

Transnational Toolkit



Youth involvement in the innovative valorisation and revival of traditional trades and crafts as cultural heritage to make urban regions more attractive and competitive in a dynamic age.

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Foreword

European Cooperation projects have given EU Member States the opportunity to share experiences and solutions to common problems, previously only compared through research activities in the academia. Such opportunities allow public authorities, private parties, NGOs, educational organizations, and the civil society to exchange viewpoints and experiences as sharing solutions through such projects is contributing to make Europe a more and more cohesive and inclusive area.

During the last decades, the traditional craft sectors lost economic and social importance at the global and European level. In particular, the number of people employed in these sectors dropped dramatically, in some cases bringing to the irreversible loss of traditional practices and know-hows. At the root of this phenomenon was a change in the market demand, which was due to an evolution of people's behaviours and habits, as well as to the spread of new and cheaper globalised products. The traditional crafts and trades represent valuable but fragile components of the rich cultural living heritage and multicultural identity of Europe and need to be properly safeguarded as a combination of skills and related infrastructure (tangible and intangible heritage).

Especially following the global economic crisis that hit Europe in 2009, Europe has been confronting with an increasing rate of unemployment, which interested mostly young people. In parallel, higher-education attainment rates improved,

raising young people expectations and pushing them to look for higher positions in the labour market. Although the traditional craft sectors could provide employment opportunities for young people, establishing this link remains a challenge and the traditional craft sectors are at risk of disappearing.

Having recognised these phenomena as problems but also as opportunities, in 2015 the partners of the YouInHerit project proposed to link cultural heritage and traditional craft revitalisation to the capacity development of youngsters and the creation of new employment and business scenarios for them as a possible solution.

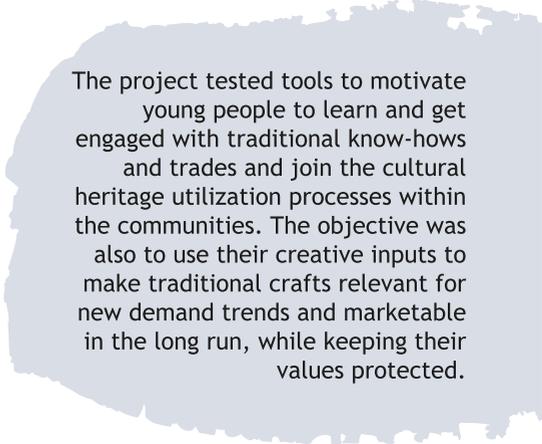
YOUINHERIT PROJECT

Traditional crafts and trades in their traditional form have either completely disappeared or, when still existing, are promoted and displayed in a conservative and static way, usually in local festivals or ethnographic museum and exhibitions, and thus are not appealing for the young dynamic generations who are used to interactive and participatory learning and modern technologies. The visitors of related attractions and events are mostly families, and it is never easy to keep up the interest of children and teenagers as passive observers.

The YouInHerit Project (Youth involvement in the innovative valorisation and revival of traditional trades and crafts as cultural heritage to make urban regions more attractive and competitive in a dynamic age) was funded by the European Union through the Interreg Central Europe Programme under the EU Regional Development Fund. The project involved twelve partners from five Central European countries (Hungary, Italy, Slovenia, Croatia and Poland), among local and regional authorities, educational institutions, and NGOs, to work together on the common problem of engaging youth in the safeguarding and valorisation of the traditional crafts and trades as an employment and income-generating opportunity.

The challenge tackled by the project was to revive these old trades so to contribute to their proper safeguarding, while also reintegrating them into the local (but also national and international) economy as a living and viable business

activity and profession for the youth, thus contributing to local sustainable development. It is in fact believed that cultural heritage and traditional crafts can be sustained, safeguarded and transmitted to future generations only if kept in the interest of young people. Old crafts are often productive economic activities themselves having clear potentials in the tourism sector.



The project tested tools to motivate young people to learn and get engaged with traditional know-hows and trades and join the cultural heritage utilization processes within the communities. The objective was also to use their creative inputs to make traditional crafts relevant for new demand trends and marketable in the long run, while keeping their values protected.

The adoption of local tools, as well as the results of common workshops and training activities, was the basis to develop the present Toolkit, intended as an instrument for partners to share the most contemporary approaches in cultural and craft project development in Europe, linking SME objectives to National, Regional and Local Authorities perspective.

ABOUT THE TRANSNATIONAL TOOLKIT

The purpose of the present Toolkit is to improve planning and implementation of crafts valorisation experiences with the involvement of young generations. The approach and the tools are developed to assist practitioners, including staff and managers who are tasked with developing of a youngster's inclusive society. The project aim was to offer an experience-based methodology to support planning of cultural heritage and traditional craft

(re)development at strategic level.

The present document is called as simplified version of the Transnational Toolkit as it is the result of the cooperation of different European Partners in the YouInHerit Project. The longer, detailed version of the Transnational Toolkit is available on the project website: www.interreg-central.eu/youinherit.

The tools described can be defined as follows:

Transferable:

easily adaptable by other organizations, regions, countries facing the same gap with no (or small) modifications/adjustments

Replicable:

not depending on time and/or location. The tool is not craft specific and not impacted by other circumstances (e.g. political, social, legal... etc. environment.)

Successful:

with the tested tool, main goals were achieved and responded to gaps revealed in the regional status quo analyses that have been made by project partners

Based on the YouInHerit types of pilot, the tools were organised under the following categories:

Capacity building for local authorities and stakeholders: the tools aim to prepare stakeholders and local authorities to integrate the knowledge and competences of the young generations into their cultural heritage related activities. Activities under this category include workshops, exchange visits, participative planning processes, using a bottom-up approach.

Cultural heritage valorisation via the involvement of young people: the tools include investment activities and aim to involve young people as designers of built heritage reconstruction, innovators in interpreting exhibition content, developers of IT applications, or as creative organisers of events on cultural heritage of crafts.

Skill development of young people: the tools aim to motivate young people learn traditional knowledge. The tools tested new approaches in both formal and non-formal education to provide a new training offer and to innovate the traditional craft sectors to integrate them with new market demands and managerial thinking.

Other tools: these tools are not linked to any of the above categories.

TRANSNATIONAL TOOLS

Learn the craft to promote it



General description of the tool

One of the problems in disseminating the importance, value and consistence of traditional crafts is related to the scarce knowledge and awareness of leading institutions, which are not able to properly convey the meaning and need to keep traditions alive. This tool is imagined and tested for local institutions, especially staff of local authorities and NGOs, to make them test traditional crafts through both traditional and innovative techniques.

Local institution representatives are asked to register for some brief workshops on traditional crafts testing. Their participation includes learning through theoretical courses and practical work with traditional and innovative tools, guided by enthusiasts and specialist in the craft sectors. Once acknowledged the craft, they have a much deeper understanding of its real use, context relationship and potential for local employment and economy.





Useful tips:

- Find a good teacher with good communication skills
- Involve the elders, retired craftsmen
- Use as location a heritage place, potentially connected to the craft
- Pay attention to safety, as insurances, medical support, etc.
- Invite the media
- Record the workshops and the theoretical lectures



Partners that implemented the tool

SELF-GOVERNMENT OF MAZOWIECKIE VOIVODESHIP,
Poland

PRACTICE MAKES PERFECT

POMURJE REGION,
Slovenia

MAKE IT ON YOUR OWN

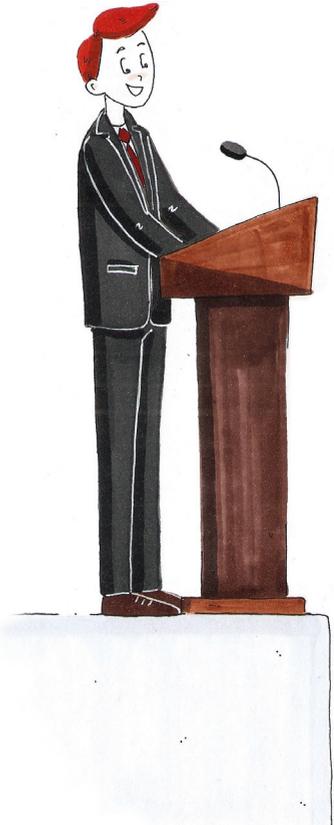
TRANSNATIONAL TOOLS

Involve Influencing Actors



General description of the tool

Often local development projects in all fields, both through top-down and bottom-up approaches, are designed, planned and implemented in the absence of relevant local characters or decision makers. Whenever a project for local development, even of utmost importance, is made, this is rarely including the active participation of relevant people that have the capacity and charm to influence the discussion and attract the interest of participants to contribute fully to the success of the activities. The participation of important, influencing characters, as the mayor, other political exponents, famous artists or actors, well considered elders, sportsmen, etc. has the potential to attract people, to make them contribute fully to the discussion, paying attention the quality of their contribution and proposals.





Useful tips:

- The involvement of local mayors in planning with citizens is important
- Involve decision makers/ relevant actors or local characters since the beginning
- Try to create a mutual trust situation to guarantee the positive attitude of the citizens and the decision makers
- Try to match existing policies with local needs, involving simultaneously youngsters and elders
- Avoid political discussions
- Media could be important in the process, also to involve relevant decision makers and characters



Partners that implemented the tool

POMURJE REGION,
Slovenia

INVOLVE IMPORTANT DECISION MAKERS

TRANSNATIONAL TOOLS

Cultural Heritage Exhibition involving youth



General description of the tool

Organising a permanent exhibition or a museum section about an old craft sector and its heritage is a way to safeguard, raise awareness on and promote such activity, its history and future transmission to the young generations.

In order to tailor results to the interests of young people this tool involves youngsters to co-design and co-create an exhibition working hand in hand with professional experts.

Following the learning part, the group discusses and drafts an Action Plan, where roles and responsibilities are assigned to each member of the team. The team is then guided through the co-design and co-creation process by the Mentor, who ensures quality and timely delivery. The process goes from research, to collection of materials, to design, production and installation, to end with the promotion and presentation of the exhibition.



Useful tips:

- Involve schools and educational institutes
- Youth of more than 18 years old proved to be more interested in the activity
- Carefully plan the activity to match young students' programmes

Cultural Heritage Valorization



Partners that
implemented the tool

MARITIME MUSEUM SERGEJ MAŠERA PIRAN,
Slovenia

LET'S MAKE AN EXHIBITION!



TRANSNATIONAL TOOLS

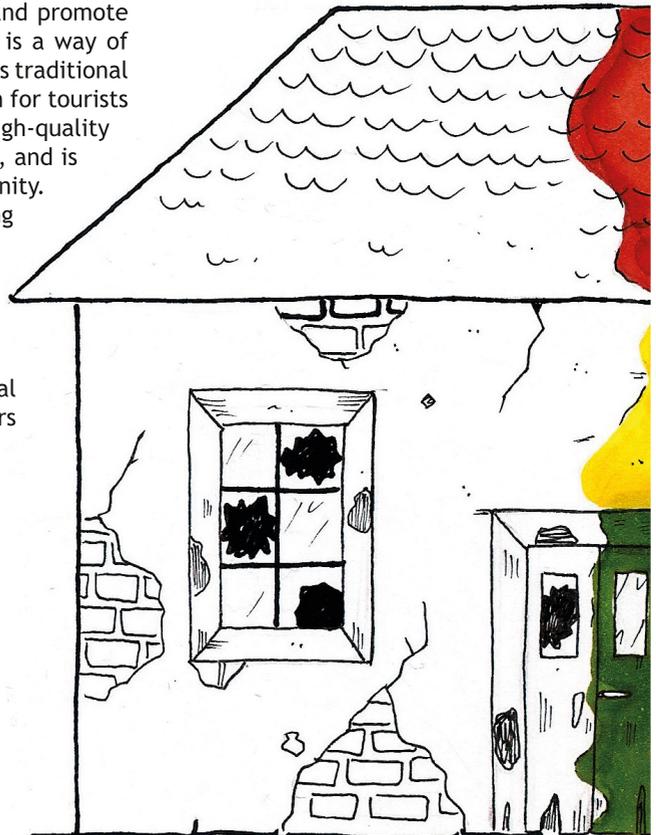
Traditional Crafts Centre



General description of the tool

Renovating an old traditional building to showcase traditional crafts and local products and promote the cultural heritage of a community is a way of branding a territory and safeguarding its traditional know-hows. The centre is an attraction for tourists who are looking for authentic and high-quality local crafts, products and experiences, and is a point of aggregation for the community. The centre can also be used for training and for educational and awareness activities about the local cultural heritage and traditional crafts.

In order to be effective, the planning process should involve the local community and relevant stakeholders from the private sector.



Cultural Heritage Valorization



Useful tips:

- Involve local representatives and decision makers throughout the process
- Involve the local community and local craftsmanship in the project
- Involve stakeholders, including young entrepreneurs and the tourism sector
- Involve relevant experts in different disciplines
- Consider innovative inputs by young people during the planning process
- Consider the context and the landscape where the building is located



Partners that implemented the tool

CITY OF VODNJAN - DIGNANO,
Croatia

SUSTAINABLE DROPS: A SPOT TO FEEL AND TASTE
THE LOCAL KNOWLEDGE!

TRANSNATIONAL TOOLS

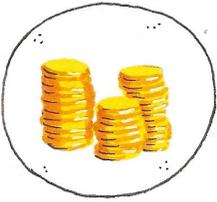
Development of a Vocational Craft Education and Training Course



General description of the tool

Young people are often not interested in traditional craft sectors because they do not see or do not recognize their potential for employment. The tool is meant provide young people with vocational and educational training (VET) opportunities that are tailored to the job market and that aim to train new professionals in the concerned sector. Thanks to the development of new certified VET curricula, young people develop marketable skills and are ready to enter the job market as employees or entrepreneurs. In this way, the traditional craft sector is safeguarded, and traditional knowledge is transmitted to future generations; at the same time, young people are offered new training and employment opportunities.





Useful tips:

- Involve practicing professionals, craftsmen and entrepreneurs in the field
- Include relevant stakeholders and decision makers since the beginning
- Establish a link between the training course and the job market for participating students
- Focus on practical workshops instead of solely theoretical lectures (learning by doing)
- Monitor the implementation of the training and offer individual mentorship
- Undertake a final evaluation of the training course and get feedback from students



Partners that implemented the tool

BUDAFOK-TÉTÉNY MUNICIPALITY, Hungary

MOTIVATE THE YOUTH TO CHOOSE A TRADITIONAL CRAFT FOR MAKING THEIR LIVING - ORGANISE THE TRAINING IN AN INTEGRATED PRACTICE-ORIENTED WAY

VENETO REGION - TOURISM DEPARTMENT, Italy

GET MORE SKILLS IN CRAFT TOURISM DESIGN

CITY OF VODNJAN - DIGNANO, Croatia

SOMMELIER ACADEMY



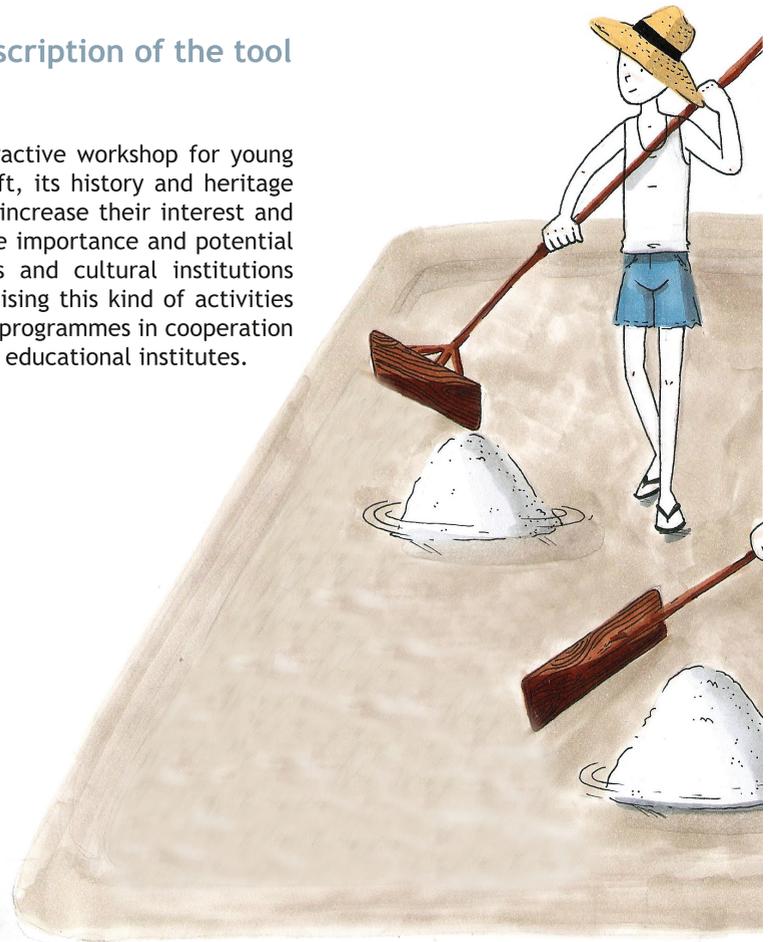
TRANSNATIONAL TOOLS

Cultural Heritage Education through workshops



General description of the tool

Organising a thematic interactive workshop for young people on a traditional craft, its history and heritage is a way to educate them, increase their interest and raise their awareness on the importance and potential of such heritage. Museums and cultural institutions have the potential of organising this kind of activities as part of their educational programmes in cooperation with local schools and other educational institutes.





Useful tips:

- Involve young people in the planning and implementation phase to increase the impact of the activity
- Involve schools and educational institutes in the planning phase to foster synergies and make sure that the workshop is in line with school programmes and their timing
- When possible, plan the workshop during festivals and public events to reach a higher number of young people and the wide public
- Use social media to present and promote the workshop among the youth
- Involve young people to promote the workshop among their peers
- The activity can be addressed also to children, involving young people in the implementation of the workshop



Partners that implemented the tool

MARITIME MUSEUM SERGEJ MAŠERA PIRAN,
Slovenia

ENGAGING THE YOUTH THROUGH THE
ORGANIZATION OF A WORKSHOP

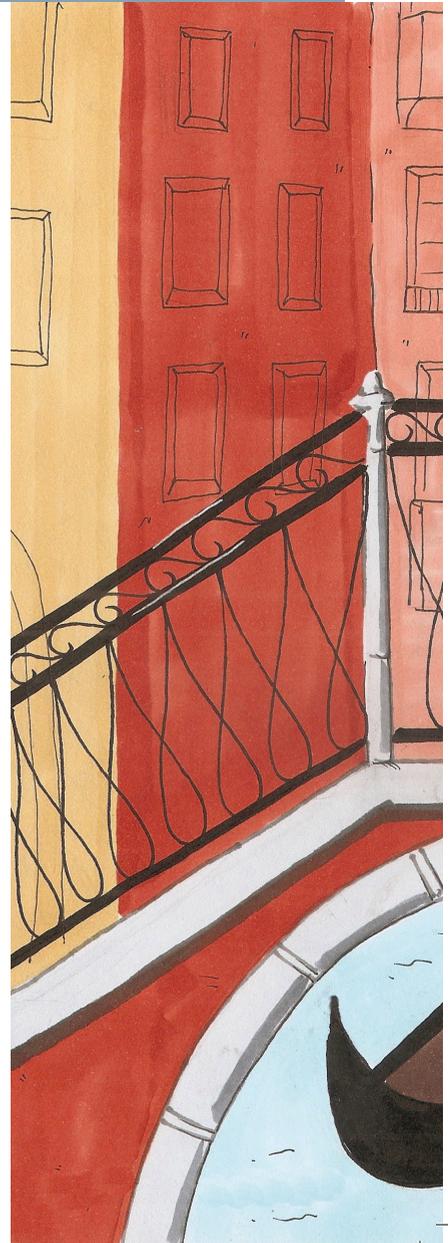
TRANSNATIONAL TOOLS

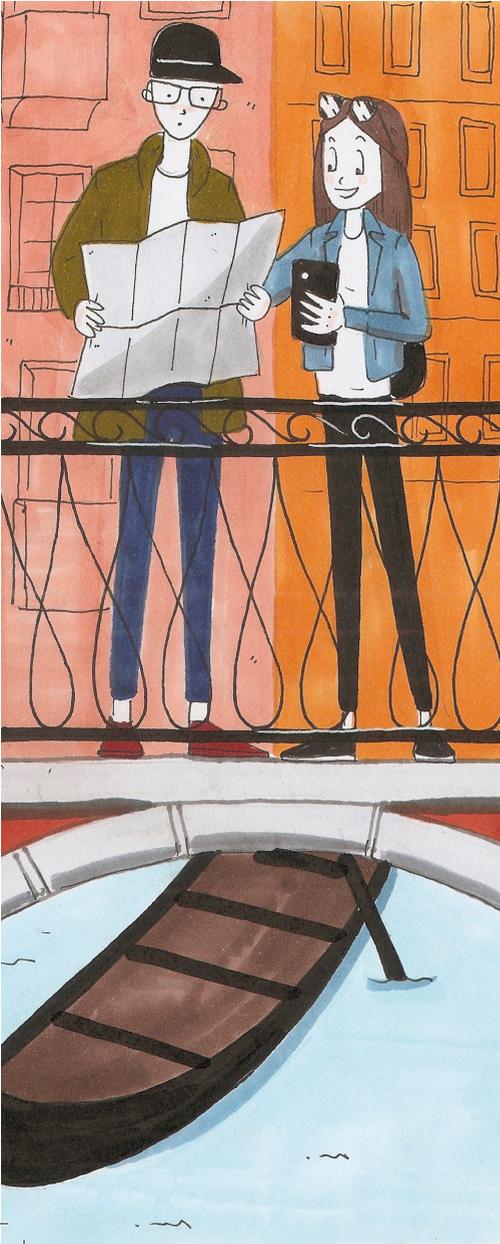
On-the-job training to create digital craft itineraries



General description of the tool

The creation of digital itineraries on traditional craft sector is a way of safeguarding the intangible cultural heritage of a region and can also be a way to develop young people's skills. This tool is aimed to train young people in the co-creation of digital itineraries working on-the-job hands in hands with professionals. The tool contributes to the dissemination of a traditional living knowledge through its digitalization and the development of a sustainable cultural tourism offer to less known destinations. The tool engages young people in learning by doing and raises their interest and awareness on the topic.





Useful tips:

- Involve professionals from different fields
- Involve craftsmen and other local stakeholders to co-design the itineraries
- Select 4-5 routes on a selected craft heritage sector
- Use an open source platform to make the tool replicable
- Get the training course formally recognised by regional/ national authorities
- Use as many video interviews made by students as possible
- Plan different testing phases involving stakeholders to make sure the final product is of high quality and up to expectations



Partners that implemented the tool

INTERNATIONAL CENTRE FOR WATER
CIVILIZATION,
Italy

MAKING CRAFT HERITAGE VISIBLE TO THE YOUTH.
TRAINING THE YOUNGSTERS TO CO-DESIGN NEW
DIGITAL ITINERARIES

TRANSNATIONAL TOOLS

Development of a practical handbook



General description of the tool

Developing and publishing a practical handbook on a traditional craft sector is a way to transmit a traditional know-how to future generations and safeguard the intangible cultural heritage. Traditional knowledge is mostly not written; it is the result of years of experience transmitted from generation to generation through apprenticeship. Today, this transfer of knowledge is not ensured anymore, as the number of traditional ateliers is shrinking, and young people do not see the traditional craft sector as a remunerative working pathway. For some sectors that are part of technical vocational curricula, systematising the traditional knowledge in a step by step guide is a way of attracting the interest of young students and increasing their knowledge and awareness on the topic.





Useful tips:

- Select a leader with deep knowledge on the subject to coordinate the activity
- Contact a renowned sectoral editor to publish the handbook
- Involve teachers and students since the beginning of the process
- Keep the handbook simple and targeted
- Invite relevant entrepreneurs to the launching event
- Select a charismatic person to present the tool to the students



Partners that implemented the tool

MARCO POLO SYSTEM EEIG,
Italy

“HOW IS IT MADE?” A PRACTICAL HANDBOOK TO GAIN
THE SECRETS OF A TRADITIONAL CRAFT

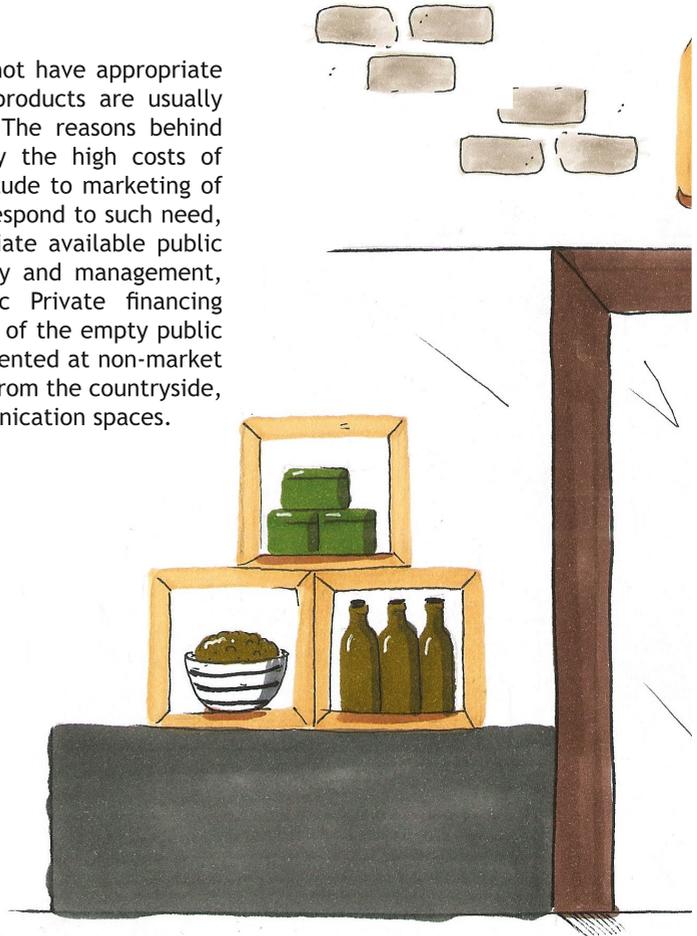
TRANSNATIONAL TOOLS

Improving the link between urban and rural contexts



General description of the tool

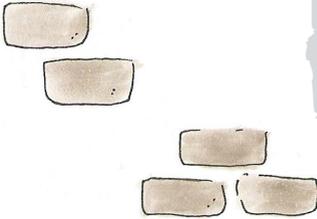
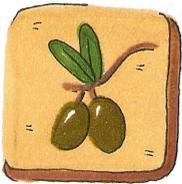
Often traditional rural crafts do not have appropriate links to urban contexts, where products are usually purchased, used and consumed. The reasons behind such lacking relation is given by the high costs of urban real estate and scarce attitude to marketing of rural craftsmen and farmers. To respond to such need, YouInHerit tested a tool to associate available public spaces to rural production display and management, introducing an innovative Public Private financing scheme. It involves an assessment of the empty public spaces in the urban centre to be rented at non-market costs to the young entrepreneurs from the countryside, to be used as offices-shops-communication spaces.





Useful tips:

- Involve also the private building owners in the financial scheme
- Try to involve local investors in the financing scheme. Enhanced local economy means enhanced private and public benefits
- Try to involve young students in internship schemes in the newly created administrative and marketing offices in the town centre



Partners that implemented the tool

CITY OF VODNJAN - DIGNANO,
Croatia

DIG IT OUT! INNOVATIVE PATHS TO DEVELOP
RURAL ECONOMIES

TRANSNATIONAL TOOLS

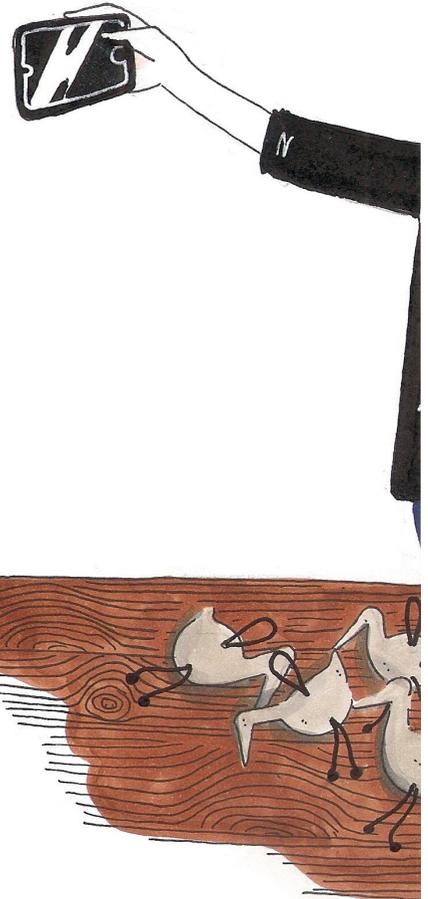
Craft promotional products



General description of the tool

Too often local cultural branding of sites is based on non-authentic souvenirs or ad-hoc and generic literature. This tool is stressing on the need to promote local specificity, history, cultural heritage through traditional authentic craft objects or products, to be distributed as exemplary of the place.

The tool suggests the accurate selection of a craft object, specifically designed to be iconic of the site, to be used as promotional of the local specificity. Its production should be made locally, through traditional techniques and traditional procedures, possibly also by local craftsmen or artisans. The object/product will have to be the local display, official “souvenir” of the place.





Useful tips:

- Involve the local producers, artisans, in the design phase
- Build up a shared communication/ marketing campaign
- Select an official local heritage place to distribute (give or sell) the iconic objects/products



Partners that implemented the tool

DEVELOPMENT AGENCY SINERGIJA AND
MUNICIPALITY OF BELTINCI,
Slovenia

USEFUL TIPS FOR AN EFFECTIVE PROMOTION



TRANSNATIONAL TOOLS

Marketing contest



General description of the tool

Although culture economics have developed very well-structured marketing strategies for cultural heritage and traditional crafts, too often this is not applied in its full potential. The tool is meant to create a marketing strategy by the youth to give value to traditional crafts of a region, by establishing a contest for students, entrepreneurs, craftsmen and relevant stakeholders in the area, who could think about all aspects of marketing as in the

more modern theories of 4P (Place, Product, Promotion, Price evolved to other 3P, Persons, Processes and Physical Evidence) and 4C (Customer, Cost for Consumer, Convenience, Communication), avoiding the common limitation to promotion. The contest allows to collect different creative and fresh ideas and viewpoints, making the different participants and stakeholders think about their local needs.



Useful tips:

- Involve the local producers, artisans, in the marketing campaign production, especially in phase 1
- Communicate as much as possible and encourage creative ideas
- Be present
- Make the all process and the award ceremony open and reachable by people (not in days or in the evening when people will not come)





Partners that
implemented the tool

MUNICIPALITY OF BUDAFOK,
Hungary

IDEA CONTEST FOR THE YOUTH - TO MAKE THE
MUNICIPALITY VISIBLE IN THE EYE OF THE MOST
IMPORTANT MARKET PLAYERS BY ACTIVELY
INVOLVING THEM

TRANSNATIONAL TOOLS

Shared Exhibition and Event Planning



General description of the tool

The tool is meant to enhance the awareness on cultural heritage and traditional crafts among youngsters, by involving them in creative initiatives as exhibitions, performances, and other events where they may have an active role. The tool imagines preparing exhibitions with youngsters, as well as organising specific events where the youngsters are.

In the first case, youngsters are involved and committed to prepare a cultural event that may display in creative and innovative ways the traditional crafts and cultural heritage of the region.

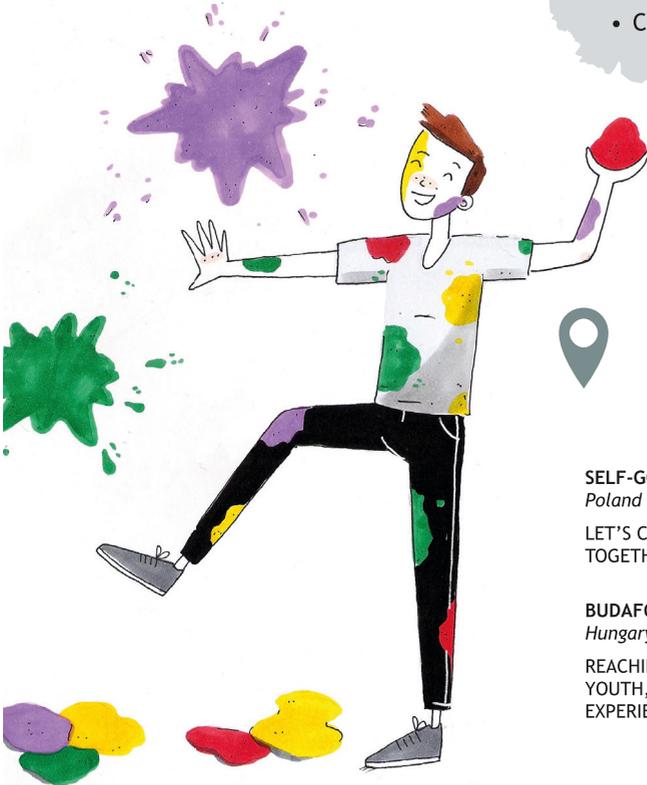
In the second case, an event is organised in the places where youngsters usually meet, displaying specific aspects of the traditional crafts or cultural heritage.





Useful tips:

- Involve local producers and artisans since the beginning to choose between exhibition and event
- Find a place/ location for the activities which is attractive for the youth
- Communicate as much as possible and encourage creative ideas
- Be present in the exhibition and/or the event
- Carefully monitor the activities



Partners that implemented the tool

SELF-GOVERNMENT OF MAZOWIECKIE VOIVODESHIP,
Poland

LET'S CRAFT OUR HISTORY! PREPARING AN EXHIBITION TOGETHER WITH THE YOUNG PEOPLE

BUDAFOK-TÉTÉNY MUNICIPALITY,
Hungary

REACHING AND CONVINCING THE YOUTH: FIND THE YOUTH, GO WHERE THEY ARE AND ORGANISE SPECIAL EXPERIENCE FOR THEM

TRANSNATIONAL TOOLS

Organize a Festival



General description of the tool

Promoting local craftsmanship through thematic festivals allows participants to get to know rare professions as well as get familiar with their potential in new contexts. Festivals foster awareness raising of a given product on a broader scale. Organizing festivals provides an opportunity for exchanging experience (especially among representatives of a given craft and young people looking for opportunities of professional development) and allows participation of many social groups. The tool contributes to the integration of the local community and the promotion of local products through practical demonstrations, i.e. of manufacturing, and tasting.

Traditional craftsmanship must be presented as a profession and a way of living; the success of the festival on these sectors is linked to the process of cultural heritage valorisation.





Useful tips:

- Involve local producers, artisans and entrepreneurs and favour their presence
- Communicate as much as possible and encourage creative ideas
- Be present in the festival, also with social/political debates
- Control the prices. Crafts should not be perceived as expensive art
- Carefully monitor the activities



Partners that implemented the tool

SELF-GOVERNMENT OF MAZOWIECKIE VOIVODESHIP,
Poland

THE BEST WAY TO PROMOTE YOUR CRAFT - TAKE PART IN
A FESTIVAL

MARITIME MUSEUM SERGEJ MAŠERA PIRAN,
Slovenia

FESTIVAL OF TRADITIONS

TOOLKIT HIGHLIGHTS AND CONCLUSIONS

Involvement of different levels of stakeholders, including professionals in the field, craftsmen, elders and policy/decision makers: all tools highlighted the importance of involving multiple levels of stakeholders in all phases of planning and implementation in order to reach a wider impact and attain good results;

Use of social media for communication: social media are popular among young people therefore their use is recommended to reach and engage the desired target group;

Learning by doing/ training on the job: when implementing training activities in the traditional crafts sector, it is important to include practical sessions and internships in order to provide more interesting training experiences for young people but also with a view of connecting young people to the job market by providing them with new marketable skills that are of interest for potential employers;

Importance of coordinating/cooperating with schools and educational institutes: linking the activities to the formal and non-formal education system is key to make sure that activities are sustainable and continue in the future, and also to ensure the quality and effectiveness of any capacity/skill development activity;

Youth can bring fresh and innovative ideas to the field of cultural heritage and traditions: it is important to consider the ideas that young people can offer to valorise the intangible cultural heritage. Youth ideas are innovative and will help regional and local authorities to engage

young people more effectively. They can, for example, be involved in the co-design and co-creation of activities and events by public authorities;

Importance of having experts/ mentors that have a deep knowledge of the field: when dealing with the traditional craft sector, it is important to identify professionals and craftsmen that have a deep knowledge of the subject, as they are the ones that can involve young people with their enthusiasm and those that can best teach and transfer knowledge on the subject;

Innovative ways of teaching, including games: when undertaking training and skill development activities, it is crucial to use innovative ways of teaching;

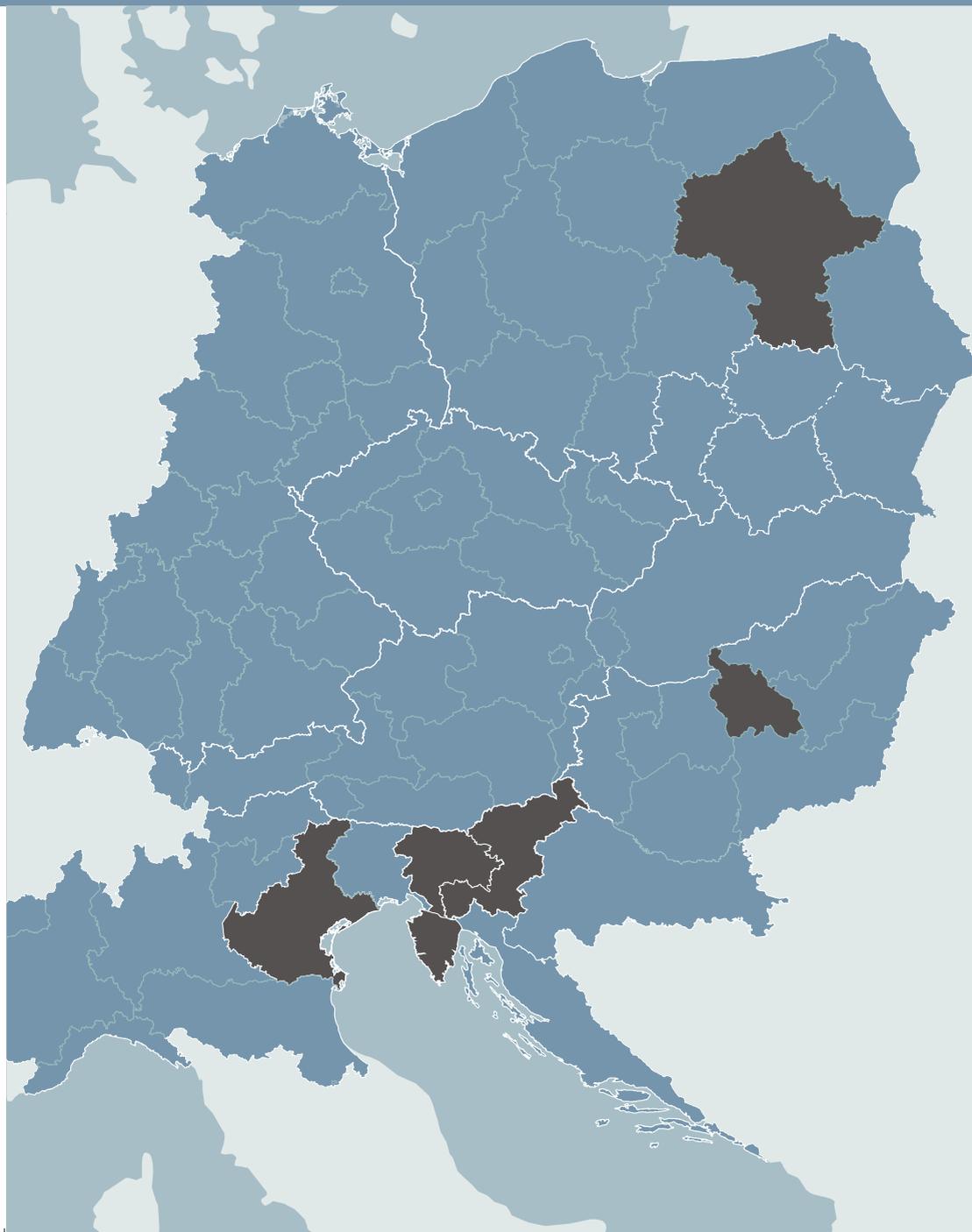
Potential of linking traditional craft and tourism sectors: the tourism sector represents a major opportunity for the safeguarding of traditional crafts and trades, and it is important to encourage it in line with responsible and sustainable approaches;

Importance of addressing the job market needs when planning and implementing training activities for the youth;

Use of ICTs: young people are very interested in ICTs; on the other hand, the traditional craft sectors need ICTs to innovate;

PPPs can represent innovative ways of engaging young entrepreneurs to boost their business and at the same time safeguard the local cultural heritage.

MAP OF YOUINHERIT PARTNER REGIONS



PROJECT YOUINHERIT

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(22nd District of Budapest)
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YouInHerit

PARTNERSHIP:

BUDAFOK-TÉTÉNY MUNICIPALITY

(LEAD PARTNER)

22ND DISTRICT OF BUDAPEST, BUDAFOK-TÉTÉNY, HUNGARY

DEVELOPMENT AGENCY SINERGIJA

(PROJECT PARTNER)

MORAVSKE TOPLICE, SLOVENIA

SERGEJ MAŠERA MARITIME MUSEUM

OF PIRAN (PROJECT PARTNER)

PIRAN, SLOVENIA

MUNICIPALITY OF PIRAN

(PROJECT PARTNER)

PIRAN, SLOVENIA

CITY OF VODNJAN - DIGNANO

(PROJECT PARTNER),

VODNJAN-DIGNANO, CROATIA

SELF-GOVERNMENT OF THE

MAZOWIECKIE VOIVODESHIP

(PROJECT PARTNER),

MAZOVIA, POLAND

ASSOCIATION "AGROTURIST" VODNJAN

(ASSOCIATED PARTNER)

VODNJAN, CROATIA

INTERNATIONAL CENTRE FOR WATER

CIVILIZATION

(PROJECT PARTNER),

VENICE, ITALY

MARCO POLO SYSTEM

(PROJECT PARTNER)

VENICE, ITALY

VENETO REGION - TOURISM

DEPARTMENT (PROJECT PARTNER)

VENICE, ITALY

SOÓS ISTVÁN WINE MAKING SECONDARY

SCHOOL (PROJECT PARTNER),

22ND DISTRICT OF BUDAPEST, BUDAFOK-TÉTÉNY, HUNGARY

MUNICIPALITY OF BELTINCI

(PROJECT PARTNER)

BELTINCI, SLOVENIA

DISCOVER MORE DETAILS about the YouInHerit Transnational Toolkit:

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The Transnational Toolkit was elaborated by Marco Polo System (Project Partner, WP-leader) in collaboration with Budafok-Tétény Municipality (Lead Partner) and designed by Development Agency Sinergija (Project Partner, CM).