



D1.3.1 Training materials

<https://streetsforcitizens.interreg-euro-med.eu/>





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Project full title: TACTICAL URBANISM - new innovative solutions for sustainable mobility in the cities to mitigate negative environmental impacts in urban life and make cities more liveable places.

Mission: Promoting green living areas

Programme priority: Greener MED

Specific objective: RSO2.4: Promoting climate change adaptation and disaster risk prevention, resilience, taking into account ecosystem-based approaches

Work package: WP1 The Concept

Activity: A1.3 Capacity Building

Deliverable: D1.3.1 Training materials

Partner in charge (Author): DUCoR

Partners involved: IPOPOP, ENVIPARK

Version: 2

Date of production: 13 June 2025





Citizen involvement / Engagement

Petra Očkerl, Pavlina Japelj
IPoP – Institut of Spatial policies





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Citizen involvement / Engagement





Why participation?

- Effective public participation is a **cornerstone of successful spatial planning and governance**.
- It involves **community input at various stages**, from strategic planning to implementation.
- **If** public participation is **avoided**, it often leads to **public opposition**.





Why participation?

- **Participation is possible through formal channels or grassroots initiatives.**
- Grassroots initiatives, though informal, significantly enhance the quality of public spaces and living conditions.
- Participation to more **inclusive and sustainable planning.**
- **Development opportunity** within the sustainable development model.





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Different approaches to public participation



Participation in public space – IPoP – Institute for Spatial Policies / Foto: Luka Dakskobler



Workshop – IPoP – Institute for Spatial Policies



Street festival – IPoP – Institute for Spatial Policies / Photo: IPoP



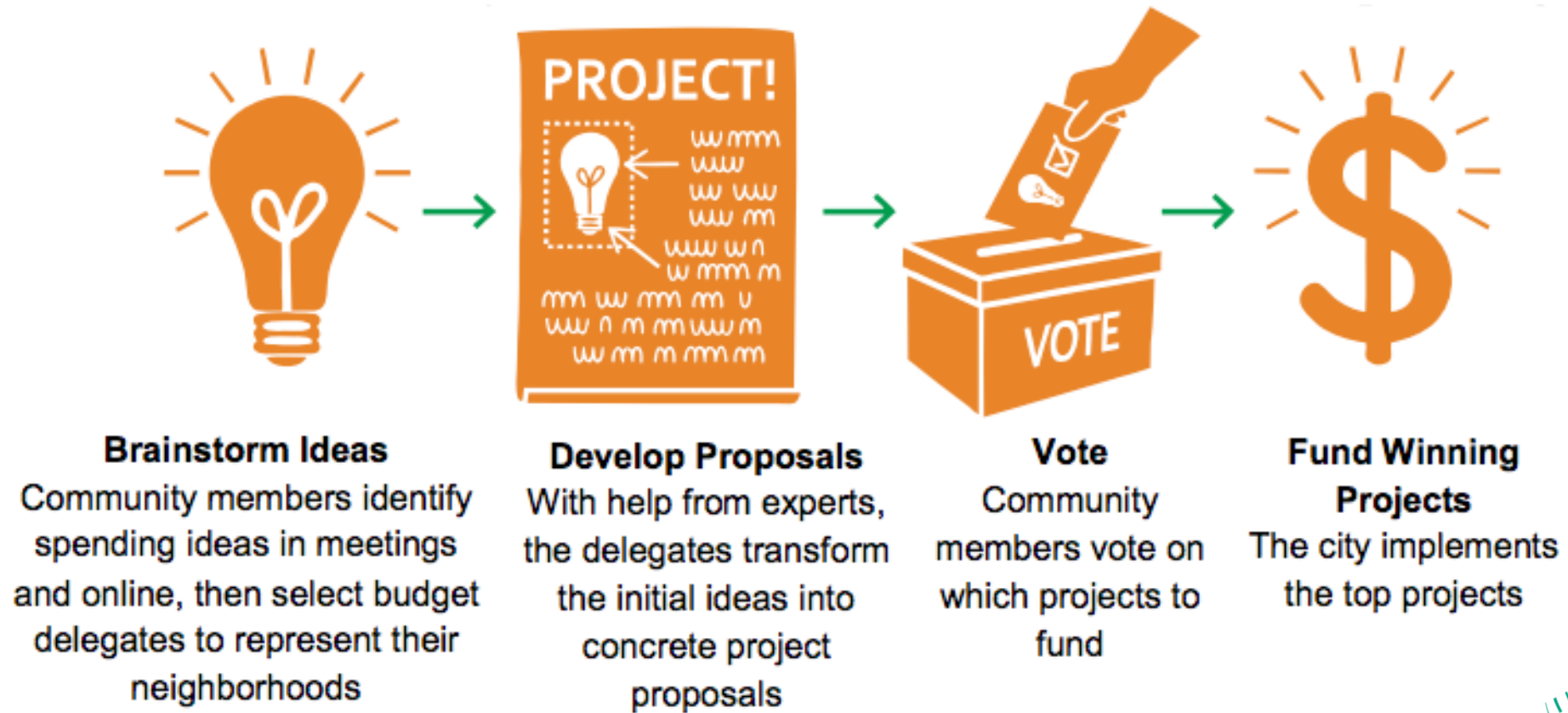
Neighbourhood Matching Fund

- The Neighbourhood Matching Fund provides support for community groups to build community and neighbourhood connections while enhancing parks or other public spaces.
- The cities can provide funds up to \$10,000 to match volunteer time and donated contributions from the community.





Participatory budget





Participatory budget

- This approach began in Porto Alegre, Brazil, in 1989 as an anti-poverty measure and has since spread to over 7,000 cities worldwide, including over 3,000 in Europe.
- Once seen as bold and experimental, it's now common in cities of all sizes - from Buenos Aires and Boston to over 3,000 cities in Europe, including Paris, Milan, and Lisbon. Many Slovenian (Maribor, Koper, Ptuj, Nova Gorica and others) and Portuguese municipalities are also adopting this approach.

[https://www.mariborsodeluj.si/budgets/36/investments?filter=winners&page=6&random_seed=8024988](https://www.mariborsodeluj.si/budgets/36/investments?filter=winn&page=6&random_seed=8024988)





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Tips and tricks for better participation



Does participation make sense in your case?

- Are there any legal obligations for consultation or participation?
- Does the planning concern or interest a large number of residents or interest groups?
- Are there still opportunities to influence and (co-)shape final solutions?
- Do decision-makers agree to consultation or participation (political commitments)?
- Do you have the time, resources, and human capacity (internal or external) to prepare and carry out the consultation or participation?





Does participation make sense in your case?

- Are there any legal obligations for consultation or participation?
- Does the planning concern or interest a large number of residents or interest groups?
- Are there still opportunities to influence and (co-)shape final solutions?
- Do decision-makers agree to consultation or participation (political commitments)?
- Do you have the time, resources, and human capacity (internal or external) to prepare and carry out the consultation or participation?

Did you answer "yes" to at least one of the above questions? Then consulting or engaging with the public is certainly worthwhile.





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Methods



Methods

When choosing methods for citizen engagement think about:

- Reach
- Type of communication (one-way, two-way, coordination)
- Participants' influence on the decisions
- Creative potential - does the method generate new ideas?
- Promotional effect - does the method popularise the intervention?
- Complexity of implementation
- Work input required for method execution
- Difficulty of summarising and formulating conclusions
- Cost of execution



Characteristics / Method	Reach (how many people it reaches)	Type of communication	Participants' influence on decisions	Creative potential – does the method generate new ideas
Public debate	● ● ●	↔	● ● ○	● ● ○
Workshop	● ● ○	↻	● ● ○	● ● ●
Printed materials	● ● ●	→	● ○ ○	● ○ ○
Interview	● ○ ○	↔	● ○ ○	● ● ●
Focus group	● ○ ○	↻	● ● ○	● ● ●
Survey	● ● ●	↔	● ● ○	● ○ ○
Digital methods	● ● ●	↔	● ● ○	● ● ●
Exhibition	● ● ●	→	● ○ ○	● ○ ○
Street festival	● ● ●	↻	● ● ○	● ● ●
★ City Walk / Jane's Walk	● ● ○	↻	● ○ ○	● ● ●
Round table	● ● ○	↻	● ● ○	● ● ●
Online survey	● ○ ○	↔	● ○ ○	● ● ○
Informal communication with the residents	● ● ○	↔	● ○ ○	● ● ○

● ○ ○ Low / small / undemanding ● ● ○ Medium-high / moderately demanding ● ● ● High / large / demanding

	Promotional effect in terms of popularizing the measure	Complexity of implementation	Work input required for method execution	Difficulty of summarizing and formulating conclusions	Cost of execution
Public debate	● ● ○	● ● ●	● ● ○	● ● ○	● ○ ○
Workshop	● ● ●	● ● ●	● ● ●	● ● ○	● ○ ○
Printed materials	● ● ●	● ● ○	● ● ○	/	● ● ○
Interview	● ● ○	● ○ ○	● ● ●	● ● ●	● ○ ○
Focus group	● ● ○	● ● ○	● ● ○	● ● ○	● ○ ○
Survey	● ● ●	● ● ●	● ● ○	● ○ ○	● ● ○
Digital methods	● ● ●	● ● ●	● ● ●	● ● ●	● ● ○
Exhibition	● ● ●	● ● ●	● ● ●	● ○ ○	● ● ●
Street festival	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●
★ City Walk / Jane's Walk	● ● ○	● ● ○	● ● ○	● ● ○	● ○ ○
Round table	● ● ○	● ● ●	● ● ○	● ● ○	● ○ ○
Online survey	● ● ○	● ● ○	● ● ●	● ● ○	● ○ ○
Informal communication with the residents	● ● ○	● ● ○	● ● ○	● ● ●	● ○ ○

↔ Two-way communication

→ One-way communication

↻ Facilitates coordination among participants



Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Community consultations



Community consultations: Community breakfast (D 2.1.1)

Two community breakfasts by Territorial demonstration partners

Community breakfast is an opportunity to:

- Introduce and explain your plans, give reasons and arguments.
- Make contact with locals – residents, users ...
- Collect their opinions, thoughts, concerns, worries, suggestions, ...
- Better understand local context.
- Build partnerships.

Beforehand: Have a **clear understanding of what is already fixed** and what can be discussed and you need feedback on.

Use the results for **territorial local roll-up plans** and next steps.





Cyclers' breakfast; *Photo by Ahshea 1 Media: <https://www.pexels.com/photo/people-standing-near-bikes-2361038/>*

Cyclers' breakfast by Maribor Cycling Network and Focus, find more examples here:
<https://citymagazine.si/kolesarski-zajtrk-2016-brezplacna-pogostitev-za-kolesarje-sredi-ljubljane/>
<https://maribor24.si/dogodki/sport/kolesarski-zajtrk-20240919/>



Festival of walking, Photo: Lea Benčina



Open Street Škofja Loka, Photo: Nela Halilović



Open Street Velenje, *Photo: Nela Halilović*



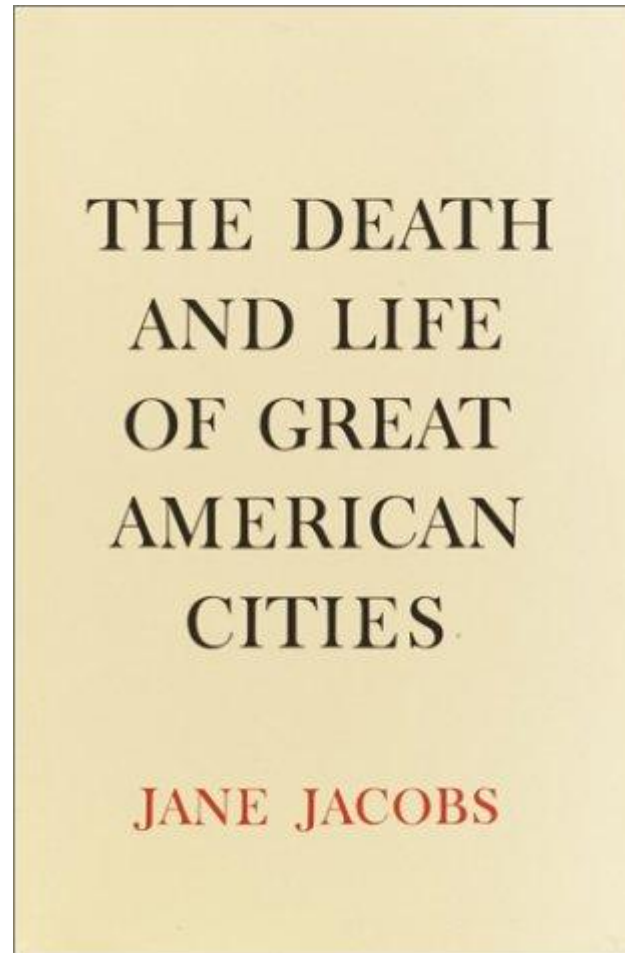
Community consultations: Jane's walk – City walk (D 2.1.2)

Each city pilot partner will organize an event for citizens to discuss the project and the opportunities, recommended to join the Jane's Walk global festival (1st Weekend of May).





Jane Jacobs (1916-2006)



Jane's walk / City walk

- Guide, „minute taker“
- Free of charge, open to everyone
- 1,5 – 2 hours
- Several stops
- Document and record!
- Invite guests
- 1st Weekend of May
- No matter the weather



Jane's Walk – IPoP – Institute for Spatial Policies / Photo: Luka Vidic

Jane's walk / City walk



Community-led walking conversation: How do we perceive the space? Does it encourage walking?



How to avoid mistakes

- Choose a topic that is attractive and relevant
- Try catching momentum
- Partner up with relevant organisations, initiatives, groups
- Invite interesting guests





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

No matter what methods you use ...





Tailored participation methods – make that extra effort!

- Different citizen groups require tailored participation methods to **effectively engage** them, e.g. involving school pupils will be very different from engaging elderly individuals.
- Consider carefully the **specific needs and characteristics** of your target groups.
- **Customize participation strategies** that resonate with each demographic.
- Think about the **groups that are hard to reach**.



Jane's Walk with pupils in Velenje.
IPoP – Institute for Spatial Policies / Photo: Jana Okoren



Communication, communication, communication!

- Maintain an **open communication** throughout the participation process!
- Utilize a **variety of communication channels** (e.g. newsletters, social media, public meetings, and dedicated websites).
- Ensures that information **reaches** a diverse audience.
- One medium (e.g. the website) should **continuously inform** the public and work as a **repository of the whole process** with all relevant materials and information.
- Make sure **contributions from the public are gathered and accessible**.





Benefits



- Solutions are synchronised with people
- **Better solutions** - people know what they need
- Measures/changes are met with **less resistance**
- Stronger institutional and community **trust**

Difficulties



- Participation can prolong the process and complicate it
- You need resources and capacities
- Political support





Tactical Urbanism

Barbara La Licata
ENVIRONMENT PARK





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Approach: Tactical Urbanism





Characteristics

Tactical Urbanism approach to urban planning

1. Based on a participatory approach (with citizens, for citizens);
2. Enables immediate, low costs changes with temporary interventions;
3. Has a significant impact;
4. Allows to test innovative ideas;
5. Open and interactive process;





How long?

From days to some years

Where?

Public open spaces (i.e pavements, bike lanes, residual spaces etc.)

Private spaces

Who?

Local actors: Citizens, policy makers, local administrators, Associations, local committees, NGOs and private companies

Why?

In deep understanding of the needs and the context

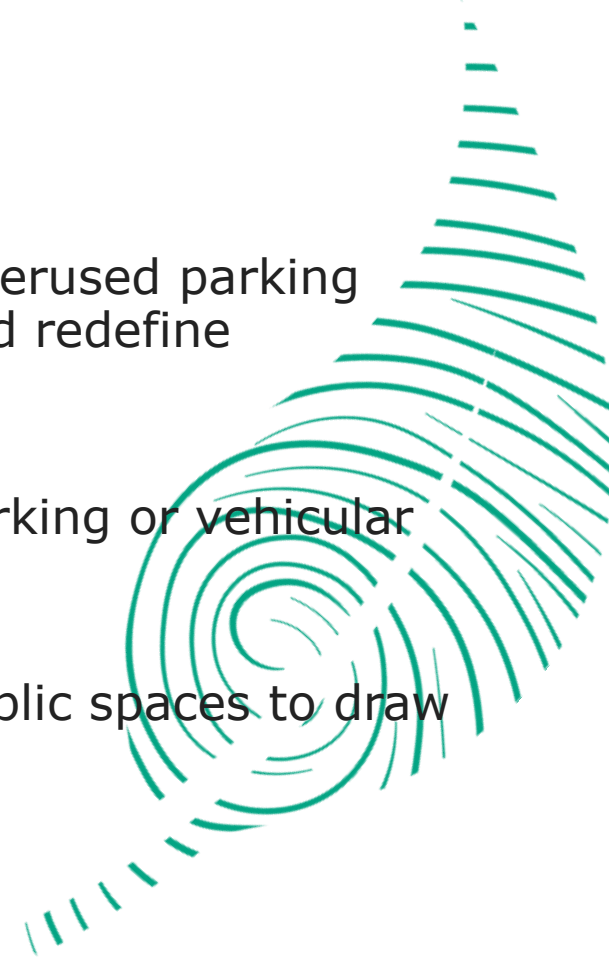




Types of interventions

- open streets: creation of new squares and pedestrian areas
- new cycle lanes
- Activation of underused and unequipped public spaces (i.e remove underused parking spaces, adopt traffic calming measures, create more 30km/h zones and redefine intersections for pedestrian and bike mobility;
- play streets: playgrounds created within spaces previously used for parking or vehicular transit
- Parking Day: an annual event in which car parks are converted into public spaces to draw attention to the huge amount of space devoted to parking cars;.

Ecc....





How to use this approach?

Temporary, small-scale and low-cost interventions that aim to improve public spaces and promote social interaction in urban areas

1. Understand **needs** and **context**
2. Identify **constraints** to define the perimeters of the intervention
3. Define **goals**
4. Define the **role** and **tasks** of the team
5. **Collaborate** in the design process
6. Define a **flexible** implementation plan
7. Ongoing evaluation



Steps



PLANNING PHASE

DEFINE THE PURPOSE AND THE CONTEXT
DEFINE THE TEAM
IDENTIFY THE IDEAS
ELABORATE THE PROJECT DETAILS
MEET THE STAKEHOLDERS



Streets for Citizens



DESIGN PHASE

DEVELOP CONCEPT
CONSIDER SITE CONTEXT
PERMITTING/APP ROVAL PROCESS
INVOLVE THE STAKEHOLDERS



IMPLEMENTATION

COORDINATE THE TEAM
IMPLEMENTATIO N PLAN
REALISE THE PROJECT
PROMOTION AND AWARENESS

Interreg
Euro-MED



Co-funded by
the European Union

MONITORING AND EVALUATION

MONITOR
EVALUATION
ADJUSTMENT AND REDEFINING
MAINTENANCE
MAKE PERMANENT



COMMUNICATION PHASE





Benefits



- Temporary interventions easily implemented, changed and reversed if needed
- Participatory approach led people to contribute directly to the process
- cost-effective alternative to traditional urban development projects
- Test new ideas and evaluate feasibility for a long-term scale up
- Sustain and reinforce green infrastructures (urban biodiversity, fight heat island etc.)

Difficulties



- Lack of Long-Term Sustainability
- Limited Impact on Policy Change





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

EXAMPLES

- City of Milan – «Open Square» projects
- City of Turin – «Spiazzante» school square projects





Streets for Citizens

Interreg
Euro-MED



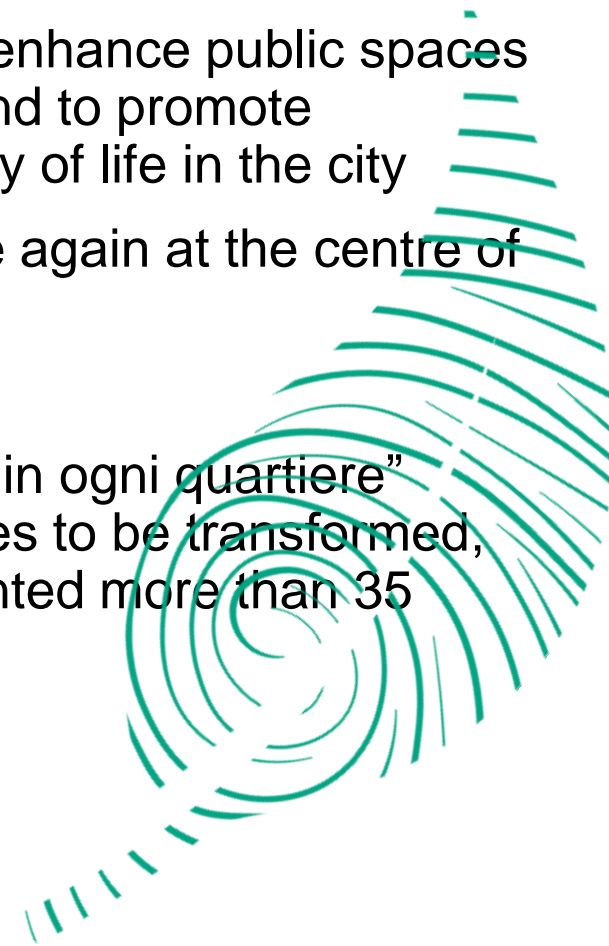
Co-funded by
the European Union

Milan – Open Squares project

Piazze Aperte (“Open Squares”) is a program of the City of Milan that aims to enhance public spaces and turn them into community gathering places, to extend pedestrian areas, and to promote sustainable forms of mobility to benefit the environment and improve the quality of life in the city

Piazze Aperte uses the “tactical urbanism” approach to put public spaces once again at the centre of community life and to encourage people to make the most of public squares

In 2019, the City of Milan launched a call for proposals entitled “Piazze Aperte in ogni quartiere” (“Open Squares in every neighborhood”), with the aim of identifying new spaces to be transformed, receiving over 60 suggestions. To date, the Municipality of Milan has implemented more than 35 tactical interventions and continues to plan new ones.





Milan- Collaboration pact

Piazze Aperte» aims to to activate neighborhoods and develop activities and services for residents.

Encourage the active involvement of residents in sustainable and shared urban regeneration

- strong sense of belonging
- new ways of expressing
- respect for people and for the planet

The written tool is the “collaboration Agreement” between the City of Milan and the active citizen that defines:

- aims
- objectives
- expected results
- organization of maintenance
- shared management
- regeneration activities for communal spaces

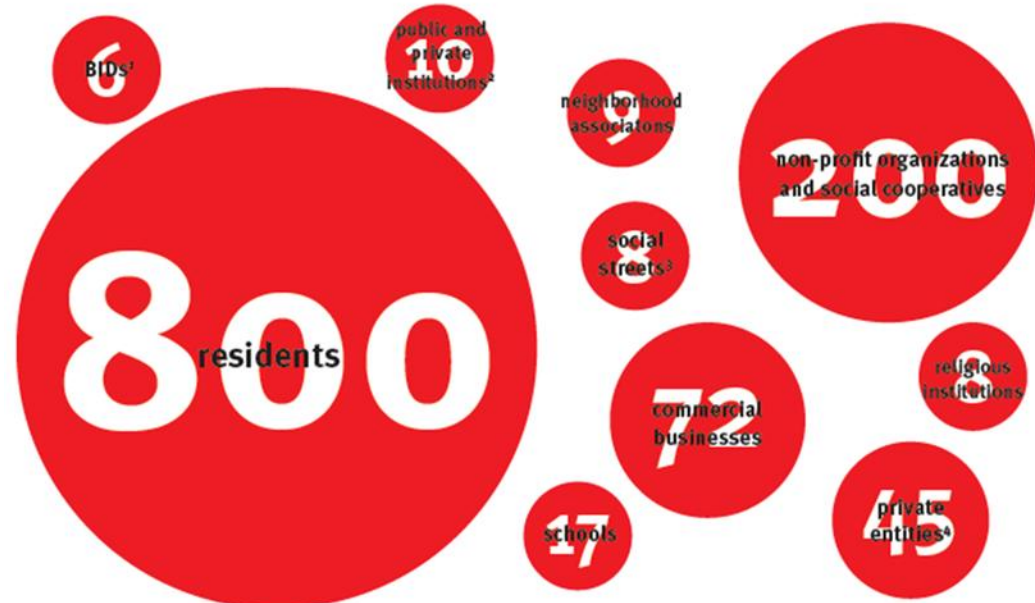




Milan- approach

Launch a call for proposal – public consultation- establishment of a «cooperation pact» with active citizen

Who took part in the Call for proposals “Piazze Aperte in ogni quartiere”?



¹ Business Improvement Districts ² municipalities, museums, foundations, universities ³ residents associations ⁴ including many designers



“Piazze Aperte in ogni quartiere” – Public presentation in Triennale, Milan, January 25, 2020 – Photo: Hypnos



Types of interventions in the city of Milan

New squares and/or pedestrian areas



Piazza Dergano - before



Piazza Dergano - after

1. Creation of new squares and/or pedestrian areas through changes to the roadway network and street design, including limiting vehicular access to certain areas to create new public space.





Types of interventions in the city of Milan

Creation of new bike lanes



3. Creation of cycle lanes using prefabricated materials, signs and markings, to facilitate cycling in particular in 30km/h zones, one-way streets, and areas identified by the Sustainable Urban Mobility Plan (SUMP).





Types of interventions in the city of Milan

Activation of underused or unequipped public spaces



2. Activation of underused and unequipped public spaces
furnishing, improving, and adding new functions with the aim of encouraging community spirit, as well as promoting cultural and group activities that can add value and life to that space.





Types of interventions in the city of Milan

Extension and enhancement of pedestrian areas



Via Pacini - before



Via Pacini - after

4. Extension and enhancement of pedestrian areas through the measures, such as narrowing roadbeds, removing underused parking spaces, adopting traffic calming measures, creating more 30km/h zones, and redefining intersections to improve soft, pedestrian and bike mobility, in particular around schools and nurseries.





Types of interventions in the city of Milan

Temporary interventions become permanent- Piazza Dergano



Before and after tactical urbanism intervention (2018)



Actual configuration (from 2021)



Types of interventions in the city of Milan

Temporary interventions become permanent- Piazza Angilberto



Before and after tactical urbanism intervention (2018)



Actual configuration (from 2022)



Province of Turin – «School squares» projects

Realisation of 5 new school squares in Turin and surrounding cities (Collegno, Settimo Torinese, Chieri, Nichelino)

- Involving school communities in the co-design and co-management of space between school and city
- Building alliances and defining public actions with social and educational objectives





Province of Turin – «School squares» projects

- Co-creation with local policymakers, teachers, deans and scholars, citizen
- Schools as frontrunners to raise awareness
- Dissemination (thematic webinars, free toolkits for local administrator, scientific seminars etc.)
- Definition of a school mobility manager
- Interventions coordinated with SUMP, Agenda 21 etc.
- Monitoring plan:
 - ✓ survey of perceptions and expectations;
 - ✓ Mobility report
 - ✓ Air quality and CO2 emissions monitoring;
 - ✓ Citizens interviews
 - ✓ Incentives schemes for citizens (bike to work etc)
 - ✓ Creation of a community of practice



School square Nichelino



How to organize a workshop in your city

Define the groups of stakeholders (citizens, experts, policy makers and local administrators..)

1st part: explain the tactical urbanism approach and method for the interventions (with a focus on the needs, the priorities and the tools)

2nd part of the workshop: groups work on concrete cases of intervention in your city (i.e 5 places that need an intervention..)

Use a methodology of the “5 whys” (iterative interrogative problem framing/solving method used to explore the cause-and-effect relationships underlying a particular problem)

After the definition of the whys, every group define 3 possible and coherent tactical interventions that could be realized in

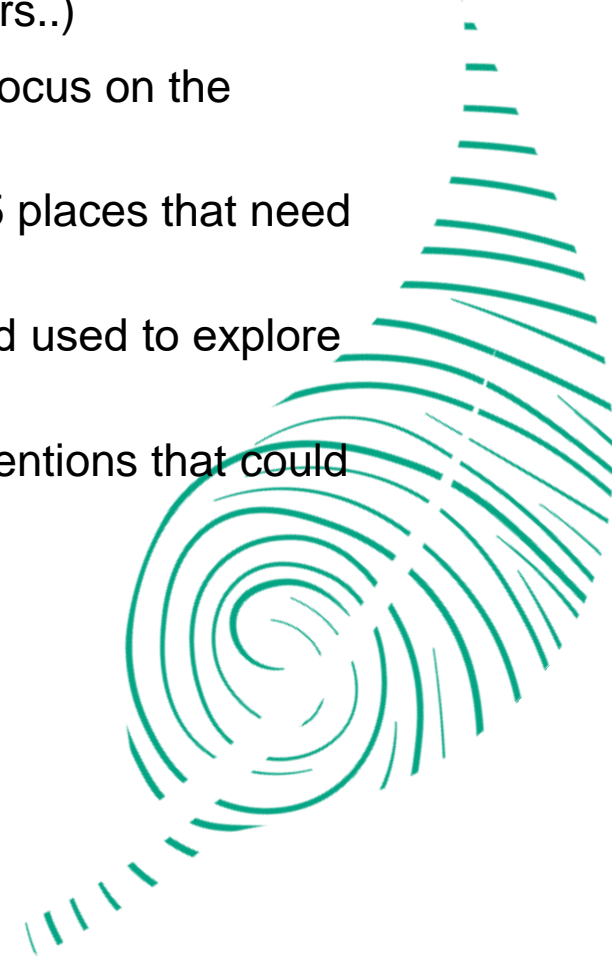
48 hours

48 weeks

Permanent

Why	48 hours	48 weeks	Permanent
Why	-----		
Why	----		
Why	-----		
Why	-----		

Source Mike Lyndon





Useful link for documents and online tools

- Tactical Urbanism A Tool for Crisis Management?" <https://www.transformative-mobility.org/wp-content/uploads/2023/03/Street-Plans-VoosQg.pdf>;
- TACTICAL URBANISM: A GUIDE FOR STREET ACTIVATIONS AND DEMONSTRATION PROJECTS https://www.nashville.gov/sites/default/files/2023-11/TUGuide_Interactive.pdf ;
- The Pop-Up Placemaking Tool Kit <https://www.aarp.org/livable-communities/tool-kits-resources/info-2019/pop-up-tool-kit.html>;
- What is Tactical Urbanism? <https://urbandesignlab.in/what-is-tactical-urbanism/> ;
- Planning-by-doing: How can tactical urbanism help to create better urban spaces? <https://parametric-architecture.com/planning-by-doing-how-can-tactical-urbanism-help-to-create-better-urban-spaces/>
- Tactical Urbanism: Tangible and innovative ways to spark urban joy <https://medium.com/@alaps208/tactical-urbanism-06b0cebd986c> ;
- Asphalt art: the era of tactical urbanism <https://www.internimagazine.com/architecture/cities/tactical-urbanism/>;
- Tactical urban planning | From concept to implementation <https://www.latelierurbain.com/en/tactical-urban-planning-from-concept-to-implementation/>;
- TACTICAL URBANISM TOOLKIT <https://www.translink.ca/-/media/translink/documents/rider-guide/travelsmart/tactical-urbanism-toolkit.pdf>;
- An overview of Tactical Urbanism <https://www.re-thinkingthefuture.com/designing-for-typologies/a6052-an-overview-of-tactical-urbanism/>
- What Is Tactical Urbanism? 4 Examples & Case Studies Explored <https://onekeyresources.milwaukeeetool.com/en/tactical-urbanism>





Placemaking

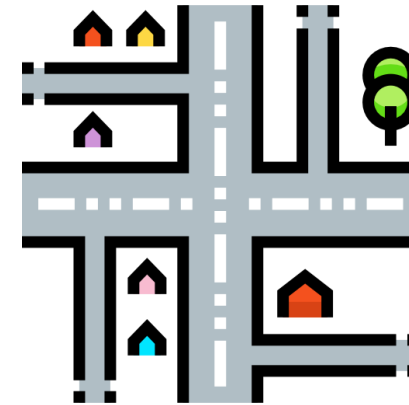
Petra Erdei-Szűcs and Béla Kézy
DUCoR





How did it emerge?

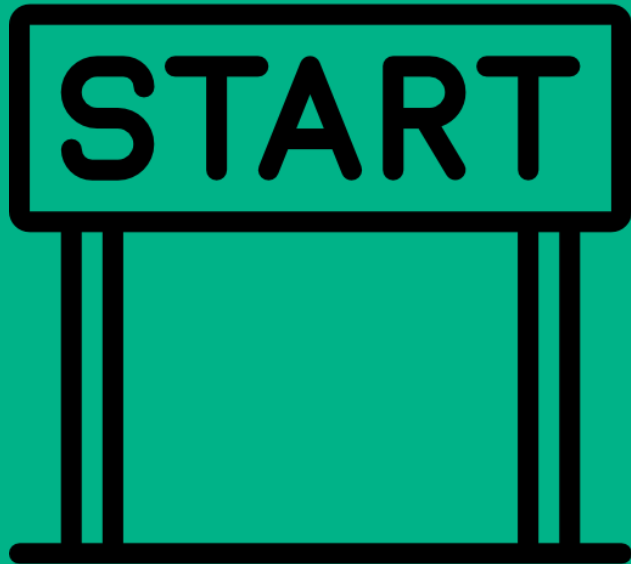
failure of more traditional, infrastructure focused urban development



experiments with new solutions to complex local challenges



Where does it come from?



Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

William H. Whyte Jane Jacobs

originated in the U.S.
in the 1990s



popularized by
Project for Public Spaces
(pilot initiatives and guidelines)



cities worldwide have since
adopted this model





What is this methodology / approach?

- Goal: Improving **public spaces**
- Involves **planning, design, management**
- Focus on “**making**”
- **Participatory**



What makes a great place?





Sociability

Uses &
Activities

Place

Access &
Linkages

Comfort &
Image





Sociability

Do people use the place regularly and by choice?

Are people in groups? Are they talking with one another?

Does a mix of ages and ethnic groups generally reflect the community at large?

Do people seem to know each other by face or by name?





Uses & activities

How many different types of activities are occurring - people walking, eating, playing baseball, chess, relaxing, reading?

Is there a management presence, or can you identify anyone is in charge of the space?

Are people using the space or is it empty?

Which parts of the space are used, and which are not?





Access & linkages

Can people use a variety of transportation options to reach the place?

Is there a good connection between the space and the adjacent buildings, or is it surrounded by blank walls?

Can people easily walk to the place? For example, do they have to dart between moving cars to get to the place?

Does the space function for people with special needs?





Comfort & image

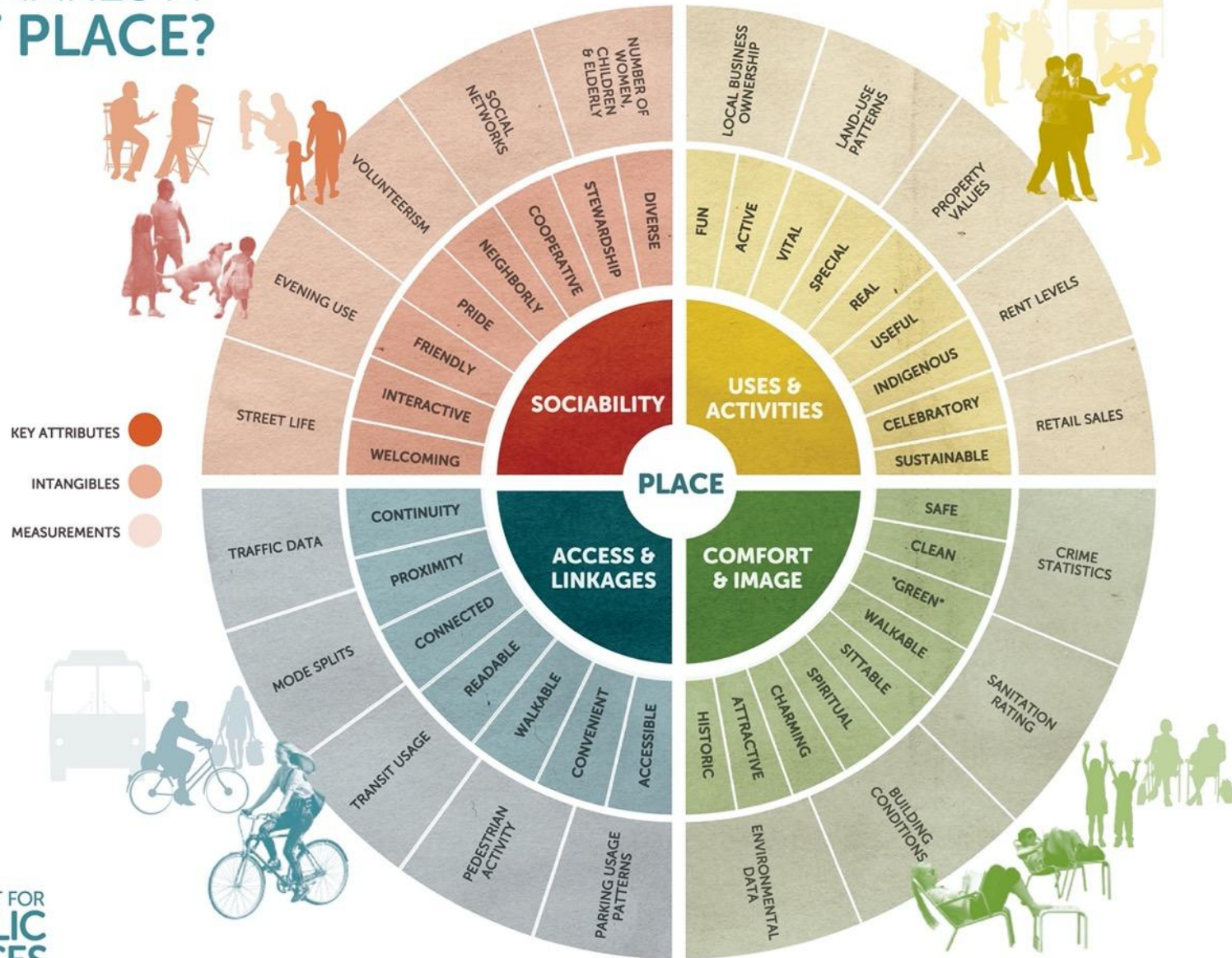
Does the area feel safe? Is there a security presence? If so, what do these people do? When are they on duty?

Are spaces clean and free of litter? Who is responsible for maintenance? What do they do? When?

Does the place make a good first impression? Are people taking pictures? Are there many photo opportunities available?



WHAT MAKES A GREAT PLACE?





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

The Power of 10

A great place needs at least 10 reasons to be there





Benefits



- Connections across intercultural, interethnic, and intergenerational divides
- Strengthened community identity
- Growth of the local economy
- Stronger local democracy and engaged residents
- Enhanced physical, green, social, cultural, and economic capital





When creating great places, you build...

Physical capital



flexibility, adaptiveness;
public spaces as a
backbone; active
groundfloors; great streets
and places; fine grain and
human scale; waterfronts;
informality, warmth; parks,
plazas, long lasting quality

Green capital



natural environment;
walking and cycling;
sustainable mobility;
prevent urban heat island;
comfortable climate;
green environment;
sustainable energy; city
as a sponge.

Social capital



safety; social networks;
co-creation; health,
wellbeing, happiness;
social life; informal play,
creative learning; pride,
trust; social innovation.





When creating great places, you build...

Cultural capital



buskers; public art;
heritage, sense of
place; diversity; street
art, city as a canvas;
inclusion; artists'
involvement; temporary
art spaces.

Economic capital



property value; better
image; local economy;
economic innovation,
creativity; room for
startups; ground floor
use; markets; street
vendors.





Difficulties



- Hard to sell to politicians – it’s not “sexy”
- Engaging people can be difficult
- “Making” takes time
- Agility vs. regulations





The Placemaking Process

1. Get ready

- Assess public space challenges
- Select Site
- Identify stakeholders

2. Evaluate space

- Research and information collection
- Place evaluation workshop

3. Make a place plan

- Vision
- Ideas into action
- Visual concept
- Report / presentation

4. Implement short-term experiments

- Physical improvements
- Installations
- Events

Long term improvements, ongoing evaluation





11 Placemaking Principles of PPS



The community is the expert



Triangulate



Create a place, not just a design



Overcoming „it can't be done”



You can't do it alone



Form follows function



You can learn a lot by observing



Money isn't the main issue



Have a vision



You are never finished



Start small





Common mistakes

Lack of community involvement

Poor integration with surroundings

Over-emphasis on aesthetics

Failure to address safety

Ignoring context

Overcommercialisation

Insufficient maintenance

Unrealistic expectations

Inadequate funding

Neglecting environmental impacts

One-size-fits-all approach





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Establishing pedestrian plazas





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Adding street furniture





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Installing public art





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Creating community gardens





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Building pocket parks





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Organising events





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Redesigning intersections





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Building playgrounds and recreational areas





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Improving lighting





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Examples of placemaking actions



Activating waterfronts





Streets for Citizens

Interreg
Euro-MED



Co-funded by
the European Union

Example of success

Budapest, Hungary





Thank you for your kind attention!

