

Ljubljana, Slovenia

BACKGROUND INFORMATION	
PROJECT TITLE	'Culture comes to town' Sostenuto: Economic and social innovations in the field of culture and creative activities
Beneficiary	<p>The Sostenuto project was implemented by seven partners from four EU countries in the Mediterranean MED area (Spain, France, Italy, and Slovenia) and one IPA Adriatic country (Montenegro). Benefiting from the experience of existing networks, the lead partner Aide aux Musiques Innovatrices (AMI) from Marseille, and Relais Culture Europe from Paris (France) implemented the project in cooperation with other project partners: CITEMA from Toscana & Zunino from Liguria (Italy), University of Valencia (Spain), Bunker from Ljubljana (Slovenia) and Expeditio from Kotor (Montenegro).</p> <p>The Sostenuto partner (principal 'beneficiary' in Slovenia) was the Bunker Institute from Ljubljana, one of seven principal Sostenuto partners. Bunker (www.bunker.si) is a non-profit organisation which organises cultural events. Bunker produces and presents contemporary theatre and dance performances, organises different workshops and other cultural and educational programmes, carries out various pieces of research in the field of culture and puts together one of the most prominent international festivals, <i>Mladi Levi</i> ('Young Lions').</p>
Duration of project	4 May 2009 – 30 April 2012: 36 months
Member State	Slovenia, West Slovenia NUTS 2 region
Geographic size	<p>City of Ljubljana (NUTS 7): 272 000 inhabitants (2011)</p> <p>City Municipality of Ljubljana (NUTS 5 / LAU 2): 280 000 inhabitants (2011)</p> <p>Central Slovenian (statistical) region (Ljubljana urban region) (NUTS 3): 535 000 inhabitants (2011)</p> <p>Ljubljana functional urban area: 1 million inhabitants</p>
Funding	<p>Total Sostenuto project budget: €1 536 411 (ERDF: €1 179 210)</p> <p>Total Bunker budget: €271 020, of which ERDF €230 667 (85%) & Ministry of Culture of Republic of Slovenia €40 353 (15%)</p>
Operational Programme	<p>INTERREG IV B MED / Objective 3: Territorial Cooperation 2007-2013</p> <p>CCI nr 2007CB163PO045</p> <p>Priority Objective 1-1: Strengthening innovation capacities / Dissemination of innovative technologies and know-how</p>
Managing Authority	<p>The managing authority of the MED programme is the Direction Générale Adjointe des Relations Internationales et des Affaires Européennes / Autorité Unique de Gestion MED, Provence-Alpes-Côte d'Azur Region, Marseille, France</p> <p>In Slovenia the projects implemented within the MED programme are supervised by the Directorate of Spatial Planning, formerly based at the Ministry of Environment and Spatial Planning of RS, and since February 2012 at the new Ministry of Infrastructure and Spatial Planning of RS. The MED programme operates at the national level in Slovenia.</p>
Cohesion Policy Objective	Territorial cooperation
Main reason for Highlighting this case	<p>The Sostenuto project represents a good integrative approach, involving micro-territorial experimentations in the area of inter-connections between culture, economy, social issues and democracy in the MED area.</p> <p>The Sostenuto project was implemented in the Ljubljana inner-city district of Tabor by Bunker in cooperation with other stakeholders, local residents and citizens from Ljubljana, as an example of a local non-monetary system enabling the exchange of</p>

	know-how, services and local competences in urban revitalisation activities.
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1. PROJECT DESCRIPTION

Overall objective / goals	The aim of the Sostenuto project is to reinforce the competitiveness and the capacities of economic and social innovations from the cultural and creative sector by accompanying its transformation towards new economic and social models. This has encouraged the policy- and decision-makers and the funding bodies to take into account the economic and social potentials. The innovative capacities of the cultural sector enable the transfer of best practices and promote their dissemination within the MED area and beyond.
Description of activities	<p>The Sostenuto project focuses more specifically on the innovative methods of organisation and management that are tested within four laboratories of experimentation ('labs'): (i) incubator (AMI, France), (ii) cluster (CITEMA, Italy), (iii) local exchange trading system (Bunker, Slovenia) and (iv) territorial governance (Expediitio, Montenegro and Zunino & Partners, Italy). The University of Valencia (Spain) is responsible for capitalising these experiences, modelling them and evaluating their transferability. The project component 'Communication' consists of dissemination and valorisation of the project results on three scales: the territories of the project partners, the MED area and the EU, and in the direction of a group of economic, social, territorial and cultural actors. Beyond communication work that makes the Sostenuto project well-known, the dissemination work enables the diffusion of results, transferability and the valorisation of new appropriate practices. This has been done through on-line capitalisation, two transnational conferences (in Ljubljana and Valencia) and a green paper. These activities are managed by Relais Culture Europe together with AMI (the lead partner) and other Sostenuto partners at a local level.</p> <p>Bunker was responsible for: (1) implementing the Sostenuto lab dealing with a local exchange trading system (LETS) in the Ljubljana inner-city district of Tabor, in close cooperation with other labs; and (2) organising the mid-term international conference in Ljubljana in December 2010. Bunker has transformed the general idea from the project proposal into cultural events and urban revitalisation activities based on its own (inter)national experiences and knowledge of the production, management and implementation of alternative cultural events. The needs and demands of local residents were also taken in consideration in cooperation with other stakeholders from Tabor, such as other non-profit associations, public institutions and professionals, policy- and decision-makers, etc. The most important set of activities that were organised and developed by Bunker within the support of the Sostenuto project in Ljubljana was Garden by the Way, which focused on urban greening and gardening projects and organising different cultural events and activities taking place in streets, parks and other sites in Tabor, resulting in establishing the Tabor Cultural Quarter in March 2012 as a non-profit association (legal entity) based on local partnerships.</p>
Recipients	<p>The Sostenuto project was implemented by seven (principal) partners from four EU countries in the MED area (Spain, France, Italy, Slovenia) and one IPA Adriatic country (Montenegro). Benefiting from the experience of existing networks, the lead partner (AMI from Marseille, France) and Relais Culture Europe (Paris, France) have mobilised among their partners those who are the most capable of meeting the objectives of the Sostenuto project.</p> <p>The principle recipient of the Sostenuto project from Slovenia is Bunker from Ljubljana. Final recipients are widely distributed on various levels and scales in Ljubljana including the researchers from the University of Ljubljana involved in a</p>

	<p>survey of residents and stakeholders in Tabor in 2009, and non-profit associations – most notably KUD Obrat for ‘Beyond the Construction Site’ project and ProstoRož for revitalisation of the Tabor park. Local residents were also involved in greening the streets and other open spaces, as well as other cultural institutions (museums, galleries, cinemas, theatres, etc.) and non-profit organisations located or active in Tabor and the city of Ljubljana. They were all responsible for organising and implementing diverse cultural events and activities during 2009-2011. The most important recipients were the local residents of Tabor and other citizens of Ljubljana who actively participated in many events organised by Bunker as well as the general public who attended these different manifestations.</p>
Mainstreaming of gender equality and non discrimination	<p>Issues of gender and age equality have been taken into account in the design, planning and implementation of the Sostenuto project, to the extent that they are part of the usual policy framework for public projects.</p>
Intended outputs and results	<p>Non-monetary exchange activities have been developed by Bunker through its implementation of the Sostenuto project in cooperation with local stakeholders and residents in Tabor and Ljubljana. According to the assessment of the research survey conducted in 2009, Tabor suffered from a lack of green spaces, local identity and quality of social life. Following the local expectations and needs and Bunker’s own experience with organising and implementing cultural events in Ljubljana, Bunker has set down an ambitious plan how to use the Sostenuto project for the urban revitalisation of Tabor. These activities include land use regeneration (e.g. urban greening, gardening, reuse of local park and open space at the new museum quarter in Tabor, and the temporary establishment of pedestrian zones during events with cultural, social, sport and other activities organised in cooperation with other cultural institutions (museums, cinemas, theatre, galleries etc), local non-profit associations, citizens’ groups and residents of Tabor district. Therefore the results of the Sostenuto project in Ljubljana are more than just the vague expectations visible in the original project proposal submitted in 2008-2009. They were developed step-by-step during project implementation in close cooperation with residents and other stakeholders based in Tabor and Ljubljana.</p>
2. POLITICAL AND STRATEGIC CONTEXT	
National and regional framework for implementing ERDF funded urban development projects	<p>The Sostenuto project is coherent with European policies and national strategies and programmes in support of (urban) development projects. The project contributes directly to the general objective of the MED programme which is to make the entire MED area a competitive territory as an essential condition to insure growth and employment for future generations. The Sostenuto project is coherent with the Community Strategic Guidelines on Cohesion for 2007-2013 as well as with growth and employment of the (new) Lisbon Agenda. More particularly it corresponds to the second guideline ‘Improving knowledge and innovation for growth’ and with project priority 2.2 ‘Facilitate innovation and promote entrepreneurship’. Indeed, the overall project aims to provide business and citizens’ support services and contributes to the exploitation of synergies (i.e. incubators and related services, cooperation with stakeholders and citizens, etc.) for the promotion of local entrepreneurship and to the creation and development of new firms and associations.</p> <p>The Sostenuto project contributes directly to the National Strategic Reference Framework(s) (NSRF) of the partner countries, which all mention, among their main thematic priorities, innovation, the knowledge economy and development of enterprises. The project is also in line with all five priorities of the NSRF 2007-2013 of Slovenia, especially with the promotion of entrepreneurship, innovation and technological development. The Sostenuto project corresponds to all five OPs in Slovenia: Strengthening Regional Development Potentials, Human Resources Development, Environmental and Transport Infrastructure Development, Cross-border, Interregional and Transnational operational programmes. The project was also relevant for the implementation of the National Programme for Culture 2008-2011.</p>

	<p>One of the principle development goals of Regional Development Programme of Ljubljana Urban Region (LUR) 2007-2013 is 'Creative people and successful companies', which can be achieved through the specific instruments and projects: a) Culture as competitive advantage of LUR; b) Supportive entrepreneurial environment; c) Preserved heritage. Urban development programmes of the City Municipality of Ljubljana, especially culture, tourism, sport, education, health and social security, environmental protection and urban planning for 2008-2011 have been also supporting the urban revitalisation of Ljubljana through physical and land use regeneration and different social and cultural activities in specific city districts.</p> <p>The Sostenuto project selection procedure within the OP MED transnational cooperation took place through a two-way competitive selection process. The project was evaluated relatively highly by the evaluators, taking into consideration the needs of the partners in relation to European and national programme priorities as well the project's innovative approach, transferability and diverse recipients.</p>
The planning context	<p>The implementation of the Sostenuto project in Ljubljana corresponds to the cultural strategy and programme of the City Municipality of Ljubljana 2008-2011 (developed by Bunker in 2007) and the urban development strategy of the new Spatial Development Plan of the City Municipality of Ljubljana (adopted in 2010).</p>
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>Project idea</p> <p>AMI (Sostenuto's lead partner) and Relais Culture Europe, both from France, have been cooperating closely for several years, developing a reflection on the evolution of the cultural and creative sector and its embeddedness in the economic sector. This reflection comes from the observation that the cultural sector, covering both firms and associations, is not that much taken into account by public bodies, unlike the economic sector that brings innovation and economic dynamics to localities. In the same way, the practices of the cultural sector remain far away from a set of economic and organisational experiences that concern regional development in a context of increasing international competition. In the MED area, this sector represents a real potential but it suffers from a wide range of different activities and a lack of organised strategy from public bodies. In this context, AMI and Relais Culture Europe have decided to mobilise the networks of their partners within the MED area in order to conduct experiments to stimulate the better integration of the cultural sector in the local economy.</p> <p>The Slovenian partner Bunker has further developed the general Sostenuto project idea in the Tabor district in Ljubljana through one of the labs (LETS) based on its own experiences and knowledge, as one of the leading organisations in the production, management and implementation of alternative cultural events and activities in Ljubljana, Slovenia and abroad. Bunker also took into consideration the needs and demands of local residents and other stakeholders in Tabor and Ljubljana – i.e. residents, young and elderly people, visitors, colleagues, non-profit associations, professionals, cultural institutions, policy- and decision-makers, etc.</p> <p>Needs assessment and analysis</p> <p>Culture is a major economic development sector in the European-scale knowledge economy and innovative society in the framework of the Lisbon strategy. The European Commission study on the economy of culture (2006) emphasises that cultural and creative sectors contribute directly to growth and employment in Europe. This impact is directly linked to the strong presence of creative activities (e.g. creative enterprises, creative jobs, etc.), with the development of new innovative services and products (notably those linked with ICT) as well as to their contribution to the development of human capital. According to the European Commission communication <i>Putting knowledge into practice: A broad-based innovation strategy for the EU</i>, the cultural sector participates directly in a society based on innovation embedded in societal values, where all forms of innovation are promoted through organisational forms and services. Nevertheless, the Commission's study also emphasises that the</p>

potential of the cultural and creative sectors is unexploited in Europe. It is characterised by structural weaknesses and notably by the presence of a myriad of SMEs which have a strong local base but are not capable of benefiting from the internal market, due to a lack of suitable tools and accompanying measures. At the local level, the economic performances as well as the presence of the cultural and creative sectors are very different, and the European average hides differences between the member states. There are even greater differences between European regions, resulting in a high development potential of the cultural sector in Europe but with low integration in the strategies, policies and modes of territorial governance. Therefore, the Sostenuto project proposes to examine the possibility of strengthening the competitiveness of the cultural and creative sectors in the MED area by applying innovative methods of management and organisation to the cultural and creative sectors, and notably to SMEs.

The Sostenuto project was a result of both top-down policy recommendations, partners' assessments of the cultural and creative sectors at the (inter)national level, and bottom-up (new) needs and demands of local residents, firms and other stakeholders for innovative cultural events and activities in the cities and regions of the MED area.

Selection by the managing authority

The managing authority selected the project owing to its innovative character linked to the field of intervention, integrated approach and proposed methodology. Most notably the project treats the cultural and creative sectors as a full economic sector, essential for the development of a knowledge economy and social innovation in the MED area. The project deals more specifically with the improvement of methods of organisation and management as they favour the development of economic and social innovations (and thus of non-technological innovation). This includes entrepreneurship support, cooperation and governance, and thus addresses professional actors, decision-makers and citizens. The project was able to adopt a bottom-up and participative approach, e.g. through dialogue and meetings with local stakeholders and citizens during the laboratories, and through implementing collaborative work of project partners and external actors. Benefiting from strong territorial connections within the MED area and beyond, the Sostenuto project has been able to contribute to the definition of the project and its objectives thanks to their complementary experiences.

Consideration of risks in the selection process

The most important risk considered in the project design and selection process concerned the partners' capabilities to translate the project's goals into innovative events, activities and products with a value-added component and best practices able to be transferred to other MED area and beyond.

Risks concerning the implementation of the project in different parts of the MED area concern diverse legal systems and practices, experiences from other EU-funded projects, obtaining pre-funding and approx. ng, and the ability of the first level controls to certify partner expenditures on time.

Consideration of sustainability, results exploitation and transferability

The project contributes to sustainable development through its contribution to economic, social and environmental innovation and through experimentation and modelling around innovative methods of managing and organising the cultural and creative sectors. The project experiments with new methods of cooperation between economic, social and cultural actors and new methods of territorial governance. It builds new long-term partnerships and activities that are based on sharing the responsibilities and visions for the development of these territories. Moreover, the project develops the participative capacity of citizens, and of public and private organisations active in cultural and creative sectors that are making economic and social innovations in the MED area.

For the overall urban revitalisation of Tabor, Bunker made a partnership with other cultural institutions such as museums, galleries, cinemas, non-profit organisations and societies active in Tabor, in order to organise diverse cultural activities, not only during the project, but also in the future. Thanks to Sostenuto, the active role of Bunker, the participation of all stakeholders and citizens involved, the establishment of **Tabor Cultural Quarter** in March 2011 represents a good practice and a role model for social and cultural cooperation, public-private participation, and overall social cohesion and quality of urban life in Ljubljana.

Role of EU support

If not selected by the MED programme, Sostenuto would have been submitted – probably in a modified form – to other transnational programmes supported by EU funds – but with different (eligible) partners. The ERDF support for the project is certainly an important added-value element enabling its implementation in different local context in the MED area.

The availability of IPA Adriatic Funds for the Sostenuto project partner from Montenegro (Expeditio) enabled the partners from the MED area to include the other interested partners from the EU associate country. The IPA funds enabled Expeditio from the town of Kotor on the Adriatic coast in Montenegro to participate in this transnational EU project and to test new methods of territorial governance in the cultural and creative sectors around the Boka Kotorska bay. They encouraged the local authorities to better take into account the cultural sector in their urban and municipal development and planning strategies. During the implementation of the Sostenuto project (especially during 2010-2011) Expeditio worked closely with Bunker, taking advantages of the knowledge of languages and similar problems with the organisation of innovative cultural events and the institutional framework in the territories of the former Yugoslav Federation.

3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM

Management structure and project manager

As lead partner, AMI from Marseille was responsible for overall project management. It assumed the general coordination, administrative and financial management of the project.

Beyond realising the local laboratory on LETS in Tabor, Bunker also cooperated closely with other Sostenuto labs taking care of the coherence between the activities of each of these laboratories implemented by five of the seven project partners. The lab realised by Bunker consisted of experimenting with a non-monetary local exchange trading system (LETS) of know-how, services and competencies. Bunker was also responsible for organising a mid-term transnational conference in Ljubljana in December 2010, which debated the first results of the laboratories by relying on bottom-up approaches from the project partners and other participants from the overall MED area and beyond.

The project managers of the Sostenuto project at Bunker were Mr Samo Selimovič, producer of cultural events, and Ms Nevenka Koprivšek, Bunker director, in cooperation with other Bunker colleagues. All together five people were employed full-time or part-time at Bunker for different period during the project's 36-months lifespan, in total approx.. 60 person-months for the management and delivery of project activities in Ljubljana (1.6 full-time equivalents). Staff costs were one-third of the total Bunker budget, excluding staff costs of other local partners through subcontracting. The principal budget lines for the project are operational costs (organisation of events, venues, catering, and material), external contracts for service delivery, promotion and publicity.

A lot of work was also performed on a voluntary basis by Bunker staff and their partners – taking into consideration that many cultural events and activities took

place at weekends in order to attract the participation of as many local residents as possible from Tabor and other citizens from Ljubljana.

Steering groups

Seven people, representing each Sostenuto partner, participated in the steering group meetings every six months during the project implementation (36 months) in different partner cities.

Monitoring and evaluation

The first monitoring of the project was performed in year 2009 by the MED managing authority and external evaluators. The project was officially completed at the end of April 2012 and overall evaluation will take place after final closure of the project and submission of the final report in summer 2012. During the implementation of the project from 2009 to 2012, activity and financial reports were prepared every six months by each project partner and certified by different financial level controls. The lead partner (AMI, France) monitored the activities of the other partners via e-mail and Skype communications, telephone calls, project meetings, steering committee meetings, and at the mid-term conference in Ljubljana (in December 2010) and the final conference in Valencia (in January 2012). Bunker also used self-evaluation and participative evaluation. Project targets were quantified and performance indicators assigned in activity reports and the overall indicators assessment has been prepared for the final report.

Overcoming obstacles

Experienced and motivated Bunker team workers were able to cope with the day-to-day demands of the project as well with some unexpected obstacles such as securing additional co-funding from the Ministry of Culture of RS, obtaining pre-funding by raising an international bank loan, re-programming of some project activities in Ljubljana, different employment contracts for Bunker staff and subcontracting arrangements of other local partners. They translated the Sostenuto project goals into the organisation of innovative events and activities, bringing together different stakeholders, local residents from Tabor and other citizens from Ljubljana, to play an active role.

Financial instruments

The project was financed by two programmes supported by ERDF: INTERREG IV B MED Space and IPA Adriatic (for the Expeditio partner from Montenegro). The cooperation between MED and IPA funding partners was organised in a competent and coherent manner.

3.3 GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT

Bunker is one of seven principal Sostenuto partners responsible for implementing the 'lab' on the local non-monetary exchange trading system (LETS) in the Ljubljana inner-city district of Tabor, as well as cooperating with other Sostenuto labs and organising the mid-term conference in Ljubljana in December 2010. The LETS lab was developed by Bunker in cooperation and partnership with local stakeholders, residents, service providers and businesses from Tabor.

Roles of the partners in Ljubljana

The most important Bunker partners within the Sostenuto project are the following:

- urban researchers (sociologist / anthropologist) from the University of Ljubljana assisted Bunker in a **survey** design and the organisation of focus groups and interviews with stakeholders and residents in Tabor about their perceptions of the district and needs and demands for urban revitalisation and upgrading of the neighbourhood;
- to implement the **Beyond Construction Site** urban gardening project, Bunker has established a partnership with KUD Obrat, a non-profit association focusing on the relationship between art projects in public areas under physical regeneration and upgrading of the long-deserted construction site between mixed-use residential

blocks near the main railway and bus station in Ljubljana. The City Municipality of Ljubljana supported the project by giving permission for the temporary use of this brownfield building land for urban gardening. Some commercial firms also sponsored the project by giving the soil, seeds, plants, etc. to start it up. The local residents have actively participated with Bunker and KUD Obrat, from the initial idea and design phase through implementation, through their own voluntary work, knowledge, skills, and funds. They are also taking part in cultural and social activities organised on this site, such as cooking workshops, musical events and eco-farming lectures.

- Bunker established a partnership with the young architects **ProstoRož** (Flower Space) to upgrade the **Tabor urban park**, carry out other greening activities in the Tabor district, and organise cultural, sport, and art activities during 2010-2011.
- for the overall urban revitalisation of the Tabor district, Bunker partnered with other cultural institutions such as museums, galleries, cinemas, non-profit organisations and societies located or active in Tabor, to hold diverse cultural and social events and activities. The most important of these are **Garden by the Way**, focusing on urban greening and gardening projects, and organising different cultural activities in streets, parks and other sites in Tabor.
- Bunker also organised a mid-term conference in December 2010 in Ljubljana entitled: *Ready to Change? – Experimental Forum on Culture and Social Innovation in Europe and in the MED Area* in cooperation with other principal Sostenuto partners, its own (inter)national networks and local stakeholders from Tabor and Ljubljana.

The innovative aspects of the local partnership could be seen in a successful cooperation between different stakeholders and local residents to implement cultural activities on a voluntary and non-monetary basis – i.e. in cooperation with researchers, non-profit associations, museums, cinemas, schools, student hall of residence, elderly home, voluntary groups, local residents and businesses located in Tabor and other citizens from Ljubljana taking part in these events, as well as other participants from Slovenia and abroad.

Role of the city administration

The City Municipality of Ljubljana supported the Sostenuto projects but did not cofound their activities. The Department of Culture of the City Municipality of Ljubljana has provided some funds for Bunker’s activities based on a three-year plan, but they were only indirectly connected with some Sostenuto activities. The Department of Urban Planning gave temporary planning permission to Bunker for the use of brownfield land for urban gardening in the Beyond the Construction Site project. It also permitted traffic calming on the streets in Tabor during the project’s cultural and sport activities. The mayor of Ljubljana, Zoran Janković, Chief architect Prof. Janez Koželj and other decision-makers supported the project and participated in some Sostenuto activities organised by Bunker in Tabor. The city administration could not provide more financial support to Bunker for the Sostenuto project activities, probably because of the financial constraints on the city budget

4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

4.1 INNOVATION

Bunker initiated innovative approaches in the revitalisation of inner-city Ljubljana within the Sostenuto project based on the needs and demands of local stakeholders and residents, and Bunker’s own knowledge and experience with alternative cultural activities. Bunker is located in Tabor and manages the Old Electricity Plant (owned by the City Municipality of Ljubljana and Ljubljana Electricity Company) in Tabor for cultural events and manifestations. Bunker is also involved in: voluntary work through the non-monetary exchange of goods, services, knowledge and skills; the inclusion of local residents in decision-making process; and cross-sector networking in urban revitalisation of the neighbourhood with a participatory approach based on local empowerment. These activities represent relatively new practices to the bottom-up urban revitalisation of the neighbourhood over the past 15 years. These are some specific examples which make efforts from organisations such as Bunker much more interesting and worth observing as an example of good practice that can be

4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES	transferred to other neighbourhoods in Ljubljana and Slovenia. The principle innovation of the Sostenuto project is based not on innovative activities per se but on the non-commercial and non-profit cooperation and participation of different public and private stakeholders, local residents and other citizens in urban revitalisation activities.
	The design, planning and management of cultural activities have included innovative practices in cultural events and urban revitalisation for the past 15 years – different from commercial and profit-oriented projects in the city. The results are transferable to other districts of Ljubljana, other towns in Slovenia and beyond. Their wider application by local, regional and national authorities in Slovenia is especially important now, when austerity has reduced investment in larger property-led development projects. Dissemination has been taking place through public events, media coverage (newspapers, web pages, leaflets, publications, etc), successful public-private participation, hosting Sostenuto partners and other foreign participants in Ljubljana, as well as the mid-term international conference in December 2010 which was attended by approx. 200 people from many countries.
	There is a common recognition among the interviewees that the Sostenuto project brings strong innovation into the urban revitalisation approach in Ljubljana. The project is not innovative in its general philosophy, but in practice – in particular in such a peculiar context as the inner-city district Tabor of Ljubljana, where different residential and other buildings coexist, such as old industrial buildings, former military barracks and new uses such as an elderly home, a students' hall of residence, church, schools, offices, shops, etc.). Tabor was under pressure from the property market until 2009 owing to its attractive location, and the decline of traditional economic activities, residential and social life and neglected open and green areas. Therefore the Sostenuto project demonstrates the sustainability of an integrated model which couples urban green areas and cultural activities with non-monetary services and innovative and participatory activities for local residents and the general public in Ljubljana.
	The project's focus has been broadened through the implementation of the innovative cultural activities in Tabor, based on local needs and demand and cooperation between stakeholders, and especially with local residents and social groups, i.e. young and elderly people, families, non-profit associations and societies, that all contribute to the bottom-up urban revitalisation of the neighbourhood.
4.3. THEMATIC FOCUS	Cooperation and networking The Sostenuto project falls under the cooperation and networking theme. Its principal motivation was to support partners and stakeholders from the MED area to design and implement innovative cultural and creative activities in cities and regions in this macro-region. At the same time, through local cooperation and networking, the project has improved the participation of various groups and individuals, enhancing social cohesion, sustainability and quality of life for the local population. In Ljubljana it was necessary to communicate with local residents, but at the same time essential to involve other public and private stakeholders in order to deliver solutions and actions to make things happen and to contribute to bottom-up urban revitalisation. In this sense the project has been a very good example of cooperation and networking at all levels.
5. FUNDING	
	The total approved funds for the Sostenuto project were €1 536 411 (ERDF + IPA + own contributions). Bunker received €271 020 for its activities during 2009-2012. The expenditures are all certified but not yet paid in full. Bunker has received the ERDF funding in four instalments (the last one was still pending in June 2012). About 15% of total funds (approx. €40 353) came from national sources – the Ministry of Culture of RS. There was a serious time mismatch with funding from the ERDF (i.e. the first ERDF funds were received in May 2010, approx. 12 months after the official

	<p>start of the project). Bunker was forced to obtain some pre-funding via a low-interest international bank loan via the lead partner in France.</p>
	<p>No private sector leverage was generated by public funds (ERDF, Ministry of Culture of RS). There were several small sponsors in Ljubljana for goods and services. A lot of voluntary work by Bunker staff, stakeholders and residents was performed as part of the non-monetary exchange system of goods, services, knowledge and skills.</p>
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	<p>The project was officially completed by the end of April 2012 and the final report and other deliverables are expected to be published and publicly available by autumn 2012. At the moment (summer 2012) the follow-up of the Sostenuto project activities is under way – i.e. urban gardening at Beyond the Construction Site (with the ongoing support of KUD Obrat, residents, sponsors and the City Municipality of Ljubljana), sport and cultural activities at the Tabor urban park (organised by ProstoRož, with voluntary work by local residents and other citizens of Ljubljana), as well as cultural events and activities within the Tabor Cultural Quarter. These new projects and activities will be performed in the future depending on the interest and financial assistance from the Department of Culture at the City Municipality of Ljubljana and the Ministry of Culture of RS (now Ministry of Culture, Education, and Sport), other city departments and national ministries as well as from EU-funded OP programmes 2007-2013 or new projects agreed during the 2014-2020 programming period.</p> <p>Bunker did not define an ‘exit strategy’ from an early stage of the Sostenuto project. It worked very hard to obtain the co-funding from the Ministry of Culture of RS, and a low-interest pre-funding loan from the bank in France with the help of the lead partner. Sostenuto was Bunker’s first ERDF project and it was dedicated to implementing the project activities for the benefit of local community. Bunker has also used its own funds and the voluntary work of staff to organise these cultural and sport activities and events, to motivate stakeholders, residents, citizens, sponsors, policy- and decision-makers in Tabor and in Ljubljana to actively take part in these activities, as well as for publicity and media coverage (i.e. web pages, leaflets, conference publications, public lectures, networking, etc.).</p>
6.2. TRANSFERABILITY	<p>The project did not start in the previous ERDF funding period 2000-2006 nor as a pilot action or action plan (e.g. URBAN, EQUAL, URBACT) before being picked up by a mainstream ERDF MED programme 2007-2013.</p> <p>The activities in Tabor have not been transferred as yet to other districts. Bunker has implemented some of the Sostenuto research methodology in a survey of youth activities in Maribor, European Cultural Capital in 2012, and Slovenia’s second city, similar to the survey of stakeholders and residents performed in the Tabor district in Ljubljana in 2009. Some Sostenuto ideas and project activities implemented in Ljubljana have been traditional in Ljubljana and in Slovenia – i.e. urban gardening, greening, sport and cultural events in public parks and open spaces, and voluntary neighbourhood activities – but due to commercial development over the past 15 years they have become less common than before. The project is an example of successful revival of social networking and partnership between local stakeholders and residents through the non-monetary voluntary exchange of goods, services, skills, knowledge, etc. – as an example of bottom-up urban revitalisation, improvement of social cohesion, environmental sustainability and quality of life in the city. The same (or similar) approach can be transferred to other urban areas in Slovenia, Central, South-East Europe and the Mediterranean area.</p>
6.3 ISSUES AND PROBLEMS	<p>The biggest problem was obtaining the pre-funding and co-funding to allow a small non-profit cultural organisation like Bunker to participate in this EU-funded project. Bunker needed to obtain bank loans to cover staff costs and other costs. There is no foundation or special bank with a low interest rate at the national level in Slovenia able to cover costs of these projects before receiving the ERDF funds and other co-</p>

	funding that is usually reimbursed after a long delay (more than 12 months). Bunker managed to obtain a low-interest bank loan with the help of the Sostenuto lead partner from France.
6.4 PROJECT OUTPUTS & RESULTS	<p>The Sostenuto project improves the social cohesion and quality of life in the inner-city district of Tabor by creating a new cultural focus, which integrates physical and land use regeneration with the provision of cultural events and activities, and the participation of local stakeholders and residents in the neighbourhood, while establishing flexible connecting spaces (i.e. a new urban garden with Beyond the Construction Site with 50 small plots), revitalisation and use of Tabor Park for sport, cultural and social activities, street events, manifestations, and establishment of the Tabor Cultural Quarter (new non-profit association since March 2011) with partners such as the Old Electricity Plant (theatre and performance hall managed by Bunker), Kinodvor and Slovenian Cinematheque (cinemas), museums (National, Ethnographic, Modern Gallery), elementary school, student hall of residence, elderly home, drama school, and other non-profit associations from the Tabor district and Ljubljana.</p> <p>Tabor Cultural Quarter was formally established in March 2011 as a product of the Sostenuto project. This changed the relationship between public and private stakeholders and residents in Tabor, while enhancing cooperation and networking to improve social cohesion, urban revitalisation and quality of life in the city centre of Ljubljana.</p>
7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED	
	<p>The main factors influencing the success of the Sostenuto project have been the following:</p> <ul style="list-style-type: none"> - a coherent vision for urban revitalisation of the multi-functional inner-city district of Tabor in Ljubljana that is bottom-up and implemented in a holistic way; - clear objectives of urban and cultural policies enhancing the physical, social and economic revitalisation of Tabor as a mixed-used area are manifested in Bunker's project ideas and activities; - the project has clearly pursued the integration of innovative cultural and creative activities with the implementation of urban greening and gardening activities in Tabor, effectively corresponding to what is a growing demand for social cohesion, sustainability and revitalisation of public spaces in the city; - continuity of management and the competence and commitment of the Bunker team, which was able to create a lifelong partnership in Tabor Cultural Quarter, resulted in their capacity to achieve the project goals coherently and successfully. <p>This demonstrates that the involvement of local stakeholders and residents in long-term urban revitalisation projects is a key factor of success. However, there are several ways to obtain such commitment. In the case of the Sostenuto project, the participative approach has been applied through the formation of a network of cultural non-profit organisations involved in project implementation that has responded well to the need to interpret local needs and knowledge that could create good human and community relationships in the city. Undoubtedly a success factor of the Sostenuto project in Ljubljana has been the existence of consistent public funding provided by the ERDF for a few years. This formed a solid base for implementing physical regeneration (urban greening and gardening) as well as social networks, stakeholders' and residents' participation in organising and implementing these cultural event and activities. On the other hand, the integrative approach designing the multifunctional use of the inner-city district of Tabor seems to have proved successful in terms of the social and environmental sustainability of the Sostenuto project.</p>
8. FURTHER INFORMATION	

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