

Connecting cities
Building successes



**URBACT II OPERATIONAL PROGRAMME
(2007-2013)**

**TERMS OF REFERENCE FOR THE LAUNCH OF
3 PILOT NETWORKS FOCUSSED ON
THE DELIVERY OF LOCAL ACTION PLANS**

*N.B.: limited to project partners of the 9 URBACT networks
approved under the 2nd call for proposals*

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1. GENERAL BACKGROUND

1.1. Rationale

In URBACT II, the framework of exchange and learning networks has been designed to ensure the impact of networking activities on local policies and practices, with a view to foster participative and integrated approaches to urban development. Partner cities involved in URBACT networks had to involve key stakeholders in URBACT Local Support Groups, each of which was responsible for delivering a Local Action Plan embedding the learning drawn from transnational exchange.

For the period 2014-2020, the European Commission has underlined the importance of the support that URBACT III could give to cities to assist with effective implementation of integrated urban policies. This echoes to a need expressed by partner cities involved in URBACT II so far to be allowed to maintain networking activities once the action plans have been produced, so as to support and learn from one another when it comes to take action plans into implementation (a 3rd phase following the 2 phases along which networks are currently working: Development phase and Implementation phase).

The questions raised by the implementation of integrated urban projects by cities are varied, and mostly linked to project management. Several experiences of cities implementing integrated urban policies in the current programming period have demonstrated the necessity for local authorities to maintain an active involvement of local key stakeholders as well as the need to consolidate new structures and processes (re-organizing municipal structures, creating cross-departments teams, defining new procedures) for an effective local governance of integrated projects.

Moreover the "delivery" structures must enhance the focus on a results-based approach reinforcing the monitoring mechanisms through the definition of specific indicators, the collection of the outputs produced and the analysis of the results achieved. While implementing the actions plan, local authorities shall also pay specific attention to the communication processes in order to increase the awareness of the actors concerned and to ensure a greater transparency and accountability of the institutions involved in the delivery phase.

These 'delivery' skills have not been the focus of previous exchange and learning or capacity building actions in the framework of URBACT II, which have tended to focus on participative approaches, objective setting and action planning.

The URBACT Monitoring Committee has approved a pilot project allowing URBACT networks financed under the 2nd Call to explore transnational networking focusing on the delivery of their local action plans (Written Procedure n°29, approved 04th September 2013).

Networks approved in the framework of the 2nd Call for Proposals are invited to continue their activities and test a 3rd phase of a thematic network, with a "Delivery Phase".

Considering the available budget, **3 networks approved under the 2nd Call for Proposals can be funded** to pilot these "Delivery networks", including 2 pilot networks under Priority Axe I (Cities engines of growth and jobs) and 1 pilot network under Priority Axe II (Attractive and Cohesive cities).

1.2. General Objectives

Through the exchange and learning activities at transnational and local levels, the pilot "Delivery networks" will aim at achieving the following objectives:

- To maintain the participative and integrated approach during the delivery process of the Local Action Plans produced in the framework of URBACT Thematic Networks
- To enhance the focus on a result-based approach by defining an effective monitoring and steering process of the LAP implementation
- To identify key elements of success for the implementation of integrated urban projects

More generally, these pilot networks shall allow the URBACT II programme to explore how transnational exchange networks can support cities implementing integrated action plans and how this could be organised in the next programming period and URBACT III. In this perspective, a dedicated support and monitoring framework will be set up at programme level:

- each pilot Delivery network will be accompanied by a dedicated Thematic Pole Manager (focus on content, methods for exchange and learning, and delivery of outputs);
- the 3 pilot Delivery Networks will be launched simultaneously in a kick-off seminar that will take place in Paris on 29-30-31 January 2014. This kick-off seminar will be designed to share objectives, expected results, work plans and methods;
- an ongoing evaluation will be launched simultaneously to the selection of the pilot Delivery Networks to assess how these projects are being implemented and how to possibly embed the lessons learnt in framing the tools for the next programme.

1.3. Focus and expected results

Within the framework of these pilot Delivery networks, networks approved under the 2nd Call for Proposals will continue to work on the same policy challenges they have been addressing during the Implementation Phase. They will thus apply under the same URBACT theme.

Yet, the exchange and learning activities developed by the pilot Delivery Networks will focus on issues related to the implementation of the actions included in the LAP produced in the framework of the 2nd call networks. More especially, "Delivery Networks" are invited to focus on:

- Monitoring processes for the implementation of integrated urban projects (including identification of relevant indicators and mechanisms for measurement of outputs and assessment of results)
- Training needs for stakeholders involved in the implementation of the Local Action Plans
- Coordination and animation of the Local Support Groups in the delivery phase of the LAP (participatory approach)
- Communication on actions being implemented
- New structures for local governance (re-organising municipal structures, creation of cross-department teams, etc.)

As a result of their participation to the Delivery Networks, cities should build on mutual support and learning to enhance the capacities of local stakeholders in delivering better Local Action Plans.

1.4. Time frame

The duration of Pilot Delivery Networks will be **16 months**, starting on 01 December 2013.

2. PARTNERSHIP FOR PILOTS PROJECTS

2.1. Number of partners

Proposals must involve **4 to 6 cities** (Lead Partner included) **already involved in a Thematic Network approved under the 2nd Call for Proposals**.

2.2. Status vis-à-vis the implementation of the Local Action Plans

The **majority of partners** (50%+1) shall be cities that are implementing the Local Action Plan (part or whole) they developed as result of their participation in the 2nd Call for Proposals.

While the priority will be given to cities implementing their action plans, it will be possible to involve **up to 2 cities** from the initial partnership that have not been able to secure resources and start delivering their action plans. Partnerships involving 4 cities may involve 1 city that has not succeeded yet in implementing their LAP. Partnerships composed of 5 or 6 cities may involve up to 2 cities that have not yet started implementing their LAP.

2.3. Geographical coverage

The partnership shall include a minimum of 2 cities from Convergence regions.

At least 3 Member and Partner States shall be represented in the proposed partnership.

2.4. Lead partner

Pilot Delivery networks can work with the same Lead Partner as for the 2nd call network Implementation Phase. In order to enhance the capacities of EU12 cities in leading transnational cooperation projects, networks are encouraged to put forward an EU12 partner city in the role of Lead Partner. In such cases, the new EU12 Lead Partner will be provided with additional support so as to perform in their role and responsibilities (e.g. through ad hoc training provided by URBACT Secretariat, support from former Lead Partner acting as shadow Lead Partner, etc).

3. ACTIVITIES OF DELIVERY NETWORKS

The main activities of the "Delivery Networks" shall be organised along 4 work packages to be developed during the life cycle of a project.

- Work package 1 – Project management and coordination
- Work package 2 – Transnational exchange and learning
- Work package 3 – Impact on local governance and urban policies
- Work package 4 – Communication and dissemination

3.1. Work package 1 – Project management and coordination

a) Aims

The activities to be developed under Work package 1 will be designed to achieve the following aims:

- To implement a sound management and coordination of the project
- To develop the project partnership and build strong collaborative relations
- To organise the work among the partners

b) Activities

Activities to be implemented under Work package 1 should include the following actions:

- To recruit appropriate staff to ensure efficient project management
- To hold regular management meetings to ensure strong communication between partners concerning project coordination
- To ensure proper management of the expertise resources (Lead expert) and monitoring of the Lead expert's work programme
- To assist project partners in 6 monthly reporting – review of documents before submission (LP)
- To attend organised training sessions and other programme level events
- To receive and transfer ERDF to partners

c) Deliverables

Outputs to be delivered as a result of the actions under Work package 1 shall be proposed from the following list:

- Contractual documents (e.g. subsidy contract, joint convention, etc.)
- Expertise request forms for the Lead expert and possible other ad hoc experts recruited in the course of project implementation
- Approval documents for the First Level Controllers of all project partners
- Official reporting documents – every 6 months
- Final closure documents at the end of the project

3.2. Work package 2 – Transnational exchange and learning

a) Aims

The activities to be developed under this work package will be designed to achieve the following aims:

- **Sharing:** To foster the exchange of experiences among project partners aiming to identify the problems that the participating cities are facing in delivering their action plans and solutions for a successful delivery.
- **Learning:** To strengthen the practical knowledge and skills of partners in the delivery of the actions included in the Local Action Plan.
- **Mainstreaming:** To draw lessons from the exchanges on an ongoing basis and to apply them at local level, especially through the implementation of Local Action Plans.
- **Supporting:** To support partners in improving the process of implementation of local integrated projects in the framework of their Local Action Plans.

b) Activities

Work package 2 shall be implemented by means of transnational exchange and learning activities. These shall include the following:

- 1 Kick off meeting to be held jointly with the other pilot Delivery Networks (29-31 January in Paris);
- A transnational exchange meeting in each partner city with structured peer-review by the visiting cities¹. Specific attention shall be paid to the field visit and the interaction with local stakeholders involved in the delivery process. The meetings can include master classes or more general teaching by external keynote speakers;
- If needed, bilateral meetings between 2 partners (aiming to explore a specific issue/practice);
- Virtual workshops using teleconferences, Webex, Skype, etc.;
- A final conference.

c) Deliverables

Outputs to be delivered as a result of the actions under Work package 2 shall be proposed from the following list:

- Each city will complete a **self-assessment dashboard** measuring the distance travelled in key competence areas. This will be completed at the start of the process to form a baseline and at the end of the activities to demonstrate which capacities have developed during the project. Guidance will be provided by the Programme.
- Each city will also produce a **Review of LAP implementation** highlighting challenges, solutions and actions to be undertaken for a successful delivery of the LAP, based on the self-assessment and peer-review implemented during the project's cycle of life. The content and format will have to reflect the local situation

¹ It is not mandatory that all cities take part to all transnational events. These can be organised for a number of partners depending on the issues they are facing for instance. Applicants are invited to look at the Implementation Lab methodology developed by REDIS and EuniverCities networks on the URBACT website, www.urbact.eu

- of the partner city, especially regarding the state of play in the implementation (or non-implementation) of their LAP. Guidance will be provided by the Programme.
- The network will produce outputs that bring together findings, recommendations and tools in relation to the issues addressed. These outputs should benefit cities outside the partnership

Nota Bene: Internal versus External

These outputs are to be conceived as vehicles to consolidate and disseminate project's results not only to the partners but also to an external audience of urban practitioners not involved in the network activities. Minutes of the meetings will not be considered as outputs. PPT presentations from partners are normally produced as inputs for project meetings. They are not suitable for dissemination outside of the network and will not be considered as case studies.

3.3. Work package 3 – Impact on local governance and urban policies

a) Aims

The activities to be developed under this work package will be designed to achieve the following aims:

- To maintain the participative approach in the different dimensions of LAP implementation (organisation and steering of local teams, monitoring, public procurement procedures, communication, etc.)
- To support local stakeholders with the implementation of their LAP
- To strengthen the capacity of local stakeholders in the implementation of integrated urban policies
- To support transnational exchange and learning activities through the preparation of relevant input for the project meetings (e.g. case studies, site visits, etc.)
- To ensure dissemination of lessons learnt (good practices, policy recommendations, etc.) to local stakeholders involved in the implementation of the LAP in particular and in urban policies in general

b) Activities

Activities to be implemented under Work package 3 shall include the following:

- To adapt the URBACT Local Support Group to the needs of LAP implementation
- To associate ULSG to the steering process of the LAP implementation
- To involve the ULSG in completing the self-assessment dashboard
- To involve the ULSG in the production of the Review of the LAP Implementation
- To take part to the exchange and learning activities implemented in the framework of the Delivery network and contribute to these activities (participation to seminars, organisation of seminars when hosting transnational meetings, inputs, etc.)
- To channel project results and lessons learnt from the transnational exchange activities to ULSG members, especially in the production of expected
- To build cooperation relationships with Managing Authorities of Operational Programmes

c) Deliverables

Outputs to be delivered as a result of the actions under Work package 3 shall include the following:

- ULSG meetings (in all partners)
- Contribution to the self-assessment dashboard
- Contribution to the Review of LAP Implementation
- Contributions to the transnational exchange and learning activities (e.g. case studies)
- Other outputs aiming to achieve the aims defined for this work package

3.4. Work package 4 – Communication and dissemination

a) Aims

The activities to be developed under this work package will be designed to achieve the following aims:

- To ensure communication on the project's activities on an ongoing basis, both to network partners and to urban practitioners outside the network
- To ensure dissemination of the project's results and findings, both among project partners and beyond, to the wider community of urban practitioners outside the network

b) Activities

These activities shall include the following:

- To regularly update the URBACT mini-site on the URBACT website
- To produce communication material (newsletters, brochures, exhibition stands etc.) applying the URBACT graphic charter
- To promote the URBACT network through press releases and other communication actions as defined in the Communication plan
- To organise dissemination events in all partner cities to disseminate the results of the network
- To participate in external events to promote the network and share project results

c) Deliverables

Outputs to be delivered as a result of the actions under Work package 4 shall include the following elements:

- Promotional material such as brochures, newsletters, etc.
- A project mini-site within the URBACT website, updated at least once every two months
- Press releases
- Final conference for the dissemination of project results to a wide audience
- Local dissemination events, to be organised in each partner city at the end of the project to disseminate the results of the project (project conclusions, policy recommendations, tools, etc.).

4. BUDGETARY ELEMENTS

The budget of the Pilot delivery networks will range from 350.000 to 500.000 EUR depending on the number of partners involved. In Annex 5 applicants will find three model budgets with varying number of partners.

Eligible costs will remain the same as for regular Thematic Networks (staff time, meetings, expertise, travel and accommodation, communication).

Cities will receive ERDF co-financing at the usual rates of 70% for competitiveness regions and 80% for convergence regions.

An additional envelope of 45.000 EUR (60 days at URBACT rate of 750 EUR/ day) will be available for expertise support at network level, including support to be provided by the Lead expert. Usual procedure applies for the contractual arrangements with the selected experts to be hired on this envelope.

5. PROCEDURE FOR THE CREATION OF PILOT PROJECTS

5.1. Application Form

Interested networks are invited firstly to contact the URBACT JTS by e-mail to confirm their intention to submit an application. Upon receipt the Presage CTE system will be opened for submission.

Lead Partners are then invited to submit an Application Form describing the proposed partnerships, the state of the art in the implementation of the Local Actions for each partner as well as the main activities to be implemented in the framework of the Pilot Project and related expected outputs.

Applications shall also include a detailed budget for the Pilot Project (examples provided in Annex 5).

Detailed explanation of the information to be provided is available in the section 3 "Activities of Delivery Networks" of the present document.

Lead Partners are requested to fill in and submit the Application Form directly online through the PRESAGE-CTE system.

Given the short time frame, the current structure of the Application Forms in PRESAGE-CTE cannot be adapted for the purpose of the pilot projects. Applicants are thus invited to refer to the detailed "Guidelines for the creation of Application Forms for Pilot Delivery Networks" (available upon request to the URBACT Secretariat).

5.2. Additional requested documents

Applicants shall submit, along with the Final Application, a letter of Commitment for each partner involved in the Pilot Delivery Networks.

In the annexes 2,3 and 4, you will find the following templates:

- Letter of Commitment for Lead Partner
- Letter of Commitment for cities that are implementing their Local Action Plan (part or whole)
- Letter of Commitment for cities that have not been able to secure resources and have not started delivering their action plans (this refers to the official commitment to the implementation of the Local Action Plan and to securing the necessary resources).

5.3. Submission of applications

- a) Application forms must be submitted online via PRESAGE-CTE. The deadline for the online submission of the Application Form is **30 October 2013, 02 pm GMT.**
- b) A signed version of the Application Form along with the original signed Letters of Commitment must be sent by regular mail to the following address:
 URBACT Secretariat
 5, Rue Pleyel
 93283, St. Denis Cedex
 France

 Mailings must be postmarked no later than **30 October 2013.**
- c) The scanned versions of the Letters of Commitment must be sent by email to:
r.barbato@urbact.eu

5.4. Eligibility

The URBACT Secretariat will check all received applications against the eligibility criteria. Eligibility criteria are minimum requirements, all of which must be fulfilled for a project to be declared eligible. These eligibility criteria are outlined below:

- a. The proposal is submitted respecting the procedure outlined in the Terms of Reference and within the deadline.
- b. The proposal is complete in terms of number of documents required and includes the signed Application Form and the signed Letters of Commitment (one letter for each partner including the Lead Partner).
- c. The proposal is complete in terms of information and data required in the documents: all sections in the Final Application and letters of commitment have been properly filled in according to the instructions.
- d. All documents required are duly signed, dated and stamped by the candidate partners.
- e. Partner cities have been involved as partners of the same Call 2 network among the 9 networks approved under Call 2
- f. The proposed partnership brings together a minimum of 4 and a maximum of 6 cities
- g. The proposed partnership involves partners from at least 3 Member/ Partner States
- h. The proposed partnership involves a minimum of 2 partners from Convergence regions.
- i. The majority of partners (50%+1) are cities that are implementing the Local Action Plan (part or whole) developed as result of their participation in the 2nd Call for Proposals.
- j. The proposed partnership involves
 - maximum 1 city that has not started implementing their Local Action Plan for partnerships composed of 4 partners

- maximum of 2 cities that have not started implementing their Local Action Plan for partnerships composed of 5 or 6 partners

5.5. Assessment

Eligible applications will be assessed by an independent panel of experts involving the URBACT Thematic Pole Managers as well as a member of the External Assessment Panel in charge of assessing the proposals submitted under the 2nd Call for Proposals.

The criteria for assessment are presented in the Annex 1 of the present Terms of Reference.

5.6. Approval

Eligible applications, along with the experts' assessment, are submitted to the URBACT Monitoring Committee for approval. The final approval of the Monitoring Committee is scheduled on **29 November 2013**.

6. CALENDAR - SAVE THE DATES

Candidates are invited to take note of the 3 following milestones:

- **Submission of proposals**
30 October 2013, following the procedure outlined above (section 5)
- **Approval by Monitoring Committee**
29 November 2013
- **Kick-off for all approved pilot delivery networks**
29-31 January 2014 in Paris

ANNEXES

ANNEX 1 - CRITERIA FOR THE ASSESSMENT OF APPLICATION FORMS

ANNEX 2 - TEMPLATE FOR THE LETTER OF COMMITMENT FOR LEAD PARTNERS

ANNEX 3 – TEMPLATE FOR THE LETTER OF COMMITMENT FOR PROJECT PARTNERS
IMPLEMENTING THEIR LOCAL ACTION PLANS

ANNEX 4 – TEMPLATE FOR THE LETTER OF COMMITMENT FOR PROJECT PARTNERS NOT
IMPLEMENTING THEIR LOCAL ACTION PLANS

ANNEX 5 – 3 MODELS OF BUDGET FOR DELIVERY NETWORKS (4-5-6 PARTNERS)

Annex 1 – Criteria for the assessment of Application Forms

Criterion 1: Relevance of the proposal - out of 25 points
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <ul style="list-style-type: none"> • The proposal clearly analyses the nature of the implementation-related problems to be tackled • The problems exist in all of the partner cities implementing their Local Action Plan and this has been evidenced • The project is clearly building on the stated experiences and needs of the partners • There is a European level interest in the work that they propose (e.g. clear contribution to the Europe 2020 strategy, link to existing instruments for integrated urban development) • The project builds on the activities and deliverables produced during the first 2 phases (Development – Implementation) of the Call 2 network
Criterion 2: Coherence of the proposal - out of 25 points
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <ul style="list-style-type: none"> • The issues tackled by the proposal, the objectives, the activities and expected results are clearly defined and meaningful • The objectives, the work packages, the activities and the expected results are logically interrelated (the proposed activities in the work packages are in line with the objectives and expected results) • The proposal demonstrates a clear and consistent complementarity between the different work packages • The application, and more especially the work programme, foresees how the activities foreseen at partner level (ULSG, LAP implementation, etc.) will be integrated to and benefit from network level activities (participation to transnational seminars, peer reviews, etc) • The timeline is consistent with the foreseen activities and outputs • The project has a clear focus on the exchange of experiences and learning related to the delivery of integrated action plans, and this has been evidenced in the work programme and expected results
Criterion 3: Quality of the expected outputs - out of 20 points
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <ul style="list-style-type: none"> • The expected outputs are concrete and measurable. They are specified precisely and quantified • The networking activities are defined so as to build up the capacities of the partner cities (e.g. seminars are organised in partner cities, city agents take part in actions together with NGOs or other local stakeholders involved in the ULSG, etc.) • The application provides information on the Local Action Plans being implemented by partners and dimensions which should benefit from the transnational exchange activities • The review of Local Action plans being implemented is presented as a realistic way to use the results/ lessons learned from the project to improve delivery of the action plan at local level • The communication and dissemination strategy is defined so as to ensure dissemination of the project outputs to a wider audience of European urban practitioners
Criterion 4: Quality of partnership and lead partner - out of 20 points
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <ul style="list-style-type: none"> • There is evidence that each partner commits to review and run the URBACT Local Support

<p>Group involving the key stakeholders that worked on the co-production of Local Action Plan produced during the previous phase.</p> <ul style="list-style-type: none"> • There is evidence that Managing Authorities will be associated to the project and the Work programme organizes their involvement in the project. • The composition of the partnership, including the possible designation of a new Lead partner, shows efforts to strengthen the involvement of EU12 partner cities in the programme • The local coordinator at the candidate Lead partner has experience of transnational exchange projects in fields close to the proposed project • In case the partners intend to designate a different Lead partner than the one who performed the role in the previous phases, it is explicit how the former Lead partner will support the new Lead partner • The skills needed to achieve the expected results have been identified and integrated in the partnership and in the plan for the use of expertise • The exchange activities foreseen in the application are likely to allow for a dynamic interaction between partners at project level • Input and responsibilities of partners within the work programme are balanced among partners • The project management structure described is coherent and comprehensive
<p>Criterion 5: Budget and Finances - out of 10 points</p>
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <ul style="list-style-type: none"> • The budget is logically distributed between the budget lines and components • The budget reflects the planned activities (c.f. project Work Programme) in the implementation phase • The budget allocated to management and coordination tasks (Component 1) is reasonable (e.g. percentage of total costs) • The budget allows for the project to deliver the tasks required under each work package (e.g. for activities to be implemented at partner level under work package 3) • The budget complies with the guidance provided in the Programme Manual and with EU regulations
<p>TOTAL – out of 100 points</p>

Annex 2 – Template Letter of Commitment for the Lead partner

The text shall be inserted in the Lead Partner’s headed paper with the relevant project information.

URBACT II Managing Authority
5, Rue Pleyel
93283 Saint Denis Cedex
France

Dear Madam, Sir,

The public Authority [.....] confirms its commitment to be the Lead Partner in the activities of the [.....] URBACT Delivery *network*. Our project builds on a partnership of [.....] partners in total that belong to [.....] Member or Partner States.

The main aim we wish to achieve is to ensure a successful delivery of Local Action Plans produced in the framework of the URBACT Programme, maintaining a participative and integrated approach.

In this framework I hereby certify that the institution I represent has started the implementation of the actions included in the Local Action Plan, as described in the Application Form. The main actions that have been/ are being implemented are the following:

[.....] *please list all main LAP actions being implemented*

We are convinced that by working through this URBACT Delivery Network, we will be able to identify the main difficulties in delivering integrated action plans and to build on mutual learning for the definition of solutions for a successful implementation of the actions at local level.

If the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Application Form work programme. More especially, we commit to adjust and run the URBACT Local Support Group and take an active part in the transnational activities planned in the framework of the network.

To this end we also formally commit to engaging the funds needed to co finance ERDF. In the Delivery phase, this is estimated to amount to [.....] €. The details of this contribution are outlined within the Declaration of Interest and in the attached financial tables.

Yours sincerely²

Name in capital letters:

Function

² The signing person has to be an elected representative with authority to sign for the Lead Partner. In case the Lead Partner institution has no elected representatives, the signing person must be in the position of committing the institution’s resources to be engaged in the project (staff, budget, etc.).

Annex 3 – Template of Letter of Commitment for partner implementing their Local Action Plan

The text shall be inserted in the Partner’s headed paper with the relevant project data.

URBACT II Managing Authority
5, Rue Pleyel
93283 Saint Denis Cedex
France

Dear Madam, Sir,

[.....*name of institution*.....] confirms its commitment to be Project Partner in the activities of the [.....] URBACT Delivery *network*.

The main aim we wish to achieve is to ensure a successful delivery of Local Action Plans produced in the framework of the URBACT Programme, maintaining a participative and integrated approach.

In this framework I hereby certify that the institution I represent has started the implementation of the actions included in the Local Action Plan, as described in the Application Form. The main actions that have been/ are being implemented are the following:

[.....] *please list all main LAP actions being implemented*

We are convinced that by working through this URBACT Delivery Network, we will be able to identify the main difficulties in delivering integrated action plans and to build on mutual learning for the definition of solutions for a successful implementation of the actions at local level.

If the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Application Form work programme. More especially, we commit to adjust and run the URBACT Local Support Group and take an active part in the transnational activities planned in the framework of the network.

To this end we also formally commit to engaging the funds needed to co finance ERDF. In the Delivery phase, this is estimated to amount to [.....] €. The details of this contribution are outlined within the Declaration of Interest and in the attached financial tables.

Yours sincerely³

Name in capital letters:

Function:

³ The signatory person has to be an elected representative with authority to sign for the Partner. In case the Partner institution has no elected representatives, the signing person must be in the position of committing the institution’s resources to be engaged in the project (staff, budget, etc.).

Annex 4 – Template of Letter of Commitment for partner not implementing their Local Action Plan

The text shall be inserted in the Partner’s headed paper with the relevant project data.

URBACT II Managing Authority
5, Rue Pleyel
93283 Saint Denis Cedex
France

Dear Madam, Sir,

[.....*name of institution*.....] confirms its commitment to be Project Partner in the activities of the [.....] URBACT Delivery *network*.

The main aim we wish to achieve is to ensure a successful delivery of Local Action Plans produced in the framework of the URBACT Programme, maintaining a participative and integrated approach.

In this framework, even though the delivery of the actions included in the Local Action Plan has not started yet, I certify that the institution I represent is committed to its implementation. Our objective is to build on the review of our Local Action Plan and the recommendations for action that will result from our participation in the Delivery Network to make this happen.

Working through this URBACT Delivery Network, we will be able to identify the main difficulties preventing the delivery of integrated action plans and to build on mutual learning for the definition of solutions for a successful implementation of the actions at local level.

If the proposal is approved within the framework of the URBACT II Programme, we will participate in the project, take on roles and implement activities as indicated in the Application Form work programme. More especially, we commit to adjust and run the URBACT Local Support Group and take an active part in the transnational activities planned in the framework of the network.

To this end we also formally commit to engaging the funds needed to co finance ERDF. In the Delivery phase, this is estimated to amount to [.....] €. The details of this contribution are outlined within the Application Form and in the attached financial tables.

Yours sincerely⁴

Name in capital letters:

Function:

⁴ The signatory person has to be an elected representative with authority to sign for the Partner. In case the Partner institution has no elected representatives, the signing person must be in the position of committing the institution’s resources to be engaged in the project (staff, budget, etc.).

Annex 5 – Models of budget for Delivery networks (4-5-6 partners)

Budget for Delivery Networks - 4 partners

Category	Description	Cost	% of budget
Project Coordination			
stationery and postage	LP costs if really necessary	€ 1,000.00	
		€ 1,000.00	0.29%
Personnel			
LP personnel	1 FTE coordinator	€ 89,000.00	
Shadow LP	1 HTE coordinator	€ 43,000.00	
PP personnel	4 partners on average 15.000	€ 60,000.00	
		€192,000.00	54.86%
Meeting Organisation			
	<i>Room Hire</i>		
Kick off meeting / LAB 1	3 days event	€ 3,000.00	
3 LAB EVENTS	3 events 2 days events	€ 9,000.00	
Final Confernece	2 day event	€ 5,000.00	
Final local dissemination meeting	4 partners x 1000 per mtg	€ 4,000.00	
		€ 21,000.00	6.00%
Travel and Accommodation			
LP travel events	5 events at 1000 per event at 3 people each	€ 15,000.00	
Shadow LP / PP travel events	5 events at 1000 per event at 3 people each	€ 45,000.00	
Other travel (experts)	5 events at 1000 per event at 2 people each	€ 10,000.00	
		€ 70,000.00	20.00%
Equipment			
LAPTOP		€ 1,000.00	
		€ 1,000.00	0.29%
Communication			
Tools	brochure	€ 10,000.00	
Translation		€ 10,000.00	
		€ 20,000.00	5.71%
External Expertise			
Local coordinator	4 partners 10000 each	€ 40,000.00	
FLC expertise		€ 5,000.00	
		€ 45,000.00	12.86%
TOTAL		€350,000.00	100.00%

Budget for Delivery Networks - 5 partners

Category	Description	Cost	% of budget
Project Coordination			
stationery and postage	LP costs if really necessary	€ 2,000.00	
		€ 2,000.00	0.47%
Personnel			
LP personnel	1 FTE coordinator	€ 95,000.00	
Shadow LP	1 HTE coordinator	€ 50,000.00	
PP personnel	5 partners on average 15.000	€ 75,000.00	
		€220,000.00	51.76%
Meeting Organisation			
	<i>Room Hire</i>		
Kick off meeting / LAB 1	3 days event	€ 3,000.00	
4 LAB EVENTS	4 events 2 days events	€ 12,000.00	
Final Confernece	2 day event	€ 5,000.00	
Final local dissemination meeting	5 partners x 1000 per mtg	€ 5,000.00	
		€ 25,000.00	5.88%
Travel and Accommodation			
LP travel events	6 events at 1000 per event at 3 people each	€ 18,000.00	
Shadow LP / PP travel events	6 events at 1000 per event at 3 people each	€ 72,000.00	
Other travel (experts)	6 events at 1000 per event at 2 people each	€ 12,000.00	
		€102,000.00	24.00%
Equipment			
LAPTOP		€ 1,000.00	
		€ 1,000.00	0.24%
Communication			
Tools	brochure	€ 10,000.00	
Translation		€ 10,000.00	
		€ 20,000.00	4.71%
External Expertise			
Local coordinator	5 partners 10000 each	€ 50,000.00	
FLC expertise		€ 5,000.00	
		€ 55,000.00	12.94%
TOTAL		€425,000.00	100.00%

Budget for Delivery Networks - 6 partners

Category	Description	Cost	% of budget
Project Coordination			
stationery and postage	LP costs if really necessary	€ 2,000.00	
		€ 2,000.00	0.40%
Personnel			
LP personnel	1 FTE coordinator	€ 96,000.00	
Shadow LP	1 HTE coordinator	€ 50,000.00	
PP personnel	6 partners on average 16.000	€ 96,000.00	
		€242,000.00	48.40%
Meeting Organisation			
	<i>Room Hire</i>		
Kick off meeting / LAB 1	3 days event	€ 3,000.00	
5 LAB EVENTS	5 events 2 days events	€ 15,000.00	
Final Confernece	2 day event	€ 6,000.00	
Final local dissemination meeting	6 partners x 1000 per mtg	€ 6,000.00	
		€ 30,000.00	6.00%
Travel & Accommodation			
LP travel events	7 events at 1000 per event at 3 people each	€ 21,000.00	
Shadow LP / PP travel events	7 events at 1000 per event at 3 people each	€ 105,000.00	
Other travel (experts)	7 events at 1000 per event at 2 people each	€ 14,000.00	
		€140,000.00	28.00%
Equipment			
LAPTOP		€ 1,000.00	
		€ 1,000.00	0.20%
Communication			
Tools	brochure	€ 10,000.00	
Translation		€ 10,000.00	
		€ 20,000.00	4.00%
External Expertise			
Local coordinator	6 partners 10000 each	€ 60,000.00	
FLC expertise		€ 5,000.00	
		€ 65,000.00	13.00%
TOTAL		€500,000.00	100.00%