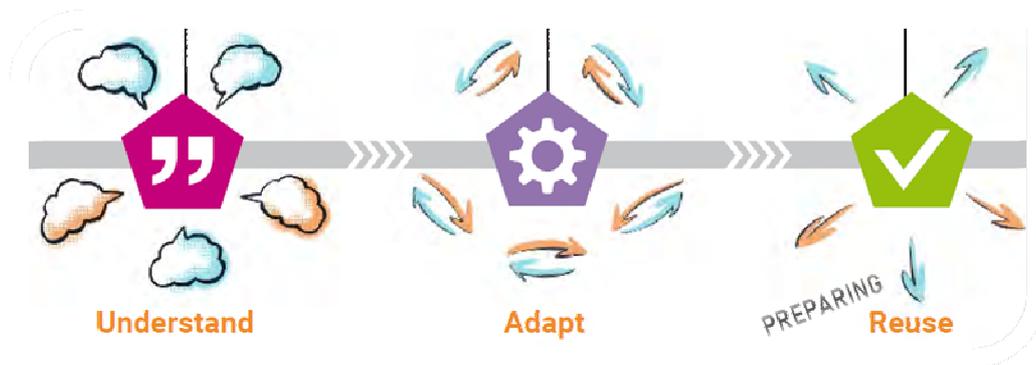




URBACT III

# Guide to UIA Transfer Mechanism Pilot Networks



December 2020



## THE STARTER

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The URBACT Transfer Mechanism pilot networks will start on 9<sup>th</sup> March 2021 and end on 9<sup>th</sup> September 2022. This Guide provides Lead Partners, Lead Experts and Project Partners with the necessary understanding of the activities to be designed and undertaken over the next 18 months.

We have defined three distinct steps in the process for a UIA Transfer Mechanism pilot Network each with a specific milestone and set of deliverables:

- Stage 1 – Understand: the first 6 months will be dedicated to the developing a deep and shared understanding of the UIA practice and to the production of a Transferability Plan
- Stage 2 – Adapt: the second 9 months will be dedicated to exchange and learning activities focusing on the adaptation of the UIA practice to different city contexts. This stage will lead to the first draft investment plan being co-created at local level. For the Lead Partner it will also see a first version of the 'springboard' plan focusing on future sustainability of the UIA practice.
- Stage 3 – Preparing for Re-use: in the final 3 months cities will review their investment plans and improve them with a specific focus on future implementation. This period will also see the production of a final network report.

The Transfer Mechanism Pilot Network is structured around 4 Work Packages. This Guide has 4 main chapters - each related to one of these:

- **Work Package 1 (WP1)** – Network management
- **Work Package 2 (WP2)** – Transnational exchange and learning activities
- **Work Package 3 (WP3)** – The Local dimension
- **Work Package 4 (WP4)** – Communication

Each Work Package has a defined set of activities and related outputs to be foreseen in the project proposals. All the outputs are compulsory and need to be included in the work plan. All the activities set out in this guide to be considered for your projects are either:

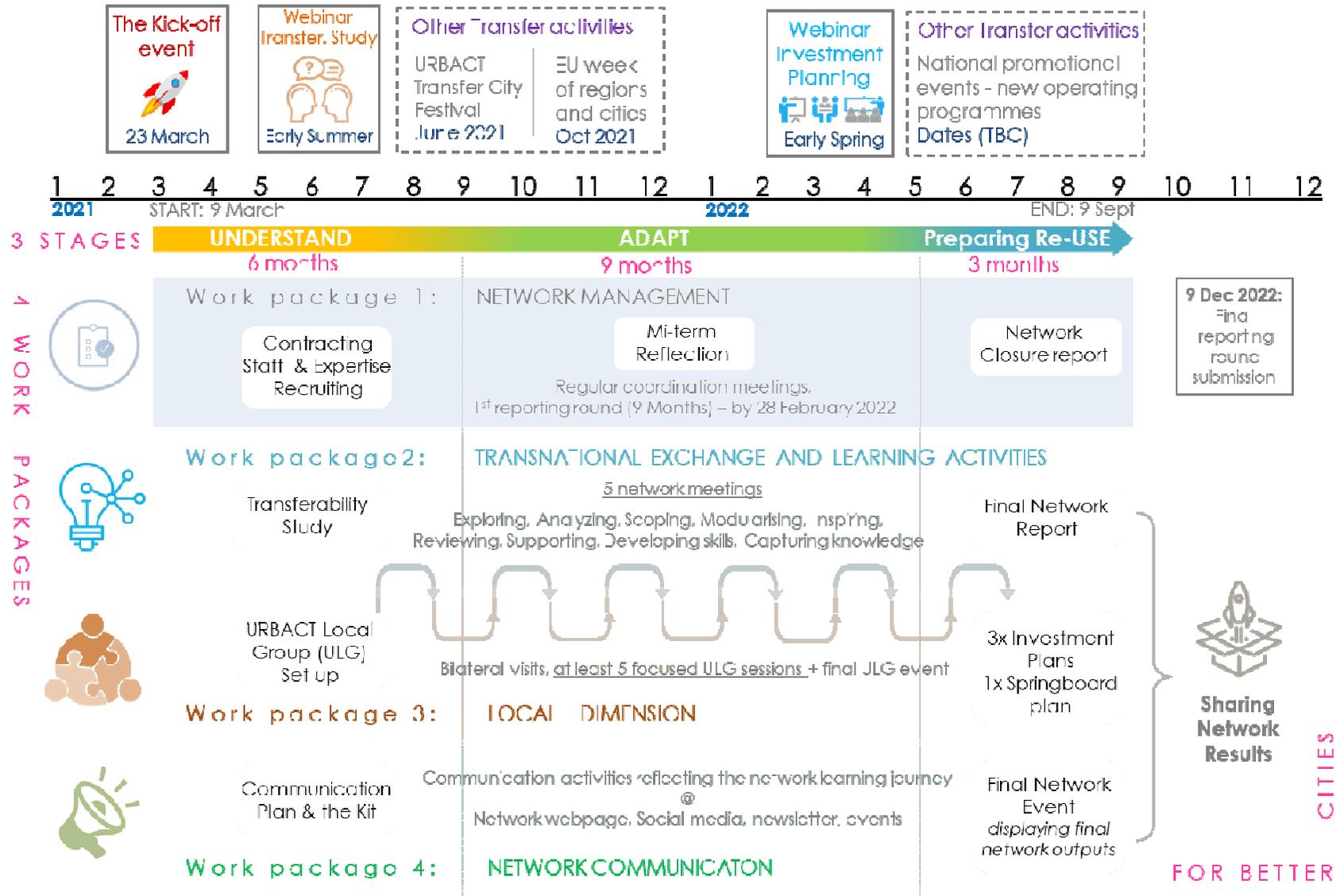
- Fixed - with clearly defined outputs. These should be foreseen in specific time and format. Please consider those when building your work plan; or
- Flexible – where you can propose different methods, formats and techniques for the delivery of expected outputs.

Finally, this guide is equipped with illustrations and examples that aim to provide you with a clear understanding and concrete ideas for high quality proposals.

We wish you good luck!

The  URBACT Team

## INFOGRAPHIC: THE NETWORK JOURNEY & ACTIVITIES





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# 1. WORK PACKAGE 1 – Network management and coordination



The main objective of Work Package 1 is to ensure the sound management and coordination of the project. Some experienced partners may be tempted to skip this chapter but that would be a mistake!

In this section you can find useful information and examples to help you ensure a smooth administrative journey through your project. It is organised around two main parts:

- the first is about the activities covered in Work Package 1
- the second is about the project budget

The activities to be developed under Work Package 1 can be summarised as follows:

- a. To sign all the contractual documents at programme and network level
- b. To recruit, if necessary, appropriate staff to ensure efficient project management
- c. To hold regular coordination meetings to ensure strong communication between partners concerning project coordination
- d. Organise the necessary papers for approval of First Level Controllers
- e. To complete a Mid-term Reflection approx. 9 months after the project approval. Prepare a reprogramming if necessary.
- f. To assist Project Partners in the review of documents before reporting submissions
- g. To attend training sessions and other events organised by the URBACT Programme
- h. To receive and transfer ERDF funds to partners (Lead Partner's responsibility)
- i. To ensure proper management of the expertise resources (Lead and Ad Hoc Experts) and monitoring of the Expert's work programme

Let's look into each task in more details:

#### *A. To sign all the contractual documents at Programme and network level*

The Lead Partner is responsible for ensuring all the following contractual documents are completed:

##### ✓ **Network Application Form**

Once officially approved by the Monitoring Committee (meeting 9<sup>th</sup>-10<sup>th</sup> March 2021) all Lead and Project Partners shall comply with activities, outputs and budget included in the project Application Form.

The URBACT Joint Secretariat shall be informed of any change in contact and/or bank details if relevant.

##### ✓ **The Subsidy Contract**

For the URBACT III programme, the contractual document setting out the conditions for support, including the outputs to be delivered, the finance plan and the time-limit for execution is called a Subsidy Contract.

A Subsidy Contract shall be provided by the Managing Authority, signed and sent to the Lead Partner for counter-signature.

##### ✓ **Joint Convention**

The Joint Convention is a mandatory document covering mutual duties and responsibilities for sound project and financial management and recovery of funds. It is the legal agreement between the Lead Partner and Project Partners to define their mutual cooperation.

Using guidelines provided by the URBACT Joint Secretariat, the Lead Partner, in consultation with the Project Partners, can adapt the content of the document to

reflect the project specificities. The Joint Convention shall then be sent to all partners for signature. The signed scanned version shall be submitted to the URBACT Secretariat by end May 2021.

The Joint Convention shall normally be updated following any changes to the project and re-submitted within 2 months of the approval of the changes.

*B. To recruit appropriate staff to ensure efficient network management if necessary*

Each Lead/Project Partner should identify a qualified project coordinator<sup>1</sup> who should remain the same person for the whole project duration. The project coordinator must have a full professional proficiency in English.

The local project coordinator should be a full-time person and this role shall be fulfilled either by a person employed by the entity of the network partner or by a person external to the entity of the network partner. As the local coordinator has a key role throughout the lifespan of the project at partner level, it is incompatible for a lead expert to undertake these two tasks simultaneously.

For the Lead Partner, the staff required for the project will be significantly more than for a Project Partner. The Lead Partner should appoint a full-time project coordinator, a part-time finance officer and a part-time communication officer – these activities will require the equivalent of 2 full time posts.

*C. To hold regular coordination meetings to ensure strong communication between partners concerning network coordination*

During the lifetime of the project, strong links between the Lead Partner, Project Partners and Lead Expert will have to be created and maintained. It is therefore important to always keep each other updated on the network activities and to define a good work plan.

We advise Lead Partners to create a Steering Committee that will be the core group of the network's organisation. Coordination meetings can be held either virtually via WebEx, Zoom or any other tool, but also physically during Transnational Network Meetings. We recommend having such physical meetings at the start of the project where partners tend to have more questions. Towards the end of the project, priority should be given to the production of outputs, communication of the network's results etc.

It is important that all partners are involved and that the right people are present (often the local practitioner is not the person carrying out the administrative tasks). Additional meetings should be scheduled before the reporting deadlines to ensure all partners are reactive and able to meet the deadlines.

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<sup>1</sup> Detailed information on roles and responsibilities of Lead Partner and Project Partners for project management is available in [URBACT III Programme Manual -Factsheet 2E](#) – Network Management

Examples of how these meetings have been managed include a monthly management meeting via different online conference call tools, specific physical meetings before or after transnational meetings to focus on management issues, one to one support for partners experiencing difficulties etc.

The URBACT Joint Secretariat has a range of guidance notes at your disposal on the [urbact.eu](http://urbact.eu) website<sup>2</sup> and can also participate in your meetings to assist if necessary.

#### *D. Organise the necessary papers for approval of First Level Controllers*

The Lead Partner and all Project Partners are asked to identify a First Level Controller (FLC), the person in charge of certifying costs and producing a certificate of expenditure for all reporting rounds.

There are two types of control systems depending on the country: centralised and decentralised. Lead/Project Partners in decentralised control systems have to get approval of their FLCs completing a form in SYNERGIE-CTE – refer to Programme Manual, Factsheet 2F, section 4 for the procedure.

More information can also be found in the Network Management Guide, found in the footnote below.

#### *E. Complete a Mid-term Reflection approx. 9 months after project approval and subsequent reprogramming if necessary*

All project proposals must include a Mid-term Reflection (MTR) in their work-plan. Approximately 9 months after the approval of the network, the Lead Expert, in close coordination with the Lead Partner, shall complete a short report on the state of play for each partner.

Guidance for this MTR will be provided in autumn 2021 by the URBACT Secretariat. It will be a well-structured and guided process which should be useful for the network partners and of minimal administrative burden for all concerned.

As a result of the MTR exercise it may be necessary to prepare a reprogramming request. Further guidance will be provided on this point following approval.

Additional information about the reprogramming process and budget flexibility can be found in the Programme Manual, Factsheet 2E, Section 5.

#### *F. Lead Partner assists Project Partners in review of reporting documents before submission*

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<sup>2</sup> Guide to Network Management available [here](#)

For each network there are compulsory reporting requirements. More detailed information can be found in section 1.2 of this document. Partners often struggle in the early stages of the Network and may need support from the Lead Partner to resolve problems or get advice on the logic of the project application.

#### *G. To attend training sessions and other Programme level events*

The URBACT Programme Secretariat organises a variety of training and capacity-building sessions for successful partners. There are sessions dedicated to the Lead Partner's team on topics which can help deliver the project successfully. Examples include general project management, public procurement issues, reporting costs, being audited and communications. These sessions are often organised as virtual meetings.

In addition, the project partners and Lead Expert will be invited to attend a kick-off training session led by the Programme. This will be a practical working session allowing all the partners and Lead Experts to share and exchange together, either physically or on-line. This session will take place on 23 March 2021. Attendance at this session is compulsory and the URBACT Programme covers travel and accommodation costs, in the event of a physical meeting.

#### *H. To receive and transfer ERDF funds to partners*

The Lead Partner is responsible for receiving the ERDF refunds for all partners. A single payment claim is prepared for the whole project based on the costs declared by each partner using their approved intervention rate.

The Lead Partner must transfer the correct ERDF sum to the Project Partners in accordance with the Joint Convention as soon as possible after receipt. In order to fulfil this responsibility, it is useful to set up an internal procedure in consultation with the financial services department of your municipality. All transfers should be made according to the agreed procedure in the Joint Convention and within a reasonable timeframe (normally no longer than 1 month).

#### *I. To ensure proper management of the expertise resources*

The Lead Partner is responsible for managing the expertise resources and monitoring delivery of the expert's work programme. The allocation for Experts comes in addition to the network budget and amounts to an envelope of 146 days, which at EUR 750 per day equals EUR 109.500 for the whole lifetime of the Network. Even though the expert support is managed by the Lead Partner, it is a resource for the whole partnership.

The Lead Partner designs the expert work plan/programme based on the agreement with all the partners and submits an Expert Request Form (ERF) to the URBACT Secretariat which validates the form and issues the expert contracts. The ERF covers Lead Expert and Ad Hoc Expert requirements. More details about the role of experts can be found below in section 1.3.

## 1.1. MAIN OUTPUTS FOR WORK PACKAGE 1

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Outputs to be planned and delivered as a result of the actions under Work Package 1 are:

- ✓ The Subsidy Contract and the Joint Convention
- ✓ The Expert request form for the Lead and Ad Hoc Experts
- ✓ Approval documents for the First Level Controllers of Project Partners – See Factsheet 2E of the Programme Manual
- ✓ Annual and final reporting and closure documents – See Factsheet 2E of the Programme Manual
- ✓ Steering Committee coordination meetings (see above)
- ✓ State of Transfer report as part of the Mid-Term Reflection (see above)

All of these outputs indicated are compulsory and have to be planned in the Application Form.

## 1.2. REPORTING COSTS AND ACTIVITY

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Approved projects will be required to report officially on their project activity twice during the project lifetime. Two periods are fixed for project reporting as follows:

- 9 March 2021 – 31 December 2021 (Deadline for submission 28 February 2022)
- 1 January 2022 – 9 September 2022 (Deadline for submission 09 December 2022)

The compulsory documents to be submitted for each reporting round are:

- Scan of the signed Payment Claim (by LP)
- Scan of the signed Progress Report (by LP & LP's FLC) – nevertheless the LP will beforehand have to get back to their Project Partners to gather information on their progress at local level
- Scan of signed certificates of expenditure (by FLCs)
- Pack of evidence of outputs delivered during the reporting period

Most of these reporting elements are to be submitted in SYNERGIE-CTE. Like all tools SYNERGIE-CTE can be difficult to begin with. For that reason, the URBACT Joint Secretariat has developed guidance notes to help users. In addition, the Secretariat holds online training sessions.

More detailed information can be found in the Programme Manual, Factsheet 2E.

## 1.3. EXPERTISE FOR UIA TRANSFER MECHANISM NETWORKS

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The Lead Partner is responsible for managing the expertise resources and monitoring delivery of the experts' work programme. Even though the expert support is managed by the Lead Partner, it is a resource for the whole partnership. More

specially, the expertise envelope should provide all partners with a package of expertise services including the following:

### **a) Tasks to be performed by the Lead Expert and Ad hoc Experts**

The Lead Expert will contribute to the delivery of the 4 Work Packages ensuring the following tasks:

- Designing a transferability plan for the network in the first 6 months of the pilot
- Supporting the Lead Partner to ensure the coherence of the transnational exchange and learning activities with the focus and the methodology agreed by all partners
- Playing a key role in the design and delivery of transnational exchange and learning activities including preparation of inputs, collecting information from partners, designing agendas with appropriate methodology and animation techniques, moderating sessions during meetings, etc.
- Working closely with each Transfer Partner on the development of an Investment Plan for
- Working closely with the Lead Partner on the design and delivery of the UIA Springboard Plan
- Defining and delivering thematic inputs that will nourish the exchange and contribute to the learning process of partners involved
- Drawing lessons from the transnational exchange and learning activities, capturing the key findings and knowledge produced at transnational level to feed into the co-production transfer process at local level
- Producing a Final Network Report, summarising the activities undertaken, key lessons learned and results achieved
- Coordinating the production of network outputs for an external communication of the main lessons learnt, transfer recommendations generated by the network
- Coordinating, in close cooperation with the Lead Partner, the contribution of ad hoc experts commissioned on the additional expertise envelope allocated by the programme

UIA Transfer Mechanism Pilot Networks will have the opportunity to appoint ad hoc experts to provide support on specific needs identified by networks concerning:

- ✓ Methodology for exchange and learning activities: Ad hoc experts can be appointed to support the Lead Expert and partners in designing and delivering specific transnational activities (e.g. bringing new animation and learning techniques) as well as local activities including the development of the Investment Plans
- ✓ Thematic Expertise: Ad hoc experts can be appointed to provide the network with specific thematic input and to produce thematic outputs on particular sub-topic addressed by the project
- ✓ Support to partners to design integrated and participatory policies: Ad hoc experts can be appointed to support partners concerning the main steps for the co-production of the local outputs.

### **b) Allocation of days for Lead Expert and Ad hoc Experts**

The allocation for Experts comes in addition to the network budget and amounts to an envelope of 146 days at EUR 750,00 per day, which equals EUR 109.500,00 for the whole lifetime of the network.

The allocation of days to the Lead Expert shall not exceed 80% of the days available in the expertise envelope. The rest of the envelope should be used for Ad-hoc expertise.

Nota bene: The available budget shall cover days of expertise only. Travel and accommodation costs for URBACT Validated Experts funded under this envelope shall be covered by the network budget.

### **c) Appointing and contracting Lead Expert and Ad hoc Experts**

After the approval of the project proposal by the Monitoring Committee, Lead Partners, in agreement with all partners, shall submit to the URBACT Joint Secretariat an Expertise Request Form which defines the main tasks of the proposed Lead Expert, the expected deliverables, the work plan of the expert and the number of days to be allocated in to each task.

Following validation of the Lead Partner's request by the URBACT Joint Secretariat, a contract will be established between the expert and the URBACT Managing Authority. The Lead Partner shall be responsible for certifying the services performed by the Lead Expert and validating the expert's activity reports (including deliverables, number of days claimed, etc.)

Lead Experts cannot be appointed to support more than one UIA Transfer Mechanism network at a time.

Ad-hoc Experts can be appointed by approved networks at the beginning or during the network lifecycle as needs emerge. Ad hoc experts shall be selected only from the pool of validated URBACT Experts. The information on validated URBACT Experts is available in the database on the URBACT website<sup>3</sup>. URBACT encourages gender balance across its expert pool and networks should be mindful of this. The programme also welcomes geographical balance in terms of expertise. Both will be considerations in the final selection of network experts.

For each Ad-hoc Expert to be appointed, the Lead Partner shall follow the same procedure as the one of the Lead Expert: submit an Expertise Request Form which defines the main tasks of the proposed ad hoc expert, the expected deliverables, the work plan of the expert and the number of days to be allocated.

As for Lead Experts, following validation of the Lead Partner's request by the URBACT Joint Secretariat, a contract will be established between the Ad-hoc Expert and the URBACT Managing Authority. The Lead Partner shall be responsible for certifying the services performed by the Ad-hoc Expert(s) and validating the expert's activity reports (including deliverables, number of days claimed, etc.).

Ad-hoc Experts can be commissioned by more than one network at a time. All experts working for UIA Transfer Mechanism Pilot Networks should not be involved in other URBACT Programme activities in the capacity as Programme Expert, External

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<sup>3</sup> The list of experts validated in the URBACT III Pool of Experts so far is available [here](#). The call for experts will remain open during the whole lifetime of the programme, so experts may apply any time.

Assessment Panel, National URBACT Point, or other role which may cause a conflict of interest.

#### **d) Using UIA experts in the Transfer Mechanism Pilot Network**

UIA projects have a dedicated Expert who has supported their work over the lifetime of their project implementation. This Expert will be a useful resource to help in the initial phase of the network when the practice needs to be deconstructed and explained to the network partners.

UIA Experts will be eligible to apply for the position of Lead Experts of the UIA Transfer Mechanism Pilots. Where they make this transition to URBACT Expert, they will bring their UIA project knowledge to the transfer process. Where the UIA Expert does not have this role, they will have an important supporting role to the Lead Partner and Lead Expert, particularly in the initial phase of building an understanding of the UIA project.

The specific role of the UIA Expert can vary from network to network but should be defined with the UIA Joint Secretariat as the contributions will be funded using the UIA Technical Assistance budget.

### **1.4. BUDGET**

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The maximum total eligible cost for the network shall be EUR 550.000.

The URBACT Joint Secretariat will be able to assist in developing a coherent budget but it can be noted that the budget categories and general eligibility rules are applicable for all applications.

The budgets shall be presented using 5 budget categories as follows:

- ✓ Staff costs
- ✓ Office and Administration Costs
- ✓ Travel and Accommodation Costs
- ✓ External expertise and services
- ✓ Equipment

Detailed information about the eligibility of costs, the methods for calculation and Programme specific rules is available in the URBACT III Programme Manual, Fact Sheet 2F – Financial management and control.

### **1.5. CLOSURE**

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For all approved UIA Transfer Mechanism Pilot networks a formal closure will take place at the end of their project.

A network partner once said “No one wants to clean up after the party”. And yet, this is an important phase of the network life and you, as a Lead Partner, have an important role to play in it. You will be requested to submit the same documents as for the other reporting periods, plus two others:

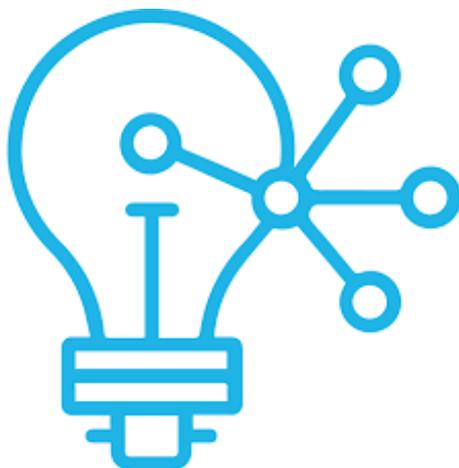
- **The closure report**

The closure report is an online survey. It aims to collect qualitative and quantitative data on Lead/Project Partners' URBACT experience (on the different dimensions of their involvement in the URBACT Network: transnational exchange & learning activities, ULG, relation with stakeholders, elected representatives, added-value of being part of an URBACT network etc.). Submitting the closure report at the end of the project is a contractual obligation. A collective response should be provided for each partner. In addition, Lead Partners are asked to complete specific questions focused on their experience in leading a network (project management, coordination of transnational activities and expertise, etc.).

- **The final outputs**

At the end of the network, all final outputs should be submitted including a final report explaining the lessons learnt during this process and the next steps for each city in terms of pursuing the implementation of their investment plan.

## 2. WORK PACKAGE 2 – Transnational Exchange and Learning activities



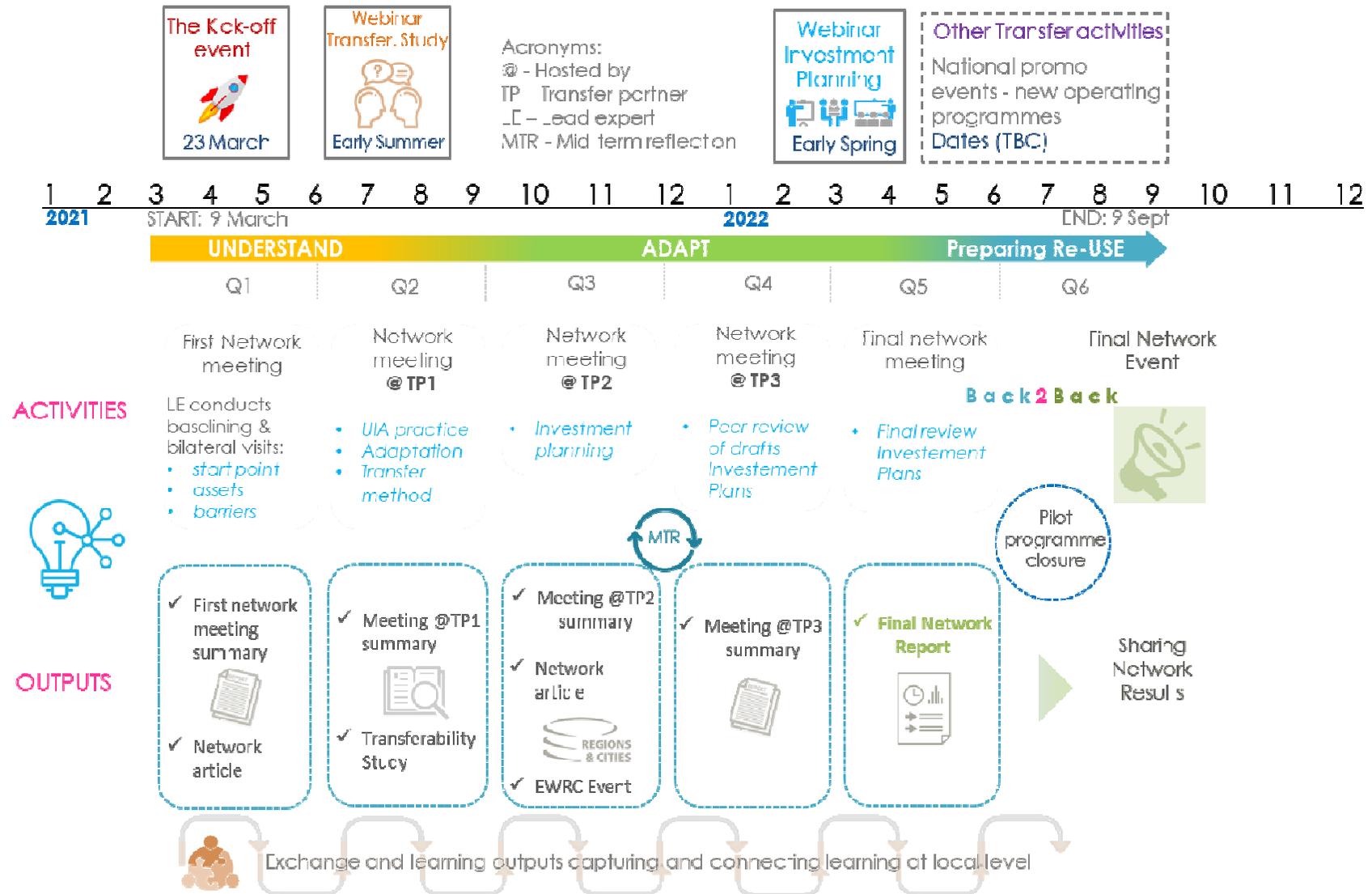
Work Package 2 is about the transnational exchange and learning (E&L) activities, which form the core of all URBACT networks. The lessons learnt during the transnational activities will inspire partners to adapt this knowledge at local level, develop skills relating to innovative practices and co-design a robust investment plan with peers.

The transnational exchange and learning activities in UIA Transfer Mechanism Pilot Networks should be built on the following principles:

- Sharing: To explore the UIA project solutions and foster the exchange of experience among partners
- Learning: To strengthen the practical knowledge and skills of partners in the policy area related to the UIA project
- Mainstreaming: To draw lessons from the exchange on an on-going basis and to help shape the local thinking and proposals that will be reflected in partners' Investment Plans
- Supporting: To support all partners in improving their local policies in relation to the UIA policy theme, including the Lead Partner through their Springboard Plans

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## INFOGRAPHIC: THE TRANSNATIONAL DIMENSION



Activities to be implemented under WP2 should include the following actions:

1. [Design and execute the transnational exchange & learning methodology](#)

URBACT provides an overall framework for the transnational network activity. This comprises a kick-off meeting for all Lead Partners and Lead Experts, and five transnational sessions over the lifespan of the UIA pilot. The first of these will be hosted by the UIA Lead Partner city, with each of the partners then hosting one transnational session in turn. This schedule is illustrated in the infographic on the previous page.

Within this framework, each network will define its own approach to its transnational activity. The shape of this will be determined by a number of factors, including the network's thematic focus and the composition of the partnership. The Lead Expert will be responsible for designing the network working methodology.

Another important factor in the design of these activities relates to the Covid-19 pandemic and the extent to which international travel will be possible. It is envisaged that activity in this Work Package will be hybrid, that is, a mix of physical and online sessions. At this point, it is not possible to predict the balance between these, but in the worst-case scenario WP2 activities may be completely online. In any event, URBACT has designed a repertoire of support tools for online transnational working which are described further in Section 2.1.2.

2. [Produce the network outputs related to transnational transfer processes.](#)

Two network-level outputs will be generated through transnational collaboration. One of these, the Transferability Plan, will be produced in the early stages of the pilot. The other, the Final Network Report, will be produced at the end. The Lead Expert will be responsible for producing both of these outputs, working closely with the Lead and Transfer Partners.

Details of these outputs are set out later in this section.

## 2.1. ORGANISING TRANSNATIONAL EXCHANGE AND LEARNING ACTIVITIES

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Designing appropriate network exchange and learning activities requires creativity combined with a clear focus on the objectives and desired results. The timescales for the UIA Transfer Mechanism Pilot Networks require these activities to be designed with particular care and attention.

The lifetime of the network can be split into three distinct phases, each with its own process priorities and outputs. These can be summarised as follows:

1. **Understand**: building the network culture, creating deep understanding of the UIA project and establishing the network methodology
2. **Adapt**: Modularise the UIA project, establish the conditions for transfer, draft the plans
3. **Prepare for Reuse**: Complete the Investment Plan for reuse of all or parts of the UIA project and explore funding options for this plan

Details of each stage are set out in the infographic earlier in this section.

### 2.1.1. TRANSFER EXCHANGE AND LEARNING

Every UIA Transfer Mechanism Pilot Network is unique and therefore the activities that will be designed should respond to the distinctive partner situations. When designing your own customised transfer E&L itinerary, please consider the pre-defined stages that are set out as a reference framework for the progress to be made at the specific point in time. The three stages are outlined below and should be considered as a flexible guiding principle.

#### Stage 1: Understanding the UIA project and preparing the ground for transfer

This stage runs for 6 months from March to September 2021. The focus here will be on showcasing and building a deep understanding of the UIA project, identifying transfer modules and analysing conditions for transfer in each of the Transfer Partner cities. The start of this stage will also be the time to design the detailed exchange and learning methodology for the network. The principal output will be the network Transferability Study.

The Transferability Study will provide a platform for the network's activities. It will comprise three core elements. First, it will include a precise summary of the UIA project with some analysis of its transfer potential. Second, it will review the transfer context in each of the transfer partner cities. This will take account of key factors such as local strategic priorities, levels of political support and potential funding sources. This review will also highlight local assets and barriers to transfer and implementation. Finally, the Transferability Study will also set out the proposed network methodology.

To support this work, URBACT will provide a transferability study template in spring 2021.

The following transnational activities will take place in this initial stage:

- ✓ **The kick-off event** for all UIA Transfer Mechanism pilot network will take place on 23 March 2021. This event will be open to all participating cities, sixteen in total. The session will take place in Paris, if possible. Otherwise it will be an online event, used to orientate all partners around the pilot programme framework, methodology and tools.
- ✓ **The first transnational meeting**, taking place in the Lead Partner city (if

possible) designed as a deep dive into the UIA project and introduction to local delivery partners. The objective will be to facilitate a deep understanding of the approach amongst Transfer Partners. This will include assessment of the project's potential for modularisation, as part of the transfer process.

- ✓ **A series of bilateral visits** from the Lead Expert (and ideally the Lead Partner) to each of the Transfer Partner cities. Ideally these will be physical visits, although an online alternative must be in place. The purpose of these will be to gather information required to complete the Transferability Study. This will include the local conditions relating to political support, financial and technical capacity, governance and the assets and barriers in place relating to transfer potential.
- ✓ **The second transnational meeting**, hosted by Transfer Partner 1, which will focus on specific modules of the UIA project, the transfer conditions in Transfer Partner 1 city, and a peer review of the draft Transferability Study. This meeting will also provide scope for the key actors in the Lead Partner city to engage with their peers in Transfer Partner city 1. Again, this transnational meeting would ideally be a physical event, with an online alternative as a back-up.

Networks should finalise their Transferability Study by the end of September 2021. The URBACT Secretariat will organise a webinar in early summer 2021 to allow networks to share their progress and key learning from Stage 1, to support development of the plans.

The analytical work undertaken for the Transferability Study can support and inform developments at the local level. The key to linking the transnational and local work is the URBACT Local Group (ULG) comprising local stakeholders relevant to the network theme. Many networks in the past have encouraged EU/local level synergy by planning their ULG meetings just before and after the transnational seminars in order to enable an efficient knowledge flow. Likewise you should consider the following:

- ✓ Having the appropriate ULG representatives participating at different transnational meetings.
- ✓ Having regular attendees at transnational sessions to ensure proper follow up of actions
- ✓ Using learning tools that enable and record the knowledge transfer from the transnational to local level and vice versa.
- ✓ Producing network outputs (meeting reports, videos, podcasts etc.) that can be used for the efficient transfer of learning at local level by the respective ULG participants.

The local level activity for the Transfer Partners will focus on the development of their Investment Plans, discussed in Section 3.2.1. For the UIA cities, the focus will be on developing the Springboard Plans, discussed in the section 3.2.2.

## Stage 2: Adapting the UIA project and preparing for transfer

Stage 2 is the engine room of the UIA transfer pilots. It will last for around 9 months between September 2021 and May 2022. This is where the core activity is undertaken to extract the essential components of the UIA project, assess which are most relevant for each transfer city, and prepare the ground for the investment plans.

This is also the stage where networks are expected to connect their transnational and local activity by combining the intelligence from the Transferability Plan with the activities and lessons from the transnational sessions to start shaping local work on the Investment Plans.

The transnational activities taking place in this stage will be:

- ✓ **The third transnational meeting** hosted by Transfer Partner city 2 (physically or online) which will focus on the transfer context for that city, the most likely UIA modules for transfer and a universal exchange on the initial Investment Planning activity. This will take place in early autumn 2021.
- ✓ **The fourth transnational meeting** hosted by Transfer Partner 3, which will take place in early 2022, either on site or online. Transfer Partners will bring their draft Investment Plans to this session for a peer review activity designed and led by the Lead Expert. The meeting will also enable a bilateral exchange on transfer between the UIA city and ULG from Transfer Partner city 3.
- ✓ **URBACT and UIA will convene a webinar** for all networks in early spring 2022 to exchange emerging messages from the Investment Planning Process.

## Stage 3: Preparing for re-use

This final stage takes place between June and September 2022. It will comprise:

**A final transnational meeting** hosted by the UIA city which will have two components. The first will be a closed session for partners where the focus will be on reviewing the final Investment Plans, as well as some Lead Partner reflections on their Springboard Plan. The second will be an open session with a focus on sharing network results and lessons, aimed at an external audience of cities and wider urban stakeholders. This second session will ideally involve holders of targeted financial resources, such as Managing Authorities and relevant national ministries. These stakeholders should have had a role in – and at least an awareness of the project, and the National URBACT Points can play a key role in brokering these links and in this final event.

### 2.1.2. YOUR "TAILOR MADE" EXCHANGE & LEARNING ACTIVITIES

Past URBACT experience indicates that a detailed methodological approach to structuring and organising transnational exchange and learning is key to a successful URBACT network. As transnational exchange is, by definition, collaboration between

languages, learning styles, culture, governance models, a clearly defined framework is vital. The Lead Partner and Lead Expert will determine the detailed methodology for the transnational activities and all partners should have a role in the design process.

Given the range and diversity of UIA Transfer Mechanism Pilot Networks, there is no single preferred methodological approach to the transnational element. URBACT does not adopt a prescriptive approach and welcomes innovative models. The most important thing is that the methodology proposed is realistic, clearly explained and has a logical rationale. It should also take into account the policy issues addressed as well as the needs and the experience of all partners. In addition, the methodological approach should generate a continuous flow of knowledge between the transnational and the local level for the appropriate transfer of knowledge between the UIA practice holder and the Transfer cities.

## 10 reflections for effective Exchange & Learning activities

1. The number of transnational sessions is set out above. Physical sessions are likely to take place over a period of two to three days. If working online however, duration and format should differ, as we discuss in point 8 below.
2. Transnational meetings should be interactive, stimulating and enjoyable. Consequently, regardless of the methodological approach, networks are expected to think seriously about the design and delivery of transnational sessions, so that participants get maximum benefit from the experience.
3. The thematic focus of the UIA project being transferred will have an impact on the types of stakeholders that will be involved in the transnational meetings and thus on the type of activities that can be proposed during the sessions.
4. At the design stage of transnational E&L meetings, different activities can be considered. These include:
  - ✓ Inputs from a variety of expert speakers (these might be Lead Experts and/or Ad-hoc Experts working with the project, UIA delivery partners, local experts on a particular topic or guest speakers from other networks and organisations)
  - ✓ Forensic site visits (with the active involvement of local stakeholders of the hosting city)
  - ✓ Peer review exercises
  - ✓ Group problem solving
  - ✓ Structured discussions and analysis sessions using [dynamic facilitation techniques](#)
5. The local stakeholders of the hosting city should play a key role in presenting their local situation in relation to the transfer process, needs and experiences/solutions. All partners should receive some orientation material in advance, so they arrive with some understanding of the local context, even if the meeting is online.
6. Advance planning is an important part of effective transnational seminars. At the very least, this means collaboration between the Lead Expert, Lead Partner and host partner around the agenda, contributors and the logistics. In some

cases, Lead Experts have visited the host city in advance to see venues and meet the hosts. In other cases, they have organised online planning meetings in advance of the transnational seminars.

7. Even prior to the pandemic, URBACT networks were making increasing use of online tools and methods to reduce their carbon footprint. However, Covid-19 has provided a huge catalyst for the use of digital platforms which have been actively embraced by the Programme and its networks. Although face to face collaboration still offers the best basis for building trusted relationships, a growing range of activities can be conducted online and regardless of the pandemic, the future of urban collaboration is hybrid. URBACT has developed a range of resources to support this, which include the [Hints and Tips](#) materials and the [URBACT Toolbox](#).
8. Online meetings require a technical rehearsal in advance, to ensure that the digital platform and all audio and visual inputs work correctly. Speakers also welcome the opportunity to check presentations and connections in advance of their inputs.
9. 'Housekeeping' matters also need to be considered carefully. These include finance, administration and communication issues. As much as possible, it is advisable to manage these aspects of the network outside the main business of the transnational seminars. This might mean via online meetings, separate to the transnational sessions.
10. Finally, networks are using social media (in particular Twitter, Facebook, Instagram, WhatsApp, Viber, Telegram etc.) to complement their transnational activities. All networks are encouraged to establish a social media profile and these tools can be very effective to enhance the internal communication among partners as well as to promote transnational events and to engage with a wider audience in proceedings (for external communication, see section 4).

### Interesting examples of transnational Exchange & Learning activities

Given the range and diversity of URBACT networks, please note that there is no single preferred methodological approach to the transnational element. We have seen a variety of effective ones, and some examples are set out below.

The Transnational Network Meeting (TNM) gathering all partners is the most common format of the transnational E&L activity in URBACT. The following examples of TNMs illustrate different methodological approaches being used at these meetings:

- ✓ Bootcamps to immerse transfer partners in the target practice to be transferred – for example in the case of the [Beepathnet](#) network
- ✓ Hackathons as a mechanism to mobilise a wide range of diverse stakeholders in a collaborative process, utilised by the [BluAct](#) network
- ✓ Utilisation of business planning canvases (in physical and online sessions) as developed by the [ON BOARD](#) network

- ✓ Peer review processes to track and exchange progress as demonstrated by [Making Spend Matter](#)
- ✓ Transfer timeline process implemented by the [BioCanteens](#) network
- ✓ Deep Dive study visits to leading practice third party cities like the [Tech Revolution](#) network

## 2.2. PRODUCTION OF NETWORK EXCHANGE & LEARNING OUTPUTS

Capturing, organising and documenting the knowledge generated through the transnational exchange and learning activities is a key and compulsory element for all approved networks. There are two main purposes for UIA Transfer Mechanism Pilot Networks, to produce E&L outputs in relation to the transnational transfer exchange and learning process:

- ✓ Firstly, to capture and connect learning with the local level – the knowledge generated at transnational level is made available for local level activities and ULG stakeholders.
- ✓ Secondly, to share knowledge with an external audience - the knowledge generated by the network is made available to a wider audience of local, regional, national and EU-level policy makers and practitioners not directly involved in the network activities. Work Package 4 sets out different communication channels for sharing appropriate E&L outputs (see section 4.3.).

In some cases, a single E&L output can achieve both purposes, reaching both audiences (the local stakeholders at partner level and the external audience of other cities and institutions). However, in most cases networks should differentiate the output production and identify the right content and the right format for each target audience. Examples of E&L outputs produced by previous URBACT networks are provided in the related sections below.

The Lead Expert is the main person responsible for the coordination of the production of E&L outputs, through close coordination with the Lead Partner and with the active contribution of all partners and contributors to the transnational activities. Ad-hoc Experts or external experts can be commissioned to contribute to the production of thematic outputs.

### 2.2.1. CAPTURING AND CONNECTING LEARNING

The knowledge coming from the transnational level should be effectively captured,

organised and documented in order to be easily accessible to all stakeholders involved in the local co-production process. It usually includes key findings, solutions/practices analysis, ideas, and policy recommendations. The examples listed below are arranged on the basis of the purpose they shall serve.

### Outputs considered as tools (only for internal use)

An efficient and well-run network will produce tools to support effective working. This will include a range of internal working documents to ensure consistency and to create a particular culture within the network. Examples might include:

- ✓ Detailed pre and post meeting materials

Prior to a transnational meeting, the Lead Expert will design and circulate support materials to frame the event and fully prepare participants. As well as a detailed operational agenda, this will include a briefing on the host city and the sharing of session objectives and desired outputs. Participants may also be asked to prepare content related to the session in advance.

Each meeting should conclude with an assessment of its effectiveness. This can simply be in the form of a 'hot debrief' where participants collaborate on what worked well, and what did not. Results can feed into future session design. Following the session, the Lead Expert should prepare and circulate a short summary of the key points, together with any materials (presentations, hand-outs etc.) that were used.

URBACT Transfer Networks such as [ALT/BAU](#) and [Re-growCity](#) offer good examples of these.

- ✓ Progress monitoring tools

Tools that enable transfer partners to track and share progress – for example in peer review sessions – are often highly effective. Networks that adopt a modular transfer approach can use these to monitor the distance travelled by individual partners. This can trigger rich exchanges around how some partners have made more – or less – progress. Dashboards, like those developed by BluAct, perform a useful function here. So too do the modular storyboards created by BioCanteens.

- ✓ Multimedia tools that capture learning and experience

A common challenge for URBACT networks is linking transnational and local activity. Increasingly, media channels (videos, social media postings, podcasts etc.) are helping to bridge this gap. All of the URBACT Transfer Networks have videos that capture the key messages from the transnational activity. Good examples are [ON BOARD](#), [InnovaTOR](#) and [RU:RBAN](#). Other outputs designed to capture the key learning points have included games (Beepathnet and [Playful Paradigm](#)), transfer diaries (for example, RU:RBAN) and animations (for example, [ONSTAGE](#)).

## 2.2.2. SHARING KNOWLEDGE WITH EXTERNAL AUDIENCES

UIA Pilot Transfer Mechanism Networks are expected to draw lessons from their transnational E&L activities to share with urban practitioners in cities all over Europe, who could not take part in the network activities. Other cities in Europe (and beyond) are facing similar challenges to the ones you address through URBACT and they would greatly benefit from the key lessons of your transfer activities; some might even become your 'followers'. Hence, it is important to gather and share lessons learnt throughout the project life cycle, both from the transnational E&L activities and from the local level in relation to the transfer journey.

### Network outputs for external audience

The different network outputs indicated in the previous section can be used to target external audiences. The outputs for external audiences are usually organised in line with the networks' overall work plans and E&L methodology (E&L seminars, specific themes, subtopics, etc.). These will be shared based on your communication plan (please see further information in section 4).

Network E&L outputs to be produced under Work Package 2 will feed the content for external audience through specific outputs set out for Work Package 4, notably the final network report on learning.

At the programme level, URBACT and UIA will collaborate to identify capitalisation opportunities to share lessons from the pilot. These could include jointly designed capitalisation sessions on specific policy themes, or linking into externally organised events, such as the European Week or Regions and Cities (October 2021).

## 3. WORK PACKAGE 3 – The Local dimension

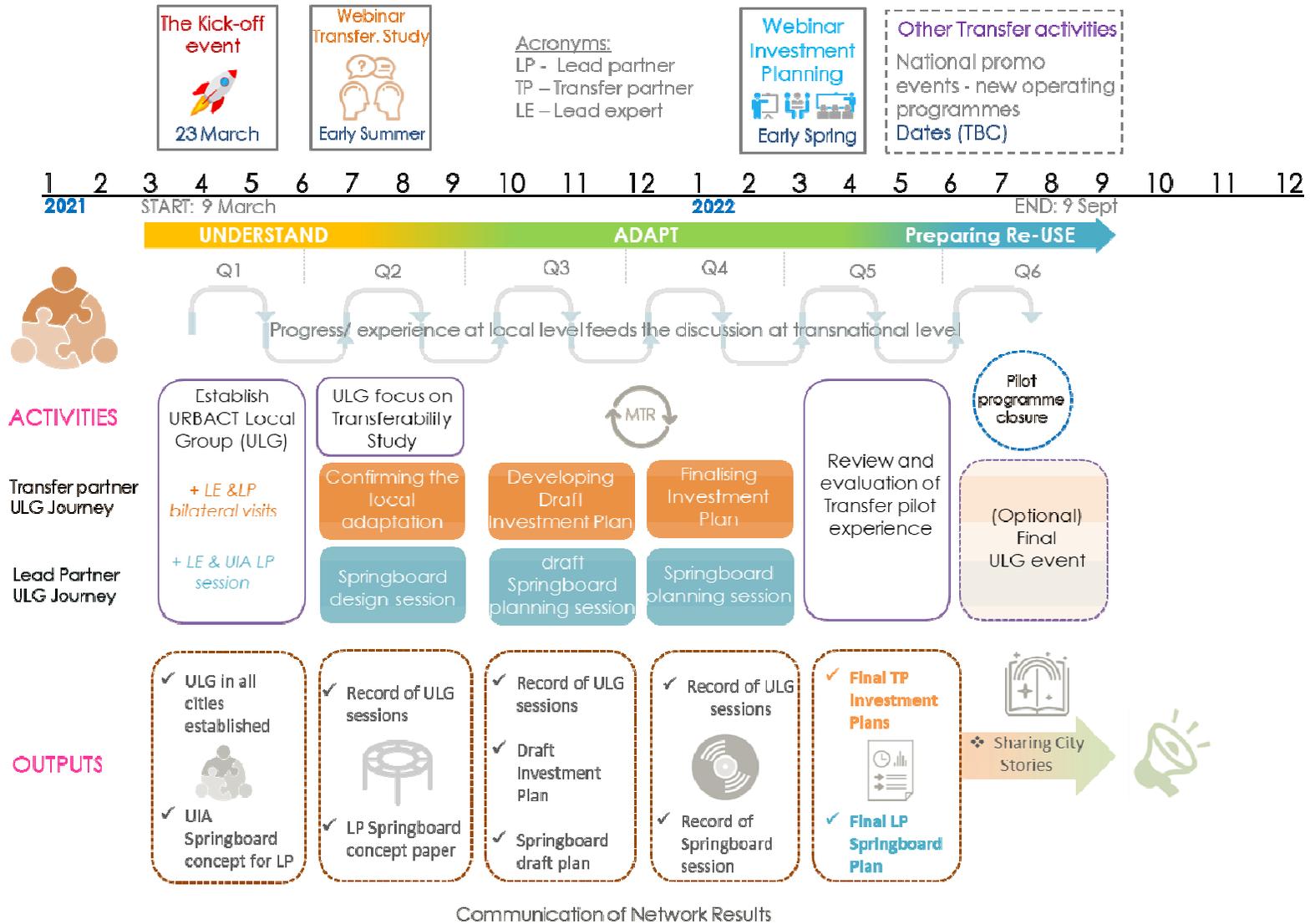


Work Package 3 focuses on the local level within the UIA Transfer Mechanism Pilot Networks. This centres around the URBACT Local Groups (ULGs), which will be established in each participating city.

In this section we will discuss the structure and operation of the ULGs. We will also consider working methods and refer readers to the range of URBACT support tools.

Finally, we will cover the outputs URBACT expects each UIA Transfer Mechanism Network partner to produce over the lifespan of the project. **For Transfer Partners this will be the Investment Plan whilst for Lead Partners it will be the UIA Springboard Plan.**

## INFOGRAPHIC: THE LOCAL DIMENSION



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## 3.1. STRUCTURE OF ULG ACTIVITY

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### What is an URBACT Local Group?

Each Network partner city must establish an URBACT Local Group (ULG). As the programme promotes multi-level participation, we expect the composition of these groups to reflect the project's thematic focus. This means that a project focusing on, say, migrant integration, will have a different stakeholder mix to one promoting jobs and skills in the local economy. Cities should think carefully about the composition of their ULG, ensuring appropriate coverage. Transfer Partners should also seek participation of their relevant Managing Authority, to promote the visibility of their investment planning work, and to ensure alignment with the new Operating Programme. The [URBACT Toolbox](#) includes tools on [identifying appropriate stakeholders](#) and [establishing the ULG](#).

Lead and Transfer Partners will all establish ULGs. In the case of Lead cities, ULG members are likely to be the delivery partners who were involved in the UIA project. An important part of their role, as we discuss later, will be to connect with peers in Transfer cities, sharing their experience and passing on their learning. The membership of the ULG in the Transfer cities will ideally mirror, as much as possible, those around the table in the UIA city, again with a view to linking peers and enriching the learning and exchange process.

### What's the role of the ULG Coordinator?

Each city will appoint a coordinator for its ULG. This key person will function as the main contact point for other partners, as well as being the pivotal link within the ULG on the ground. The ULG Coordinator will be responsible for the delivery of the city activities and outputs described below. S/he will also be the key point of contact for the [National URBACT Points](#) (NUPs), throughout the lifespan of the project. NUPs should play a key role in capitalising network activities and results, as discussed in Section 4.

The ULG/Local Project Coordinator will also act as the point of contact between the partner city and the URBACT Secretariat.

#### 3.1.1. ULG WORKING PATTERNS

### What's the format for ULG sessions?

The ULG is an active working group that will be at the heart of the UIA Transfer process in each city. It may be a group designed especially for the URBACT project, or be a relevant group that is already in place. Each ULG will be different, reflecting local structures, priorities and actors. It is expected to meet on a regular basis and to take account of the URBACT principles and tools to work efficiently and interactively. The [URBACT Toolbox](#) provides guidance around how to design and run these sessions well.

## How often should the ULGs meet?

At the start of the project, each ULG should define its working patterns. This will include regular working sessions which are often linked to the transnational meetings. For example, it can be very helpful to meet prior to a transnational meeting to prepare and ensure that the opportunity is optimised. Following the transnational sessions, it is also helpful to meet in order to share feedback and key learning points. ULGs have also found it useful to come together when key outputs are due, such as Investment Plans.

The ULG Coordinator is responsible for the organisation of the ULG working sessions.

## 3.2. ULG ACTIVITIES & OUPUTS

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This section sets out the key activities and outputs at the local level.

### 3.2.1. THE INVESTMENT PLANS

Each Transfer Partner must produce an Investment Plan at the conclusion of the project. The core content of this will be:

- ✓ a needs analysis establishing the rationale for the proposal
- ✓ a detailed description of the UIA project, including its results and evidence of impact
- ✓ a detailed outline of the adapted transfer city version of the UIA practice
- ✓ An operational workplan including risk analysis and planned actions
- ✓ Details of the partnership delivery model – including roles and responsibilities
- ✓ A schedule of activities, outputs and outcomes
- ✓ A budget with identified sources of funding
- ✓ A monitoring and evaluation framework

The development of the Investment Plan will be led by the local ULG Co-ordinator, supported by the wider local group. The Lead Expert will also assume an active role in facilitating the development of the Plan.

The initial draft Investment Plan should be seen as a working document. Its primary audiences will be the ULG members, other city stakeholders, the wider network membership and the URBACT Secretariat. The content gathered for the Transferability Study process will help inform its initial shape, and its iteration will be influenced by continual peer review with the other network partners, thus reinforcing the links between local and transnational activity. The final Investment Plan will be

aimed at internal and external fund holders and decision makers, including the relevant Managing Authority<sup>4</sup>. Early involvement of potential funders, particularly Managing Authorities, will increase the Investment Plans' prospects of success. Ideally, this should be through involving the Managing Authority in the ULG. Where this is not possible, regular dialogue with the managing Authority – and other potential funders – will be instrumental in ensuring visibility for the plan, and alignment to wider strategic priorities.

The final version of the Investment Plan will be written in both the partner's national language and English.

The final Investment Plans should be completed by September 2022.

### 3.2.2. SPRINGBOARD PLANS

A springboard is device that takes us higher. Used by high divers and gymnasts, it allows us to enhance capacities we have already worked hard to develop.

During the pilot period each Lead Partner will develop a Springboard Plan. The objective of these is to help Lead Partners build on their initial UIA project activity. Each Plan will be tailored to the UIA city's needs and priorities and each Lead Partner will determine its own set of activities, supported by the Lead Expert. The benefits from this will be in addition to others derived from leading a UIA Transfer Mechanism Pilot network. These will include:

- ✓ Enhancing the city's profile as a lead player in the network's policy area
- ✓ Gathering suggestions for improvement to their UIA model from the network's peer review activities

#### The Springboard Starting Point

The departure point for UIA cities will be an initial analysis of the current state of play in relation to their UIA project. As part of this, local stakeholders will identify priorities that can be addressed through the Springboard Planning process. These will be unique to each city. However, examples might include a focus on the project's sustainability, the development of mitigation plans in the light of Covid-19, or an aspiration to raise the city's influencing reach in relation to the policy theme.

An UIA stakeholder workshop will be designed and led by the Lead Expert, working closely with the ULG Coordinator, in early summer 2021, after completion of the Transferability Study. This will facilitate consensus on the priority objectives and also

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<sup>4</sup> *Managing Authority structures differ across Member States. For example, some have only national MAs whilst others combine these with regional versions. There are also separate ESF and ERDF Managing Authorities, as well as Intermediate Bodies which administer ITI funds. Each partner must decide which is the most appropriate decision-making body to target and involve in their work.*

generate a potential set of activities for the Lead Partner to consider and agree with the URBACT Secretariat. The initial analysis and agreed set of activities will be written up in the form of a Springboard Plan which will set out the shape of developmental work to be undertaken during the UIA transfer pilot period.

### Springboard Activities

These transfer pilots will include a modest pot of development funding to support the springboard activities of the UIA partners. This will mostly/all be in the form of expertise support, and each UIA partner will have a package around 20 days of Lead Expert support to dedicate to the execution of their plans.

Lead Partners can use these resources to support a limited number of activities within their Springboard Plans. These will be selected in consultation with the URBACT Secretariat from a menu of potential options shared with cities at the start of the pilot. Examples of potential activities will include:

- ✓ Development activity to adapt and refine aspects of the UIA project in response to the pandemic
- ✓ Peer review activity with other leading EU cities working in their policy area
- ✓ Physical or online deep dive visits to leading peer cities facing shared challenges

Although primarily aimed at Lead Partners, the Transfer Partner cities may also be invited to participate as observers in some of these activities, along the lines of the Lighthouse/Follower city model in Horizon 2020.

The springboard activities will take place in the second half of the pilot period, between September 2021 and March 2022.

### Springboard Activity Outputs

Lead Partners will produce two specific outputs from this development activity. The first will be the Springboard Plan, generated from the stakeholder workshop. The second will be a final summary of the activities undertaken and the impact achieved, to be included in the Network Final Report. Other thematic outputs will be discussed and agreed bilaterally, depending on the activities undertaken. These might include articles, and media channel outputs from activities like site visits and peer reviews.

### 3.2.3. THE (OPTIONAL) FINAL ULG EVENT

In the final stage of the pilot there will be an overall Final Network Event for each network. This could be combined with the final network meeting, as discussed above. Details of this are set out in WP4. To complement this, each city may choose to host its own local event, aimed at a city/regional audience. The purpose of this local event will be to celebrate the city's achievements, to explain how the UIA project has been adapted and to showcase and promote the Investment Plan to

key stakeholders and funders.

UIA cities may also host their own local final event, with a slightly different twist. Starting with the project, they can share their experience of customising it with other cities, underlining how it has been adapted and reused. They can also explain their springboard activities and the ways in which this has enhanced the original project. This may be a useful mechanism to reinforce the city's political support and commitment to the project.

These final local level events are optional. In some cases, it may be preferable to organise the final ULG meeting as an opportunity to share and reflect on the city experience and next steps.

### 3.2.4. THE EU, NATIONAL AND MACRO-REGIONAL TRANSFER ACTIVITY

Working closely with UIA and the European Commission, URBACT will seek to identify appropriate platforms and channels to share the experience and results of these pilots. URBACT and UIA have established a shared webinar programme, and pilot participants will be given particular attention in these, when the policy focus fits. Other potential opportunities could include high profile roles in events such as:

- ✓ The URBACT Transfer Cities Festival (scheduled in June 2021)
- ✓ The European Week of Regions and Cities (October 2021)
- ✓ National promotional events aligned with the launch of the new Operational Programmes (dates TBC). These will take place where possible, depending on the relationship with the Managing Authority and relevant national and regional bodies.

## 4. Work Package 4 - Communication



The role of communication in ensuring the success of EU-funded projects has come to the fore over the past decade. In the context of the URBACT Programme, there have been several reasons for this:

- the increased interest from the European institutions (in particular the European Commission) to demonstrate to the wider public how European funds in general are being spent;
- the need for public authorities to demonstrate (even further) the added-value of allocating resources to cooperation, in a general context of reduced public spending;
- the results-oriented approach of the programme, in particular to demonstrate the less tangible (but not less effective) results.

As a result Project Partners are required to dedicate sufficient time and resources to project communication, at all stages of the project implementation.

**Note:** We refer specifically in WP4 to communication with external stakeholders. Internal partner communication is dealt with in WP1.

'Communication' must be understood as a strategic project tool, which contributes to achieving the project's objectives. It cannot simply be an 'add-on' at the end of the project, but is embedded in the whole network lifecycle.

The 'journey' of transfer, from the UIA city to the Transfer Partner, is as important as the result of the transfer itself. Documenting and communicating the transfer process is key

That's why we recommend that you develop a communication strategy, so you can better design a set of effective and efficient actions within your **Communication Plan** (a **mandatory output**).

## 4.1. COMMUNICATION PLAN

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A communication strategy is the foundations of the Communication Plan. It is designed to help your network communicate effectively to achieve its core objectives. It provides a useful roadmap for identifying who needs to be reached, and what they need to hear, so as to ensure the project is a success. The strategy is a solution to move from where you are now to where you want to be, it is what you want to happen to achieve a specific end. It provides the overall direction of your network's objectives, which not exclusively related to communication.

A Communication Plan, on the other hand, deals with the specifics at hand. It is concrete in nature, it must fit into a schedule and you must be able to measure its progress. It is a written account of an intended future course of action, aimed at achieving a specific target within predetermined channels and timeframe. It entails a good deal of research, brainstorming, planning and refining within the partnership; but the time invested in setting up a robust Communication Plan will be repaid throughout the project's implementation.

Each network develops its own plan for ensuring that its own objectives at network level are met, in coherence with the activities planned under WP2 and 3. At the same time, networks are financed by the URBACT programme and the European Regional Development Fund (ERDF) and thus are part of a bigger picture when it comes to communicating the effectiveness of transnational learning for integrated urban development.

You are welcome to check a good example of plan from the [ON BOARD network](#). Your communication plan should cover (at least) the following main sections:

### Objectives

- What do you want to change or achieve?

Communication is goal-driven. What is it you particularly want to change with your network: to introduce a new way of working? To set up a new tool supporting entrepreneurs, etc.? Based on the specific objective of your network, you can define your communication objectives. These could be linked to raising awareness, changing behaviour or mind-set, or disseminating knowledge. In any case, objectives should be SMART – which means they are Specific, Measurable, Appropriate, Realistic and Timed. Don't fix too many objectives, and keep your ambitions realistic.

### Target audiences

- Who are you trying to reach out to? Who do you want to act?

These are the key audiences that your network needs to reach, and they each have specific needs and characteristics. Target audiences can be easily identified by developing a list of organisations and people that need to know about your network and its work. Be as specific as possible. All partners should be involved in this brainstorming! Using a tool such as the stakeholder analysis grid, prioritise the

different stakeholders according to their interest in the topic, and their ability to influence the outcome of your network. Focus attention on those in the upper right segment.

### Key messages

- What do you want to say to target groups?

Messages need to be tailored to be appropriate for different target groups: what's appealing to policymakers isn't necessarily what appeals to the citizen. At the same time, keep it simple. It is better to send a few messages from different sources at different times than try to multiply the number of messages in one go. Work on crafting a number of key messages, which can be in the form of a statement, idea or assertion:

- ✓ Eg (x) must take action on the issue of (y) otherwise (z) will happen
- ✓ Eg (x) is the problem and (y) is the solution

### Activities and channels

- What are the best ways to reach your audience?

How are you going to spread your key messages, using which channels? Some tools and channels are pre-defined by the programme for all networks: brochure, final output, events, social media (see more details in section 4.3.). Others should be selected based on their effectiveness at reaching your defined audiences. In section 2.1. you can find concrete examples of E&L outputs that can achieve that purpose.

### Time plan

Develop an indicative time plan, when the different activities will take place. Ensure that your communication activities timing is coherent with the timing of other activities in WP2 and 3.

### Budget

The budget for communication activities also needs to be planned in the application. The partners should go through all the planned activities and consider whether they are able to organise everything with their own staff or whether the expertise of an external service provider is needed. If the project chooses to contract external experts, this needs to be reflected in the 'External expertise and services' budget category. When budgeting for activities, the projects need to think about the costs of the selected activities and the benefits they bring to the project, as well as their added-value with respect to the other communication activities planned. We recommend, for example, that promotional items and giveaways be limited to communication material specifically required for reaching one of the defined target groups and objectives.

### Partners

- Who can help you reaching out? On local level, on EU level?
- What can be done by you at Lead Partner level, and what should be done by each of the network partners?

## Evaluation

Any good strategy has evaluation built-in, so that it can close the loop and help you revise future actions to get a better result. Based on your objectives, identify a few indicators that you can measure to help you assess if your communication strategy is having the desired impact. The strategy can be reviewed and revised on an on-going basis, and particularly at the Mid-term Reflection.

What you are doing is important, beneficial for your city and its citizens. It would be a shame if they didn't know about it!

## 4.2. NETWORK VISUAL IDENTITY & PUBLICITY REQUIREMENTS

You will have to develop your network's visual identity which comprises your logo and tagline. This will be showcased in most cases next to the ERDF and URBACT logos. You will benefit from the programme's wider communication and visibility and your outputs are associated with a bigger family of projects and knowledge tools. Applying URBACT's graphic identity and following publicity requirements will also keep your costs from being ineligible.

The following principles, as outlined in [EU Regulation](#) No 821/2014 must be respected at all times:

- ✓ The **URBACT logo** must be used whenever an event or an activity takes place that has been financed under this pilot action. The logos should appear on all the documents related to the event or to any other kind of publication or output – printed or digital.
- ✓ The URBACT logo must be used ALWAYS together with the **ERDF logo** (EU logo with European Regional Development Fund mention below) on FIRST pages of any communication document produced at network or partner level (publications, posters, agendas of events etc.).
- ✓ On one given document, no other logo must be bigger than the ERDF one, which should always be used in colour
- ✓ All Transfer Partners have to publish information about the network **on their institutional website**. This should include a short description of the network, its aims and expected results, partnership details, and highlight the financial support from the European Union through the use of the URBACT& ERDF logos. A link to your network page on the URBACT website should be added to the information available once the pages will have been created
- ✓ Each Transfer Partner has to place at least **one poster** (minimum size A3) with information about the network, including the financial support from the ERDF, at a location readily visible to the public.

In addition to observing the aforementioned publicity requirements, make sure branding is consistent across all your outputs. You can even develop your own templates (PowerPoint presentations, word templates etc.).

You can find the URBACT and ERDF logos [here](#). To help you apply URBACT's graphic identity principles accurately, we have developed specific [guidelines](#).

### 4.3. COMMUNICATION OUTPUTS

As a UIA Transfer Mechanism Pilot Network, you are required to produce a certain number of communication outputs which are part of your compulsory activities under WP4. Communication outputs are key to:

- showcase the work of the network
- testify Transfer Partners' and the network learning journey
- share solutions to the common challenges identified with other cities
- present key findings to a wider European audience of decision makers and funders
- demonstrate the importance and added value of transnational working in a European context

#### 4.3.1. A COMMUNICATION KIT FOR EACH PARTNER

A first task after approval, each network partner should have access to a standardised communication kit designed to help the cities communicate in a similar, consistent way about the network. The communication kit shall be produced by the network communication officer and then sent electronically to all partners for translation. The kit should include the following information and material for the promotion of the network:

- ✓ the [A3 poster](#) with information about the project, which must be hung in the partner's institutional building
- ✓ a [press release](#) that must be published in all partner's institutional websites, it can be either in English or in native language
- ✓ your network's [boilerplate](#) (less than a 100-word description) and URBACT's that can be used anywhere a short description of your network is required (at the end of a press release, on the back of a publication etc.)

#### 4.3.2. COMMUNICATING OTHER WORK PACKAGES' OUTPUTS

The best way to testify your work and the distinctive journeys and different perspectives from partners is to share with an external, non-specialist, European audience the most relevant content from the network. These outputs should be made available through mandatory channels (your network webpage on the URBACT website) and other channels, like via your social media and network newsletter. You are welcome to use the social channels that fit best your needs and target audiences (see more in section 4.3.4). The Communication Officer is

responsible for identifying the most relevant content and for publicising them throughout the network's lifespan.

### 4.3.3. YOUR NETWORK PAGE ON THE URBACT WEBSITE

The URBACT website [urbact.eu](http://urbact.eu) is the programme's main communication channel. It receives over 20 000 unique visitors a month which makes it a powerful tool for exposure. In order to avoid duplication of information and to drive as much as possible all traffic to the URBACT website, **no other digital platform should be used at the same time as your network page to showcase the work done.**

Each network will have its own dedicated page on the website with a specific URL. The pages will be set up by URBACT, like this page [here](#). From that moment on, the Communication Officer will be given direct access to the website to manage the webpage as soon as the networks are approved. Specific training will be provided to the Communication Officers of the successful networks.

The network page should present the latest updates, activities of the network as well as Transfer Partners' journeys and outputs. The Communication Officer is asked to **update the webpage and publish at least 6 articles**, which means 2 pieces per stage (Understanding, Adapting and Preparing to Re-use). In addition to these articles, the Lead Expert will be commissioned to write an introductory piece.

Please read carefully the [URBACT guide – Writing on Integrated Urban Development](#), which is the reference document whenever you will be drafting content for URBACT. If you have any doubt on how to use the URBACT website, refer to the [User manual for networks](#).

### 4.3.4. SOCIAL MEDIA CHANNELS

You are free to use digital channels you deem most appropriate to reach out to your network's target audiences. Those include but are not limited to: Twitter, Facebook, LinkedIn, YouTube, Flickr, Instagram and newsletter. Only use the channels that you are confident you can manage – out-dated social media accounts are worse than no account at all!

Content published on your network page on the URBACT website are great materials to feed your social media activity. Here are examples of social media accounts run by URBACT III Transfer Networks:

- Twitter: @Tech\_RevEU
- Facebook: facebook.com/BeePathNet/
- [Instagram: @BluActNetwork](#)

Have a look at the [guide](#) we have developed to help you make the most of your Twitter account. If you decide to send electronic newsletters, please give preference to use English, but they can be translated in partners' languages. A newsletter should inform your target audiences about the network's updates and partners' activities. Make sure your contact list includes the URBACT Secretariat ([communication@urbact.eu](mailto:communication@urbact.eu)), all network partners and target groups (both at local, national and European levels) and is regularly updated.

## 4.4. COMMUNICATING YOUR RESULTS AND INVESTMENT PLAN

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Towards the end of your network journey it is essential that the work carried out at local level is shared with key internal and external stakeholders. There are a number of ways to support this activity:

### 4.4.1. THE NETWORK FINAL REPORT

The network Final Report should focus on what the Transfer Partners have learnt in this process. It is the Lead Expert who is responsible for its production. There is no predefined format for the network results report but the objective is to document the network journey, including activities and results. The audience will be urban policy makers and practitioners interested in the lessons from these pilots.

This output should include the following elements which are considered of interest for other cities:

- ✓ Introducing the UIA project and the network partners in their diversity
- ✓ Demonstrating the added value of working in a transnational URBACT network to develop an Investment Plan
- ✓ Presenting the highlights and challenges of the journey and the main learning from partners
- ✓ Suggesting next steps for the network partners in terms of implementation of the Investment Plans

### 4.4.2. THE NETWORK FINAL EVENT

The network final event comes as conclusion to your network as you are reaching the end of your journey. The network final event should present the network's key findings to all your target audiences (as identified in the Communication Plan). It is expected to highlight the partner cities' different perspectives and showcase the potential for implementation of the Investment Plans.

The network final event should take place before the end of the network in September 2022. Please consult the [Events guide](#) for advice on how to organise successful events and well communicate on them. This will be the ideal platform for the network final report.

#### Optional national or regional level event/s

National/Regional Events will support the Transfer cities in their aim to share their investment plan ideas with the important players at national and regional level. These events can be facilitated by URBACT and by the [National URBACT Points](#), if necessary. Such national or regional events should be well prepared in order to pitch strong projects to Managing Authorities or other funders.

Ideas for how best to organise these events will be developed with the partners in the later stages of the network.



TABLE: SUMMARY OF COMMUNICATION OUTPUTS

Output	Produced by	Purpose	Primary Audiences	Stage
<b>Communication Plan</b>	Network Communication Officer	Layout the communication objectives, target audiences, messages and channels for the network and partners	Internal working document	Understanding
<b>Communication Kit</b> (A3 poster, a press release, network boilerplate)	Network Communication Officer + All partners (translation)	Provide all partners with the same information and material for the promotion of the network	For the use of all network partners to communicate to an external (local and national) audience	Understanding
<b>Network webpage</b> on the URBACT website	Updated by Network Communication Officer based on all partners' contributions	Provide a general presentation of the network and frequent updates to an international, non-specialist audience	Local, national and international, non-specialist audience	Understanding (Lead Expert's articles + 2 articles) Adapting (2 articles) Preparing to Re-use (2 articles)
<b>Digital channels</b> (social media and newsletters)	Network Communication Officer based on all partners' contributions	Promote the network's and partners' updates/activities	Local, national and international	Understanding Adapting Preparing to Re-use
<b>Network Final Report</b>	Lead Expert	Share the network and cities' learning	International	Preparing to Re-use
<b>Network final event</b>	All partners	Share the network's journey and learning	International	Preparing to Re-use
<b>Local and regional events</b>	Transfer Partners	Share the Investment Plans and lookout to networking and funding opportunities	Regional and national (Managing Authorities)	Preparing to Re-use

## CONCLUSION

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This guide to UIA Transfer Mechanism Pilot Networks is a comprehensive summary of all the activities you should expect to undertake during the 18 month period. The different chapters are organised around the compulsory actions under each Work Package.

It is, however, only a guide – you are encouraged to innovate and develop new ideas and tools whilst maintaining a coherent and logical transfer methodology.

Please address all questions to [uiatm@urbact.eu](mailto:uiatm@urbact.eu)

## ANNEX: SUMMARY OF ALL NETWORK OUTPUTS

Every UIA Transfer Mechanism Pilot Network project will need to indicate and describe (In the Application form through SYNERGIE-CTE) a specific number of Network outputs (deliverables) which will be the reference framework for project's work plans and for building the Network's budget.

The table below shows the compulsory and binding outputs to be produced by the Network:

As required in SYNERGIE-CTE			Summarised from different chapters in the Guide		
WP	Type of deliverable	Quantity	Primary Audience	Deadline/frequency	Who is responsible
1	<b>Coordination meetings</b> (Virtual and physical)	X nb per network	/	Network defined	Lead Partner
1	<b>Mid Term Review</b> (Including Transfer State report)	1 per Network	Internal	After Mid-Point reflection – in Month 9	Lead Partner (with PP and LE input)
2	<b>Transnational Network meetings</b>	5 per Network	Internal	One in each quarter (5/6 quarters)	Lead Experts (with Partners inputs)
2	<b>Meeting Summaries</b>	4 per Network	Internal and External	After each network meeting	Lead Expert (with Lead Partner input)
2	<b>Other “tailor made” Exchange and learning outputs</b> (Different types)	X nb per Network	Internal and external	Related to transnational activities	Lead Expert (with Lead Partner input)
2	<b>Articles reflecting network exchange and learning</b>	2 per Network	External	First in quarter 1, second in quarter 3	Lead Expert (with Lead Partner input)
3	<b>URBACT Local Groups (ULG)</b>	1 per partner	/	Within first quarter	All partners
3	<b>Records of ULG sessions</b> (including optional Final ULG event)	At least 5 per partner	Internal and external	Network/partner defined (suggested before/after each Network meeting)	All partners
3	<b>Investment Plans</b>	1 per Transfer Partner	Internal (external)	By September 2022	Transfer Partners (with LE input)
3	<b>Springboard Plan</b>	1 by Lead partner	Internal (external)	By September 2022	Lead partner (with LE input)
4	<b>Communication plan</b>	1 per Network	Internal (External)	Completed by Month 3 (can be revised in month 12)	Lead Partner (with LE and PP inputs)
4	<b>Communication kit</b>	1 per Network	Internal (External)	By month 3	Lead Partner
4	<b>URBACT Network page updates</b> (using content/ outputs from work packages 2 and 3)	1 per Network	External	Once per month during network lifespan (24 updates in total)	Lead Partner (with LE and PP inputs)
4	<b>Digital channels</b> (social media and newsletters)	X nb per Network	External	Network defined based on Communication Plan	Lead Partner
4	<b>Final network report</b>	1 per Network	Internal and External	Ready for final network event	Lead Expert (with Lead Partner input)
4	<b>Network Final Event</b>	1 per Network	External	Organised back to back with final network meeting (In quarter 5 or 6)	All partners and experts



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