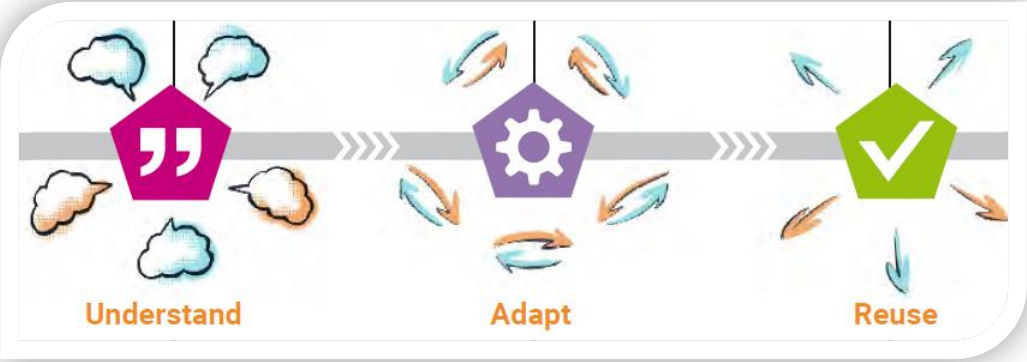
URBACT III

Guide to Transfer Networks
SECOND WAVE

PILOT



March 2021

THE STARTER

This guide provides Lead Partners and Lead Experts of Transfer Networks with the understanding of the activities to be designed and undertaken for the Transfer Network - Second Wave project proposals.

The Transfer Networks - Second Wave will kick off in June 2021 and be completed by December 2022. The 18-month long transfer activities will follow the URBACT transfer stages. These will be structured around 6 quarters:

- UNDERSTAND – Quarter 1 (June – September 2021)
- ADAPT/ REUSE – Quarters 2 – 5 (October 2021 – September 2022)
- FINALE – Quarter 6 (October – December 2022)

The first chapter of this guide provides an overview of the transfer journey with the related activities and milestones. Each of the 6 quarters includes a defined set of essential transfer activities and the expected outputs.

Network activities are composed of several dimensions. These are structured within 4 Work Packages:

- 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 chapter of the guide explains the nature of a specific work package and provides details of the set of activities and outputs expected in the project proposals.

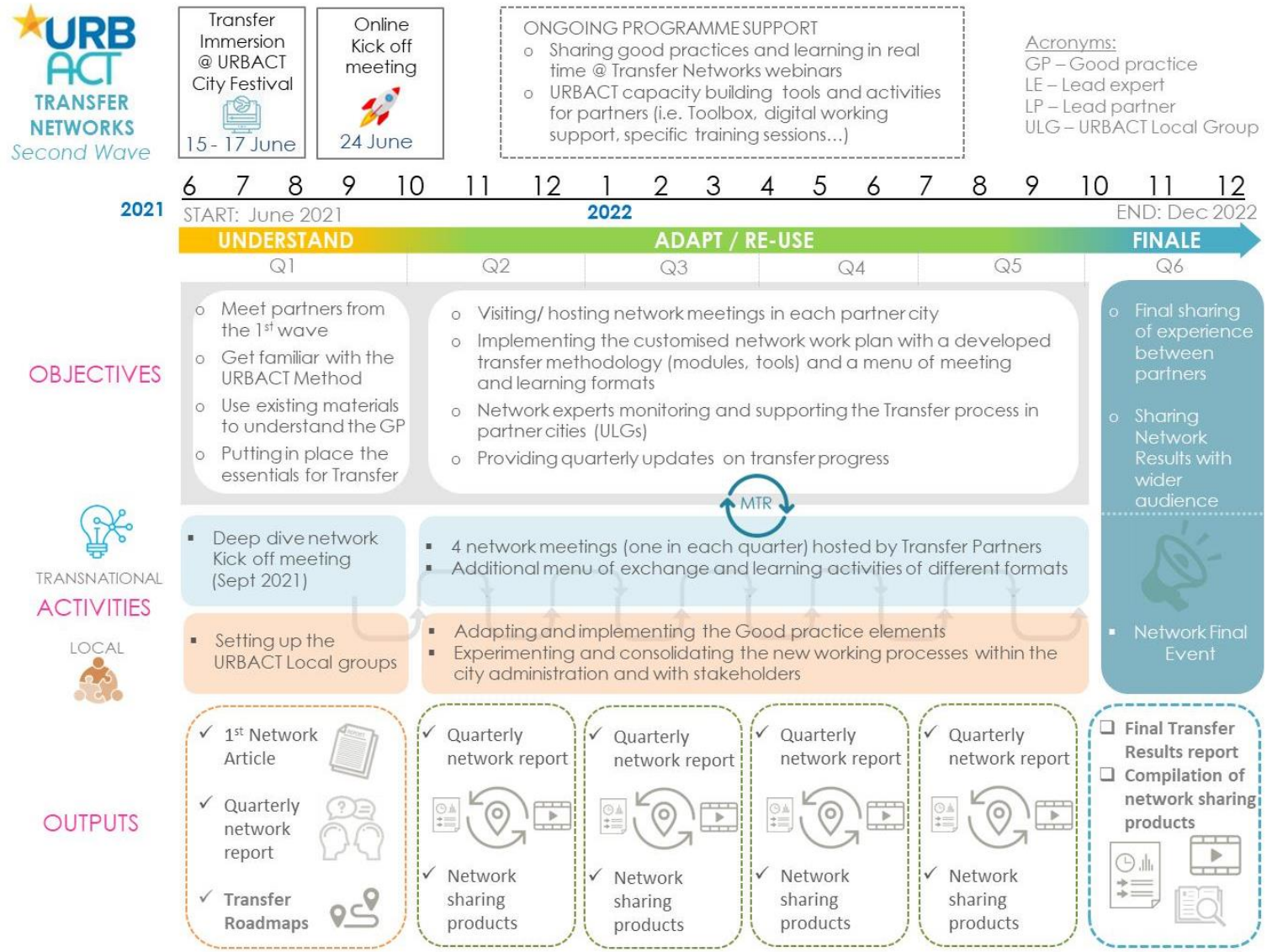
The activities and outputs of the different stages (quarters) of the transfer journey will be organised as compulsory deliverables of specific work packages. The Summary tables of compulsory deliverables are provided at the end of each work package chapter. All deliverables are summarised in the annex of the guide.

Finally, this guide is equipped with examples and tips that aim to provide you with a clear understanding of what is required together with concrete ideas for high quality Transfer Network Second Wave proposals.

We wish you good luck!

The URBACT Team

INFOGRAPHIC: OVERVIEW OF THE TRANSFER JOURNEY



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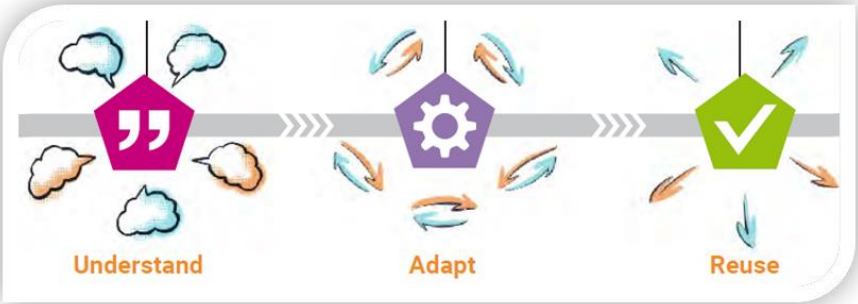
0. OVERVIEW – Transfer Networks Second Wave Journey



This chapter provides an overview of the network transfer journey, the related activities and milestones. The programme's capacity building and capitalisation activities are an integral part of the learning journey.

UNDERSTAND – QUARTER 1 (JUNE – SEPT 2021)

The Transfer Networks Second Wave will kick off in June 2021 and be completed by December 2022. It is envisaged that the entire process will start over the summer months with a series of online, bi-lateral and transnational exchanges involving the Good Practice city, the previous partners and the new partners. **The URBACT City Festival (15 – 17 June)** will provide an ideal space to broker an exchange between the original and the new network partners. Shortly after, URBACT will host **the online kick off meeting (24 June 2021)** for these new networks before **a deep dive network kick off meeting in September 2021** led by the Lead Partner - good practice city.

Each deep dive network kick-off meeting will present the transfer methodology, the tools to be used, as well as the expectations in terms of objectives and outputs for the networks. It will be the opportunity for the Good Practice city to show what they have achieved and to share the lessons and results from the first Transfer Network. It will also provide an opportunity for the city partners to see the practice in action and consider the adaptations necessary in preparation for the design of their individual Transfer Roadmaps in autumn 2021. The Lead partners will have an opportunity to develop the sustainability plan for their good practice.

The main deliverables will include:

- ✓ Series of online, bi-lateral and transnational exchanges
- ✓ The network deep dive Kick off meeting led by the Good Practice city (Sept 2021)
- ✓ Transfer Roadmaps (1 per transfer partner by autumn 2021)
- ✓ Establishment of URBACT Local Groups (1 per partner)
- ✓ Quarterly network report (Produced by the Lead expert)
- ✓ 1st Network article (Produced by the Lead expert)

ADAPT/ REUSE – QUARTERS 2 – 5 (OCT 2021 – SEPT 2022)

Each network will design a customised network work plan with a developed transfer methodology (modules, tools) and a menu of meeting and learning formats. The schedule assumes at least 4 transnational exchange and learning meetings for each network (minimum 1 per quarter). Each meeting will be hosted by one of the partners. Regular 'check-in' sessions should be arranged online between the core exchange and learning meetings.

At local level partners will be adapting and implementing the Good practice elements within respective URBACT Local groups. Experimenting and consolidating the new working processes within the city administration and with stakeholders will be crucial.

Main deliverables will include:

- ✓ 4 core transnational exchange and learning meetings (at least 1 per quarter)
- ✓ A menu of additional exchange and learning activities of different formats (to be defined by the network)
- ✓ Quarterly network reports (Produced by the Lead expert)

- ✓ A set of network sharing products (per quarter) that capture the learning from all cities involved in the Transfer Network in relation to the Good Practice transferred, including improvements to enhance the practice and recommendations for cities outside the partnership (to be defined by the network).
- ✓ Quarterly URBACT webpage updates

FINALE – QUARTER 6 (OCT 2022 – DEC 2022)

A final network event will be scheduled for the end of 2022, which will be used to draw out the main findings and results of the transfer. It will include a final sharing of experience between partners as well as an opportunity to share the network results with a wider audience. The first will be a closed session for partners where the focus will be on reviewing partners' transfer results, as well as Lead Partner reflections on their Sustainability 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. The National URBACT Points can play a key role in brokering these links and in this final event.

Each city may choose to host its own local event, aimed at a city/regional audience The purpose of this optional local event will be to celebrate the city's achievements, to explain how the Good Practice has been adapted and reused and to share the key learning points.

The main deliverables will include:

- ✓ A final Network Event (back to back with Final Network meeting)
- ✓ A final Network Results Product
- ✓ A compilation of network sharing products (produced throughout the journey)
- ✓ Final transfer report capturing key learning points from the transfer experience (produced by each partner)
- ✓ The optional final (ULG) event

PROGRAMME ACTIVITIES

■ CAPACITY BUILDING SUPPORT

The objective of Capacity Building activities is for all urban stakeholders to increase their knowledge and capacities in relation to integrated approaches to sustainable urban development, in order to operate in a more effective and efficient manner. Urban practitioners are considered as change agents: it is expected that through the development of their individual skills and knowledge, enhanced institutional capacity and better policy will be achieved.

Four main areas related to the URBACT Method will be tackled within Programme-level Capacity-Building actions:

- Integrated Approach
- Participatory action-planning
- Project management and delivery
- Sustainable urban development and policies

The support provided by the Programme in terms of capacity-Building may take different forms and be provided through:

- ✓ **Guidance and Tools**, available for instance via the URBACT Online Toolbox
- ✓ **Webinars** and other similar online actions
- ✓ **URBACT Universities** which are large transnational training events
- ✓ **URBACT Campuses** which are trainings delivered at national level
- ✓ **Ad-hoc training** dedicated to specific target audiences such as Lead Partners –Lead Experts meetings with the URBACT team

The URBACT programme has established a reputation as a front-runner in online urban collaboration. As well as running the first URBACT e-University in autumn 2020, it has developed a suite of support tools around digital working. This includes a Hints and Tips resource and a suite of visual outputs providing guidance and support. Online peer exchange, between both cities and experts, provides a valuable community resource for all URBACT networks. The programme also has a new digital Toolbox to support network activity. All of these resources will be available to the Transfer Network Second wave cities.

In addition, URBACT has developed an effective Transfer Network webinar format. The main benefits have been to share good practices and learning in real time between the networks, as well as building a sense of community. For this second wave of Transfer Networks, the Programme will provide a package of dedicated capacity-building support through digital channels. This will include webinars and other formats, drawing upon the experience of Lead Partners, Lead Experts and others.

The first wave of Transfer Networks had to adapt to online working in response to the COVID19 pandemic. Beyond this, hybrid working is likely to become the norm, and Second Wave networks will be expected to fully embrace the digital dimension. This will mean making full use of available tools and exploring news ways to harness them for effective transnational collaboration.

CAPITALISATION AND DISSEMINATION

Capitalisation and dissemination aims to ensure that practitioners and decision-makers at all levels (EU, national, regional and local) have increased access to URBACT thematic knowledge and share know-how on all aspects of sustainable urban development in order to improve urban policies. To achieve this aim, the programme operates three main areas of activities:

- Produce and disseminate thematic knowledge from the ground (from URBACT networks). Previous network capitalisation outputs include

Techplace, (Re)making the City.

- Influence policy at national and EU levels. Programme-led initiatives around gender equality, housing & homelessness, and renewing the Leipzig Charter are relevant examples.
- Establish urbact.eu as a knowledge hub on thematic urban development issues: recent Knowledge Hub pages cover topics like Food, Housing and Strategic Procurement.

urbact.eu

What is the URBACT Knowledge Hub?

The URBACT Knowledge Hub brings together all the thematic outputs produced with the aim of ensuring the uptake of knowledge and know-how regarding sustainable urban development for all **practitioners** and **decision-makers**.

It contains the **on-line and printed content** produced by the programme **since its beginning.**

Across the programme, networks can draw upon a range of knowledge and expertise in relation to this aspect of their work.

URBACT has a team of Thematic Programme Experts (TPEs) whose role is to support networks around specific policy themes. They are responsible for, among other things:

- ✓ Following Action Planning Networks focusing on a policy challenge that fall into their areas of expertise, gathering their input and producing thematic knowledge to share at network level
- ✓ Accompanying networks that have been identified with the potential to build on their learning to make policy recommendations at EU level, more particularly through the Partnerships of the Urban Agenda for the EU

The TPEs are joined by two Tools and Methods Programme Experts. They each support the network types (Eddy Adams on Transfer Networks and Sally Kneeshaw on Action Planning Networks) and support the programme's capacity building activities. Details are set out in the table below.

Thematic experts	**Area of expertise***
Marcelline Bonneau	Economy, Environment
Laura Colini	Inclusion
Ivan Tosics	Physical urban development
Tools and Methods Experts	
Eddy Adams	Capacity Building focus on transfer
Sally Kneeshaw	Capacity Building focus on action-planning
*All thematic experts are also following 'Governance' issues	

National URBACT Points[1] are responsible, among other things, for:

- ✓ Disseminating the network results to urban practitioners and policy-makers at local, regional, national level, especially outside the URBACT community
- ✓ Enhancing the dialogue between network partners and national level on specific policy issues

Finally, the URBACT Secretariat will flag opportunities for you, for example by inviting you to webinars and events, to respond to relevant EU consultations, or to take part in ongoing programme capitalisation actions.

[1] *All contacts available* here.

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 (Written Procedure to be launched at latest by 31st May 2021 for a decision mid-June latest) all Lead and Project Partners shall comply with activities, outputs and budget included in the project Application Form.

The URBACT Joint Secretariat should 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 will be provided by the Managing Authority, signed and sent to the Lead Partner for counter-signature by 15th of July.

✓ **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 will then be sent to all partners for signature. The signed scanned version shall be submitted to the URBACT Secretariat by end of September 2021.

The Joint Convention will 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 must identify a qualified project coordinator[2] who should remain the same person for the whole project duration. The project coordinator must have full professional proficiency in English.

The local project coordinator should be a full-time role, fulfilled either by a person employed by the entity of the network partner or by someone 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).

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[2] *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*

Additional meetings should be scheduled before the reporting deadlines to ensure all partners are reactive and able to meet the deadlines.

Examples of how these meetings have been organised 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 website 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 starting 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. Starting approximately 9 months after the approval of the network, the Lead Expert, in close coordination with the Lead Partner, will complete a short report on the state of play for each partner and across the network.

Guidance for this MTR will be provided by the end of 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

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 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. This session **will take place online on 24 June 2021.** Attendance at this session is compulsory.

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 — per reporting round — for the whole partnership 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 120 days, which at EUR 750 per day equals EUR 90.000 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

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)
- ✓ Mid-Term Reflection report (see above)

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

1.2. REPORTING COSTS AND ACTIVITY

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:

- Approval date in June 2021 – 31 December 2021 (Deadline for submission 31 March 2022)
- 1January 2022 – 31 December 2022 (Deadline for submission 31 March 2023)

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 SECOND WAVE TRANSFER NETWORKS

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:

- 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 a Transfer Roadmap
- Working closely with the Lead Partner on the design and delivery of their Sustainability Plan (optional)
- 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 Results product, 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

Transfer 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) for supporting the transfer processes at local level.
- ✓ 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 120 days* at EUR 750,00 per day, which equals EUR 90.000,00 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.*

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 to each task.

In order to be eligible for Transfer Network Second Wave the Lead Experts from the original Transfer networks must continue their role into this Second Wave.

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 Transfer 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[3].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.

[3] *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.*

1.4. BUDGET

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

For all approved Second Wave Transfer 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 cycle 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 Network Results product explaining the lessons learnt during this transfer process.

WORK PACKAGE 1- TIMELINE OF DELIVERABLES

UNDERSTAND	ADAPT/ REUSE				FINALE	CLOSURE
QUARTER 1 (Jun – Sept 2021)	QUARTER 2 (Oct – Dec 2021)	QUARTER 3 (Jan – Mar 2022)	QUARTER 4 (Apr – Jun 2022)	QUARTER 5 (Jul – Sept 2022)	QUARTER 6 (Oct – Dec 2022)	
Contracting, Joint Convention		Reporting 1 End of March 2022				Reporting 2 End of March 2023
Lead expert contracted	Ad hoc expert requests and contracting, Certification of expertise services					
Ad Hoc Expert/s contracted						
			Mid-term reflection	Reprogramming		
Regular Network coordination meetings						

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 and Good Practices identified during the transnational activities will inspire partners to adapt this knowledge at local level and to develop and apply concrete solutions.

The transnational exchange and learning (E&L) activities aim to support partners in improving their local policies based on the following principles:

- Sharing: To explore solutions and foster the exchange of experience among partners
- Learning: To strengthen the practical knowledge and skills of partners in the defined policy area
- Applying: To draw lessons from transnational exchange on an on-going basis and to apply them at local level
- Supporting: To support partners in improving their local policies in relation to the good practice transfer

2.1. DESIGNING TRANSNATIONAL EXCHANGE AND LEARNING ACTIVITIES

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

The lifetime of the network can be split into three distinct stages organised around respective quarters. Each stage has its own process objectives and a defined set of key activities. These can be summarised as follows:

Understand:

- Meeting partners from the 1st wave
- Getting familiar with the URBACT Method
- Using existing materials to understand the Good Practice
- Putting in place the essentials (methodology) for Transfer including the development of the partners' Transfer Roadmaps (see section 3.2.1.)
- Organising the deep dive network kick off meeting in September 2021

Adapt/ Reuse:

- Visiting/ hosting network meetings in each partner city (at least 1 network meeting in each quarter)
- Implementing the customised network work plan with a developed transfer methodology (modules, tools) and a menu of meeting and learning formats (see section 2.1.1 and 2.2.2.)
- Network experts monitoring and supporting the Transfer process in partner cities (URBACT Local Groups)
- Providing interim updates on transfer progress (Quarterly network reports, see section 2.2.1.)
- Producing network sharing products (defined by the network, see section 2.2.3.)

Finale:

- Final sharing of experience between partners
- Sharing Network Results with a wider audience (within a final Network event, see section 4.4.2.)

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 the next section. URBACT expects Second Wave Transfer networks to fully utilise this growing suite of resources.

2.1.1. HOW CAN EXCHANGE & LEARNING ACTIVITIES BE CUSTOMISED?

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. At the same time, URBACT expects networks to demonstrate and embed the lessons they learned from their original transfer journey.

Given the range and diversity of Second Wave Transfer 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 Good Practice city and the Transfer cities.

10 reflections for effective Exchange & Learning activities:

1. Different lengths of transnational sessions can be foreseen. 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 discussed in points 7 and 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 good practice 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, 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 Second Wave Transfer 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. **Outputs produced for the original network can be re-used with the necessary adjustments.**

2.2.1. QUARTERLY NETWORK REPORTS

In the Second Wave Transfer Networks we suggest a structured process of interim updates on network transfer progress. For this, each network is expected to produce a Quarterly network report (five altogether).

Preferably, these reports should aim to capture and connect learning for the network as well as have an adequate format for network communication activities - sharing with wider audience. The networks are free to design their own unique format which can be inspired and combined with a variety of traditional network sharing products formats (see examples in section 2.2.3.)

The quarterly network reports shall be included in the regular network webpage updates and can feed the production of the Final Network Results Product to be delivered at end of the transfer journey (see further section 4).

2.2.2. TOOLS FOR 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.

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). Networks have also found online whiteboard tools, such as MIRO and MURAL, to be highly effective.

2.2.3. NETWORK SHARING PRODUCTS

Second Wave Transfer Networks are expected to draw lessons from their transnational E&L activities to share with urban practitioners in cities 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. All networks are strongly suggested to build on their experience from the original transfer network

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

As a starter, all networks are expected to produce a first network article to be included in one of the first network webpage updates presenting the network to the wider audience. More information about the preferable format of the article will be given at the start of the network by the URBACT communication team (see more related information in section 4).

Examples of network sharing products from previous URBACT networks:

- *Case studies, Good Practices*

What: in URBACT Networks, these usually focus on specific practices/ solutions/ experiences implemented in partner cities and beyond, presenting the local context, the practices, the key enabling factors and actors in a concise format.
The use: can be used as an internal tool for transferring specific solutions to another local context. Appropriate, as well, to be shared with external audiences either as stand-alone document or collection.
Examples: BeePathNet – Guidelines Vol 3 on Biodiversity; Change! - Case study; 2nd Chance - Good Practices; FreightTails - Case study; Procure - Case study; RetaiLink - Case studies

- *Technical reports*

What: capturing and highlighting the main contributions, learning points and conclusions after each transnational meeting (e.g. peer-reviews, study visits, deep dives etc.) Usually it includes the agenda and the main learning from different sessions.
The use: primarily used as tool to capture main learning for ULG coordinators. With an appropriate format and language it could be used also to convey specific learning to an external audience.
Examples: sub>urban - Book of Ideas; Int-Herit – Peer-review report; 2nd Chance - Meeting report; Refill - Political meeting report; SmartImpact – Meeting report; Come in! – Report on participatory placemaking; Urban Regeneration Mix – Meeting report

- *Thematic reports*

What: providing a summary of the main topic/issues addressed during one or several transnational (thematic) meetings. These documents should be more than simple minutes of proceedings and should not consist of a compilation of PowerPoints. These reports should be designed to share thematic content, findings, and transfer recommendations. There are many innovative formats for thematic reports including infographics, illustrations, visual aid, fact sheets and embedded digital content (hyperlinks).
The use: primarily used as an internal output that captures and organises the content from the E&L meetings. With an appropriate form it can become a very efficient output to convey main thematic network learning to external audience.
Examples: Refill - Magazine; RetaiLink – Thematic report; InFocus - Thematic report; sub>urban - Book of Ideas; Urban Regeneration Mix – Resettlement model

Audio-visual products from transnational and local activities:

- *Infographics, Fact sheets, Illustrations*

What: a format which usually emphasizes key points concisely on a single page, by using visual aid, graphics, analogies, tables, bullet points and hands-on advice. They can be used to convey a large array of learning, techniques, situations, etc.
The use: they can be used as stand-alone sheets or embedded in seminar reports or other media.
Examples: Refill – Infographic; Refill - Factsheet; Procure - Infographic; Genius! Open - Illustrations; Genius! Open – Map; Making Spend Matter – Procurement journey; Genderdlandscape (IAP Roadmap drafted in MIRO)

- *Videos*

URBACT networks can also make good use of videos and animations to complement other E&L outputs. These can be short simple (amateur) video stories, animations that capture key points from transnational seminars or short films with professional production and well thought out scenarios.
The use:
As a tool for ULG coordinators to report back to local stakeholders the key findings from the transnational seminar. No minimum standard required.
Examples: sub>urban; CityCentreDoctor; Interactive Cities; Gen-Y city (partner); Innovato-R (partner); BeePathNet (partner); BioCanteens

As a Network output for external audience: Well-conceived videos can be very efficient tool to convey the main messages and lessons learnt to an external audience as well as inside the network.
Examples: Refill; RetaiLink; sub>urban; Procure; My Generation at work; CSI Europe

- *Digital tools*

What: Content produced with digital, online, interactive tools that can capture and organise learning in a coherent way. There are many types of tools and channels today which can serve different purposes – analysis, dynamic presentations, live video streams, audio and photo stories, virtual storytelling etc.
The use: Some networks in the past have already used digital media to present their learning. We encourage networks to explore and propose these types of tools.
Examples: Food Corridors (Live MIRO exercise), URBACT short video tips; Boostinno – Sense mapping (KUMU tool);

WORK PACKAGE 2 – TIMELINE OF DELIVERABLES

UNDERSTAND	ADAPT/ REUSE				FINALE
QUARTER 1 (Jun – Sept 2021)	QUARTER 2 (Oct – Dec 2021)	QUARTER 3 (Jan – Mar 2022)	QUARTER 4 (Apr – Jun 2022)	QUARTER 5 (Jul – Sept 2022)	QUARTER 6 (Oct – Dec 2022)
Series of online, bi-lateral and transnational, exchanges (Summer)	Menu of Additional E&L activities (defined by the network)				
Deep dive network Kick off meeting hosted by the GP city (September)	Network meeting hosted by transfer partner 1	Network meeting hosted by transfer partner 2	Network meeting hosted by transfer partner 3	Network meeting hosted by transfer partner 4	Network final meeting *(back to back with final network event)*
Quarterly network report 1	Quarterly network report 2	Quarterly network report 3	Quarterly network report 4	Quarterly network report 5	
1st Network Article	Production of network sharing products (defined by the network and based on the communication plan, see section 4.1)				

3. WORK PACKAGE 3 – The Local dimension

Work Package 3 focuses on the local level within the Transfer 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 network partner to produce over the lifespan of the project.

3.1. STRUCTURE OF ULG ACTIVITY

The ULG is a fundamental tool that enables experimentation for innovation in city administrations. It promotes an environment for active involvement of local stakeholders in co-creation and production of the Integrated Action Plan. It fosters:

- The development of organisational culture by building bridges inside the city administration as well as with external actors.
- The design and testing of solutions within the ULG and explored at transnational level (sharing events with citizens, larger participative workshops, organisation of small scale actions with variety of actors, etc.).
- The practice of tools & methods for effective design processes and group workshops.

The composition of ULGs will reflect the network's thematic focus. This means that a network on digital transformation will have a different stakeholder mix to one promoting carbon reduction. Cities should think carefully about the composition of their ULG, ensuring appropriate coverage. The URBACT guidance on How to set up and run a Multi-stakeholder Group includes tools to help do this. In addition, the TN Study identified the value – and challenges – relating to ULGs in the transfer process.

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. Consequently, cities should think carefully about the composition of their ULG, ensuring appropriate coverage. Transfer Partners should also seek the participation of their relevant Managing Authority, to promote the visibility of their planning work, and to ensure alignment with the National Cohesion Policy Framework. 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 those who participated in the original Good Practice city. 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 Lead Partner 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 by attending transnational network sessions, 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. 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 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 ULG 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 the Transfer Roadmaps.

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

3.2. ULG ACTIVITIES & OUTPUTS

This section sets out the key activities and outputs at the local level. They are summarised in the timeline table at the end of this chapter.

3.2.1. THE TRANSFER ROADMAPS

Each Transfer Partner must produce a Transfer Roadmap within the 'Understand' stage (Autumn 2021). The core content of this will be:

- ✓ a snapshot of the city's starting point, in relation to the Good Practice
- ✓ the process and resources the city will use for the adaptation process
- ✓ a forecast of the expected extent of progress in adaptation and transfer to take place during the lifespan of the URBACT network.

The document can describe the good practice by drawing upon the Transferability Study produced by the initial transfer network. It should also refer to the transfer partner's motivation for involvement, and the relevance of the good practice to its existing plans. There should be reference to the assets and potential barriers each city presents, whilst the process and resources section should explain the steps and procedures the city will apply at the local level to adapt and transfer the Good Practice. The forecast section will assess the extent of adaptation and transfer likely to take place in the target period.

The Transfer Roadmap 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. Crucially, it should also provide a reference point against which each city's progress can be mapped over the course of the project.

The ULG Coordinator is responsible for the production of the Transfer Roadmap, which should be written in English. This should be a concise and visual document enabling the ongoing monitoring of the transfer process with clearly defined milestones at local and network level. It is a working tool, a sort of a dashboard or a scorecard, not a report, and URBACT will provide examples to guide partners at the Second Wave Transfer Networks kick-off meeting.

3.2.2. THE FINAL TRANSFER REPORT

Each transfer partner will need to capture the key learning points emerging from the overall network experience. The record of the learning journey (in English) will provide an overview of the transformation that has taken place. It will feed the **Final Network Results Product** that will be produced by the Lead expert for the whole network (see further info in section 4.4.1.).

This learning and transformation will have taken place on different levels. URBACT identifies three levels with a local dimension: individual, institutional and city level. Beyond this is the transnational learning that takes place at network level, discussed in the previous section.

The quarterly reports at network level can help inform this final document. So too can the ongoing monitoring activity based around the Transfer Roadmaps.

3.2.3. THE (OPTIONAL) FINAL ULG EVENT

In the final stage of the pilot each network will hold a Final Network Event which will be organised back to back with the final network meeting, as discussed above. Details of this are set out in section 4. To complement this, each city may choose to host its own local event; aimed at a city/regional audience. The purpose of this optional local event will be to celebrate the city's achievements, to explain how the Good Practice has been adapted and reused and to share the key learning points.

Good Practice cities may also host their own local final event, with a slightly different twist. Starting with the practice, they can share their experience of adapting it with other cities, underlining how it has been adapted and reused. They can also explain what they have learnt from the peer review experience, and showcase any

improvements they have made to the practice as a consequence. This might also be an opportunity to share any findings from the experience of leading two networks with different partner compositions.

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. LEAD PARTNERS' SUSTAINABILITY PLANS (OPTIONAL)

During the transfer journey each Lead Partner will have an opportunity to develop the Sustainability Plan for their good practice. Each Plan can be tailored to the particular city's needs and priorities and each Lead Partner will determine its own set of activities, supported by the Lead Expert. These can include:

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

The outcomes from this process can be shared with the partners during network meetings and at the final network event.

WORK PACKAGE 3 – TIMELINE OF DELIVERABLES

<table>
<tr><th>UNDERSTAND</th><th colspan="4">ADAPT/ REUSE</th><th>FINALE</th></tr>
<tr><td>QUARTER 1
(Jun – Sept 2021)</td><td>QUARTER 2
(Oct – Dec 2021)</td><td>QUARTER 3
(Jan – Mar 2022)</td><td>QUARTER 4
(Apr – Jun 2022)</td><td>QUARTER 5
(Jul – Sept 2022)</td><td>QUARTER 6
(Oct – Dec 2022)</td></tr>
<tr><td>Setting up the URBACT Local groups</td><td colspan="4"></td><td></td></tr>
<tr><td>Transfer Roadmaps (Autumn 2021)</td><td colspan="4">Active transfer monitoring and recording of transfer progress and results</td><td>Final Transfer Report (feeds the Final Network Results Product)</td></tr>
<tr><td>First ULG meeting</td><td>At least 2 ULG meetings (before and after the core network meeting)</td><td>At least 2 ULG meetings (before and after the core network meeting</td><td>At least 2 ULG meetings (before and after the core network meeting</td><td>At least 2 ULG meetings (before and after the core network meeting</td><td>Optional final ULG event</td></tr>
<tr><td colspan="6">Development of Lead Partners' Sustainability plans (Optional)</td></tr>
</table>

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 Good Practice 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**). The communication strategy from the original Transfer Network must be updated.

4.1. WHAT IS A COMMUNICATION PLAN?

A communication strategy is the foundation 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 about what needs to happen to achieve a specific end. It provides the overall direction of your network's objectives, which are 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.

As this is the second time the Lead Partner is transferring the good practice, normally the structured communication plan exists and needs updating.

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 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

Your network has a visual identity which comprises your logo and tagline. We do not expect the visual identity to significantly change from the original Transfer Network to the Second Wave. 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 Transfer 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. Again, this should already exist from the first Transfer Network. 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 your network webpage on the URBACT website (updating your webpage is a mandatory task) 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 is the programme's main communication channel. It receives over 25 000 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 support 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 and publish content to the webpage at least 18 times**, which roughly means at least one novelty per month. 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: @MSpendM_eu
- 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 there can special editions to 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), all network partners and target groups (both at local, national and European levels) and is regularly updated.

4.4. COMMUNICATING YOUR RESULTS

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 FINAL NETWORK RESULTS PRODUCT

The network results product should rely on the (most relevant) outputs from your transnational exchange and learning experience (e.g. the quarterly network reports described under the work package 2). It is the Lead Expert who is the key responsible for its production. There is no predefined format for the network results product: it can be a digital product or a written document as long as it reflects the partners' and network's learning experience.

The network results product should include the following elements which are considered of interest for other cities:

- ✓ Introducing the Good Practice and the network partners in their diversity (the original Transfer Network can also be *briefly* mentioned)
- ✓ Demonstrating the added value of working in a transnational URBACT network
- ✓ Presenting the highlights of the journey and the main learnings from partners (successes and hardships, why and how the transfer took place and, why it did not happen etc.)
- ✓ Suggesting next steps for the network partners

4.4.2. THE COMPILATION OF OTHER NETWORK (SHARING) PRODUCTS

Throughout the exchange and learning journey you might be producing different outputs suitable for external audience (some examples are listed in section 2.2.3). Notably these can include the most diverse variety of formats (e.g. videos, podcasts, games).

Whenever a certain product is finalised, it should be uploaded to the URBACT network webpage in the final version (e.g. in PDF and not a word document) and with URBACT and ERDF logos. Once the material is online, it should be shared on different communication channels.

All the communication guides and URBACT visual identity elements can be found in the shared Basecamp space for networks.

4.4.3. 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 transfer results.

The network final event should take place before the end of the network in December 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 launch of you network final product.

Optional national, regional or local event/s

National/regional or local events can also be covered under the network budget, should partners see the need to organise such things when reaching out to relevant stakeholders. These are, of course, optional and if the Transfer Network Second Wave chooses to carry on with its organisation, the event(s) should be listed in the communication plan activities.

The promotion and dissemination of the event(s) must be undertaken both by the implicated Transfer Partner and the Lead Partner Communication Officer. The organiser can also rely on the support from the URBACT National URBACT Points, if necessary.

WORK PACKAGE 4 – TIMELINE OF DELIVERABLES

<table>
<tr><td>UNDERSTAND</td><td colspan="5">ADAPT/ REUSE</td><td>FINALE</td></tr>
<tr><td>QUARTER 1
(Jun – Sept 2021)</td><td>QUARTER 2
(Oct – Dec 2021)</td><td>QUARTER 3
(Jan – Mar 2022)</td><td>QUARTER 4
(Apr – Jun 2022)</td><td>QUARTER 5
(Jul – Sept 2022)</td><td>QUARTER 6
(Oct – Dec 2022)</td></tr>
<tr><td>Communication Plan</td><td colspan="5">Updating the communication plans if needs be</td></tr>
<tr><td>Communication kit</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>Setting up Network webpage</td><td>Monthly updated</td><td>Monthly updated</td><td>Monthly updated</td><td>Monthly updated</td><td>Monthly updated</td></tr>
<tr><td>Setting up digital channels (social media, newsletter)</td><td colspan="5">Network defined volume of social media feeds</td></tr>
<tr><td colspan="5">Promotion and dissemination of ongoing activities and relevant material (network sharing products)</td><td>Final Network Results Product</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>Network final event</td></tr>
</table>

SUMARY OF COMMUNICATION OUTPUTS

Output	Produced by	Purpose	Primary Audiences
Communication Plan	Network Communication Officer	Layout the communication objectives, target audiences, messages and channels for the network and partners	Internal working document
Communication Kit (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
Network webpage 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
Digital channels (social media and newsletters)	Network Communication Officer based on all partners' contributions	Promote the network's and partners' updates/activities	Local, national and international
Final Network Results Product	Lead Expert	Share the network and cities' learning	International
Network final event	All partners	Share the network's journey and learning	International
Local and regional events (OPTIONAL)	All partners	Share the local journey and reach out to relevant stakeholders at partner level	National, regional and local

CONCLUSION

This guide to Transfer Networks Second Wave is a comprehensive summary of all the activities you should expected 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 tn@urbact.eu

ANNEX: SUMMARY OF ALL NETWORK OUTPUTS

Every Second Wave Transfer Network project proposal 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 during the project lifetime:

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	**Coordination meetings** (Virtual and physical)	X nb per network	/	Network defined	Lead Partner
1	**Mid Term Review** (Including the MTR report)	1 per Network	Internal	In quarter 4	Lead Partner (with PP and LE input)
2	**Transnational Network meetings** (including a menu of network defined exchange and learning activities of different formats)	At least 6 per Network	Internal and External	At least one in each quarter	Lead Experts (with Partners inputs)
2	**Quarterly Network Reports**	5 per Network	Internal and External	At the end of each quarter	Lead Expert (with Partners inputs)
2	**Network sharing products** (Including 1st network article)	Network defined	External	Network defined based on the communication plan	Lead Expert (with Partners input)
3	**URBACT Local Groups (ULG)**	1 per partner	/	In quarter 1	All partners
3	**ULG Meetings** (including optional Final ULG event)	At least 8 per partner	Internal and external	Network/partner defined (suggested before/after each Network meeting)	All partners
3	**Transfer Roadmaps**	1 per Transfer Partner	Internal (external)	Within the 'Understand' stage (by Autumn 2021)	Transfer Partners (with LE input)
3	**Final Transfer Report**	1 per Transfer Partner	Internal (external)	In quarter 6 - Ready for final network event (and optional final ULG event)	Transfer Partners (with LE input)
4	**Communication plan**	1 per Network	Internal (External)	In quarter 1 (can be revised at mid-point)	Lead Partner (with LE and PP inputs)
4	**Communication kit**	1 per Network	Internal (External)	In quarter 1	Lead Partner
4	**URBACT Network page updates** (using content/ outputs from work packages 2 and 3)	18 per Network	External	Once per month during network lifespan (1 network page,18 updates in total)	Lead Partner (with LE and PP inputs)
4	**Digital channels** (social media and newsletters)	X nb per Network	External	Network defined based on Communication Plan	Lead Partner
4	**Final Network Results Product**	1 per Network	Internal and External	Ready for final network event	Lead Expert (with partners input)
4	**Network Final Event**	1 per Network	External	Organised back to back with final network meeting (in Quarter 6)	All partners and experts

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