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

# **CALL FOR PROPOSALS FOR THE CREATION OF PILOT NETWORKS FOR THE TRANSFER OF GOOD PRACTICE IN THE FIELD OF INTEGRATED AND SUSTAINABLE URBAN DEVELOPMENT**

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## Table of contents

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<b>1. The URBACT II Programme</b> .....	<b>3</b>
1.1. Programme Objectives.....	3
1.2. Programme Priorities .....	3
1.3. Programme Area .....	3
1.4. Regulatory framework.....	3
<b>2. Call for Proposals: General Background</b> .....	<b>4</b>
2.1. Rationale .....	4
2.2. Focus and objectives .....	4
2.3. Thematic coverage .....	5
2.4. Beneficiaries and partnerships.....	6
<b>3. Activities and expected deliverables</b> .....	<b>7</b>
3.1. Activities.....	7
3.2. Deliverables .....	7
<b>4. Budget and Expertise Resources</b> .....	<b>8</b>
<b>5. Procedure for the creation of Pilot Transfer Networks</b> .....	<b>9</b>
5.1. Declaration of interest.....	9
5.2. Additional requested documents.....	9
5.3. Submission of applications.....	9
5.4. Eligibility.....	11
5.5. Assessment.....	11
5.6. Approval .....	13
<b>6. Calendar - Save the Dates</b> .....	<b>13</b>
<b>Annex I – Basic Principles for URBACT II</b> .....	<b>14</b>
The URBACT method .....	14
The Lead Partner Principle .....	15
The "Lead expert" principle.....	16
Managing authorities of Operational programmes .....	17
Communication and Dissemination .....	17
<b>Annex II – Templates Letter of Commitment</b> .....	<b>18</b>

# 1. THE URBACT II PROGRAMME

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## 1.1. Programme Objectives

Cities have a vital role to play in the achievement of the Europe 2020 strategy aims. The URBACT II programme will foster this role by bringing together actors at local and regional level to exchange and learn on a wide range of urban policy themes. This cooperation will aim to improve the effectiveness of sustainable integrated urban development policies in Europe with a view to implementing the Europe 2020 Strategy.

As stated in the Operational Programme, URBACT II is driven by the following specific objectives:

- **To facilitate the exchange of experience and learning** among city policy makers and practitioners in the field of sustainable urban development among local and regional authorities.
- **To disseminate widely the experiences and examples of good practice** collected by the cities, and especially the lessons drawn from these projects and policies, and to ensure the transfer of know-how in the area of sustainable urban development;
- **To assist policy-makers and practitioners in the cities and managers of operational programmes** under the Convergence and Competitiveness Objectives to define action plans on sustainable development of urban areas, which may be selected for Structural Funds programmes.

All exchange and learning projects shall thus aim to impact local policies and practices in the perspective of developing sustainable and integrated urban policies.

## 1.2. Programme Priorities

The URBACT II programme is structured around 2 thematic priority axes:

- Priority Axe 1 - Cities, Engines of Growth and Jobs
- Priority Axe 2 - Attractive and Cohesive Cities

## 1.3. Programme Area

The programme area consists of:

- The EU 27 Member States, known as 'Member States' ;
- Norway and Switzerland, also known as 'Partner States' (project partners from these countries cannot make use of ERDF allocations but will be co-financed by national contributions)

Partners from other countries can participate at their own costs.

## 1.4. Regulatory framework

The URBACT II Programme is part of the European Territorial Cooperation Objective of the Structural Fund policies for the period 2007-2013. The URBACT II Programme is financed through the ERDF, of which principles and regulations are laid down in Council Regulation

N° 1083/2006 (General Regulation), Council and Parliament Regulation N° 1080/2006 (ERDF Regulation) and Commission Regulation N° 1828/2006 (Implementation Regulation).

The principles and regulations for projects to be developed within the programme are laid down in the URBACT II Operational Programme (officially approved by the European Commission on 02 October 2007).

The URBACT II Programme Manual provides further details on the implementation of the programme's operation, on the different kinds of projects to be developed (creation, implementation, management, funding, etc.). Applicants are invited to refer to both documents for more information on the different items presented in this Call for Proposals.

## **2. CALL FOR PROPOSALS: GENERAL BACKGROUND**

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### **2.1. Rationale**

In URBACT II, the focus of exchange networks has been on fostering integrated and participative approaches to urban policies through sharing experience and practices, and improving local policies (production of Local Action Plans). The full chain of identification, transfer and validation of "good practices" in the field of urban policies has barely been explored. It is proposed to experiment this "capitalisation of good practices" process with small scale pilot projects under the current programme so as to explore tools and processes to be embedded in URBACT III.

Following the approval of the URBACT II Monitoring Committee (Written procedure n°29, 04 September 2013), the "Secrétariat Général du Comité Interministériel des Villes" (SG-CIV, France), Managing Authority of the URBACT II Operational programme, issues a **CALL FOR PROPOSALS FOR THE CREATION OF UP TO 4 PILOT TRANSFER NETWORKS.**

Considering the available resources, it is proposed to create **up to four** Pilot Transfer Pilots, including three under Priority Axe I and one under Priority Axe II.

This call for proposals is open **from 03 October until 04 November** 2013, 02.00 pm CET.

Decision for the approval of Pilot Transfer Networks by the Monitoring Committee should normally take place during the next meeting scheduled on **29 November 2013.**

Following this decision, pilot Delivery Networks will operate during **16 months** starting from 01 December 2013.

### **2.2. Focus and objectives**

This call for proposals is focused on the transfer of practice related to the improvement of city performance in the field of sustainable and integrated urban development. The programme will support transnational cooperation as a platform for cities to exchange and learn from one another in the perspective of transferring good practices in the field of integrated sustainable urban development.

The pilot Transfer Networks shall aim to:

- 1 Support the validation of good practices through the transfer (re-use) by cities in the framework of a transnational exchange and learning project.
- 2 Identify key elements of success for the transfer of the selected practices
- 3 Explore how transnational cooperation can support the identification, validation, dissemination and active in-take of good practices in the field of integrated sustainable urban development (in the perspective of the URBACT III programme, with a focus on the EU2020 objectives).

More generally, these pilot Transfer networks shall allow the programme to explore how URBACT III could, building on transnational cooperation, foster and support the mapping, re-use and validation of good practices. In this perspective, a dedicated support and monitoring framework will be set up at programme level:

- each pilot Transfer Network will be accompanied by a dedicated Thematic Pole Manager (focus on content, methods for exchange and learning, and delivery of outputs);
- the pilot Transfer 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 Transfer 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.

### 2.3. Thematic coverage

The thematic coverage for this call for proposals includes a series of topics related to the pillars of the Europe 2020 strategy for innovative, sustainable and inclusive cities. Project proposals are requested to select a practice that relates to one or several of the following topics:

<b><u>INNOVATIVE CITIES</u></b>	<ol style="list-style-type: none"> <li>1. Promoting innovation and the knowledge economy (e.g. local economic development, open innovation, etc.)</li> <li>2. Promoting social innovation (e.g. innovative services, human capital, etc.)</li> <li>3. Promoting employment and supporting labour mobility</li> <li>4. Promoting entrepreneurship</li> </ol>
<b><u>SUSTAINABLE CITIES</u></b>	<ol style="list-style-type: none"> <li>5. Developing Low carbon and energy-efficient urban economies (e.g. sustainable transport, housing, climate change adaptation and mitigation, protecting the environment, brownfields redevelopment, etc.)</li> <li>6. Enhancing urban planning performance and an efficient public administration (e.g. shrinking cities, linkages urban-rural, city-centers management, etc.)</li> </ol>
<b><u>INCLUSIVE CITIES</u></b>	<ol style="list-style-type: none"> <li>7. Promoting the active inclusion of specific groups (e.g. young people, the elderly, immigrants, women, homeless, etc.)</li> <li>8. Fostering regeneration of deprived neighbourhoods and combating poverty</li> </ol>

When considered from an integrated approach perspective, all 8 topics are strongly inter-related. Fostering economic competitiveness goes hand in hand with improving social cohesion, and vice-versa. It is expected that the practice selected for transfer addresses issues that relate to several of the URBACT themes outlined above.

Candidates should also take stock of the available results and knowledge from existing networks in URBACT II and other programmes.

## 2.4. Beneficiaries and partnerships

Target beneficiaries of this call for proposals are European cities, municipalities, infra-municipal bodies (e.g. city districts, arrondissements, etc.) and organized agglomerations<sup>1</sup> of the Member and Partner States (27 Member States plus Norway and Switzerland). The beneficiaries must be public authorities or public equivalent bodies<sup>2</sup>.

Partnerships will be composed of **minimum 3 and maximum 5 cities**, including the Lead partner city<sup>3</sup>, coming together to transfer a practice that has been successfully implemented in one of the partner cities. Any city involved in the partnership can take the role of Lead partner.

Partners shall be from minimum 3 different Member/ Partner States.

One partner minimum shall be from a Convergence region.

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<sup>1</sup> As stated in the URBACT II Operational Programme, "article 8 of the Regulations 1080 covers urban areas but does not define "city". In the framework of the present programme, the term city is understood in its broadest term: metropolitan areas, cities, towns, neighbourhoods and districts. A "city" can be beneficiary of the URBACT programme as long as it disposes of the legal competencies and frameworks to ensure effective management" (Operational Programme, Annex 6). This principle also applies to the concept of "organised agglomerations". Moreover, the Monitoring Committee (Written procedure n°7 approved on 07/01/2008) has agreed to consider the participation of infra-municipal bodies as partners in URBACT II projects in the following terms: Infra municipal public bodies (districts, neighbourhoods, arrondissements...) can apply as candidate partners only if the central mayor certifies that the specified body has the competences to participate in a thematic network or working group within URBACT II. A certificate signed by the city mayor will be attached to the Declaration of interest (or Final application if the candidate partner joins the project during the Development phase). The participation of an infra municipal body will count in the number of partnership of the city within the URBACT projects.

<sup>2</sup> Based on EU Public Procurement Law, public equivalent body refers to any legal body governed by public or private law:

1. established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character (which does not exclude bodies partly having an industrial or commercial character), and
2. having legal personality, and are
  - a) either financed, for the most part, by the State, or regional or local authorities, or other bodies governed by public law,
  - b) or subject to management supervision by those bodies,
  - c) or having an administrative, managerial or supervisory board, more than half of whose members are appointed by the State, regional or local authorities or by other bodies governed by public law."

<sup>3</sup> See Annex 1 - Some basic principles under URBACT II – The Lead partner principle.

### **3. ACTIVITIES AND EXPECTED DELIVERABLES**

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#### **3.1. Activities**

Cities involved in the pilot Transfer Network will work together to adapt and transfer an identified practice in their own city, and draw lessons throughout the process so as to enhance and facilitate the transfer of the practice. The work plan will build on 3 main strands of activities:

A) Activities related to the transfer of the practice at local level, in each recipient city.

The transfer should be prepared by staff exchange and visits to the “city providing the practice”. As a first step in the process, a detailed description of the practice using a template provided by URBACT and including a baseline situation in all the receiving partners regarding the context for transfer will have to be produced within the first 2 months. The Lead expert<sup>4</sup> supporting the project will be responsible for the production of this document, with the active involvement of all partners. At local level, the transfer should be done with the involvement of the appropriate stakeholders so as to ensure a participatory approach<sup>5</sup>.

B) Transnational exchange activities at network level

These activities should be planned and designed so as to allow partners to benefit from one another’s experience through the transfer and draw lessons related to the transfer of the practice in different settings.

Transnational activities should include a kick-off seminar and final event. The kick-off event will be a joint event for all pilot projects organized on 29-30-31 January 2014 in Paris. All partners of all pilot projects shall take part to this kick-off meeting (provisions for travel and accommodation for this event shall be included in the network budget).

C) Communication activities

Each Transfer network will have a dedicated space on the URBACT website, to communicate on their project activities and achievements. Network partners should also ensure proper communication through appropriate media depending on their target audiences<sup>6</sup>.

At programme level, capitalisation and dissemination activities will be developed around cities involved in the Transfer Pilots so as to consolidate the experience and draw lessons for the future. A dedicated communication strategy will also be deployed at programme level to ensure wide coverage of the pilots (e.g. dedicated URBACT event in 2014 and 2015).

#### **3.2. Deliverables**

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<sup>4</sup> See Annex 1 – Some basic principles under URBACT II – The Lead expert principle.

<sup>5</sup> See Annex 1 – Some basic principles under URBACT II – The URBACT Method.

<sup>6</sup> See Annex 1 – Some basic principles under URBACT II – Communication and Dissemination

Expected deliverables shall include:

- Baseline – Initial description of the good practice
- Transnational events
- Good practice transferred in each receiving city, supported by transfer logs (account of the transfer process and achievements in each receiving city)
- Thematic outputs that bring the learning of all cities involved in the Transfer Network in relation to the good practice transferred, including improvements to enhance the practice and recommendations aiming to cities outside the partnership
- Redefined good practice

#### **4. BUDGET AND EXPERTISE RESOURCES**

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The budget of the Pilot Transfer Networks will range from 250.000 to 400.000 EUR depending on the number of partners involved. Cities will need to consider their financial contribution to the project as ERDF co-financing is fixed at a maximum of 70% for competitiveness regions and 80% for convergences regions.

Project partners should discuss during the development of the Declaration of Interest how the overall budget envelope shall be shared between partners taking into consideration the different roles and responsibilities determined. The Lead partner is likely to require slightly more budget than the other partners as they take responsibility for the overall project management. Other partners should have a realistic share of the budget taking into account national differences in operational costs and also on which cities will host some meetings. A detailed budget will be developed in collaboration with the URBACT JTS for those projects which are approved.

As an estimate partners should envisage a local contribution of up to 20.000 to 40.000€ (higher for a lead partner) depending on the number of project partners.

Eligible costs for the pilot transfer networks include:

1) Project coordination (incl. Overheads)	General costs, administrative costs, overheads, etc.
2) Personnel	Costs for the personnel employed by the partner/lead partner's institutions officially listed in the Application Form
3) Meeting organisation	Costs for the organisation of meetings, conferences and seminars (venue, interpretation, catering, etc.) both at project level for transnational activities and at partner level for local activities
4) Travel and accommodation	Costs for travel and accommodation for transnational activities ; Costs for travel and accommodation for participation in Programme level events; Costs for travel and accommodation for Dissemination activities



5) Communication and dissemination	Costs for brochures, other communication and dissemination tools, costs for printing and translation
6) External expertise	Costs for external experts to assist at partner level; Expertise linked to project management, control or communication if necessary; costs for expertise to develop small feasibility studies to help in planning the implementation.

An additional envelope of up to 45.000 EUR (i.e. up to 60 days at URBACT rate of 750 EUR/ day, depending on the number of partners and work plan) will be available for expertise support at project level, including support to be provided by the Lead expert. Expertise for these pilots will be covered by the budget line "Programme level expertise" available under Operation 2 – Capitalisation.

## **5. PROCEDURE FOR THE CREATION OF PILOT TRANSFER NETWORKS**

### **5.1. Declaration of interest**

Candidate lead partners are invited to fill in and submit a Declaration of interest describing the proposed partnership, the practice to be transferred and why partners are willing to transfer it in their own cities, the main transnational exchange activities that will support the transfer, the participatory framework supporting the transfer at local level, the main expected outputs.

### **5.2. Additional requested documents**

Applicants shall submit, along with the Declaration of Interest, a letter of Commitment for each partner involved in the Pilot Transfer Network.

In Annex 2, you will find the following templates:

- Letter of Commitment for the Lead Partner city
- Letter of Commitment for partner cities "giving" the good practice
- Letter of Commitment for partner cities willing to transfer the good practice in their city

### **5.3. Submission of applications**

The deadline for the submission of the Declaration of interest and all requested documents is **04 November 2013**.

The submission of proposals shall follow a 2-step process, both to be completed on 04 November 2013:

1. An electronic version<sup>7</sup> of the signed Declaration of interest and all requested documents must be sent by **04 November 2013, 02 pm CET**, to [r.barbato@urbact.eu](mailto:r.barbato@urbact.eu)

<sup>7</sup> To allow a smooth management of the applications, please make sure to attach a Word/ PDF format of the Declaration of interest to your email.

2. A signed version of the Declaration of interest along with the original signed Letters of Commitment must be sent by registered mail to the following address:  
URBACT Secretariat  
5, Rue Pleyel  
93283, Saint Denis Cedex - France

Mailings must be postmarked no later than **04 November 2013**.

## **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 Declaration of interest 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 Declaration of Interest and letters of commitment have been properly filled in according to the instructions.
- d. All documents required are duly signed by the candidate partners.
- e. The proposed partnership brings together a minimum of 3 and a maximum of 5 cities, including the Lead partner city, coming together to transfer a practice that has been implemented in one of the partner cities
- f. The proposed partnership involves partners from at least 3 Member/ Partner States
- g. The proposed partnership involves a minimum of 1 partner from Convergence regions.

## **5.5. Assessment**

Following the eligibility check performed by the URBACT Secretariat, eligible proposals will be assessed by a panel involving URBACT thematic pole managers as well as a member of the External Assessment Panel in charge of assessing the proposals submitted under the different URBACT calls for proposals.

The criteria for assessment are outlined in the table below.

<b>Criterion 1: Relevance of the proposal and European value added</b>	<b>/25</b>
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <p>1.1 The project contributes to the approach to transfer outlined in the URBACT II call for proposals</p> <p>1.2 The declaration of interest clearly analyses how the transfer will be used to address the problem to be tackled and the related challenges in the different cities</p> <p>1.3 The problem and challenges to be tackled through transfer exists in all of the receiving partner cities and this has been evidenced</p> <p>1.4 There is a European level interest in the work that they propose (e.g. clear contribution to the Europe 2020 strategy concept of smart, sustainable and inclusive growth)</p> <p>1.5 The project has been explicitly designed and organized to mitigate the carbon footprint (e.g. minimising numbers of flights, using online methods, etc.)</p>	
<b>Criterion 2: Coherence of the proposal</b>	<b>/25</b>
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <p>2.1. Quality of the strategy: The issue tackled by the project, the objectives and expected effects (outputs and results) are clearly defined and meaningful</p> <p>2.2. The project has a clear focus on transfer of good practice and this has been evidenced in the work programme and expected results</p> <p>2.3. The activities in the work programme have been set out as indicative work packages (specific objective, actions, time frame, work package leader)</p> <p>2.4. The proposed activities in the work packages are in line with the objectives and expected results</p>	
<b>Criterion 3: Quality of the expected results</b>	<b>/25</b>
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <p>3.1 The expected outputs/results are in line with what has been outlined in the Call for proposals</p> <p>3.2 The expected outputs/ are concrete (visible and measurable). They are specified precisely and quantified</p> <p>3.3 The activities and outputs are explicitly interrelated</p> <p>3.4 The expected transfer of the practice into local action plans is backed by a commitment to achieve this from each recipient city.</p>	
<b>Criterion 4: Quality of partnership and lead partner</b>	<b>/25</b>
<p>The dimensions to be considered under this criterion include (non exhaustive list):</p> <p>4.1 There is substantial commitment of each partner in the implementation of the project (e.g. different leadership and participation in the proposed work packages).</p> <p>4.2 There is evidence that each recipient partner commits to set up and run an URBACT Local Support Group to ensure participatory approach.</p> <p>4.3 The candidate Lead partner has real evidenced experience of the problem being addressed in this field</p> <p>4.4 The candidate Lead partner has experience of leading exchange of experience projects in fields close to the proposed project (i.e. utilising existing departmental capacity)</p> <p>4.5 The project coordinator to act in the name of the Lead partner (<i>project coordinator</i>) has experience of this type of work</p> <p>4.6 A Lead expert/ thematic experts to be hired on the Programme envelope have been identified</p>	
<b>TOTAL</b>	<b>/100</b>

Building on this assessment and considering the constraints in which the programme is operating in this last phase before the next programming period (esp. in terms of available budget), the Managing Authority will submit a proposal to the next Monitoring Committee (29 November 2013). The Monitoring Committee will decide on the approval of Pilot Transfer Networks. The decision of the Monitoring Committee shall be final.

## **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**

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

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

## **ANNEX I – BASIC PRINCIPLES FOR URBACT II**

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### **The URBACT method**

- **Transnational exchange and learning**

Networking with other European cities within URBACT will allow you to exchange and share your experiences, challenges, problems, possible solutions with peers all across Europe. The URBACT requirement that all partnerships be balanced with partners from Competitiveness and Convergence regions breaks up the usual networking patterns and widens the scope of shared experiences and approaches.

Transnational exchange and learning seminars usually include site visits during which partner cities have the opportunity to learn about how other cities are concretely dealing with their local challenges and problems. While exchanging with the host city and questioning their approach, partner cities are also led to reconsider their own approaches to similar issues they may be confronted with.

While exchanging and working with peers across Europe, with different political and cultural backgrounds, you will generate new ideas for your own city as well as support other cities in building better solutions to their local problems.

- **Action-oriented**

Within URBACT, exchange and learning is conceived as a tool for European cities to design and implement better policies. Joining an URBACT network, you will have the opportunity to work on a specific challenge or problem and to build new solutions to improve urban development in your city. As a partner, you will commit to transfer a practice. Network activities at transnational level will provide you with practical knowledge, experience from peers and experts, which will feed into the re-use of the practice at local level.

- **Capacity-building**

Being an active partner in a thematic network will allow you to strengthen your competences in the field of integrated and sustainable urban development. This exchange programme is also a learning programme. Through the exchanges, you will develop a better understanding and knowledge on the topic addressed by the network. You will also build up professional skills in participative action-planning, while working with local stakeholders on transferring your good practice.

In addition to the activities implemented by the networks themselves, the URBACT programme offers regular training and capacity-building schemes for partners and local stakeholders involved in networks. Doing so, URBACT intends to go beyond individual learning and to allow local authorities to improve the way they are working with their communities.

- **Support of experts**

The programme provides to each thematic network a specific budget for the appointment of experts. These experts support partners in implementing their transnational activities with both thematic content and methods for exchange and learning. They are in charge of drawing lessons from the exchanges, identifying good practices and producing outputs that can be used not only by the network partners (especially when transferring the practice and learning from this process), but also by urban practitioners across Europe.

In each network, a Lead expert will be appointed, who will support the partnership throughout the whole life-cycle of the network. Ad hoc thematic experts may also be recruited, to provide support for specific seminars or sub-themes.

At programme level, networks are grouped in thematic clusters depending on the issues they are addressing. These clusters operate as platforms where networks working on similar or complementary issues can exchange on their activities, findings, etc. The experts in charge of managing these clusters are also in charge of supporting projects and their partners to achieve quality results, both at network level and at local level. They can thus provide useful tools and resources in addition to the support provided by the Lead expert and thematic experts working for the network.

- **Support from the Secretariat**

The URBACT Secretariat is in charge of implementing and managing the programme in the name of Member and Partner States. The Secretariat also plays an important role in monitoring and supporting networks, and setting the conditions for quality results. It produces guidelines for Lead partners and project partners on various dimensions of network activities, from management and finance to communication, production of outputs, methods for exchange and learning, etc.

Beyond guidance and templates, the Secretariat also organises training sessions for Lead partners and Lead experts, holds regular meetings with them in order to review progress in implementation, provide support, facilitate the exchange of experience and good practices between networks, etc.

The Programme actively contributes to the communication on network activities and to the dissemination of their findings. It provides a website on which each network has its own dedicated space (minisite), publishes a Newsletter, develops agreements with national websites in order to foster communication and dissemination on the networks' results in different languages, etc. The URBACT Annual conference also provides networks and their partners with a unique opportunity for communication and dissemination.

## **The Lead Partner Principle**

Each project has to appoint a Lead Partner who takes over the full responsibility for management, coordination of activities among the involved partners, implementation of work programme, communication on the project and dissemination of project outputs. The Lead Partner also bears financial and legal responsibility and liability for the whole partnership towards the Managing Authority (See Programme Manual, Fact Sheet 6b – Project management, section 1.1). In order to ensure these tasks, the Lead partner is requested to appoint:

- a coordinator who shall be responsible for the organisation of the project's work, of the implementation of the work programme, of the production of all expected outputs as defined in the Application Form (Refer to Fact Sheet 6b – section 1.1. for more details)
- a financial officer who shall be responsible for the accounts, financial reporting, the internal handling of ERDF funds and national co-financing (Refer to Fact Sheet 6b – section 1.1. for more details)
- a communication officer who shall be responsible for the project communication and dissemination strategy, tools (especially updating the project's mini-site) and activities, in relation with all partners and the Secretariat (particularly the Communication manager of the programme) (Refer to Fact Sheet 6b – section 1.1. for more details)

It is strongly requested that the administrative and financial management be led internally by the Lead partner. In case where these tasks are externalised, the External Assessment Panel will check the liability and the proximity of the external body with the Lead Partner administration. However, the Lead Partner can in no way delegate the financial and legal responsibility for the project. For the project coordination, administrative/ financial management and communication on project activities, the level of human resources mobilised by the Lead Partner should correspond to 2 full-time posts.

Lead partners will be required to take part, in the name of the network, to capitalisation and dissemination activities at programme level. More especially, they will be requested to contribute the activities of the Thematic Pole to which their project will be assigned (participating to the 3-4 TP annual meetings, ensuring contribution of the project to programme level productions or seminars, URBACT annual conference, etc.)<sup>8</sup>.

## **The “Lead expert” principle**

Lead partners of Thematic networks will appoint a Lead expert who will be responsible for supporting the network throughout the whole life of the project and for contributing to programme level activities in the name of the network (especially, participation to Thematic Poles’ activities will be included in the contractual engagement of the Lead expert with the URBACT Secretariat).

In addition to the project budget, an envelope shall be available to all networks for expertise purposes, amounting to up to 45.000 euros (meaning up to 60 days of expertise). This envelope will be available for the Lead expert and any additional ad hoc experts the partnership will want to hire to support implementation of the project. The allocation of days will have to take into account the significant role to be played by the Lead expert both at project and programme level.

Costs for travel and accommodation of experts hired on this envelop shall be covered by the project budget.

Lead experts are expected to support the partners in the completion of the main tasks to be completed during the project (completion of the baseline study within 2 months after the start of the project, etc.). As a consequence, applicants are required to propose a Lead expert they intend to appoint in the Declaration of Interest. Lead experts are to be selected from the pool of validated experts available on the URBACT website.

Applicants are invited to refer to the Programme Manual (Fact Sheet 3 b) for more details on the role of Lead experts and thematic experts.

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<sup>8</sup> While Lead Partners are required to act as the official project representatives, they are invited to foster and organise the involvement of project partners in programme level activities as well.



## **Managing authorities of Operational programmes**

Project partners are recommended to associate the Managing Authorities of the Operational programmes in the project activities in order to enhance the impact of these activities on local policies.

## **Communication and Dissemination**

Reference to the EU regulations in terms of communication and publicity and URBACT requirements can be found in the URBACT II Programme Manual (Fact sheets 6a and 6b).

URBACT projects have to share their results and outputs with their partner cities but also with urban stakeholders, policy and decision makers and practitioners across Europe possibly facing the same challenges or interested in the project topic. Therefore, communication and dissemination shall be key activities for the project.

The Lead Partner is in charge of the project communication strategy, its implementation as well as the dissemination of the project intermediate and final outputs. A Communication Officer shall be appointed. Project partners shall be actively involved in the communication and dissemination activities.

Tools and support will be provided at programme level including:

- URBACT graphic charter: guidelines and templates for publications, powerpoints etc. available at [http://urbact.eu/fileadmin/graphic\\_charter/](http://urbact.eu/fileadmin/graphic_charter/)
- URBACT website:
  - o Project mini-sites to be completed by the project Communication Officer
  - o URBACT programme website as well as other web tools (Blog, newsletter, Facebook page, Video channel) available to disseminate project announcements and results
- URBACT National Dissemination Points: websites to disseminate announcements and results in national language.
- Annual or thematic events at programme level

Each project shall complete and update the project mini-site on the URBACT website at least once every two months (these dedicated pages will be created once the projects have been approved), produce communication materials (newsletters, leaflets etc.), apply the URBACT Graphic Charter in all its documents and publications, promote the project activities and results at national and local levels (press releases, events etc.). At the end of the project, a final publication shall be produced and disseminated, a final event open to all targets groups shall be organised to introduce the results of the project as well as dissemination events at partners' level.

## **ANNEX II – TEMPLATES LETTER OF COMMITMENT**

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### **Template of Letter of Commitment for LEAD PARTNER**

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

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

Dear Madam, Sir,

The city of [.....] confirms its commitment to be the Lead Partner of the URBACT *Pilot Transfer network* entitled [.....]. Our project builds on a partnership of [.....] partners in total that belong to [.....] Member or Partner States.

The specific challenge we wish to address in this *Transfer network* as a Lead Partner is [.....].

The practice we wish to transfer in this network is the following:  
[.....].

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will transfer the selected practice, participate in the project, take on roles and implement activities as indicated in the Declaration of Interest work programme. More especially, we commit to transfer the practice through a participatory approach with the involvement of relevant local stakeholders and attend the transnational meetings planned in the framework of the project.

We agree to provide the necessary local co-financing contribution to be determined in the final application should the proposal be approved.

Yours sincerely<sup>9</sup>

\_\_\_\_\_  
Name in capital letters:

\_\_\_\_\_  
**Function**

Official stamp



<sup>9</sup>

The signatory person has to be a person with authority to sign for the Partner institution and in the position of committing the institution’s resources to be engaged in the project (staff, budget, etc.).

## Template of Letter of Commitment for PROJECT PARTNER

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

Date

Dear Madam, Sir,

The city of [.....*name of institution*.....] confirms its commitment to be Project Partner of the URBACT *Transfer network* entitled [.....] led by the city of [.....*name of Lead partner*.....].

The specific challenge we wish to address as a project partner in this *Transfer network* is [.....].

The practice we wish to transfer in this Transfer network is the following [.....].

We are convinced that by working through this URBACT project, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT II Programme, we will transfer the selected practice, participate in the project, take on roles and implement activities as indicated in the Declaration of Interest work programme. More especially, we commit to transfer the practice through a participatory approach with the involvement of relevant local stakeholders and attend the transnational meetings planned in the framework of the project.

We agree to provide the necessary local co-financing contribution to be determined in the final application should the proposal be approved.

Yours sincerely<sup>10</sup>

\_\_\_\_\_  
Name in capital letters:

\_\_\_\_\_  
Function:

\_\_\_\_\_

Official stamp

<sup>10</sup> The signatory person has to be a person with authority to sign for the Partner institution and in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.).