



URBACT IV

(2023 - 2029)

Application Form

UIV - TN Call

Priority axis-Investment Priority-Specific Objective 1-1-1

1. Interreg Specific Objective "a better cooperation governance"

1.1. Enhancing Institutional Capacity of Public Authorities and Stakeholders to implement Territorial Strategies

1.1.1. Promoting Integrated Sustainable Urban Development through Cooperation

CALL

Accessible Cities for All

Submitted version

ANCT URBACT MA

20, Avenue de Ségur 75334 Paris Cedex 07 FRANCE Île de France Paris

Tel:

Fax:

Email: itn@urbact.eu

Table of contents

1.PROJECT SYNTHESIS	4
1.1 Project identity (incl. title and duration)	4
1.2 Summarised description of the issue to be addressed by the network	4
1.3 Proposed Partnership	5
1.4 Links to the Cohesion Policy Objectives	5
1.5 Total budget	5
2. PRESENTATION OF PROJECT PROPOSAL	7
2.1 Thematic Content	7
2.1.1 Description of the Good Practice, highlighting key elements, and policy challenge to be addressed	7
2.1.2 Link to European urban policy context 2021-2027	7
2.2. How will the transfer of the Good Practice build the capacities of cities to design and impleme...	9
2.3 How will gender equality and equal opportunities be addressed by the network?	9
2.4 How will environmental sustainability be addressed by the network?	10
2.5 How will digitalisation be addressed by the network?	10
2.6 What is the added value of this network related to the theme proposed?	11
3. RATIONALE OF PROPOSED PARTNERSHIP	12
3.1 Profile of the Lead Partner City	12
3.1.1 Local challenges in relation to the policy issue identified and solutions provided by the Good Practice	12
3.1.2 Key local stakeholders involved and organisation of the delivery of the Good Practice	13
3.1.3 Where is there room for improvement of the Good Practice and what added value is expected from the Transfer Network i...	14
3.2 Profile of the Transfer Partner Cities	15
3.2.1 Local challenges of city partners specific to the Good Practice	15
3.2.2 Local strategic framework of the city specific to the Good Practice	17
3.2.3 Solution provided by the transfer of the Good Pactice	20
3.2.4 Motivation and commitment of each city to join the network	23
3.2.5 Local Stakeholders to be involved in the URBACT Local Group	26
3.3 What are the main challenges and barriers identified to the transfer of the Good Practice?	29
3.4 Why does it makes sense for these cities to work together?	30
4. ACTIVITIES AND EXPECTED OUTPUTS	31
4.1 Description of Work Package 1- Network management	32
4.1.1 Organisation of the project coordination	32
4.1.2 Proposed approach to network-level and local-level communication	33
4.1.3 Activities to be implemented under WP1	33
4.2 Description of Work Package 2 – Network Level Activities	35
4.2.1 General framework for Network Level Activities	35
4.2.2 Proposed content, tools and methods for the transnational exchange and learning activities	36
4.2.3 Expected outputs under WP2	38
4.3 Description of Work Package 3 – Local Level Activities	39
4.3.1 General framework for Local Level Activities	39
4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3	41
4.3.3 Expected outputs under WP3	41
5 PROJECT WORK PLAN	43
5.1 Work plan	43
6 PROJECT MANAGEMENT AND LEADERSHIP	46
6.1 Lead partner experience (highlights of city's experience)	46
6.2 Experience of proposed project coordinator	47
6.3 Presentation of the Lead Partner project team (roles and responsibilities)	47
7 USE OF EXPERTISE	49
7.1 Proposed use of expertise resources allocated by the Programme	49
7.1.1 Proposed use of URBACT Lead Experts	49
7.1.2 Proposed use of URBACT Ad Hoc Expertise	49
8 BUDGETARY PROPOSAL	51
8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)	51
8.2 ERDF/IPA/NDICI per year	51
8.3 Expenditure per partner, per year and budget subcategory	51

8.4 Expenditure per year and budget category	59
8.5 Project cost per budget line	60
8.6 Project costs per budget category – Justification/Explanation	61
9 SIGNATURE	61
9.1 Signature of the Lead Partner/project coordinator	61

1.PROJECT SYNTHESIS

1.1 Project identity (incl. title and duration)

Identification

Acronym	CALL
Programme reference	1750759730
N° SYNERGIE–CTE (for search)	22026
Title	Accessible Cities for All
Lead Partner	Komotini (GREECE)

Length of project

Start date	End date
2025-11-01	2028-04-30

1.2 Summarised description of the issue to be addressed by the network

Short description

Despite growing awareness of urban accessibility, many cities still lack integrated, participatory approaches to inclusive development. This Transfer Network addresses how local governments can co-design and implement policies that remove physical, social, and digital barriers. It promotes governance models that engage all citizens—especially persons with disabilities—in shaping equitable, accessible urban environments.

1.3 Proposed Partnership

	Partner organisation	Type of organisation	Regrouping	Country	Area	NUTS 3
Lead Partner	Komotini	Local Public authority	EU Less developed regions	GREECE	Ανατολική Μακεδονία, Θράκη (Anatoliki Makedonia, Thraki)	Ροδόπη (Rodópi)
	Dubrovnik Development Agency (DURA)	Sectoral agency	EU Less developed regions	CROATIA	Jadranska Hrvatska	Dubrovačko-neretvanska županija
	Municipality of San Lucido	Local Public authority	EU Less developed regions	ITALY	Calabria	Cosenza
	Jaroslav Municipality	Regional Public authority	EU Less developed regions	POLAND	Podkarpackie	Przemyski
	Associação de Municípios de Fins Específicos Quadrilátero Urbano	Regional Public authority	EU Less developed regions	PORTUGAL	Norte	Cávado
	Galway City Council	Local Public authority	EU Transition regions	IRELAND	Border, Midland and Western	West
	Bratislava	Local Public authority	EU More developed regions	SLOVAKIA	Bratislavský kraj	Bratislavský kraj
	The City of Zrenjanin	Local Public authority	Instrument for Pre-accession Assistante countries	SERBIE	SERBIE	SERBIE

1.4 Links to the Cohesion Policy Objectives

Komotini promotes inclusive urban development aligned with Cohesion Policy Objectives 1, 4, and 5. It uses smart tools for accessibility (CPO 1), empowers disabled people as active partners in service design (CPO 4), and applies participatory planning to meet local needs (CPO 5). The practice fosters equality, social cohesion, and access to services in a sustainable, place-based approach.

1.5 Total budget

ERDF		Swiss Fund		Norway Fund		IPA fund		NDICI		Other Financing	Total budget
ERDF	Public co-financing	Swiss Fund	Public co-financing	Norway Fund	Public co-financing	IPA fund	Public co-financing	NDICI	Public co-financing		
510 250.00 €	154 750.00 €	0.00 €	0.00 €	0.00 €	0.00 €	80 750.00 €	4 250.00 €	0.00 €	0.00 €	0.00 €	750 000.00 €

2. PRESENTATION OF PROJECT PROPOSAL

2.1 Thematic Content

2.1.1 Description of the Good Practice, highlighting key elements, and policy challenge to be addressed

Komotini's Good Practice centers on inclusive urban development through a structured governance model and integrated accessibility planning. Recognized with the Access City Award (2021), selected as a URBACT Good Practice City (2024), and shortlisted for the EU Capitals of Inclusion and Diversity awards, the city has built a cohesive model that blends participation, accessibility, and social inclusion into urban policy.

This Good Practice addresses a widespread urban challenge: how to ensure accessibility and equity through cross-sectoral, inclusive governance, rather than fragmented, sector-based solutions. Komotini recognized that accessibility and social equity require a common vision, long-term political commitment, and active stakeholder involvement. In response, it developed a model rooted in civic empowerment, inclusive infrastructure, and digital innovation. The model is structured around three interlinked pillars:

1. Participatory Policy and Governance Framework

Komotini institutionalized inclusion in policymaking by establishing advisory boards with civil society and persons with disabilities (PwD). Multi-phase action plans guide the city's strategic orientation in line with EU values of equality and inclusion. More than 50 NGOs are engaged annually to co-design and co-implement programmes across education, employment, rights-based services, and culture. This is guided by a threefold strategy: a) direct municipal actions for accessibility and equity, b) collaborative initiatives with civil society and public agencies for broader impact, and c) facilitation of grassroots participation. The city ensures that marginalized voices are not only heard, but embedded in its policy-making.

2. Integrated Infrastructure and Digital Accessibility

Komotini has invested in universal design and inclusive green infrastructure. Over 20 km of accessible routes, barrier-free public buildings, schools, and 12 fully accessible beach points are among the results. Green and walkable public spaces promote well-being and sustainability.

Digitally, the city ensures full WCAG 2.0 compliance across services, offers mobile apps for navigation and feedback, and uses GIS to map the homes of PwD for emergency services. These initiatives demonstrate how digital inclusion enhances both resilience and accessibility, and serve as an example of twin digital-social transition.

3. Social Integration and Inclusive Local Economy

Komotini fosters inclusion through empowerment. Community centers and social enterprises led by PwD receive municipal support. A refurbished municipal building hosts an NGO that manages autonomous living apartments, training centers, and occupational services. The Paralympic Park, co-managed by persons with disabilities, is used for community-building and para-sport events such as basketball and swimming competitions, which enhance visibility and inclusion.

The local economy is supported through accessible tourism, inclusive employment incentives, and volunteer networks. Gender equality is mainstreamed through support for women-led initiatives and safe public spaces. The combined focus on equity, empowerment, and inclusion makes Komotini's approach highly transferable and relevant to other small and mid-sized cities.

Policy Challenge

Komotini tackles the fragmentation of governance and services that hinders full participation of vulnerable groups, particularly PwD. By creating a comprehensive urban strategy that integrates participatory governance, accessible infrastructure, and inclusive digital solutions, Komotini exemplifies how cities can evolve toward resilience, inclusion, and sustainability.

2.1.2 Link to European urban policy context 2021-2027

Komotini's Good Practice directly responds to the priorities of the European Cohesion Policy 2021–2027 and the Urban Agenda for the EU, showing how accessibility, inclusion, and participatory governance can be embedded systematically into local urban development. It demonstrates how smaller and mid-sized cities can tackle cross-sectoral urban challenges through integrated, community-led strategies.

Alignment with EU Cohesion Policy Objectives:

● Objective 1: A Smarter Europe

Komotini uses digital tools to promote inclusion and resilience. Full WCAG 2.0 compliance across municipal platforms, mobile apps for navigation and citizen feedback, and GIS-based disability mapping for emergency services showcase how digital innovation strengthens public services and urban preparedness.

● Objective 4: A More Social and Inclusive Europe

The city promotes equality through structural participation and targeted services. Policy design involves advisory boards representing persons with disabilities (PwD) and civil society. Over 50 NGOs co-implement rights-based programmes in education, health, employment, housing, and gender equity. Inclusive urban spaces and para-sport infrastructure further promote community integration.

● Objective 5: A Europe Closer to Citizens

Komotini's long-term vision is grounded in participatory governance, civic empowerment, and place-based urban planning. Annual co-designed action plans reflect local priorities and foster community ownership. The city's inclusive framework builds trust, reduces marginalisation, and enables durable solutions adapted to local contexts.

Contribution to the Urban Agenda for the EU:

● Better Regulation: Komotini coordinates horizontally across municipal departments, aligning social policy, urban design, and digital transformation through unified strategic planning.

● Better Funding: Accessibility and inclusion are embedded into public investment criteria, maximising the social impact of EU and national funds.

● Better Knowledge: The city promotes feedback loops, local monitoring, and peer exchange to support learning, transparency, and evidence-based policy refinement.

Link to the European Urban Initiative:

Komotini exemplifies the European Urban Initiative's goals by integrating accessibility, sustainability, digitalisation, and social innovation into a transferable urban model. Its cross-sectoral approach offers practical guidance for cities aiming to embed EU values into local governance, particularly in the context of demographic change, climate action, and inclusive growth.

Contribution to the Sustainable Development Goals (SDGs):

Komotini's Good Practice also directly supports several UN SDGs, including:

● SDG 3 – Good Health and Well-Being: Through inclusive sports infrastructure, adaptive recreational facilities, and social spaces that promote active lifestyles.

● SDG 4 – Quality Education: Through inclusive school infrastructure and participatory processes that teach democratic engagement and rights-based policymaking.

● SDG 9 – Industry, Innovation, and Infrastructure: By modernising public infrastructure with universal design and fostering social innovation in service delivery.

● SDG 11 – Sustainable Cities and Communities: By promoting walkability, accessible mobility, inclusive public spaces, and co-created urban regeneration.

● SDG 17 – Partnerships for the Goals: By building long-term partnerships between the Municipality, NGOs, academia, and citizens, and by participating in EU peer-learning networks.

Komotini offers a clear, replicable framework for other municipalities aiming to mainstream inclusion into their urban strategies. Its success lies not in isolated projects, but in the way digitalisation, accessibility, and civic engagement are structurally embedded into governance. This makes it highly relevant to cities seeking to implement cohesion policy goals, enhance resilience, and deliver on the EU's green and digital transitions—while ensuring no one is left behind.

2.2. How will the transfer of the Good Practice build the capacities of cities to design and implement sustainable urban development policies in an integrated, participatory and place-based approach.

-	YES	NO	Comment
It is expected that Transfer Networks, as a result of the adaptation and re-use of good practices successfully implemented, will foster improvement of integrated and participatory urban policies in European cities and the delivery of these policies on the ground.	X		Yes. The transfer process will build cities' capacities by applying Komotini's tested tools — such as participatory policy design, advisory boards with civil society and PwD representation, inclusive service planning, and digital mapping for accessibility. Through a structured programme of peer learning, local self-assessment (needs, stakeholders' mapping), collaborative labs, and pilot adaptations, cities will be supported to embed inclusion, accessibility, and cross-sector coordination into integrated urban strategies.

2.3 How will gender equality and equal opportunities be addressed by the network?

The Transfer Network will embed gender equality and equal opportunities as core principles in all activities and governance processes. Gender and equality lenses will be systematically applied in project design, implementation, monitoring, and evaluation to ensure inclusive outcomes.

Participation will be actively promoted among underrepresented groups, including women, LGBTQI+ persons, migrants, elderly, and persons with disabilities (PwD). The network will use intersectional analysis to identify and address barriers to access, participation, and empowerment.

Specific actions will include:

- Gender-sensitive participatory audits to assess urban spaces, services, and infrastructures, ensuring they meet the needs of women and other marginalized groups.
- Inclusion of gender equality experts and NGOs specializing in social justice in advisory and decision-making roles within the network.
- Development and dissemination of tools such as gender budgeting, equality impact assessments, and inclusive procurement guidelines to support cities in mainstreaming equality in policies and budgets.
- Training sessions and workshops with a gender-balanced pool of experts, fostering awareness and skills for integrating equal opportunities in urban governance.
- Collection and use of disaggregated data by gender, age, disability status, and ethnicity to track progress and identify gaps.
- Promotion of women-led initiatives and support for inclusive entrepreneurship and employment opportunities, particularly in sectors such as social enterprises and accessible tourism.
- Ensuring safe, accessible, and inclusive urban environments by addressing spatial segregation, accessibility barriers, and

safety concerns related to gender and vulnerability.

These measures align closely with the EU Gender Equality Strategy 2020–2025 and the Urban Agenda for the EU's commitment to advancing equal opportunities in urban contexts. The network will provide a platform for exchanging best practices and co-creating evidence-based solutions to foster gender equality and social inclusion across participating cities.

2.4 How will environmental sustainability be addressed by the network?

The Transfer Network will integrate the green transition as a fundamental pillar, ensuring that sustainability and environmental responsibility are woven into all activities, methodologies, and outcomes. Recognizing the intersection between environmental goals and social inclusion, the network will promote urban strategies that advance climate resilience while remaining accessible and equitable for all citizens.

Key approaches include:

- **Inclusive Green Infrastructure:** Partners will share and develop good practices on accessible green spaces, such as barrier-free parks, inclusive cycling and pedestrian paths, and nature-based solutions adapted to vulnerable groups, including persons with disabilities (PwD), elderly people, women, and children.
- **Climate Resilience with Social Equity:** The network will focus on integrating climate adaptation strategies that prioritize vulnerable populations, ensuring that climate risks do not exacerbate social inequalities (cooling, energy poverty issues in marginalized groups).
- **Green Audits and Assessments:** Cities will carry out participatory environmental audits that assess the sustainability and accessibility of public spaces and infrastructure, using criteria that combine ecological performance with social inclusion indicators.
- **Sustainable Urban Mobility:** Promoting accessible and low-emission transport modes, such as inclusive cycling infrastructure, pedestrian-friendly routes, and electric public transport adapted for all users, including PwD.
- **Capacity Building and Knowledge Sharing:** Workshops and training sessions will highlight the links between green and social transitions, supporting cities in embedding inclusive environmental goals within urban regeneration plans.
- **Reducing the Network's Carbon Footprint:** The network will adopt sustainable working methods; eco-certified venues and sustainable transport options will be used. The network will monitor and report its carbon footprint, aiming to continuously improve its environmental performance.
- **Promoting Circular Economy and Resource Efficiency:** Partners will explore opportunities for sustainable resource use in urban development projects, including inclusive waste management and energy-efficient building retrofits accessible to all users.

By combining environmental sustainability with social inclusion, the network will support the EU Green Deal objectives and contribute to the Cohesion Policy's emphasis on a just transition, ensuring that green policies promote equal opportunities and improve quality of life for all urban residents.

2.5 How will digitalisation be addressed by the network?

Digital transition is a core element of the network's approach to fostering inclusive, sustainable urban development. The network will leverage digital technologies to enhance knowledge sharing, citizen engagement, and service delivery, ensuring that digitalization supports equity and accessibility for all urban residents.

Key strategies include:

- **Digital Accessibility Standards:** Partner cities will commit to applying and exceeding WCAG 2.1 standards across municipal

websites, digital services, and communication platforms. This ensures that people with disabilities, older adults, and other marginalized groups can fully access digital information and participate in urban life.

- **Co-Design of Inclusive Digital Services:** The network will facilitate participatory workshops where local authorities, citizens (including PwD, women, migrants), and tech experts co-create digital tools tailored to community needs. Examples include mobile apps for accessible navigation, digital platforms for reporting urban barriers, and emergency response systems linked to real-time data on vulnerable populations.
- **Digital Mapping and Data Integration:** Cities will develop and share digital maps that integrate spatial data on accessibility, social infrastructure, and community services. These maps support evidence-based urban planning, targeted interventions, and transparent communication with residents.
- **Online Participatory Tools:** The network will promote the use of interactive online tools—such as surveys, collaborative mapping, and virtual town halls—to involve citizens in urban decision-making, especially those who face physical or social barriers to participation.
- **Capacity Building in Digital Skills:** Training programs will support municipal staff and community organizations in using digital tools effectively and inclusively. This empowers local actors to sustain and expand digital initiatives beyond the network's lifespan.
- **Multilingual and Assistive Technologies:** Digital content and events will be accessible in multiple languages and compatible with assistive technologies (screen readers, voice recognition), broadening inclusivity and ensuring that language or disability do not exclude participation.
- **Innovation and Emerging Technologies:** The network will explore applications of AI and IoT to predict accessibility gaps, optimize service delivery, and enhance urban resilience. Partners will share pilot projects and lessons learned, promoting scalable digital innovations.

By embedding digital transition in its working methods, the Transfer network aligns with the EU Digital Decade targets and Cohesion Policy Objective 1, fostering smarter, more inclusive cities that use technology to bridge social divides rather than widen them.

2.6 What is the added value of this network related to the theme proposed?

This Transfer network offers significant added value by advancing a comprehensive, integrated approach to urban inclusion that bridges social, infrastructural, digital, and participatory dimensions, moving beyond the often fragmented focus of previous URBACT projects.

While many past initiatives addressed singular themes such as mobility, ageing, or digital participation separately, this network uniquely combines these into a cohesive strategy centered on accessibility and equal opportunities for all urban residents, especially vulnerable groups like persons with disabilities, women, migrants, and the elderly.

Its emphasis on medium-sized cities like Komotini provides fresh insights and scalable solutions that respond to the realities of cities often overlooked in EU urban innovation debates dominated by large metropolitan areas. By integrating accessibility into governance reform, infrastructure planning, local economic development, and digital transformation, the network addresses multiple EU priorities simultaneously—including the green and digital transitions, gender equality, and social cohesion.

Moreover, the network complements and reinforces the Urban Agenda for the EU by actively responding to its three pillars: Better Regulation (through improved cross-sector coordination and inclusive governance), Better Funding (by embedding equality objectives into investment frameworks), and Better Knowledge (via evidence-based learning and peer exchange).

This integrated model also aligns closely with the European Urban Initiative and the 2021–2027 Cohesion Policy objectives, offering a replicable blueprint that enhances policy coherence and effectiveness at local level.

By fostering strong transnational collaboration, the network will generate new knowledge, tools, and practices that strengthen local capacities and promote systemic change. It also encourages inclusive innovation by promoting participatory co-creation

of digital and green solutions, ensuring that transitions are socially just and environmentally sustainable.

In summary, the network adds value by:

- Offering a holistic model that links social inclusion, digitalization, and environmental sustainability within urban policies;
- Prioritizing intersectional equality and accessibility as central drivers of urban innovation;
- Enhancing policy coherence and local ownership through participatory governance;
- Focusing on transferable solutions for cities with resource-conscious approaches;
- Contributing actively to ongoing EU urban policy frameworks and initiatives.

This comprehensive and pragmatic approach positions the network as a leader in shaping the future of inclusive, resilient European cities.

3. RATIONALE OF PROPOSED PARTNERSHIP

3.1 Profile of the Lead Partner City

3.1.1 Local challenges in relation to the policy issue identified and solutions provided by the Good Practice

The Municipality of Komotini, located in the border region of Eastern Macedonia and Thrace, has historically faced persistent challenges in ensuring physical, social, and digital accessibility for all citizens. A mid-sized city with approximately 65,000 residents in the municipal unit and 110,000 in the wider region, Komotini's diverse population includes Roma communities, migrants, persons with disabilities, and a substantial student population.

The city's urban structure, once lacking inclusive infrastructure, limited mobility and access to services, especially for people with disabilities. Public buildings and transport systems were often inaccessible. Social exclusion of vulnerable groups was exacerbated by fragmented service delivery, lack of unified policy, and insufficient stakeholder collaboration. Participation of disabled citizens in policymaking was minimal, and the absence of user-centered design led to ineffective interventions.

Compounding these issues were broader socio-economic challenges. The city has an 18.7% unemployment rate—above the national average—and high dependency on public sector employment (36%). Rural areas remained underserved, with limited opportunities for inclusive economic activity. Despite efforts, negative demographic trends (a -2.7% population change from 2011–2021) reflected broader systemic pressures.

These complex and interlinked challenges prompted Komotini to pursue an ambitious transformation into an "Accessible City for All." This Good Practice developed through a comprehensive, long-term strategy integrating inclusive urban planning, participatory governance, and cross-sector partnerships.

Komotini's model rests on three pillars:

Direct Administrative Action: The Municipality leads initiatives through strategic frameworks, including the Urban Accessibility Plan, Sustainable Urban Mobility Plan (SUMP), Municipal Operational Plan, and Tourism Strategy. Accessibility is embedded as a horizontal value—impacting urban design, education, transport, tourism, and social services.

Collaborative Action: The city works closely with over 50 NGOs, many led by disabled citizens. These organizations run day centers, halfway houses, after-school programs, and co-design services, with annual municipal funding and technical support.

Community-Driven Initiatives: Participatory governance mechanisms ensure vulnerable citizens directly contribute to planning and oversight. The Accessibility Advisory Council brings together users, experts, and municipal staff to ensure relevance and impact.

Key achievements of the Good Practice include:

20 km of accessible walkways and full adaptation of train and bus stations;

47 inclusive playgrounds and 90% of schools upgraded for accessibility;

Full WCAG 2.0 compliance for digital public services;

Accessible beaches and an inclusive Paralympic Park;

Bicycle ring road and sustainable mobility infrastructure supporting connectivity and green transport.

These actions are rooted in a guiding principle: "If something is accessible, it is accessible for all."

The city's inclusive development vision is bolstered by strategic collaborations with the Democritus University of Thrace, whose students and researchers contribute to accessibility innovation, training, and social research. This knowledge transfer mechanism enables Komotini to continuously evolve and refine its practices.

Komotini has successfully leveraged national and EU funds (URBAN II, ERDF, URBACT S.M.ALL, Integrated Urban Development Plans) to implement this vision. It has been recognized at both national and European levels for its achievements:

Access City Award (2021)

URBACT Good Practice City (2024)

Finalist, European Capitals of Inclusion and Diversity Award (2025)

Ultimately, Komotini's Good Practice demonstrates how smaller cities can enact systemic transformation when accessibility is embraced as a foundation of urban life. By integrating design, governance, and participation, the city has moved from fragmented policies to a holistic, people-centered model of inclusive development.

3.1.2 Key local stakeholders involved and organisation of the delivery of the Good Practice

The delivery of the Good Practice in Komotini is shaped by a strong collaboration among public authorities, civil society, academic institutions, and business actors, ensuring an inclusive, multi-level governance model focused on accessibility and social inclusion.

The Municipality of Komotini plays a central coordinating role, leading strategic planning, aligning local policies with regional and national goals, and facilitating inter-agency cooperation. Its offices ensure that accessibility and inclusion are integrated into all urban planning and social development processes.

The Association of People with Mobility Disabilities and Friends of Rodopi "PERPATO" is a key driver from civil society, advocating for the rights of people with disabilities. It provides first-hand insight, ensures community involvement, verifies data, and promotes co-creation by representing users in planning and evaluation stages.

The Special Management Service for the "Eastern Macedonia, Thrace" Operational Program supports delivery through funding, technical guidance, and alignment with EU cohesion policy goals. Its involvement ensures compliance with structural fund requirements and enhances the financial viability of accessibility-related projects.

The Ephorate of Antiquities of Rodopi ensures that historic and cultural sites are adapted in accordance with preservation standards while improving physical accessibility. This allows the Good Practice to be extended to heritage tourism and protected environments.

The Region of Eastern Macedonia and Thrace provides policy support, ensuring coherence between municipal initiatives and broader regional development strategies. It facilitates the scaling of successful local actions to the regional level.

The Chamber of Commerce of Rodopi connects local businesses with accessibility initiatives, promoting economic inclusion and encouraging private sector participation in accessible infrastructure and services.

The National Confederation of Disabled People (E.S.A.meA.), Regional Office contributes expertise on legal frameworks,

accessibility standards, and inclusive design. It plays a key role in advocacy and policy influence.

EUROPEDIRECT Komotini assists in disseminating EU-level policy priorities and promoting active citizenship, helping to align local actions with European objectives.

Democritus University of Thrace provides scientific and technical expertise, particularly in areas of urban mobility, accessibility technology, and social research. Its research supports data-driven decision-making and innovation.

The Exagono Youth and Volunteering Center promotes civic engagement among youth and encourages inclusive volunteering. It acts as a community mobilizer, fostering social responsibility and participation in accessibility efforts.

K. Karatheodori S.A., the municipal development organization, offers project management, technical assistance, and financial planning, ensuring effective implementation and monitoring of infrastructure upgrades.

Finally, the Technical Chamber of Thrace offers technical validation and guidance in infrastructure, ensuring that planning and construction meet accessibility regulations and engineering standards.

This coordinated, cross-sectoral approach ensures the sustainable and effective delivery of the Good Practice, with accessibility, inclusion, and citizen engagement at its core.

3.1.3 Where is there room for improvement of the Good Practice and what added value is expected from the Transfer Network in this regard?

While Komotini's Good Practice is widely recognized for its holistic, participatory, and rights-based approach, there remains scope for further evolution and learning. Key areas for improvement include:

1. Digital accessibility: While physical accessibility is well-developed, the integration of digital inclusion strategies remains limited. There is a growing need to ensure equal access to e-services, digital platforms, and smart city tools, especially for older citizens and persons with sensory disabilities.
2. Inclusive design in private sector spaces: Despite strong public infrastructure progress, accessibility in private commercial buildings, retail, and hospitality venues remains inconsistent. Strategies to incentivize or regulate private-sector compliance are still under development.
3. Monitoring and evaluation tools: While user feedback is central to policymaking, Komotini seeks to improve its data-driven monitoring framework. Establishing robust indicators, benchmarking tools, and impact assessments will strengthen transparency and long-term planning.
4. Youth engagement and co-creation: Although participatory governance is embedded, engaging younger generations—particularly disabled youth—in co-design processes is an area for growth. Methods such as inclusive design sprints, gamified consultation, or storytelling could enhance ownership and innovation.
5. Rural and regional replication: Many surrounding rural settlements still face accessibility deficits. Komotini sees potential in expanding its model beyond the city core and developing transferable tools for less-connected communities.

Through the Transfer Network, Komotini expects to:

Learn from peers' approaches to digital accessibility, rural inclusion, and smart urbanism;

Pilot inclusive innovation methods (e.g., participatory prototyping, civic tech tools);

Strengthen its capacity for impact measurement and evidence-based policy;

Promote mutual learning among smaller cities with comparable constraints;

Inspire cross-border accessibility policies, leveraging Komotini's unique border location and multicultural character.

The city is motivated to serve both as a mentor and learner, reinforcing the idea that systemic accessibility is achievable for cities of all sizes—especially when rooted in co-creation, dignity, and strategic vision.

3.2 Profile of the Transfer Partner Cities

3.2.1 Local challenges of city partners specific to the Good Practice

Komotini

Komotini has gained national and EU-level recognition for its efforts in promoting accessibility, yet key challenges remain in ensuring this progress translates into a city-wide, inclusive ecosystem. While core urban areas benefit from improved physical accessibility, many open public spaces, including parks, sidewalks, and peripheral neighborhoods, lack consistent inclusive design. There is also a gap in addressing invisible barriers—such as sensory, cognitive, or digital exclusion—that affect many residents and visitors.

A central challenge lies in broadening the circle of actors engaged in accessibility. To date, efforts have largely focused on municipal services and infrastructure, with limited engagement from the private sector, particularly commerce, services, hospitality, and SMEs. These sectors play a crucial role in shaping daily urban experiences but often lack awareness, tools, or incentives to make their environments and offerings more inclusive. Without their active involvement, accessibility efforts risk remaining siloed and unsustainable.

In addition, while Komotini has strong civil society participation and institutional commitment, there is still a need for a more systematic approach to co-design, inclusive evaluation, and cross-departmental alignment. Ensuring that accessibility is mainstreamed across urban planning, tourism, digitalisation, and economic development remains an ongoing challenge. The city seeks to address these issues not only through infrastructure but by cultivating a shared culture of inclusion across all levels of urban life.

Dubrovnik Development Agency DURA

The city's historic Old Town, with its narrow, cobbled streets and medieval architecture, poses significant physical barriers to accessibility, as retrofitting for ramps, tactile paving, and universal design is constrained by heritage preservation regulations.

Additionally, Dubrovnik's heavy reliance on tourism, which accounts for over 70% of the economy, exacerbates infrastructure strain, with public transport and pedestrian pathways often overcrowded and inadequately equipped for accessibility needs. The Interreg Italy-Croatia SITE project, promoting inclusive tourism ecosystems through Universal Design and ICT to reduce architectural, sensory, and communicative barriers, offers solutions like accessible digital tools and stakeholder training, aligning with Komotini's model to enhance Dubrovnik's tourism accessibility. However, the lack of a comprehensive city-wide accessibility strategy hinders coordinated efforts to mainstream disability inclusion.

Limited engagement with disabled communities and NGOs, compared to Komotini's participatory model, restricts co-design of inclusive solutions, such as accessible community centers or halfway houses. Financial constraints challenge resource allocation for costly infrastructure upgrades, especially given competing tourism-driven priorities. Socio-cultural attitudes, including low awareness of disability justice among planners and residents, further impede progress.

Finally, the seasonal nature of Dubrovnik's economy creates unstable employment opportunities for disabled individuals. To align with the Good Practice, Dubrovnik must develop a strategic accessibility plan, foster stakeholder collaboration, and prioritize universal design within its unique historic and tourism-driven context.

Municipality of San Lucido

The Municipality of San Lucido has made school entrances accessible to all, and disabled toilets have been installed in each school.

In addition, all municipal buildings are accessible.

A project has been developed that includes the conversion of a building currently being acquired by the municipality into a

youth hostel accessible to all.

An outdoor gym, accessible to everyone, is currently under construction along the seafront.

San Lucido has received €60,000 in funding from the Calabria Region for the removal of architectural barriers, in line with WCAG 2.0 standards.

In collaboration with the social services office, San Lucido is planning to map residents with disabilities in order to activate a support service for both ongoing and emergency needs.

Furthermore, the Municipality of San Lucido has installed 10 walkways to provide beach access for people with mobility difficulties.

Municipality of Jarosław

Jarosław is a historic city in southeastern Poland, where nearly all public buildings in the city center are under strict heritage conservation. This creates significant challenges for introducing physical accessibility solutions, as any structural changes must be approved by the Regional Heritage Conservator. Adapting these buildings while respecting their historical value often results in increased costs and complicated procedures. Despite these barriers, the city has begun implementing accessibility improvements, particularly in education and public services.

The biggest challenge we face is financial: ensuring full accessibility requires large investments in infrastructure and specialized services. For example, in order to adapt Primary School No. 11 to the needs of persons with disabilities, we had to implement four different projects from various funding sources, including the Norwegian Financial Mechanism. Even then, the adaptation process took several years and required continuous cooperation with designers, experts, and authorities. Primary School No. 4 has been partially adapted under the “Accessible School” program, and we are introducing simple but effective tools like tactile maps and signs in other institutions.

While Jarosław is deeply committed to inclusivity, we lack a unified long-term accessibility strategy and sufficient resources to implement widespread changes. Through the URBACT network, we hope to gain tools, know-how, and tested solutions that can be adapted to the realities of historic, mid-sized cities like ours.

Quadrilatero Urbano

Despite progress in digital infrastructure and some intermunicipal mobility systems, physical accessibility remains uneven—especially in older urban centres where historical layouts, narrow sidewalks, and topographic constraints pose daily barriers for people with reduced mobility, older residents, and parents with young children. The fragmentation of pedestrian and cycling routes, and the insufficient adaptation of public transport stops, further limit inclusive circulation across the region.

One of the most pressing challenges is the chaotic and unsafe environment surrounding schools during peak hours. The prevalent use of private vehicles to drop off students has led to stop-and-go traffic patterns, blocked crossings, and a general feeling of insecurity for children, caregivers, and other vulnerable users. This not only discourages walking or cycling to school but also exacerbates environmental and social inequalities, as those without access to a car face reduced autonomy and safety.

Additionally, coordination between municipalities on accessibility standards and user engagement practices is still developing, which limits the full implementation of shared solutions. These challenges underscore the need for integrated, people-centred planning, supported by participatory tools and targeted investment, to make everyday life truly accessible across the cities of the region.

Galway City Council

Galway City’s historic charm presents accessibility challenges. The medieval city core is characterised by narrow, uneven streets and protected buildings, making physical upgrades complex and often constrained by strict heritage conservation rules. These regulations limit permissible modifications, meaning retrofitting infrastructure for universal accessibility requires sensitive, costly, and time-consuming interventions. Outside the core, a fragmented urban layout and legacy infrastructure—never designed with inclusivity in mind—further complicate coherent planning for barrier-free mobility and public spaces.

The demographic landscape adds urgency: 11% of the city's population is over 65, and 21.1% identify as having a disability. This highlights a pressing need for accessible services and digital inclusion tools that support independence and active participation. Implementing such measures and participatory urban design processes requires sustained investment. However, these efforts frequently compete with other urgent civic needs.

Bratislava

The city's diverse structure, with 17 municipal districts, 1 Bratislava Self-Governing Region and 1 City Hall, leads to fragmented ownership and management of public spaces, complicating the implementation of uniform accessibility standards across neighbourhoods. Bratislava is facing significant challenges related to its rapidly aging population. Demographic forecasts show that by 2050 seniors will make up nearly one third of Bratislava's population. An aging population increases the need for comprehensive accessibility solutions, while simultaneously straining the city's limited financial resources. Also, a limited municipal budget is an issue, which directly impacts the city's ability to invest in accessible infrastructure.

Bratislava's barrier-free assessments reveal that while some public buildings and spaces meet accessibility standards, many others are only partially accessible or remain inaccessible, especially historical sites and older infrastructure. The need for comprehensive audits and ongoing upgrades is persistent.

Bratislava is actively working to make public buildings (offices, cultural venues, schools, and museums), as well as city spaces and public transport more accessible for all.

Bratislava also focuses on improving access to information and communication: we provide online sign language interpretation, speech-to-text transcription at contact points, and accessible websites.

In summary, Bratislava's main challenges include fragmented governance, limited economic resources, demographic pressures, uneven accessibility of infrastructure, and the need to strengthen participatory planning. At the same time, Bratislava is committed to systematically improving accessibility in public spaces, transport, and information, so every resident and visitor can participate fully in city life.

City of Zrenjanin

The city of Zrenjanin faces several challenges when it comes to ensuring accessibility for all citizens, particularly for people with disabilities, the elderly, and other vulnerable groups. These challenges are closely related to urban planning legacies, limited financial resources, and the need for stronger institutional coordination.

One of the main challenges is the outdated urban infrastructure, which was not originally designed with universal accessibility in mind. Many public buildings, sidewalks, and transportation hubs lack ramps, tactile surfaces, elevators, or proper signage for people with mobility, visual, or hearing impairments.

Limited financial and human resources at the local level further complicate the situation. While the city is committed to improving accessibility, budget constraints often delay or reduce the scope of planned interventions.

The City of Zrenjanin finds the participation in the "Accessible city for all" Good Practice Transfer a valuable opportunity to learn from successful practices of the European cities and to further strengthen its efforts to create more inclusive urban environment.

3.2.2 Local strategic framework of the city specific to the Good Practice

Komotini

Komotini integrates accessibility across all major strategic planning tools, ensuring inclusive development through both top-down frameworks and grassroots initiatives. The Municipal Operational Plan (2021–2027) prioritises social inclusion, accessible infrastructure, and services aligned with PO4 (A More Social Europe) and PO5 (A Europe Closer to Citizens) of EU Cohesion Policy.

The city's Urban Accessibility Plan promotes barrier-free public space, buildings, and infrastructure. The Sustainable Urban Mobility Plan (SUMP) addresses inclusive transport, including low-floor buses, safe pedestrian routes, and accessible signage.

Komotini's new Sustainable Urban Development (SUD) Strategy 2025–2028 under Article 11 focuses on urban mobility,

social inclusion, entrepreneurship, and environmental sustainability. It builds on the city's earlier SUD Strategy (2016–2020, Article 7), which revitalised Komotini's Byzantine heritage and historic core. These strategies are aligned with the Regional Operational Program (PEP AMTH) and support integrated, people-centred urban transformation.

The city's Tourism Strategy promotes accessible travel and rehabilitation-friendly infrastructure, while Integrated Urban Development Plans (2007–2020) delivered targeted upgrades to schools, public buildings, and cultural venues.

Accessibility is embedded in governance: citizens with disabilities participate in advisory boards, while over 50 NGOs co-manage centres and services with municipal support. Cross-departmental structures ensure coherence between urban development, social services, and environmental planning.

Knowledge partnerships with Democritus University promote training and long-term culture change, supported by EU and national funding. Komotini's strategic framework exemplifies multilevel leverage for inclusive, resilient, and accessible urban development.

Dubrovnik Development Agency DURA

The City of Dubrovnik has several strategies and plans that align with the “Accessible city for all” Good Practice, focusing on accessibility, sustainable mobility, participatory planning, and social cohesion,

The City of Dubrovnik Development Strategy 2015–2025 prioritizes sustainable urban development, quality of life, and tourism management, with objectives to improve public infrastructure and mobility. It includes commitments to enhance public spaces and transport systems, which can support accessibility upgrades through specific disability-focused measures.

The Sustainable Urban Mobility Plan, under development with EU support, aims to promote inclusive and sustainable transport, including better public transit and pedestrian pathways, potentially benefiting disabled residents if universal design is prioritized.

The Croatia's National Strategy for the Rights of Persons with Disabilities 2021–2030, applicable to Dubrovnik, mandates accessibility improvements aligning with the Good Practice's emphasis on inclusive infrastructure and participatory governance. Dubrovnik's participation in the URBACT's Remote-IT Action Planning Network, and Eco-core (APN) fosters inclusive digital transformation and stakeholder engagement, supporting participatory planning by involving diverse groups in decision-making.

The Dubrovnik-Neretva County Regional Development Strategy emphasizes social inclusion and infrastructure, providing a framework for local NGOs to collaborate on accessibility projects.

While these strategies lay a foundation for accessibility and inclusion, Dubrovnik lacks a dedicated city-wide accessibility plan. Strengthening participatory mechanisms, such as advisory boards with disabled residents, and integrating universal design into existing plans are critical next steps to fully align with the Good Practice, leveraging DURA's expertise from implementing participatory budgeting in elementary schools since 2019 and City districts since 2023.

Municipality of San Lucido

San Lucido is trying to transform its small town into a place where people want—and above all, are able—to live, ensuring it is accessible to all. Within San Lucido's SECAP, there are already many planned actions to support this vision. For example, San Lucido has carried out a mapping of the population's needs and included residents' opinions in final decisions through shared planning processes. The municipality meets monthly with the entire community to plan the town's future together. San Lucido's motto is that a united population can save and improve the town.

Municipality of Jaroslaw

Jaroslaw has begun implementing actions toward accessibility through various programs and funding mechanisms, though we still lack a cohesive, city-wide strategy. Accessibility is currently addressed primarily in the context of education and municipal services, with strong support from European and Norwegian funds.

Jaroslaw is part of the “Accessible Municipality” and “Accessible School” national initiatives, which aim to improve the physical and communicational accessibility of public buildings. In Primary School No. 11, a complex process of transformation was carried out, requiring four separate projects to address different accessibility needs. Similarly, Primary

School No. 4 was partially adapted. In both cases, support from Norwegian funds was essential.

Additionally, under the Norwegian Financial Mechanism, accessibility audits were carried out for all major public-use buildings owned by the municipality. These audits form the basis for our next steps, helping us prioritize and plan investments in accessibility.

Jaroslawa also implemented smaller-scale improvements in other municipal institutions, including tactile maps (typhlographics), high-contrast signage, and easy-to-read information boards. While these are modest actions, they represent city's commitment to ensuring every resident, regardless of ability, can fully participate in civic life.

However, the Municipality of Jaroslawa recognizes the need for an integrated and inclusive approach involving all sectors—planning, architecture, social policy, and education. Participation in the URBACT network would allow Jaroslawa to build such a framework, based on successful European practices.

Quadrilátero Urbano

The Quadrilátero Urbano has adopted several strategic frameworks and programmes that align with the goals of the “Accessible City for All”. At intermunicipal level, the MAP – Minho Access Point functions as a regional mobility data platform that supports the development of integrated, user-oriented transport services. The region is also implementing Real-Time Information Systems and Integrated Ticketing solutions to improve accessibility and predictability across all public transport modes.

Several municipalities have approved or are updating Sustainable Urban Mobility Plans (SUMP) that prioritise accessibility for all, including infrastructure for soft modes (cycling and walking), the reduction of physical barriers in public space, and the electrification of municipal transport fleets. In parallel, school mobility plans are being piloted to address traffic congestion and promote safer, more inclusive access to educational facilities.

Participation is a core principle of governance in the Quadrilátero Urbano. Through its Comité de Orientação Estratégica, reinforced by the recent addition of the City of Viana do Castelo, the association brings together academia, business, civil society, and public authorities to co-design urban interventions. Additionally, programmes funded under Portugal 2020 and Horizon Europe have reinforced investment in inclusive urban regeneration and accessibility infrastructures.

Together, these initiatives illustrate the region's strategic commitment to fostering equity, social cohesion, and inclusive decision-making in the design and implementation of urban and mobility policies.

Galway City Council

Galway City Council's strategic direction aligns strongly with Komotini's Good Practice through its commitment to inclusive, participatory, and sustainable urban development. The Galway City Development Plan 2023–2029 and Local Economic and Community Plan (LECP) emphasize compact growth, civic engagement, and social inclusion.

A key initiative is the Night-Time Economy (NTE) Action Plan, which prioritizes accessibility and inclusivity. During its development, accessibility for people with disabilities emerged as a central concern. In response, the Council launched the “Night Out Access In” initiative, in partnership with disability advocacy groups and Fáilte Ireland.

This program includes:

- Disability awareness training for NTE businesses
- Direct engagement with people with lived experience of disability
- Practical improvements in venue accessibility
- Stakeholder collaboration through a dedicated advisory forum including a PwD representative

These efforts align with Komotini's pillars of participatory governance, integrated accessibility, and inclusive local economies. Galway's approach also supports national and EU strategies, including the National Disability Inclusion Strategy, Fáilte Ireland's Accessible Tourism Policy, and SDG 10 (Reduced Inequalities).

Galway's work demonstrates a growing commitment to embedding accessibility into urban life, particularly in cultural and night-time spaces, making it well-positioned to benefit from and contribute to the Accessible Cities network

Bratislava

Bratislava's strategic framework for accessibility and inclusion is anchored by 2 binding documents: Community Plan of Social Services and Economic and Social Development Programme.

The CPSS defines the city's vision and measurable outcomes in the area of social services, focusing on meeting the needs of all residents, especially vulnerable groups such as people with disabilities, and families in crisis. It sets out specific measures to address challenges like population aging and social inclusion.

The ESDP, also known as Plan BA 2030, serves as the city's overarching development strategy, setting the main directions, priorities, and goals for balanced and sustainable urban growth.

Based on these documents, Bratislava has a plan how to be a caring, accessible, and resilient city for all residents, prioritizing equality, inclusion, and universal access to opportunities. Already in municipal projects, we have set up mechanisms to ensure accessibility is respected and monitored from the very beginning of each project.

Through every project span we provide advisory support and consultation to ensure accessibility requirements are properly addressed throughout the entire process. We have a dedicated working group composed of experts and organizations representing various disabilities, which systematically addresses barrier-free accessibility. The city also allocates an annual budget dedicated to the debarrierization of historical buildings and to support accessibility improvement projects.

Furthermore, the city organizes regular trainings for municipal staff to strengthen expertise in inclusive planning and accessibility. We are proud of our close cooperation with CEDA - Centre of Design for All to ensure expert guidance and the highest standards in accessibility initiatives.

These strategies demonstrate Bratislava's commitment to accessible infrastructure, sustainable mobility, participatory planning, social cohesion, and inclusive decision-making.

City of Zrenjanin

The City of Zrenjanin has taken steps in recent years to align its development policies with the principles of accessibility, inclusion, and sustainable urban living.

The Development Plan of the City of Zrenjanin was created with the aim of defining key development directions, corresponding to priority objectives, measures, and mechanisms for their successful implementation in the period from 2023 to 2030. The ultimate goal is to improve living conditions for both the citizens and visitors of Zrenjanin. The plan serves as a tool for addressing existing challenges and provides a foundation for improving the socio-economic status and quality of life of all residents.

Development Plan of the City of Zrenjanin for the Period 2023–2030:

Within Development Direction 5: Strong Social Cohesion

Measure 5.1.2: Increasing the Capacity and Availability of Social Protection and Social Inclusion Services – A City of Equal Opportunities for All Citizens

Activity 13: Improving the Accessibility of Facilities

3.2.3 Solution provided by the transfer of the Good Practice

Komotini

As the originator of the Good Practice, Komotini will act as the Lead Partner and transfer city, using this project as an opportunity to refine, scale, and systematise its model. The Inclusive by Design modular approach will allow the city to break down its experience into adaptable, transferable components and test them across new contexts.

This process will also serve Komotini itself by identifying internal gaps in strategy integration, governance, and monitoring. By engaging in structured peer exchange and supporting partners in adaptation, Komotini will deepen its own understanding of the

enabling conditions for inclusive urban environments.

The project will help the city embed inclusive design principles across transport, planning, tourism, digitalisation, and economic development policies. The development of an Improvement Plan will support mainstreaming inclusive practices across all departments, creating a replicable governance model. Tools such as Inclusive Design Sprints, accessibility diagnostics, and modular toolkits will systematise this approach.

Dubrovnik Development Agency DURA

Transferring the “Accessible city for all” Good Practice from Komotini to Dubrovnik will address key challenges by fostering a strategic, participatory approach to accessibility and inclusion. By adopting Komotini’s model of integrating accessibility as a horizontal policy, Dubrovnik can develop a city-wide accessibility plan to overcome physical barriers in the historic Old Town, retrofitting cobbled streets and public spaces with ramps, tactile paving, and signage while respecting UNESCO heritage constraints. This will enhance mobility for disabled residents and visitors.

Establishing advisory boards and steering committees with disabled individuals and NGOs, as in Komotini, will ensure co-design of inclusive infrastructure, such as accessible public transport and community centers, addressing the current lack of stakeholder engagement. Drawing on Komotini’s funding strategies, Dubrovnik can leverage EU Cohesion Funds (2021–2027) and national resources to finance costly upgrades, mitigating financial constraints.

The creation of social structures, like halfway houses or activity centers run by disabled individuals, will promote economic inclusion and provide stable employment opportunities, countering the seasonal economy’s limitations. Training programs inspired by Komotini, involving local university professionals and social workers, will raise awareness of disability justice, shifting socio-cultural attitudes.

Expected results include: improved physical accessibility in 50% of public spaces within five years; increased participation of disabled residents in municipal planning, with at least 20% representation on advisory boards; new inclusive facilities, such as one community center by 2027; and a 10% reduction in accessibility-related complaints from residents and tourists.

By replicating Komotini’s participatory and integrated approach, Dubrovnik will transform into a more inclusive, accessible city, balancing its tourism appeal with social equity.

Municipality of San Lucido

Following the example of Komotini, San Lucido can certainly improve its project on accessibility extended to all. The municipality is confident that it will discover new interventions to implement and new approaches to adopt in its planning processes.

San Lucido will modernize its urban planning by applying the new skills acquired through the transfer of the "Accessible City for All" project, and in turn, will aim to transfer the knowledge gained to all municipalities in its surrounding area.

Municipality of Jaroslaw

Transferring the Good Practice of the “Accessible City for All” can provide Jarosław with a structured and proven approach to making its public spaces and services more inclusive, even within the context of heritage protection and limited financial resources. The main value lies in gaining access to tested tools and methods, co-designed with users and adapted for practical use across different institutional and urban contexts.

Through the network, Jaroslaw aims to learn how to balance heritage preservation with the implementation of accessibility features in a way that is both effective and acceptable to heritage protection authorities. Jaroslaw also wants to build local capacity — training our staff, architects, and planners to apply accessibility standards from the earliest stages of design.

The Municipality of Jaroslaw is expecting to achieve several tangible outcomes:

1. A local accessibility roadmap tailored to our current urban policy.
2. A set of affordable and scalable solutions that can be implemented city-wide.
3. Increased involvement of persons with disabilities and their representatives in the co-creation of urban spaces.

4. Stronger collaboration between city departments and institutions responsible for accessibility.

Ultimately, Jarosław aims to become a place where everyone has access to education, culture, and public services — regardless of their abilities or level of mobility. Participation in the URBACT programme is expected to provide the structure and support needed to turn this vision into reality.

Quadrilatero Urbano

The transfer of the “Accessible City for All” Good Practice will directly support the Quadrilatero Urbano in addressing key territorial challenges related to physical accessibility, social equity, and mobility near school environments. Komotini’s integrated and participatory approach offers a tested framework that can guide the region in creating safer, more inclusive public spaces—particularly around educational facilities, where daily congestion currently undermines both safety and well-being.

By learning from Komotini’s experience with co-managed halfway houses, daily activity centres, and advisory structures led by people with disabilities, the Quadrilatero Urbano aims to improve local governance by embedding inclusive decision-making processes. The replication of participatory models will help build trust among vulnerable groups and promote co-responsibility in the design of solutions.

Expected results include: the implementation of inclusive school access plans, reducing traffic pressure and promoting active mobility; the creation of accessibility audits involving users with diverse needs; and the institutionalisation of inclusive advisory bodies at municipal or intermunicipal level. In the medium term, these actions are expected to reduce mobility-related inequalities, enhance the sense of safety in public space, and improve the overall perception of accessibility and autonomy among residents.

Ultimately, this transfer will help shift the region’s approach from fragmented interventions to a more systemic, user-centred model that delivers measurable impact on quality of life.

Galway City Council

The transfer of Komotini’s Good Practice offers Galway City Council a tested, structured approach to overcoming fragmented urban accessibility efforts. Despite growing awareness, many cities—including Galway—face challenges in embedding accessibility into mainstream urban policy. Komotini’s model provides a practical solution by integrating participatory governance, inclusive infrastructure, and digital innovation.

Through the transfer, Galway will gain tools to:

Strengthen participatory governance, building on its NTE Stakeholder Forum by embedding lived experience more systematically across city planning.

Enhance inclusive service design, using Komotini’s advisory board model and co-implementation with civil society to improve accessibility in public and cultural spaces.

Advance digital accessibility, learning from Komotini’s use of WCAG 2.0-compliant platforms and GIS mapping to improve emergency response and public information.

Promote inclusive tourism and NTE, aligning with Galway’s “Night Out Access In” initiative by adopting Komotini’s successful practices in accessible tourism and community-led services.

The structured transfer process—peer learning, local self-assessment, collaborative labs, and pilot adaptations—will help Galway City embed accessibility into broader urban strategies. This will support Galway’s goals under the City Development Plan, LECP, and SDG 10, while ensuring that accessibility is not a standalone issue but a cross-cutting priority in building a more inclusive, resilient city.

Bratislava

The transfer of the “Accessible City for All” Good Practice can help Bratislava address its main challenges, especially population aging and limited financial resources for investments in accessibility and inclusive infrastructure.

Implementing this Good Practice will bring Bratislava concrete tools and proven methods for effectively planning and implementing measures that benefit all residents, including seniors, people with disabilities, and other vulnerable groups. We expect the transfer to deliver the following specific results:

Improved coordination and efficiency: Thanks to clear methodologies and participatory planning, it will be possible to better coordinate activities between city districts and ensure a unified accessibility standard across the city.

Strengthened participation of vulnerable groups: The transfer of Good Practice will allow for more systematic and effective involvement of seniors, people with disabilities, and other groups in decision-making and planning, increasing the relevance and quality of adopted measures.

Optimized use of resources: By sharing experiences and innovations from partner cities, Bratislava will be able to use limited budget resources more efficiently, for example through low-cost solutions or better targeting of investments where they are most needed.

Increased awareness and professional capacity: Training municipal and district staff, as well as raising public awareness about the importance of inclusive planning, will contribute to the long-term sustainability of changes.

Measurable improvement in accessibility: Bratislava expects concrete improvements in the accessibility of public spaces and services, which will be reflected in a better quality of life, especially for seniors and people with disabilities.

Overall, the transfer of Good Practice will accelerate the fulfillment of Bratislava's strategic goals in inclusion and accessibility and contribute to creating a city that is truly accessible for all.

City of Zrenjanin

The transfer of the "Accessible City for All" Good Practice represents a valuable opportunity for Zrenjanin to address its existing challenges related to accessibility, social inclusion, and participatory urban development.

By learning from successful approaches implemented in other European cities, Zrenjanin expects to:

- Improve institutional capacity
- Strengthen cooperation with civil society
- Improve its strategy of urban planning and public transport
- Raise public awareness of social inclusion
- Make a few improvements in local public buildings and streets in order to be accessible to the people with disabilities

3.2.4 Motivation and commitment of each city to join the network

Komotini

Komotini is highly committed to leading this Transfer Network as a means of sharing its pioneering experience and learning from peers to strengthen its inclusive urban strategy. The city sees this project not only as a platform to export and refine its Good Practice, but also as a chance to evolve from fragmented interventions to a cohesive, strategic accessibility policy.

As a small city with a large disabled and minority population, Komotini understands the importance of inclusive planning for cohesion and sustainability. The city aims to use this Transfer Network to boost local political will, engage new stakeholders, and explore ways to embed accessibility in digital innovation and climate resilience.

The city has allocated dedicated staff, including an Accessibility Lead, and will mobilise a cross-sectoral URBACT Local Group. Komotini's leadership role includes supporting partner cities, co-developing the Transfer Methodology, and ensuring a high level of knowledge exchange, communication, and impact throughout the network.

Dubrovnik Development Agency DURA

The City of Dubrovnik is motivated to join the URBACT network to advance its commitment to accessibility and inclusion, inspired by Komotini's "Accessible city for all" Good Practice. Accessibility is a priority to align with Croatia's National Strategy for the Rights of Persons with Disabilities 2021–2030, which emphasizes equal opportunities, and Dubrovnik's third Strategy for Equal Opportunities for Persons with Disabilities 2021–2025, particularly Measure 5.2.1 (improving accessibility of public spaces and facilities).

Joining this Transfer Network enables Dubrovnik to learn from Komotini's participatory model, empowering persons with disabilities through co-designed urban solutions. The city aims to develop a city-wide accessibility plan and enhance inclusive mobility, building on initiatives like the SITE project's inclusive tourism efforts.

The Dubrovnik Development Agency (DURA), established in 2007, will lead this effort, leveraging its experience in over 60 EU-funded projects, including URBACT's Remote-IT (lead partner, 2023–2025), ECO-CORE, and RECUP networks. Local associations—Poseban prijatelj Dubrovnik, the Association for Persons with Intellectual Difficulties, the Multiple Sclerosis Society, and Down Syndrome Association Dubrovnik-Neretva County—alongside the Assistants in Teaching initiative and the Administrative Department for Education, Sport, Social Welfare, and Civil Society, will drive the URBACT network's establishment by engaging in the Local Group.

These stakeholders bring expertise in inclusive education, community integration, and advocacy, ensuring diverse disability perspectives shape accessibility policies. DURA commits to sharing participatory budgeting expertise, piloting universal design initiatives like accessible transport, providing accessibility data, and hosting transnational workshops, contributing to a network that transforms Dubrovnik into an accessibility model.

Municipality of San Lucido

San Lucido believes that collaborating with European excellences will enhance its skills and planning capacity in the field of accessibility design for all.

More importantly, it will foster a new approach to community engagement. The entire population will be informed about all actions undertaken and lessons learned through participation in the URBACT network, through open meetings organized by the Municipality of San Lucido.

In this way, San Lucido aims to further strengthen the sense of European belonging among its citizens, breaking down not only architectural barriers but, above all, mental ones.

Municipality of Jarosław

Accessibility is becoming an increasingly important priority for the City of Jarosław. Although many challenges remain—particularly due to the historical infrastructure and limited budgets—Jarosław is deeply motivated to improve the quality of life for residents with disabilities, older people, and all those who face barriers to full participation.

Jarosław sees this URBACT Transfer Network as an opportunity to accelerate its progress by learning from other European cities. Jarosław is particularly interested in practical examples of how other municipalities overcame similar challenges, especially those related to balancing accessibility and historical preservation.

Jarosław is committed to actively contributing to the partnership by sharing our experience in adapting schools and conducting municipal accessibility audits. It is ready to establish a local URBACT group involving stakeholders such as local disability organizations, educational institutions, urban planners, and social service departments. Jarosław is also open to piloting new tools or approaches in its institutions.

The city of Jarosław is enthusiastic, open to innovation, and willing to co-create a more inclusive Europe.

In conclusion, Jarosław sees the network not only as a source of support but also as a platform for mutual learning and inspiration.

Quadrilatero Urbano

The Quadrilatero Urbano is eager to join this URBACT Transfer Network because the theme of accessibility and inclusive urban mobility is central to the regional development agenda. With over 698,000 residents across five interconnected cities, the challenge of ensuring equitable access to public space, services, and opportunities is both urgent and complex. The

network's focus on co-designed, people-centred solutions resonates deeply with Quadrilatero's commitment to territorial cohesion, social equity, and sustainable mobility.

This theme has become a political and operational priority for the municipalities of Quadrilatero, particularly in the context of growing pressure on urban infrastructure, ageing populations, and the need to ensure safe, inclusive access to schools, cultural venues, and health services. Quadrilatero Urbano sees the “Accessible City for All” approach as an opportunity to move beyond technical fixes and foster a true culture of inclusion and co-responsibility.

Quadrilatero Urbano is fully committed to contributing actively to the transnational partnership by sharing its experience in data-driven mobility planning (e.g. the MAP – Minho Access Point), in cultural accessibility initiatives, and in integrated governance models. It can also provide a testing ground for piloting innovative accessibility actions in diverse urban and peri-urban contexts. Most importantly, Quadrilatero is ready to mobilise its technical teams, local stakeholders and political leadership to ensure meaningful exchange and mutual learning throughout the project.

Galway City Council

Galway City Council is strongly motivated to join this Transfer Network to accelerate its efforts in embedding accessibility and inclusion into urban development. While progress has been made—particularly through initiatives such as “Night Out Access In” and the NTE Action Plan—there is a clear need for structured, cross-sectoral approaches that go beyond awareness and deliver systemic change.

Komotini's Good Practice offers a proven, transferable model that aligns with Galway's strategic goals under the City Development Plan, LECP, and SDG 10. The Council is committed to learning from Komotini's success in participatory governance, digital accessibility, and inclusive infrastructure. This will directly support Galway's ambition to create a more inclusive Night-Time Economy and to mainstream accessibility across all urban policies.

Galway is ready to engage fully in the transfer process—through peer learning, stakeholder mapping, collaborative labs, and pilot actions—and to contribute actively to the network by sharing its own experiences in inclusive cultural planning and stakeholder engagement. The Council's existing partnerships with disability advocacy groups and national bodies demonstrate its commitment to co-designing solutions with people with lived experience.

Joining the network represents a strategic opportunity to scale up Galway's inclusive urban agenda and ensure that accessibility becomes a core principle of city governance.

Bratislava

Bratislava is highly motivated to join the URBACT network because accessibility and inclusion are urgent priorities for our municipality, especially given our rapidly aging population and the presence of people with disabilities living in our city.

Bratislava's main motivation is to accelerate progress and overcome persistent challenges by learning from leading European cities and sharing practical solutions. The city wants to create a comprehensive Accessibility Manual that will set clear standards for barrier-free design and use across all city districts.

In parallel, Bratislava aims to develop an online accessibility map of city buildings and public spaces, providing transparent and up-to-date information for residents and visitors. Bratislava also plans to update its existing strategies to reflect new knowledge, best practices, and evolving standards in accessibility and inclusion.

Participation in the network will help Bratislava to expand its understanding, refine local norms, and introduce innovative approaches.

Bratislava is committed to exchange experience and expertise with partners, and to contribute its trained staff and expert working groups, which include representatives of various disabilities and specialists in universal design.

Bratislava has already established mechanisms within its project management processes to ensure that accessibility is taken into account from the outset. The city also operates a dedicated working group on barrier-free issues and implements a grant scheme that supports debarrierization initiatives.

By joining this URBACT Transfer Network, Bratislava seeks to strengthen its capacity, update its strategic framework, and deliver tangible improvements for all citizens. In return, Bratislava offers its experience, professional capacities, and

willingness to actively contribute to the transnational partnership, supporting the shared goal of making European cities truly accessible for everyone.

City of Zrenjanin

Zrenjanin is committed to becoming more inclusive, accessible, and sustainable city. The theme of the “Accessible City for All” aligns perfectly with the municipality’s ongoing efforts to improve the quality of life for all citizens, particularly for vulnerable groups such as persons with disabilities, the elderly, and marginalized communities.

The motivation for joining this URBACT network is driven by the following key priorities:

- Improving Accessibility and Social Inclusion
- Enhancing Urban Mobility and Sustainability
- Promoting Participatory Urban Planning
- Experience of Cities that Are Examples of Good Practices
- Improvement of Knowledge in the Field of Social Inclusion

By joining this network, Zrenjanin seeks to further enhance its development strategies, create a more inclusive environment, and share the experience and the solutions with other cities facing similar challenges.

3.2.5 Local Stakeholders to be involved in the URBACT Local Group

Komotini

Komotini’s URBACT Local Group (ULG) will bring together a broad mix of public, private, academic, and civil society actors with relevant roles in accessibility and inclusive planning. Key participants will include:

- Municipal Planning and Technical Services, overseeing public infrastructure, mobility, and urban regeneration.
 - Department of Social Policy, leading work on disability, ageing, care services, and inclusion.
 - Disability and Accessibility NGOs, such as local branches of the National Confederation of Persons with Disabilities.
 - Democritus University of Thrace, providing expertise in social sciences, urban studies, and participatory design.
 - Local SMEs and tourism operators, advancing inclusive entrepreneurship and accessible services.
 - Public transport providers, including the municipal bus authority.
 - Cultural institutions and youth centres, supporting inclusive programming and digital accessibility.
 - Local media and communications experts, promoting public awareness and inclusive messaging.
- This group reflects Komotini’s commitment to co-creation, ensuring that lived experience and institutional knowledge are both embedded in the transfer process.

Dubrovnik Development Agency DURA

The Dubrovnik Development Agency (DURA) will coordinate the URBACT Local Group (ULG) to implement the “Accessible city for all” Good Practice. Key stakeholders include:

- City of Dubrovnik – Department of Urban Planning: Leads urban accessibility projects, providing regulatory oversight and technical expertise.
- City of Dubrovnik – Department for education, sports, social welfare and civil society: Manages social inclusion programs,

ensuring disabled residents' needs are prioritized.

-City of Dubrovnik – Administrative Department for Municipal Services, Transport, Sea and Local Self-Government: Oversees accessible public transport and pedestrian infrastructure.

-Dubrovnik-Neretva County: Aligns regional development with accessibility goals, offering funding and policy support.

- University of Dubrovnik – Department of Economics and Tourism: Researches accessible-tourism and trains students for ULG activities.

-Croatian Red Cross – Dubrovnik Branch: Provides social services and outreach for disabled residents.

-Dubrovnik Tourist Board: Promotes accessible tourism, funds pilot projects.

-Libertas Dubrovnik: Upgrades accessible public transport (e.g., low-floor buses).

-Bonsai Civil Society Development Association: long experience working with NGOs and persons with disabilities in the City of Dubrovnik

-Regional Center for Community Building and Civil Society Development DEŠA: a civil society organization that empowers communities through lifelong learning.

-Public institution Lokrum reserve: institution that implements regular projects and awareness-raising campaigns on lifelong learning, preservation of nature, education of children.

-Association of Parents of Children with Developmental Disabilities "Dva Skalina".

-Association "Poseban Prijatelj": The goals of the Association are to improve the quality of life for children by advocating for changes to the Laws and Regulations of the Republic of Croatia.

Municipality of San Lucido

All the Offices of the Municipality of San Lucido (fundamental for the continuation of the project)

The University of Calabria (to study innovative solutions)

All the schools in the area (to inform our children about the importance of the project and to increase their sense of belonging to community and European principles)

The neighboring municipalities (to replicate the actions throughout the area)

The citizens' associations (to co-design our future with the people)

The companies that work in the field of public works aimed at removing architectural barriers (because it is essential to carry out work done in a workmanlike manner)

Municipality of Jaroslaw

Municipal departments (urban planning, social policy, education)

Local NGOs working with people with disabilities

School headmasters (especially Schools No. 11 and No. 4)

Cultural institutions in historic buildings

Health and social service providers

Experts in heritage preservation and accessibility

Representatives of senior groups and youth councils

These actors are crucial for co-creation and long-term implementation of accessibility policies in the city.

Quadrilatero Urbano

It is still too early to confirm the full composition of the URBACT Local Group (ULG), as the process of stakeholder mapping and engagement will be further developed during the initial phase of the project. However, based on previous intermunicipal cooperation experience, Quadrilatero Urbano anticipates the involvement of the following key actors:

Municipal Departments of Mobility, Urban Planning and Social Action: these departments are essential for implementing accessibility-related policies and managing the technical and operational aspects of urban infrastructure and social services.

University of Minho, Polytechnic Institute of Cávado and Ave, and Polytechnic Institute of Viana do Castelo: academic institutions with strong links to urban innovation, inclusive planning, and mobility research. They offer valuable support in data analysis, citizen engagement methodologies, and pilot evaluation.

Local NGOs such as ACAPO (visually impaired), Pais-em-Rede (children with disabilities), and CERCÍ Braga: these organisations are critical for bringing forward the perspectives of vulnerable populations, facilitating outreach, and ensuring that the solutions developed reflect real-life needs.

Business associations (e.g. AEP, AEVC) and public transport operators (e.g. Transdev, TUB): relevant partners for the development of accessible transport services, last-mile mobility, and innovative solutions for inclusive commuting.

Education and Health Institutions, including school clusters and primary care centres: vital actors for shaping and implementing accessibility plans in priority areas such as schools and community health facilities.

This preliminary list reflects our commitment to a cross-sectoral, participatory approach and will be further consolidated during the ULG formation phase.

Galway City Council

Galway City Council will engage a diverse and experienced group of local stakeholders in the URBACT Local Group to ensure a participatory, cross-sectoral approach to transferring Komotini's Good Practice. Key stakeholders include:

- **Access for All Galway City and Youth Access Galway City:** These advocacy groups bring lived experience and expertise in accessibility, ensuring that the voices of persons with disabilities shape local solutions.
- **Disability Federation of Ireland (DFI):** A national umbrella body with strong local presence, DFI offers policy insight, training resources, and links to national strategies.
- **Fáilte Ireland:** As the national tourism authority, their involvement supports alignment with accessible tourism goals and enhances the city's inclusive visitor experience.
- **Night-Time Economy (NTE) Stakeholder Forum:** Includes representatives from hospitality, arts, and cultural sectors, as well as a PwD representative, ensuring sector-wide engagement and practical implementation.
- **Galway City Community Network (GCCN):** The city's Public Participation Network, representing over 100 community and voluntary groups, will support broad civic engagement and co-design.
- **Galway City Council Departments:** Including Planning, Community, Economic Development, Culture and Tourism, to ensure integration of accessibility into city-wide strategies and infrastructure planning.
- **Local Businesses and Venue Operators:** Especially those engaged in the "Night Out Access In" initiative, to pilot and scale inclusive practices in the NTE.

These stakeholders bring the necessary competences, lived experience, and institutional support to co-create and implement inclusive urban policies in line with Komotini's mode.

Bratislava

The URBACT Local Group in Bratislava will bring together a diverse range of stakeholders to ensure an inclusive approach to accessibility and barrier-free solutions.

City Departments: Relevant departments of the Bratislava City Hall will participate to ensure that accessibility is integrated into all city policies and projects from the outset.

Metropolitan Institute of Bratislava (MIB): As the city's "think-and-do-tank," MIB plays a crucial role in strategic urban planning, participatory processes, and the implementation of architectural and spatial interventions.

Centre of Design for All (CEDA) and Faculty of Architecture and Design, Slovak University of Technology: They are the key expert partners in barrier-free accessibility assessments and universal design. They provide professional audits, training, methodological support, and involve experts.

Working Group on Accessibility: experts, NGOs, advocacy groups, representatives of organizations for people with various disabilities (such as the Union of the Blind and Partially Sighted, the Slovak Association of the Physically Disabled, and others), lay assessors, representing people of seniors and families play a vital role in advocacy, awareness-raising, and participatory processes. This group systematically addresses accessibility challenges, brings practical experience, and ensures that the voices of people with disabilities are heard in all planning and implementation phases.

City Districts and Bratislava Self-Governing Region: The involvement of individual city districts and BSR is essential for the implementation of accessibility measures across Bratislava's diverse neighborhoods. We actively strengthen cooperation among these entities.

City of Zrenjanin

NGO - Paraplegic association of Banat, in order to gather information which are the most important problems their members face so we can tackle them

Public institution - Centre for social work, Zrenjanin, in order to gain the statistics and find the challenges people with impairments face

Directorate for Construction and Development of the City of Zrenjanin, for urban planning

Local economic development department of the City of Zrenjanin, for creating planning documents and policies

Local media, in order to inform the public

3.3 What are the main challenges and barriers identified to the transfer of the Good Practice?

The transfer of the "Accessible City for All" Good Practice across diverse European cities highlights a number of shared challenges and barriers that must be addressed to ensure successful adaptation and implementation. These barriers relate to governance, physical context, financial resources, socio-cultural factors, and capacity.

1. Fragmented governance and institutional complexity

Cities like Bratislava, with multiple municipal districts and overlapping authorities, face difficulties in implementing uniform accessibility standards across fragmented jurisdictions. Coordination across departments and levels of government remains a significant challenge, limiting the ability to adopt holistic, city-wide strategies for inclusive urban development.

2. Physical and heritage-related constraints

Historic city centers such as Dubrovnik, Jarosław, and Galway city's Old Town present complex physical barriers due to narrow, uneven streets and heritage conservation regulations that limit modifications. Retrofitting infrastructure for universal accessibility in these protected areas requires sensitive, costly, and often lengthy interventions, constraining rapid progress.

3. Financial limitations and resource allocation

Limited budgets are a common constraint, particularly in cities like Bratislava, Zrenjanin, and Jarosław. Implementing comprehensive accessibility measures—such as infrastructure upgrades, digital inclusion tools, and participatory governance systems—demands significant investment that competes with other priorities. Securing sustainable funding and navigating bureaucratic procedures for EU grants remain key hurdles.

4. Socio-demographic pressures and equity gaps

Many partner cities face growing populations of elderly residents and vulnerable groups whose needs must be addressed through inclusive design. For instance, Bratislava anticipates nearly one-third of its population being seniors by 2050, increasing demand for accessible services. Meanwhile, cities like Bratislava and the Quadrilatero Urbano region contend with spatial inequalities that exacerbate mobility barriers and limit access to public spaces for marginalized communities.

5. Insufficient participatory engagement and cultural barriers

Limited involvement of disabled persons' organizations, vulnerable groups, and the broader public constrains co-creation of inclusive solutions. Compared to Komotini's participatory model, cities such as Dubrovnik and Zrenjanin show weaker stakeholder collaboration, reducing the legitimacy and effectiveness of accessibility initiatives. Cultural attitudes and low awareness of disability rights further hinder acceptance and demand for accessible urban environments.

6. Technical and infrastructural challenges

In many cities, the lack of continuous, safe, and accessible pedestrian and cycling infrastructure, poor public transport integration, and outdated buildings create everyday barriers. Specific issues include narrow sidewalks, lack of tactile guidance, absence of ramps and elevators, and unsafe school environments during peak hours, as seen in the Quadrilatero Urbano region, the city of Zrenjanin and also the city San Lucido.

3.4 Why does it makes sense for these cities to work together?

The collaboration between these diverse European cities in transferring the “Accessible City for All” Good Practice is both logical and mutually beneficial, due to shared challenges and complementary strengths.

1. Common urban accessibility challenges

Despite differences in geography, size, and history, the partner cities face many similar issues—aging populations, fragmented urban layouts, legacy infrastructure not designed for universal access, and the need to balance heritage preservation with modern accessibility. By working together, cities can pool their experiences, lessons learned, and tested solutions to address these common challenges more effectively and avoid reinventing the wheel.

2. Complementary expertise and contexts

The cities represent a rich variety of urban contexts—from historic centers like Dubrovnik, Galway city and Jarosław to mid-sized regional capitals like Bratislava, and multi-municipal regions like Quadrilatero Urbano. This diversity provides a broad knowledge base and multiple perspectives on how accessibility can be improved in different settings, climates, and regulatory environments. Cities can inspire one another by sharing adaptable approaches and innovative solutions tailored to their unique realities.

3. Strengthening regional cooperation and policy alignment

By joining forces, cities create stronger networks that enhance the impact of their accessibility efforts and can advocate more effectively for inclusive urban policies at regional, national, and EU levels. Cooperation fosters joint applications for funding, shared training, and synchronized policy development that reinforce EU objectives such as social inclusion, smart and sustainable cities, and better urban governance.

4. Promoting inclusive innovation and capacity building

The partnership encourages innovation in urban planning, public services, and digital tools to support accessibility. Through joint learning and exchange, cities build their institutional capacities and engage more meaningfully with citizens—especially marginalized groups—resulting in more inclusive, people-centered urban environments.

5. Leveraging economies of scale and shared resources

Pooling resources and knowledge reduces costs and increases efficiency, allowing cities to implement accessibility measures more quickly and with better quality. Shared tools, guidelines, and participatory methods can be adapted locally, ensuring that investments deliver maximum social and economic benefits.

6. Fostering social cohesion and equal opportunities

Collaborating on accessible urban development advances a shared vision of cities where all residents, regardless of age, ability, or background, can participate fully in social, cultural, and economic life. This strengthens social cohesion and promotes equity, making cities more resilient and attractive places to live, work, and visit.

In summary, the partnership offers a unique opportunity for these cities to overcome shared barriers, capitalize on their diverse experiences, and collectively advance the goal of truly accessible, inclusive urban environments. By working together, they accelerate progress, maximize impact, and set examples that can inspire other cities across Europe.

4. ACTIVITIES AND EXPECTED OUTPUTS

4.1 Description of Work Package 1- Network management

4.1.1 Organisation of the project coordination

The Municipality of Komotini, as Lead Partner, will ensure effective network coordination through a dedicated and experienced project management team supported by internal procedures and collaborative tools. The aim is to guarantee efficient implementation, sound financial management, and sustained engagement across all partner cities.

Two core pillars will guide the coordination structure:

1. Strong Project Management Team

Komotini brings great experience in managing EU-funded projects, particularly in inclusive urban development. The management team will include:

Project Coordinator: Dimitrios Gartsonis, responsible for daily coordination, progress monitoring, reporting, and liaison with the URBACT Joint Secretariat.

Financial Officer, in charge of financial oversight, ERDF flow management, partner verifications, and compliance with programme rules.

Communication Officer, tasked with implementing the network's communication strategy, ensuring visibility, and meeting EU publicity requirements.

ULG Coordinator, supporting the local stakeholder group and ensuring inclusive participation and learning at the local level.

The LP will act as the central contact point with the URBACT Secretariat and coordinate day-to-day project activities. This includes providing partners with guidance, managing internal reporting, ensuring quality across deliverables, and overseeing the first-level control process.

In line with URBACT recommendations, the Municipality of Komotini commits to allocate the equivalent of two full-time posts within the LP team. This ensures consistent coordination, continuous support to Project Partners, and the delivery of high-quality outputs across the network.

Each Project Partner will appoint a Local Project Coordinator (LPC) to manage implementation at the local level and ensure delivery of all activities.

Each city will also nominate a ULG Coordinator, acting as the primary contact point between the local stakeholder group and the transnational network, ensuring meaningful participation and local ownership of the transfer process.

2. Building Trust and Collaboration Amongst Partners

The LP will ensure a transparent, inclusive, and efficient communication system. A Joint Convention signed by all partners will define roles, responsibilities, and collaboration protocols.

A Steering Committee composed of the LP, all PPs, and the LE will guide strategic coordination. It will meet regularly to review progress, discuss challenges, and agree on adjustments to the workplan or budget. Decisions will be made by unanimous agreement to ensure consensus and shared ownership.

A shared digital platform (e.g., Basecamp or equivalent) will be used to manage documentation, foster transparency, and enable peer review of outputs.

Special support will be provided to partners new to URBACT. The LP will offer onboarding, ongoing guidance, and encourage peer mentoring to ensure full inclusion and capacity-building.

This collaborative and transparent structure reflects Komotini's core values of co-creation, participation, and inclusive

governance.

4.1.2 Proposed approach to network-level and local-level communication

The project's communication strategy will ensure visibility, engagement, and a shared understanding of accessibility and inclusion across all levels. It will align local and network-level activities under a common narrative, supporting both participation and the effective transfer of the Good Practice.

Network Level:

The Lead Partner, in collaboration with the Lead Expert, will coordinate communication efforts. Key milestones, such as the Kick-off Meeting, Transnational Meetings, and the Final Conference, will serve as crucial points for visibility and dissemination. A Network Communication Plan will be produced during the Stage 1 (UNDERSTAND Stage), defining common branding, target audiences, and content formats.

The network will produce and publish Quarterly Network Journals and Core Articles to highlight progress, lessons, and partner experiences throughout the project implementation. A dedicated digital platform will host key outputs, templates, and multimedia content, ensuring continuous exchange and documentation.

Outreach will be reinforced through URBACT channels, including the City Festival 2026, and national dissemination through NUPs.

Local Level:

URBACT Local Groups will support communication by engaging citizens, civil society, and people with disabilities in testing and co-designed activities. Each city will organize regular ULG meetings and deliver key outputs, including Contact Lists, Stakeholder Maps, and Transfer Plans (one per partner) developed in the first two stages of the project. The Municipality of Komotini, as Lead Partner, will also prepare the Improvement Plan at Stage 3 (RE-USE Stage). Local communication efforts, such as press releases, social media, and awareness events, will follow ERDF visibility rules and use accessible formats.

Together, these actions will promote inclusive communication and long-term impact.

4.1.3 Activities to be implemented under WP1

The Municipality of Komotini, as Lead Partner, will take full responsibility for ensuring the effective coordination, monitoring, and reporting of the project under Work Package 1. The overall management approach aims to guarantee smooth delivery, ensure financial and administrative compliance, promote strong internal collaboration, and support partner capacity throughout the project lifecycle.

The activities foreseen under WP1 are grouped into the following functional areas:

A) Contractual Arrangements

Subsidy Contract: An authorised representative of the LP will sign the Subsidy Contract with the Managing Authority, in accordance with URBACT requirements, marking the formal start of the project.

Joint Convention: The LP will prepare and sign a Joint Convention with each Project Partner. This document will outline roles, responsibilities, and financial arrangements (including ERDF transfer procedures) and set out the decision-making and dispute resolution mechanisms of the network.

Expertise Request Forms: The LP will coordinate the appointment and contracting of the Lead Expert, through the submission of the Expertise Request Form after the selection procedure. Additional forms for Ad-hoc Experts will be submitted as needed in consultation with the partners.

B) Internal Network Coordination and Monitoring

Steering Committee: A Steering Committee composed of the LP, all PPs, and the LE will meet regularly, at least once between each transnational meeting to ensure efficient coordination, address any emerging issues, and prepare for upcoming project milestones. Minutes will be recorded and shared by the LP. Furthermore, an internal online Kick-off Meeting will be organised in November 2025, at the very beginning of the UNDERSTAND phase. It will bring together all partners and the Lead Expert to agree on project coordination, detailed timelines, and practical planning for the first months of implementation.

Health Checks: The Lead Partner will maintain regular contact with the designated URBACT Project Officer to ensure alignment, address potential issues early, and support smooth project implementation.

Monitoring Expenditure and ERDF Transfers: The LP will oversee financial reporting and the disbursement of ERDF funds in line with the Joint Convention. Any deviations will be addressed through early communication and mitigation planning. The LP will support all PPs in setting up their First Level Controllers (FLCs).

Lead Expert Workplan Monitoring: The LP will closely coordinate with the Lead Expert to ensure timely delivery of expected outputs, including the Transferability Study, Quarterly Network Journals, Transfer Plans, and Final Product.

C) Project Reporting

Progress Reports: The LP will be responsible for compiling and submitting project progress reports through the SYNERGIE-CTE system every 12 months, including both activity and financial components. The LP will provide guidance and clear timelines to all PPs to ensure that required inputs are received on time and audit trails are respected. Internal Activity reports will be implemented by PPs and reviewed by the LP for efficient project reporting.

Mid-Term Reflection (MTR): The LP in close collaboration with the Lead Expert, will coordinate the MTR process, expected during the ADAPT phase, engaging all partners in the assessment and reprogramming discussion where needed.

Final Report and Closure: The LP will manage the submission of all final documents in line with URBACT's closure procedures, ensuring that all deliverables, costs, and results are fully accounted for.

D) Communication and Capacity Support

Partner Support: The LP will provide tailored guidance to PPs, including templates for financial and activity reporting, support with FLC procedures, and advice on administrative compliance. Dedicated online sessions may be organised to support cities in navigating URBACT procedures.

Support to Communication Activities: The Lead Partner will ensure that key management aspects of communication are embedded in coordination processes.

E) Expert Resource Management

The LP will oversee the allocation and monitoring of expert resources. In close collaboration with the Lead Expert, the LP will plan and coordinate expert involvement in network meetings, thematic workshops, and local capacity-building. Expertise needs (e.g., for specific technical or policy themes) will be identified collectively and implemented via Ad-hoc Experts, following URBACT procedures.

F) Governance and Decision-Making

The Joint Convention will define the network's internal governance model. Strategic decisions will be taken by consensus in the Steering Committee. The LP will also maintain a strong working relationship with the designated URBACT Project Officer to ensure alignment and early resolution of potential challenges.

G) Human Resources and Operational Capacity at Lead Partner Level

Following URBACT recommendations, the Municipality of Komotini will allocate the equivalent of two full-time posts to the management of the network, ensuring strong operational capacity across coordination, financial, communication, and ULG-

related tasks. A Communication Officer and a ULG Coordinator will complement the Project Coordinator and Financial Officer.

External support may be mobilised if additional technical or administrative capacity is required, particularly for coordination tasks, reporting, or digital collaboration.

The management and coordination approach under Work Package 1 is designed to ensure the strategic and operational coherence of the network. Through structured monitoring, collaborative decision-making, and robust partner support, the LP will enable the successful delivery of activities across all stages of the project. This management framework reflects the inclusive and participatory values that underpin the network's broader ambition for accessible urban transformation.

4.2 Description of Work Package 2 – Network Level Activities

4.2.1 General framework for Network Level Activities

Work Package 2 (WP2) provides the structural and methodological foundation for the transnational exchange and learning activities of the network. It is carefully aligned with the three core stages of the transfer journey – UNDERSTAND, ADAPT, and RE-USE – ensuring that each activity contributes meaningfully to the network's goals of transferring and reusing the Good Practice in accessible urban development.

Network Architecture and Roles

To enable effective collaboration, each partner city will designate an Accessibility Lead, who will act as the primary coordinator for transfer activities at local level, and who will be supported by a multi-disciplinary URBACT Local Group (ULG). Together, these structures ensure the integration of key stakeholders – from municipal departments, NGOs, user groups, and urban planners – into the transfer process.

The Lead Partner (Komotini) will coordinate the network, ensuring alignment of activities, timely delivery of outputs, and strategic steering. The Lead Expert will facilitate knowledge exchange and methodological consistency, guiding partners through the three project stages.

A Stage-Based Learning and Transfer Framework

All activities under WP2 are anchored in the three project stages defined by the URBACT Transfer Network methodology:

STAGE 1 – UNDERSTAND (Nov 2025 – Aug 2026)

This phase focuses on building a shared understanding of the Good Practice and the conditions for its successful transfer. The following activities will be carried out:

Seven Study Visits (one in each partner city), conducted by the Lead Partner and Lead Expert, will generate contextual insights and stakeholder input for the Transferability Study.

Partners will co-analyse the Good Practice's modular structure and begin identifying key success factors.

A Kick-Off Event (URBACT Secretariat, Paris) will provide strategic and methodological orientation.

Two Transnational Meetings (TNM 1 in Komotini, TNM 2 in Quadrilatero Urbano) will launch the exchange process, support initial trust-building, and develop the Network Roadmap and Communication Plan.

Each partner will begin forming its ULG and mapping stakeholders for inclusive participation.

The outcome of this phase will be a comprehensive Transferability Study and a jointly agreed methodological roadmap to guide activities across the network.

STAGE 2 – ADAPT (Sep 2026 – Aug 2027)

This stage enables partner cities to break down, customise, and pilot the Good Practice within their specific contexts:

Four Transnational Meetings (TNM 3–6) in Bratislava, San Lucido, Dubrovnik, and Jarosław will support thematic deep-dives, collaborative learning, and piloting of Good Practice elements.

Partners will use the Inclusive by Design modular framework to identify transferable elements across six core themes (e.g. Inclusive Governance, Accessible Infrastructure, Digital Inclusion).

Activities will include Design Sprints, peer-review sessions, and hands-on training using tools from the URBACT Toolbox.

Local testing and iterative prototyping will take place with ULGs, helping shape each city's Transfer Plan, and for the Lead Partner, an Improvement Plan.

TNM 6 will also include a Mid-Term Reflection Process, allowing the network to fine-tune the roadmap, outputs, and budget before moving into RE-USE.

STAGE 3 – RE-USE (Sep 2027 – Apr 2028)

The final phase is focused on consolidating, finalising, and communicating results:

TNM 7 in Zrenjanin will provide space for the final peer review of Transfer Plans, reflection on the full adaptation journey, and finalisation of outputs.

A Final Network Meeting in Galway City will include both internal and public sessions: the first for final coordination and synthesis, the second for external dissemination, celebration, and promotion of future uptake.

A Network Final Product, set of thematic toolkits, and the Final Transfer Methodology will be delivered, co-created with partner contributions. These outputs will synthesise lessons learned, include tested tools and checklists, and provide policy recommendations rooted in lived experience.

Coordination, Communication, and Learning Support

Throughout all stages, the network will be supported by:

A dedicated digital collaboration platform to share documents, facilitate peer support, and co-develop outputs.

A clear Communication Plan established in UNDERSTAND to manage both internal coordination and external visibility.

A schedule of Quarterly Network Journals, Core Articles, and public-facing outputs to showcase progress and generate broader impact.

This structured yet adaptable framework ensures that each partner city progresses through a meaningful learning and adaptation journey, deeply rooted in local realities while benefiting from transnational collaboration. By aligning all WP2 activities with the UNDERSTAND – ADAPT – RE-USE stages, the network will ensure that the Good Practice is not simply transferred, but transformed and sustained in new urban contexts.

4.2.2 Proposed content, tools and methods for the transnational exchange and learning activities

The transnational exchange and learning journey will be structured around eight (8) transnational meetings – seven (7) TNMs and one (1) Final Network Meeting – strategically distributed across the three stages of the project: UNDERSTAND, ADAPT, and RE-USE. The proposed timeline ensures full alignment with the objectives and deliverables of each stage, as set out in the URBACT Guide for Applicants.

STAGE 1 – UNDERSTAND (November 2025 – August 2026)

This initial stage will focus on building a deep and shared understanding of the Good Practice among all project partners. The Lead Partner and Lead Expert will conduct a total of seven (7) Study Visits — one in each partner city — to gather contextual information, meet local stakeholders, and explore how the Good Practice can be adapted in different urban settings. These visits will form the foundation for the Transferability Study, which will analyse the Good Practice in detail, evaluate transfer conditions across the network, and outline the network's exchange and learning methodology. In parallel, each partner city will begin to form its URBACT Local Group (ULG).

Kick-Off Event | PARIS (URBACT Secretariat) – 3-4 December 2025

The official launch of the network will take place during the mandatory in-person Kick-Off Event organised by the URBACT Secretariat in Paris, gathering all approved Lead Partners and Lead Experts. This two-day session will provide strategic and methodological orientation on how to implement the Transfer Network, including tools, deliverables, and communication expectations.

TNM 1 – KOMOTINI (February 2026)

The 1st Transnational Network Meeting will take place in Komotini (Lead Partner). The focus of this meeting will be to initiate the transnational exchange process by introducing all partners to the Good Practice in detail, exploring its modular structure and transfer potential. Partners will begin working collectively on the Transferability Study, guided by the Lead Expert. This TNM will also set the foundation for team collaboration, shared values, and roles within the network. First reflections on partner expectations and local contexts will be shared, aligning all partners on the goals of the UNDERSTAND stage.

TNM 2 – QUADRILATERO URBANO (May 2026)

The 2nd Transnational Meeting will be hosted by Quadrilatero Urbano and will mark the midpoint of the UNDERSTAND stage. It will focus on consolidating network cooperation through shared findings from the seven (7) Study Visits carried out by the Lead Expert and Lead Partner in each partner city. A co-design workshop will take place to define the Network Roadmap – the detailed methodology for transnational exchange and learning across the full network timeline. This meeting will also support the development of the Communication Plan and the creation of initial communication materials. Additionally, partners will reflect on the first steps taken in the formation of their URBACT Local Groups (ULGs) and share emerging local insights.

STAGE 2 – ADAPT (September 2026 – August 2027)

During the ADAPT stage, the network will focus on translating the knowledge gained during Stage 1 into tailored actions for each partner city. This period is dedicated to breaking down the Good Practice into modules, understanding the enabling conditions for transfer, and beginning the process of local adaptation. Partners will start shaping their Transfer Plans and, for the Lead Partner, an Improvement Plan. The process will be guided by continued transnational exchange, local experimentation, and stakeholder involvement.

TNM 3 – BRATISLAVA (September 2026)

The 3rd Transnational Meeting will mark the beginning of the adaptation process. The focus will be on deconstructing the Good Practice into core modules and identifying which components are relevant for each city. Through thematic workshops and peer discussion, partners will explore the contextual conditions necessary for successful transfer. The meeting will also include hands-on sessions using the URBACT Toolbox to map transfer readiness and start drafting individual city adaptation roadmaps.

TNM 4 – SAN LUCIDO (December 2026)

The 4th Transnational Meeting will focus on pilot testing and stakeholder engagement. Partners will present early efforts to experiment with the Good Practice elements in their local contexts. A special emphasis will be placed on mobilising the URBACT Local Groups (ULGs) and fostering participation of key local actors. The meeting will also provide an opportunity to gather feedback from the network and external experts to adjust and refine pilot activities and further develop the first part of the Transfer Plans.

TNM 5 – DUBROVNIK (March 2027)

At this stage, partners will review progress from their local experimentation and share early results and lessons learned. Peer exchange will focus on what worked, what didn't, and how challenges are being overcome. The 5th Transnational Meeting will also support the refinement of local Transfer Plans and provide space for thematic deep-dives.

TNM 6 – JAROSLAW (June 2027)

The 6th Transnational Meeting will play a crucial role in the network's journey. It will include a structured Peer-Review of all draft Transfer Plans, enabling each partner to gather feedback and improve their Plans. Capacity building sessions will focus on preparing for implementation and long-term sustainability. Additionally, the network will conduct its Mid-Term Reflection Process, taking stock of overall progress, revisiting the roadmap, and adjusting the timeline and budget where necessary. This will ensure an optimized transition into Stage 3 – RE-USE.

STAGE 3 – RE-USE (September 2027 – April 2028)

The final 8-month phase of the network will be dedicated to completing the transfer process, finalising deliverables, and ensuring the long-term impact and visibility of the network's work. This stage focuses on capturing the outcomes of the exchange and learning journey and preparing for the sustainability and reuse of the Good Practice in each partner city.

TNM 7 – ZRENJANIN (October 2027)

The 7th Transnational Meeting will focus on Peer Review and final improvements to the Transfer Plans. Each partner will present the latest version of their draft Transfer Plan, which will be reviewed collectively through a structured peer-learning process. This meeting will also offer the opportunity for the Lead Partner to share insights from the draft Improvement Plan and receive targeted feedback. Partners will reflect on the overall progress made during the ADAPT stage, and coordinate the final steps to be taken before the network's closure. This meeting will also include coordination around the network's final outputs, including dissemination and reporting strategies.

Final Network Meeting – GALWAY CITY (March 2028)

The Final Network Meeting will consist of two parts. The first part will be an internal session with all network partners, where final versions of the Transfer Plans will be shared, along with the Lead Partner's completed Improvement Plan. The purpose of this session will be to consolidate lessons learned, identify common challenges and success factors, and ensure coherence across final deliverables. The second part will be a public session aimed at external audiences, including stakeholders from the urban community, national and EU-level actors, and interested cities. This event will serve to disseminate the main outcomes of the network, highlight innovative approaches, and celebrate the achievements of the partnership. Partners may also organise local dissemination events in their cities, with the support of their URBACT Local Groups, to showcase how the Good Practice was adapted and to promote future uptake.

4.2.3 Expected outputs under WP2

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value

2.1 Work Package 2 – Network Level Activities	174404	TN - WP2 - Transferability Study	Number	2.1.1 Transferability Study	The Transferability Study will analyse the Good Practice, identify key enabling conditions, and assess the potential for transfer in partner cities. It will inform the design of the network's roadmap and learning activities.	1
2.1 Work Package 2 – Network Level Activities	174405	TN - WP2 - Communication Plan	Number	2.1.2 Communication Plan	Strategic plan outlining internal and external communication actions, tools, responsibilities, and target audiences, aligned with URBACT visibility rules and project milestones	1
2.1 Work Package 2 – Network Level Activities	174406	TN - WP2 - Transnational meetings	Number	2.1.3 Transnational Meetings	Organisation of seven (7) Transnational Network Meetings and one (1) Final Network Meeting for knowledge exchange, peer learning, and coordination across the three project stages.	8
2.1 Work Package 2 – Network Level Activities	174407	TN - WP2 – Network Articles	Number	2.1.4 Network Articles	Three (3) Core Network Articles capturing key network experiences, progress, and good practices. Authored by the Lead Expert and disseminated through URBACT communication channels.	3
2.1 Work Package 2 – Network Level Activities	174408	TN - WP2 – Network Result Product /Network Final Report)	Number	2.1.5 Network Result Product/Network Final Report	Final product capturing lessons learned, methodologies, and results of the network. Aims to ensure knowledge transfer and impact beyond the project's lifetime.	1
2.1 Work Package 2 – Network Level Activities	174409	TN - WP2 - Quarterly Network Reports	Number	2.1.6 Quarterly Network Journals	Six (6) Quarterly network Journals reflecting network activities to be delivered every 3 months from June 2026 to October 2027.	6

4.3 Description of Work Package 3 – Local Level Activities

4.3.1 General framework for Local Level Activities

The core local activity framework under WP3 is built around the structured, inclusive, and purposeful functioning of the URBACT Local Group (ULG) in each partner city. In this Transfer Network, where urban accessibility is the central theme, ULGs will serve not only as vehicles for knowledge transfer but also as local innovation ecosystems, embedding accessibility principles across planning, service design, infrastructure, and participation.

1. Setting Up and Running the ULG

Each partner will establish a ULG composed of relevant and diverse local stakeholders. Particular attention will be paid to ensuring representation of persons with disabilities, women, migrants, elderly, youth, LGBTIQI+ communities, and others experiencing spatial or social exclusion.

Key stakeholder categories include:

Municipal departments (urban planning, transport, social policy, digital transformation, economic development, procurement)

Local NGOs (especially those working on disability rights, accessibility, and social inclusion)

Academic and research bodies

Private sector actors (e.g., SMEs in accessible tourism or assistive technologies)

Civic and cultural organizations with proximity to excluded communities

Each ULG will be coordinated by a ULG Coordinator, ideally a municipal officer with cross-departmental visibility, facilitation experience, and a track record in inclusive urban development. The Coordinator will work closely with the network Lead Expert and the Lead Partner to ensure proper articulation with transnational activities and network methodologies.

2. Methodology and Activities

The methodology for local engagement builds upon the network's Inclusive by Design Approach, structured to ensure a participatory, intersectional, and place-based process. ULG activities will include:

Barrier Mapping: Community-led audits to identify physical, digital, social, and institutional accessibility challenges in the local context.

Participatory Planning Sessions: Co-design workshops to adapt the Good Practice, focusing on transferring selected modules that are relevant to each city's priorities.

Testing and Pilots: Light, low-cost interventions to experiment with adapted solutions before full-scale adoption.

Reflections and Reviews: Regular participatory evaluation to ensure learning, inclusivity, and iterative refinement.

Cities will use digital tools and inclusive facilitation methods (on-line forms, mobile application, virtual room) to empower meaningful participation from people with different accessibility needs, including those with sensory, cognitive, or mobility-related impairments.

3. Participation in Transnational and Capacity-Building Activities

ULG members will be actively involved in the transnational dimension of the network. Each city will:

Send delegates to transnational seminars, study visits, and peer learning sessions organized under WP2.

Host and contribute to visits, workshops, and peer reviews with concrete, locally rooted inputs.

Integrate insights from transnational activities into ULG workflows via debriefings and structured reflection sessions.

Take part in URBACT capacity-building activities specifically tailored for local actors, ensuring knowledge acquisition, skills development, and networking.

Connect and exchange with the appointed Accessibility Lead

ULG members will thus become not only receivers of good practices but also contributors to the evolving body of knowledge on urban accessibility in Europe.

4. Resources and Governance

Local coordination will be supported with dedicated human resources (ULG coordination staff, facilitators), digital collaboration platforms, and adapted communication tools to ensure accessibility of all materials and events.

The ULG will also contribute to building cooperation links with Managing Authorities of Operational Programmes, especially ERDF and ESF+, to:

Align accessibility goals with regional/national strategies,

Mobilize future funding for the implementation and upscaling of adapted practices,

Enhance policy coherence between local experimentation and broader structural investments.

4.3.2 Short description of the principles for linking transnational activities under WP 2 and local activities under WP3

To maximize the impact of network learning at the local level, the following principles will guide the integration of WP2 and WP3:

Bidirectional Learning: Transnational outputs—such as modules, toolkits, and peer reviews—will be contextualized through ULG testing and feedback. Simultaneously, local challenges and insights will enrich WP2 materials, ensuring that they remain grounded and replicable.

Co-Creation: Rather than replicating models wholesale, partner cities will co-create locally adapted versions of the Good Practice through iterative engagement. This enhances ownership and innovation.

Alignment of Timelines: A shared milestone calendar will align WP2 transnational events (e.g., thematic workshops, site visits) with WP3 local cycles, allowing cities to absorb and test new approaches in sync with the network.

Inclusive Governance: At both levels, special attention will be paid to engaging those most affected by urban exclusion. Local learnings will validate transnational assumptions, particularly around accessibility, equality, and intersectionality.

Digital Collaboration: A shared platform will support document sharing, monitoring, real-time feedback loops, and peer-to-peer exchanges, maintaining strong coherence between levels.

Together, these principles ensure that transnational learning is meaningfully localized and that local experimentation enriches the network's collective knowledge base.

4.3.3 Expected outputs under WP3

List of deliverables of the work package

Activity	ID	Type of deliverable	Unit	Title of the deliverable	Description	Total target value
----------	----	---------------------	------	--------------------------	-------------	--------------------

3.1 Work Package 3 – Local Level Activities	17441 3	TN - WP3 - ULG contact list	Number	3.1.1 ULG Contact List	One (1) Contact List per partner, resulting in a total of eight (8) lists across the network, featuring stakeholders participating in each city's URBACT Local Group (ULG), including their contact details and roles, to support local implementation.	8
3.1 Work Package 3 – Local Level Activities	17441 4	TN - WP3 - Transfer Plan (Transfer Partners)	Number	3.1.2 Transfer Plan	Seven (7) Transfer Plans detailing how each partner city will adopt the Good Practice, including actions, timelines, and stakeholder involvement.	7
3.1 Work Package 3 – Local Level Activities	17441 5	TN - WP3 - Improvement Plan (Lead Partner)	Number	3.1.3 Improvement Plan	Lead Partner's Improvement Plan for enhancing its own Good Practice through insights gained during the transfer process.	1

5 PROJECT WORK PLAN

5.1 Work plan

Objective	1 Work Package 1- Network management		
Activity	1.1 Work Package 1- Network management	Start date	2025-11-01
		End date	2028-04-30
Description	Work Package 1- Network management		
Deliverables			
Main partner	Komotini		
Participating partners	+ Bratislava + Dubrovnik Development Agency DURA + Municipality of San Lucido + Galway City Council + Municipality of Jaroslaw + City of Zrenjanin		
Localization	All partners		
Objective	2 Work Package 2 – Network Level Activities		
Activity	2.1 Work Package 2 – Network Level Activities	Start date	2025-11-01
		End date	2028-04-30
Description	Work Package 2 – Network Level Activities		
Deliverables	+ 1 x 2.1.1-Transferability Study + 1 x 2.1.2-Communication Plan + 8 x 2.1.3-Transnational Meetings + 3 x 2.1.4-Network Articles + 1 x 2.1.5-Network Result Product/Network Final Report + 6 x 2.1.6-Quarterly Network Journals		
Main partner	Komotini		
Participating partners	+ Bratislava + Dubrovnik Development Agency DURA + Municipality of San Lucido + Galway City Council + Municipality of Jaroslaw + City of Zrenjanin		
Localization	All partners		
Objective	3 Work Package 3 – Local Level Activities		

Activity	3.1 Work Package 3 – Local Level Activities	Start date	2025-11-01
		End date	2028-04-30
Description	Work Package 3 – Local Level Activities		
Deliverables	+ 8 x 3.1.1-ULG Contact List + 7 x 3.1.2-Transfer Plan + 1 x 3.1.3-Improvement Plan		
Main partner	Komotini		
Participating partners	+ Bratislava + Dubrovnik Development Agency DURA + Municipality of San Lucido + Galway City Council + Municipality of Jaroslaw + City of Zrenjanin		
Localization	All partners		

List of project deliverables

Objective	Activity	ID	Type	Unit	Deliverable name	Description	Total forecast value
1 Work Package 1- Network management	1.1 Work Package 1- Network management						
2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	174404	TN - WP2 - Transferability Study	Number	2.1.1 Transferability Study	The Transferability Study will analyse the Good Practice, identify key enabling conditions, and assess the potential for transfer in partner cities. It will inform the design of the network's roadmap and learning activities.	1
2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	174405	TN - WP2 - Communication Plan	Number	2.1.2 Communication Plan	Strategic plan outlining internal and external communication actions, tools, responsibilities, and target audiences, aligned with URBACT visibility rules and project milestones	1

2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	17440 6	TN - WP2 - Transnational meetings	Number	2.1.3 Transnational Meetings	Organisation of seven (7) Transnational Network Meetings and one (1) Final Network Meeting for knowledge exchange, peer learning, and coordination across the three project stages.	8
2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	17440 7	TN - WP2 – Network Articles	Number	2.1.4 Network Articles	Three (3) Core Network Articles capturing key network experiences, progress, and good practices. Authored by the Lead Expert and disseminated through URBACT communication channels.	3
2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	17440 8	TN - WP2 – Network Result Product /Network Final Report)	Number	2.1.5 Network Result Product/Network Final Report	Final product capturing lessons learned, methodologies, and results of the network. Aims to ensure knowledge transfer and impact beyond the project's lifetime.	1
2 Work Package 2 – Network Level Activities	2.1 Work Package 2 – Network Level Activities	17440 9	TN - WP2 - Quarterly Network Reports	Number	2.1.6 Quarterly Network Journals	Six (6) Quarterly network Journals reflecting network activities to be delivered every 3 months from June 2026 to October 2027.	6

3 Work Package 3 – Local Level Activities	3.1 Work Package 3 – Local Level Activities	17441 3	TN - WP3 - ULG contact list	Number	3.1.1 ULG Contact List	One (1) Contact List per partner, resulting in a total of eight (8) lists across the network, featuring stakeholders participating in each city's URBACT Local Group (ULG), including their contact details and roles, to support local implementation.	8
3 Work Package 3 – Local Level Activities	3.1 Work Package 3 – Local Level Activities	17441 4	TN - WP3 - Transfer Plan (Transfer Partners)	Number	3.1.2 Transfer Plan	Seven (7) Transfer Plans detailing how each partner city will adopt the Good Practice, including actions, timelines, and stakeholder involvement.	7
3 Work Package 3 – Local Level Activities	3.1 Work Package 3 – Local Level Activities	17441 5	TN - WP3 - Improvement Plan (Lead Partner)	Number	3.1.3 Improvement Plan	Lead Partner's Improvement Plan for enhancing its own Good Practice through insights gained during the transfer process.	1

6 PROJECT MANAGEMENT AND LEADERSHIP

6.1 Lead partner experience (highlights of city's experience)

The Municipality of Komotini has a long-standing and well-established track record in managing EU co-financed projects, both as a lead and partner city. Over the past two decades, it has developed robust internal capacities for project coordination, financial management, stakeholder engagement, and compliance with EU regulations.

Komotini's geographic and socio-economic context—situated in a diverse, cross-border region with significant cultural, linguistic, and demographic complexity—has shaped its ability to manage multifaceted projects with high levels of coordination. The city has consistently demonstrated the capacity to implement integrated urban strategies that combine social inclusion, accessibility, sustainability, and digital transformation.

This experience has fostered a culture of strategic planning and adaptive management within the municipality. Dedicated teams with expertise in EU funding mechanisms, procurement, and participatory governance ensure that projects are delivered efficiently and in alignment with both local priorities and European policy frameworks.

The municipality's ability to navigate complex administrative environments, engage diverse stakeholder groups, and deliver tangible results underlines its readiness to lead a Transfer Network.

The city has successfully participated in a wide range of European programmes, including:

URBACT: as partner city in MILEs, SURE, and S.M.ALL, and as Phase 1 participant in REBLOCK, gaining valuable experience in urban resilience, social inclusion, and participatory governance. And most of all to motivate and activate local groups and stakeholders.

UIA/EUI: as Transfer Partner in CARE GET, contributing to the capitalization and transfer of innovative urban solutions.

Erasmus+: as Project Partner in KA220 – European Youth Goals project – Go Local, and as Lead Partner in KA154 – You Think City Links project, promoting youth participation and transnational cooperation. Komotini has a strong commitment in youth active civic participation.

INTERREG: through the CHIC project (Greece–Bulgaria 2014 - 2020, focusing on cross-border cooperation and regional development.

URBAN II Community Initiative: with the flagship project “Komotini: Sustainable City for All” (2001–2006), which laid the foundation for integrated urban regeneration in the city.

Integrated Urban Development Plan (IUDP) 2007–2013 and Integrated Spatial Investment (ISI) 2014–2020, focusing on accessibility, sustainable mobility, environmental protection, and digital transformation. Construction projects and urban interventions, which transformed Komotini into a “City for All”

6.2 Experience of proposed project coordinator

Dimitrios Gartsonis is proposed as the Project Coordinator for the Accessible City for All Transfer Network. As a long-standing Special Advisor to the Mayor of Komotini, he brings over two decades of experience in managing European transnational projects, particularly in the fields of inclusive urban development, accessibility, and participatory governance.

Mr. Gartsonis has an in-depth understanding of the Municipality of Komotini’s institutional structure, strategic priorities, and operational procedures. He has played a central role in designing and implementing the city’s award-winning accessibility model, which was recognized with the Access City Award (2021) and selected as a URBACT Good Practice (2024). His direct involvement in the development of Komotini’s inclusive governance framework makes him uniquely positioned to lead the transfer process with authenticity and precision.

Throughout his career, he has successfully coordinated and contributed to numerous EU-funded programmes (INTERREG, EUROPEAID, URBACT, Erasmus+), managing complex partnerships, ensuring compliance with EU regulations, and delivering impactful results. His expertise spans project planning, stakeholder engagement, financial oversight, and cross-sector collaboration. He has also represented Komotini in over 100 international missions, building strong networks across Europe.

Mr. Gartsonis combines strategic vision with hands-on experience, making him ideally suited to guide the network through all phases of the URBACT methodology. His leadership will ensure that the transfer of Komotini’s Good Practice is both technically sound and deeply rooted in the values of inclusion, accessibility, and civic empowerment

6.3 Presentation of the Lead Partner project team (roles and responsibilities)

The Municipality of Komotini has established a skilled and multidisciplinary project team, combining political leadership, strategic coordination, financial oversight, communication,

technical support, and community engagement to ensure smooth and effective project delivery.

Dimitrios Gkartsonis – Special Advisor to the Mayor, Project Coordinator

Oversees day-to-day coordination, monitors progress across work packages, ensures deadlines and quality standards are met, and liaises with external partners.

Kimon Lechoudis – Vice Mayor of Finance, Project Responsible

Provides political leadership, ensures strategic alignment, and supervises implementation at a high level.

Maria Sofianou – General Secretary

Ensures overall administrative coordination, institutional support, and internal team mobilization.

Despina Passou – Head of the Directorate of Technical Services – Civil Engineer - Provides technical expertise to coordinate and implement urban strategies locally.

Dimitris Mangas – Officer, Directorate of Financial Services – Administrative/Accounting

Financial Officer: Manages project budgets, financial tracking, and ensures compliance with EU financial rules.

Maria Gioule – Head of Financial Services

Supervises financial governance and provides institutional control over budget execution.

Sofia Meneslidou – Scientific Advisor to the Mayor

Communication & Publicity Officer: Develops and manages communication strategy, visibility, and dissemination activities.

Athanasia Karanika – Officer, Directorate of Social Policy

Member of the Urban Local Group (ULG): Organises and supports local stakeholder meetings and participatory processes.

Olga Katsiani – Officer, Directorate of Care and Solidarity – Social Worker

LAG Member: Supports local engagement, social inclusion actions, and grassroots coordination.

Olympia Tsolaki – Civil Engineer, Directorate of Technical Services

Provides technical input and expertise related to urban planning and infrastructure.

Katerina Paschalidou – Advisor to the Mayor on EU Affairs

Ensures alignment with EU policy priorities and supports European-level cooperation and networking.

7 USE OF EXPERTISE

7.1 Proposed use of expertise resources allocated by the Programme

7.1.1 Proposed use of URBACT Lead Experts

The Komotini-led Transfer Network will require a Lead Expert with a strong background in strategic urban planning, participatory governance, and the facilitation of transnational exchange and learning. The expert must be capable of guiding the partnership through all phases of the URBACT methodology, from the initial understanding of the Good Practice, to its adaptation and eventual reuse in each partner city.

The ideal Lead Expert will have a solid academic foundation in urban studies or related disciplines and significant professional experience in integrated urban development. Familiarity with the functioning of municipal administrations and the realities of local policy implementation is essential, as the expert will be expected to provide tailored guidance to partners with varying capacities and urban contexts.

A key requirement is demonstrable experience in designing and facilitating inclusive and participatory processes. The expert should be skilled in engaging diverse stakeholders, sustaining long-term involvement of local actors, and translating complex strategies into actionable plans. Experience in working with URBACT Local Groups (ULGs) or similar stakeholder bodies will be especially valuable.

In terms of thematic expertise, the expert should have strong experience in sustainable urban mobility, participatory planning, and inclusive governance — topics closely linked to the network's Good Practice. The ability to support cities in aligning these themes with broader EU and national urban policy goals will be an asset.

Additionally, the Lead Expert must have strong skills in structuring and documenting exchange and learning activities. This includes drafting high-quality outputs such as the Transferability Study, Transfer and Improvement Plans, Network Journals, and the final network product. The expert should be confident in moderating workshops, conducting peer-learning activities, and distilling shared knowledge into concise and usable tools for urban practitioners.

An excellent command of English is necessary, as well as the ability to work in multilingual and multicultural environments. Familiarity with the URBACT programme's tools, procedures, and outputs will also be an advantage, particularly the ability to guide the network in applying the URBACT Toolbox and adapting it to local needs.

Finally, the expert should bring a collaborative spirit and a strong sense of commitment to supporting cities throughout the project lifecycle. The Lead Expert must be capable of inspiring trust, fostering cross-city cooperation, and helping cities not only transfer the Good Practice, but adapt it in ways that are meaningful, feasible, and sustainable in their local realities.

7.1.2 Proposed use of URBACT Ad Hoc Expertise

The network anticipates drawing on Ad Hoc Expertise throughout all three stages of the project to address specific technical, thematic, and methodological needs that complement the core activities implemented by the Lead Expert and project partners. The use of Ad Hoc Experts will enhance the quality and impact of the transnational learning journey, support capacity building at local level, and offer tailored support on thematic priorities and key deliverables.

In Stage 1 – UNDERSTAND, Ad Hoc Experts may be required to support the delivery of thematic inputs related to the modularisation and analysis of the Good Practice. This could include, for example, expertise in systems thinking, participatory methods, or urban innovation to assist partners in identifying the key components and transfer potential of the Good Practice. An Ad Hoc Expert may also support the delivery of specialised workshops during Transnational Meetings, as well as the co-design of tools to map local conditions and stakeholder ecosystems. Specific methodological input may also be needed to complement the Transferability Study or inform the Network Roadmap.

During Stage 2 – ADAPT, Ad Hoc Experts will play a more active role in delivering tailor-made technical assistance,

especially as partners begin to test and adapt the Good Practice within their local contexts. Expertise may be required in areas such as urban mobility systems, inclusive public space design, or collaborative governance models, depending on the specific needs of partner cities. In addition, Ad Hoc Experts may contribute to peer-learning activities, provide feedback on Transfer Plan drafts, and deliver targeted training or coaching sessions to strengthen local capacities. Their role will be particularly valuable in helping partners to connect transnational learning with practical experimentation on the ground.

In Stage 3 – RE-USE, Ad Hoc Experts may support the network in capturing and packaging lessons learned through the transfer process. This could include co-developing case studies, providing editorial support for the network’s final product, or advising partners on how to ensure the long-term sustainability and institutional uptake of the Transfer Plans. Experts with communication and storytelling skills may also be engaged to support the dissemination of the network’s final outputs.

To respond effectively to the anticipated needs, Ad Hoc Experts should demonstrate the following skills and capacities:

Strong technical knowledge in urban policy fields relevant to the network’s thematic focus (e.g. sustainable mobility, civic engagement, or inclusive urban design)

Experience in delivering capacity-building activities and technical assistance to municipalities, particularly in small and medium-sized cities;

Familiarity with participatory planning methods and the ability to facilitate inclusive, multi-stakeholder dialogue;

Proven ability to design and deliver transnational exchange and peer-learning formats, including both in-person and online tools;

Skills in data analysis, visual communication, and reporting to support knowledge transfer and accessibility of results;

Excellent communication skills and ability to adapt content and methodology to the varied contexts and capacities of the partner cities;

Knowledge of URBACT’s methodology and tools is considered a strong asset.

Ad Hoc Experts will be identified based on the evolving needs of the network, as outlined in the Transferability Study and during implementation. Their involvement will be planned in a strategic and flexible way, ensuring that their contributions are both timely and impactful.

8 BUDGETARY PROPOSAL

8.1 Financial contribution by partner and source (incl. ERDF, IPA III funds and local contribution)

ERDF

Name of partner	ERDF	% ERDF	Public co-financing	Total
Komotini	120 000.00 €	80.00 %	30 000.00 €	150 000.00 €
Dubrovnik Development Agency DURA	68 000.00 €	80.00 %	17 000.00 €	85 000.00 €
Municipality of San Lucido	64 000.00 €	80.00 %	16 000.00 €	80 000.00 €
Municipality of Jaroslaw	68 000.00 €	80.00 %	17 000.00 €	85 000.00 €
Quadrilatero Urbano	72 000.00 €	80.00 %	18 000.00 €	90 000.00 €
Sub total	392 000.00 €		98 000.00 €	490 000.00 €
Galway City Council	63 000.00 €	70.00 %	27 000.00 €	90 000.00 €
Sub total	63 000.00 €		27 000.00 €	90 000.00 €
Bratislava	55 250.00 €	65.00 %	29 750.00 €	85 000.00 €
Sub total	55 250.00 €		29 750.00 €	85 000.00 €
Total	510 250.00 €	76.73	154 750.00 €	665 000.00 €
Total %	76.73 %	76.73 %	100.00 %	100 %

IPA fund

Name of partner	IPA fund	% IPA fund	Public co-financing	Total
City of Zrenjanin	80 750.00 €	95.00 %	4 250.00 €	85 000.00 €
Sub total	80 750.00 €		4 250.00 €	85 000.00 €
Total	80 750.00 €	95.00	4 250.00 €	85 000.00 €
Total %	95.00 %	95.00 %	100.00 %	100 %

8.2 ERDF/IPA/NDICI per year

	ERDF	IPA	NDICI
2025	7411.25	1021.25	
2026	212360	30827.50	
2027	200100	34912.50	
2028	90378.75	13988.75	

8.3 Expenditure per partner, per year and budget subcategory

Komotini

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	1 000.00 €	9 000.00 €	9 000.00 €	6 000.00 €	25 000.00 €	
Total Staff costs	1 000.00 €	9 000.00 €	9 000.00 €	6 000.00 €	25 000.00 €	
Office and Administration						
Office and Administration	150.00 €	1 350.00 €	1 350.00 €	900.00 €	3 750.00 €	
Total Office and Administration	150.00 €	1 350.00 €	1 350.00 €	900.00 €	3 750.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	11 000.00 €	7 000.00 €	2 000.00 €	20 000.00 €	
Total Travel and Accommodation	0.00 €	11 000.00 €	7 000.00 €	2 000.00 €	20 000.00 €	
External Expertise and Services						
External Expertise Project Coordination	2 000.00 €	12 000.00 €	12 000.00 €	9 000.00 €	35 000.00 €	
Expertise Meeting Organisation	0.00 €	14 000.00 €	4 000.00 €	3 250.00 €	21 250.00 €	
Expertise Communication	0.00 €	7 500.00 €	7 500.00 €	10 000.00 €	25 000.00 €	
Expert and other non-staff Travel	0.00 €	10 000.00 €	5 000.00 €	2 000.00 €	17 000.00 €	
Total External Expertise and Services	2 000.00 €	43 500.00 €	28 500.00 €	24 250.00 €	98 250.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	3 150.00 €	65 850.00 €	46 850.00 €	34 150.00 €	150 000.00 €	
Partner financing plan					150 000.00 €	

Dubrovnik Development Agency DURA

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Total Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Office and Administration						
Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Total Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	6 500.00 €	5 000.00 €	2 000.00 €	13 500.00 €	
Total Travel and Accommodation	0.00 €	6 500.00 €	5 000.00 €	2 000.00 €	13 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	1 000.00 €	7 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	4 000.00 €	16 000.00 €	
Expert and other non-staff Travel	0.00 €	3 200.00 €	3 000.00 €	1 200.00 €	7 400.00 €	
Total External Expertise and Services	500.00 €	19 200.00 €	25 000.00 €	7 700.00 €	52 400.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	32 450.00 €	36 750.00 €	14 725.00 €	85 000.00 €	
Partner financing plan					85 000.00 €	

Municipality of San Lucido

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Total Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Office and Administration						
Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Total Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
Total Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	8 000.00 €	8 000.00 €	1 500.00 €	18 000.00 €	
Expertise Meeting Organisation	0.00 €	7 000.00 €	1 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	5 000.00 €	5 000.00 €	3 000.00 €	13 000.00 €	
Expert and other non-staff Travel	0.00 €	3 000.00 €	3 200.00 €	1 200.00 €	7 400.00 €	
Total External Expertise and Services	500.00 €	23 000.00 €	17 200.00 €	6 700.00 €	47 400.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	34 750.00 €	30 450.00 €	13 725.00 €	80 000.00 €	
Partner financing plan					80 000.00 €	

Municipality of Jaroslaw

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Total Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Office and Administration						
Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Total Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
Total Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	7 000.00 €	1 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	4 000.00 €	16 000.00 €	
Expert and other non-staff Travel	0.00 €	3 000.00 €	3 200.00 €	1 200.00 €	7 400.00 €	
Expertise First Level Control	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total External Expertise and Services	500.00 €	26 000.00 €	20 200.00 €	8 700.00 €	55 400.00 €	
Total	1 075.00 €	36 750.00 €	32 450.00 €	14 725.00 €	85 000.00 €	
Partner financing plan					85 000.00 €	

Quadrilatero Urbano

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	6 000.00 €	6 000.00 €	3 500.00 €	16 000.00 €	
Total Staff costs	500.00 €	6 000.00 €	6 000.00 €	3 500.00 €	16 000.00 €	
Office and Administration						
Office and Administration	75.00 €	900.00 €	900.00 €	525.00 €	2 400.00 €	
Total Office and Administration	75.00 €	900.00 €	900.00 €	525.00 €	2 400.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	5 000.00 €	7 000.00 €	2 000.00 €	14 000.00 €	
Total Travel and Accommodation	0.00 €	5 000.00 €	7 000.00 €	2 000.00 €	14 000.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	7 000.00 €	1 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	3 000.00 €	15 000.00 €	
Expert and other non-staff Travel	0.00 €	3 000.00 €	3 800.00 €	800.00 €	7 600.00 €	
Expertise First Level Control	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total External Expertise and Services	500.00 €	26 000.00 €	20 800.00 €	7 300.00 €	54 600.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	38 900.00 €	35 700.00 €	14 325.00 €	90 000.00 €	
Partner financing plan					90 000.00 €	

Galway City Council

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	6 000.00 €	6 000.00 €	3 500.00 €	16 000.00 €	
Total Staff costs	500.00 €	6 000.00 €	6 000.00 €	3 500.00 €	16 000.00 €	
Office and Administration						
Office and Administration	75.00 €	900.00 €	900.00 €	525.00 €	2 400.00 €	
Total Office and Administration	75.00 €	900.00 €	900.00 €	525.00 €	2 400.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	6 500.00 €	6 500.00 €	0.00 €	13 000.00 €	
Total Travel and Accommodation	0.00 €	6 500.00 €	6 500.00 €	0.00 €	13 000.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	1 000.00 €	1 000.00 €	10 500.00 €	12 500.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	4 000.00 €	16 000.00 €	
Expert and other non-staff Travel	0.00 €	3 600.00 €	3 500.00 €	0.00 €	7 100.00 €	
Total External Expertise and Services	500.00 €	19 600.00 €	19 500.00 €	16 000.00 €	55 600.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	34 000.00 €	33 900.00 €	21 025.00 €	90 000.00 €	
Partner financing plan					90 000.00 €	

Bratislava

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Total Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Office and Administration						
Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Total Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
Total Travel and Accommodation	0.00 €	5 000.00 €	6 500.00 €	2 000.00 €	13 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	7 000.00 €	1 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	4 000.00 €	16 000.00 €	
Expert and other non-staff Travel	0.00 €	3 000.00 €	3 200.00 €	1 200.00 €	7 400.00 €	
Total External Expertise and Services	500.00 €	25 000.00 €	19 200.00 €	7 700.00 €	52 400.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	36 750.00 €	32 450.00 €	14 725.00 €	85 000.00 €	
Partner financing plan					85 000.00 €	

City of Zrenjanin

Option 2 15% Office and administration + Real cost for Travel and accomodation

	2025	2026	2027	2028	Total	Input budget
Staff costs						
Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Total Staff costs	500.00 €	5 000.00 €	5 000.00 €	3 500.00 €	14 000.00 €	
Office and Administration						
Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Total Office and Administration	75.00 €	750.00 €	750.00 €	525.00 €	2 100.00 €	
Travel and Accommodation						
Staff Travel and Accommodation	0.00 €	6 500.00 €	5 000.00 €	2 000.00 €	13 500.00 €	
Total Travel and Accommodation	0.00 €	6 500.00 €	5 000.00 €	2 000.00 €	13 500.00 €	
External Expertise and Services						
External Expertise Project Coordination	500.00 €	9 000.00 €	9 000.00 €	1 500.00 €	20 000.00 €	
Expertise Meeting Organisation	0.00 €	1 000.00 €	7 000.00 €	1 000.00 €	9 000.00 €	
Expertise Communication	0.00 €	6 000.00 €	6 000.00 €	4 000.00 €	16 000.00 €	
Expert and other non-staff Travel	0.00 €	3 200.00 €	3 000.00 €	1 200.00 €	7 400.00 €	
Total External Expertise and Services	500.00 €	19 200.00 €	25 000.00 €	7 700.00 €	52 400.00 €	
Equipment						
Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total Equipment	0.00 €	1 000.00 €	1 000.00 €	1 000.00 €	3 000.00 €	
Total	1 075.00 €	32 450.00 €	36 750.00 €	14 725.00 €	85 000.00 €	
Partner financing plan					85 000.00 €	

8.4 Expenditure per year and budget category

	2025	2026	2027	2028	Total
Staff costs					
Staff costs	4 500.00 €	46 000.00 €	46 000.00 €	30 500.00 €	127 000.00 €
Total Staff costs	4 500.00 €	46 000.00 €	46 000.00 €	30 500.00 €	127 000.00 €
Office and Administration					
Office and Administration	675.00 €	6 900.00 €	6 900.00 €	4 575.00 €	19 050.00 €

Total Office and Administration	675.00 €	6 900.00 €	6 900.00 €	4 575.00 €	19 050.00 €
Travel and Accommodation					
Staff Travel and Accommodation	0.00 €	50 500.00 €	50 000.00 €	14 000.00 €	114 500.00 €
Total Travel and Accommodation	0.00 €	50 500.00 €	50 000.00 €	14 000.00 €	114 500.00 €
External Expertise and Services					
External Expertise Project Coordination	5 500.00 €	74 000.00 €	74 000.00 €	19 500.00 €	173 000.00 €
Expertise Meeting Organisation	0.00 €	45 000.00 €	23 000.00 €	19 750.00 €	87 750.00 €
Expertise Communication	0.00 €	48 500.00 €	48 500.00 €	36 000.00 €	133 000.00 €
Expert and other non-staff Travel	0.00 €	32 000.00 €	27 900.00 €	8 800.00 €	68 700.00 €
Expertise First Level Control	0.00 €	2 000.00 €	2 000.00 €	2 000.00 €	6 000.00 €
Total External Expertise and Services	5 500.00 €	201 500.00 €	175 400.00 €	86 050.00 €	468 450.00 €
Equipment					
Equipment	0.00 €	7 000.00 €	7 000.00 €	7 000.00 €	21 000.00 €
Total Equipment	0.00 €	7 000.00 €	7 000.00 €	7 000.00 €	21 000.00 €
Total	10 675.00 €	311 900.00 €	285 300.00 €	142 125.00 €	750 000.00 €

8.5 Project cost per budget line

Expenditure budget line	Subcategories	Total
Staff costs	Staff costs	127 000.00 €
	Total	127 000.00 €
Office and Administration	Office and Administration	19 050.00 €
	Total	19 050.00 €
Travel and Accommodation	Staff Travel and Accommodation	114 500.00 €
	Total	114 500.00 €
External Expertise and Services	External Expertise Project Coordination	173 000.00 €
	Expertise Meeting Organisation	87 750.00 €
	Expertise Communication	133 000.00 €
	Expert and other non-staff Travel	68 700.00 €
	Expertise First Level Control	6 000.00 €
	Total	468 450.00 €
Equipment	Equipment	21 000.00 €
	Total	21 000.00 €

	Global budget	750 000.00 €
--	----------------------	---------------------

8.6 Project costs per budget category – Justification/Explanation

	Justification/Explanation
Staff costs	Staff costs refer to municipal staff working directly on the project. In Komotini, these cover project coordination, financial management, communications, and implementation. Each partner has allocated sufficient staff resources to ensure URBACT Local Group activation, participation in transnational meetings, and local delivery. Management-related staff costs are within the 35–40% limit of the total budget, as recommended by URBACT.
Office and administration	This category is calculated using the fixed 15% flat rate applied to eligible staff costs, in accordance with URBACT regulations. No further justification or documentation is required.
Travel and accommodation	This category includes costs for participation in study visits, transnational meetings, URBACT events and bilateral exchanges. Budgets cover travel and accommodation for two staff per meeting per partner. Travel is budgeted based on real cost estimations, prioritising economy options and sustainable transport (train over flight). Local travel for ULG engagement is also included.
External expertise and services	This category includes costs for external support in communication, transnational meetings organisation (venues, interpretation, catering). It also include audit costs (First Level Control e.g. Cuadrilátero Urbano). Non-staff travel is also included here.
Equipment	Equipment costs are modest and strictly linked to local implementation and accessibility needs. No IT equipment or general-purpose purchases are foreseen. All expenditures in this category will directly support the Testing Actions during the Transfer Network process.

9 SIGNATURE

9.1 Signature of the Lead Partner/project coordinator

Signature of the Lead Partner / project coordinator :

Name (capital letters) :

Position :

Date :

Official stamp