

GRANT AGREEMENT

ANNEX I

DESCRIPTION OF THE PROJECT

Beneficiary: Public Benefit Organisation of City of Kavala

Title: Europe is our playground

Partners:

1. Strömstads Kommun, SE
2. Friends of the Museum – Rousse, BG
3. Varna Municipality, BG
4. Municipality of Warsaw, PL
5. Municipality of Bansko, BG
6. Griechische Kulturstiftung in Berlin, DE
7. Municipality of Nürnberg, DE

Duration of the project: 17/02/2014-16/02/2015



1 DESCRIPTION OF THE ACTION**Title:****Europe is our playground (EOP).****a) Describe the general and specific objectives that the action aims to achieve:**

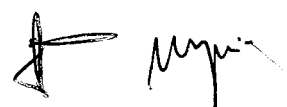
The applicant should explain how the general and specific objectives of the action will contribute to the objectives of the Union grant programme concerned. Where possible, specify related indicators to assess the project's achievements and expected impacts.

The main objective of the Preparatory Action European Partnership on Sports for 2013 is to prepare future EU actions in the framework of the Sport Chapter of the proposed Union Programme for Education, Training, Youth and Sport for 2014-2020 ('Erasmus for all') and to be implemented by identifying, testing the establishment and functioning of suitable networks and good practices which can serve as a basis for future actions in the field of sport and more specifically in the area of "promoting traditional European sports and games". The proposed project contributes to main objective of the Call and to the priorities set in the 2007 White Paper on Sport and the 2011 Communication on developing the European dimension in sport.

In general terms the proposed action can serve these two basic objectives as far as it includes related activities for:

- a) rational and integrated analysis of potential long-standing partnerships between public organizations with similar background, actions, structures, research or scientific interests. In line with this objective, Dimofelia creates a strong network of partners from European cities with similar characteristics, deep cultural or athletic tradition and in some cases with past successful cooperation in related EU projects. This network will facilitate the inclusion of local and regional actors and youth groups who are involved and/or want to get involved in the culture, sports, and education sectors and it will offer opportunities for structured dialogue and exchange between them. "Europe is our playground" Network intends to develop, enrich, enhance and develop existing local actions, initiatives and structures while providing easy access to international knowledge and experience sharing.
- b) testing, controlling and operating the overall cooperation among the EU partners of the proposed network and the accompanied methodology which determines the specific procedure about their communication channels. For these purposes Dimofelia will use a detailed and well documented project management plan based on Prince2 methodology. Within each process perspective there will be a number of attributes. These are indicators of process and behavioral maturity. Specific attributes will relate only to a particular process perspective, while generic attributes will apply equally to all process perspectives at each of five Maturity Levels (PRINE2 Maturity Model, 2010). Below, a short list of indicators that may indicate the potential failure of a project is presented:

- **Poor leadership**
Indicators: No clear or agreed project objective, lack of strong business justification, poor scope definition, plans are not well understood, delayed decision making.
 - **Improper roles and/or team responsibilities**
Indicators: Overlap in responsibilities, slow progress, roles and responsibilities are not well understood.
 - **Ineffective resourcing**
Indicators: Lack of dedicated people, money and equipment, inappropriate skill-set and experience, work instructions not well documented.
 - **Insufficient top-level support**
Indicators: Inadequate project funding, low management commitment and interest
 - **Poor communication**
Indicators: Conflicts arising from misunderstandings, stakeholder reporting expectations not documented.
- c) developing a well founded framework which can serve as background for the forthcoming



Union Programme for Education, Training, Youth and Sport for 2014-2020 (Sport Chapter). Throughout activities like meetings, conferences, workshops this network will establish a sound research agenda about the history, the timelessness or the interaction of the traditional European sports and games in order to increase the knowledge about the different traditional games and sports in Europe from the ancient times until the 20th century. Through this Network, the partners will succeed to fulfil the other objective of this project, which is equally important and directly dependent on their cooperation. All the involved cities and regions will learn how to manage to preserve, expand and develop their existing traditional games and sports structures (staff, infrastructures, ideas, expertise, activities, etc) and thus to preserve their intangible cultural heritage, which also consists Europe's heritage. As the Municipality of Kavala, in cooperation with its Municipal Enterprise "Dimofelia", has the experience on the organization of this type of events and joins resources systematically with all the local institutions and also with the informal groups related to games and sports, this call is a great chance to pass on its experience and at the same time to provide through this network to the partners and also to the international community with a roadmap on how they can establish and strengthen initiatives for the preservation of our traditional games and sports and involve the community in this effort. Then it will follow the implementation of this initial theoretical stage with the revival of selected European sports and games and the reveal of their connection with modern, mainstream sports and games. Parallel and after the completion of the implementation stage, there will be a multi dimensional promotion activity via websites, brochures, newsletters, press releases and local points, spreading the concept, the vision and the objectives of the action, not only for the one year period of the project execution, but mainly for ensuring its continuity and further strategic development. Finally all the above stages will serve as a useful guide for identifying and emerging the potential problems, difficulties or chances that may appear. In this direction an integrated risk management model for the whole project life cycle will give the critical methodology structure for monitoring and mitigating all the aforementioned processes and the problems that may occur. This risk management model will be supported by scientific tools (see "section e, project management" for more details) for the assessment and evaluation of the project's achievements and expected future impacts.

Regarding to the more specific objectives of the action, the project will be concentrated on the following main points, in accordance to the guide's directions:

- a) attraction of wider audiences. One of the main project dimensions will constitute a constant effort for promoting European games and sports, so as to increase communities' familiarity with them and as a consequence to make them participating in future related actions. The participation will not be limited in the simple attendance of the sports/games but mainly to create all the necessary conditions for an active involvement. This involvement can be analyzed in procedures like the creation of relative clubs, training centers, membership incentives, interactive networks of different sports/games etc. The institutional character of project partners can help on the development of new structures or to serve as coordinators to private or volunteer initiatives. The network developed in the framework of the project will try to challenge the fact that although Europe's local and regional organizations represent a rich sporting and cultural heritage, they don't emphasize on the expansion of traditional games and sports of their regions. The participation of five different countries will create a "product" characterized by heterogeneity of values, beliefs, points of view, traditions and historic elements. The local communities will be involved in the organization of all the proposed actions in order to provide information and reflect the diversity of society. The focus, content and approach of the outputs will be specified with the partners.
- b) development of Europe's diverse cultural and sporting heritage and dissemination of the values of diversity, solidarity, inclusiveness and cultural awareness with special care through actions for the youngsters. European countries in general, and especially Greece, have developed through centuries a huge reserve of cultural and sporting heritage. Additionally, in last decades have revealed new parameters or factors that have changed and redefined the way and the channels used for the conservation, the interaction and



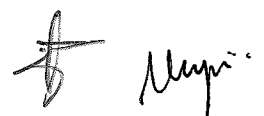
mainly the further development of this heritage. This project will aim to identify all the essential elements to support with a strong theoretical or academic background this framework, and then to propose a methodology for maintaining a more stable and interactive board of activities. This link between theory and practice could create a pioneering network and a foundation for new ideas deposit and implementation base. Each partner's contribution in the collection of the traditional games and sports of its region, will provide information to the public about the origin of each activity, their similarities and their differences, the reasons for their creation and the social conditions that led to their development. In the framework of this action each region will produce a games and sports identity symbol of its town linked to the overall local cultural heritage. This will help citizens of different countries to realize their common origins, to identify the differences between the traditions of each region and to understand how these are reflected in daily activities and pastimes such as games and sports. A good practice that is similar to the project idea is the one of "Games without Frontiers". The idea belonged to General Charles de Gaulle and aimed to reconcile the new post-war Europe, through imaginative games in which participated municipalities from different countries. Each show held in a different country and the themes of the game was usually sourced from the history and culture of the host country.

- c) exchange of information and good practice. Besides the steps forward that was made in the last 20 years in many different directions between European Union countries, in the field of economy, energy or tourism, there are huge margins for the creation of new innovative networks for exchanging information and good practices in the field of sports. The selection of the project partners has been identified through a wide list of previous applicant's networks with the main criterion of the partners experience and specialization with the project's objectives.
- d) common education/training initiatives. Building and bringing in contact a wide network of public organizations with common background will attribute a unique forum for exchange of information and good practices. In order to support these targets there is a remarkable team consisted of partners' executives, volunteers or local sport clubs members, possessing many different skills or academic or practical background. This diversity of capabilities comes to supplement the organizations' strengths, ensuring that the final result will meet the expected outcomes and will also promote this specific part of sports culture among the sports associations and will make connections.
- e) models/standards of good practice. For the adequate evaluation and support of all the relevant activities of the project there will be adopted a set of scientific or practical models, tools and standards for various procedures such as project, risk, communication, time and change management as well as indirect measures of feasibility of the objectives.
- f) try to highlight the importance of traditional games and sports, revive the interest in them, to invite local communities, to support and participate in these and to help local authorities to incorporate them in organized activities.
- g) record, evaluate and, where appropriate, bridge the dipoles developed by organized and informal structures that are being involved directly or indirectly in the preservation of the traditional games and sports. Namely, the dipoles which arises from program's objectives and are strongly related to Europe's intangible cultural heritage are these: future and past, intangible and tangible, structured and natural environment, fitness and spirit, electronic and physical, groups and individuals, local and global, neighborhood and home games, marginalization and integration, etc.

b) Describe the action (on the basis of the main activities planned) and where it will be implemented

The proposed action is an integrated multi-dimensional effort for covering the objectives which have been specified by the Union grant programme. It includes many different activities such as:

- project meetings, between the local project teams of the five partners, in which they will try to allocate the resources, to identify the risks, to monitor the deliverables, to control the work progress.
- demonstration events, so as to show on local communities the way and the rules of the selected traditional games and sports and to increase their familiarity with them, acting as a transition stage between theory and practice.
- exhibition of traditional sporting goods. Going one step further from demonstration events, European citizens, volunteers and members of sport clubs, for instance, will have the



chance to actively participate in these sports and games, living the experience of reviving activities disappeared for centuries.

- collecting and recording of oral histories. Old people in many cases have heard stories about traditional games or they played them when they were children. An important target of this project is to find these people, identify and discuss the details, the special characteristics or the rules of the games and then to record them in order to improve the theoretical material with more practical knowledge and to create rich multimedia data for sharing relevant experiences.
- web site construction, for informative reasons about the purpose of the project, its main and secondary objectives, the designed activities, the stakeholders, the promotion of sponsors etc
- brochures, newsletters and press releases and conferences, which will consist the basic marketing channels. They will provide different marketing services informing different stakeholders or simple citizens about the specific programme of the activities, update it with last minute changes, and take advance of wide range publicity actions, promoting on the one hand the actions of the project and on the other hand the overall cultural and athletic background and education of the European partners countries.
- development of an educational internet game from selected traditional games. In this way we intent to approach some specific parts of local communities (like children or teens) with a more personalized way, close to their interest, to let them know about traditional games and sports, anticipate their strong cultural heritage, participate in online competitions with other European users and finally to participate in the real life activities that will take part close to them.
- youth and sports local info points, which will support many of the above activities. More specifically members of the partner's organization with the assistance of volunteers (there is a close cooperation between the applicant and the local volunteers in many similar actions in the past, and there is also a well-defined intention to continue this cooperation in the present action) will act as mediators between the activities project team members and the local community, supporting promotion and execution of the events and other significant operating issues.
- athletic contests, and students essay and painting competition, regarding the linkage between traditional games and sports and the cultural heritage in Europe. The "product" that the project aims to deliver is to activate many categories of stakeholders from European cities such as academics, practitioners, volunteers, athletes, students and other citizens in two core dimensions: a) to learn about European traditional games and sports and to play them with other European people, reviving and making them part of their culture and b) to reveal their cultural sensitivity with artistic or literary creations. For that reason there will be extra financial and/or not financial incentives to the participants in line with fair competition procedures.
- International Conferences for the connection between the traditional and modern games and sports. It is undeniable that the identification, the implementation and the promotion of activities related to traditional sports and games is a very interesting and constructive action with core influence in a lot of cultural or athletic areas in the involved European countries. However, the connection of the traditional with the modern games and sports is something that will increase considerably the importance of the project outcomes, giving added value and extra interest to all potential stakeholders. On this idea, the transnational project members will interact in conferences, discussing and projecting their personal experience, scientific results and literature analysis, and then they will write down a list of selected common traditional and modern games and sports, in order to perform as a guide of inspiration for several activities that have been described above (competitions, internet game, exhibition, marketing plans etc).

Finally, the specific activities described above will be placed into the city of Kavala and especially in:

- 1) Public schools
- 2) Central streets, squares, the area round the custom
- 3) Public athletic places (National Stadium, the sport hall of Kalamitsa)
- 4) Ancient monuments (Fortress of Kavala, Ancient Theater of Philippi, the Mohamed-ali's statue -square, "Old Music" building)
- 5) Parks (the central Park of Faliro, the park of traffic education)
- 6) Green spots (the woods of Panagouda, fifty houses woods)



7) Neighbourhoods

c) Methodology to be followed:

The applicant should explain the methodology, both theoretical and practical, that will be followed in order to meet the general and specific objectives of the action described above. This might include support to third parties.

The Lead Partner – applicant “Dimofelia” is the organisation, which is "legally" responsible for the entire implementation of the project, including the other partners located in other EU Member-states. The Lead Partner will be responsible for all the project payments. Namely, “Dimofelia” will be responsible for:

(Regarding Technical-Procedure Issues)

1. The organisation of the partnership and co-ordination of key actors under the authority of a steering committee for the smooth implementation and performance of the actions
2. The management of the project team (project co-ordinator and persons designated responsible in the other organisations or regions)
3. The preparation of contracts and reference terms for sub-contracting;
4. The development of project management and monitoring instruments; (situation charts, progress reports, evaluations, etc)
5. The management of the team responsible for administrative and financial matters, verification of accounting records, etc
6. The finalisation of working documents and technical and financial progress reports for submission to the steering committee

(Regarding Implementation Issues)

1. The receipt, review and evaluation of all the proposals about the proposed actions of the Partners, Cultural Institutions, Universities (Greek and foreign), NGOs, Athletic Unions, Volunteering Associations, etc;
2. The elaboration of the final program with the approval of the partners;
3. The design of all promotional events in Greece and abroad.

Project partners will carry out specific project activities in the manner and scope indicated in the application form. Moreover, each project partner is responsible for:

1. Carrying out the activities they are responsible for, according to the application form and/or partnership agreement;
2. Reporting to the lead partner within the agreed timetables;
3. The co-development of content of the actions.

The project involves a two-step approach: a theoretical part, (Framework Report) and a practical part (Practical Issues).

PART 1: Framework report

This first part puts forward the rationale behind the project and the role of the traditional sports and games in modern societies. It gives insight in the definition of what is “intangible heritage” and why traditional sports and games consist one of its elements. Games give the concept of children’s and youth culture another perspective than the one-way strategy of handing culture of grown-ups down to the young people. Play and game are a source of creativity from below, renewed by each young generation. Play and game is not only something to look back, but also to look forward to. The dominant ideology of ‘development’ has found its paradigmatic expression in West German Sportentwicklungshilfe (sport development aid). This theory – connected with a practice of economic and administrative support – has postulated six central “functions” of modern Western sports for development (Eichberg, 2005):

1. Sport as an instrument for the formation of personality
2. Sport as an instrument of integration – social and national integration, nation building
3. Sport as an instrument of identification
4. Sport as an instrument of health policies
5. Sport as an instrument of equalization – demanding equal chances for all
6. Sport as an instrument to satisfy basic demands.

Furthermore, five more function have been named as important and useful:

7. Sport as educational support

8. Sport as instrument to make social structures more dynamic – effectuated by sport clubs, functional differentiation and institution building
9. Sport as an instrument of economic and foreign policies – useful for tourism, labour market and advertising
10. Sport as an instrument of peace and understanding among the peoples
11. Sport as an instrument of emancipation – especially of the woman

Through the proposed actions, e.g. meetings, conferences, scientific researches, oral recordings and interviews with elderly people and representatives of cultural and athletic associations, the partners would try to identify their traditional sports, write them down, and explore their roots and their connection with the past and the modern society. The findings from the quantitative and qualitative approaches will highlight the role of the traditional games and sports on the pre mentioned dipoles, track the differences and the similarities between their previous and current expressions and highlight the reasons which kept them alive through time. This part will allow us to uncover the deeper meaning and significance of human behaviour and experience, including contradictory beliefs, behaviours and emotions on traditional sports and games.

The analysis of the collected material will be performed along the following steps:

- Selection of relevant and representative traditional sports in all partners' regions for in depth analysis and to be used for the case studies in the second part (Practical Issues)
- Structure of the qualitative research and secondary literature review
- Identify the means to be used to answer the question (written resources, necessary equipment, relevant people, etc.) and plan how to implement these
- Identifying of the functions of traditional sports and games in the modern society (education, health policies, tourism, etc)
- Connection of the Greek Myths with the tracked traditional games and sports
- Documentation regarding traditional games and sports on the dipoles: modern and traditional, intangible and tangible, structured and natural, fitness and spirit, electronic and physical, group and individual, neighbourhood and home, etc
- Selection of five traditional games and sports which are common between the partners and have the same roots and origin

PART 2: Practical Part

Based on findings from case studies, researches, students' competitions and contests, exhibitions, demonstrations, etc, this part provides an overview of problems that could be expected, solutions found, tools, good practice and key issues for the implementation of traditional sports and games programs and their assimilation into modern societies. Practical issues are dealt with on region and project level. The results will be summarised in a list of key findings and will be promoted and available to the public through various instruments, like web site, albums, local info points, internet game, brochures, etc.

The outputs of this part are the recordings of the existing relevant material and the documentation of the intangible legacy which will serve as a relief for the modern society and will contribute to the preservation of the intangible heritage. This is done both by means of in-depth analysis and detailed case studies of partners' regions. However, as the study is performed on a selection of regions the findings do not cover the full array of possible problems, solutions, tools, etc.

Namely this part envisages:

- Conduction of researches: questionnaires and interviews with professionals and communicants.
- Selection, in-depth analysis and evaluation of the collected material: Case studies and information retrieved (from desk research, questionnaires and interviews) will be analysed and recommendations and good practice will be highlighted.
- Organization of scientific meetings and training camps: Coordination and implementation of joint actions targeting to exchange ideas and experiences, share good practices as well as sensitive university and public institutions' leaders on the significant role of traditional games and sports and on new emerging trends in sports science and technology. The scientific area and location of each series is suggested by the applicant, aiming to showcase their excellence in their particular field of expertise.
- Collective awareness platforms for sustainability of traditional sports and game: Organization of events and activities for the social awareness about the traditional

sports and games preservation and development as the benefits comes through these sporty and healthy activities like betterment of the societies and humanity around the globe. In these actions will participate representatives of Partners, Cultural Institutions, Universities (Greek and foreign), NGOs, Athletic Unions, Volunteering Associations. Some indicative activities that are going to be held in this framework are sports demonstration events, exhibitions, students contests and competitions, role play-simulation, living Labs (brainstorming, write storming, etc), development of tailored projects –sports, workshops for handmade sports goods, etc

- Linking community-based experiences with district, national and partner level institutions through exposure, advocacy and capacity building: The impact of community activities are documented and used to promote the adoption of the ideals of traditional sports and games. For this reason youth and local info points will be established and members of the partners with the assistance of volunteers will act as mediators between activities organizers and the local community.
- Building of a communication plan: In the context of the project and parallel with the actions, a promotion and publicity plan will be designed in order to disseminate the results and the findings of the proposed actions. This plan will include all the modern tools of promotion and diffusion, e.g. creation of an interactive website, development of an educational internet game presenting tutorials for the selected traditional games and sports, publication of a special edition – album which will contain material from the contests and competitions (paintings, essays, photos, etc) and also informative brochures and leaflets.

The project forecasts the active participation and involvement of many formal and informal groups, such as volunteers, athletic and cultural associations, association of people with disabilities and local government institutions, and for this purpose, thematic working groups will be set up so as to coordinate and implement each activity.

Regarding to operational issues, the project will follow the methodological approach described below, focused at producing specific and scientifically sound outputs, immediately applicable by the end users.

The Project Team (PT):

- will include the Project Manager, Technical Personnel and Personnel for the Administrative Tasks, to cover the full package of duties related to the comprehensive management of the project.
- will act under the direction of the Directorate of Development and Environment of the Applicant, which has huge experience in implementing co-funded projects.
- will assure the pertinent operational and financial management of the project as a whole and the fulfilment of all requirements and obligations as per the applicable rules and regulations.
- will operate continuously, on a day by day basis during the implementation phase of the project, until completion and the final report of the project.
- will use all means of communication, including telephone, VoIP, social media, email and the web-page of the project as well the occurrence of the events for the meetings with the partners, etc.

The final organisation and detailed procedures of the project will be decided at the first meeting (kick off meeting) in order to deal with any situation or special requirements that are not known until the day of the proposal submission and occurred after that. But as a minimum, the following will be met:

- The project will cover challenging issues as we refer to a topic that is not the every task in the era of e-games and “electronic” lives. Therefore during the implementation period the goals, the activities, the events, the promotion and invitation for participation of citizens and visitors, will use the modern methods of communication such as social media, Internet, web adds, municipal advertisements in digital billboards, etc. along with the “traditional” ways of promotion such as posters, leaflets, etc.
- A very important factor for the successful implementation of the project is the involvement of the key-persons and organizations of the society. Such happened already during the preparation of the proposal and the Applicant is keen to have a continuous cooperation with them and ensure their active participation. Their contribution is not limited to the participation of the events that are to occur but also in the planning with emphasis in the



details that are to be deployed.

- The raising awareness and dissemination of the goals and achievement, as well as the promotion of the activities and events, will serve for spreading the information about the project in order to attract as many people and associations and other stakeholders as possible and also for promoting the idea of going back to the old / traditional games and sports as part of our intangible cultural heritage and at the same time to persuade young people that living will all the electronic goodies does not mean breaking up with the past means of entertainment.
- Furthermore the information and publicity tasks will intent to achieve the active involvement of the society and the stakeholders at large in order to ensure the expansion of the interest and the continuity of the results with new ideas and further activation of the network with organisations and people from area regions in the participating countries and other ones. The background and the experience of the Applicant who have know-how and good history in organising the cooperation of associations and NGOs can ensure that the needful actions for the sustainability of the results will be taken properly.
- The Project partners will cooperate in detail, particularly when analysing the various proposed traditional games and sports, in order to decide which ones to be selected to be demonstrated in the events, or setting the rules for the competition events, etc.
- Implementation of the activities will be done by the PT and the participating organisations and local associations / NGOs in periods that are attractive for the involvement of people such as festivals and seasons near the end of school-periods.
- Transparency in all actions will allow quick and tangible progress. Another important element of project methodology is the close cooperation with the project officer of the Authority.
- Finally the continuous consultation with the executives of the Applicant and the partners will prevent failures and will ensure the optimum results on time as planned.

d) Expected results and their use:

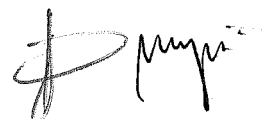
The applicant should specify the benchmarks or deliverables which the applicant intends to employ to achieve the expected results and targets and how they will be used and disseminated.

The project outputs will be:

- Project Meetings
- Recording of verbal stories from older people
- Web site within the partners' main website
- Brochures, Newsletters and Press Releases
- Internet game of a selected traditional games
- Press Conferences
- Local points (in cooperation with volunteers) promoting traditional games and sports
- Organizing Events including demonstration of traditional games and sports
- Exhibition/s of items of traditional games and sports
- Students essay competition regarding traditional games and sports stories and the linkage to the cultural heritage in Europe
- Painting competition between students of traditional games and sports
- Workshops for handcrafted sports' goods.
- International Conference for the traditional games and sports and the connection to the modern games and sports.

The expected Results will be:

- The development of the European cultural diversity trough the protection and promotion of the traditional games and sports.
- The linkage of the youth with the traditional games and sports, particularly in our era of e-living.
- The recording of untold stories and memories from older people.
- Exchange of knowledge and good practices related to the traditional games and sports,



their highlighting and protection.

- Establishment of a network of organizations (the partners and others) in Europe for the protection and promotion of the traditional games and sports
- The re-birth of some popular traditional games and sports
- Publicity and Information of the project activities

The outputs and the envisaged results are expected to attract the interest of big groups of people including elderly and mainly young people and students.

Among others, the project will also manage to promote the volunteerism in tasks related to preservation and promotion of cultural heritage. Such will give the opportunity to groups of people, volunteers and NGOs to seek and benefit from other co-funded programs to implement new or extended ideas in the local societies and in cooperation with partners from other countries, starting from the participating countries.

They will be diffused by using all available means, modern such as internet, social media, web ads, and tradition such as posters and leaflets.

However the intention is beside the use of a variety of actions for information and publicity to disseminate the goals, the activities and achievements the ultimate role to be the "Word of Mouth". The experience of the past when activities similar to that were tested shows that the benefit for promotion of the results and therefore the increment of the wide interest is extremely more successful when people talk about it. Thus, with that in mind it is expected that the combination of using the available means and the "Word of Mouth" will bring the optimal benefits and will be the project targets.

Through the actions of the project immigrants who live in the areas of the activities will be attracted to promote traditional games and sports from their land and such will allow comparison and finding of differences and similarities. Presenting commonalities is a good method for better communication and cooperation of different ethnic groups and minorities, better understanding and better social inclusion.

Furthermore, the results could be used in the schools in culture related courses to contribute in better understanding of the connection of the human beings to their roots, the evolution of the society and along with that of all related tasks, including the cultural elements such as the traditional games and sports.

Finally, the results will be used for preparation of future actions in promotion of volunteerism, which is also the main objective of this Call.

e) Project management:

The applicant should provide a detailed description of the organization of the action and of the implementation phase, specifying arrangements for monitoring, supervision and risk management. The applicant should also explain which part of the action might be subcontracted (list of main activities, or works to be carried out).

As mentioned above in this project it will be used the PRINCE2 structured project management methodology. PRINCE2 (PProjects IN Controlled Environments) is a process-based, easily tailored and scalable method for effective project management. It is a de facto standard used extensively and is widely recognized and used, internationally. Each process is defined with its key inputs and outputs together with the specific objectives to be achieved and activities to be carried out. Structured project management means managing the project in a logical, organized way, following defined steps.

Regarding the pre-project process, it is designed to ensure that the pre-requisites for initiating the project are in place. The process expects the existence of a Project Mandate which defines in high level terms the reason for the project and what outcome is sought.

The work of the process will be built around the production of three elements:

- Ensuring that the information required for the project team is available
- Designing and appointing the Project Management Team
- Creating the Initiation Stage Plan.

Directing the Project will run from the start-up of the project until its closure. This process will be aimed at the Project Board. The Project Board will be responsible for providing the Project

Manager with the necessary decisions for the project to proceed and to overcome any problems, and will manage and monitor via reports and controls through a number of decision points.

The key processes for the Project Board will break into four main areas:

- Initiation (starting the project off on the right foot) which includes the objectives of agree whether or not there is sufficient justification to proceed with the project, establish a stable management basis on which to proceed, document and confirm that an acceptable Business Case exists for the project, agree to the commitment of resources for the first stage of the project, enable and encourage the Project Board to take ownership of the project, provide the baseline for the decision-making processes required during the project's life, ensure that the investment of time and effort required by the project is made wisely, taking account of the risks to the project.
- Stage boundaries (commitment of more resources after checking results so far) which includes the objectives of assure the Project Board that all deliverables planned in the current Stage Plan have been completed as defined, provide the information needed for the Project Board to assess the continuing viability of the project, provide the Project Board with information needed to approve the current stage's completion and authorize the start of the next stage, together with its delegated tolerance level, record any measurements or lessons which can help later stages of this project.
- Ad hoc direction (monitoring progress, providing advice and guidance, reacting to exception situations) which includes the objectives of authorizing work to be done, gathering progress information about that work, watching for changes, reviewing the situation, reporting, taking any necessary corrective action, making certain that work on products allocated to the team is effectively authorized and agreed accepting and checking Work Packages, ensuring that work conforms to the requirements of interfaces identified in the Work Package, ensuring that the work is done, assessing work progress and forecasts regularly, ensuring that completed products meet quality criteria, obtaining approval for the completed products.
- Project closure (confirming the project outcome and controlled close) which includes the objectives of check the extent to which the objectives or aims set out in the project plan have been met, confirm the extent of the fulfillment of it and the Managing Authority's satisfaction with the deliverables, obtain formal acceptance of the deliverables, ensure to what extent all expected products have been handed over and accepted, confirm that maintenance and operation arrangements are in place (where appropriate), make any recommendations for follow-on actions, capture lessons resulting from the project, prepare an end project report.

The project risk management process will help project partners, sponsors and project teams to make informed decisions regarding project alternatives. Risk management encourages the project team to take appropriate measures to minimize:

- Adverse impacts to project scope, cost, and schedule
- Management by crisis

Actively managing risks has many advantages, including:

- gaining a much better understanding of the risks that are facing the organization and its activities;
- understanding how risks interact;
- identifying the uncertainties that have to be managed, monitored, and controlled at all levels;
- providing input into investment decisions;
- understanding the implications of taking different courses of action;
- assessing the financial implications of investments, lending decisions, and the markets;
- viewing risks as opportunities, rather than threats; and
- providing visibility of the risks that the organization wishes to take deliberately as well as



those it needs to guard against and actively avoid (Holmes, 2003).

The following matrix shows the six process tasks and the responsibilities of the project manager and stakeholders.

Process Tasks	Role		
	Project Manager	Technical Personnel	Functional Manager
Risk management planning	R	S	S
Risk identification	A	S	R
Qualitative risk analysis	R	S	S
Risk response planning	R, A	S	-
Risk monitoring and control	R, A	R, S	R

R=Responsible, S=Support, A=Approve

As part of work plan development, project development team members will assign project team members to create a project risk management plan. At this point, the assigned project team members will begin to create the risk management plan. The risk management plan will identify and establish in the project plan the activities of risk management for the project.

Risk identification involves identifying potential project risks and documenting their characteristics. Risk identification results in a deliverable — the project risk list. The assigned team members identify the potential risks and opportunities, using:

- A risk list
- Their own knowledge of the project
- Consultation with other stakeholders who have significant knowledge of the project or its environment.

The team considers:

- Risks — what might go wrong
- Opportunities — better methods of achieving the project's purpose and need
- Triggers — symptoms and warning signs that indicate whether each risk is likely to occur

The **risk analysis** step assigns each risk a priority rating, taking into account existing activities, processes or plans that operate to reduce or control the risk. It may use forms of analysis that range from simple qualitative methods to more sophisticated quantitative approaches (Cooper et al., 2005). For the needs of our project qualitative risk analysis will be used.

Qualitative risk analysis assesses the importance of the identified risks and develops prioritized lists of these risks for further analysis or direct mitigation. The team assesses each identified risk for its probability of occurring and its impact on project objectives. Team members sort the identified risks into high, moderate, and low risk categories for each project objective (time, cost, scope). They rank risks by degrees of probability and impact, and include their assessment rationale. Team members revisit qualitative risk analysis during the project's lifecycle. When the team repeats qualitative analysis for individual risks, trends may emerge in the results. These trends can indicate the need for more or less risk management action on particular risks, or whether a risk mitigation plan is working.

Risk response planning focuses on the high-risk items evaluated in the qualitative risk analysis. It identifies and assigns parties to take responsibility for each risk response. This process ensures that each risk requiring a response has an owner. The project manager and the project team identify which strategy is best for each risk, and then design specific actions to implement that strategy. These strategies and actions include:

- **Avoidance.** The team changes the project plan to eliminate the risk or to protect the project objectives from its impact. The team might achieve this by changing scope, adding

time, or adding resources (thus relaxing the so-called "triple constraint").

- **Transference.** The team transfers the financial impact of risk by contracting out some aspect of the work. Transference reduces the risk only if the contractor is more capable of taking steps to reduce the risk and does so.
- **Mitigation.** The team seeks to reduce the probability or consequences of a risk event to an acceptable threshold. They accomplish this via many different means that are specific to the project and the risk. Mitigation steps, although costly and time consuming, may still be preferable to going forward with the unmitigated risk.
- **Acceptance.** The project manager and the project team decide to accept certain risks. They do not change the project plan to deal with a risk, or identify any response strategy other than agreeing to address the risk if and when it occurs.

Risk monitoring and control keeps track of the identified risks, residual risks, and new risks. It also ensures the execution of risk response plans, and evaluates their effectiveness. Risk monitoring and control continues for the life of the project. The list of project risks changes as the project matures, new risks develop, or anticipated risks disappear. Periodic project risk reviews repeat the tasks of identification, analysis, and response planning (see previous tasks). The project manager regularly schedules project risk reviews, and ensures that project risk is an agenda item at all project meetings. Risk ratings and prioritization commonly change during the project lifecycle. If an unanticipated risk emerges, or a risk's impact is greater than expected, the planned response may not be adequate. The project manager and the project team must perform additional response planning to control the risk.

Risk control involves:

- Choosing alternative response strategies
- Implementing a contingency plan
- Taking corrective actions
- Re-planning the project (PRM Handbook, 2003).

The Applicant is an organization which has undertaken in the last ten years a remarkable set of projects in a wide range of scientific or practical areas. For supporting these actions, Dimofelia has developed a rich deposit of notable experienced executives (see the attached CVs' which includes lawyers, economists, engineers, sport managers, risk management and cultural specialists), internal or external to the organization. So the majority of the proposed project activities will be based on own resources and in some cases on resources from the Applicants local network, such as volunteers (there is a wide cooperation), sport clubs etc. However, a few activities should be subcontracted to third parties. For instance, the Applicant will enter into agreement with external providers for marketing promotion actions (especially for brochures and books printing and editing), web site programming and support services, and educational internet game development. The subcontracting agreement criteria will be consisted of 3 main categories: a) provider's past experience, b) the expected quality of the product/service and c) the offered price.

f) Arrangements for monitoring/supervision of the operation and risks involved in its implementation:

The applicant should explain how the action will be supervised. The applicant should refer to any risks involved in its implementation, how they might affect the objectives and outcomes of the action and how they could be mitigated.

According to the previous experience of the Applicant in similar Actions, the following list of potential risks is presented:

Staff Risks

- Key staff will not be available when needed
- Key skill sets will not be available when needed

Partner Risks

- Partner resources will not be made available as required
- Partner staff will not reach decisions in a timely manner
- Deliverables will not be reviewed according to the schedule

Scope Risks

- Requirements for additional effort will surface
- Changes of scope will be deemed to be included in the project

- Scope changes will be introduced without the knowledge of project management

Technology Risks

- The technology will have technical or performance limitations that endanger the project
- Technology components will not be easily integrated
- Use of the wrong tools
- Integration problems

Schedule Risks

- Wrong time estimation
- Resources are not tracked properly. All resources like staff, systems, skills of individuals etc.
- Failure to identify complex functionalities and time required to develop those functionalities
- Unexpected project scope expansions
- Not enough people
- Too much parallelism - dependencies
- Information delays
- Permission delays
- Increased effort to solve technical, operational, and external problems

Budget (Financial) Risks

- Wrong budget estimation
- Cost overruns
- Austere (bare bones) budget
- Additional and unforeseen expenses
- Reduction of funding
- Availability of necessary equipment

Operational Risks

- Inadequate resolution of priorities or conflicts
- Failure to designate authority to key people
- Insufficient communication or lack of communication plan
- Size of transaction volumes
- Rollout and implementation risks

The experience, the knowhow, the managerial procedures that are planned to be used by the Project Consortium and the Applicant can ensure the minimizing of the above risks.

For the needs of the project, qualitative risk analysis will be adopted in order to assess the importance of the identified risks. Then a "risk matrix" will be developed to prioritize the list of these risks for further analysis or mitigation. Different stakeholders (see Table above) of the project team will assess each identified risk for its probability of occurring and its impact on project objectives.

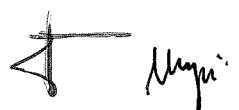
More specifically, the analysis stage will assign each risk a priority rating, taking into account existing activities, processes or plans that operate to reduce or control the risk. The significance of a risk will be expressed as a combination of its consequences or impacts on project objectives, and the likelihood of those consequences arising. This will be accomplished with qualitative consequence and likelihood scales and a matrix defining the significance of various combinations of these. A matrix will be structured according to the kinds of risks involved in the project and the project's objectives, criteria and attitudes to risk. In order to implement a structure like this, clear and consistent definitions of the consequence and likelihood scales will be used. A simple matrix will be used to combine the likelihood and consequence ratings to generate initial priorities for the risks. The outcome of this stage of the risk analysis is an initial view of the significance of the identified risks.

Considering risk mitigation, there will be developed a two-stage process. In the first stage a thorough evaluation of the risk matrix will take part. Then, in relation to this risk prioritization and the special circumstances of each step in the project life-cycle, stakeholder will use one of four basic categories for risk response, as described in the previous section.

g) Sustainability of the project's achievements:

The applicant should explain how sustainability will be secured once the action has been completed. This can include considerations about different dimensions of sustainability: financial, economic, institutional (structures which would allow the results of the action to continue), environmental, policy, etc. (where applicable, depending on the provisions of the basic act).

A common challenge for all projects is the continuity and the sustainability of the results and the



achievements in general, after the completion of the implementation period. Such although easily described in some cases in the actual life it is not the easiest part, particularly in projects with the core of activities being soft.

To ensure the sustainability of the results it is vital to have successful networking of the partners and the people involved in the implementation of the activities and provide assistance form a strong organization for supporting further activities. The Applicant is one of the most important Public Benefit Municipal Enterprises in Greece, with a wide area of interests and activities (from operating certified healing baths to promoting cultural festivals and activities, supporting and organizing sports events, etc.) and can assure the continuous support to local associations and society organizations in initiatives and voluntarism. Also the other partners of the project (namely Stromstads Kommun (SWE), Friends of the Museum – Rousse (BG), Varna Municipality (BG), City of Warsaw (PL), Town of Bansko (BG), Hellenic Foundation for Culture in Berlin (DE)) are very active and provide unstopped support to volunteers and initiatives of the society.

A key-point of the project is the good networking and the intention for further expansion. Such will be ensured by the Applicant who is experienced and supports its activities. For example the past experience with old-forgotten kid-games that had a series of yearly activities some 15 years ago in Kavala did lead to the existence of an exhibition and the production of toys etc. that are not of our days. Furthermore, the Applicant cooperates with all local Cultural Associations and their volunteering work adds important value in the cultural events of the area.

All partners of the project ensure the involvement of other stakeholders and NGOs who are interested in preserving and promoting the intangible cultural heritage.

The website of the project will continue its presence with the support of the Applicant, allowing the non-stopped communication of the network and continues exhibition of the project achievements.

The Applicant and the Partners will continue working together on further projects promoting and encouraging going beyond that and benefiting of its results for setting new standards or developing modern tools such as web-games related to traditional games and sports. An idea to ensure that, is to attract the interest of the professionals who could learn details about some traditional games and sports and in cooperation with the consortium partners to develop web-games and mobile-games for smart-phones that could spread the idea or “re-inventing the traditional games and sports”. Another idea would be to attract amateur young programmers to compete with the winner being he who would receive the more users in a certain period of time.

Taking Advantage by the results of the proposed project and with the willing ness of the host city and the partners to support the preservation and highlighting of tangible and intangible cultural heritage, in general terms, this action could take place every year in the framework of the cultural action plan since there is a great deal of benefits for the host city:

- 1) Income for the host city since the visitors will stay in the hotels, use the public transport, eat in the restaurants, buy from the local shops etc.
- 2) Promotion of the host city in international scale which will conclude to its tourist growth
- 3) The regeneration of some places where the action will take place
- 4) The children can be motivated to select the garbage and be familiarized with the recycling
- 5) Enhancing the relationship between the partner cities in a difficult financial period
- 6) The partner nations can work together on other similar events
- 7) This action can be repeated every year and at the same time a campus for children from other countries can be organized
- 8) The participating partners intend to promote activities such as the envisaged ones in their areas of intervention and interact actively with the local associations and other NGOs, through other projects funded by other programmes or EU initiatives.



2 PLANNED DURATION OF THE ACTION (in months):

Planned starting date: 17/02/2013

2.(a) TIMETABLE FOR EACH STAGE OF THE ACTION SHOWING MAIN DATES AND EXPECTED RESULTS FOR EACH STAGE (table to be repeated as many times as necessary)

Activity	Semester 1						Semester 2					
	1	2	3	4	5	6	7	8	9	10	11	12
Coordination and Management												
Network Establishment, Recording of stories												
Organization of events demonstration												
Organizing Competitions												
Communication and Dissemination (Information and Publicity)												