,134.65
PP 3	0.00	0.00	29,832.95	0.00	16,100.00	465,000.00	1,915.90	0.00	0.00	512,848.85
PP 4	0.00	0.00	14,917.05	0.00	8,145.45	232,500.00	957.95	0.00	0.00	256,520.45
PP 5	0.00	0.00	14,917.05	0.00	8,145.45	232,500.00	957.95	0.00	0.00	256,520.45
PP 6	0.00	0.00	14,917.05	0.00	8,145.45	232,500.00	957.95	0.00	0.00	256,520.45
PP 7	0.00	30,245.00	15,917.05	58,457.95	10,061.35	23,000.00	92,004.10	0.00	0.00	229,685.45
PP 8	0.00	187,675.00	8,207.95	0.00	68,516.80	161,250.00	19,729.55	72,245.50	0.00	517,624.80
PP 9	0.00	88,900.00	33,779.05	151,795.45	15,184.10	0.00	66,602.05	0.00	0.00	356,260.65
Total (€)	20,000.00	516,146.70	486,433.70	377,025.55	184,214.90	1,916,750.00	213,312.40	1,726,980.50	15,000.00	5,455,863.75
% of total budget	0.37 %	9.46 %	8.92 %	6.91 %	3.38 %	35.13 %	3.91 %	31.65 %	0.27 %	100.00 %

E.4 Project Budget - Overview per Work Package/ per Period

Work Package	Preparation	Jan - Dec 2020	Jan - Dec 2021	Jan - Dec 2022	Jan - Dec 2023	Closure	Total
WP 1	20,000.00						20,000.00
WP 2		77,422.01	154,844.01	103,229.34	180,651.35		516,146.70
WP 3		72,965.06	97,286.74	145,930.11	170,251.80		486,433.70
WP 4		75,405.11	245,066.61	56,553.83	0.00		377,025.55
WP 5		27,632.24	128,950.43	27,632.24	0.00		184,214.90
WP 6		0.00	766,700.00	958,375.00	191,675.00		1,916,750.00
WP 7		0.00	74,659.34	95,990.58	42,662.48		213,312.40
WP 8		0.00	690,792.20	1,036,188.30	0.00		1,726,980.50
WP 9						15,000.00	15,000.00
Total (€)	20,000.00	253,424.41	2,158,299.33	2,423,899.40	585,240.62	15,000.00	5,455,863.75
% of total budget	0.37 %	4.64 %	39.56 %	44.43 %	10.73 %	0.27 %	100.00 %

E.5 Project Budget - Overview per Partner/ per Budget Line

Partner	Staff	Office and administration	Travel and accommodation	External expertise and services	Equipment	Infrastructure and construction works	Sub-total	Revenues	Total
PP 1	334,260.00	50,139.00	2,000.00	784,614.00	351,500.00	1,253,235.00	2,775,748.00	0.00	2,775,748.00
PP 2	186,291.00	27,943.65	0.00	79,900.00	0.00	0.00	294,134.65	0.00	294,134.65
PP 3	338,999.00	50,849.85	0.00	123,000.00	0.00	0.00	512,848.85	0.00	512,848.85
PP 4	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
PP 5	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
PP 6	169,583.00	25,437.45	0.00	61,500.00	0.00	0.00	256,520.45	0.00	256,520.45
PP 7	196,683.00	29,502.45	3,000.00	500.00	0.00	0.00	229,685.45	0.00	229,685.45
PP 8	425,732.00	63,859.80	27,533.00	500.00	0.00	0.00	517,624.80	0.00	517,624.80
PP 9	271,051.00	40,657.65	23,700.00	20,852.00	0.00	0.00	356,260.65	0.00	356,260.65
Total (€)	2,261,765.00	339,264.75	56,233.00	1,193,866.00	351,500.00	1,253,235.00	5,455,863.75	0.00	5,455,863.75
% of total budget	41.46 %	6.22 %	1.03 %	21.88 %	6.44 %	22.97 %	100.00 %	0.00 %	100.00 %

E.6 Project Budget - Overview per Work Package/ per Budget Line

Work Package	Staff Costs (€)	Office and administration (€)	Travel and accommodation (€)	External expertise and services (€)	Equipment (€)	Infrastructure and Works (€)	Sub-total (€)	Revenues (€)	Total (€)
WP 1	0.00	0.00	0.00	20,000.00	0.00	0.00	0.00	0.00	20,000.00
WP 2	263,258.00	39,488.70	18,400.00	195,000.00	0.00	0.00	516,146.70	0.00	516,146.70
WP 3	244,258.00	36,638.70	6,800.00	198,737.00	0.00	0.00	486,433.70	0.00	486,433.70
WP 4	244,457.00	36,668.55	7,500.00	88,400.00	0.00	0.00	377,025.55	0.00	377,025.55
WP 5	151,926.00	22,788.90	6,000.00	3,500.00	0.00	0.00	184,214.90	0.00	184,214.90
WP 6	1,145,000.00	171,750.00	6,000.00	594,000.00	0.00	0.00	1,916,750.00	0.00	1,916,750.00
WP 7	153,116.00	22,967.40	8,000.00	29,229.00	0.00	0.00	213,312.40	0.00	213,312.40
WP 8	59,750.00	8,962.50	3,533.00	50,000.00	351,500.00	1,253,235.00	1,726,980.50	0.00	1,726,980.50
WP 9	0.00	0.00	0.00	15,000.00	0.00	0.00	0.00	0.00	15,000.00
Total (€)	2,261,765.00	339,264.75	56,233.00	1,193,866.00	351,500.00	1,253,235.00	5,455,863.75	0.00	5,455,863.75
% of total budget	41.46 %	6.22 %	1.03 %	21.88 %	6.44 %	22.97 %	100.00 %	0.00 %	100.00 %

Part F - Partners contribution

Source(s) of Contribution

Total Contribution 1,091,172.75 Total Contribution Target 1,091,172.75

PP1 - Almería City Council

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
Almería City Council	Public	100.00 %	555,149.60	cash	Almería City Council will contribute providing the staff that will coordinate the project: Project Manager, Almería's Storytelling Manager, the Civic Curators Manager and the Mediation Manager. As well it will contribute providing the staff dedicate to CAMINA's Financial Monitoring, Communication; closure and knowledge transfer activities
Total (€)		100.00 %	555,149.60		Contribution Target 555,149.60

PP2 - Almería's Provincial Council

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
Almería's Provincial Council	Public	100.00 %	58,826.93	cash	DPA will contribute providing the staff responsible for communications and coordination, and the staff from the Institute for Almería's Studies (Instituto Estudios Almerienses- IEA) assigned to Almería's Cultural landscape Storytelling Group and the staff from the Audiovisual Arts Department of the Culture and Film Section (AAD) assigned to the Core Teams of Civic Curators in charge of Audiovisual Arts Cultural Projects.
Total (€)		100.00 %	58,826.93		Contribution Target 58,826.93

PP3 - Andalucía's Regional Government

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
Andalucía's Regional Government	Public	100.00 %	102,569.77	cash	JA will contribute providing the staff responsible for communications and coordination, and the staff from the Centro Andalucía's Photography Center (CAF) assigned to the Core Teams of Civic Curators in charge of Audiovisual Arts' projects and the staff from the Conjunto Monumental of Alcazaba assigned to The CT of the CC in charge of the Fine Arts' Projects.
Total (€)		100.00 %	102,569.77		Contribution Target 102,569.77

PP4 - Ibáñez Cosentino Arts Foundation (FAIC)

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
Arte Ibáñez Cosentino Foundation (FAIC)	Private	100.00 %	51,304.09	cash	FAIC will contribute providing the staff responsible for communications and coordination, and the staff assigned to the Core Teams of Civic Curators in charge of Fine Arts' Projects.
Total (€)		100.00 %	51,304.09		Contribution Target 51,304.09

PP5 - Municipal School for Music and The Arts (EMMA)

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
Public School for Music and Arts (EMMA)	Public	100.00 %	51,304.09	cash	EMMA will contribute providing the staff responsible for communications and coordination, and the staff assigned to the Core Teams of Civic Curators in charge of Performative Arts' Projects.
Total (€)		100.00 %	51,304.09		Contribution Target 51,304.09

PP6 - KUVAR Audiovisual Productions

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
KUVAR Audiovisual Productions	Private	100.00 %	51,304.09	cash	KUVAR will contribute providing staff responsible for communications and coordination, and the staff assigned to the Core Teams of Civic Curators in charge of Performative Arts' Projects.
Total (€)		100.00 %	51,304.09		Contribution Target 51,304.09

PP7 - University of Almería

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
University of Almería	Public	100.00 %	45,937.09	cash	The University of ALmería will contribute providing the staff responsible for communications and coordination, the staff that will deploy the ex-ante study and its staff assigned to Almería's Cultural landscape Storytelling Group.
Total (€)		100.00 %	45,937.09		Contribution Target 45,937.09

PP8 - EPTISA Engineering

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
EPTISA Engineering	Private	100.00 %	103,524.96	cash	EPTISA will contribute providing the staff responsible for project management supporting activities and for the supervision of the construction work
Total (€)		100.00 %	103,524.96		Contribution Target 103,524.96

PP9 - KHORA Urban Thinkers

Name of Organisation/ Source of Contribution	Legal Status	% of Total Partner Contribution	Amount (€)	Cash or In-kind Contribution	Comment
KHORA Urban Thinkers	Private	100.00 %	71,252.13	cash	KHORA will contribute providing the staff responsible for CAMINA 'S evaluation and project sustainability and its staff assigned to Almería's Cultural landscape Storytelling Group.
Total (€)		100.00 %	71,252.13		Contribution Target 71,252.13

Part G - Risk Management

Description of the risk	Properties		Actions to mitigate the risk
Lack of commitment of project partners. Partnership is one of the major strengths of CAMINA because of its diversity and the balance between public and private institutions, organisations, and businesses. However, the lack of commitment of partners or their dropping-out could have a strong impact on the project results.	Impact	Major	Each project partner will have to sign a detailed agreement which will include their expected contributions at the beginning of the project. This agreement will detail the partners' obligations in case of drop-out which could include the proposal of a new partner that could complete their assignment. However, this risk is very unlikely to happen given the commitment of all the project partners
	Likelihood	Remote	
Lack of commitment to cultural managers project partners (PP2 to PP6). Their role is critical for cultural projects production: (music, dance, movies, plastic arts). During the first generation of Civic Curators (CC1-7) will lead the technical field and will monitor the Community Groups during second-generation (CC7-12). Lack of engagement and dedication would compromise the quality of cultural activities and reduce the audience demand.	Impact	Major	Regular reports will be done by PP8 during the Civic Curators implementation addressed to PP1. In case of a relevant and steady lack of quality in one cultural manager, two options will be explored: several cultural managers are capable to face a wide range of cultural activities, not only the assigned one. Another cultural manager might absorb the workload unattended by the one who failed. Secondly, there are other cultural producers and managers in Almeria potentially interested to be part of it
	Likelihood	Possible	
Lack of demand from the non-traditional audience or lack of diversity in culture consumers participants (social/economic/ethnic profiles). Intergroup and multicultural activities must be ensured to foster social cohesion and integration. The cultural project might be not inclusive enough and difficult to transmit it to social at-risk groups lowering the interest and lack of participation of civic and neighbourhood as the linkage to citizens engagement.	Impact	Serious	Four actions have been considered to mitigate the risk: PP7 experience (Social integration expert from the University of Almeria -CEIMRI-) is key to use a multicultural approach an inclusive language. Community Groups will be selected based on diversity criteria representing collectives, religions and social profiles. Both (CG and PP7) are permanent members of the Civic Curators where decisions are made collaboratively. PP7 will guarantee an inclusive and integrative approach of Cultural Projects. Finally social mediators have a specific role being the interlink between Civic Curators and final citizenship potential participants in cultural projects. They will disseminate the cultural activities among the different neighbourhoods to fostering demand
	Likelihood	Probable	
The delayed learning curve of Community Groups regarding the cultural management skills in the second generation of Civic Curators, when CG will lead the cultural projects supported by cultural managers, enablers and social engagers. Failure could have been due to poor training skills of cultural managers. This risk could imply itself as a lack of audience demand or inclusive participation.	Impact	Minor	The first generation of Civic Curators means a "learning by doing" process that will be key to mitigate this risk since the same Community Groups will participate in the second generation. The change in the leading process is an opportunity to improve the engagement of CG, not an obligation. If unskilled or untrained team members would imply a lack of quality in cultural projects or delays, a movement back in the leading process could be decided.
	Likelihood	Remote	
Delays in the procurement and construction work regarding all spaces where nodes will be placed (Dña Pakyta and Katyuska Theatre) or the urban and IT intervention in the Cultural Circular Route.	Impact	Minor	To mitigate this risk, the role of PP8 as an independent engineer and technical assistance to PP1 will be instrumental in order to speed up the procurement process and construction delivery. The ownership of the 3 cultural spaces by PP1 will facilitate risk Management. In case that, for example, the Partnership Agreement process is delayed, this should not be an obstacle to launch the procurement process of the 3 cultural spaces and the Cultural Circular Route that have already been selected.
	Likelihood	Possible	

Part H - Confirmation

(Main) Urban Authority confirmation and signature

(Main) Urban Authority Almería City Council

By signing the application form the (Main) Urban Authority hereby confirms that:

- the Urban Authorities involved in this project proposal are not involved in other proposals submitted to the UIA Initiative as part of this current Call for Proposals;
- the project neither in whole nor in part has or will receive any other complementary EU funding (except for the funding indicated in this application form) during the whole duration of the project;
- the project partners listed in the application form are committed to take part in the project's activities and financing;
- the (Main) Urban Authority and the project partners will act according to the provisions of the relevant national and EU legislation and policies (especially regarding structural funds, public procurement, state aid, environment and equal opportunities) as well as the specific provisions of the UIA Initiative;
- the information in the Application Form is accurate and true to the best knowledge of the (Main) Urban Authority
- general information about this project can be used by the UIA Initiative to liaise with national and regional authorities in charge of implementation of operational programmes funded by the European Structural and Investment Funds

Forename, Surname VAZQUEZ, MARIA DEL MAR

Date

05/12/2019

Position DEPUTY MAYOR

Place

Almería

Authorized signature
of (Main) Urban
Authority