



## URBACT III — GUIDANCE DOCUMENT FOR URBACT NETWORKS

# TRANSFER ROADMAPS

## A GUIDE FOR THE SECOND WAVE TRANSFER NETWORKS

1. INTRODUCTION	2
2. WHAT IS THE PURPOSE OF THE TRANSFER ROADMAP?	2
3. WHO IS THE AUDIENCE?	2
4. WHAT IS THE FORMAT OF THE ROADMAP?	2
5. WHAT IS THE PRODUCTION PROCESS?	3
6. WHAT ARE THE KEY MILESTONES RELATING TO THE TRANSFER ROADMAPS?	3
7. WHAT LANGUAGE IS THE TRANSFER ROADMAP IN?	3
ANNEX — TEMPLATE FOR THE TRANSFER ROADMAP	4

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## 1. INTRODUCTION

Each transfer partner in the URBACT Transfer Network Second Wave will produce a Transfer Roadmap. This guide aims to support partners to do this. It should be read alongside the Roadmap template which provides complementary information.

## 2. WHAT IS THE PURPOSE OF THE TRANSFER ROADMAP?

The Transfer Roadmap is the first output that transfer partners will produce. It will introduce the partner city with a brief profile, as well as identifying its assets and barriers in relation to the process of adaptation and transfer.

The Roadmap will briefly set out the target good practice and the proposed network transfer methodology. It will also include details of how the partner will contribute to that network activity at the local and transnational levels. Finally, it provides an opportunity for the partner to forecast their achievements at the end of the 18-month period.

The production of the Roadmap will provide a focus for the initial stage of local partner activity. Beyond that it will function as a baseline for each partner's network role, and a resource for transnational exchange and learning.

Finally, the Roadmap will generate useful content that will be included in the final Transfer Report produced by each transfer partner at the end of the project.

## 3. WHO IS THE AUDIENCE?

The Transfer Roadmap has multiple audiences. The first includes local stakeholders and decision-makers who might be part of the production process (i.e., through their ULG role) or because they have an interest in the policy area. The second includes wider transnational partnership. The local intelligence it contains will be of great interest to all network partners and can provide the basis for transnational meeting activities such as peer reviews.

The third includes the URBACT Secretariat and the wider URBACT community. The Roadmap provides a useful initial indicator of city's starting point and transfer potential. As such it will be of interest to the Secretariat and to others, for example the National URBACT Points (NUPs) who follow the programme activity of their cities closely.

Finally, these documents will attract the attention of the wider urban policy community, and they will be accessible via the network's website.

## 4. WHAT IS THE FORMAT OF THE ROADMAP?

**There is no single Roadmap format.** Although URBACT provides a template, this is simply a guide, rather than a structure to be slavishly followed. However, as the

overall objective is to provide a document that tracks each city's starting point and potential transfer, we would expect to see:

- City profile and policy context
- Details of the URBACT Good Practice
- Assessment of the city's starting point
- Description of the network transfer model and the partner's role
- A forecast of each partner's potential achievements

Partners are also encouraged to optimise the use of visual elements, such as infographics, to present their content effectively.

## 5. WHAT IS THE PRODUCTION PROCESS?

URBACT places great importance on the collaborative approach. Each network partner has an URBACT Local Group (ULG) to support work at the local level. Led by the ULG Coordinator, they should be in the driving seat for the production of the Roadmap. The Lead Expert and Lead Partner have a supporting role to play, but the primary responsibility for these outputs sits at the local level.

The Roadmap provides a purpose and focal point for the ULG's initial activity. It is an opportunity to mobilise the different talents across the city and a chance to allow stakeholders to play to their strengths. For example, they might bring very specific knowledge and experience to build upon, depending on the network focus.

An effective ULG will combine skillsets alongside the knowledge of when and how to best apply them. URBACT has a wealth of resources to support this local activity, which can be found in the URBACT [Toolbox](#).

## 6. WHAT ARE THE KEY MILESTONES RELATING TO THE TRANSFER ROADMAPS?

Each transfer partner must provide the final version of its Roadmap by 31st October 2021.

## 7. WHAT LANGUAGE IS THE TRANSFER ROADMAP IN?

The Transfer Roadmaps will be produced in English, although partners may also offer a full translation (or an executive summary) in their home language to facilitate local use.

## ANNEX — TEMPLATE FOR THE TRANSFER ROADMAP



***NAME OF YOUR NETWORK***

**Transfer Roadmap**

***in NAME OF YOUR CITY***

## TABLE OF CONTENTS

<b>SECTION 1: INTRODUCTION AND POLICY CONTEXT</b>	<b>6</b>
1.1: INTRODUCTION AND CITY PROFILE	6
1.2: NEEDS ANALYSIS IN THE TERRITORIAL CONTEXT	6
<b>SECTION 2: THE URBACT GOOD PRACTICE</b>	<b>6</b>
2.1: THE GOOD PRACTICE IN SUMMARY	6
<b>SECTION 3: OUR STARTING POINT</b>	<b>7</b>
3.1: THE LOCAL CHALLENGE AND HOW WE HAVE ADDRESSED IT	7
3.2: OUR MOTIVATION	7
3.3: OUR ASSETS AND BARRIERS	7
<b>SECTION 4: OUR NETWORK TRANSFER MODEL</b>	<b>8</b>
4.1: THE NETWORK METHODOLOGY	8
4.2: OUR LOCAL LEVEL ACTIVITY	8
4.3: OUR ROLE IN THE TRANSNATIONAL LEVEL ACTIVITY	8
<b>SECTION 5: THE SCALE OF OUR AMBITION</b>	<b>9</b>
5.1: OUR ASPIRATION	9
5.2: RISK ASSESSMENT	9

## SECTION 1: Introduction and policy context

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### 1.1: INTRODUCTION AND CITY PROFILE

This section should include a short introduction to the transfer Roadmap. It should also provide some brief information (location, distinctive features etc.) and key metrics (e.g. population size plus any data relevant to the network theme) relating to the partner city.

### 1.2: NEEDS ANALYSIS IN THE TERRITORIAL CONTEXT

This section should include the following summary information:

- The thematic policy challenge being addressed by the network
- The scale and profile of the policy challenge at relevant territorial levels<sup>1</sup>

## SECTION 2: The URBACT Good Practice

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### 2.1: THE GOOD PRACTICE IN SUMMARY

This section should include:

- A brief overview of the good practice including
- Development of the Good Practice since the first Transfer Network
- The Good Practice's potential for transfer<sup>2</sup>

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<sup>1</sup> As well as the city level, this should relate to the territorial coverage of any potential future funding agencies, which may be regional or national.

<sup>2</sup> The focus here might be on the modular components of the GP or some key lessons from the first wave of Transfer Networks

## SECTION 3: Our starting Point

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### 3.1: THE LOCAL CHALLENGE AND HOW WE HAVE ADDRESSED IT

This section should link with Section 1.2, explaining how the policy challenge looks at the local level, drawing upon available evidence and data. Here, you can also briefly describe any previous or related activity undertaken to address this challenge.

### 3.2: OUR MOTIVATION

This section should set out the reasons for your city's involvement in the network. If this is your first time in an URBACT network, set out the motivation behind your participation and what you hope to gain from it. If you have been in URBACT before, explain how you plan to build on this.

### 3.3: OUR ASSETS AND BARRIERS

This section should include:

- The local assets that you can build upon which could include:
  - Organisations willing to participate and add value
  - Political support
  - Resources (including funding and people)
  - Facilities (buildings, equipment, innovation spaces etc.)
  - Existing collaborative governance bodies
  - Experience in transnational working
- Any specific challenges or weaknesses that might limit your progress

## SECTION 4: Our Network transfer model

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### 4.1: THE NETWORK METHODOLOGY

This section should briefly set out the network's core methodology over its 18-month lifespan.

The inclusion of an infographic is encouraged to communicate the key milestones and activities clearly.

### 4.2: OUR LOCAL LEVEL ACTIVITY

This section should focus on the establishment and functioning of your URBACT Local Group (ULG). It should include:

- An explanation of how the URBACT principle of multi-stakeholder participation is embedded in your approach
- Details of the stakeholders involved in the project<sup>3</sup>
- Description of their roles and responsibilities, including the ULG coordination function<sup>4</sup>
- An overview of the ULG working schedule and approach

### 4.3: OUR ROLE IN THE TRANSNATIONAL LEVEL ACTIVITY

This section provides the chance to explain your city's role in the network's transnational activity. You might use it to:

- Highlight specific tasks your city has (for example hosting a TN meeting either physically or online)
- Identify specific elements of the good practice of interest to your city that will be addressed in particular TN meetings
- Explain what steps you will take to ensure links between network activity at the local and transnational level

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<sup>3</sup> URBACT's resources on [Engaging Stakeholders](#) can support you here

<sup>4</sup> The URBACT Guide [How to set up and run a multi-stakeholder group](#) can support you here



## SECTION 5: The scale of our ambition

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### 5.1: OUR ASPIRATION

This final section provides an opportunity to dream of success! Over the course of the next 18 months, how far can you take the transfer process? Perhaps your network has established a minimum modular transfer for all partners. In other cases the approach may be carte-blanche, with partners negotiating their own targets bilaterally. Whatever your model, this is where you can set out the progress you hope to make in relation to adaptation transfer.

This section could include:

- Modules of the good practice that will be adapted for local use
- Changes that you might make locally to help accommodate good practice modules
- Good practice modules that will be implemented

### 5.2: RISK ASSESSMENT

This section should refer to the risks in the coming 18 months which might affect your plans. We would expect reference to the pandemic and the ongoing travel restrictions, but you might also identify local factors that might have an influence over your proposed activities.

You might structure this section as a table or use visuals to make it easy for the reader to absorb.