



THE URBACT III PROGRAMME


MONITORING COMMITTEE

4TH APRIL 2018

SOFIA, BULGARIA

00

**Agenda, minutes &
matters of general
interest**

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 00b Agenda
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Welcome coffee

08.30-09.00

00. Agenda, minutes and matters of general interest

09:00-9:45

- a) Welcome and introduction by Denitsa NIKOLOVA, Chair of the URBACT III Monitoring Committee
- b) Agenda of the meeting
- c) Minutes of the last MC Meeting (Mouans-Sartoux, 16-17 November 2017)
- d) Amendment to the MC Rules of Procedure
- e) Update by the European Commission
- f) Update by the Managing Authority - report on 6th March Workshop)

01. Networking Activities

9:45-11:45

- a) Action Planning Networks Update
- b) Implementation Networks Update
- c) Transfer Networks 1st Call for Proposals
 - o Results of the Call, applications received, eligibility check, report of the assessment process, MA proposal
 - o Next steps

Coffee break

11.45-12.00

07. Programme Management

12:00-12:30

- a) Detailed budget update
- b) Technical Assistance budget update
- c) Update on Second Level Control

02. Expertise

12:30-13:15

Update on Expertise

Lunch break

13.15-14.15

03. Capacity building

14:15-14:45

Update on Capacity Building

04. Capitalisation

14:45-15:15

Update on Capitalisation

05. Communication

15:15-16:00

- a) Update on Communication
- b) 2018 Communication Plan

06. National URBACT Points


16:00-16:30

Update on NUP

08. Any other business

16:30-17:00

Next MC Meetings: Austria (4th December 2018), Romania (May-June 2019)

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 00c</p> <p style="text-align: center;">Minutes Mouans-Sartoux Meeting</p>
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00. Agenda, minutes and matters of general interest

- a) Welcome and introduction by Adrian MIFSUD, Chair of the URBACT III Monitoring Committee

The CHAIR, Adrian MIFSUD welcomed the Members of the URBACT Monitoring Committee to Mouans-Sartoux on behalf of the Maltese Presidency. He welcomed particularly the deputy head of Unit in the DG for Regional and Urban Policy of the European Commission **Carole MANCEL-BLANCHARD** for attending this important meeting and excused her colleague **Fiona WIELAND**.

He invited newcomers to the Monitoring Committee to introduce them. New MC Representatives were welcomed from CROATIA, FRANCE, the NETHERLANDS, LITHUANIA, SLOVENIA, SWEDEN and ROMANIA.

Maike SCHMOCH of the Joint Secretariat was introduced and thanked for her work during the URBACT City Festival.

- b) Welcome by the Mayor of Mouans-Sartoux

The CHAIR gave the floor to the **Mayor of Mouans-Sartoux** who welcomed the URBACT delegates and introduced his town, in particular the agricultural projects in the town, protected through urban planning tools. He described the URBACT good practice – collective school catering with produce coming from the municipal farm, and the other cultural policies implemented.

- c) Agenda of the meeting

Decision

Members of the Monitoring Committee approved the agenda of the meeting with no remarks.

- d) Minutes of the last MC Meeting

Decision

Members of the Monitoring Committee approved the minutes of the Malta meeting (2 June 2017) with no remarks.

e) Update by the European Commission

The CHAIR gave the floor to **Carole MANCEL-BLANCHARD** from the Commission to give an update on urban issues related to the Cohesion Policy and on urban international initiatives.

Firstly she provided an update on programme management for URBACT II. It was noted that Member States should have received a letter indicating a decommitment of 2.6m€ from the total URBACT II budget. The Managing Authority will receive a final closure letter requesting that the overpaid ERDF be refunded. The amounts have already been agreed between the EC and the MA.

For URBACT III there is nothing major to report as the programme has the Managing and Certifying Authority now designated, the AIR 2016 is approved and spending is on track.

Update on European events:

Cities Forum, 27-28 November in Rotterdam with more than 600 registrations. Topics for discussion include Urban Agenda for the EU, link with Cohesion Policy, urban dimension of SDG and new urban agenda. An Advisory and investment platform for cities will be launched there. The Report to the Council on Urban Agenda will have been adopted by then. URBACT is involved in some workshops linked to the UA partnerships.

UDN events took place in Athens, Plovdiv, Espoo and Budapest. 2018 programme is planning, 6 events will be organised. URBACT calls have been promoted in these events.

UIA: 17 cities were selected in September 2017 on the following topics: urban mobility, circular economy, inclusion of migrants and refugees. The third call will be launched in December. UIA was asked to survey their cities to see if they would be interested in the topic of security in public spaces in cities, as the EC would like to launch a partnership on this topic. It would be proposed as a topic in the fourth UIA call. The survey is being prolonged to encourage more responses. Members are encouraged to reply, and encourage cities to reply. The partnership creation has not been endorsed yet by member states.

SLOVAKIA regretted the lack of post-soviet block cities in UIA. EC is aware of the problem but cannot guarantee geographical balance.

f) Update by the Managing Authority

The CHAIR gave the floor to **Eric BRIAT**, Deputy Head of the URBACT Managing Authority to give information about the budget for technical assistance and to make a proposal for the organisation by URBACT of a workshop at the beginning of next year with the members of the MC and the Commission about the 2020 perspectives: what place and role for EU cooperation of cities and urban territories?"

The CGET as Managing Authority for the URBACT III programme confirmed that they would underwrite the additional costs estimated at around 1m€ due to the change in administrative body supporting the programme. It will be done if and when needed at the end of the programming period. **Eric BRIAT** also wanted to recall that the 6% ERDF limit for Technical

Assistance are considered insufficient and reminded MC members of the effort made by integrally covering the certification costs.

Questions were raised by **GREECE** concerning the additional costs.

Eric BRIAT explained that these costs had already been outlined in previous MC meeting and the important point to note was that all extra cost which cannot be covered by the limited TA budget would be covered by France.

SWEDEN and **GERMANY** welcomed this good news and the good will of the Managing Authority to cover these costs.

Regarding the next programming period, and before entering into the negotiation and programming phase, the Managing Authority proposed to organise a workshop to share the first reflections about the future of URBACT with the MC members and the Commission. This workshop would be organised by the Joint Secretariat in the first quarter of 2018. Member States were asked to express an interest in attending this meeting.

Concerning the proposed working group on the future of Cohesion Policy and the URBACT programme several Member States were supportive of this idea and expressed an interest to attend (ITALY, GERMANY, LATVIA, SLOVENIA, CZECH REPUBLIC, ESTONIA, AUSTRIA and NETHERLANDS). The need to organize this meeting quickly to respect the agenda of the European Commission was also noted.

01. Networking Activities

a) Update on Action Planning Networks

The CHAIR explained that 20 Action Planning Networks with more than 200 cities involved are now very advanced; he gave the floor to **Celine ETHUIN**, projects and finance officer, for an update about the phase 2 of Action Planning Networks.

It was noted that all APN are progressing well at different speeds and with different interim outputs but all are on track hopefully for good results.

Some 'extraordinary' actions were first highlighted: transnational meetings with a wider audience (e.g. EUROCITIES Edge of Centre Transformation / URBACT sub>urban Joint Conference, Brussels, 13 June 2017) or with a political engagement (e.g. BoostINNO Summit, Paris, 6-8 November 2017 included the signature of a Call for Action on social innovation by mayors or political representatives). Other interesting formats or methods for bi/tri/multilateral exchanges organized by some networks were then presented (e.g. Change! staff exchanges, REFILL deep dive study visits).

It was highlighted that most networks have organised 4-5 transnational meetings to date and that from November 2017 until the networks end date most networks will have 2 more transnational meetings plus a final event. Apart from their thematic focus, the future meetings will concentrate on peer-review of Integrated Action Plans (progress, questions for feedback from peers and experts) as well as on preparation of the final event and final outputs.

Monitoring Committee members were then informed about interesting interim outputs produced so far with concrete examples from networks (Sub>urban Books of ideas, RetailLink virtual city

'Retailand', REFILL Thematic Magazines, 2nd Chance Intermediate Good Practice compilation and Communicating urban regeneration Guidebook for local authorities and stakeholders).

There was then a focus on peer-review of Integrated Action Plans considered as an interesting method which should hopefully ensure a better quality product at the end. The Mid Term Review process was outlined and, as part of the conclusions of the Mid Term Review, next steps towards the end of the project were presented like developing further guidance on finalisation and production of the Integrated Action Plans as well as on final networks activities and outputs.

The Mid Term Review final task was the reprogramming request. The main changes relate to adjustment of outputs to be delivered, adjustment of expertise description to reflect the need for additional ad hoc thematic and/or local expertise support for Integrated Action Plans development as well as budget reallocations to adjust to real costs and needs. All details on changes requested are presented in Item 01a00, Annex 1 of the MC dossier. It was outlined that only one network, namely CityCentreDoctor, requested to increase their total budget up to EUR 750,000 due to limited capacity within the internal staffing structure of PP Nort-sur-Erdre (FR). The process was well managed by all networks and the Secretariat got a positive feedback on the MTR format and method. The Secretariat will nevertheless review the process to see how it can be improved even further.

Finally it was noted that for the first period of Phase 2 all networks have been paid. It has however taken longer than in the past due to high volume of dossiers being managed at the same time and to limited staff. It was made clear yet that the Secretariat undertakes high quality checks to ensure low programme error rate and avoid sanctions on the Programme and Member States later on.

The second claim of Phase 2 is currently being reviewed by the Secretariat. ERDF is expected to be refunded to networks by end 2017-early 2018.

The third claim of Phase 2 deadline is fixed as 31 March 2018 while the final reporting documents will have to be submitted by 3 October 2018. A little extension has been granted to take the summer period into consideration and allow good conditions for all partners to submit closure documents in time so as to be included in the last and final payment claim.

Decision

Members of the Monitoring Committee:

- Took note of the ongoing progress of the Action Planning Networks in the framework of their Phase 2 activities
- Approved the reprogramming requests submitted by the networks following their Mid-Term Review

b) Update on Implementation Networks

The CHAIR gave the floor to **Kristijan RADOJCIC** for an update on the phase 2 of the 4 Implementation Networks.

Kristijan RADOJCIC, Networking Officer informed MC members about the ongoing support that the programme is giving to these new networks with a view to evaluating the needs of cities implementing sustainable urban strategies. It was noted that at programme level a small contract was published to appoint two complementary experts to help develop dedicated guidance on the implementation challenges and improve communication between networks.

Since the last MC meeting one training session had been organised in September 2017 to help partner cities to start transforming their strategy into an operational action plan (implementation plan). A follow up meeting will be held in February 2018 to peer review these plans.

GREECE reminded that at last meeting (Malta) it was said that efforts should be made to support Phase 1 projects that were not approved, in particular Article 7 cities. She wanted to know were these efforts are made. She also requested clarification on the task force: who are these experts, what budget is used.

Adele BUCELLA explained that specific support for the Article 7 cities is described under the item on capacity building. She also outlined the details of the terms of reference for the appointment of the experts which were already budgeted for this project and were needed considering the challenging nature of the work involved in supporting these IN.

Decision

Members of the Monitoring Committee took note of the ongoing progress of the Implementation Networks approved under the first call for proposals, in the framework of their Phase 2 activities.

c) Update on the Transfer Networks Call for Proposals

The CHAIR explained that during the MC meeting in Malta in June 2017 the Monitoring Committee members approved the Terms of References for the call for up to 25 Transfer Networks. The call for Transfer Networks is now opened since the 15th of September; the 97 labeled Good Practice Cities are eligible to submit a proposal for Transfer Network.

Kristijan RADOJCIC informed about the publication of the call for proposals and the dedicated communication campaign to help cities to promote their Good Practice case. A series of webinar sessions as well as elaborate guidance documents were also prepared to help applicants.

In order to plan the workload an informal survey was carried out to see how many of the 97 Good Practices would like to submit and around two third responded positively.

The next steps include the recruitment of the External Assessment Panel for Transfer Networks for which the deadline was 10th November 2017.

AUSTRIA asked if it would be possible to have the provisional list of Good Practices interested in submitting an application.

SLOVAKIA expressed the need for caution because it was not a guarantee at this stage that they would apply.

SLOVENIA stated that Member States should use the NUP to encourage their cities to apply for Transfer Networks.

The JS agreed to circulate the list of interested Good Practices to all the NUP contacts so they could assist and encourage the cities to apply.

Decision

Members of the Monitoring Committee took note of the updates related to the call for Transfer Networks.

02. Expertise

The CHAIR reminded the Monitoring Committee of the key role of experts in the URBACT programme to support to networking projects, to assist in the capitalisation and dissemination activities and to monitor and evaluate the programme activity.

Nuala MORGAN, head of unit capitalisation and communication manager presented the latest figures for the pool of experts' rate of approval. She also presented the adjustments made in managing the programme experts, on the occasion of their contract renewal for a further 18 months. There is a clearer allocation of tasks with one programme expert reference for each of the main programme activities.

SLOVAKIA asked for clarification about the procedure for selecting URBACT experts and how important is it to have experience of the URBACT programme. It would also be useful to have more detailed information on these procedures for the pool of experts and for programme level experts. She added that it would be good to get more details on this during the next MC.

GREECE requested some more background details as to why the expert tasks were reassigned, if there was any particular issue of quality of service provision. There seemed to be an imbalance of tasks between programme experts. She asked if this can be explained. She also noted the importance of using the NUP to help to recruit good experts for the pool.

FRANCE noted that lots of efforts were being made to get experts from Luxembourg.

Nuala MORGAN reassured the MC that there were no major incidents behind the reallocation, but a continued effort to be more effective with the skills and resources available. The apparent imbalance in tasks is not an issue because different tasks have different durations and number of days allocated. Overall there is a reasonable balance in the days allocated to each expert.

The JS agreed to provide the assessment criteria for the evaluation of the pool for project experts to the next MC meeting.

Decision

Members of the Monitoring Committee took note of the progress made in the implementation of the expertise.

03. Capacity building

The CHAIR explained that capacity building activities are central to the URBACT III programme. They aim to improve the quality of the URBACT experience for all project beneficiaries.

a) Update on Capacity Building activities

THE CHAIR gave the floor to **Clémentine GRAVIER**, Capacity-Building officer for an update on Capacity Building activities.

The Monitoring Committee members were briefly updated on the actions carried out since June 2017 to support beneficiaries in terms of capacity-building. They were informed of the formalisation of the strategy framing the Capacity-Building activities that will be communicated before the end of 2017. The principles underpinning the Capacity-Building activities (modular, multi-purpose, digital-oriented and efficiency-oriented) already presented in Malta were reminded and detailed.

The list of priority actions to be developed was updated since the Monitoring Committee in Malta and presented in Mouans-Sartoux. It was explained that the priorities for 2018 would be:

- the development of a collection of tools and actions linked to Integrated Actions Plans (production, implementation, monitoring and funding) that would be of interest for partners of Action Planning Networks in the last stretch of their project and for Implementation networks as well.
- the development of a digital toolkit partly building on the ULG toolkit and for which the structure is being currently mapped.

There were no questions on this point.

Decision

Members of the Monitoring Committee:

- Took note of the activities being implemented to provide capacity building to project beneficiaries
- Took note of the work being undertaken by the Capacity Building Taskforce which has been set up at programme level
- Took note of the main priority actions identified

b) URBACT support to Art. 7 Cities

THE CHAIR then gave the floor to **Adele BUCELLA**, Head of unit Project and Programming, to make a proposal for a Working Group – URBACT to support to Article 7 Cities.

Adele BUCELLA presented the objectives of the proposed working group as well as the forecasted budget and foreseen deliverables to be delivered by the summer 2018. It is foreseen that the working group helps the Secretariat in identifying possible actions to support Article 7 cities.

SPAIN (via an email read by **Emmanuel MOULIN**) expressed its interest in participating in this working group.

SWEDEN reminded that UDN has a toolkit and would like to know how URBACT is implementing it. Sweden also expressed its hesitancy in participating in the working group as only three Swedish cities are concerned by Article 7 and the outcome of the working group is not clear. However, Sweden expressed interest of having a feasibility study carried out.

GREECE asked for an explanation on difference between Working group and Focus group and for further details on who will take part in the groups. Greece reminded that it was agreed in Malta to offer an action for the CIA7 cities in particular and thought the group should be more focused on topics relevant for URBACT. Greece asked if there would be a new call for

Implementation Networks as the use of resources for the working group should depend on this question.

FRANCE reminded that a group of 200 authorities dealing with Article 7 is being monitored on national level and that the outcome could be of interest for the working group.

GERMANY expressed its confusion when the proposal was first made as it was different from what had been discussed in Malta but supported the idea of the working group as this would help hear the voice of URBACT on Article 7 which is about Integrated Urban Development and therefore of interest for the Programme.

CYPRUS asked for more information on who would take part in the working group.

Adele BUCELLA explained that the working group would be open to parties interested and that the focus group would be only composed of Article 7 and 8 cities that could be consulted. Following the Monitoring Committee in Malta, it was realized there was no sufficient intelligence within the Secretariat to make a concrete proposal to support Article 7 cities and that such a working group would help defining possible actions and making sure to make propositions as relevant as possible.

BULGARIA wondered about the deliverables and asked if they would be linked to methods. Bulgaria also asked if there would be funds for a new call for Implementation Networks.

Adele BUCELLA answered that the point of the working group would be to gather knowledge about the challenges encountered by Article 7 Cities. Then, depending on the outcome, some Capacity-Building activities could be proposed by the Programme in order to help concerned cities. She also insisted on the fact that the costs for the working group would be reported in the Capacity-Building project. Therefore, having such a working group would not impact the budget for a potential new call for Implementation Networks.

SWEDEN proposed calling the working group a feasibility study in order to make sure the work would be limited in time. Sweden also asked to clarify the UDN mandate and to evaluate the role of URBACT in delivering actions dedicated to Article 7 cities.

The **EUROPEAN COMMISSION** explained that everything done in link with Article 7 is of interest for a larger audience, not only Article 7 cities. The EC reminded that the study made on Integrated Territorial Investments already contains a lot and advised the members of the Monitoring Committee to consult it. The EC also explained that UDN is a network of cities gathering during ad hoc events taking place in different Member States. However, there is no permanent structure for it and, in between meetings there is no ongoing work with cities. Besides, transfer of knowledge is not formalised as of now and therefore, there is space for URBACT to work with these cities.

Decision

Members of the Monitoring Committee:

- Approved the set-up of a working group (feasibility study) in the frame of an URBACT support to Article 7
- Allocated a budget of up to € 45.000 for this activity under Operation 2 Capacity Building

04. Capitalisation

The CHAIR explained that with its capitalisation activities the programme URBACT reaches out practitioners and decision-makers at all levels (EU, national, regional and local) beyond its beneficiaries involved in URBACT networks. Furthermore the participation of URBACT to the

Urban Agenda for the EU makes possible an enhanced uptake of URBACT results and knowledge in EU, national and local urban policies, thus reinforcing the impact of the programme.

Nuala MORGAN, head of unit capitalisation and communication manager, presented the update of the 2017-2018 action plan. An overview was provided of the network-led capitalisation initiatives that were selected by the secretariat following a call for interest from the Action Planning Networks (based on the mandate provided by the monitoring committee in Malta, June 2017). They cover 5 topics involving 11 networks: supporting transition to digital jobs and skills; innovative approaches to urban planning; revitalising small and medium-sized cities; embedding social and environmental clauses in procurement procedures; and migration. Only the migration topic had not yet been developed into a fully workable proposal and discussions were ongoing with Arrival Cities.

In terms of programme-led capitalisation, two proposals were presented in more detail for monitoring committee approval. The first, 'Fight urban deprivation: a local pact' presented the detailed workplan and budget for this action which directly contributes to the action plan of the Urban Poverty Partnership of the EU Urban Agenda. It plans to involve the URBACT cities of Barcelona, Lyon, Lodz (URBInclusion) and Duisberg (RegGov – URBACT II) in a multi-level governance framework with the relevant member states (Spain, France, Poland, Germany) who are also members of the Urban Poverty Partnership. Each national grouping would be accompanied by URBACT experts to set up their own 'local pact' to tackle urban poverty, using the URBACT method. A policy lab event would be held in each country to peer review the pact and tackle country-specific aspects. The resulting guidelines would be made available to all cities as a means of setting up a multi-level governance framework on this topic.

The second was a presentation of the 'Integrated and participatory approach' action which aims to better define and illustrate what is meant by the URBACT method, when we talk about horizontal and vertical integration, participatory methods etc. this will feed into a work on renewing the Leipzig Charter under the German Presidency 2020. This overarching theme concerns all URBACT networks and most pertinent examples will be used to produce pedagogical material: video animations, articles, as well as policy labs exploring real-life city cases. The link with URBACT's capacity building actions for cities will be taken into consideration internally.

Decision

Members of the Monitoring Committee:

- took note of the progress made in the development of the programme's capitalisation strategy
- took note of the network-led capitalisation actions underway
- approved the specific programme-led actions presented:
 - Fight urban deprivation: a local pact
 - Integrated and participatory urban development

05. Communication

The CHAIR explained that communication covers a wide range of activities which are key for the programme to reach out its target audience. The detail of communication activities are presented in the MC report. Considering the short time allocated only the highlights will be presented here before Feedback from the Tallinn City Festival.

a) Update on Communication Activities

The chair gave the floor to **Simina LAZAR**, capitalisation & communication officer, for an update on communication activities.

While all the communication activities that took place during the reporting period are presented in the MC dossier, the presentation focused on the Good Practice Campaign that was developed to support the communication activities around the 97 URBACT Good Practices approved by the Monitoring Committee June 2017. The campaign was designed as a long term one, starting June 2017 with the launch of www.urbactgoodpractices.eu website. It was developed at local/national / EU levels with a specific identity and graphic charter. Besides the secretariat, the cities having received the label and the institutional partners the campaign benefitted as well from the involvement of the media both at national and EU levels. The campaign was built multi-channel - print, web, social-media, events.

In terms of impact and results, both the creation of the website and the organization of the URBACT City Festival brought an important number of visitors on the website, with a positive trend for all the reporting period. As a matter of fact the numbers almost doubled with respect to the same period of the previous year.

b) Update on Partnerships

Jenny KOUTSOMARKOU, Partnership officer gave an update in terms of partnerships from June to November 2017. She particularly mentioned collaboration with the following priority partners of the URBACT programme like the:

Committee of the Regions (CoR): URBACT organised two workshops during the European Week for Cities and Regions, one on the Call for Transfer networks where also the good practices from Preston, Barcelona, and Ghent were presented, and another one on public procurement co-organised with INTERACT, INTERREG EUROPE and ESPON and led by the Lead Expert of the Procure network in terms of content. Conclusions and presentations of the workshops are available on the URBACT website: <http://urbact.eu/conclusions-and-presentations-urbact-workshops-during-european-week-regions-and-cities>

URBACT was also represented during EuroPCOM, the European Public Conference on Communication with an Ideas Lab presenting work of the INTERACTIVE Cities network.

In addition, Nuala MORGAN, Capitalisation and Communication Head of Unit, and Jenny KOUTSOMARKOU, Partnership Officer, met with Gustavo Lopez CUTILLAS, Administrator in the Commission for Territorial Cohesion Policy and EU budget (COTER of the Committee of the Regions) who is interested in capitalising on URBACT knowledge and activities in 2018.

-European Territorial Cooperation programmes (INTERACT, INTERREG EUROPE, ESPON): Jenny KOUTSOMARKOU presented the hard copy of the paper 'Interregional cooperation helps public authorities make better policy' produced by URBACT and the other three programmes. As a response to Latvia's previous question, Jenny explained that the paper had not yet been promoted on the highlight's session of the URBACT's website homepage because at that time the priority news was the call for Transfer Networks, City Festival and the European Week for Cities and Regions. The paper would be promoted on the URBACT website just after the Monitoring Committee of Mouans-Sartoux.

OECD: Jenny informed the Members of the Monitoring Committee that OECD LEED reserved some places for URBACT cities in their capacity-building seminar on Jobs and Skills that was going to take place in Venice on 28-29 November 2017. Representatives from TechTown, RetailLink, GenYCity, Agri-Urban networks would be present.

As next steps, Jenny KOUTSOMARKOU mentioned contacts with the CEMR about URBACT's involvement in their conference on equality, diversity and inclusion that will take place in Bilbao in on 11-13 June 2018.

Decision

Members of the Monitoring Committee took note of the progress made with the communication and partnerships activities.

c) Feedback from the Tallinn City Festival

Before giving the floor to **Simina LAZAR** for Feedback from the Tallinn City Festival, the chair explains that the event which took place from 3 to 5 October was a highlight of the programme; it gathered more than 400 participants from nearly 200 cities sharing Cities good practices.

The URBACT City Festival was, looking at the feedback and the results of the surveys a successful event. The main reasons behind this statement lie in the following aspects:

- **Timely event** – link with the Good Practices selected and the Transfer Network call
- **High number of cities represented** – 187 cities in total registered, 95 good practice cities
- **An event co-produced with the cities** – variety of content and high number of concrete examples and practices, egalitarian atmosphere
- **Overall concept** – mix of discovery and deep-diving
-

The main reflection and learning points for future URBACT events were:

- Local partner for the study visits
- Registration process – smoother, more open?
- Organise more topic-driven events
- Information giving sessions can be organised differently (on-line, guides, videos)
- Possibility to participate only in some parts of the event

BULGARIA strongly expressed his disagreement regarding the length of the presentation.

The CHAIR reminded MC members that they have to ask for the floor before speaking.

Several MS/PS took the floor to express their disapproval with the Bulgarian speech underlining the quality and the big success of the Tallinn Festival.

Decision

Members of the Monitoring Committee took note of the impact of the URBACT City Festival.

06. National URBACT Points

Thierry PICQUART, head of the unit administration & coordination updated the Monitoring Committee on contractual matters. 24 National URBACT Points were now operating in 27 countries.

He presented 2 amendments to their agreements that were going to be proposed to the NUP appointed by their National Authorities. The 1st amendment aimed to harmonise the contractual timeframe and the budgetary and reporting calendar of all appointed NUP for the next 2 years. The 2nd amendment aimed at revising the wording of the agreement to make it clearer and at introducing simplification measures in the reporting/controlling processes.

Jenny KOUTSOMARKOU, Partnership officer presented the highlights of activities of the National URBACT Points since June 2017 which focused on:

- Communicating on the 97 URBACT-labelled Good Practices
- Communicating on the Transfer Networks call
- Contributing to the URBACT City Festival
- Coordinating with the URBACT Secretariat.

In terms of communicating on the Good Practices, National URBACT Points have been contributing to the URBACT communication campaign and tools produced by the Secretariat, with translations, promotion of news and articles. National URBACT Points have also organised national infodays or sessions on the call for Transfer Networks.

In addition, National URBACT Points actively contributed to the URBACT Festival with preparations (news, sending press releases at national level) and with delivering the session URBACT Café.

Finally, a coordination/training meeting between the URBACT Secretariat and the National URBACT Points took place in Mouans-Sartoux from 15 to 16 November 2017. The meeting focused on training on facilitation techniques that the NUP should put in place when they organise meetings for the URBACT cities in their countries. The meeting also focused on the NUP workplans for 2018 that should be aligned with URBACT priorities and activities (capitalisation, networking, capacity-building).

GREECE raised a question about what is needed from the Greek-Cypriot National URBACT Point in terms of journalists' contacts and communication plans for promoting Good Practices since there was no information on these points in the dossier.

Jenny KOUTSOMARKOU responded that she would inform them on a bilateral basis as this issue of missing information concerns only Greece and Cyprus.

Decision

Members of the Monitoring Committee took note of the progress made in the implementation of the National URBACT Points.

07. Programme Management

a) Budget update

The chair gave the floor to **Fayçal RAMDANE**, programming & audit officer to present the programme budget.

A short update on both IN and APN networks underspending highlighted that a third of APNs were lagging behind due to programming issues. The reprogramming proposal during the mid-term evaluation will allow solving these issues within the next two reporting rounds. On the other hand, delays in IN projects expenditure validation were explained by their recent approval in phase II (May 2017). As regards MA projects, it was noted that a high volume of expenditure has been certified in 2017 to cover decommitment risks and no issues are foreseen in 2018. It was highlighted that 13% of the budget for MA projects has been spent which is in line with the programme objectives and annual allocation.

Regarding the certification, a first EC claim has been validated on 27th September 2017 amounting to 7.5m € while the next one is foreseen in January 2018 including Technical Assistance and Communication; for a total estimated certified amount of 2m€ (ERDF 1.7m€).

GREECE asked how Capacity Building activities (article 7), additional expertise for Transfer Networks and capitalisation exercise will be financed as they are not presented in the budget management follow-up.

Fayçal RAMDANE answered that the entire available budget for Managing Authority projects has been programmed during the Monitoring Committee in Malta and that these activities would be funded under the corresponding MA projects for which dedicated funding is already foreseen.

Decision

Monitoring Committee members took note of the progress made with the implementation of the URBACT programme budget.

b) Update on national contributions

The chair gave the floor to **Fayçal RAMDANE**, programming & audit officer for an update on national contributions.

Following the reminder sent via email dated of 1st September 2017, all ex-ante contributions for 2017 are now paid.

Decision

The Monitoring Committee took note of the ex-ante amounts received to date.

c) Technical Assistance budget update

Thierry PICQUART, head of unit - administration & coordination presented an estimated TA budget by the end of the year. It was highlighted that the underspend was estimated around 100 k€. The Joint Secretariat is aware of the TA budget weakness and all efforts are made to reduce costs in particular office costs, travel & accommodation, meetings, equipment. No audit cost

occurred in 2017 since the call for URBACT III system and operation audit has just been launched and the selected service provider will not start working before January 2018.

Thierry PICQUART presented the TA 2018 provisional budget submitted to the MC for approval. It reflected the same willingness to limit the costs under the JS control. The discussions with the ANRU on the URBACT contribution to the ANRU services were not concluded yet. The TA provisional budget foresaw a contribution amounting to 59 200 € for 2018. An envelope of 25 000 € was budgeted for external expertise, mostly linked to the evaluation of the Programme.

Decision

Monitoring Committee members:

- Took note of the information provided on the estimated Technical Assistance budget for 2017
- Approved the provisional Technical Assistance budget for 2018

d) Update on Programme Manual

Thierry PICQUART, head of unit - administration & coordination reminded the MC members that Factsheet 5 Expertise has been recently approved in Malta. This factsheet aimed at clarifying in a single document the different type of expertise and in which conditions experts could be mobilised at project and at programme level. Following a call for capitalisation projects among the ongoing APN, it was noted that some of the proposals, in order to maintain a reasonable budget, included expert fees at a lower rate than the one generally used by the Programme (750€ VAT included per day). To enable the Secretariat to contract with those experts at a lower rate, it was proposed to amend the Factsheet on expertise.

Decision

Members of the Monitoring Committee approved the amendment to the Factsheet 5 Expertise of the Programme Manual.

08. Any other business

a) Election of the MC Chair for 2017

BULGARIA introduced Ms. **Denitsa NIKOLOVA**, Deputy Minister of Regional Development and Public Works as proposed Chair of the URBACT III Monitoring Committee for 2018.

Decision

Members of the Monitoring Committee elected Ms. **Denitsa NIKOLOVA** as Chair of the URBACT III MC for 2018.

b) Next MC Meetings

The CHAIR reminded the participants that the next MC Meetings are planned on 4th April 2018 in Bulgaria and 4th December 2018 in Austria.

Then **THE CHAIR** thanked the participants and closed the meeting.



**URBACT III
Monitoring Committee**

**4th April 2018
Sofia**

Item 00d

MC Rules of
Procedure
Amendment n°1

Reference Documents

- Written Procedure N° 1 – January 2015 Adoption of the MC Rules of Procedure

Proposed amendment

The URBACT III Managing Authority is proposing to add the following sentences (underlined in yellow below) to Article 6 of the Monitoring Committee Rules of Procedure:

Article 6 Organisation of the Monitoring Committee meetings

(...)


All the members, including deputies, shall have the right to speak during the meetings.
However members may not speak before being called upon to do so by the MC Chair.
Monitoring Committee Members commit themselves to be short and constructive in their intervention. (...)

Recommendations

Monitoring Committee members are requested to approve the modifications proposed by the Managing Authority to the Monitoring Committee Rules of Procedure.

01

Networking Activities

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 01a Update on Action Planning Networks Phase 2
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Reference documents

- Call for proposals for the creation of 20 Action-planning networks (*30 March 2015 - 16 June 2015*)
- Decision of the Monitoring Committee of 3 May 2016, Amsterdam
- MC Dossier 01 Networking activities – Update on Action Planning Networks, 16-17 November 2017, Mouans-Sartoux

Status from the previous meetings

MC dossier 16-17 November 2017, Mouans-Sartoux: APN activities in Phase 2, Mid-Term Review, reprogramming requests

1. Update related to APN Phase 2 activities

Peer-reviews and finalisation of Integrated Action Plans (IAP)

Since the last MC update in Mouans-Sartoux networks continued with the last quarter of their transnational exchange and learning activities. Most of their transnational meetings focused on the finalisation of draft Integrated Action Plans by using the peer-review method. Peer-review exercises are efficient tool to analyse the progress of Integrated Action Plans, evaluate their quality, identify issues and discuss the possible solutions. It leads to balancing the differences among partners.

The Secretariat and Programme experts visited some of the meetings in order to explore different techniques and exercises used for the peer-review. Networks have been using different peer-review methodologies (some were developed by experts themselves whereas some networks re-used or adapted the existing ones i.e. Arrival Cities used peer-review methodology developed in Urban Development Network - UDN).

URBACT Secretariat enabled further sharing of these tools through the Capacity building activities - Webinars related to the finalisation of IAPs organised in January and February 2018. Further information provided in MC dossier sheet – Capacity building activities.

The Secretariat aims to further explore partners' experience with the action-planning process, as well as, the content of their IAPs with a survey gathering the following information:

- The ambition and scope of IAPs
- The added value of the transnational exchange and learning process for the developed actions
- The extent to which the action planning tools provided during the URBACT journey were used (URBACT ULG Toolkit, URBACT Summer University, Guides, trainings)
- The concerns related to the implementation of IAPs

This information will provide us with the necessary intelligence for the preparation of the second call for Action Planning Networks as well as the necessary content for communication and capitalisation activities.

The IAP Survey will be carried out in April and May via online questionnaire either as separate questionnaire or as a section in the Closure report further explained in the section 4 of this update.

Final events

Within the URBACT project all partners need to organise final local events in order to communicate the URBACT experience and Integrated Action Plans to the concerned local stakeholders and citizens. The Secretariat provided all the partners with the guidance around the preparation of these local events (about the objectives, possible formats, definition of target groups, types of sessions, suggested communication activities).

The Final Network Conferences where each network presents their final outputs and results are starting in March. Please check the calendar below with the dates and venues of Final Network Events for possible attendance.

The Calendar of Final Network Events:

PROJECT	MARCH		APRIL				MAY
AGRI-URBAN					18>20 Baena ES		
Arrival Cities						24 Brussels BE	
Boostinno				11>13 Gdansk PL			
Change!					18 Eindhoven NL		
City Centre Doctor	21>23 San Dona Di Piave IT						
CityMobilNet							15>18 Nikosia CY
Freight TAILS					18>19 Split HR		
Gen-Y City					18>19 Poznan PL		
InFocus					18>20 Bilbao ES		
INTERACTIVE CITIES				11>13 Genova IT			
MAPS						24>25 Serres EL	
PROCURE	21>22 Bologna IT						
REFILL		27>28 Ghent BE					
RESILIENT EUROPE	21>22 Rotterdam NL						
RetailLink			4>5 Hengelo & Hoogeveen NL				
Second Chance					18>20 Naples IT		
SmartImpact	20 Manchester UK						
Sub Urban						25>27 Barcelona ES	
TechTown	20>22 Brussels BE						
Vital Cities	19>21 Loulé PT						

Most of the final network events are comprised of 2 days including:

- A closed part dedicated mainly to network partners which meet for the last time in order to clarify the final tasks related to the closure and discuss the possible collaboration after the URBACT project.
- A public part where the network results are communicated to the wider audience.
- In certain cases the final network events are also partially integrated into the agendas of external thematic conferences (i.e. CityMobilNet with the SUMP conference, RetailLink with the International City Retail Experience conference).

All Final Network Conferences will be attended by the Secretariat and the Programme experts with a clear mission – to congratulate partners for their work and to capture final network results and lessons to prepare the future call.

Further information about the Final Network Conferences (agendas, registration links) can be found on the Network webpages of the URBACT website.

Network results and the legacy

The First round of Action Planning Networks is coming to an end, however, the learnings and methods used in different Networks will be showcased in the future in different ways, notably:

- Through the programme led Capitalisation activities
- URBACT City Festival 13-14 September 2018
- Static Network webpages including all network outputs
- Networking platform dedicated to URBACT partners
- Capacity building activities
- Guides for the second APN call

For this, the Secretariat needs to carry out a thorough analysis of APN results. This will be done with a screening of network outputs (meeting reports, expert activity reports, articles, interim outputs, final outputs), and the ongoing programme monitoring system (trendspotting table, capacity building surveys, Mid-term review report, Closure report, programme expert notes). This is a significant task but inevitable for further improvement and efficiency of the Programme.

As a first action, since January the Secretariat meets almost every Friday morning at so called “APN Breakfasts”. The aim of the APN Breakfasts is to share the information between units related to different network work packages (Transnational meetings, partners’ state of play, administrative issues, communication, quality of experts and outputs). In this way all members of the Secretariat have a better overview and intelligence for their proper work plans.

Further information about the Capitalisation, Communication and Capacity building activities linked to APN results can be found in the corresponding MC dossier sheets.

2. Reprogramming of TechTown Phase 2

The Secretariat found out that in the TechTown Phase 2 Application Form the Lead Partner Barnsley located in South Yorkshire (NUTS 3 Barnsley, Doncaster and Rotherham) was wrongly indicated as from more developed region instead of transition region; that implies a change of ERDF contribution from 70 to 85%.

As a consequence, the Phase 2 application form has been reprogrammed accordingly i.e. the total budget remains unchanged however ERDF increases by EUR 19,401.53. An amendment to the Subsidy Contract has subsequently been issued and sent to the Lead Partner for counter-signature.

It has to be noted that first ERDF refunds due to the Lead Partner were based on the incorrect ERDF percentage. This will be regularized with the next payment.

3. Reporting on APN Phase 2 activities

The deadline for the second reporting round for the APN Phase 2 was 30 September 2017. All the Networks have submitted their reports most of them submitting on time. The Secretariat has reviewed the reporting documentation and costs in relation to the work plan. All payment requests have been sent to the Certifying Authority. All requests have been accepted and all networks have been paid.

The next reporting deadline for the Phase 2 of APN will be the last reporting deadline – see further details below.

4. Information on APN Phase 2 closure

In early September last year, a message was sent to all Lead Partners and First Level Controllers to provide important information and deadlines regarding final activities of networks.

To follow-up, a webinar dedicated to closure was organized on 14th February 2018 for Lead Partners of APN. It aimed to provide more detailed information and share important messages about closure, required documents, eligibility and deadlines, allowing all APN Lead Partners to ask questions.

Right after this webinar, a detailed follow-up note was sent to them along with a link to the recording and the slides that were presented during the on-line session.

The Lead Partners have been invited to share this information with all their partners.

> Closure report

The closure report will be in the form of a **survey**, most probably using an **online** tool.

Content: In the final closure report, questions will be of a more analytical character than in the progress reports. The template is still to be finalized nevertheless, there will be qualitative questions linked to the overall implementation progress, assessment questions linked to network progress and results (e.g. most significant achievements, most interesting results, biggest successes, how the results will be developed further after project end/future outlook, lessons learnt, added-value of transnational cooperation, etc.) as well as evaluation or feedback questions linked to Programme implementation (e.g. support by the Secretariat, the Programme experts, the Urbact Lead/ad hoc experts, but also questions referring to the Programme implementation in general like strong/weak points, ideas/proposals for improvement, assessment of impact of the Programme on local policies and practices, of Action Planning Network as a tool, etc.).

There will be also some quantitative questions specifically linked to the networks.

General aim and objective:

- To collect qualitative and quantitative data on the 'URBACT experience' both at project and partner levels;
- To feed into the Programme indicators;
- In this perspective, it will include individual partner sheets i.e. the report will be completed, building also on partners' input;
- To have it early (ahead of the reporting deadlines) so that it can be analyzed and exploited at Programme level, e.g. during the Festival 2018 or in other Programme/external events as well as in post-2020 discussions related to Urbact future, cohesion policy, urban dimension, urban agenda, etc.

Timeframe: URBACT will send the template in beginning of April; the Lead Partners and Project Partners will have to submit the report by beginning of May 2018 (i.e. 1 month to complete).

> **Deadlines and information related to closure and eligibility of costs**

- **Early May – Closure report survey shall be submitted to the URBACT Secretariat.**

- **3 May 2018 – Projects end date. All activities should be finished.**
Exceptionally, some activities can be finished after end date but before end of closing period. All these ‘exceptional’ costs have to be paid by 3rd August.
 - **Administrative closure:** staff/working hours of staff members/external experts (when externalized) working on the administrative closure of the project
 - **Special requests and with prior agreement by the URBACT Secretariat:** communication/dissemination activities (e.g. local dissemination event or promotional film video) can be delivered and paid within the 3-month closure period i.e. by 3rd August

- **3 August 2018 – End of closing period. All costs have to be paid.**
Exceptionally, some T&A costs can be paid after closing date but before final reporting deadline of 3rd October. These ‘exceptional’ costs have to be paid by 3rd October.
 - **URBACT City Festival 2018, 13-14 Sept., Lisbon:** Event for the networks to showcase their project results and to network. This is not a compulsory event. Eligible costs can be claimed from the project budget.
- **Timeframe linked to claiming Festival costs:** considering the date of the event and the deadline for submitting certificates of expenditure and payment claim, time may be an issue. Nevertheless the Secretariat will do its best to assist and help wherever possible to allow partners to claim these travel costs back in time. In parallel, the Secretariat will make First Level Controllers aware of this specific issue.


- **3 October 2018 – End of reporting period. All reporting documents have to be submitted.**

Constant help desk support will be provided to Lead Partners and First Level Controllers in the coming months.

Recommendation:

Members of the Monitoring Committee are invited to:

- Take note of the ongoing progress of the Action Planning Networks approved under the first call for proposals, in the framework of their phase 2 activities.
- Approve the inclusion of costs linked to URBACT City Festival within the project budget

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 01b</p> <p>Implementation Networks phase 2 General Overview</p>
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Reference documents

- Fact Sheet 2B of the URBACT III Programme Manual
- Terms of Reference for the Call for Proposals for the creation of up to 15 Implementation Networks
- Decision of the Monitoring Committee of 2 June 2017
- MC Dossier 01b1 Networking activities – Implementation Networks Phase 1 General overview 2 June 2017, Malta
- MC Dossier 01b1 Networking activities – Implementation Networks Phase 1 General overview 17 November 2017, Mouans-Sartoux

1. Implementation Networks (IN) starting Phase 2 activities

Four out of seven Implementation Networks approved for Phase 1 by the Monitoring Committee (5 October 2016, Bratislava) have been approved by the Monitoring Committee on 2 June in Malta for Phase 2.

The URBACT Joint Secretariat is continuing with the customised support for the 4 approved projects. This includes the following activities:

- A dedicated expert taskforce at programme level throughout the phase 2 providing ongoing guidance and developing learning tools.
- Standardised activities related to implementation challenges in phase 2 for all projects and with all partners.
- Enhanced Cross network cooperation led by Lead Experts

Since the last Monitoring Committee in November 2017 the IN have been continuing with their workplans and all have held at least one transnational meeting. For more information please see the Network Sheets in annex.

As reported during the last meeting the network partners were all working on the development or revision of their implementation plans. A peer review session was organized in February 2018 to allow the partners to share their plans and return to their cities to improve them. As this stage in the process is now complete the network partnerships will continue their work on the implementation challenges during their transnational meetings.

As part of the peer review session the programme also offered a short introduction to Implementation Challenge N° 3 - Setting up efficient indicators and monitoring systems to measure performance.

The programme taskforce continues to work on developing tools to support these networks. The following guidelines have been provided to the project partners:

- Guidelines on preparing an Operational Implementation Framework (the main local level output for IN)
- Guidelines on applying the Integrated Approach in the Implementation of Sustainable Urban Development Plans
- Guidelines on working with stakeholders in the Implementation of Sustainable Urban Development Plans
- Guidelines on Setting up Monitoring and Evaluation systems in the Implementation of Sustainable Urban Development Plans

Secretariat staff and experts will aim to attend as many transnational meetings as possible to ensure a close follow up on these strategically important projects.


2. Reporting on IN Phase 2 activities

The first reporting deadline for Phase 2 Implementation Networks is fixed as 30th September 2018. Regular conference calls are taking place between the Secretariat and the Lead Partners to ensure no serious issues or delays are being encountered in the meantime.

Recommendation:

Members of the Monitoring Committee are invited to:

- Take note of the ongoing progress of the Implementation Networks approved under the first call for proposals, in the framework of their Phase 2 activities.

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 01b01 CREATIVE SPIRITS Network
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PROJECT SUMMARY SHEET

Start Date: 10/10/2016

End date: 02/06/2019

Thematic Objective

T.O. 3 – Competitiveness of SMEs

Key Theme

The nine CREATIVE CITIES partner cities have a common need to improve the implementation of their existing integrated urban strategies/action plans by including novel approaches linked to creative and cultural industries (CCI) – creative places, people and businesses. The joint policy challenge for the network is to better facilitate the above “creative ecosystem” to be able to attract (more) create entrepreneurs and boost creative entrepreneurship in dedicated urban areas.

Partnership

LP	Ujbuda	HU	EU More developed regions
PP	Kaunas City Municipal Administration	LT	EU Less developed regions
PP	Municipality of Lublin	PL	EU Less developed regions
PP	Maribor	SL	EU Less developed regions
PP	Sofia Municipality	BG	EU Less developed regions
PP	Loule	PT	EU Transition regions
PP	Ibi	ES	EU More developed regions
PP	Ravenna	IT	EU More developed regions
PP	Waterford City and County Council	IE	EU More developed regions

Lead Expert: Hen Gerritse (NL)

Approved budget

Total eligible Budget	Total ERDF	Swiss/Norway
749,708.50 €	575,319.65 €	n/a

NETWORK ACTIVITIES – Phase 1

Meetings	Place	Dates
Kick-off Meeting	Ujbuda (HU)	30 Nov - 1 Dec 2016
Partner Meeting	Waterford (IE)	23 - 24 February 2017

NETWORK ACTIVITIES – Phase 2


Meetings	Place	Dates
Case study Meeting #1	Lublin (PL)	17-19 October 2017
Case study Meeting #2	Kaunas (LT)	5-6 December 2017
Case study Meeting #3	Ibi (ES)	21-23 March 2018

Social media:Facebook: <https://www.facebook.com/CreativeSpiritsURBACT/>URBACT webpage: <http://urbact.eu/creative-spirits>**Project Outputs**

- Baseline study

Summary of project's refunding

Acronym	Phase	LP	CA certified amounts	ERDF paid	Payment claim #	Payment date
CREATIVE SPIRITS	Phase 1	Ujbuda	120,522.82 €	90,115.09 €	1	04/09/2017
CREATIVE SPIRITS	Phase 2	Ujbuda	n/a	n/a	n/a	n/a

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 01b02 Stay Tuned! Network (previously IMPACT on ESL)
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PROJECT SUMMARY SHEET

Start Date: 10/10/2016

End date: 02/06/2019

Thematic Objective

T.O. 10 – Education, skills and lifelong learning

Key Theme

IMPACT on ESL wants to reduce the high rates of Early School Leaving by tackling the same challenges faced by implementing the local action plans against early school leaving. To stimulate the existing urban expertise on the topic, IMPACT on ESL focuses on: Fostering an integrated approach and holistic integration; Involving stakeholders; Measuring the impact of policy interventions; Organising decision-making for delivery, and Moving from strategy to an operational and a long-lasting action-plan.

Partnership

LP	Ghent	Belgium	More developed region
PP	Ampelokipi-Menemeni	Greece	Less developed region
PP	Aveiro	Portugal	Less developed region
PP	Barcelona	Spain	More developed region
PP	Berlin (Senatsverwaltung für Bildung)	Germany	More developed region
PP	Gothenburg	Sweden	More developed region
PP	Nantes	France	More developed region
PP	Sofia	Bulgaria	Less developed region
PP	Tallinn Education Department	Estonia	Less developed region

Lead Expert: Ian Graham (UK)

Approved budget

Total eligible Budget	Total ERDF	Swiss/Norway
749,194.76 €	562,209.06 €	n/a

NETWORK ACTIVITIES – Phase 1

Meetings	Place	Dates
Partner Meeting	Tallinn (EE)	12-13 December 2016
Partner Meeting	Ghent (BE)	28 February- 1 March 2017

NETWORK ACTIVITIES – Phase 2

Meetings	Place	Dates
Transnational Meeting 1	Amsterdam & Rotterdam	11-13/12/2017
Transnational Meeting 2	Paris	01-02/02/2018
Transnational Meeting 3	Aveiro	05-07/03/2018
Transnational Meeting 4	Berlin	04-06/06/2018

Social media:

Twitter: @StayTunedEU


URBACT webpage: <http://urbact.eu/stay-tuned>

Project's Outputs:

- Baseline study
- Project's timeline
- Video after end of Phase 1:
<https://www.youtube.com/watch?list=PLi7JLNLcQuAK2TiEcYZ7WQGVdO3KtXUHD&v=orAHAsC1ijQ>
- One article by the Lead Expert on the URBACT webpage
 - <http://urbact.eu/stay-tuned-keeping-door-opportunity-open>

Summary of project's refunding:

Acronym	Phase	LP	CA certified amounts	ERDF paid	Payment claim #	Payment date
Stay Tuned!	Phase 1	Ghent	108,388.60 €	81,378.65 €	1	05/09/2017
Stay Tuned!	Phase 2	Ghent	n/a	n/a	n/a	n/a

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 01b03 INT-HERIT Network
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PROJECT SUMMARY SHEET

Start Date: 10/10/2016

End date: 02/06/2019

Thematic Objective

T.O. 6 – Environmental protection and resource efficiency

Key Theme

The Int-Herit Network aims to implement innovative models in the field of heritage management in small and medium-sized European cities, focusing on the integrated character of a set of strategies, which are able to provide a qualitative leap in social and economic development. The network will create tracking systems to manage different challenges, through the creation of an appropriate operational framework, promotion of public-private partnerships and attracting new financial sources.

Partnership

LP	Baena	Spain	EU transition regions
PP	Sigulda	Latvia	EU less developed region
PP	Dodoni	Greece	EU less developed region
PP	Espinho	Portugal	EU less developed region
PP	Alba Iulia	Romania	EU less developed region
PP	Armagh City, Banbridge & Craigavon Borough Council	UK	EU transition region
PP	Mantova	Italy	EU more developed region
PP	Intercommunale Leiedal	Belgium	EU more developed region
PP	Grand Cahors	France	EU More developed regions

Lead Expert: Pedro Soutinho (PT)

Approved budget

Total eligible Budget	Total ERDF	Swiss/Norway
750,000.00 €	606,904.42 €	n/a

NETWORK ACTIVITIES – Phase 1

Meetings	Place	Dates
Transnational Meeting	Mantova (IT)	7-10 February 2017

NETWORK ACTIVITIES – Phase 2

Meetings	Place	Dates
Transnational Meeting #1	Baena (ES)	4-7 September 2017
Transnational Meeting #2	Armagh (UK)	23-25 November 2017
Transnational Meeting #3	Leiedal-Kortrijk (BE)	12-15 February 2018

Social media:Facebook: <https://www.facebook.com/Int-Herit-138269500020260/>


Twitter: @INTHERIT2017

URBACT webpage: <http://urbact.eu/int-herit>**Project Outputs**

- Baseline study
- Armagh Transnational meeting – [video](#)
- Articles on the Network webpage:
 - [First workshop that links our project INT-HERIT to the European year of cultural heritage](#), 24th January 2018
 - [Cities' Challenges in Cultural Heritage Management](#), 31st January 2018
 - [Transnational Meeting in the Kortrijk region: Conservation through development](#), 5th March 2018

Summary of project's refunding

Acronym	Phase	LP	CA certified amounts	ERDF paid	Payment claim #	Payment date
INT-HERIT	Phase 1	Baena	42,060.60 €	33,706.99 €	1	29/08/2017
INT-HERIT	Phase 2	Baena	n/a	n/a	n/a	n/a

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 01b04 URB-Inclusion Network
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PROJECT SUMMARY SHEET

Start Date: 10/10/2016

End date: 02/06/2019

Thematic Objective

T.O. 9 – Social Inclusion

Key Theme

URB-INCLUSION is focused on the co-creation of new implementation solutions to reduce poverty in deprived urban areas. Integrated strategies addressing social inclusion will be implemented by the nine partner cities composing the Network. The proposal has chosen two optional implementation challenges that are shared by all the partners: organizing decision making and enhancing funding through financial innovation. The project will boost innovative methods of exchange and collective learning.

Partnership

LP	Barcelona	Spain	More developed region
PP	Copenhagen	Denmark	More developed region
PP	Glasgow	United Kingdom	More developed region
PP	Krakow	Poland	Less developed region
PP	Lyon Métropole	France	More developed region
PP	Naples	Italy	Less developed region
PP	Timisoara	Romania	Less developed region
PP	Torino	Italy	More developed region
PP	Trikala	Greece	Less developed region

Lead Expert: Fernando Barreiro (ES)

Approved budget

Total eligible Budget	Total ERDF	Swiss/Norway
749,259.098 €	561,790.44 €	n/a

NETWORK ACTIVITIES – Phase 1

Meetings	Place	Dates
Partner Meeting	Barcelona (ES)	23-24 February 2017

NETWORK ACTIVITIES – Phase 2

Meetings	Place	Dates
Transnational Meeting 1	Copenhagen	26-27/09/2017

Thematic Seminar 1	Lyon	11-12/01/2018
Transnational Meeting 2	Krakow	19-20/04/2018

Social media:

Twitter: @URBinclusion


URBACT webpage: <http://urbact.eu/urbinclusion>

Project's Outputs:

- Articles published on the website:
 - “How to create Urban Inclusion (and not exclusion, segregation or integration)?”
<http://urbact.eu/how-create-urban-inclusion-and-not-exclusion-segregation-or-integration>
 - “How Glasgow is using URBinclusion to drive its Thriving Place, Govanhill”
<http://urbact.eu/how-glasgow-using-urbinclusion-drive-its-thriving-place-govanhill>
- Project's timeline

Summary of refunding:

Acronym	Phase	LP	CA certified amounts	ERDF paid	Payment claim#	Payment date
URB-Inclusion	Phase 1	Barcelona	63,847.16 €	45,504.42 €	1	05/09/2017
URB-Inclusion	Phase 2	Barcelona	n/a	n/a	n/a	n/a

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">04th April 2018 Sofia</p>	<p style="text-align: center;">Item 01c</p> <p style="text-align: center;">Transfer Networks: Results of the 1st call for proposals</p>
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Reference documents

- URBACT III Operational Programme, approved 12 December 2014
- Terms of Reference of the 1st call for Good Practices opened 5 December 2016 – 31 March 2017
- URBACT III Programme Manual – Factsheet 2C, approved by the Monitoring Committee on 2 June 2017, Malta
- 1st call for Transfer Networks opened 15 September 2017 – 10 January 2018
- Terms of Reference of the 1st call for Transfer Networks, approved by the Monitoring Committee on 2 June 2017, Malta
- Guide to Transfer Networks (Phase 1)

1. General background and main features of the call

During the meeting in September 2015 the Monitoring Committee members agreed to the principle of having a two stage process for the creation of Transfer Networks; the first stage being a call for Good Practices, which would be published in autumn 2016 followed by the launch of a call for Transfer Networks. On 2nd June 2017 the Monitoring Committee approved the selection of the 97 Good Practices as well as the Terms of Reference of the call for Transfer Networks. On the basis of the 97 labelled Good Practices, the call for Transfer Networks was built. This call was open from 15 September 2017 to 10 January 2018 15:00 CET, for the creation of up to 25 new networks.

It was agreed with the MC to allow cities to come with proposals on all 10 thematic objectives covered by URBACT III. Nevertheless, it was specified in the call that the programme was expected to concentrate 70% of the networking budget on 5 thematic objectives (highlighted in the call, in red in the list below).

Project applicants were requested to select one of the 10 thematic objectives:

- **Strengthening research, technological development & innovation (TO1)**
- Enhancing access to and use and quality of ICT (TO2)
- Enhancing the competitiveness of SMEs (TO3)
- **Supporting the shift towards a low carbon economy in all sectors (TO4)**
- Promoting climate change adaptation, risk prevention & management (TO5)
- **Protecting the environment & promoting resource efficiency (TO6)**
- Promoting sustainable transport & removing bottlenecks in key network infrastructures (TO7)

- **Promoting employment & supporting labour mobility (TO8)**
- **Promoting social inclusion & combating poverty (TO9)**
- Investing in education, skills & lifelong learning by developing education & training infrastructure (TO10)

While applicants were requested to submit their proposal under one of these 10 thematic objectives, they were invited to ensure that:

- The thematic objective chosen would be the main entry point into the network while allowing partners to explore connections with other thematic objectives and to explain those connections in the Application Form
- The definition of the issues to be addressed by the network would reflect an integrated approach to urban policies

2. Preparing the launch of the 1st call for the creation of Transfer Networks

Since the spring 2017, the URBACT Secretariat has been preparing the launch of the 1st call for Transfer Networks. This required working simultaneously on several tasks:

- Organising and delivering an information campaign
- Producing the Terms of Reference and the Guide for Phase 1 to Transfer Networks
- Developing tools for applicants to ensure good quality of the proposals

2.1. Information campaign

On the one hand, it was easy to reach the potential Lead Partners (Good Practice Cities) having already in place this pool of 97 Good Practices to potentially be transferred via a Transfer Network. With the help of the National URBACT Points, a series of 20 Infodays were organised across the EU to promote the Good Practice Cities willing to lead a Transfer Network.

On the other hand, not all cities were willing to lead a network mainly due to lack of internal capacity. The coordination work of linking Transfer Cities with Good Practice Cities planning to apply was quite considerable for the Joint Secretariat. Interestingly, 25 cities in the transfer networks are good practice cities and 11 of them were unsuccessful as a good practice but they were not discouraged.

The URBACT City Festival organised in Tallinn, 3-5 October 2017 which aimed to showcase the 97 selected Good Practices was also a very useful tool to enable cities to network with their peers and to advertise this call among our known cities. This might explain the fact that some cities already involved in Action Planning Networks are present in this call as Transfer Cities.

2.2. Programme Manual Fact Sheet and Terms of reference of the 1st call for Transfer Networks

The main components of the 1st call for Transfer Networks have been discussed on several occasions, with the Monitoring Committee. During these exchanges, the operational features of TN to be included in the Programme Manual Fact Sheet 2C were also discussed. The related Fact Sheet 2C – Transfer Networks was approved by the MC on 2 June 2017, in Malta, along with the Terms of Reference for the 1st call for the creation of up to 25 TN.

2.3. Tools for applicants

Two webinars have been scheduled, on 23 November 2017 and on 7 December 2017 during the time the call was open. The first one focused more on the content of the application form, sharing the message that the Secretariat could advise the Good Practice Cities on ways to find partners if needed. The second webinar was more focused on the technical issues candidates might face with the Synergie online tool.

In parallel, the URBACT Secretariat prepared guidance for applicants, producing more especially the following material:

- Guide for Phase 1 to Transfer Networks
- Template Letters of Commitment for Lead Partners and Partners
- Synergie-CTE Technical Guide for Phase 1 Application Form

2.4. Expertise

The expertise pool, which is a database of accredited URBACT experts was developed for the first Action Planning Networks in 2015 and remains open until the end of the programme period. This same pool was used for Transfer Networks and following a promotional campaign to recruit new experts approximately 10 new applications were approved in the database.

In addition it was necessary to set up a new External Assessment Panel with specific understanding of challenges for sustainable integrated urban development to assess proposals for Phase 1 and for Phase 2. 6 experts from 6 different countries have been selected by the Secretariat and ECORYS, our external service provider;

- Regina TRENKLER-FRASER (DE, Chair of the EAP)
- Marion CUGNET (FR)
- Cristina GARZILLO (IT)
- Krisztina KERESZTELY (HU)
- Piotr PRZYBYSZ (PL)
- Andis ZILANS (LV)

3. Results of the 1st call for the creation of Transfer Networks

3.1. Overall results

For this first call for Transfer Networks under URBACT III, **44 network proposals were submitted** to the URBACT Secretariat by the deadline (see Annex 1 for the full list of

submitted proposals). The proposed partnerships represent a total of **132 partners involving 129 single cities from 24 different countries**. Even though 97 Good Practices were selected, 88 single cities were concerned by this label. As described in the eligibility criteria in the Terms of Reference, the candidate Lead Partners could only apply in one proposal only under this call. Therefore, cities which had two selected Good Practices, could not submit two proposals, they had to choose one. This means that the 44 submitted proposals represent exactly **50% of the possible 88 applications**.

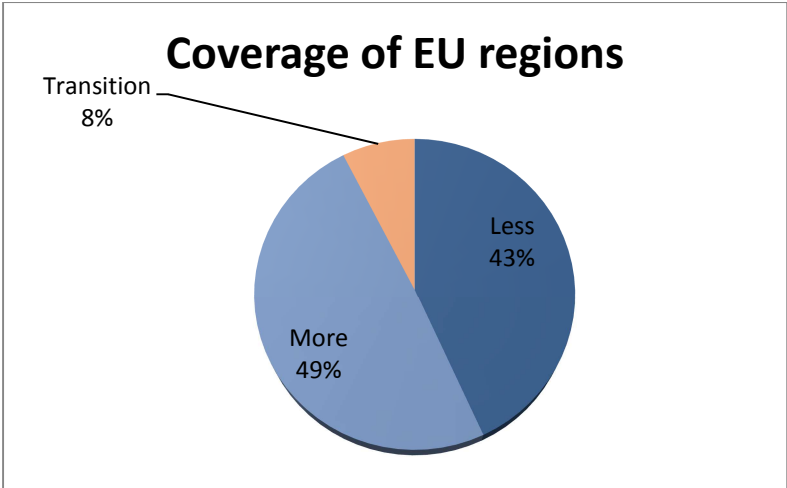
It is worth noticing that 11 Good Practice Cities have contacted us to require access to Synergie-CTE in order to fill in the application form but they never submitted the application in the end. One of those 11 has also required an extension of the deadline and other Good Practice Cities has had a problem with one partner which dropped out at last minute and it was difficult for them to find new partners before the deadline.

It is worth underlining that some NUPs have been very active in helping Good Practice Cities find partners particularly from less developed regions in order to respect the balanced partnership requirements in Phase 1. The overall participation from each region can be seen in Table 1 below.

Table 1. Participation from Less/More developed and Transition regions

Region	Nb of participation
Less developed	57
Transition	10
More developed	65
Total	132

Graph 1 – Participation from Less/more developed and Transition regions



The balance between less and more developed regions can be explained by one of the eligibility criteria of the Terms of Reference for the Transfer Networks which stated that in order to be eligible; one proposal had to include at least one partner coming from a less developed region of the EU. In general, good balance in the partnership is a priority in URBACT calls. This eligibility criteria does not come without its issues because for some

topics it can be difficult to find such a balance, an example in this case was a project on migrants which did not submit a proposal due to difficulty finding a less developed region partner.

Table 2. Newcomer VS former partners in submitted proposals

	Single cities involved		Lead Partners	
	Number	%	Number	%
New comer cities*	53	41%	10	23%
Cities previously involved in URBACT II and III	76	59%	34	77%
total	129	100	44	100

*this section includes new comer cities in the call for Good Practices since they only received the URBACT Good Practice label but no ERDF funds.

Almost **one quarter of the Lead Partners are newcomers to URBACT** in the way that they have never been part of an URBACT network and therefore never benefitted from ERDF co-financing. Of the 44 applications received 29 of the Lead Partners have never been an URBACT Lead Partner before. This therefore shows that 19 cities have been involved in a network as a partner and now wish to take on the challenge of leading a network.

One of the objectives fixed in this call was to welcome new cities and widen the URBACT city network, thanks to the efforts of the Joint Secretariat and some NUPs, this has been successful.

It is also interesting to note that 22 cities from unsuccessful Good Practice bids have also applied as project partners in these 44 Transfer Network applications. These unsuccessful Good Practices were given special attention in the communication campaign both by the NUP and the programme Secretariat.

Concerning the project partners, over 40% are newcomers which exceeds our expectations of one third. It can be noted that 25 of these newcomers applied in the Good Practice call.

3.2. Geographical coverage

The following table presents an overview of the geographical coverage of this call. It provides figures country by country about the number of participations in network proposals and number of single cities involved (cities can be candidates once as Lead Partner and once as Project Partner).

Table 3. Distribution of projects across countries

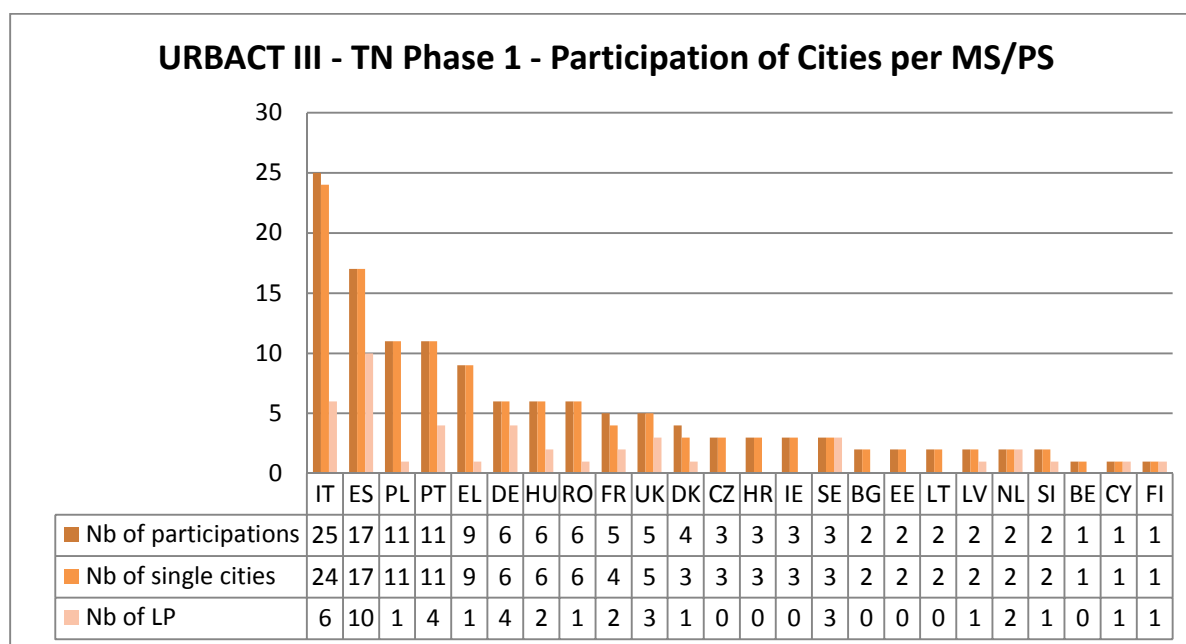
MS/PS	Participation		Single cities involved		LP cities
	Nb	%	Nb	%	Nb
BE	1	0,76%	1	0,78%	0
BG	2	1,52%	2	1,55%	0
CY	1	0,76%	1	0,78%	1
CZ	3	2,27%	3	2,33%	0

DE	6	4,55%	6	4,65%	4
DK	4	3,03%	3	2,33%	1
EE	2	1,52%	2	1,55%	0
EL	9	6,82%	9	6,98%	1
ES	17	12,88%	17	13,18%	10
FI	1	0,76%	1	0,78%	1
FR	5	3,79%	4	3,10%	2
HR	3	2,27%	3	2,33%	0
HU	6	4,55%	6	4,65%	2
IE	3	2,27%	3	2,33%	0
IT	25	18,94%	24	18,60%	6
LT	2	1,52%	2	1,55%	0
LV	2	1,52%	2	1,55%	1
NL	2	1,52%	2	1,55%	2
PL	11	8,33%	11	8,53%	1
PT	11	8,33%	11	8,53%	4
RO	6	4,55%	6	4,65%	1
SE	3	2,27%	3	2,33%	3
SI	2	1,52%	2	1,55%	1
UK	5	3,79%	5	3,88%	3
total	132	100,00%	129	100,00%	44

Overall, the geographical representation is rather comprehensive, with the choice made to involve 2 Project Partners in each proposal in addition to the Lead Partner. Therefore, Austria, Luxembourg, Malta, Norway, Slovakia, and Switzerland are not represented, knowing that these countries had respectively 2, 0, 1, 1, 0 and 2 Good Practice proposals.

When it comes to the mapping of participating cities across Member and Partner States, it is worth saying that the fact that 6 countries are not represented might be due to the fact that the initial partnership was intended to be very small (3 cities only) compared to usual calls and the pool of eligible applicants was already narrowed down. Taking into account those two facts, the global geographical coverage is reasonable.

Graph 2 – Distribution of projects across countries



More “traditional features” can be noticed, such as the predominant weight of Southern European cities. **Italy**, as it was already the case for the 1st calls for Action Planning Networks and Implementation Networks, ranks 1st with a total of 24 single cities involved in 25 proposals (ie 57% of all submitted proposals). On the other side, Spanish cities rank first with 10 Lead Partners when 6 proposals are led by Italian cities.

Spain, Poland and **Portugal** come next in terms of involvement: in each country, cities involved represent 13%, 9% and 9%. For the first time in URBACT III, **Poland** ranks in the top 3 with 11 cities involved, side by side with Portugal. **Greece** comes in fifth position in terms of participation, which is less than usual.

Collating participation figures from these Southern European countries (Italy, Spain, Portugal and Greece), these account for 47% of all partners involved, which represents an increase of 4% compared to the Implementation Networks and an increase of 7% compared to the Action Planning Networks.

When it comes to Eastern Europe, the 5 main “contributors” in terms of cities involved are **Poland** (with 11 contributions), **Hungary** and **Romania** equally (with 6 contributions each). Those countries (all Eastern Europe States) account for 30% of participations in this call.

Even if limited, the participation of EU-13 countries account for one third of participations. However, from these countries there are only 7 candidates Lead Partners out of 44. The possibility was higher though with 20 selected Good Practices. One can assume that EU-13 cities intend to be more involved in Phase 2 or that the themes tackled are not suited to their specific challenges. In any case, the rate of candidate Lead Partners from EU-13 countries remains on the increase (16% while it was 13% for the Call for IN and 15% for the Call for APN) and one can notice that 30% of all partners are from EU-13 countries, which is stable compared to the calls for IN (33%) and APN (27%).

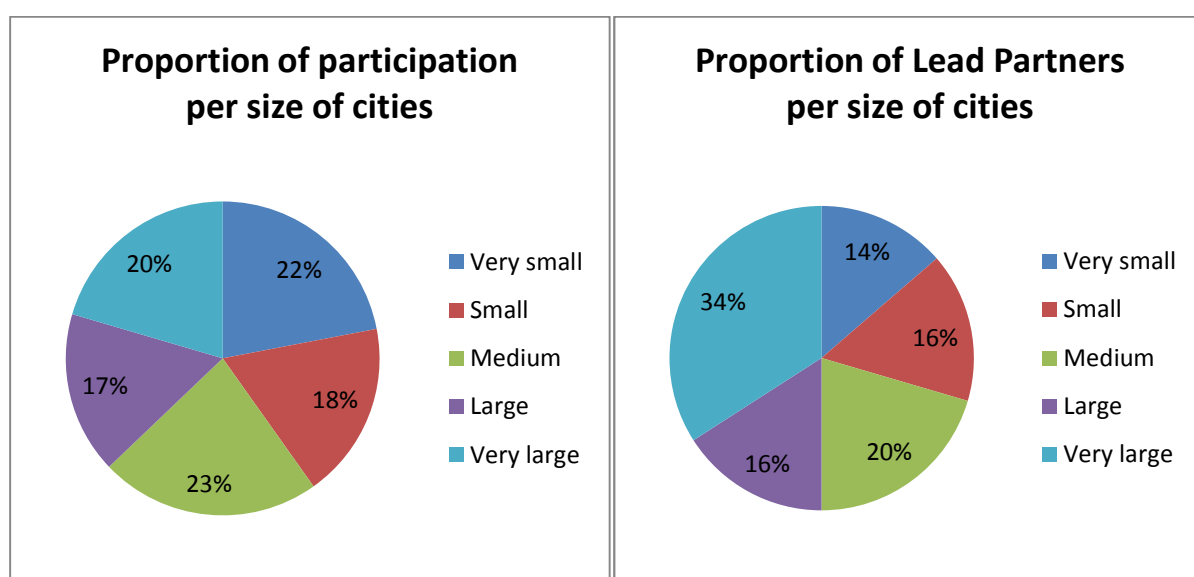
See Annex 2 for a full list of cities present in the 44 submitted proposals.

3.3. Size of Cities

In terms of size, the balance is rather well respected with 29 very small size cities (less than 50 000 inhabitants), 24 small size cities (between 50 000 and 100 000 inhabitants), 30 medium size cities (between 100 000 and 250 000 inhabitants), 22 large size cities (between 250 000 and 500 000 inhabitants) and 27 very large size cities (more than 500 00 inhabitants).

When it comes to leading a network, we see that very large size cities are more represented with 15 cities in total. There are 6 very small size cities, 7 small size cities, 9 medium size cities and 7 large size cities. The two graphs below show the proportion.

Graphs 3 & 4 – Proportion of participation per size of cities (for all cities and then for LPs only)



3.4. Thematic coverage of submitted proposals

The thematic coverage for the call for TN was rather open as applications could be submitted under any of the 10 Thematic Objectives (TO) for URBACT. Nevertheless, 79% of the submitted proposals fall under the five URBACT priority themes.

One should also notice that no proposal was submitted under TO 7 – Sustainable Transport and that TO 6 (Environmental protection and resource efficiency) and TO 9 (Social inclusion) represent 61% of all applications. Other TOs are less represented (between 1 and 5 applications).

Table 4 – Distribution of projects across TOs

Thematic objectives	Number of applications	%
01. Research, technological development and innovation	5	11,36%

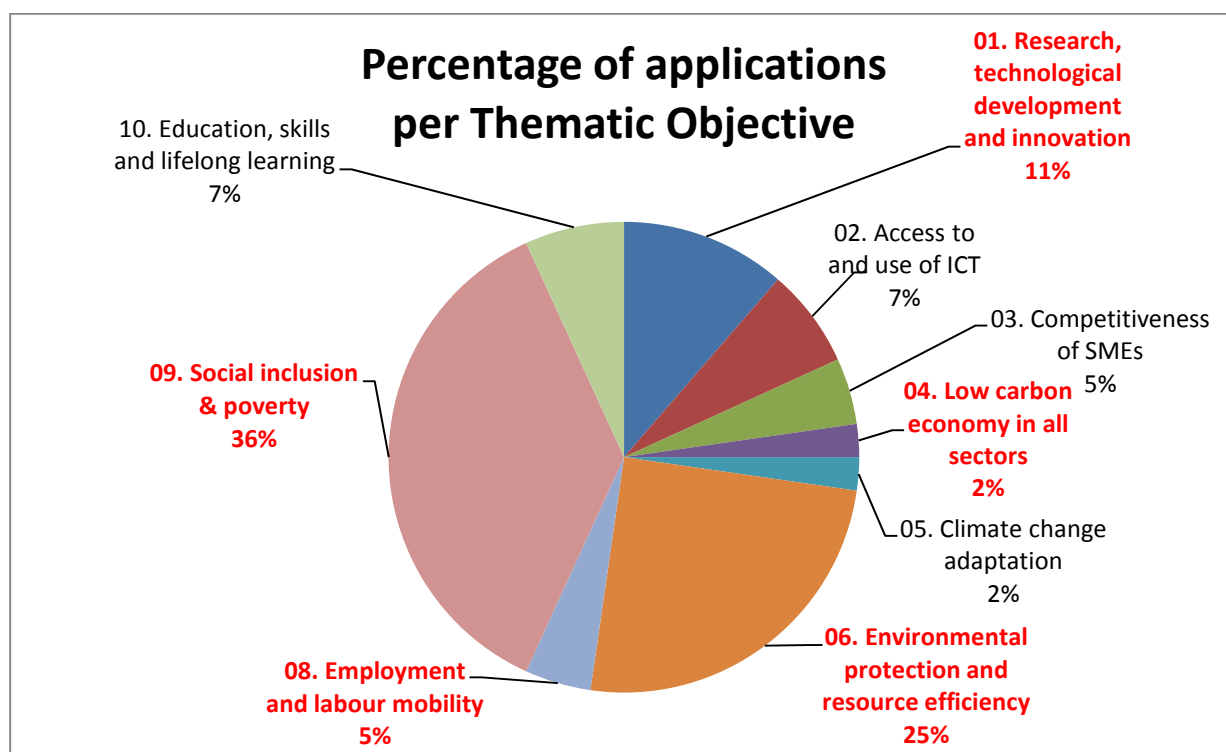
02. Access to and use of ICT	3	6,82%
03. Competitiveness of SMEs	2	4,55%
04. Low carbon economy in all sectors	1	2,27%
05. Climate change adaptation	1	2,27%
06. Environmental protection and resource efficiency	11	25,00%
08. Employment and labour mobility	2	4,55%
09. Social inclusion & poverty	16	36,36%
10. Education, skills and lifelong learning	3	6,82%
TOTAL	44	100,00%

- **Social inclusion and poverty ranking first on cities' agenda**

TO 9 – Social inclusion represents 36% of all proposals and then ranks first for this first call for Transfer Networks. This was already the case for the Good Practice call so this is not a real surprise. This was already the case for APNs, even though for INs, environmental issues ranked first. This reflects the importance of social challenges coming back on European cities' agenda since some time now. These challenges are to be understood in a very broad way, from cities tackling inclusion of migrants (e.g. RUMORLESS CITIES), or cities willing to boost culture at local level (Culture Counts).

Italy ranks highest in this category with 11 out the 44 cities involved in those applications. But Spain and Portugal rank first when it comes to leading a network under TO 9. EU-13 countries are represented with 10 cities though under this objective.

Graph 5 – Percentage of applications per Thematic Objective



- **Environmental challenges second in EU cities urban strategies**

As previously stated above, TO 6 was very popular as well with 16 applications in total falling under this thematic objective. Compared to the statistics from APN and IN calls, this is more than for APNs (20,2 %) but less than for INs (33,3%). More or less this topic still has a large interest among EU cities. But on the other hand, other thematic objectives linked to environmental issues remain quiet low in terms of interest and commitment with only 1 application under TO 5 – Climate change adaptation and 0 applications under TO 7 – Sustainable Transport.

It is barely noticeable but Spain and Germany rank first when it comes to leading a Transfer Network in this theme. However, it can be noted that EU-13 countries represent 1/3 of the cities with 11 out of 33 cities involved in a Network that falls under TO 6.

3.5. Eligibility check

As foreseen in the Programme Manual and in the Terms of Reference of the call for Transfer Networks, the URBACT Secretariat checked all 44 submitted applications against the eligibility criteria set out for this 1st call. As a result of this check, all 44 proposals were declared eligible.

This good result is mostly due to the fact that during the webinars and via emails and phone, we insisted on this aspect and the fact that they should contact us should they have any doubt concerning their proposal. Spontaneous pre-eligibility checks were carried out by the Secretariat for all applications under preparation in the SYNERGIE-CTE system.

We also thank the members of the Monitoring Committee who we contacted for an official approval concerning some partners that carried a risk of ineligibility.

The first Transfer Network call can be considered a success in terms of the interest expressed by the Good Practice Cities. One feedback we got was that this type of call for networks is new and very interesting then, but also straight forward in the sense that the Good Practices to be transferred are very practical and potential partners could already see the results in the Good Practice City and reflect these into their own cities.

4. Assessment of Phase 1 applications by the External Assessment Panel

As foreseen by the Programme Manual (Factsheet 2A), eligible proposals have been assessed by the External Assessment Panel, along the assessment criteria outlined in the call for proposals for Phase 1 applications. The 6 assessors have been assigned specific proposals depending on their thematic expertise and nationality (assessors were not assigned proposals led by a city from their countries). Each proposal was thoroughly reviewed and assessed by at least 2 assessors.

The chair of the EAP coordinated the work of the assessors by means of the interactive platform set up by the Secretariat for the EAP, and reviewed their assessment results based on her own review of eligible proposals. The chair also prepared and chaired the “consensus meeting”. During this 3-day meeting, the whole EAP got together to share individual assessments, produce a consolidated assessment sheet for each proposal, commissioned a 3rd reader in case of divergent assessments, and agreed on the proposals to be recommended for approval. The URBACT Secretariat invited representatives of the URBACT Managing Authority to take part in the consensus meeting as observers.

As a result of this process, the chair produced the EAP report, in close collaboration with all 6 assessors. This report is annexed to the MC dossier. It presents the methodological approach of the EAP and the results of the assessment. For each project proposal, project assessment sheets are annexed to the report, outlining the scores and comments along assessment criterion. MC members are invited to refer to the EAP report for more details on all these aspects.

Building on their assessment, the EAP invited the Managing Authority and Monitoring Committee to consider all proposals assessed as being “Excellent proposals” and “Very good proposals” for approval. Proposals under these categories amount to 25 projects in total.

5. Transfer Networks proposed for approval

5.1. Proposal of the Managing Authority to the Monitoring Committee

The Programme Manual (Fact Sheet 2D) foresees that “Following the assessment of Final Application by the EAP, and considering the proposal of the Managing Authority, the Monitoring Committee shall decide on the approval of networks to enter Phase 1.”

Building on the results of the assessment of Phase 1 applications by the EAP, the URBACT Managing Authority would like to submit to the Monitoring Committee the following proposal:

To prioritise quality and approve all proposals labelled as “Excellent proposals” and “Very good proposals” by the EAP.

The URBACT Managing Authority appreciates that the recommendation of the EAP builds on the quality of the applications along the different assessment criteria. The highly scored projects fall under categories with high potential for success and added-value, both at local and programme level. In terms of quality, most of the proposals submitted were good, but only those scored excellent and very good were considered to offer suitable potential for transfer to other cities. The system of qualitative scoring was then very useful to make the final decisions. This proposal implies then approving 25 network proposals, which was the highest possibility for this call.

The proposal of the Managing Authority is to approve the 25 proposals outlined in the table below.

Table 5 – 25 networks proposed for approval Phase 1

PROJECT	INITIAL PARTNERSHIP	SHORT DESCRIPTION	CATEGORY
TO 1. Research, technological development and innovation			
Making Spend Matter	Preston (UK), Villa Nova de Famalicao (PT), Pamplona (ES)	Making Spend Matter explores how to use spend analysis as an evidence tool to enhance the impact of procurement by public / anchor institutions in order to bring additional economic, social and environmental benefits to the local economy and its citizens. This will be achieved by transferring the Good Practice developed by Preston in this area.	excellent
BLUACT	Piraeus (EL), Burgas (BG), Matosinhos (PT)	The city of Piraeus put in place BlueGrowth Initiative (BGI), an innovative competition for Blue Economy, to strengthen traditional economic activities related to the maritime sector with innovative business ideas. BGI helps young entrepreneurs realise innovative concepts and create jobs in Blue Economy.	very good
InnovaTO-r	Torino (IT), Cluj-Napoca Municipality (RO), Métropole du Grand Paris (FR)	Innova.To project is a competition open to Municipality employees aimed at developing innovative projects improving the Administration performances, reducing wastes and/or valuing resources. Proposals can be focused on service quality, goods/services acquisition, costs rationalisation, energetic optimisation, bureaucratic impact reduction, increase data and in digital tools management.	very good
Movement	Groningen (NL), Zlin Municipal Authority (CZ), Magdeburg (DE)	Higher education and knowledge economy has become a global competition for talent. Whereas the main European cities attract both students and knowledge-workers by their scale and frame, medium-sized cities, like Groningen, will need a policy to attract talent, and to keep them economically active.	very good

City-as-a-Startup	Alba Iulia (RO), Brangaça (PT), Perugia (IT)	The Good Practice city will accompany the transfer cities in the process of testing city branding and smart city technologies solutions meant to contribute to the sustainable development of the cities with the involvement of the local stakeholders. Alba Iulia will share experience and know-how but also will contribute with practical examples that are easily to be transferred by the follower cities and will provide assistance for creating and implementing their own city branding strategy.	very good
TO 2. Access to and use of ICT			
CARD4ALL	Gijon (ES), Suceava (RO), Jurmala (LV)	CARD4ALL is focused on the implementation of innovative services and technologies through a Citizen Card System. It allows cities to gather information to improve their services and participative processes. It can be applied to improve social inclusion, local trade, urban mobility and sustainable living, thus creating a Smart City. The technology used allows the transferability and replication in other European Cities.	very good
TO 3. Competitiveness of SMEs			
ReBoot	Barnsley (UK), Pardubice (CZ), Vilanova i la Geltru (ES)	ReBoot transfers the good practice of developing digital businesses, based on the experiences of the DMC, a digital hub in Barnsley, UK, and part of a suite of support led by the city. The DMC supports growth in knowledge based jobs and businesses within both digital and traditional industries. ReBoot connects EU partners to share our practice, and benchmark it against activity in other EU cities to inform the development of spaces and support the 'ecosystem' needed to encourage digital growth.	very good
TO 4. Low carbon economy in all sectors			
ACTING	Manchester (UK), Wroclaw (PL), Mantova (IT)	Aim to transfer the work of Manchester Arts Sustainability Team (MAST) to support cities to mobilise their arts and culture sectors to contribute towards local climate change action by 1/ developing local policies, governance and capacity to act, 2/ developing plans to reduce CO2 emissions and/or adapt to climate change, and supporting implementation, 3/ developing plans to use arts and culture to engage citizens to act, and supporting implementation and 4/ encouraging replication in other cities	very good
TO 5. Climate change adaptation			
RURAL	Rome (IT), Coruna (ES), Vilnius (LT)	The City of Rome wishes to transfer its Resilient urban agriculture GP relating to significant urban challenges such as urban resilience and sustainability, social inclusion, citizens' and refugees' rights.	very good
TO 6. Environmental protection and resource efficiency			

Bio-Canteens	Mouans-Sartoux (FR), Troyan (BG), Municipality of Rosignano Marittimo (IT)	Faced with the negative impact of industrial food production on health and environment, cities can reverse this trend with sustainable food governance. Developing 100% organic canteens with no cost increase by reducing food waste by 80% and introducing plant proteins, Mouans-Sartoux's Bio-Canteens Good Practice has succeeded in relocating food supply, revitalising local agriculture and educating children and families to sustainable food. 85% of them say they have changed their food habits.	excellent
BeePathNet	Ljubljana (SI), Bydgoszcz (PL), Cesena (IT)	BEE PATH good practice logic is very simple - bees are the best indicator of healthy environment! BeePathNet project aims to up-grade and transfer BEE PATH concept, solutions and results from Ljubljana to other EU Cities. It will address urban environmental, biodiversity and food self-sufficiency challenges linked to urban beekeeping through integrated and participative approaches, and build key stakeholders' capacity to influence relevant policies, develop and implement efficient solutions.	very good
OpenHouses	Ujbuda (HU), Gheorgheni (RO), Forlì (IT)	The joint policy challenge of OpenHouses is to foster urban stewardship through raising awareness towards the values of built heritage within the Weekend of Open Houses community festival, and thus to decrease social isolation. This also highlights the brokerage role of municipalities (creating conditions for stakeholders as equal participants to creatively shape urban environment and public policies).	very good
Tropa Verde	Santiago de Compostela (ES), Dimos Pavlou Mela (EL), City of Budapest, District 14 Zuglo Municipality (HU)	Tropa Verde is a platform to encourage environmentally responsible behaviour. Combining a game-based web platform and specific low cost campaigns, it empowers citizens to reuse and recycle. Citizens get vouchers and exchange them for rewards from the City Council and local retailers. It connects places where disposing waste (green points, civic and social centers, etc.) with local businesses providing gifts or discounts. It has been already transferred to 6 municipalities in Galicia.	very good
ALT/BAU	Chemnitz (DE), Rybnik (PL), Vilafranca del Penedès (ES)	The ALT/BAU Transfer Network focuses on alternative strategies in central and historic districts of European cities to activate unused and decaying housing stock resulting from demographic, economic and social change. Based on the experiences from Chemnitz' URBACT Good Practice 'Housing Agency for Shrinking Cities', the network transfers experiences that proved successful to proactively connect administrations, owners, investors and users to initiate sustainable and resource saving development.	very good
TO 9. Social inclusion			

Re-grow City	Altena (DE), Igoumenitsa (EL), Municipality of Isernia (IT)	Re-grow City focuses on the development of interventions that built on local capabilities to arrest and reverse long term social, economic and environmental decline. Altena has a track record of recognised good practices that facilitate the development of sustainable initiatives with a minimum of external resource input. This network will support partners to revitalise public services and the economy, regenerate the urban fabric and develop civil society in a context of long term decline.	excellent
ACTive NGOs	Riga (LV), Siracusa (IT), Santa Pola Council (ES)	The Riga NGO House was opened in 2013, in line with the wishes of residents and NGOs, to support NGOs and to increase citizen awareness of local affairs and participation in municipality-related activities. Set in a refurbished school building, the NGO House offers resources for NGO capacity building, exchange of information, experience and best practices, networking and leadership training. It promotes the processes of society integration, active social inclusion and citizen participation.	very good
RUMORLESS CITIES	Amadora (PT), Ioannina (EL), Free and Hanseatic City of Hamburg - District Hamburg-Altona (DE)	European Cities are facing what is turning out to be not so much as a crisis but a new landscape being created by the flows of migration. The transfer of the good practice developed by Amadora addresses a number of key policy challenges. These include: .How to build cohesive and open cities .How to counter the false stereotypes that lead to racist caricatures and growth of far right groups .How to communicate truth in a "post fact" context that is generated by popular mainstream media	very good
SilverCities	Badalona (ES), Tartu (EE), Svendborg (DK)	Demographic change is one of the key societal challenges cities are facing. Badalona acknowledged this mandate and redesigned its health and social services to improve the quality of life of seniors. The two Transfer Cities (Tartu and Svendborg) are interested in replicating its main impacts in terms of improvement of care quality and effectiveness and the setup of stable interconnections between different municipal services, paving the way for the creation of age-friendly urban ecosystems.	very good
URBAN-REGENERATION-MIX	Lodz (PL), Baena (ES), Birmingham City Council (UK)	Goal of our network is the transfer of methods and competences as to how to involve citizens and increase their participation in the process of urban regeneration. Focus of the network will be to research, identify, apply the key success factors, which bring life back to the historical areas but also bring the citizens back to regenerated areas. Our goal is to work on a universal tool-kit, which could be used by European cities to improve the social dimension in process of urban regeneration.	very good

Volunteering City	Athienou (CY), Municipality of Capizzi (IT), Kildare County Council (IE)	The transfer network makes use of Volunteerism to approach social exclusion and poverty at the community level. Focus is given to an inter-generational collaboration where different age groups of both volunteers and individuals facing social problems work towards a sustainable evolution of the quality of life within local society. The network aims at institutionalising the volunteering activity giving validity to a bottom up approach, where volunteers can decide and implement actions.	very good
com.unity.lab	Lisbon (PT), Bari (IT), Aalborg (DK)	Lisbon Local Development Strategy for areas of Priority Intervention provides the city a range of integrated tools, based in a co-governance process that organizes and brings together a bottom-up participatory perspective, ensuring a horizontal and collaborative local approach, to mitigate social, economic, environmental and urban exclusion, resulting in a smart, collective, effective and pragmatic toolbox to implement a sustainable urban living that enhances social-territorial cohesion.	very good
CommUnities	Naples (IT), Gdansk (PL), Ayuntamiento de Barcelona (ES)	The network purpose is to transfer through adaptation the Good Practice of the City of Naples, Lost & Found. The network aims at guaranteeing the collective enjoyment as well as collective management urban essential facilities conceived as urban commons. This public-community governance approach will secure fair and open access, participatory decision-making, sustainability and preservation for the benefit of future generations.	very good
Music schools for social change	L'Hospitalet de Llobregat (ES), Municipality of Adelfia (IT), Aarhus (DK)	Twelve years ago, the EMMCA was founded in L'Hospitalet is a new model of music school that uses music as a tool for inclusion and social change. It has an innovative methodology engaging civic society. Making a difference from traditional music schools, the project gives equal opportunities to all inhabitants of L'Hospitalet to access music courses, involves primary schools and creates a space for social cohesion, tackling local issues such as exclusion, youth unemployment and school dropout.	very good
The Playful Paradigm	Udine (IT), Klaipeda (LT), Cork City Council (IE)	Cities offer unique opportunities for addressing the challenges of urbanization, ageing, climate change, social exclusion, only if enabling, enjoyable places are co-created. The project aims to transfer the "playful paradigm" based on gamification as an innovative concept for promoting social inclusion, healthy lifestyles & energy awareness, intergenerational & cultural mediation, place-making & economic prosperity. Games offer new strategies for engaging city stakeholders in urban development.	very good

TO 10. Education and lifelong learning

WetrEIN	Viladecans (ES), Tallinn Education Department (EE), Nantes (FR)	Local Governments are leverages of educational innovation. We are aware of the opportunities & the needs in the city, we have a privileged knowledge of the stakeholders and, above all, we grow the future citizens. Thus, we should play an active role as educational policy-makers. WetrEIN aims to help local governments to build new partnerships to co-create policies to empower younger people with the necessary skills to become active & engaged citizens able to face the challenges of new societies.	very good
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5.2. Thematic coverage ensured by the 25 proposed networks

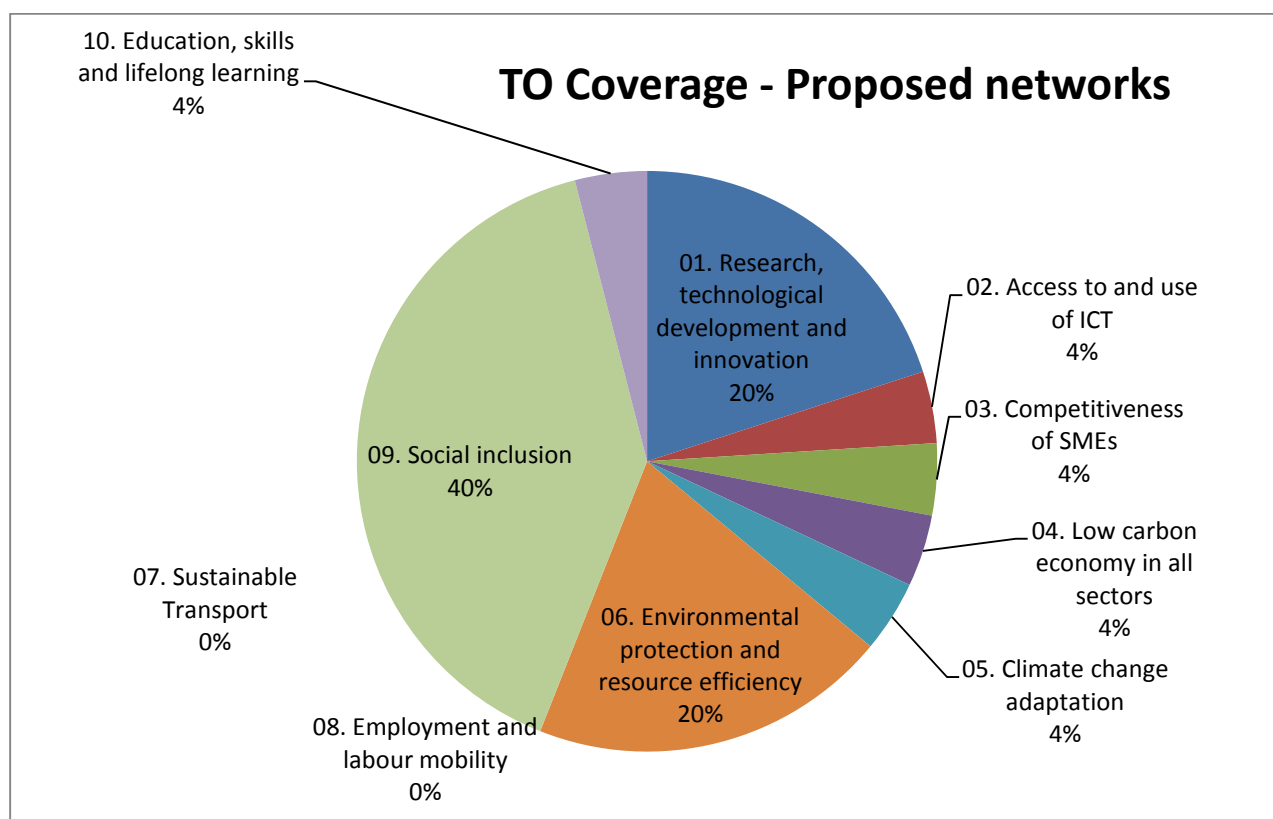
The thematic coverage ensured by the proposed 25 proposed networks is well balanced. First of all in terms of coverage of Thematic Objectives, as this proposal would allow the programme to achieve the requested thematic concentration already with the 1st call: 84% proposed networks fall under the “5 priority TOs” for URBACT.

Table 6 – Distribution of projects across TOs

Thematic objective	44 submitted and eligible proposals		25 proposed networks	
	Nb	%	Nb	%
01. Research, technological development and innovation	5	11,36%	5	20,00%
02. Access to and use of ICT	3	6,82%	1	4,00%
03. Competitiveness of SMEs	2	4,55%	1	4,00%
04. Low carbon economy in all sectors	1	2,27%	1	4,00%
05. Climate change adaptation	1	2,27%	1	4,00%
06. Environmental protection and resource efficiency	11	25,00%	5	20,00%
07. Sustainable Transport	0	0,00%	0	0,00%
08. Employment and labour mobility	2	4,55%	0	0,00%
09. Social inclusion	16	36,36%	10	40,00%
10. Education, skills and lifelong learning	3	6,82%	1	4,00%
TOTAL	44	100%	25	100%
TOTAL 5 PRIORITY TO'S	35	79,55%	21	84,00%

The proposal also reflects most features of the initial distribution of eligible proposals across TOs (see table above), especially with TO 9 – Social inclusion ranking first.

Graph 6 – Distribution of proposed networks across TOs



5.3. Success Rate by country

Countries with the highest success rate (100%) are Bulgaria, Cyprus, Estonia, Lithuania and Latvia. EU-13 countries remain highly represented with 22 cities out of 75, and they represent 30% of all cities involved. The countries which had the more cities participating (Italy, Spain, Portugal and Poland), have very different success rates. Spain has the highest though, with 70,59% success rate while Portugal and Poland both have 45,45% success rate.

Table 7 – Success rate percentage per country

Country	Participation in ELIGIBLE proposals	Participation in PROPOSED proposals	Success Rate %	Lead Partner ELIGIBLE	Lead Partners PROPOSED	Success Rate %
BE	1	0	0,00%	0	0	N/A
BG	2	2	100,00%	0	0	N/A
CY	1	1	100,00%	1	1	100,00%
CZ	3	2	66,67%	0	0	N/A
DE	6	4	66,67%	4	2	50,00%
DK	4	3	75,00%	1	0	0,00%
EE	2	2	100,00%	0	0	N/A
EL	9	4	44,44%	1	1	100,00%
ES	17	12	70,59%	10	5	50,00%
FI	1	0	0,00%	1	0	0,00%

FR	5	3	60,00%	2	1	50,00%
HR	3	0	0,00%	0	0	N/A
HU	6	2	33,33%	2	1	50,00%
IE	3	2	66,67%	0	0	N/A
IT	25	14	56,00%	6	4	66,67%
LT	2	2	100,00%	0	0	N/A
LV	2	2	100,00%	1	1	100,00%
NL	2	1	50,00%	2	1	50,00%
PL	11	5	45,45%	1	1	100,00%
PT	11	5	45,45%	4	2	50,00%
RO	6	4	66,67%	1	1	100,00%
SE	3	0	0,00%	3	0	0,00%
SI	2	1	50,00%	1	1	100,00%
UK	5	4	80,00%	3	3	100,00%

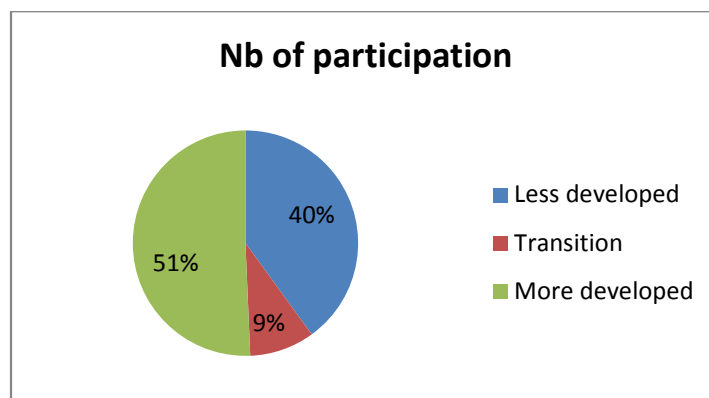
5.4. Balance between More, Less Developed and Transition regions

The balance between More, Less developed and Transition regions is very similar to the one presented in the first about all the applications received. The overall participation from each region can be seen in Table 8 below. And percentages of this participation can be seen in the Graph 7 after the table.

Table 8 – Participation from Less/More developed and Transition regions

Region	Nb of participation
Less developed	30
Transition	7
More developed	38
Total	75

Graph 7 – Participation from Less/More developed and Transition regions

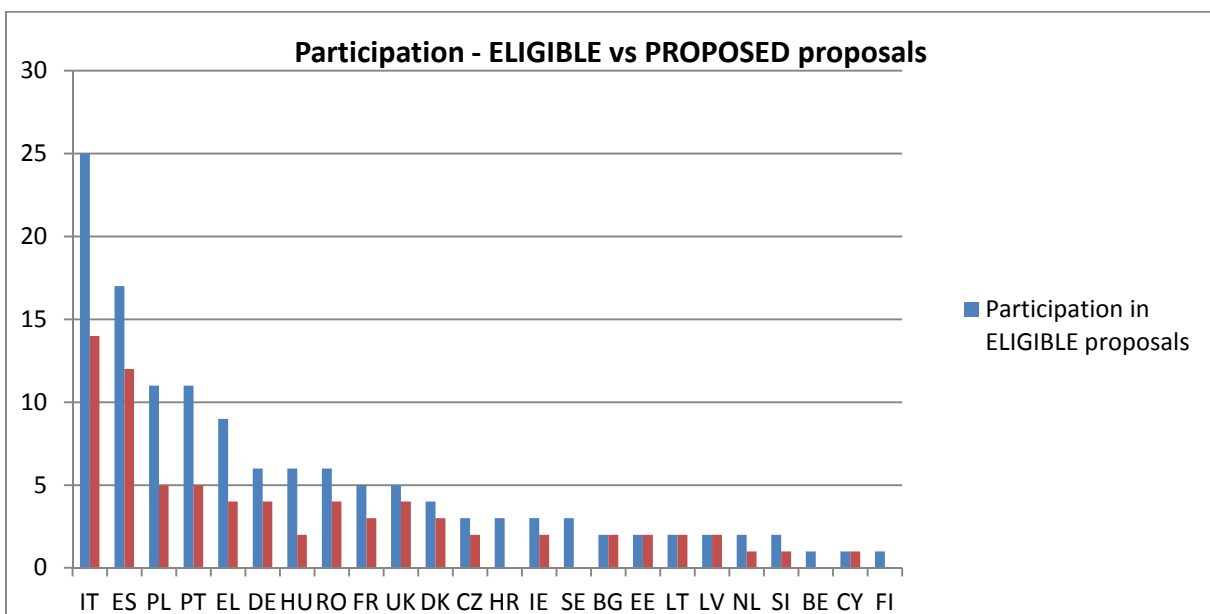


5.5. Geographical coverage ensured by the 25 proposed networks

The graph below shows the number of participations by country comparing the 44 submitted applications to the 25 proposed. It can be seen that 20 countries are covered by the 25 proposed networks. It is important that during the search for partners in Phase 2 the remaining 10 countries are targeted specifically – the NUP and the Secretariat along with support from the Monitoring Committee members should help to improve the final geographical coverage for Phase 2.

This is not to be considered a bad result considering that only three cities participate in each network.

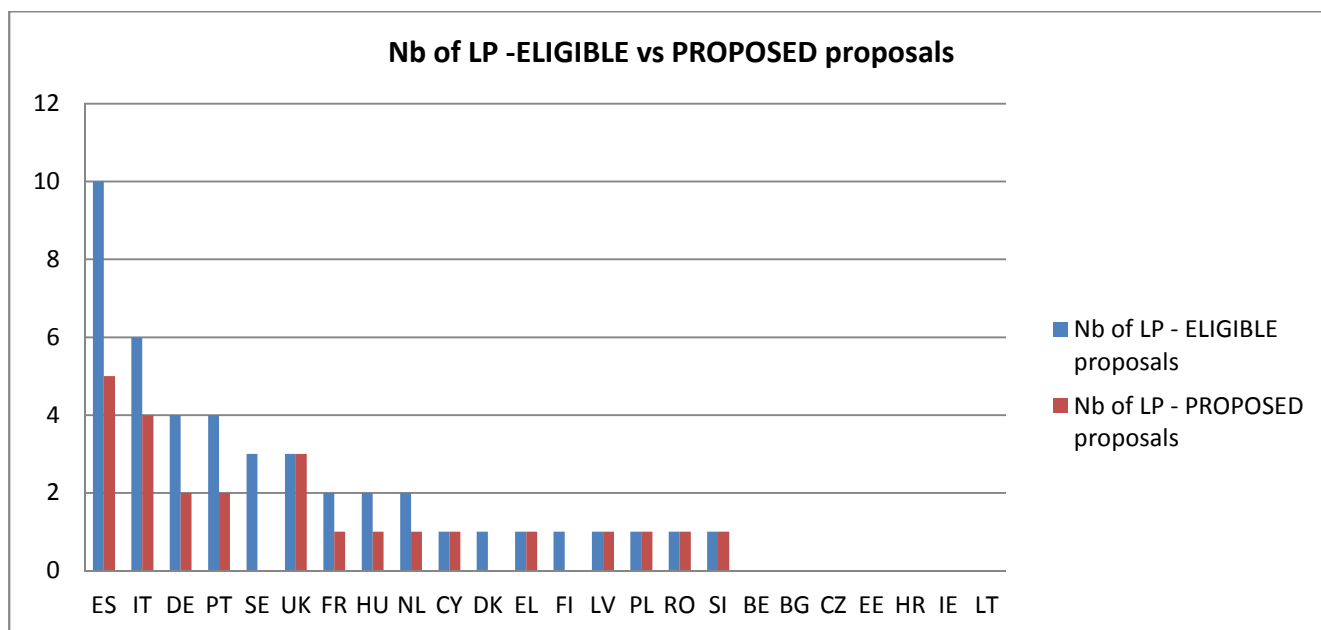
Graph 8 – Geographical coverage of participations in all 44 eligible projects VS 25 proposed networks



It can be noted that Croatia, Sweden, Belgium and Finland are no longer represented in the proposed networks. The weight of Southern countries remains important as usual.

As far as Lead Partners are concerned, the graph below shows a good geographical coverage, with 14 countries represented. Lead Partners from Italy and Spain represent one third of the proposed projects however this is not in contradiction with the number of proposals received from these countries. A total of 6 proposed networks have Lead Partners from Eastern European countries which is an extremely positive progression compared to previous calls.

Graph 9 – Geographical origin of Lead partners in all 44 eligible projects VS 25 proposed networks



5.6. Newcomers in the 25 proposed projects

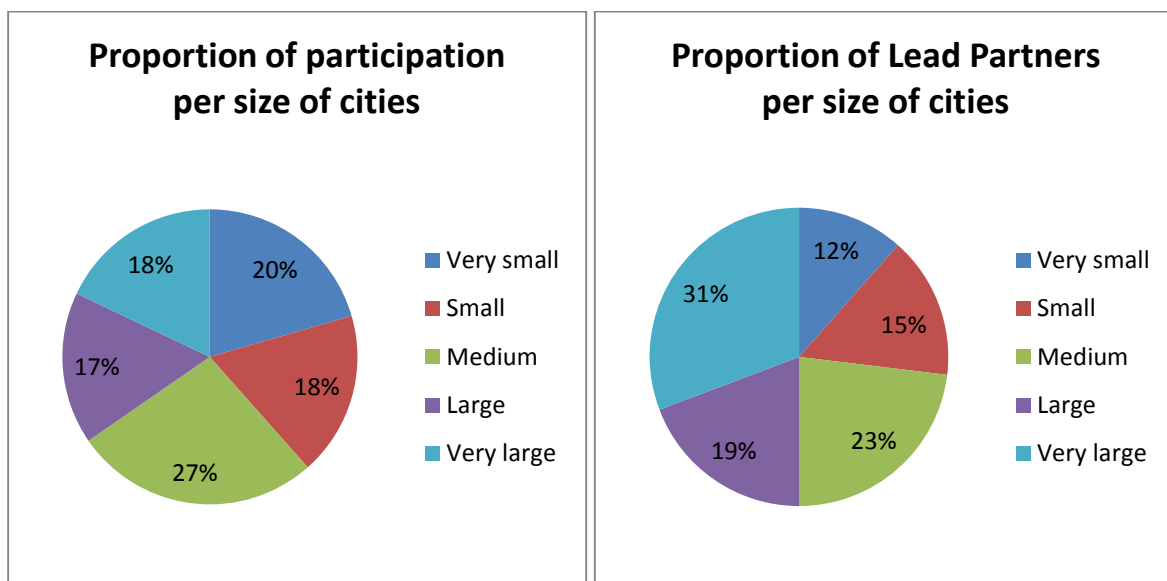
It is very interesting to highlight that 36% of cities involved in those 25 proposed networks are newcomers to the URBACT programme. This represents 27 cities out of the 75 involved. They come from different parts of the EU, but mostly from Spain and Italy (respectively 6 and 5 newcomers) but EU-13 countries represent more than one fourth of all newcomers (7/27).

On the other hand, there is a rather good balance between experienced and new Lead Partners with 10 of the 25 networks presented by returning Lead Partners. Amongst the other 15 Lead Partners a total of 13 have URBACT experience as a project partner (some more recent than others) which leaves 2 Lead Partners who are completely new to URBACT (Groningen, NL and Badalona, ES). Past experience shows that this balance between experienced and newcomers is very useful. Experienced Lead Partners, in true URBACT spirit, provide support and guidance to newcomers by sharing tools for project management and help in solving common problems.

5.7. Size of Cities in the 25 proposed projects

In terms of size, very small, small and medium size cities represent more than two thirds of proposed partners. Large cities remain highly represented with 37% though. The first graph below shows the proportion of participation per size of cities. The second shows the proportion of Lead Partners per size of cities. One can see that very large cities are actually strong in the proposals with a total of 31% of participation.

Graphs 10 & 11 – Proportion of participation per size of cities (for all cities and then for LPs only)



6. Transfer Network Expertise

For the first time, the URBACT Secretariat experienced a new way of selecting a Lead Expert in the application. Good Practice Cities had to make a proposal for three validated URBACT Experts. The EAP, with the help of the Joint Secretariat made recommendations about the most suited Expert for Phase 1 according to their competences and the thematic focus. The decision remains with the Lead Partner but while being noticed of their success, they will be encouraged to take our advice.

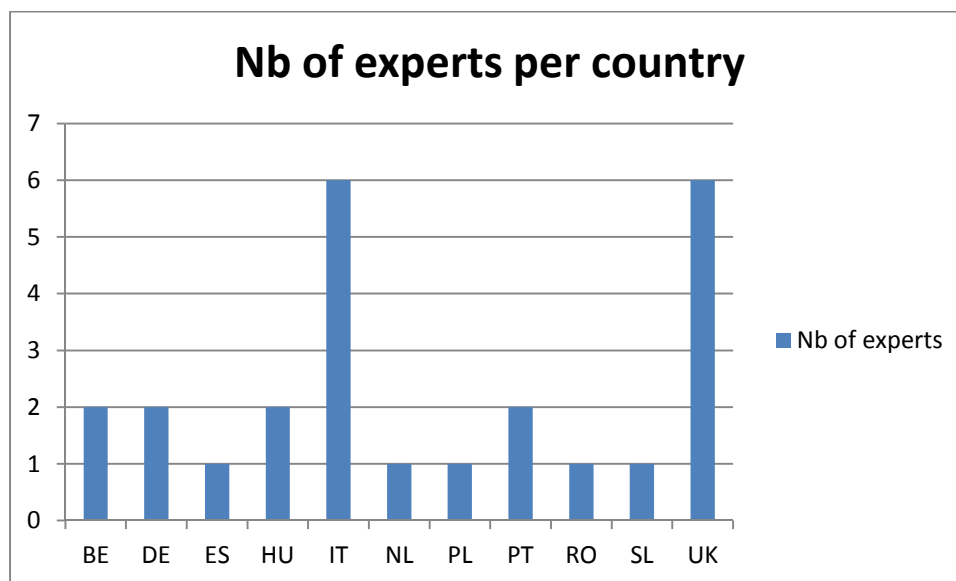
This new procedure has led to 43 new¹ experts being proposed, which represents 58,9% of all experts proposed, knowing that several experts were proposed in more than one application. There were 132 experts proposed which gives a total of 73 single experts.

It can be noted that overall the geographical balance is rather satisfying even though UK is the most represented with 16 experts proposed over 73. Altogether, 15 countries are represented. The gender balance is still to be improved with 25 women experts proposed against 47 men.

The 25 experts proposed by the EAP have the following characteristics: the geographical coverage is rather satisfying with 11 countries represented (please consult the graph 12 below). On the one hand, UK and Italy are even with 6 experts proposed in each country. Nevertheless, 5 experts are coming from EU-13 countries. The gender balance among the 25 experts is good with 15 men and 10 women..

¹ Never having an expert role in the URBACT Network

Graph 12 – Geographical coverage of proposed Network Experts for Phase 1 for the 25 Transfer Networks



7. Update of the Programme Manual

It became apparent during the call that many Good Practices were led by what URBACT defines as non-city partners. Historically it has been compulsory for a network to be led by a city administration. This has not been an issue in the past for APN due to the different nature of the network. In the Transfer Networks Phase 1 application these non-city partners were made service level agreements with the city administration to lead the network but this can be an administrative burden which could be avoided.

To help networks to avoid this administrative burden in Phase 2 the programme would like to propose an amendment to the Factsheet 2C Transfer Networks to allow non-city partners to lead Transfer Networks when it is appropriately linked to the good transfer of the practice in question. We would there propose to amend the Factsheet 2C of the Programme Manual by adding the following text under paragraph 3.1 Lead Partner:

“When appropriate and necessary for the successful transfer of the Good Practice case it is possible for the Lead Partner role to be fulfilled by a ‘non-city’ partner. This should be well justified in the application form.”

According to what we know so far, this would apply to approximately 2 to 5 Transfer Networks.

8. Next steps

Following the approval of the first round of Transfer Networks for Phase 1, the URBACT Secretariat will follow up with the design and implementation of all activities aiming to support beneficiaries in delivering expected results, mainly:

- To publish the list of approved networks and invite cities to join partnerships during Phase 1 (by means of newsletter, information by national authorities at national level, network pages on the URBACT website...);
- To issue the Subsidy Contract to successful Lead Partners;
- To deliver the Kick-Off and training seminar with Lead Partners and Lead experts of approved networks (end April 2018);
- To contract Lead experts;
- To support approved networks during their development phase (including participation in transnational meetings during Phase 1 as much as possible);
- To organise a specific on-line training session on project management and financial issues for Lead Partners and First Level Controllers;
- To finalise the application form (including online platform SYNERGIE) and guidance for Phase 2;

Recommendation

Members of the Monitoring Committee are invited to:

- Take note of the results of the 1st call for the creation of Transfer Networks
- Take note of the results of the eligibility check performed by the Joint Secretariat
- Take note of the results of the assessment campaign performed by the External Assessment Panel
- Approve the updated version of the Factsheet 2C (Transfer Network) of the Programme Manual
- Approve the 25 network proposals submitted by the Managing Authority for Phase 1

Appendix 1 – List of submitted proposals

Acronym	Lead Partner	Country	PP1	Country	PP2	Country
ACTING	Manchester	UK	Wroclaw	PL	Mantova	IT
ACTIVE NGOs	Riga	LV	Siracusa	IT	Santa Pola Council	ES
ALT/BAU	Chemnitz	DE	Rybnik	PL	Vilafranca del Penedès	ES
BeePathNet	Ljubljana	SI	Bydgoszcz	PL	Cesena	IT
Bio-Canteens	Mouans-Sartoux	FR	Troyan	BG	Municipality of Rosignano Marittimo	IT
BLUACT	Piraeus	EL	Burgas	BG	Matosinhos	PT
CARD4ALL	Gijon	ES	Suceava	RO	Jurmala	LV
City-as-a-Startup	Alba Iulia	RO	Bragança	PT	Perugia	IT
CO-Lab Cities	Zaragoza	ES	Bologna	IT	Lublin	PL
com.unity.lab	Lisbon	PT	Bari	IT	Aalborg	DK
Communities	Naples	IT	Gdansk	PL	Ayuntamiento de Barcelona	ES
Culture Counts	Aarhus	DK	Municipality of Town Veszprém	HU	Municipality of Elefsina	EL
EURA	Esplugues	ES	Héviz	HU	Municipality of Samos	EL
Finding Places	Hamburg	DE	Ostrava	CZ	Casoria	IT
FoodGov	Milano	IT	Porto	PT	Ghent	BE
Generations for Cities	Kazincbarcika	HU	Município de Vila Nova de Cerveira	PT	Union of the Municipalities of "Colline del Medio Vomano"	IT
Housing Last	Ayuntamiento de Barcelona	ES	Poznan	PL	Dublin	IE
INC Cities	Valongo	PT	Municipality of Ampelokipi - Menemeni	EL	Občina Grosuplje	SI
InclusionFabLab	CA Roissy Pays de France	FR	Nyírbátor	HU	Castel Maggiore (Bologna)	IT
InnovaTO-r	Torino	IT	Cluj-Napoca Municipality	RO	Métropole du Grand Paris	FR
LetDATAtalk	Terrassa	ES	Koszalin	PL	Torino	IT
LivEn - Smarter Energy for Living	Tampere	FI	Ivanic - Grad	HR	Association of Bialystok Functional Area	PL
Making Spend Matter	Preston	UK	Villa Nova de Famalicao	PT	Pamplona	ES
Movement	Groningen	NL	Zlin Municipal Authority	CZ	Magdeburg	DE
Music schools for social change	L'Hospitalet de Llobregat	ES	Municipality of Adelfia	IT	Aarhus	DK
OpenHouses	Ujbuda	HU	Gheorgheni	RO	Forli	IT
P2GREeN	Guimarães	PT	Gmina Kędzierzyn-Koźle	PL	Métropole du Grand Paris	FR
ReBoot	Barnsley	UK	Pardubice	CZ	Vilanova i la Geltru	ES

Re-grow City	Altena	DE	Igoumenitsa	EL	Municipality of Isernia	IT
Repair and Recover	Gothenburg	SE	Ozalj	HR	Nuovo Circondario Imolese	IT
RUMORLESS CITIES	Amadora	PT	Ioannina	EL	Free and Hanseatic City of Hamburg - District Hamburg-Altona	DE
RURAL	Rome	IT	Coruna	ES	Vilnius	LT
SilverCities	Badalona	ES	Tartu	EE	Svendborg	DK
SmartLand	Schiedam	NL	Zagreb	HR	Hastings	UK
SmartM	Munich	DE	City of Gdynia	PL	Comune di Siena	IT
SPACEQUAL	Umea	SE	Trikala	EL	Municipality of Parma	IT
Tax and the City	Genoa	IT	Amarante	PT	Galati	RO
The Playful Paradigm	Udine	IT	Klaipeda	LT	Cork City Council	IE
Tropa Verde	Santiago de Compostela	ES	Dimos Pavlou Mela	EL	City of Budapest, District 14 Zuglo Municipality	HU
UNITED	Trelleborg	SE	Thermi	EL	Municipality of Fundão	PT
URBAN-DNA	Murcia	ES	Constanta	RO	Bari Metropolitan City	IT
URBAN-REGENERATION-MIX	Lodz	PL	Baena	ES	Birmingham City Council	UK
Volunteering City	Athienou	CY	Municipality of Capizzi	IT	Kildare County Council	IE
WetrEIN	Viladecans	ES	Tallinn Education Department	EE	Nantes	FR


Appendix 2 – Cities involved per country

Country	City	LP/PP	Acronym of the project
BE	Nb of participations - 1		
BE	Ghent	PP	FoodGov
BG	Nb of participations - 2		
BG	Burgas	PP	BLUACT
BG	Troyan	PP	Bio-Canteens
CY	Nb of participation - 1		
CY	Athienou	LP	Volunteering City
CZ	Nb of participation - 3		
CZ	Ostrava	PP	Finding Places
CZ	Pardubice	PP	ReBoot
CZ	Zlin Municipal Authority	PP	Movement
DE	Nb of participation - 6		
DE	Altena	LP	Re-grow City
DE	Chemnitz	LP	ALT/BAU
DE	Free and Hanseatic City of Hamburg - District Hamburg-Altona	PP	RUMORLESS CITIES
DE	Hamburg	LP	Finding Places
DE	Magdeburg	PP	Movement
DE	Munich	LP	SmartM
DK	Nb of participation – 4 / Nb of single cities - 3		
DK	Aalborg	PP	com.unity.lab
DK	Aarhus	LP	Culture Counts
DK	Aarhus	PP	Music schools for social change
DK	Svendborg	PP	SilverCities
EE	Nb of participation - 2		
EE	Tallinn Education Department	PP	WetrEIN
EE	Tartu	PP	SilverCities
EL	Nb of participation - 9		
EL	Dimos Pavlou Mela	PP	Tropa Verde
EL	Igoumenitsa	PP	Re-grow City
EL	Ioannina	PP	RUMORLESS CITIES
EL	Municipality of Ampelokipi - Menemeni	PP	INC Cities
EL	Municipality of Elefsina	PP	Culture Counts
EL	Municipality of Samos	PP	EURA
EL	Piraeus	LP	BLUACT
EL	Thermi	PP	UNITED
EL	Trikala	PP	SPACEQUAL
ES	Nb of participation - 17		

ES	Ayuntamiento de Barcelona	LP	Housing Last
ES	Ayuntamiento de Barcelona	PP	CommUnities
ES	Badalona	LP	SilverCities
ES	Baena	PP	URBAN-REGENERATION-MIX
ES	Coruna	PP	RURAL
ES	Esplugues	LP	EURA
ES	Gijon	LP	CARD4ALL
ES	L'Hospitalet de Llobregat	LP	Music schools for social change
ES	Murcia	LP	URBAN-DNA
ES	Pamplona	PP	Making Spend Matter
ES	Santa Pola Council	PP	ACTive NGOs
ES	Santiago de Compostela	LP	Tropa Verde
ES	Terrassa	LP	LetDATAtalk
ES	Viladecans	LP	WetrEIN
ES	Vilafranca del Penedès	PP	ALT/BAU
ES	Vilanova i la Geltru	PP	ReBoot
ES	Zaragoza	LP	CO-Lab Cities
FI	Nb of participation - 1		
FI	Tampere	LP	LivEn - Smarter Energy for Living
FR	Nb of participation – 5 / Nb of single cities - 4		
FR	CA Roissy Pays de France	LP	InclusionFabLab
FR	Métropole du Grand Paris	PP	InnovaTO-r
FR	Métropole du Grand Paris	PP	P2GREeN
FR	Mouans-Sartoux	LP	Bio-Canteens
FR	Nantes	PP	WetrEIN
HR	Nb of participation - 3		
HR	Ivanic - Grad	PP	LivEn - Smarter Energy for Living
HR	Ozalj	PP	Repair and Recover
HR	Zagreb	PP	SmartLand
HU	Nb of participation - 6		
HU	City of Budapest, District 14 Zuglo Municipality	PP	Tropa Verde
HU	Héviz	PP	EURA
HU	Kazincbarcika	LP	Generations for Cities
HU	Municipality of Town Veszprém	PP	Culture Counts
HU	Nyírbátor	PP	InclusionFabLab
HU	Ujbuda	LP	OpenHouses
IE	Nb of participation - 3		
IE	Cork City Council	PP	The Playful Paradigm

IE	Dublin	PP	Housing Last
IE	Kildare County Council	PP	Volunteering City
IT	Nb of participation – 25 / Nb of single cities - 24		
IT	Bari	PP	com.unity.lab
IT	Bari Metropolitan City	PP	URBAN-DNA
IT	Bologna	PP	CO-Lab Cities
IT	Castel Maggiore (Bologna)	PP	InclusionFabLab
IT	Cesena	PP	BeePathNet
IT	Comune di Siena	PP	SmartM
IT	Forli	PP	OpenHouses
IT	Genoa	LP	Tax and the City
IT	Mantova	PP	ACTING
IT	Milano	LP	FoodGov
IT	Municipality of Adelfia	PP	Music schools for social change
IT	Municipality of Capizzi	PP	Volunteering City
IT	Municipality of Isernia	PP	Re-grow City
IT	Municipality of Parma	PP	SPACEQUAL
IT	Municipality of Rosignano Marittimo	PP	Bio-Canteens
IT	Naples	LP	CommUnities
IT	Nuovo Circondario Imolese	PP	Repair and Recover
IT	Perugia	PP	City-as-a-Startup
IT	Rome	LP	RURAL
IT	Siracusa	PP	ACTive NGOs
IT	Torino	LP	InnovaTO-r
IT	Torino	PP	LetDATAtalk
IT	Udine	LP	The Playful Paradigm
IT	Union of the Municipalities of "Colline del Medio Vomano"	PP	Generations for Cities
IT	Casoria	PP	Finding Places
LT	Nb of participation - 2		
LT	Klaipeda	PP	The Playful Paradigm
LT	Vilnius	PP	RURAL
LV	Nb of participation - 2		
LV	Jurmala	PP	CARD4ALL
LV	Riga	LP	ACTIVE NGOs
NL	Nb of participation - 2		
NL	Groningen	LP	Movement
NL	Schiedam	LP	SmartLand
PL	Nb of participation - 11		
PL	Association of Bialystok Functional Area	PP	LivEn - Smarter Energy for Living
PL	Bydgoszcz	PP	BeePathNet

PL	City of Gdynia	PP	SmartM
PL	Gdansk	PP	CommUnities
PL	Gmina Kędzierzyn-Koźle	PP	P2GREeN
PL	Koszalin	PP	LetDATAtalk
PL	Lodz	LP	URBAN-REGENERATION-MIX
PL	Lublin	PP	CO-Lab Cities
PL	Poznan	PP	Housing Last
PL	Rybnik	PP	ALT/BAU
PL	Wroclaw	PP	ACTING
PT	Nb of participation - 11		
PT	Amadora	LP	RUMORLESS CITIES
PT	Amarante	PP	Tax and the City
PT	Bragança	PP	City-as-a-Startup
PT	Guimarães	LP	P2GREeN
PT	Lisbon	LP	com.unity.lab
PT	Matosinhos	PP	BLUACT
PT	Municipality of Fundão	PP	UNITED
PT	Município de Vila Nova de Cerveira	PP	Generations for Cities
PT	Porto	PP	FoodGov
PT	Valongo	LP	INC Cities
PT	Villa Nova de Famalicao	PP	Making Spend Matter
RO	Nb of participation - 6		
RO	Alba Iulia	LP	City-as-a-Startup
RO	Cluj-Napoca Municipality	PP	InnovaTO-r
RO	Constanta	PP	URBAN-DNA
RO	Galati	PP	Tax and the City
RO	Gheorgheni	PP	OpenHouses
RO	Suceava	PP	CARD4ALL
SE	Nb of participation - 3		
SE	Gothenburg	LP	Repair and Recover
SE	Trelleborg	LP	UNITED
SE	Umea	LP	SPACEQUAL
SI	Nb of participation - 2		
SI	Ljubljana	LP	BeePathNet
SI	Občina Grosuplje	PP	INC Cities
UK	Nb of participation - 5		
UK	Barnsley	LP	ReBoot
UK	Birmingham City Council	PP	URBAN-REGENERATION-MIX
UK	Hastings	PP	SmartLand
UK	Manchester	LP	ACTING
UK	Preston	LP	Making Spend Matter

	<p>URBACT III Monitoring Committee</p> <p>04th April 2018 Sofia</p>	<p>Annex to Item 01c</p> <p>Modification to Factsheet 2C of the Programme Manual (Transfer Networks)</p>
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| <ul style="list-style-type: none"> - Section 1 : Main Objectives and expected results - Section 2: Network Development - Section 3: Partnership - Section 4: Main Activities - Section 5: Budget - Section 6: Expertise - Section 7: Capacity Building Activities |
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1. Main objectives and expected results

The URBACT III Operational Programme foresees that the programme shall aim to “improve the implementation of integrated plans for sustainable urban development” in European cities (Specific objective n°3). To deliver on this objective, transnational exchange and learning networks shall be implemented, to foster the transfer of good practice in the field of sustainable urban development.

It is thus expected that, as a result of the adaptation and re-use of good practices successfully implemented, European cities improve their integrated urban policies and the delivery of these policies on the ground.

2. Network Development

2.1 Open calls for proposals

Transfer networks shall be set up by means of open calls for proposals. The calls will invite cities to submit network proposals aimed at transferring a good practice, building on partnerships in which the labelled URBACT Good Practice City shall be the Lead Partner.

The call for proposals will normally be opened for cities to transfer a number of good practices that shall be identified ex ante by means of an open call for good practices in the field of sustainable urban development. The terms of reference of the call for good practices, including selection criteria and process, shall be approved by the URBACT Monitoring Committee.

2.2 A two-phase approach

In order to improve the quality of networks approved for funding, the URBACT Programme foresees a two-phase process for Transfer Networks. Following the publication of the call for proposals, applicants submit a first project proposal. If they are successful, they receive funding to develop a full project proposal. The process includes:

- ✓ **Phase 1:** a 6-month phase for the definition of the final partnership and the development of a complete project proposal in the form of a **Phase 2 application**
- ✓ **Phase 2:** a 24-month phase, starting from the approval date by the Monitoring Committee, for the implementation of the activities foreseen by the network

In the framework of Calls for Proposals, interested beneficiaries are requested to submit a Phase 1 application, including information related to the good practice identified, the proposed initial partnership composed of 3 partners including the Lead Partner city, rationale about why and how partners are willing to transfer it in their own cities.

Following a first eligibility check and a qualitative assessment of Phase 1 Applications, the Monitoring Committee approves the best proposals for Phase 1.

The main aim of the **6-month phase** is to provide partners of Transfer Networks with time and resources to extend the partnership by identifying relevant partners, develop a common understanding of the good practice to be transferred, to explore the conditions and requirements for a successful transfer in the local context, and the definition of the methodology for transfer activities. This process has to be documented and feed into the phase 2 application to be submitted at the end of phase 1.

Phase 2 applications developed during phase 1 are subject to a new eligibility check and qualitative assessment to get the final approval by the Monitoring Committee and be funded for the 24-month implementation phase. This Phase 2 proposal is an extension of Phase 1 activities. If approved in Phase 2, Transfer Networks will cover an eligible period from the start date of Phase 1 to the end date of Phase 2.

Detailed information on the application process is provided in Fact Sheet 2D while the activities to be implemented in the framework of the two phases are described in the section 4 of the present Fact Sheet.

3. Partnership

The following sections describe the eligible beneficiaries that can act as Lead Partners and provides information about the composition of the initial partnership for Phase 1 and the final partnership for Phase 2 for Transfer Network.

3.1 Lead Partner

In the context of URBACT III, for each project proposal, a Lead Partner shall be appointed by the beneficiaries among themselves. Only cities¹ from the 28 EU Member States and from Switzerland and Norway (Partner States) can be Lead Partner of a Transfer Network.

¹ As defined in the the URBACT III Operational Programme, under URBACT III, the beneficiary “city” refers to the public local authority representing:

- cities, municipalities, towns;
- Infra-municipal tiers of government such as city districts and boroughs in cases where they are represented by a politico-administrative institution having competences for policy-making and implementation in the policy area covered by the URBACT network concerned in which they are willing to get involved;
- Metropolitan authorities and organized agglomerations in cases where they are represented by a politico-administrative institution having delegated competences for policy-making and implementation in the policy area

When appropriate and necessary for the successful transfer of the Good Practice case it is possible for the Lead Partner role to be fulfilled by a 'non-city' partner. This should be well justified in the application form.

In the case of Transfer Networks, the Lead Partner city shall be the city holding the good practice to be transferred.

Lead Partners are key actors of approved Transfer Networks. Beyond their key role in supporting the transfer of the good practice across the partnership, they are responsible for project implementation and financial management and for the coordination of the partnership. Further information on the roles and responsibilities of Lead Partners and partners is available in Fact Sheet 2E - Network Management”.

A Good practice City may not be Lead Partner in more than one project at a time under the same call. However, the labelled Good Practice Cities acting as Lead Partners are allowed to take part in 1 other Transfer Network as a Transfer City. The labelled Good Practice Cities not acting as Lead Partners may participate in 1 Transfer Network as a Transfer City.

3.2 Initial Partnership for phase 1

Only cities (refer to the definition provided in footnote) can be included in the initial partnership.

At the stage of the Phase 1 Application, the initial partnership must be composed of **3 cities** (including the Lead Partner – Good Practice City) coming together to develop a common understanding of the good practice to be transferred, to explore the conditions and requirements for a successful transfer in the local context and define the methodology for transfer activities.

Partners shall be from different Member/Partner States meaning **there cannot be two partners from the same Member/Partner State in a network. A State can be represented only once per network.**

The initial partnership must be balanced with cities from More Developed and Less Developed² regions. More especially, the initial partnership shall include **at least 1 city from Less Developed regions.**

Eligible beneficiaries may participate in no more than 1 Transfer Network at a time except for labelled Good practice cities than can participate in one network as Lead Partner and in another network as Transfer City.

3.3 Final Partnership for phase 2

The final partnership for phase 2 must be composed by a minimum of 5 up to a maximum of 8 partners. A State can be represented only once per network meaning there cannot be two partners from the same Member/Partner State in each Transfer Network.

The final partnership to be presented in the Phase 2 Application can include a maximum of 2 non-city partners.³ Non city-partners included in the final partnership must be public authorities or equivalent

covered by the URBACT network concerned.

² Refer to the detailed [map](#) available in the DG Regional and Urban Policy website

³ As defined in the the URBACT III Operational Programme, under URBACT III the list on non-city partners includes:

- Local agencies defined as public or semi-public organisations set up by a city, partially or fully owned by the city authority, responsible for the design and implementation of specific policies (economic development, energy supply, health services, transport, etc.)
- Provincial, regional and national authorities, as far as urban issues are concerned;
- Universities and research centres, as far as urban issues are concerned

public authorities⁴. However, in the framework of Transfer Networks, **only local agencies** are considered eligible non-city partners. Provincial, regional and national authorities as well as universities and research centers are not considered as eligible partners.

In brief, in order to be eligible, the Transfer Network final partnership shall:

- comprise minimum 5 and maximum 8 partners (eligible beneficiaries defined in section 3.2) including the Good Practice city as Lead Partner;
- Include a maximum of 2 non-city partners as defined above (local agencies);
- be composed of partners all coming from different Member/partner States;

Include:

- a minimum of 2 partners from Less Developed regions where the total number of partner is 5;
- a minimum of 3 partners from Less Developed regions where the total number of partner is 6 to 7 partners.
- a minimum of 4 partners from Less Developed regions where the total number of partner is 8 partners.

The proposed partnership shall be composed during Phase 1 and proposed in the Phase 2 application form. Projects approved and funded for Phase 1 shall make the most of the 6-month development phase to extend and test the initial partnership, partners' commitment and capacity to transfer the good practice.

The partnership shall include the city where the good practice has been successfully implemented (Good Practice City) in the position of Lead Partner, and partners willing to transfer the practice in their own local contexts (Transfer Cities).

Detailed information on the role and responsibilities of partners are provided in Fact Sheet 2E.

4 Activities of Transfer Networks

The activities to be implemented by Transfer Networks, in each of the 2 phases, are organized following the "Understand, Adapt and Reuse" principles and structured around work packages. Each work package has specific objectives, defined actions and related expected deliverables.

The organisation of the activities in work packages allows partners to develop a shared understanding about the project's structure, activities, objectives and expected results; it increases the capacities of Lead Partners to follow up the implementation of the expected activities and facilitates the procedures for reporting and accounting of expenditure. The following sections describe the 2 work packages of Phase 1 and the 4 Work Packages of Phase 2.

⁴ 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
3. 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."

4.1 Work plan for Phase 1

During phase 1, partners involved in approved networks will work, with the support of the Lead Expert, on the development of the project final proposal (detailed description of the good practice to be transferred, particularly in the European context, baseline situations of all cities involved including first review of conditions for transfer, methodology for the transfer activities, expected results, etc.), the identification of relevant local stakeholders to be involved for an effective transfer of the good practice at local level and a consolidated partnership.

The duration of Phase 1 is 6 months, starting from the official notification of approval that follows the decision by the Monitoring Committee. Phase 1 of a Transfer Network shall be structured around 2 Work Packages:

- WP1 – Project Management and coordination
- WP2 – Project Development

- ***Work Package 1 – Project management and coordination***

The activities to be developed under WP1 will be designed to achieve the following aims:

- To set up a strong project management team in order to ensure a sound management and coordination of the project concerning both the overall project management and all aspects linked to the financial management.
- To organize the work between the partners by building a strong collaborative relationship. The organization of the partners' responsibilities shall result in the successful submission of all required document for the phase 2 application.

Activities to be implemented under WP1 shall include the following actions:

- To recruit appropriate staff to ensure efficient project management. For the Lead Partner, the staff required will be significantly more than for a project partner. The Lead Partner shall appoint, already in Phase 1, a project coordinator, a finance officer and a communication officer – these activities will require the equivalent of 2 full posts.
- To hold regular management meetings to ensure strong communication between partners concerning project coordination
- To submit the reporting documents requested for Phase 1
- To attend training sessions and other events organized by the URBACT Secretariat
- To receive and transfer ERDF funds to partners (responsibility of the Lead Partner).

- ***Work Package 2 – Project development***

The activities to be developed under WP2 will be designed to achieve the following aims:

- To develop a shared understanding of the good practice to be transferred
- To identify, in each Transfer city, the conditions and requirements for an effective transfer of the practice in the local context (including the identification of relevant local stakeholders to be involved)
- To consolidate the partnership
- To design the methodology for transfer activities both at transnational and local level

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

- To organise at least 1 transnational meeting gathering all partners
- To complete the Transferability Study presenting the good practice to be transferred, the baseline situation in each Transfer City and the methodological framework for the transfer activities
- To complete and submit the phase 2 application including activities to be implemented by the network, expected outputs, work plan, financial plan, etc.

4.2 Work Plan for Phase 2

Phase 2 shall be devoted to the implementation of the activities, at transnational and local level, aiming at the effective transfer of the good practice in each of the Transfer Cities involved in approved Transfer Networks.

Phase 2 of a Transfer Network shall be structured around 4 Work Packages:

- WP1 – Project management and coordination
- WP2 – Transnational transfer activities
- WP3 – Impact on local governance and urban policies
- WP4 – Communication and dissemination

The duration of Phase 2 shall normally be 24 months, starting from the official notification of approval that follows the decision by the Monitoring Committee.

- ***WP1 – Project management and coordination***

As for Phase 1, the main aim of this work package is to ensure a sound management and coordination of the network concerning both the overall project management and all aspects linked to the administrative and financial management.

- ***WP2 – Transnational transfer activities***

Partners involved in Transfer Networks work together at transnational level to facilitate the adaptation and transfer of the good practice in their own local context.

Transnational activities shall be planned and designed so as to allow Transfer Partners to understand all dimensions of the practice to be transferred and to receive support from the Good Practice City for a possible adaptation of the practice and effective transfer at local level. The transfer activities should also allow the Good Practice City to reflect on their own practice and improve the way they have implemented it so far.

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

- To foster the transfer of the good practice from the Good Practice City to the Transfer Cities
- To strengthen the practical knowledge and skills of partners in the field of integrated sustainable urban development
- To draw lessons from the transfer activities on an on-going basis and identify key elements of success for the transfer, and possible implications of the good practice itself (possible improvements, specific dimensions related to specific local contexts, etc.)
- Coordinating project partners at transnational level to respond to administrative questions and ensure efficiency of work

The activities to be implemented under WP2 shall include the following actions:

- Organisation of transnational study visits to the Good Practice City
- Organisation of transnational transfer sessions in all Transfer Cities (peer-reviews, living labs, etc.)
- Production of outputs 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

- **WP3 – Impact on local governance and urban policies**

The involvement of key local stakeholders is crucial to ensure an effective transfer at local level of the good practice identified.

Partners will thus commit to set up and run a URBACT Local Group that will gather civil servants from different departments of the local administration, elected representatives as well as relevant stakeholders (representatives of other tiers of government, local agencies, NGOs, associations, etc.) linked to the policy area concerned by the good practice to be transferred.

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

- To foster the impact of transnational transfer activities on local policies ensuring an effective transfer and implementation of the good practice identified
- To strengthen the capacity of local stakeholders in integrated urban policies and participative action-planning
- To develop participatory processes for the transfer and implementation of good practices in the field of integrated sustainable urban development
- To ensure dissemination of lessons learnt (good practices, policy recommendations, etc.) to local stakeholders involved in urban development

Activities to be implemented under WP3 shall include the following actions:

- Setting up and running a URBACT Local Group for the transfer and implementation of the good practice identified in each partner organisation
- Taking part in the exchange activities at transnational level and contribute to these activities (participation to seminars with relevant delegates, organisation of study visits, production of inputs, etc.)
- Taking part in the capacity-building activities organised by the URBACT Secretariat for local stakeholders involved in URBACT Local Groups.
- Building cooperation relationships with managing Authorities of Operational Programmes when relevant

- **WP4 – Communication and dissemination**

URBACT projects have to share their results and outputs across their partners but also with urban practitioners and policy-makers across Europe. Therefore, communication and dissemination shall be key activities of the networks and their partners.

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

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

Activities to be implemented under WP4 shall include the following actions:

- regular updates of the project mini-site on the URBACT website (every 2 month minimum)
- production and dissemination of communication material
- organisation of a final network event open to all target groups and organisation of local events at partners' level
- Participation to external events to promote the network

5. Budget for Transfer Networks

5.1 General Budget Information

The total budget shall be calculated based on the number of project partners and the specific identified needs of these partners. Transfer Networks requesting the higher budget allocation shall be required to justify this request by demonstrating a higher number of project partners or increased project activity. The Monitoring Committee can approve a lower than requested budget should they consider this is justified.

Transfer Networks shall be financed using European Regional Development Fund and local, regional or national contributions from city partners.

The ERDF co-financing rate for a Transfer Network is calculated at network level on the basis of the different co-financing rates for each partner.

- Partners from 'more developed' regions shall be co-financed at up to 70% by ERDF
- Partners from 'less developed' and 'transition' regions shall be co-financed at up to 85% by ERDF
- Partners from Switzerland shall be co-financed at up to 50% by a Swiss national fund
- Norway is a partner state of the URBACT programme. Norwegian cities may participate in Transfer Network at their own cost for this call. The situation for Norwegian co-funding will be reviewed on an annual basis by the competent authorities.

The calls for proposals shall provide detailed instructions for the creation of a Transfer Network budget and some examples to assist applicants. Further information related to the eligibility of expenditure can be found in [Factsheet 2F - Financial management and control](#).

5.2 Transfer Network Budget

A Transfer Network shall operate in two phases as outlined in previous sections of this Factsheet. The total eligible cost for a Transfer Network combining phase 1 and phase 2 shall not exceed 600.000€. The phase 1 total eligible cost shall not exceed 80.000 €. Resource which is not used in Phase 1 can be used in Phase 2 if the Network is approved to continue.

Considering the foreseen workload dedicated in phase 1 to ensure a well balanced and coherent partnership and a high quality baseline study and final application form, the costs incurred for this first phase of work shall be considered eligible for refund regardless of the approval of the project into Phase 2.

The budgets for Phase 1 and 2 shall be presented using 5 budget categories as follows:

- i) Staff costs**
Expenditure on staff members employed by the partner organisation, who are formally engaged to work on the project
- ii) Office and Administration Costs**
Operating and administrative expenses of the partner organisation that support delivery of project activities – Fixed at 3% of staff costs.
- iii) Travel and Accommodation Costs**
Expenditure on travel and accommodation costs of staff of partner organisations that relate to delivery of the project. This category included travel costs, accommodation costs, costs of meals, visa costs, and/or daily allowances/per diems.

iv) External expertise

Expenditure for external expertise and services provided by a public or private body or a natural person outside of the partner organisation. This category covers costs paid on the basis of contracts or written agreements and against invoices or requests for reimbursement to external experts and service providers that are requested to carry out certain tasks or activities, linked to the delivery of the project. This category also includes all costs linked to the organisation of meetings as well as Travel & Accommodation costs for any people outside the partner organisation (external experts, speakers, service providers, ULG members).

v) Equipment

Expenditure for equipment purchased, rented or leased by a partner, necessary to achieve objectives of the project.

For each cost category, detailed information about the eligibility of costs, the methods for calculation and programme specific rules is available in Factsheet 2F – Financial Management and Control.

6 Expertise for Transfer Networks

6.1 General framework

The URBACT Programme provides each approved Transfer Network with an additional budget for the appointment of experts. These experts support partners in implementing their transnational activities with both thematic content and methods for transnational exchange, learning and transfer of good practice. They are expected to work in accordance with the URBACT networking framework and use the tools provided by the URBACT Programme. Dedicated training sessions shall be delivered to URBACT networks experts as needed.

6.2 Services to be provided by validated URBACT experts to networks

The expertise resource is meant to be made available to the whole partnership. More especially, the expertise envelope should provide partners with a package of services including:

1. Expertise for the design and delivery of transnational exchange and learning activities:
 - Definition and delivery, in strong cooperation with the Lead Partner and partners, of the methodology for exchange activities at transnational level to ensure high level of sharing, mutual learning and transfer of knowledge. Appointed experts support the partnership with the definition of the main focus, design of the work plan to ensure efficient transfer of good practice, definition of the main expected outputs, and they play a key in the delivery of networks transnational activities (including preparation of input, collecting info from partners, designing agenda with appropriate methodology, moderating sessions during meeting, drawing lessons and reporting after meetings)
 - Definition, in strong cooperation with the Lead Partner and partners, of the methodology for transfer activities at transnational level, building on a detailed description of the good practice identified and on a clear identification of the main conditions for an effective transfer in the local contexts of Transfer Cities
 - Design and delivery of transfer seminars building on study visits in the Good Practice City and transfer workshops in Transfer Cities (designing the agenda, identifying relevant local stakeholders to be involved, defining appropriate methodology to ensure high level of sharing and transfer, moderating sessions during meeting, drawing lessons and reporting after meetings)

2. Thematic expertise:

- Definition and delivery of thematic inputs that will nourish the exchange and contribute to the learning and transfer process among partners involved
- Production of thematic documentation and outputs in English that will capture and disseminate lessons learnt from the transfer experience, enhanced good practice, etc., both to network partners and to an external audience

3. Expertise support to local authorities and other stakeholders in transferring the good practice building on a participatory approach:

- Support to partners at local level in involving key stakeholders and in co-producing the main outputs expected at local level (identifying conditions for transfer, adapting the good practice to the local context, supporting the transfer process and ensuring learning from transnational activities is embedding in this transfer)
- Support to partners in making use of tools and methods for participatory transfer of good practice

6.3 Network experts

In order to improve the efficiency of the support provided by experts to URBACT Transfer Networks, expertise will be made available to approved networks as follow:

- Either Lead or Ad hoc validated URBACT Experts can assist the partnership in Phase 1 by providing the expertise for the design and delivery of transnational exchange, thematic expertise and assessment of the good practice transfer potential of all partners.
- Both Lead and Ad hoc validated URBACT experts will assist the partnership in Phase 2.
 - A Lead Expert will assist the partnership over the entire duration of Phase 2 both with expertise for the design and delivery transnational exchange and learning, thematic expertise and support at local level.
 - Ad-Hoc Experts may also be recruited to provide support on specific needs identified by the network concerning the methodology for exchange and learning activities, thematic expertise and local support to partners.

All the appointed network experts are expected to work in close collaboration with the URBACT Joint Secretariat and contribute to capitalization and dissemination of network results. They shall use the tools and guidance provided by the programme for effective delivery of activities and outputs (eg. related to transnational exchange learning activities, production of network outputs, organization of network seminars, etc.). In this perspective, they shall take part to dedicated information and training sessions organized by the URBACT Joint Secretariat for the network experts. These will be part of their main tasks and work programmes.

6.4 Budgetary elements for expertise

Each network shall have an allocation of €109 500 maximum to cover the costs of expertise over the lifetime of the project (Phase 1 and Phase 2). This budget available for expertise is additional to the project budget. As the daily expertise fee for URBACT experts is set at 750 euros/ day all taxes included, this budget corresponds to an envelope of 146 days (including participation to training sessions and other activities at Programme level).

For phase 1, the expertise envelope available for each network shall be limited to 19.500 euros (26 days of expertise, including participation to one information and training session organized by the

URBACT Joint Secretariat). In Phase 1, only one single validated URBACT expert may be appointed from the programme envelope.

Days not used under phase 1 from the available envelope may be used during phase 2 with the exception of days dedicated to programme events.

The allocation covers days of expertise only. Travel and accommodation costs for network experts shall be covered by the network budget, in the “External Expertise” budget category.

Transfer Networks can contract additional experts for specific tasks (e.g. coordination of the URBACT Local Group, adapting the practice to local context, technical assistance, etc.) through the network budget under the category “External Expertise”.

6.5 Appointment of URBACT network experts

a) The pool of validated URBACT experts

The expertise envelope shall be used to appoint validated URBACT experts to support the partnership with the delivery of all planned activities and expected deliverables. Experts shall provide support in terms of methods for efficient exchange and learning activities at transnational level, as well as in terms of thematic input and production of thematic outputs capturing learning coming from the network and partners’ experiences. Appointed experts to be funded from this dedicated envelope shall be selected from the URBACT pool of validated experts⁵.

The URBACT pool of validated experts shall be created by means of an open Call for URBACT III pool of validated experts⁶ defining the services to be performed to support networks and assessment criteria. An external service provider, to be selected through an open Call for Tender, will support the URBACT Joint Secretariat with the assessment and validation of the applications received by candidates URBACT Experts, following the assessment criteria outlined in the Call for Experts.

The list of all validated URBACT experts will be available on the URBACT website, with a search engine (allowing a search per field of expertise, country of residence, etc.). In cases where network Lead Partners and partners do not find the relevant expertise in the pool of validated URBACT experts, they may invite experts to apply for validation following the procedure defined in the open Call for Experts.

b) Appointment of URBACT expert by network Lead Partners –Phase 1

When submitting their Phase 1 Application, applicants are requested to designate 3 potential validated URBACT Experts they would like to work with in Phase 1. One of the 3 proposed experts considered to be the most relevant for the transfer network by the EAP will be recommended as part of the assessment procedure. Only experts who have not been directly involved in developing the application can be proposed in this section. A strict conflict of interest procedure will be followed.

The Expert in Phase 1 will be in charge of producing the network Transferability Study. Ideally, this expert shall continue supporting the network in phase 2 as Lead Expert if the project is approved for phase 2. Yet this appointment will have to be renewed for phase 2 once the project is approved, based on the Lead Partner and partners’ request.

⁵ The list of experts validated in the URBACT III pool of experts is available at <http://urbact.eu/experts-list>. The call for experts will remain open during the whole lifetime of the programme, so experts may apply any time.

⁶ Available via: <http://urbact.eu/become-urbact-expert>

After the approval of the project proposal by the Monitoring Committee for phase 1, Lead Partners shall submit to the Secretariat an Expertise Request Form in which they confirm the expert they wish to commission for phase 1, building on discussions within the initial partnership and the EAP recommendation. Only one validated URBACT expert (either Lead or Ad hoc) may be commissioned during phase 1.

The main tasks to be performed by the Network Expert under phase 1, the expected deliverables and work plan will be standard for all Network Experts supporting Transfer Networks, within the available envelope (26 days, 19.500 euros).

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 Network Expert and validating the expert's activity reports (including deliverables, number of days claimed, etc.)

Appointed validated URBACT expert can only support one Transfer Network at a time.

c) Appointment of URBACT expert by network Lead Partners –Phase 2

After the approval of the project proposal by the Monitoring Committee for phase 2, Lead Partners shall submit to the URBACT Joint Secretariat an Expertise Request Form which defines the main tasks of the proposed Network Lead Expert, the deliverables expected, the work plan of the Expert and the number of days to be allocated. These components shall be discussed and agreed with project partners. The Phase 1 expert may continue with the network into Phase 2 subject to a positive assessment of Phase 1 activities.

For Phase 2, the allocation of days to the Lead Expert shall not exceed 80% of the days remaining in the expertise envelope after Phase 1.

Lead Experts cannot be appointed to support more than one URBACT network at a time (whatever the type of network).

Ad-Hoc Experts can be appointed by approved Transfer networks under phase 2 using the remaining 20% of the envelope, at the beginning of phase 2 or during the network life cycle as needs emerge. The procedure for appointment shall be similar as the one outlined above for Lead Experts.

Lead Experts and Ad hoc experts shall be selected from the pool of validated URBACT Experts only.

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.)

7 Capacity-building activities for Transfer Networks


In addition to the activities implemented by Transfer Networks, the URBACT Programme shall offer regular training and capacity-building schemes to local stakeholders of network partners in order to enhance the capacities of urban practitioners to manage sustainable urban policies and practices through integrated and participatory approaches. Doing so, URBACT intends to go beyond individual learning and to allow local authorities to improve the way they are working with their communities.

Partners of Transfer Networks may be invited to participate in the following capacity-building activities (refer to Fact Sheet 3 for details about Capacity-Building):

- Ad Hoc training for Lead Partners and network experts as well as relevant stakeholders to ensure efficient delivery of networking activities. This training will focus on “technical issues” such as project development, URBACT method, network management, Communication, certification and audit, etc.
- National capacity-building seminars – this action developed at national level, in national language, aims to provide tools and methods to enhance capacities of local stakeholders to co-produce and implement integrated and participatory approaches to urban development. National Authorities are strongly involved in these actions, so as to foster dialogue between national and local players on urban policies and allow project partners to better understand the national context in which they are operating.
- URBACT Summer Universities, which consist of a large transnational capacity-building event aiming to provide urban practitioners and local stakeholders with tools and methods to develop integrated and participatory approaches to sustainable urban development policies. Project partners from all URBACT networks come together to “learn by doing”, share good practices and test different tools they can apply at city level within their local partnership work.
- Other ad hoc capacity-building actions based on specific needs may be developed for specific stakeholder groups involved in the design and implementation of sustainable urban policies (e.g. elected representatives, Managing Authorities of Operational Programmes, national authorities, etc.).

02

Expertise

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 02a</p> <p>Update on expertise</p>
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Reference Documents

- URBACT III Operational programme, approved 12 December 2014
- URBACT III Programme manual
- Written Procedure n°1 – 9 February 2015: approval of budgetary envelope to be dedicated to expertise

Status at last meeting

- MC dossier 16-17 November 2017, Mouans-Sartoux: Update on expertise

Background

The URBACT III Operational Programme refers to several different kinds of expertise:

- Support to networking projects in the implementation of their activities and the preparation of their outputs (Specific Objectives 2 and 3).
- Programme level expertise to assist in the capitalisation and dissemination activities (Specific Objective 4).
- Strategic or institutional expertise to assist with monitoring and evaluating the programme activity, project and expert selection and other ad hoc support identified during the lifetime of the programme.

1. URBACT III Pool of validated experts for networks

a) Background

The pool of validated experts is essentially set up for the use of the expertise envelope provided by the URBACT programme to all approved networks. The Programme Manual (Fact Sheets 2A, 2B, 2C) outlines that network lead partners are requested to select the lead expert and ad hoc experts who will accompany the network from this pool of validated experts.

As mentioned in the URBACT III Programme Manual (Fact Sheet 5 – Expertise), an external consultancy chosen through a call for tender is in charge of assessing all expert applications submitted to the URBACT Secretariat on an ongoing basis. As outlined in the MC Dossier of 11 Sept 2015 - Item 03: Update on Expertise, an external service provider –ECORYS-

supports the URBACT Secretariat with the assessment and validation of expert applications, building on assessment criteria outlined in the related Calls for experts. The first contract with ECORYS Netherlands has a duration of 4 years.

The call for URBACT III pool of validated experts was opened on 15 April 2015 and will remain open over the entire duration of the URBACT III Programme period (2015-2020). Individuals willing to be included in the URBACT III pool of validated URBACT experts shall submit an application through an online platform. The validated Expert candidate profiles are afterwards being published on the URBACT website where a search engine allows browsing the pool of URBACT III validated experts (www.urbact.eu/experts-list).

b) Assessment criteria

During the last MC Meeting in Mouans-Sartoux it was requested to provide more information about the assessment criteria of expert applications. The external service provider ECORYS is in charge of assessing all received applications through:

- Thorough review of application forms and attached CVs
- Phone exchange with at least 2 of the references indicated in the application form

Applications are assessed in relation to the different types of expertise candidates have applied for and the experience and skills reported in their applications. Assessors review the applications against the criteria outlined below.

- **Generic skills:**

- Understanding of integrated and sustainable urban development: this is assessed considering educational background and experience – 2 years of exposure to sustainable urban development issues, whether through education or professional experience are requested
- Understanding of exchange and learning processes at transnational level: this is assessed considering direct experience of the applicant and evidence provided in the application – 2 years of exposure to transnational exchange and learning processes/dynamics/ projects, whether through education or professional experience are requested
- Proficiency in English: minimum C1 level required¹
- Linguistic skills in other EU languages will be a plus
- Digital communications and social media competence will be a plus.

- **Design and delivery of transnational exchange and learning activities**

Applicants are requested to possess strong knowledge and practice of tools and methods applied to exchange and learning processes in transnational contexts. More especially, they are assessed on their ability to design, organise and deliver activities aimed at facilitating peer learning and effective working relationships: this is assessed considering the nature of transnational exchange and learning activities/ projects in which the applicant has been involved, as well as the actual role and responsibilities endorsed by the applicant in the framework of these activities/ projects – a minimum of 4 years of professional experience are requested.

¹ Candidates need to refer to the self-assessment grid developed by CEDEFOP
<https://europass.cedefop.europa.eu/en/resources/european-language-levels-cefr>

- **Thematic expertise**

Applicants are requested to select one or several policy areas/ themes in which they wish to be validated (up to 6 maximum). For each theme, the applications are assessed considering the educational background and/ or the nature of the activities/ projects in which the applicant has been involved (education, research, projects, teaching, consulting, advising, etc.), thematic publications/ products produced and the actual role of the applicant in the production of the above – a minimum of 2 years of exposure to the selected theme, through education and/ or professional experience are requested

- **Support to local authorities and other stakeholders in designing and delivering integrated and participatory policies**

Applicants are requested to possess knowledge and practice of participatory and integrated approaches to sustainable urban policies. This will be assessed considering the nature of the local projects in which the applicant has been involved in the field of participatory processes and integrated approach, as well as the actual role and responsibilities endorsed by the applicant in the framework of these activities/ projects – 2 years of professional experience are requested.

c) Statistics

Following the opening of the call, and in relation with the launch of the 1st call for APN in spring 2015, a significant number of applications were received, which allowed to quickly populate the new pool of validated experts. The average pace of submitted applications since was about 1-2 per week. During the Transfer Networks Call campaign we had a significant increase in the number of submitted applications (ca. 30) which reflects our efforts to further populate the pool with new experts. Considering the last few weeks we are again back to the average pace of 1-2 submitted applications per week.

Since the last MC report (Mouans-Sartoux, November 2017), 34 new expert applications have been processed. To date (7 March 2018), a total of 377² applications were submitted and assessed by ECORYS so as to be included in the URBACT III Pool of validated experts. The pool has 18 newly validated experts, a total of 211 experts (including 122 validated as potential Lead experts and 89 validated as potential ad hoc experts). 99 experts have not been validated, hence a validation rate of 68,5%.

The table 1 below shows that around one third of experts applying and being validated are women. Recently, we are noticing an increase in representation of women in the submitted applications – half of the newly validated experts in this update (out of 18) are women. We will continue encouraging women experts to join the pool whenever there is occasion for that i.e. at Conferences, through our Networks, and other specialized thematic events. The capitalisation action on gender equality will also look at programme procedures to make recommendations on how the gender balance of the expert pool could be improved.

² Among these 377 applications, 69 experts submitted their application twice, following a first unsuccessful attempt. An expert that is not validated can submit a revised application within 2 weeks following the notification. If the 2nd application is rejected again, then the expert can resubmit a new application 12 months later minimum. Hence a total of 308 experts submitted the application since the beginning of the call.

Table 1 – Recap of the situation 7 March 2018:

	Nb	Male	Female
Applications submitted	377		
Experts applied	308		
Validated experts	211	140	71
Lead experts	123	90	33
Ad-hoc experts	88	50	38
Applications submitted twice	69		

The graph 1 and table 2 below present an overview of the geographical mapping of the expert candidates and those who have been validated to join the pool. Experts from Italy are predominating having the highest numbers of experts who applied as well as being included in the pool. Beneficiaries from Spain, United Kingdom, Greece and Netherlands are following with having at least 15 validated experts to choose from the pool. France and Germany have more than 10 experts in the pool - most of them are validated as Lead experts. Portugal and Hungary are not lagging much behind.

All countries except Luxembourg, Estonia, Norway and Switzerland have at least 1 expert (Lead or Ad hoc) from their country to choose from the pool. If considering only the validated Lead experts, the “club of four countries” becomes bigger and includes Cyprus, Finland, Latvia, Malta and Slovakia. Croatia has left the group this time with having 1 newly validated Lead expert.

The Secretariat is constantly considering these facts and foresees additional measures in order to increase the number of experts from under represented countries. We shall particularly focus on communication by using National URBACT Points and asking project partners to inform us of appropriate candidates to fill the existing gaps.

Graph 1 –Geographical coverage of experts joining the URBACT III pool of validated experts on the 7 March 2018:

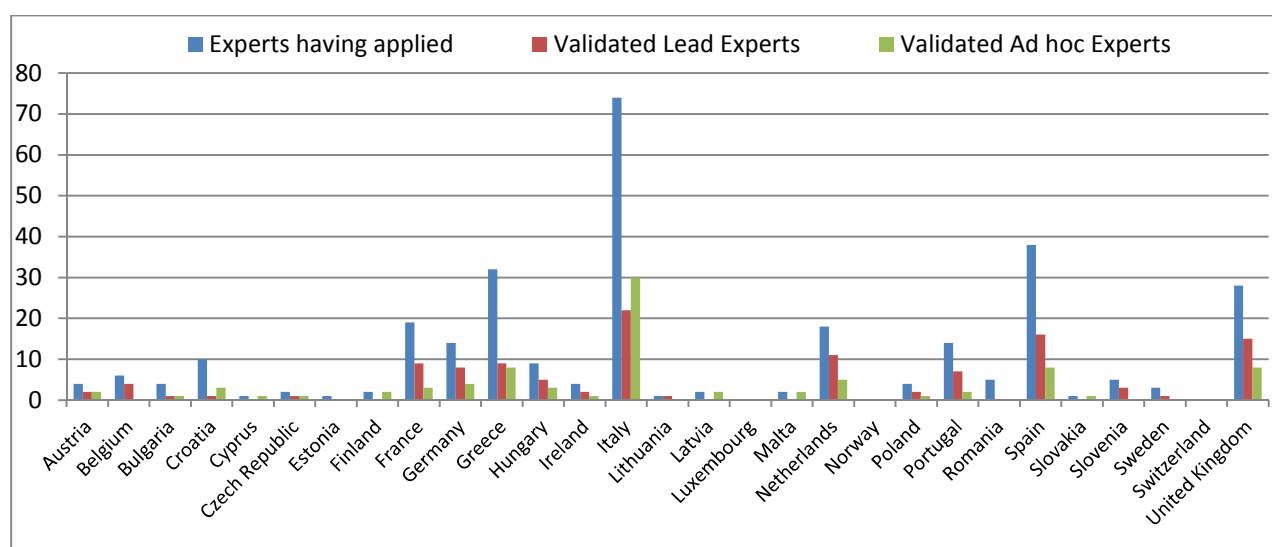


Table 2 – Geographical coverage of experts joining the URBACT III pool of validated experts on the 7 March 2018 in numbers:

Country	Experts having applied		Validated Lead experts		Validated Ad hoc experts	
	Nb	%	Nb	%	Nb	%
Austria	4	1,12%	2	1,77%	2	1,33%
Belgium	6	2,25%	4	3,54%	0	0,00%
Bulgaria	4	1,50%	1	0,88%	1	1,33%
Croatia	10	3,00%	1	0,00%	3	4,00%
Cyprus	1	0,37%	0	0,00%	1	1,33%
Czech Republic	2	0,75%	1	0,88%	1	1,33%
Estonia	1	0,37%	0	0,00%	0	0,00%
Finland	2	0,37%	0	0,00%	2	1,33%
France	19	6,74%	9	7,96%	3	4,00%
Germany	14	4,12%	8	6,19%	4	2,67%
Greece	32	10,86%	9	7,08%	8	10,67%
Hungary	9	3,37%	5	4,42%	3	4,00%
Ireland	4	1,12%	2	1,77%	1	1,33%
Italy	74	24,72%	22	18,58%	30	34,67%
Lithuania	1	0,37%	1	0,88%	0	0,00%
Latvia	2	0,75%	0	0,00%	2	2,67%
Luxembourg	0	0,00%	0	0,00%	0	0,00%
Malta	2	0,75%	0	0,00%	2	2,67%
Netherlands	18	6,37%	11	9,73%	5	5,33%
Norway	0	0,00%	0	0,00%	0	0,00%
Poland	4	0,75%	2	0,88%	1	1,33%
Portugal	14	4,87%	7	6,19%	2	2,67%
Romania	5	1,12%	2	0,90%	1	1,50%
Spain	38	12,36%	16	12,39%	8	10,67%
Slovakia	1	0,37%	0	0,00%	1	1,33%
Slovenia	5	1,12%	3	1,77%	0	0,00%
Sweden	3	1,12%	1	0,88%	1	1,50%
Switzerland	0	0,00%	0	0,00%	0	0,00%
United Kingdom	28	7,87%	15	11,50%	8	5,33%
Other	5	1,50%	3	2,65%	0	0,00%
TOTAL	308		123		88	

The call for experts will remain permanently opened until the end of the URBACT III programme (December 2020). This open process will allow new experts to join URBACT

during the whole life span of the programme so as to respond to network's needs. As proven the number of expert applications grows during the time of open calls due to promotional activities and the higher demand.

d) Improving expert search engine on the database during the call for Transfer Networks

All validated expert profiles can be found on the online database and are searchable by the type of expertise, the field of expertise, country of residence, mother tongue, and expert profile – lead or ad hoc. Despite many search categories it is quite time consuming for beneficiaries to find an appropriate expert profile. The Secretariat already has several solutions for improvements (by adding the search by key words, etc.) which shall be further explored with the new web service provider.

2. Programme-level expertise

2.1 Expertise at Programme level: Programme Experts

a) Background

The URBACT III Operational Programme foresees expertise to build and manage knowledge on sustainable urban development. 6 programme experts were selected in December 2015 by means of an open call for applicants (see previous MC dossier Dec 2015 for more details on the 50 applications received):

- Ania Rok (PL)
- Eddy Adams (UK)
- Ivan Tosics (HU)
- Laura Colini (IT)
- Peter Ramsden (UK)
- Sally Kneeshaw (UK)

These experts should accompany the programme, working closely with the URBACT Secretariat and with ongoing URBACT networks, to successfully deliver the programme activities. They cover the main pillars of integrated urban development (social inclusion, economic development, environmental issues, spatial planning and physical regeneration).

The main tasks of these experts can be summarized as follows:

1. Transnational Networking: the Programme Experts support the URBACT networks in their specific thematic field in terms of inputs, outputs and methods.
2. Capacity building: the Programme Experts support the programme in the design and delivery of activities of capacity-building (eg Summer Universities, ad hoc training, etc.).
3. Capitalisation and dissemination: the Programme Experts contribute to capturing URBACT networks knowledge, to producing new urban knowledge (also capitalizing on knowledge coming from outside the programme) and to communicating it to a wide audience.

Programme Experts have to deliver a number of common tasks related to supporting approved networks (monthly contacts with Lead partners, participation in trainings organized by the URBACT Secretariat, participation in network seminars, etc.), and to the production of capitalization products for digital communication (monthly articles for the thematic pages of the URBACT website/ blogs, etc.).

Programme Experts can also be commissioned on an ad hoc basis to support the Secretariat with specific projects (eg design and delivery of the URBACT Summer University, production of guidance for URBACT beneficiaries, participation in events organized by partner institutions, contribution to the EU urban agenda, etc.).

b) Update

The six programme experts selected by the programme have been delivering their expected services since January 2016. The initial 18-month contract January 2016-June 2017 was renewed and the second 18-month phase July 2017-January 2019 is underway. The monitoring committee was updated at the last meeting in Mouans-Sartoux, November 2017, on the reallocation of programme expert tasks on the occasion of the contract renewal, which is summarised below.

- Summary period January 2016-June 2017

The contract for this period was divided into a fixed part (average of 4,3 working days/month/expert) and a variable part.(average of 3,2 working days/month/expert) for a global average of 7,5 days/expert/month (135 days/expert for the 18-month period).

The fixed part common to all experts covered thematic follow-up and capitalising on action planning networks, production of thematic content, writing articles and blog posts, and coordination. Depending on the programme needs and each expert's specific competencies, additional activities were requested under the variable part.

Throughout this period, the six programme experts carried out the following activities:

Support to projects: Depending on the type of network, expert support took varying forms.

- ongoing support for running Action Planning Networks, e.g. following up on mid-term review and in particular supporting those networks who applied to run a capitalisation activity.
- contributing to the design of the Transfer Network call for proposals (launched September 2017) and related guidance
- preparing the training for Implementation Networks beginning phase 2 of their activities

Capacity building: contributing to the design and delivery of the Action Planning Network training for Lead Partners in Paris, June 2017.

Capitalisation and dissemination: writing thematic and other articles for the URBACT website and blog, participating in external events to share and promote URBACT knowledge.

- **Programme capitalisation:** contributing to the Capitalisation taskforce, and in particular supporting networks to join forces to propose network-led capitalisation activities.

- **EU Urban Agenda partnerships:** Since URBACT is one of the key partners of the Urban Agenda for the EU, it contributed to the pilot partnerships launched in 2016 with programme experts representing the programme. As discussed and agreed by the MC in Bratislava, October 2016, the programme looks for opportunities to contribute to the Urban Agenda partnerships as part of its capitalisation activities.

Thematic coordination: Four of the programme experts (Sally KNEESHAW, Ania ROK, Eddy ADAMS, and Laura COLINI) were allocated responsibility for coordinating the production of theme-specific content for the relevant thematic pages on the programme website. Contacting contributors and participating in editorial planning meetings with the URBACT secretariat fell under this responsibility.

Programme expert coordination: Given the variable nature of the programme experts' tasks, and to ensure a good information flow, the programme experts organised monthly coordination meetings (at a distance, using a web-conferencing tool). The notes of these coordination meetings were shared with the secretariat.

Coordination with secretariat: one coordination meeting has been held between the URBACT secretariat and the programme experts since the last update, to discuss and prepare activities, create and feedback on processes and decide on upcoming tasks.

- **Update period July 2017-January 2019**

Based upon a review of the programme experts' task and working methods with the secretariat, a revised organisation of programme expert tasks was put in place for the renewed contract period. This was to ensure better overall coherence, to adapt the tasks to the specific expertise of the programme experts and to implement improvements in task management. A 'programme expert referent' was identified for the main activities: one for each type of network, for capacity building and capitalisation strategies, and for each of the main topics for capitalisation.

The role of the reference expert is to participate in task force meetings, channel in thoughts and experience of other experts, be responsible for guidance on concept, support in developing guidance, training etc.

In some cases, in addition to the main reference expert, a back-up is also identified to assist either for reasons of workload or to ensure thematic coherence.

The resulting revised task allocation is summarized in the table below:

	S. Kneeshaw	A. Rok	P. Ramsden	E. Adams	I. Tosics	L. Colini
APN 1 ³	5	3	2	4	3	3
APN 2	Main	Back-up				
IN			Main			
TN				Main		
Capacity building	Main					
Capitalisation strategy						Main

³ Number of networks followed by the Programme Expert.

Thematic ref	Economy	Environment		Governance	Regeneration	Inclusion
Evaluation			Main			
URBACT 2020				Main		
Capitalisation						
Gender equality	Main	Back-up				
Local pact for deprived neighbourhoods					Main	Back-up
Integrated & participatory urban development				Main		
Innovating approaches to urban planning					Main	
Just cities						Main
Cities of the future		Main				
Affordable housing					Back-up	Main
Techplace: digital jobs (Network)	Back-up					
Revitalising small & medium-sized cities (Network)	Back-up					
Procurement (Network)		Back-up				
Inclusion of migrants						Main

The programme experts have the same average of 135 days expertise over the 18-month contract period. Since the last update in November 2017, Mouans-Sartoux, the following activities have been carried out by programme experts:

Coordination with JS: a co-production meeting was held in Paris on 4-5 December 2017. On the agenda were topics as how best to present APN results, debating objectives of the City Festival, defining content of the capacity building webinars, discussing capitalisation actions and providing input for the future of URBACT 2020 paper.

Two coordination meetings (online) were held and 29 January and 9 March.

The online tool for sharing documents was migrated from Huddle to Basecamp, a project management tool that allows for commenting, setting tasks and to-do lists.

The next co-production meeting will take place in Paris, 9-10 April 2018. A 'deep dive' meeting will be held in Berlin, 3-4 July 2018.

Coordination with other PE: more important than ever, given the task allocation of the programme experts, monthly coordination meetings (online) are held between themselves, the notes are shared with the URBACT secretariat.

Support to networks:

APN 1st call: Each programme expert retained the follow-up of specific networks until their closure in May 2018. This period was characterised by accompanying the finalisation of integrated action plans, commenting on the development of final network outputs and commenting on the agenda for final network events.

Action Planning Networks taskforce: the first meeting was held 16 January in Paris, to fine-tune workplan for 2018 and coordinate communication and project team tasks linked to closing of action planning networks.

Implementation Networks taskforce: a meeting for all partners in Implementation Networks was held in Paris on 1-2 February including a peer review of implementation plans. A series of guidance documents is under preparation by the task force members to assist Implementation Networks with operational implementation and challenges.

Transfer Networks taskforce: meetings on 5 January, 22 January and 28 March to prepare guidance for transfer networks implementation, fix agenda for the kick-off meeting, and participate in the External Assessment Panel kick off and consensus meeting on the 44 transfer network applications received.

Capacity building task force: meeting to prepare content of a series of 3 webinars targeted to partners in action planning networks on finalising Integrated Action Plans, Achieving Objectives and Monitoring Progress, and Resourcing Strategy. The task force also helped prepare the Capacity Building Strategy presented at this meeting.

Ongoing capitalisation and dissemination: writing thematic and other articles for the URBACT website and blog, participating in external events to share and promote URBACT knowledge.

Thematic coordination: Four of the programme experts (Sally KNEESHAW, Ania ROK, Eddy ADAMS, and Laura COLINI) were allocated responsibility for coordinating the production of theme-specific content for the relevant thematic pages on the programme website. Contacting contributors and participating in editorial planning meetings with the URBACT secretariat fell under this responsibility.

Capitalisation task force: met 15 January to review capitalisation actions launched and progress of upcoming actions' definition.

Thematic capitalisation: as per the allocation of programme expert responsibilities, each capitalisation action (whether network or programme-led) is followed by one programme expert.

Sally KNEESHAW follows two network-led capitalisation actions, as they are led by action planning networks that she also follows: Techplace (led by TechTown) and Vitality of smaller cities (led by RetailLink). This involves regular coordination calls, feedback on the activity's progress and orientation, and ensuring URBACT quality standards.

Sally is also responsible for programme-led action on "Gender Equal Cities" and prepared the detailed work programme submitted to this monitoring committee for approval (see supporting documents 04 Capitalisation).

Ivan TOSICS follows one network-led and one programme-led capitalisation action. Innovating Urban Planning, involving sub-urban, 2nd Chance and REFILL, has met 3 times chaired by Ivan.

'fighting urban deprivation' is led by Ivan, who has contributed to the definition of the expert profiles required for implementing the action, and liaises with partners from the Urban Agenda partnership on Poverty.

Eddy ADAMS coordinates the programme-led capitalisation action 'Integrated and Participatory Urban Development' and has been working on pinning down the final city cases to be examined in the framework of this action.

Laura COLINI assisted the Arrival Cities network with trying to revise their proposal for a network-led capitalisation action on migration, which has proven ultimately unfruitful. She has prepared the work programmes for the programme-led actions on Affordable Housing submitted to this monitoring committee for approval (see supporting documents 04 Capitalisation).

Ania ROK leads on the programme-led capitalisation action 'Future Cities' submitted to this monitoring committee for approval (see supporting documents 04 Capitalisation).

She supports Sally Kneeshaw on the Gender Equal Cities action.

EU Urban Agenda: all programme experts, with the exception of Sally KNEESHAW, are following one or more thematic partnerships of the Urban Agenda. This involves participating in partnership meetings, contributing to the working groups in particular with expertise on integrated urban development and highlighting examples from URBACT cities where relevant. Experts address URBACT cities with requests for information or input via questionnaires to aid the work of the partnerships. Opportunities for synergies with capitalisation or capacity-building activities are sought.

Festival task force: The first meeting of the URBACT City Festival task force was held in Paris on 16-17 January 2018, looking at festival objectives, target groups and sources of content.

Strategic support

- **Evaluation:** the programme evaluation task force defined the terms of reference to recruit an evaluator for the implementation evaluation of the programme. This evaluator, Regina TRENKLER FRASER, has started her work in February 2018.
- **URBACT 2020:** The task force, and Eddy ADAMS in particular, prepared the position paper for the URBACT programme post-2020; and prepared and moderated the workshop with MC members and other stakeholders on 6 March in Paris to discuss options for URBACT's evolution. Sally KNEESHAW contributed with a mapping of other urban initiatives compared to URBACT.
- **Ad hoc:** Sally KNEESHAW provided a capacity-building training for NUPs on 15 November in Mouans-Sartoux, on facilitation techniques.

2.2 Expertise at Programme Level: External Assessment Panel

As per the procedure defined in the Programme Manual (Factsheet 5 Expertise), a call for the recruitment of up to 6 experts to compose the TN External Assessment Panel was launched on the URBACT website from 29 September 2017 until 10 November 2017. 21 applications were received, assessed and ranked by ECORYS-NL, according to the following criteria:

- Proven track record in similar work (i.e. of assessing applications for transnational cooperation projects)
- Good knowledge of issues related to sustainable urban development.
- Understanding and experience of exchange and transfer of experience at European level
- Independence from cities, national authorities, and National or European networks involving local authorities

The External Assessment Panel chair was appointed among the selected members. The External Assessment Panel assessed the eligible applications on the basis of the assessment criteria provided in the Call for Proposals approved by the Monitoring Committee.

2.3 Expertise at Programme Level: Strategic Expertise

In addition to the permanent support provided by the Programme Experts or the specific support provided by the EAP for the assessment of the network proposals, the programme may commission experts who are specialised in a field where there is a need for the programme.

These Ad-hoc strategic experts are commissioned to support the design and delivery of programme-level activities as capacity building activities (USU, trainings), capitalisation and communication activities (e.g. articles, blogs for the web, external events, city festival, contributions to thematic seminars, etc.) or to provide strategic support in the framework of the programme-led capitalisation activities.

Since the beginning of the URBACT III Programme, under this strategic expertise at programme level, experts have been used for:

- Design & delivery of tools for URBACT Implementation Networks
- Indicators, results measurement and logical framework
- Programme implementation evaluation
- Network-led or Programme-led capitalisation activities like TechPlace , Innovative Urban Planning or Local Pact.

For example, for 'Fighting deprived urban areas (Local Pact)', a call for two thematic experts was opened 02 January 2018 closing 28 January 2018. Two profiles were required, one that was not necessarily part of the expert pool: an expert in the field of developing multilevel governance strategies for cities with deprived urban areas and in particular on state-city contracts; the second in the field of transnational peer-review processes using the URBACT method. 6 applications were received for the 1st position and 7 for the 2nd position. After analysis the following were selected: Expert 1: Sévérine Bressaud, Eureka 21; Expert 2:

Daniela Patti, Eutropian (expert pool). The contract runs for one year, with a maximum of 60 days in total and a maximum of 33 days per expert.


Recommendation

Members of the Monitoring Committee are invited to:

- take note of the progress made in the implementation of the expertise

03

Capacity Building

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 03a</p> <p style="text-align: center;">Update on Capacity Building</p>
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Reference documents

- Fact Sheet 3 of the URBACT III Programme Manual
- Approval Operation 2 Capacity Building Written Procedure 1
- MC meeting 16-17 November 2017: Update on Capacity-Building Activity

1. Update on Capacity Building Strategy & Action Plan

As announced during the last meeting of the Monitoring Committee, a Capacity-Building strategy has been formalised to serve as a framework and reference document to explain the rationale behind the programme's activities and describe the perspectives in this regard.

The document explains the way the URBACT programme understands Capacity-Building as a key strand of activities, both central and transversal to the other pillars of the programme actions, that is to say Exchange & Learning and Knowledge & Dissemination, and how synergies are developed between these three strands of activities. The strategy also reiterates the principles underlying the development of future Capacity-Building activities, namely the modularity, versatility, digitalisation and optimisation.

The strategy and its annexed actions table are attached to the dossier of the Monitoring Committee.

2. Proposed actions for Transfer Networks

Following the approval of the Transfer Networks in Phase 1, it is proposed to carry out an analysis of the specific needs of Transfer Networks partners in terms of Capacity-Building and to answer these needs through national seminars to be delivered involving National URBACT Points, at national level or regional level (regrouping some countries when deemed relevant).

Curriculum for these trainings would be designed in the second semester of 2018 in order to be carried out at the beginning of the second Phase of Transfer Networks, over March, April and May 2019.

Organisation of these trainings would fall under the budget planned for the national seminars within the Capacity Building Operation.

3. Update on Activities

Since the last Monitoring Committee, one physical training has been carried out to support the Implementation Networks while, as announced during the last Monitoring Committee, a series of webinars was organised for Action Planning Networks.

- **Training for Implementation Networks**

A physical training for partners of the Implementation Networks took place on 1st and 2nd February 2018. The focus of the training was the peer review of the Implementation Plans that were developed by partners between September 2017 and February 2018. Besides, a specific session was dedicated to the setting up of indicators and performance measure. More information on this meeting is available in the item 01b Implementation Networks.

- **Webinars for Action Planning Network**

A pilot series of three initial webinars has been organised over January and February to support partners of Action Planning Networks in the finalisation of their Integrated Action Plans (IAP). These webinars were organised as follows:

- On 18th January, the webinar "*Finalising the Integrated Action Plans*" provided methods and tools to participants for the review of IAP between peers and to help them start thinking on the implementation of their actions. Recommendations were also given to participants on the dissemination of their plans.
- On 25th January, the webinar "*Achieve your objectives and track your progress*" aimed to answer participants' questions regarding the intervention logic and how to set good indicators and monitor them.
- On 8th February, the webinar "*How to fund your Integrated Action Plan*" intended to help participants to build effective resourcing strategies to implement their actions.

Invitation to the webinars was sent to all partners from Action Planning Networks. Partners expressed a strong interest in these online sessions: 139 individuals registered to at least one of the three webinars. 102 individuals expressed their interest for the first webinar, 97 for the second one. The third one was the one with most people interested with 104 registered individuals.

69.1% of registered individuals were project partners, the other 30.9% being Lead Partners (18.7%) and Lead Experts (12.2%), which shows the strong interest from project partners to be offered this kind of opportunities.

In total, the three webinars gathered 158 participants (connections to the sessions): 65 for the 1st webinar, 50 for the second and 43 for the third one. Some networks were having transnational meetings at the same time and decided to integrate the webinar in their programme and to connect to the session as a group.

Evaluation questionnaires were sent to participants after each webinar. Received feedbacks were very positive and participants expressed their satisfaction in getting offered this kind of online session: for each webinar, when asked if the session was useful, 100% of respondents agreed or totally agreed. When asked if participants were considering adjusting their Integrated Action Plans following the webinars, 83% of answering partners answered positively after the 2nd webinar and 60% after the 3rd webinar which shows the usefulness of these online sessions.

Webinars were recorded to allow partners who could not attend the online sessions to watch them at a later stage. Further thought will be given on how to use the recorded content, as separated modules, for instance for the benefit of partners of the Implementation Networks.


Recommendations

Members of the Monitoring Committee are invited to:

- Take note of the Capacity-Building Strategy and main priority actions identified
- Approve the proposed actions for Transfer Networks
- Take note of the activities being implemented to provide capacity building to project beneficiaries

04

Capitalisation

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 04a</p> <p>Update on Capitalisation</p>
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Reference Documents

- URBACT III Operational programme, approved 12 December 2014
- URBACT III programme manual
- Written Procedure n°1 – 9 February 2015: approval of budgetary envelope to be dedicated to capitalisation
- MC meeting 3 May 2016, Amsterdam: 07 Update on capitalisation reprogramming
- 6 October 2016, Bratislava: workshop with the monitoring committee on URBACT capitalisation activities and the Urban Agenda For The EU
- MC meeting 2 June 2017: draft capitalisation strategy and action plan 2017
- MC meeting 17 November 2017: approval of capitalisation actions

Status at last meeting

- 17 November 2017, Mouans-Sartoux: update of action plan implementation; approval of two capitalisation actions

Background

As stated in the URBACT III Operational Programme¹, URBACT shall “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” (Specific Objective 4).

URBACT III is expected to facilitate the access and up-take of URBACT results and knowledge at all relevant levels playing a role in the design and implementation of sustainable urban policies. Facilitated access to knowledge and know-how on integrated and sustainable urban development is key to develop a common understanding and to enable efficient multi-level governance. It is expected that the programme develops actions to consolidate and share knowledge on sustainable urban development (good practices, policy recommendations, etc.) so that it is widely used by relevant players in the field (URBACT III OP – Section 2A3/1d).

URBACT III will thus put a strong emphasis on capitalisation activities, understood as the production of new knowledge building on existing experience and knowledge coming not only from the URBACT partners but also from similar or complementary European and

¹ URBACT III Operational Programme, section 2. Priority Axes

international projects/ programmes. These capitalisation activities shall aim to “*reach urban players beyond the URBACT beneficiaries: cities not involved in URBACT networks as well as the different levels of government involved in sustainable urban development (regional, national, European)*” (URBACT III OP – Section 2A3/1d).

Due to the reorganisation of the programme secretariat, and the recruitment of the Capitalisation & Communication Head of Unit in February 2017, the development of the Capitalisation Strategy was delayed. The monitoring committee approved an action plan based on a list of priority topics to be implemented in 2017-18. These were divided according to network-led or programme-led actions. The Secretariat was given the mandate to approve network-led capitalisation actions, based on a call for interest to networks.

Each specific programme-led action is presented to the MC for approval on scope and budget.

Update

- **Programme-led capitalisation**

The topics approved for 2017-18 workplan are listed below. As part of the training for Action Planning Networks in June 2017, the topics were presented and participants gave feedback on their potential input to such activities, and what they would imagine as useful outputs. Two of the topics have been sufficiently developed in terms of activities and budget, and are presented for approbation by the monitoring committee. Updates are provided on the state of play of development of the remaining topics. More detailed actions will be presented for approval of these activities later in 2017.

- Fight urban deprivation: a local pact

This activity aims to test the implementation of a stronger urban dimension in the form of a multi-level governance approach on integrated urban development (called a local pact) as a way to reduce territorial disparities within urban areas.

It directly contributes to the Urban Agenda partnership on Urban Poverty, being one of the actions contributing to the ‘better knowledge’ strand.

The action was approved by the monitoring committee in November 2017. A call for experts was launched in January 2018 to find the right kind of expertise, in particular in state-city contracts, which was not available in the expert pool. Two experts were selected: Séverine Bressaud, Eureka 21 and Daniela Patti (URBACT lead expert). A kick-off meeting was held 15 February with the participation of Ivan Tosics, Programme expert coordinating the activity, and Sabrina Abdi, French representative on the Urban Poverty Partnership.

The main task of the experts is to finalise the composition of the individuals in the working group. Four countries and four URBACT cities were identified:

1. France > Lyon
2. Germany>Duisburg
3. Poland > Krakow
4. Spain > Barcelona

The aim of the working group is to have all relevant levels of governance represented: city, regional/managing authority and national.

France: the national representative is also the partnership member. The city of Lyon was approached to join the group, as partner in the URBinclusion network. The French representative is in contact with Lyon to present the action and identify the most relevant person.

Germany: Initially the city of Duisburg was contacted as the relevant German city partner. However due to internal staff changes, their participation could not be ensured. Through the national representative, contacts are being made with the German city of Gelsenkirchen, URBACT II network partner, to join the group.

Poland: Contact has been made with the Polish representative on the Urban Poverty Partnership, and with the Polish city of Krakow through the URBinclusion network.

Spain: contact has been made with Barcelona, through the URBinclusion network.

Once the group composition has been settled, preparations are underway to organize the first policy lab in France, in May.

- Integrated and participative urban development

Integrated and participatory urban development is the core aim of URBACT. By defining this concept in a clear and practical way, with illustrations and examples of how to overcome challenges, URBACT answers the need of any city.

This action was approved by the monitoring committee in November 2017. It is coordinated by programme expert, Eddy Adams. Eddy Adams was heavily involved in other task forces since the beginning of the year, and is currently working on the detailed running plan for the final list of cities to visit. A paper was presented to the Urban Development Group (UDG) as an URBACT contribution to the EU Urban Agenda, tackling cross cutting issues identified in the Pact of Amsterdam, in particular 12.1 Effective urban governance, including citizens participation and new models of governance. The first policy lab is expected to be in June 2018.

- Gender equal cities

A proposition for capitalisation is included in the MC dossier for approval on this topic. Gender equality is a fundamental value of the European Union, enshrined in the Treaty of Rome. It is one of the cross cutting themes to be taken into account by all the Urban Agenda for the EU thematic partnerships. Gender equality and empowerment of women is also one of the new UN Sustainable Development Goals adopted in 2015. The aim of the workstream will be to raise awareness of the nature of gender inequalities in an urban context, to gather existing evidence, research, actions and practices and to showcase ways in which cities can improve gender equality, including practical information on how to make measurable impact. The target audiences are cities in the EU, urban policymakers, women working in local government and the URBACT programme itself in relation to its own practices. Meetings have been held with CEMR to set up a partnership for this action linked to their work on the Charter for Equality of Men and Women in Local Life. They have thousands of signatories of the charter, but have difficulty encouraging cities to put into action. This corresponds well

with URBACT's approach to partner with organisations who have a specific thematic competence, joining forces for more impact. A communication call-out was organised on International Women's Day, 8 March 2018, to gauge cities' interest and gather more examples that can be included into the capitalisation action.

➔ **See annex 4.1 for the full proposal submitted for approval**

- Affordable housing

A proposition for capitalisation is included in the MC dossier for approval on this topic. This action is developed in the framework of our contribution to the Urban Agenda partnership on Affordable Housing. URBACT contributed with good practices to the Housing policy toolkit and a policy guidance document is under elaboration by the partnership. We are collaborating with Housing Europe and Eurocities to organise an event in autumn 2018 (to be decided), to present the policy toolkit and recommendation to cities and elected representatives. A fuller proposal has been elaborated, in partnership with FEANTSA, to also tackle the issue of homelessness, by extending the action to a policy lab on homelessness. This is an excellent opportunity to work with established organisations on the topic of housing and to make a significant contribution to the current knowledge in this field for URBACT cities and beyond.

➔ **See annex 4.2 for the full proposal submitted for approval**

- Future cities

A proposition for capitalisation is included in the MC dossier for approval on this topic. Several APN networks are looking at future trends and forecasting needs, for example with digitalisation, the changing nature of the economy, demographics, levels of urbanisation, and what that means for basic services, city governance, the urban form and the way we live, work and play. This action proposes a dual approach exploring these trends through interviews, policy briefs and scenarios alongside a masterclass for local policymakers on foresight and systems thinking. Synergies are thus made with capacity building activities to improve cities' ability to plan for the future.

➔ **See annex 4.3 for the full proposal submitted for approval**

- Just cities

Due to the now very full schedule of URBACT activities – capitalisation and otherwise – this capitalisation action will be deferred until later in the year. Programme expert Laura COLINI, who is allocated to this topic, is gathering input with view to developing a proposal for implementation rather in 2019. She will for example participate in an international conference on 'Droit à la ville' taking place in Paris, 4-5 April 2018, to celebrate the 50 year anniversary of Henri Lefebvre's seminal publication.

- **Network-led capitalisation**

Background

Network-led capitalisation activities were selected through a call for interest to running URBACT networks. The call for interest allowed initiatives 'from the ground' to be brought up to the programme level. Within the framework above, the networks select the target audience and propose a relevant activities and outputs. Cities are best placed to indicate the most pressing issues for them, and this approach ensures a clear link between URBACT network activities and their uptake in the wider urban community. This approach also affords some flexibility to the programme to test new tools proposed by the networks. Quality control is ensured by the URBACT secretariat, but the origin and implementation of the action is devolved to the networks themselves. Around 20% of capitalisation actions are network-led.

A call for interest was sent to Lead Partners and Lead Experts of Action Planning Networks on 19 May 2017, with a deadline of 8 June. Nine proposals were received, covering 15 networks. After analysis according to common criteria by programme experts in the Capitalisation taskforce, five proposals were selected for further development. Based on programme priorities, available budget and potential impact, the Secretariat fine-tuned the proposals.

Based on the monitoring committee decision in Malta, June 2017, the URBACT secretariat was mandated to select and approve network-led capitalisation actions.

Update on actions

- Digital cities

Under the name 'Techplace', three networks (TechTown, GenYCity and Interactive Cities) started their capitalisation action in September 2017. Their aim is to screen all the running URBACT networks and good practices for potential content linked to city opportunity to create digital jobs. This will result in an online community with curated content, and a closed space for open discussion around the challenges of digital transition.

The workplan is progressing as planned, with several coordination meetings held between the Techplace team and programme expert Sally Kneeshaw, and with the URBACT secretariat. A long list of content (articles, video, podcast etc) is under production, with final content expected April 2018. The Techplace.online site is under definition. It will be a satellite of the urbact.eu website. Launch of the final product is planned for September 2018.

- Innovating approaches to urban planning

This tripartite network capitalisation between sub>urban, 2nd Chance and REFILL, is coordinated by Ivan Tosics, programme expert. Three meetings have been held to define the content for an online publication, mapping the challenges and identified solutions for cities to deal with underused space. The draft material will be presented at the three networks' final conferences in March and April, for feedback and suggestions from users. Work is progressing well, and the final product may also be presented during relevant national events.

- Vitality of smaller cities in Europe

This collaboration between three networks (RetailLink, AgriUrban and CityCentreDoctor) is progressing well, coordinated by Sally Kneeshaw, programme expert. The main output will be an international conference on 25 October 2018 in Barcelona – despite not being a small city, it was selected for accessibility and accommodation reasons. The three networks have identified the joint themes and selected good practices for the conference.

In addition, the theme of revitalising city centres is a national priority for France, and the French NUP is developing upon this capitalisation action on national level. The outcomes of the conference will feed into the French national network of cities next meeting towards the end of the year.

- Social and environment procurement clauses

Based on the work of the PROCURE network, this activity will produce a training module for cities on how to include social and environmental clauses in procurement contracts. The activity was due to start in February 2018, due to some backlogs in the Secretariat this will actually begin in March 2018.

- Migration

The network-led capitalisation action on migration, as proposed by the Arrival Cities network, had been shortlisted by the programme following the call for interest. After several rounds of discussion between the network lead partner, programme expert Laura Colini and the programme to find a suitable work programme, the action unfortunately had to be cancelled due to capacity issues on the lead partner side and the need to focus on their network final event and outputs.

Topic	Source	Outputs	Target audience	Tool	Timing	Est budget
Digital cities: what are digital jobs? What can cities do to support digital start-up, skills?	Networks - Tech town - GenYcity - Interactive cities	Toolkit/digital platform creating a virtual community of practice that will provide an invaluable and naturally evolving information and intelligence resource for towns and cities on digital/tech ecosystems, capitalising on the work of relevant URBACT Action Planning, Implementation and Transfer Networks, Good Practices and relevant external networks	City practitioners; Digital econ enablers/influencers; tech entrepreneurs	Lead expert & network	Sept 2017-2018	63 500,00 €
Innovating approaches to Integrated urban planning	Networks + programme - Sub>urban - Refill - 2 nd Chance	Digital toolkit to make new planning approaches accessible, to learn from them and to understand why and for which challenges new approaches are needed and effective	Technical level + political level	working group + study Programme expert (I. Tosics)	Sept 2017-end 2018 :	62 000,00 €
Revitalising small & medium-sized cities	Networks - Retail Link - AgriUrban - CityCentre doctor	International conference on the Vitality of Smaller Cities in Europe in October 2018, Barcelona Publication of a number of good practices that will be developed and presented according to common guidelines	City managers EU programmes & funders Policy level	Lead expert & network	Sep 2017-Nov 2018	38 490,00 €
Procurement: embedding social and environmental clauses - a practical tool	Network - Procure EUUA partnership	Training module (can be delivered online or live) Policy lab/paper	City practitioners Elected officials	Lead expert & network	Sept 2017-Sept 2018	16 000,00 €

Migrants	Network					
	-Arrival cities			Network & expert		Cancelled
	EUUA partnership					

Urban Agenda for the EU

URBACT contribution to the Urban Agenda in connection with capitalisation actions

All 12 partnerships are now up and running. URBACT inputs thematic knowledge and city practices through expert or Secretariat representation in each partnership.

Name of the Partnership	Representative URBACT	Duration
Air Quality	Ania Rok	2016-2018
Urban Poverty	Ivan Tosics /Laura Colini.	2016-2018
Affordable Housing:	Ivan Tosics /Laura Colini	2016-2018
Inclusion of Migrants & Refugees	Laura Colini	2016-2018
Circular Economy	URBACT Secretariat	2017-2019
Digital Transition	Peter Ramsden	2017-2019
Urban Mobility	Ania Rok	2017-2019
Jobs and Skills in the Local Economy	Eddy Adams	2017-2019
Sustainable Use of Land	Ivan Tosics	Mid 2017-mid 2020
Energy efficiency	Ania Rok	Mid 2017-mid 2020
Climate adaptation	URBACT Secretariat	Mid 2017-mid 2020
Innovative and responsible public procurement	Matthew Jackson	Mid 2017-mid 2020

While the themes of the Urban Agenda partnerships can be found in URBACT networks and good practices, the ‘intensity’ of the programme’s involvement in each partnership varies in function of the scope of the partnership and the potential for collaboration

The partnerships are at differing stages of the process, however it is noteworthy that all partnerships have the same objective – Better regulation, better finance and better knowledge – the success factor will be determined in how much impact the action plans of the partnership will have particularly on European level in the drafting of the new regulations. This common deadline means that those partnerships that started most recently (summer 2017) have to produce an action plan by summer 2018 – a much shorter timeframe than the partnerships which started earlier.

URBACT’s contribution takes several main forms:

- Supporting material summarising thematic experience: networks, good practices and capitalisation
- Providing feedback and input for scoping papers, working group activities etc

- Communication with URBACT cities to get feedback and input on questionnaires etc
- Promotion of the consultations on URBACT channels
- Supporting the integrated approach to urban development and promoting the URBACT method
- Bringing the voices of smaller and medium-sized cities to the multilevel governance table

The variety of working methods used in each partnership adds a certain level of complexity to the overall process. However the value for URBACT to contribute to an important and emerging multilevel governance process is starting to bear fruits. Indeed one major axe presented by the managing authority in the paper on the future of URBACT is built around URBACT being at the articulation point between know-how on the ground coming from cities and top-down demands from policy-level platforms such as the EU Urban Agenda.

A significant issue for the Urban Agenda is how the cross-cutting issues listed in the Pact of Amsterdam are being tackled. They are treated to varying degrees within the partnerships, but unless tackled explicitly the impact will be minimal. URBACT can contribute directly to at least two of the cross-cutting themes with its capitalisation work on the integrated and participatory urban method, and gender equal cities.

- o 12.1 Effective urban governance, including citizens participation and new models of governance,
- o 12.2 Governance across administrative boundaries and inter-municipal cooperation;
- o 12.3 Sound and strategic urban planning
- o 12.6 Impact on societal change, including behavioural change, promoting, among other things, equal access to information, gender equality and women empowerment;
- o 12.7 Challenges and opportunities of small- and medium-sized Urban Areas and polycentric development,

A presentation was sent to the Urban Development Group meeting on 28 February 2018 introducing these actions.

Recommendation

Members of the Monitoring Committee are invited to:

- take note of the progress made in implementing the capitalisation action plan
- approve the specific programme-led actions presented:
 - o Gender equal cities
 - o Housing
 - o Future Cities



ANNEXE 4.1 MC MEETING SOFIA

GENDER EQUAL CITIES

Subject :	Capitalisation Action 2018-2019
Author :	Nuala Morgan
Recipient :	Monitoring Committee
Date :	February 2018

1. WHAT IS THE AIM OF THE ACTIVITY?

Gender equality is a fundamental value of the European Union, enshrined in the Treaty of Rome. It is one of the cross cutting themes to be taken into account by all the Urban Agenda for the EU thematic partnerships. Gender equality and empowerment of women is also one of the new UN Sustainable Development Goals adopted in 2015.

Although no current URBACT networks specifically focus on gender equality, some of URBACT cities have undertaken pioneering actions (e.g. Umea, Goteborg, Vienna). Umea has a Good Practice on gender mainstreaming and has submitted a Transfer Network proposal. Cities are in a position to break down many of the barriers to women's social, political and economic participation, to underpin their success and to unlock their full potential. In order to do so there is a need to address the huge inequalities women still face, to take action towards equality of opportunity and progress – regardless of gender. URBACT capitalisation will create opportunities to further reflect on how equality is mainstreamed in the urban context, rather than limited to single topics such as e.g. mobility, safety, and to encourage gender focus in relation to integration and participation. The outputs will illustrate what needs to be done to make cities more gender-equal, and how to take gender questions into account when governing and planning cities, ranging from the issues of representation to data collection, from budgeting to understanding impacts.

The aim of the workstream will be to raise awareness of the nature of gender inequalities in an urban context, to gather existing evidence, research, actions and practices and to showcase ways in which cities can improve gender equality, including practical information on how to make measurable impact. The target audiences are cities in the EU, urban policymakers, women working in local government and the URBACT programme itself in relation to its own practices.

The work will build on actions undertaken and links with CEMR and the European Institute for Gender Equality.

The central questions and presentation of results would be:

- What can a city do to improve gender equality across key themes and city competencies in urban development, eg in mobility, planning, representation?
- Why is gender equality important for the city? What does gender equality have to do with cities?
- What do we mean by gender equal cities?
- What good examples do we have for improving gender equality?

2. URBACT AND NON-URBACT CONTRIBUTION

URBACT contribution	URBACT Good Practice from Umea, and good practices from cities and networks such as WEED in URBACT II, and APNs currently working on economic development, public space and services.
external (non URBACT) partners involved:	CEMR, especially the Standing Committee on Equality European Institute for Gender Equality Researchers, practitioners, policymakers, networks from a range of cities and perspectives

3. CONTRIBUTION TO EU URBAN AGENDA

This activity directly tackles horizontal issues cited in the Pact of Amsterdam for the Urban Agenda of the European Union such as 'Impact on societal change, including behavioral change, promoting, among other things, equal access to information, gender equality and women empowerment'. The knowledge on better regulation, better funding and better knowledge will be fed into all Partnerships, with thematic specific inputs into Jobs and Skills, Digital Transition, Mobility, Integration of migrants and refugees, Procurement.

The results will contribute to the way in which cities integrate Sustainable Development Goal no 5 into their own planning frameworks.

4. HOW WILL CAPITALISATION ACTIVITY CONTRIBUTE TO TOPIC?

	Describe and quantify outputs:	Main target audience	Number of people reached
Events:	<p>3 Core Group Meetings</p> <p>Workshop at CEMR Citizenship Conference</p> <p>Workshop at European Placemaking Conference</p> <p>Study Visit and Hearing</p> <p>Contribution to external events through Dissemination Phase</p>	Urban policy makers and professionals	1000
Knowledge capture:	<p>4 Articles for URBACT and partner publications</p> <p>Social media campaign</p> <p>Final Report</p> <p>Short Films</p> <p>10 Presentations external events through Dissemination Phase</p>	<p>Urban policy makers and professionals</p> <p>UAEU Partnerships</p>	5000
Other			

5. TIMETABLE

Timetable	
Month	Activity
Jan- March 2018	Preparation of social media campaign, Start of scanning for desk work
March 2018	International Women’s Day : call out on social media for city examples
April- December	Set up Core Group, Gathering evidence
12-13 April	European Placemaking Conference Workshop; first Core Group meeting
11-13 June	CEMR Conference in Bilbao URBACT contribution
13-14 September	URBACT City Festival workshop
November	Hearing and Study Visit - Vienna
September- November	Review of URBACT practice
December 2018	Present draft results to MC
March 2019	Dissemination Phase Launch of results – links sent out, films for UAEU Tips for GE cities
2019	Dissemination of results

6. COORDINATION & DELIVERY

Who could potentially lead and be accountable for delivery? What working method would be most appropriate?

Coordination will be led by Programme Expert Sally Kneeshaw with Ania Rok supporting.

A Core Group will be set up to guide the work, act as a sounding board and relay, bring in relevant expertise and networks, champion the workstream, and support the shape of final outputs. It would hold 3 Meetings: May (1st analysis and planning), November (Hearing), January (finalise results) and be made up of 4/5 representatives with a geographical and thematic balance, and mix of experts and cities.

Data collection and analysis is to be undertaken through a combination of call out, desk research, bi-lateral contact and interviews, a CEMR conference workshop, Study Visit and Evidence Hearing.

Communications: A communication Plan will be designed in the first phase to include social media strategy, regular articles and reporting via URBACT, PPT presentations for use at events and in UAEU Partnership meetings, film making, and dissemination plan for 2019.

7. HOW WILL THE ACTIVITY AND OUTPUTS ADD VALUE BEYOND THE URBACT BENEFICIARIES?

Gender equality is a subject applicable to all cities and the outputs will be framed and disseminated in way that raises awareness and makes actions clear and achievable. The practices and recommendations can feed into co-creation at local level to help urban professionals work toward more equitable plans and service delivery.

The work stream will be adding URBACT content and raising the profile of the programme in a debate that is very topical. There will be mutual added value for URBACT working with partners such as CEMR, to link to existing tools and add new knowledge from the ground level.

8. BUDGET & RESOURCES REQUIRED

Total: EUR 55,520

Experts staff Programme Expertise covered				
Name	Days	Task	T&A	Total
TBC	6	LE and Ad hoc expert participation in Hearings/ Festival 6 days + T+A 3000		7,500

Other costs, based on URBACT eligible expenditure eg communications, design, consultancy	
Item	Cost
Core Group	
<ul style="list-style-type: none"> (2 PE), 4 city reps, CEMR = 5 people @ 3 meetings T+A @500E + Venue and catering x 3 days 	9 000
Study Visit + Hearing	
<ul style="list-style-type: none"> Venue and catering x 2 days; 6 experts T+A @500E; Facilitation tools/ support 	5 000
Research and editorial support	12 000
Communications. Social Media Support	2 500
Filmmaking, incl travel costs, post production	10 000
URBACT actions	2 500
Workshops and dissemination in external events (Stockholm, Bilbao)	6 750



HOUSING IN EU CITIES

Practices and policies towards housing rights in Europe

Subject :	Capitalisation Action 2017-2018
Author :	Dr Laura Colini
Recipient :	Monitoring Committee
Date :	03 March 2018

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1. INTRODUCTION TO THE TOPIC

The housing quest is today a pressing issues for many European cities and its citizens. The availability of affordable and adequate housing is a challenge in all European countries: rents are skyrocketing in major cities with administrations struggling to find adequate and affordable solutions related to the lack of investment in social housing, increased tourism and the impact of online rental platforms on the private rental market, land and housing financialisation and privatisation of former social housing stocks, related to disinvestment and cuts in public services. These conditions fuel a sense of housing precariousness which results in tensions and suffering especially among the most vulnerable who have little or no means to access adequate and affordable housing. These factors are interrelated and too often leading to discrimination and violation of the right to housing (European action coalition for right to housing and the city, 2016). Over the last 15 years¹ in Europe the cost of housing has increased faster than the incomes of households. More than 25 million households are overburdened by housing costs, meaning they pay in excess of 40% of their income on housing. This is a serious concern for the sustainability of housing and tenancies in cities. A further 36 million households are overcrowded which can negatively affect the health of the occupants. While 11 million households face severe housing deprivation and over 9 million households are in mortgage or rent arrears. These households are at a heightened risk of eviction and homelessness. The novelty from the past is that the financial and related housing crisis (Madden and Marcuse, 2016; Edwards, 2016; et al) has not only affected the category of those “at risk” but also those better off falling into poverty and destitution as a result of the housing cost overburden.

Many international organisations have denounced with accuracy the poor housing conditions affecting a growing number of the population, but public institutions struggle to provide adequate response to the urgent demands coming from the civil societies (e.g. social movements demanding more radical rights to housing, preventing measures against evictions, creation of tools to secure tenures, tenants initiatives towards re-municipalisation etc). At the same time, the commitment of international organisations and EU institutions seem to be more concrete than before. The EU and the Member states have agreed a target to end homelessness in the EU by 2030. This was agreed under the UN Sustainable Development Goals (SDGs). SDG1 commits all Member States and the EU to eradicate poverty, including extreme poverty and homelessness, by 2030 and SDG 11 states “By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums”. In late 2017 the European Commission and the heads of EU Government met in Gothenburg at the Social Summit to agree and proclaim the European Pillar of Social Rights. The Pillar under article 19 recognises the right to shelter, social housing and housing assistance for people experiencing or at risk of homelessness and the most vulnerable.² The international level commitments have been further reinforced by the EU Urban Agenda (EU UA). The Affordable housing partnership has put forward measures in the areas of state aid for housing, finance and funding, general housing policies and knowledge, and the Urban Poverty Partnership has committed an action to ending homelessness in the EU by 2030. The partnership of inclusion of Migrants and refugees as well as other partners also deal with the topic of housing being transversal to many measures debated within the EU UA.

1 [file:///C:/Users/user/Downloads/GB_Housing%20Exclusion%20Report_Complete_2017.pdf%20\(4\).pdf](file:///C:/Users/user/Downloads/GB_Housing%20Exclusion%20Report_Complete_2017.pdf%20(4).pdf)

2 https://ec.europa.eu/commission/priorities/deeper-and-fairer-economic-and-monetary-union/european-pillar-social-rights/european-pillar-social-rights-20-principles_en

1. WHAT IS THE AIM OF THE ACTIVITY?

There are four aims for this activity:

1. Capitalise on the existing work of URBACT cities,
2. Respond to the commitments established under the United Nations SDGs, (particularly SDG1 and 11) relating to eradicating poverty, providing accessible and affordable housing for all. Goals which have been further reinforced by EU UA Partnerships such as Urban Poverty and Housing, and sustainable integrated urban development in the Leipzig Charter mentioning the “lack of affordable and suitable housing” topic
3. Empower cities and local authorities to deal with the housing crisis which is growing in many European cities through mutual learning and leveraging the full potential of European tools.
4. Foster an important international policy dialogue between local authorities , international organisation, the EU COM and elected representatives to ensure policy developed at all levels is cohesive, complimentary and create affordable and accessible housing options in truly inclusive cities..

In order to achieve this aim, three events are planned and will be detailed in this document.

During the meeting in Bratislava in November 2016, URBACT Monitoring Committee highlighted the need to harness URBACT resources and experience to contribute to the debate about housing in Europe.

URBACT is experienced in working with city administrations linking multistakeholders and local groups with national and EU institutions and is best placed to offer support to the development and concretisation of affordable and good quality housing for all with an integrated approach .

2. URBACT AND NON-URBACT CONTRIBUTION

URBACT contribution	<p>URBACT benefits from a great number of cities and networks which can feed into this proposed activity. Housing is a key topic among the URBACT Good Practice cities. The “housing” keyword is found in 56 projects among the 97 Good Practices. Although the number of “real” housing projects is obviously smaller, around 10 or so, the result illustrates how high housing is on the agenda of European cities.</p> <p>URBACT has today lack of networks dedicated specifically to housing although many cities within the networks deal with housing e.g. “Gen-Y” lead partner Poznan City housing programme ‘Apartment for Graduates’; Refill which is mobilizing citizens in the reutilization of empty public spaces, “Arrival cities” in migrants & refugees accomodation, Second Chance and others to be selected. Moreover URBACT had past experiences in dealing with housing through dedicated networks of cities and research such as HOUSES (Management and Renewal of Large Housing Areas), SUITE (Optimization of a sustainable, and affordable supply of housing assuring social cohesion through social mix), HOPUS (Housing Praxis for Urban Sustainability), CASH (cities action for sustainable housing), ReBLOCK (REviving high-rise Blocks for cohesive and green neighborhoods) and other initiatives such as the workstream “Against divided cities” which touched upon the topic of housing.</p> <p>URBACT articles http://urbact.eu/eu-urban-agenda-challenge-affordable-housing-europe http://urbact.eu/housing-all-experiences-urbact-cities-affordable-housing</p>
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<p>external (non URBACT) partners involved:</p>	<p>Non URBACT partners are involved in different way and roles according to the module proposed in the activity. their position will be in detail explained in the module.</p> <ul style="list-style-type: none">• EU based organisation such as FEANTSA; IUT, HOUSING EUROPE EUROCITIES• MEP, DG Regio, DG employment, Committee of the Regions et al.• Cities elected representatives• UN-HABITAT UNECE already collaborating with the EU UA Affordable housing partnership and UN special rapporteur on housing Leilani Farha collaborating with FEANTSA.• NGO's and citizens initiatives engaged in right housing representing civil society missing in the EU UA activities• Local authorities which can potentially join a network for the new APN call
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3. CONTRIBUTION TO EU URBAN AGENDA

This activity tackles issues mentioned in the Pact of Amsterdam for the Urban Agenda of the European Union. This activity is a direct contribution to the EU Urban Agenda in particular to the partnership of Affordable housing and Urban poverty partnership and touching potentially the interest of the partnership of Inclusion of migrants and refugees, Sustainable use of Land, and climate adaptation.

The housing capitalisation activities are structured into 3 modules which are detailed later in this document. Relevant actors of the EU Urban Agenda will actively participate and contribute to the modules, depending on their expertise. The Affordable Housing Partnership' sub group on affordability's coordinator and the Urban Poverty Partnership's sub-group on homelessness' coordinator will contribute to two separate modules. A third module will be planned as a political event following the completion of the EU UA first pilots.

4. HOW WILL CAPITALISATION ACTIVITY CONTRIBUTE TO TOPIC?

The URBACT capitalisation for housing is structured around three blocks of thematic events (policy labs) covering potentially different areas: 1. Housing affordability 2. Homelessness 3. Housing rights for European cities.

This topic represents a cross cutting issue which is transversal to the three pilot partnerships dealing with social policies. Housing is indeed relevant for the partnership of Urban poverty, Affordable housing and inclusion of migrants and refugees. Housing is transversal because it looks at cities response to provision of adequate housing to the most vulnerable as people facing various forms of poverty, among them are included rising numbers of non-EEA destitute migrants and refugees³ whose rights are systematically violated.

Therefore the three labs will cover the issues of affordability (module 1), Homelessness (module 2) and right to housing (Module 3). linking housing to the partnerships. At the stage of the current proposal, labs 1 and 2 have been agreed with the coordinators of sub-groups and coordinators of the EU UA to support the delivery of the Action Plans, with FEANTSA willing to cooperate also for the implementation of Module 3.

MODULE 1- HOUSING Affordable and adequate

This is a policy-lab with local authorities divided into 5 thematic areas in parallel workshop having URBACT cities and EU UA partner cities present their practices. Target groups should be cities who have issues in their housing systems and wish to share experiences and learn from each other.

The lab is an action of the Affordable Housing partnership to test the affordable GUIDANCE which is structured into 5 topics.

1. **building of new affordable housing** - main bottlenecks: building ground, financing, territorial segregation
2. **renovation of existing housing** - main bottlenecks: diversified use and ownership, financing, technical issues
3. **community-led urban renewal** - main bottlenecks: segregated communities, financing, multiple responsibilities
4. **securing building ground for affordable housing** - main bottlenecks: legal issues, spatial segregation, market pressure
5. **setting up a municipal housing scheme** - main bottlenecks: lack of knowledge/expertise, budgetary constraints, legal issues

MODULE 2- PREVENTION OF HOMELESSNESS

The second module will be co-organised with FEANSTA, who coordinates the Urban Poverty Partnership's work on homelessness, and the direct involvement of the urban poverty and housing partnerships covering policies and projects implemented and promoted by cities to tackle:

- Evictions – ensuring people at risk of homelessness as a result of eviction are supported to prevent homelessness. This will link with the existing work of URBACT cities such as Barcelona, Dublin and Poznan.
- re-use of vacant buildings (URBACT City of Chemniz, Vilafranca del Penedes et al)

³ <https://www.anothereurope.org/european-migrants-are-already-being-deported-you-just-havent-noticed-it/>

- Vulnerability in the Justice System –⁴ ; Healthcare –⁵) Youth –⁶ , Women's Homelessness

MODULE 3 - RIGHT TO HOUSING in European cities

The third module will be co-organised with FEANSTA and it is a political meeting after the closure of the three “social inclusion” EU pilot partnerships on housing, poverty and migration: the main aim is discussing how city leaders will deal with the SDG goal 11 and target to ensure access to housing for all. This political round table foresees the support of the United Nations Special Rapporteur on the Right to Housing (with whom FEANTSA has excellent relationship).

- Human Rights Based Housing Strategies – In early March 2018 the UN Special Rapporteur will present her report on “Designing and implementing effective human rights-based housing strategies”.⁷ This will look at how cities develop and implement housing strategies that are grounded in human rights.
- De-criminalisation of Homelessness – some cities choose to criminalise rough sleeping as a measure to combat homelessness. This has proven to be an ineffective intervention which ignores the international and European human rights of people who are homeless. This will link to the “Soyons Humains” campaign in France which empowers citizens to alert city administrations of anti-homeless infrastructure, or defensive furniture, which infringes the rights of people experiencing homelessness.⁸
- Rights to the City: There is a growing movement that acknowledges citizens’ rights to their city. This involves developing a human rights based approach for all aspects of a city. This topic will look at the right to the city from a homeless perspective and will link to Madrid’s human rights plan and Manchester’s Homeless Charter. This will also link to Barcelona and the Homeless Bill of Rights, which provides a bottom-up approach to tackling homelessness through a human rights based approach.

⁴ *people who are leaving prison or the judicial system are at an increased risk of becoming homelessness. They leave prison with little to no awareness of, or access, to housing supports or advice. This will link with Helsinki (funded ESF Project) and Aberdeen. Both cities have good practices supporting ex-prisoners and preventing them from becoming homelessness*

⁵ *People who experience homelessness in general have poor mental and physical health. In many cases patients at risk of homelessness are discharged into homelessness, with little to no housing supports. This is detrimental to their health and recovery and often means they return to hospital care in a short period of time, which is an added expense for hospitals. This will link to cities involved in the Pathways project in the UK <http://www.pathway.org.uk>*

⁶ *young people in the care of state in general “age out” of state-care at the age of 18. These represent vulnerable youth with no support community. The result of losing social and financial supports overnight often results in experiencing homelessness. This will link to practices in Waterford (Ireland) West Lothian (Scotland) and/or Machelen (Belgium), where young people leaving the care of the state are provided with integrated supports to prevent homelessness*

⁷ <http://www.ohchr.org/EN/Issues/Housing/Pages/HRbasedHousingStrategies.aspx>

⁸ <https://soyonshumains.fr/>

	Describe and quantify outputs:	Main target audience	Number of people reached
MODULE 01 housing affordability	1 policy lab with 5 sessions Hosting city: Poznan part of GEN-Y city network and the EU UA AH 1 production of booklet with visual graphics	URBACT cities+ all partners of the EU AH,	circa 60 people
MODULE 02 Prevention of Homelessness	1 policy lab with 5 sessions. 1 production of booklet with visual graphics	URBACT cities+ all partners of the EU AH, non-urbact cities potentially joining the APN call, UIA	circa 60 people
MODULE 3 Right to housing	1 political round table after the end of the EU UA pilots	Elected officials, policy makers and representativeves of international organisations	Tbd
Knowledge capture: eg Report, article, presentation, webinar, podcast, film, case study, other	graphic design- visual strategy to report the results of the workshop Report and URBACT article Podcast	City practitioners and elected people	5000 Views/downloads for each

5. TIMETABLE

Timetable	
Month	Activity
May-July	Lead expert proposes methodology, detailed workplan for Module 1 and 2, liases with the key stakeholders Housing Europe, Eurocities and FEANTSA, section of URBACT cities, and non-URBACT cities.
Autumn in Poznan	MODULE 01-HOUSING affordable and adequate POLICY LAB. This module is delivered in collaboration with EUROCITIES for the expertise and involvement of speakers and cities representative. EUROCITIES will involve budget support for this action, although the right amount has not been yet decided.
September_ October 2018	graphic production and report
December	MODULE 02_ PREVENTION OF HOMELESSNESS possible hosting city Paris. This module should be held early on in APN call to be issued in December. Delivered in collaboration with FEANTSA for the expertise and involvement of key stakeholders, speakers and cities representatives. FEANTSA collaborates in the co-drafting of the report with the URBACT expert.
December- 2018-2019	Jan graphic production and report
Early 2019	MODULE 03_ RIGHT BASED APPROACH policy round table to be organised back to back with other activities regarding the conclusions of the 3 “social inclusion” EU UA pilots. Delivered in collaboration with FEANTSA for the expertise and involvement of key stakeholders, speakers and cities representatives. FEANTSA collaborates in the co-drafting of the report with the URBACT expert.

6. COORDINATION & DELIVERY

Who could potentially lead and be accountable for delivery? What working method would be most appropriate?

This activity is Expert-led for 15 months, soliciting contributions from URBACT cities and good practices. Accountable for delivery is the URBACT contracted expert, in this case Laura Colini in collaboration with the organisation involved: Housing Europe and Eurocities (Module 01), FEANTSA (Module 2 and 3). Other partners and experts will be included where appropriate, giving priority to URBACT cities and experts.

The partner organisations will provide thematic expertise, as well the participation of cities and members of their organisations to participate to the labs.

FEANTSA will provide their expertise for the collaboration and production of the final report of module 02 and 03.

Strong coordination will be ensured with EU UA partnerships, and between the capitalisation task force with involved organisation. This will be ensured by regular exchange, updates by the EU UA coordinators, sharing infos about upcoming events and actively pursuing opportunities presented by developments of this activity.

7. HOW WILL THE ACTIVITY AND OUTPUTS ADD VALUE BEYOND THE URBACT BENEFICIARIES?

By defining housing in a clear and practical way, with illustrations and examples of how to overcome challenges, URBACT answers the need of any city.

These policy labs will utilise URBACT's existing platforms to reach a large EU-wide and growing global audience. We will also mobilise the Urban Agenda partnerships to reach a wider audience of urban specialists, and UIA especially those cities working on housing and homelessness. Finally, we will liaise with sister organisations – Eurocities, Energy Cities, Housing Europe and others in order to extend our reach.

The practices proposed under module 2 and 3 from cities such as Waterford, Machelen and West Lothian come from smaller cities, but demonstrate excellent use of social innovation. The action provides a valuable opportunity to profile the work of these cities to URBACT cities, but will also importantly expose cities with an excellent track record on tackling homelessness to URBACT, its network and the APNs. One expected result from this module would be the submission of an application for an Action Planning Network on strategies to tackle homelessness by the cities involved in the capitalisation.

Additionally the modules produced in this action complement existing EU level actions such as the EU UA and the proclamation of the Social Rights Pillar and empower cities to do more and work towards the realization of European goals and targets.

The end beneficiary of this action is ultimately the citizen. In the 21st Century homelessness should no longer be an accepted form of poverty. Through the promotion of best practices in the prevention of homelessness and recognizing and vindicating the right to housing this URBACT action has the potential to provide cities with the tools to end homelessness by 2030, as set out by both the UN SGD's and the EU UA Urban Poverty Partnership, and create far more inclusive and equitable cities for citizens.

8. BUDGET & RESOURCES REQUIRED

Total: EUR 51,250

Experts staff				
Name	Days	Task	T&A	Total
Expert module 1+2+3	39	<p>Prepare methodology, content drafting and review case studies, link with international organisation partners, select and brief the cities</p> <p>Design and deliver 2 lab of 1,5 days each, promotion.</p> <p>Produce written output (article+report in form of booklet), dissemination</p>	1,500	<p>9750 per module</p> <p>29,250 for all 3 modules</p>
Speakers and invited cities representatives in policy lab		<p>This includes all logistics costs for hosting the labs. Considering the first module is directly hosted by Poznan which is part of the EU UA the costs might be reduced, so the amount will not be split 50-50 between the lab. The module 2 may require more support as it has the aim to involve non-URBACT city to join APN.</p>	10,000	

Other costs, based on URBACT eligible expenditure eg communications, design, consultancy	
Item	Cost
Meetings: 3 meetings gathering a total of 100 people (room hire, catering)	€12,000
layout, printing of publications	€ 10 000



ANNEXE 4.3 MC MEETING SOFIA

FUTURE CITIES

Subject :	Capitalisation Action 2018-2019
Author :	Nuala Morgan
Recipient :	Monitoring Committee
Date :	February 2018

1. WHAT IS THE AIM OF THE ACTIVITY?

The world we live in is getting increasingly complex and it is difficult to predict what future holds. However, co-creating and exploring possible visions of the future is one of the best tools available to policy makers across all domains and levels.

This is especially true at the local level where global trends such as changing climate, growing inequalities or digitalisation are being directly experienced and yet there is little space available to explore their possible impacts in the long term. By anticipating different possible scenarios, local communities can increase their social, environmental and economic resilience.

The question of anticipating possible futures has been partly addressed by existing URBACT networks, with APN Resilient Europe looking at social, environmental and economic resilience in the broadest sense and others addressing the impact of various trends and developments (e.g. APN TechTown on digital ecosystems, APN Arrival Cities on migration flows, APN SmartImpact on smart city governance, etc.) but a more focused approach is needed.

It is worth noting that the future of European Union and its key policies is currently a topic of heated discussions. In March 2017 the European Commission published a White Paper outlining 5 scenarios for the future of Europe, later complemented with additional reflection papers. The scenarios presented were met with alternative scenarios developed, among others, by the coalition of environmental NGOs or the European Green Party, which demonstrates the power of scenarios as tools to shape public imagination and discourse. This process needs a stronger voice from the local level, including a greater understanding of how different options will impact the future of European cities and urban policy.

Cities play also a key role in reaching European and global targets, such as e.g. Sustainable Development Goals in 2030 or EU Energy Roadmap in 2050. To make those long-term goals feasible, cities need to learn to think in terms of systemic innovation, as incremental changes will not be enough.

The aim of the workstream will be threefold:

- raise importance of foresight and systems thinking as an important skill in the toolbox of local policy makers and stakeholders,
- foster exchange of experience on localising global and EU goals, as well as strengthen local voices in the debates on the future of Europe,
- explore possible impacts of emerging technologies and trends on European cities.

The target audiences are cities in the EU, local politicians and administrations, local stakeholders, including citizens and civil society, business and academic community, as well as national and European partners, including European institutions.

The work will build on the experience of the European foresight community, most notably the EU Policy Lab. The central questions would be:

- what are the benefits of co-creating and exploring possible futures?
- how to design and run local foresight processes?
- how to localise global and EU goals and what does it mean for local policies?
- what are the trends that might shape the future of EU cities in the years to come and how can cities prepare?

2. URBACT AND NON-URBACT CONTRIBUTION

URBACT contribution	APN Resilient Europe, URBACT Good Practices on resilience, APN TechTown, APN SmartImpact
external (non URBACT) partners involved:	<p>EU Policy Lab/JRC</p> <p>JPI Urban Europe</p> <p>UNESCO Head of Foresight</p> <p>Other foresight experts and organisations (e.g. Maya van Leemput, Justyna Krol, Kai Bohme)</p> <p>ESPO</p> <p>UJA (UJA cities are already experimenting with what for many cities is still to come, e.g. autonomous mobility, basic income, 100% renewable districts so could provide interesting input on how relevant those trends are, what questions need to be considered, how best to prepare e.g. in terms of regulations)</p> <p>JPI Urban Europe</p> <p>DG Research</p>

3. CONTRIBUTION TO EU URBAN AGENDA

This activity contributes to the EU Urban Agenda by strengthening the capacity of cities to localise EU and global goals. The question of anticipating possible futures is also at the heart of discussions inside most of the partnerships, both in terms of new topics (circular economy, digital transition) and impact of global trends on well-established sectors (jobs and skills, urban mobility). In this sense the workstream could provide an opportunity to reflect on social, economic, environmental, political and technological developments and their long-term impacts on urban policy.

4. HOW WILL CAPITALISATION ACTIVITY CONTRIBUTE TO TOPIC?

	Describe and quantify outputs:	Main target audience	Number of people reached
Events:	<p>Workshop at JRC Future in the Making conference, June 2018 in Brussels</p> <p>City Festival workshop</p> <p>Foresight & cities masterclass for local government representatives</p> <p>Workshop at Urban Future 2019 in Oslo</p>	Urban policy makers and professionals	300
Knowledge capture:	<p>Series of 5 interviews for URBACT and partner publications</p> <p>Guidebook: Foresight & cities</p> <p>Series of 5 scenario briefs: global trends & cities</p>	<p>Urban policy makers and professionals</p> <p>UAEU Partnerships</p> <p>EU institutions</p>	5000
Other			

5. TIMETABLE

Timetable	
Month	Activity
28 Feb – 1 Mar	Urban Future 2018 conference: exploration of global trends affecting cities
March - June	Desk research: scoping trends and contacts
June	<p>JRC Future in the Making conference session</p> <p>The objective of the session is to bring together researchers, local governments and civil society representatives to discuss the potential of resilience as a framework to reflect and shape urban futures. The session will present experience from selected Resilient Europe cities, as well as other cities who have developed local resilience strategies in a participatory process. The discussion will focus in particular on the methods employed (e.g. backcasting) and impacts achieved, from the way of working together across sectors and themes to hands-on experiments and new policy initiatives.</p>
July-December	Publication of 5 interviews related to foresight and global trends
September	City Festival workshop (tbc)
September - November	<p>Drafting of 5 scenario briefs Global trends & Cities (short, visually attractive documents of max. 10 pages each, written by external experts)</p> <p>Trends identified: Jobs and skills/Mobility of people and goods/Governance and participation/Demography and migration/Climate change/Smart cities/Food</p>
October	European Week of Cities and Regions workshop (tbc)
November	<p>Foresight & Cities masterclass – in conjunction with URBACT capacity building actions (training, designed and delivered by an external expert)</p> <p>The masterclass should target city representatives (perhaps elected representatives) to enable hands-on learning and exchange. Priority should be given to URBACT cities, UIA cities and members of EU Urban Agenda partnerships can apply if there are spots available. Those interested will be required to submit a simple application outlining how foresight would benefit their city and what opportunities they see to use it in their work in the near future. The</p>

	<p>masterclass should take place in a setting that enables concentrated, non-interrupted learning.</p> <p>The sessions could include:</p> <ul style="list-style-type: none"> - what is foresight and why is it relevant for policymaking - what kind of methods can be used in foresight, with a focus on participatory settings - how to run a participatory foresight process on the local level, including hands-on experience with selected methods - how to use the results of foresight processes to influence local policy <p>The masterclass will be designed in an experiential manner, taking participants through a “sample” foresight process. The participation will be free of charge but the participants will be required to submit an article reflecting their plans/experience back home, 3 most read articles could be rewarded with a visit from the external expert to consult on the local process.</p>
November - January	Drafting of Guidebook: Foresight & Cities (hands-on publication featuring methods and case studies, written by an external expert)
February May 2019	Launch of final results at Urban Future 2019 conference in Oslo (guidebook, scenario briefs, experience of Masterclass participants)
2019	Dissemination of results

6. COORDINATION & DELIVERY

Who could potentially lead and be accountable for delivery? What working method would be most appropriate?

Coordination will be shared between Programme Expert Ania Rok and an external expert, to be recruited. Other partners and experts will be included where appropriate, giving priority to URBACT cities and experts.

Due to exploratory and open nature of the workstream, it is not considered effective to establish a closed core group from the start but instead involve partners and experts for relevant tasks, maintaining close connection to ongoing activities within URBACT community and on the European level. The tasks will naturally build upon each other, e.g. with the interview process serving as a scoping exercise to identify relevant experts and the foresight masterclass and the City Festival workshop as an opportunity to validate key trends worth developing into scenario briefs.

Strong coordination with the URBACT Secretariat and MC will be needed, as well as with EU UA partnerships and IUC programme, especially in the context of future shape of EU urban policy and URBACT programme itself. This will be ensured by regular updates by the coordinators, informing about upcoming activities and actively pursuing opportunities presented by developments at the programme level.

7. HOW WILL THE ACTIVITY AND OUTPUTS ADD VALUE BEYOND THE URBACT BENEFICIARIES?

The need to anticipate the future applies to all cities. The dialogue opened by the workstream, as well as the outputs it will produce, will be accessible to all cities, responding to their interests and offering valuable information and skills. The examples collected and guidelines produced can be easily fed into local processes, enhancing the quality of local sustainable urban development strategies and ensuring stronger linkages with European and global agendas.

The workstream will capitalise on URBACT work, especially with regards to resilience and digital transition, raising the profile of the programme within the European urban policy arena and helping URBACT to stay relevant in the long-term. This workstream will particularly strengthen URBACT position as hub for urban knowledge, linking the programme with new research and practice communities.

8. BUDGET & RESOURCES REQUIRED


Total: EUR 68,750

Experts staff Programme Expertise covered				
Name	Days	Task	T&A	Total
TBC	6	LE co-coordination and participation in events + T&A		4 500

Other costs, based on URBACT eligible expenditure eg communications, design, consultancy	
Item	Cost
External expertise	
• Co-coordination + 5 interviews (15 days)	11 250
• Design and delivery of Foresight & Cities masterclass + guidebook (20 days)	15 000
• Design and delivery of Global trends & Cities + 5 scenario briefs (20 days)	15 000
Hard costs	
• Venue and catering (3 days/30 ppl + 2 days/40ppl)	8 000
T & A	
• Speakers + participants	10 000
• Design and print	5 000

05

Communication

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 05a</p> <p>Update on Communication & Partnership Activities</p>
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Reference documents

- URBACT III Operational programme, approved 12 Dec 2014
- Written Procedure n°4 – 03 July 2015: Approval of the Communication Strategy for URBACT III

Status from previous meetings

- MC 2 November 2017 Mouans Sartoux: update on the advancement on Communication activities

This report provides information about already delivered or planned activities in the projects of URBACT III Operation 5 Communication from October 2017 until February 2018 (included).

CONTENT

1. Strategic communication and coordination

- 1.1. Support to on-going networks
- 1.2. Communication team
- 1.3. Service providers

2. Digital communication

- 2.1. Website
- 2.2. Statistics on digital tools – Website, Blog, Newsletter, Twitter, Facebook,

3. Publications and editorial

- 3.1. Editorial reorganization

4. Programme events and other events

5. Partnerships

1. Communication coordination

During the on-going reporting period several communication activities were impacted by the delay in approving the overall annual budget of the programme (end February 2018 instead of early December 2017). More specifically this had an impact on:

- Past activities to which invoices were due to be paid (URBACT City Festival 2017),
- on-going services (monitoring activities for the web, newsletter service),
- launch of new activities and campaigns (URBACT City Festival 2018, APN communication campaign, Capitalisation graphic charter, URBACT 15 campaign).

1.1. Support to networking activities

Support to Action Planning Networks

During the current reporting period, the JS started the preparation regarding the **final communication activities of the 20 Action Planning Networks**. In this sense, a **webinar** was organised with the Communication Officers and the Lead Partners of the networks 11 December 2017. On the agenda of the webinar:

- Getting ready for the final communication actions
- Organising good events
- Preparing your final outputs
- Programme promotional activities around APN
- Tools and support at your disposal

The communication team also prepared a dedicated **guide for the organisation of events** for the use of both Lead Partners and Project Partners, sent January 2018. The guide will provide cities with important tools for the organisation of final conferences and local communication events. A similar tool will be provided to the other networks based on this first edition and the comments we are receiving from the APN.

As mentioned above, the communication team also started preparing the **communication campaign** to be led at programme level for the promotion of the results coming from the 20 APN. Several meetings both internally and with the service provider were organised in this sense. The launch of the campaign has been delayed for the reasons provided above. More information about the campaign is provided in the Communication Plan for 2018 fiche.

Concerning the communication actions led by the networks, the communication team also provided **support on spot and on demand** basis following the specific request of networks. These requests concerned the following topics: final publications, the organisation of final and local events, social media, the use of the URBACT graphic charter and visual identity.

Support to Implementation Networks

Following the approval of 4 Implementation Networks by the Monitoring Committee on 2 June 2017 in Malta, all networks started implementing their communication activities as drafted in the

WP4 of their Final Application. So far, support has been provided to them on spot and on demand, following the specific request of networks. A webinar concerning the various communication requests for phase 2 will be organised on 14 March by the JS communication team.

1.2. Communication team

A communication intern will join the team starting April 2018 for a period of 6 months. The tasks of the intern will concern the on-going communication projects, especially the URBACT City Festival and the APN communication campaign.

1.3. Service providers

During 2018 several communication tenders reach their end date. In order, this concerns the following services:

- Web maintenance and development
- Server hosting and emailing services
- Digital animation, monitoring and editorial planning

A tender grouping the first two has been launched early March with the aim of selecting the service provider for June 2018. A reflection concerning the third tender is ongoing within the JS with the aim of launching the tender before summer 2018.

2. Digital communication

2.1. The URBACT Website – maintenance and new developments

During the reporting period, the main developments of the website were related to the further implementation of the URBACT Good Practice database on www.urbact.eu website that can be accessed through www.urbactgoodpractices.eu. The main developments concerning the main part of the website were:

- Banner on the homepage for the promotion of the good practice database
- Button linking the two Belgium (in Dutch and in French) pages

Furthermore, a general audit of the website was carried out between December 2017 and February 2018 with Adimeo, the web service provider. The audit was built in three parts:

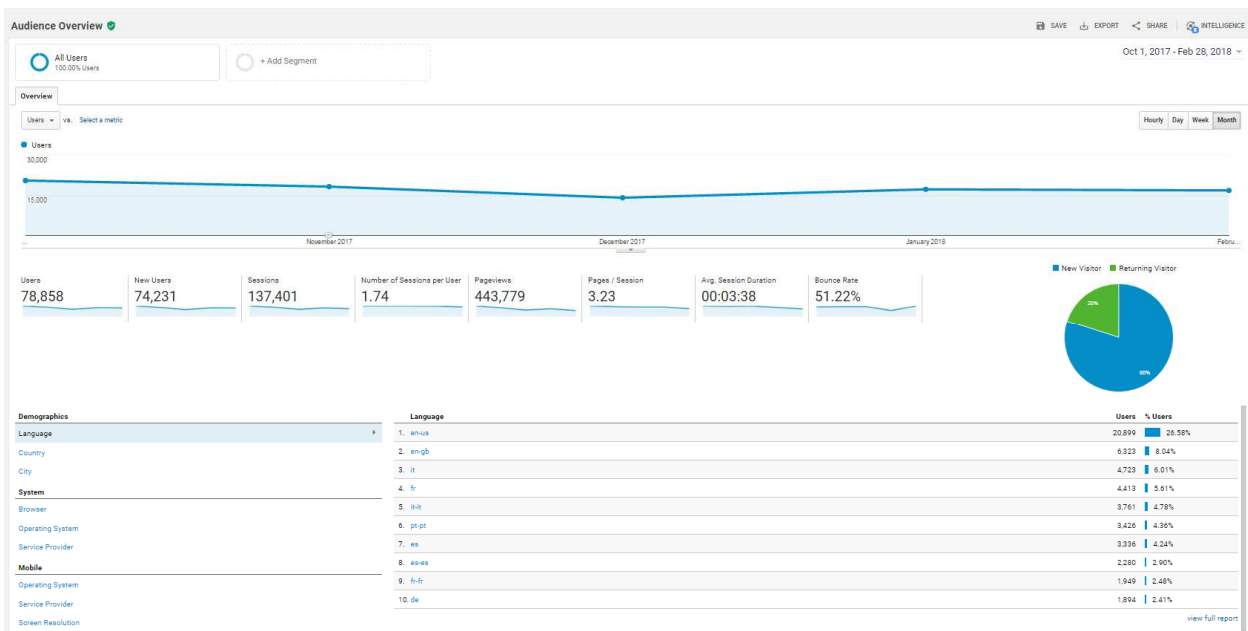
- The statistics of the website
- The ergonomics (user experience)
- User tests

The results of the audit were presented to the JS March 2018. Based on the conclusions of the audit, some general developments will be implemented during spring 2018. The rest will be carried on, following the notification of the service provider of the new tender. The Monitoring Committee members will receive a full presentation of both the audit results and the implementation of conclusions in the next Monitoring Committee meeting December 2018, in Graz.

2.2. Statistics on digital tools

a. URBACT Website






Average number of unique visitors/month, October 2017 – February 2018, Google Analytics



2016		2017		2018	
Month	Visitors	Month	Visitors	Month	Visitors
Jan	9 064	Jan	15 837	Jan	17 316
Feb	11 818	Feb	15 021	Feb	
March	13 623	March	15 463	March	
April	13 718	April	12 078	April	
May	12 780	May	13 646	May	
June	10 367	June	12 716	June	
July	9 377	July	15 605	July	
August	8 251	August	12 208	August	
Sept	10 538	Sept	19 116	Sept	
Oct	12 572	Oct	20 816	Oct	
Nov	12 242	Nov	18 273	Nov	
Dec	14 409	Dec	14 212	Dec	

- October-November were particularly good months in terms of traffic, following the trend from September; The number of unique visitors in October – 20 816 - was as a matter of fact the highest ever reached by the URBACT website since its launch. This trend is explained by several elements: the organisation of the URBACT City Festival October 2018, the launch of the Good Practice campaign, the launch of the Transfer Networks call;
- After a calmer period in December (end of the year holidays in all of Europe), figures for the website are increasing again in January with 17 316 visitors during the month. February follows on this trend with 16 904 unique visitors (nearly 2 000 more with respect to the same month 2017). This can be explained by the rich activity at URBACT in January: internship offers, expertise offers, summary of the TN call, EU MOOC, etc. Bounce rate is particularly good this month (the lower, the better);
- The bounce rate represents the percentage of visitors who enter the URBACT website on a page and then leave without visiting another page. It was 55.7% in December and only 33.4% in January. Meaning that once on the website, people kept visiting pages
- Website readership boosted by the calls;
- After the homepage, the most visited page remains the GP homepage but it is well less visited than in previous months. As a whole most visited GP pages brought 4 000 visits to the website while in October 2017 the GP homepage alone brought 7 000 visits to the website.

Top 10 countries accessing URBACT Website, October 2017 – February 2018, Google Analytics

Country	Users	% Users
1.  Italy	8,866	11.10%
2.  Spain	6,303	7.89%
3.  France	5,998	7.51%
4.  United Kingdom	4,364	5.47%
5.  Portugal	4,061	5.09%
6.  United States	3,787	4.74%
7.  Belgium	3,704	4.64%
8.  Germany	3,318	4.16%
9.  Greece	3,151	3.95%
10.  Netherlands	2,870	3.59%

There are no changes with respect to the previous reporting period, there are only minor changes in the countries represented in the top. Italy, France and Spain are always in the top countries of origins on the URBACT website, there are slight variations in the placement of other countries. We also continue to have an over-representation of some less populous countries such as Belgium, Portugal, Greece or the Netherlands in comparison with countries such as Germany.

Origin of connexions to the URBACT website, October 2017 – February 2018, Google Analytics

The following table shows how people access the URBACT website – whether it is through researches with key-words on search engines, through a bookmark or entering the url in their browser, or through a link somewhere on the web or on social media.

Acquisition Channel	Users
	151,094 % of Total: 100.00% (151,094)
1. Organic Search	71,875 (48.21%)
2. Direct	44,935 (30.14%)
3. Referral	16,176 (10.85%)
4. Social	16,003 (10.73%)
5. Email	84 (0.06%)
6. (Other)	9 (0.01%)

- Most people come from a search (48.21 %), then 30% from direct search and 16 % come from referrals from other websites.
- About 11,9 % of people came to the website via social media, a slight increase from the previous period of about 1 000 unique visitors. This implies that social media strategy has a direct impact on the website.
- The general equilibrium among the different origins remained unchanged with respect to the previous reporting period we can observe an increase in organic search and direct categories. This indicates that visitors come to URBACT website through search engines, being not necessarily people that know URBACT (big majority of new visitors vs returning ones).

Referrals, October 2017 – February 2018, Google Analytics

The following table shows which main external websites referred visitors to access our website through links on their pages.

Source	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions	Goal Value
	17,833 % of Total: 22.61% (17,833)	14,308 % of Total: 18.27% (14,308)	31,472 % of Total: 22.91% (31,472)	51.38% Avg for View: 51.32% (2,31%)	3.13 Avg for View: 3.03 (2.87%)	00:03:24 Avg for View: 00:03:31 (4.37%)	0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	\$0.00 % of Total: 0.00% (0.00)
1. m.facebook.com	3,604 (18.78%)	3,329 (23.27%)	4,455 (14.18%)	70.59%	1.96	00:00:44	0.00%	0 (0.00%)	\$0.00 (0.00%)
2. facebook.com	2,143 (11.16%)	1,562 (10.92%)	3,993 (12.56%)	52.53%	2.74	00:03:05	0.00%	0 (0.00%)	\$0.00 (0.00%)
3. t.co	1,858 (9.67%)	1,395 (9.73%)	3,278 (10.42%)	59.49%	2.46	00:02:43	0.00%	0 (0.00%)	\$0.00 (0.00%)
4. vylb.c.a.d.seendbn1.com	1,389 (7.23%)	773 (5.40%)	3,089 (9.82%)	41.15%	3.66	00:03:55	0.00%	0 (0.00%)	\$0.00 (0.00%)
5. l.facebook.com	1,170 (6.99%)	841 (5.88%)	1,988 (6.32%)	57.80%	2.45	00:02:44	0.00%	0 (0.00%)	\$0.00 (0.00%)
6. ec.eurpca.eu	493 (2.57%)	349 (2.44%)	861 (2.74%)	36.00%	4.72	00:06:29	0.00%	0 (0.00%)	\$0.00 (0.00%)
7. oget.gov.fr	380 (1.98%)	294 (2.05%)	475 (1.51%)	26.95%	2.84	00:02:13	0.00%	0 (0.00%)	\$0.00 (0.00%)
8. linkedin.com	309 (1.61%)	256 (1.79%)	411 (1.31%)	57.42%	1.64	00:00:54	0.00%	0 (0.00%)	\$0.00 (0.00%)
9. urbactcityfestival.eu	269 (1.40%)	38 (0.27%)	765 (2.43%)	24.18%	7.47	00:07:46	0.00%	0 (0.00%)	\$0.00 (0.00%)
10. lm.facebook.com	226 (1.18%)	187 (1.31%)	345 (1.10%)	64.93%	1.56	00:01:19	0.00%	0 (0.00%)	\$0.00 (0.00%)

Most referrals come from our social media channels, especially Facebook (both mobile and computer) and Twitter and also the newsletter platform. All these sources equal to about 42% of the total visits on the website. Another important source of visits was the URBACT City Festival registration website, launched in June and active until October 2018 included. Among the external sources, we count the European Commission and CGET, the URBACT Managing Authority and other NUP/national ministries pages.

Landing Pages

During the period analysed, the most visited pages of the URBACT website through referrals are the good practice database, information on the Call for Transfer Networks, job openings, pages related to the presentation of the programme (URBACT at a glance) and its activities or the general repository pages – Library/ Events/ Media browser/ URBACT Articles.

NUP pages' views – November/December/ January

NUP pages' views – November / December / January

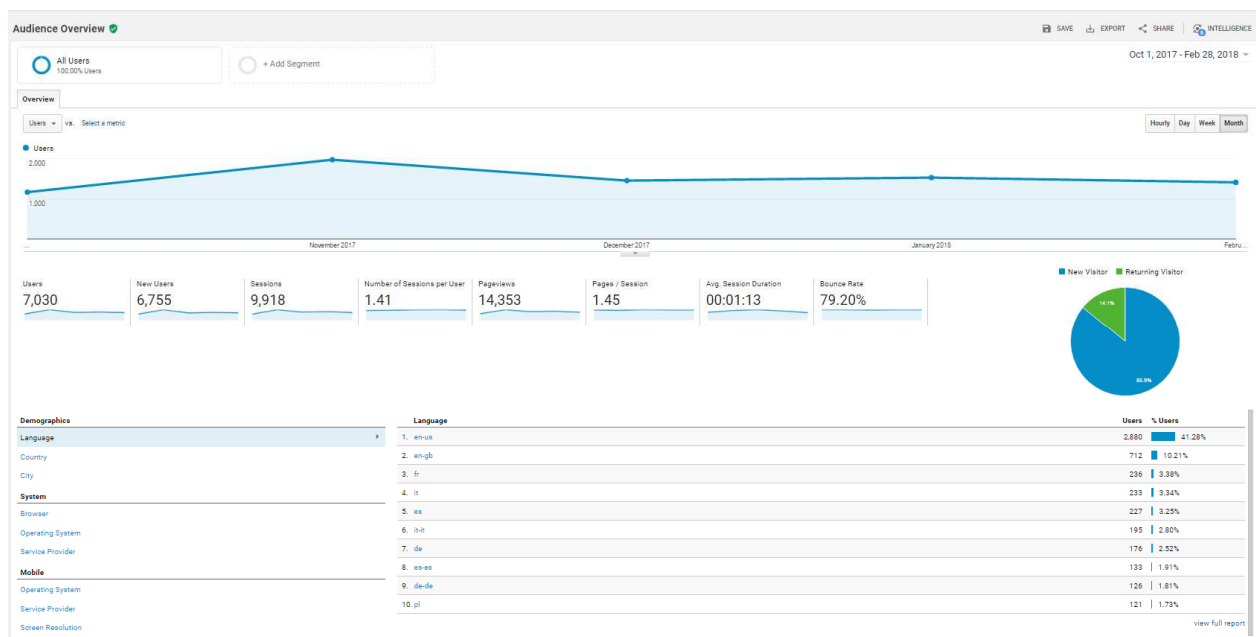
	NUP	Nov	Dec	Jan
Belgium	urbact-en-belgique	74	62	71
	urbact-belgië	0	2	8
Bulgaria	urbact-in-bulgaria	297	231	233
Croatia	urbact-hrvatska	162	132	159
Czech Republic	urbact-v-ceske-republice	58	75	87
Estonia	urbact-eesti	42	18	89
Finland	urbact-suomessa	56	83	40
France and Luxembourg	urbact-en-france-et-Luxembourg	287	250	483
Germany and Austria	urbact-deutschland-und-oesterreich	153	149	195
Greece and Cyprus	urbact-in-greece-cyprus	316	232	425
Hungary	urbact-magyarorszagon	68	87	115
Ireland	urbact-ireland	121	85	219
Italia	urbact-italia	1080	587	710
Latvia	urbact-latvija	110	83	93
Malta	urbact-malta	50	13	29
Poland	urbact-polska	289	123	215
Portugal	urbact-em-portugal	560	296	440
Romania	urbact-in-romania	132	112	139
Slovakia	urbact-slovenska-republika	87	64	68
Slovenia	urbact-slovenija	144	115	137
Spain	urbact-en-espana	483	364	362
Sweden	urbact-i-sverige	138	74	125
The Netherlands	urbact-nederland	109	113	93
The United Kingdom	urbact-uk	42	48	59

The numbers in the table above represent the unique visitors on the NUP pages for November – January period. While some numbers can seem particularly low, the following elements should be taken into consideration:

- the number of visitors/ country population ratio,
- correlation with the number of updates NUP pages usually have per month (an average of 7 updates per month in Italy vs 0 for the UK),
- the dynamics is also similar to the one encountered on the general URBACT website – higher numbers in November, 0.3% lower in December and in January numbers similar to the ones we have in December
- the date when the page was set-up – “older” pages ie. Poland, Portugal, Greece have higher numbers with respect to the “newer” pages set-up during 2017 ie. Estonia, Finland, UK, Belgium x 2.

b. URBACT The Blog

Average number of unique visitors/month, October 2017 – February 2018, Google Analytics



- Number of users slightly increased
- The new articles are the most read and there are more entries via social media than for the website
- The 2012 article back in the list of most read articles is called “What is co-responsibility?”, most views came from Google and if you search “Co-responsibility” on Google, it is the first content that appears.
- Readers stay much longer on the articles than on the website, suggested that they read them through and are interested by the topic

- Child-friendly city is a very successful topic (social media, number of views...)

The most read articles, October 2017 – February 2018, Google Analytics

In general we observe that the most read articles are recent ones (published during 2017) against articles from 2011 or 2013 that sometimes still show up in the top, due to very good referrals. This is a sign that the quality of the recent articles has improved and that their reference and promotion through social media is working better.

Page	Pageviews	% Pageviews
1. /2017/11/from-place-making-to-place-keeping/	1,008	7.02%
2. /	930	6.48%
3. /2017/11/from-liveability-to-lovability/	890	6.20%
4. /2017/10/6-recommendations-for-cities-to-aim-to-join-an-urbact-transfer-networks/	464	3.23%
5. /2017/04/want-to-reduce-traffic-in-cities/	421	2.93%
6. /2018/02/island-of-pedestrians/	418	2.91%
7. /2017/10/cities-investing-in-heritage-and-everyday-culture-in-greece-and-cyprus/	395	2.75%
8. /2013/08/the-work-and-role-of-urban-planners-in-local-development-some-critical-remarks/	335	2.33%
9. /2017/11/story-from-murcia-spain/	331	2.31%
10. /2018/01/child-friendly-city-a-city-for-all/	271	1.89%

c. Newsletter

- No newsletter was sent in February for the reasons explained at the beginning of this fiche
- The stats for January newsletter are very good. Its content was attractive for readers (job offers, open calls, EU MOOC...). Best clicked spaces are the calls and the MOOC

#37	Newsletter, January 2018	10 794 100%	2 473 24,18%	686 6,71%	12 0,12%	23 Jan, 2018 17:01
#36	Newsletter, December 2017	10 733 100%	2 187 21,42%	263 2,58%	16 0,16%	14 Déc, 2017 16:27
#32	Newsletter, November 2017	10 726 100%	2 205 21,78%	310 3,06%	11 0,11%	23 Nov, 2017 17:15
#31	Newsletter, October 2017	10 717 100%	2 175 21,34%	383 3,76%	15 0,15%	26 Oct, 2017 17:06

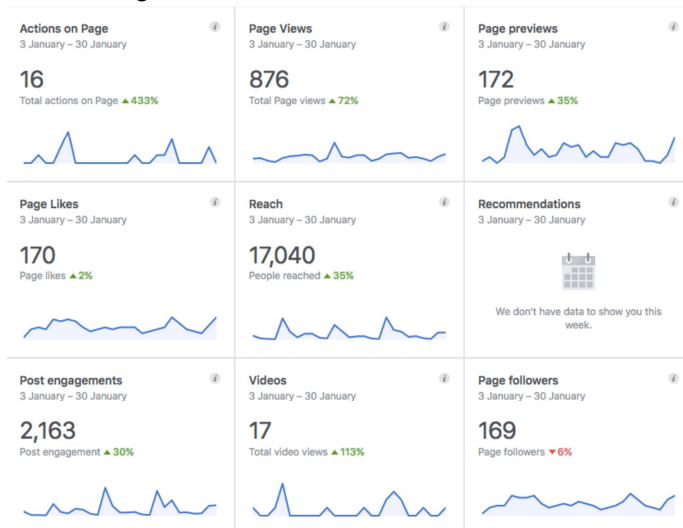
d. Facebook

- The increase in the number of likes was as usual (+166)
- All indicators show an increase (reach, page views, page likes, post engagement)

- The most popular posts were the one on calls, the one on Child friendly city and the one on gentrification in Ljubljana.

October 31st: 9744 November 30: 9 923 – December 31st: 10 095 – January 31st: 10 261

General figures



e. URBACT Twitter

We are using different tools to report on the presence of URBACT on Twitter: Meltwaters, Topsy, Twitonomy and Social Bro.

Key Performance Indicators (KPI)

Objectives of our Twitter presence are:

- Present URBACT as an expert for integrated urban development/ Position URBACT as the leader/ reference on integrated urban development
- Connect/collaborate with experts (niche: urban experts & social media influencers)
- Disseminate content, make the content viral
- Content creation/co-creation/curation

New Followers - URBACT Twitter Followership growth

The twitter accounts keeps on gaining followers and readership at a steady pace, around 150 - 200 followers per month on average. The peaks, more than 200 visitors/month, are usually gained at times of high visibility events.

	Number of followers	Change
April 30	9080	+148
May 31	9239	+159
June 30	9448	+209
July 31	9610	+162
August 31	9740	+130
September 28	9940	+200
October 31	10220	+280
November 30	10452	+232
December 31	10660	+208
January 31	10827	+167

3. Publications and editorial planning

Digital editorial policy

In the frame of URBACT III Specific Objective 4 - 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 – we aim is to transform the URBACT website in a knowledge hub on urban issues in Europe. This action concerns the website (4 thematic pages + an overarching one), the blog and social media. In this sense, an editorial planning process has been put into place in 2016 including Programme Experts, National URBACT Points and other contributors among networks (cities, experts) and external contributors.

For two years, the editorial process has been built on an offer basis – the topics were proposed by the various contributors and an internal editorial team made a selection and organised the planning. The implementation of this approach has been under scrutiny during the past months and a decision has been taken to update the process. The direction in which the editorial planning is being currently revised is to further align the contributions to the programme's priorities and agenda. This new process is being currently under work and progressive implementation.

4. Events

a/ URBACT events

The URBACT City Festival 2017 – Tallinn, 3-5 October 2017

- During October-November 2018 several communication activities were developed as a follow-up of the Festival, especially a number of videos that were filmed during the Festival, were produced as a follow-up.
- The articles that were commissioned to the various speakers and contributors during the Festival were published on the website in the same period.

The URBACT City Festival 2018 – Lisbon, 13-14 September, 2018

The aim of the URBACT City Festival, 2018 edition is twofold:

- Promote URBACT as a **knowledge hub** to allow a transfer of knowledge beyond URBACT cities and level-up. In this sense, we aim to position the programme to an external audience thanks to networks and other available content (capitalisation, capacity-building, the URBACT method).
- Give cities the **opportunity to network**. The heart of the event should be from city to city as they are the ones bringing the content and interested in it at the same time.

A multi format and multi themed event, the Festival will showcase urban knowledge produced by URBACT programme. In true URBACT tradition, and in the spirit of co-creation, the URBACT City Festival will put cities, and the people who run them, centre stage. Through the programme, participants will have the chance to talk about realities on the ground, and how complex challenges are being met in all corners of Europe. The event will take place over two days in Lisbon in September. The agenda will contain a mix of inspirational talks, workshops, masterclasses and ‘meet the cities’ encounters and also city visits and off-site sessions.

The Secretariat started the preparation of the URBACT City Festival at the beginning of 2018 when a scoping visit was organised in Lisbon, benefitting from the support of the NUP, the Monitoring Committee representative and the Municipality of Lisbon.

A Festival task force was also put in place, bringing together the URBACT team, Programme experts and service providers supporting the organization of the event. The taskforce meets on a monthly basis.

The main categories of target audience for the event will be:

- Representatives of the Action Planning Networks
- Representatives of Implementation Networks and of Transfer Networks
- City representatives from all over Europe (non-URBACT beneficiaries)
- Elected representatives
- Media
- National and EU policy makers

Registrations will be launched May for a maximum of 500 participants.

URBACT’s contribution to the URBAN Intergroup’s legislative discussions and reflections on urban affairs and the new Cohesion Policy – Brussels, 10 January, 2018.

URBACT was invited to a hearing with the European Parliament’s Urban Intergroup, presided by Mr Jan Olbrycht, MEP, on 10 January 2018. Two city representatives gave a passionate account of their reasons for getting involved in URBACT and the benefits it has brought to their cities – backed up with clear evidence of change.

Guadeloupe Infoday 6 Feb 2018

The programme attended an infoday for overseas French Territories in Morne-à-l'Eau, Guadeloupe, organized back-to-back with a transnational meeting of CityMobilNet network. The event was a full day from 8.30 until 18.30. There were around 90 people present, more than half from municipalities or local communes and the rest from regional government, CDC and private consultants. The programme and specific APN and good practices were presented with the afternoon focused on sustainable mobility. The conclusions were from the Mayor of Pointe à Pitre and gave an interesting overview of the work done on various actions for more sustainable transport. The city of Morne-à l'Eau is keen on continuing its participation in URBACT and three other municipalities were interested in joining a future APN. The French national URBACT point has been informed and encouraged to build on the interest shown.

b/ URBACT contribution to external events

Since the last Monitoring Committee, URBACT contributed to the following external events:

- Cities Forum, Rotterdam, 27-28 November 2017

As the flagship EC event dedicated to cities, URBACT was involved as a key partner in helping deliver the Cities forum.

The 27 November was dedicated to workshops on each of the Urban Agenda partnership topics. As member of all the partnerships, URBACT offered speakers and possibilities of facilitating sessions to all partnership coordinators. Finally, URBACT was directly involved in three workshops:

- Urban Poverty: Programme expert Ivan Tosics presented the capitalisation action linked to the Poverty action plan
- Mobility: Emmanuel Moulin presented URBACT offers to the participants of the Urban Mobility workshop
- Jobs & Skills: Programme expert Eddy Adams moderated the workshop for this partnership

During the main conference, URBACT contributed to the organisation of a plenary session 'Innovate, inspire, exchange', led by Eurocities, showcasing a dozen innovative urban practices connected to the urban agenda topics. The URBACT city of Ghent (REFILL network) was one of the good practices involved in the speed-dating. The city of Gdansk (BoostINNO) had also been planned, but had to cancel at the last minute for health reasons.

URBACT was also present with a stand in the exhibition area, displaying Good Practices, results publications and URBACT leaflets.

- World Urban Forum, Kuala Lumpur, February 2018

The ninth session of the World Urban Forum (WUF9) took place in Kuala Lumpur (MY) from Wednesday, 7 February, to Tuesday, 13 February 2018, on the theme "Cities 2030 – Cities For All: Implementing the New Urban Agenda." The WUF takes place every two years as both a technical forum and an open and inclusive platform for a wide range of stakeholders in urban development. WUF9 was the first Forum to convene since the adoption of the New Urban Agenda (NUA) at the Habitat III conference in Quito (EC) in 2016. The Forum accordingly focused on arrangements and actions for its implementation, with many delegates and participants emphasizing the importance of public, private and civil society cooperation in order to fully achieve the NUA. Many speakers highlighted the NUA as a way of implementing the

2030 Agenda for Sustainable Development, and called for aligning NUA monitoring and reporting with the follow-up and review process for the Sustainable Development Goals (SDGs), in particular SDG 11 on sustainable cities: "Make cities inclusive, safe, resilient and sustainable".

The programme was represented during this meeting by its director who published a blog on the URBACT website: <http://www.blog.urbact.eu/2018/03/world-urban-forum/>. It was the opportunity for him to present during the following events the method of exchange and transnational learning between cities developed by the program for the last 15 years beyond the borders of Europe:

- "Cities contributing to the New Urban Agenda implementation through the International Urban Cooperation programme" Thursday 8 February

- "Addressing socio-spatial fragmentation in LAC and Europe: shared challenges, shared views" Friday 9 February

- "Metropolitan and Territorial Agencies mobilized for climate planning", Tuesday 13 February,

The Association of Italian Cities organised also Monday 12 February an event dedicated to URBACT: "Participatory approach for sustainable urban development: how Italian cities are implementing NUA through URBACT"

Simone d'Antonio, representative of Italian national URBACT point, was also participating in the World Urban Forum on behalf of his organization ANCI (Association of Italian Cities). He kindly 'took over' the URBACT social media feeds, taking the opportunity to tweet and interview key participants on behalf of URBACT. He held 7 live interviews on Facebook, including one with EU Commissioner for Regional Policy, Corinna Creţu: <http://urbact.eu/urbact-valuable-tool-cities-exchange-says-eu-commissioner-regional-policy>

This was a great opportunity to raise the profile of URBACT with the Commissioner who indicated the need to give urban cooperation an adequate budget in the next programming period.

- Urban Future conference, Vienna, 27 February-01 March 2018

This large, private initiative gathers 2500 'city changers' from across Europe and the world: Mayors / deputy mayors / high level civil servants, urban planners, architects, innovation agencies; private sector. URBACT partnered with the organisers to provide speakers from URBACT cities in four sessions:

- Fabrizio Barbiero: presented Turin's 'Everyone's and innovator' and their UIA project in a session called 'New game – new rules: how cities change their internal structures to keep up with innovation'

- Tracey Johnson: presented Barnsley and Techtown in a session called 'How new production and new jobs are (and will be) shaping cities. Her focus on digital jobs, other speakers spoke about industry, how production can be brought back into the city

- Magda Zawodny: presented Gdansk and BoostInno network in a session on 'The invisible Smart City: the impact of social investment'. Alongside her: Tanja Wehsely, Vienna's head of urban planning and Gil Penalosa

- Maite Arrondo: presented Barcelona's 'Housing Last' good practice in a session "dealing with the crisis on hand: affordable housing in cities".

Programme expert Ania Rok moderated one session '467,000 premature deaths: tackling air quality in cities'.

URBACT also had a stand in the exhibition area which was well attended; the majority of promotional and printed material was distributed. The event was also the opportunity to speak with mayors and elected representatives and to stream interviews on social media:

- Facebook live with Mayor of Gdansk, Pawel Adamowicz, about the situation in his city, what cooperation brings to Gdansk, vision for the future.
- Facebook live with Deputy Mayor of Ljubljana, Tjaša Ficko, about cooperation, good practices, citizen participation
- Facebook live with Tracey Johnson, Barnsley, to talk about TechTown, TechPlace and digital jobs

We reached our objective to showcase URBACT cities as ChangeMakers to a new public and gain more exposure to elected officials. We will continue to develop the partnership with Urban Future for the next conference in Oslo, May 2019.

5. Partnerships

5.1 Update on partnerships coordination

The staff member responsible for partnerships is currently on maternity leave, since end December 2017. Contacts with priority partners are being maintained or developed by the head of unit, but there has inevitably been a slowdown in partnership activities in general.

5.2 State of play of partnerships

i) EU institutional partners

- **DG Regional and Urban Policy**

The URBACT programme maintains close relations with the relevant units in DG REGIO to develop the programme activities and profile.

In addition to the contribution to the Cities Forum (detailed above in External events), the programme is invited to, and attends, Urban Development Network meetings bringing URBACT's contributions to the table.

The programme attended a UDN Peer Review session in Espoo, Finland on 26-27 October 2017 where two URBACT cities also presented:

http://ec.europa.eu/regional_policy/en/conferences/udn_espoo/

The next meeting is on 27 March in Cork, Ireland, where URBACT will be represented by the Secretariat, the NUP and an Irish URBACT city.

- **ETC programmes Interreg Europe, ESPON, Interact**

Coordination

Directors of the four ETC programmes meet on average twice a year, to share work programmes and explore synergies. Since the last Monitoring Committee meeting, two online meetings have been held:

- 29 January 2018
- 8 March 2018

Points of view on the developments of the future programmes were shared, updating on the processes currently underway to determine the new regulations.

It was agreed to co-organise a session during the next edition of the European Week for Regions and Cities, with ESPON taking the lead.

The next meeting will be on 7-8 June in Lille.

- **European Parliament**

Chair of the European Parliament Urban Intergroup, Jan Olbrycht MEP, invited URBACT to present on 10 January 2018 (see above Events). The European Parliament is a key ally in the negotiation process for the next programming period, and the programme will continue to provide evidence of how urban cooperation benefits cities and citizens.

The programme will attend a conference on 27 March 2018, on European Territorial Cooperation Post 2020' organised by ALDE.

- **Committee of Regions**

URBACT is continuing to develop stronger links with the Committee of Regions, in the framework of European Week of Regions and Cities, but also in other relevant actions. Thomas Wobben, Director for Horizontal Policies and Networks, participated in the programme workshop "7th Cohesion Report Findings: Facing challenges for cities and urban territories through transnational cooperation"

MOOC

URBACT were a partner in the Massive Open Online Course (MOOC) organised by the Committee of Regions, which ran from 15 January until 23 March 2018. Other partners were European Commission (DGs REGIO, BUDG, EMPL, AGRI and Eurostat), the EIB and Interreg-Europe. Almost 13,000 participants registered for the course. URBACT took over the twitter feed @EU_MOOC for one day during the week that URBACT content was showcased.

The MOOC is available at <https://cor.iversity.org/> and will remain available until 14 January 2019.

While URBACT was in a capacity to make a small contribution to one module, it was an interesting experience to be part of a larger curriculum, and provided useful input for continued reflection on URBACT's capacity building actions.

EUWRC

URBACT attended the kick-off meeting of the European Week, on 25 January 2018 and briefly discussed with Amélie Cousins, events manager at CoR, about potential URBACT contribution. The format of the event will be revised for 2018, leaving more space for 'URBACT-type' workshops.

ii) **EU networks and associations**

- **Council of European Municipalities and Regions**

A meeting was held with Angelika Poth-Mögele, Executive Director European Affairs and Jaimie Just, Policy Officer – Gender Equality and Diversity on 1 February 2018 to develop a partnership with URBACT on the gender equality capitalisation action. CEMR have done extensive work developing the European Charter for Equality of Men and Women in Local Life and are keen to work with URBACT on helping cities implement gender equality actions.

URBACT will contribute to the next CEMR Conference “Equality, diversity and inclusion” that will take place in Bilbao on 11-13 June 2018 (cemrbilbao2018.eu).

- **EUROCITIES**

The programme is in regular contact with EUROCITIES in relation to several thematic activities linked to the EU Urban Agenda, and potentially for several capitalisation actions. EUROCITIES were invited to the workshop ‘7th Cohesion Report Findings: Facing challenges for cities and urban territories through transnational cooperation’ and professed a willingness to work more closely with URBACT on certain common topics. The opportunities will be explored in a next meeting.

- iii) **International organisations & programmes**


- UN HABITAT

The programme continued links made with UN Habitat, participating in the 9th World Urban Forum in Kuala Lumpur (see External events above). Links have also been made with the person responsible for organising the Urban Journalism Academy to explore the possibility of organising one in connection with the next City Festival.

Recommendations

Members of the Monitoring Committee are invited to:

- Take note of the communication and partnerships activities.

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 05b Communication Plan 2018
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During 2018 the programme will continue to implement its actions outlined in the general Communication Strategy for URBACT III.

As outlined in the strategy document, the target audiences for the communication activities of URBACT are practitioners and decision-makers at all levels

- EU
- National
- Regional
- Local

ACTION	OBJECTIVE	SUB-ACTIONS	TIMELINE
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HIGHLIGHT CAMPAIGNS AND ACTIONS			
Action Planning Networks Campaign	Promote the results of the Action Planning Networks to the wider group of stakeholders at all levels.	<ul style="list-style-type: none"> - Produce an in-depth thematic publication - Produce an APN zcard - Draft thematic articles - Close APN pages on urbact.eu website - Create static pages for APN networks highlighting results 	April – October
URBACT 15 Campaign	<ul style="list-style-type: none"> - Promote 15 years of programme life and work - Collect views and interests of stakeholders for the future of the programme 	<ul style="list-style-type: none"> - URBACT 15 event - Launch call for ideas - Draft thematic articles 	April – December
Capitalisation campaign	Promote the results of the capitalisation actions (network and programme led)	<ul style="list-style-type: none"> - Develop visual identity and graphic charter - Embed the content developed in the editorial planning - Support events and publication design 	March – December

URBACT Festival	City	<ul style="list-style-type: none"> - Promote URBACT as a knowledge hub - Give cities the opportunity to network. 	<ul style="list-style-type: none"> - Set-up taskforce group and organise meetings - Select venue and dates - Issue save the date - Design programme and contact contributors - Launch registration platform - Manage registration process and 	Jan - October
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SUPPORT TO NETWORKING ACTIVITIES

Good Practice Campaign	On-going promotion of Good Practices	<ul style="list-style-type: none"> - Promote the 97 Good practices on a case-by-case/ad-hoc basis 	Ongoing
Support to Transfer Networks	Provide support for the communication of Transfer Networks both at network and at programme level	<ul style="list-style-type: none"> - Creation of TN pages on URBACT website - Develop guidance for communication actions (events, visual identity, writing, ad-hoc) - Trainings during LP-LE meetings in Paris and online - Contribute to phase 2 guidance for networks 	Starting April 2018 – until end of year
Support the Implementation Networks during phase 2 of their project	Provide support for the communication of Transfer Networks both at network and at programme level	<ul style="list-style-type: none"> - Organise on-line trainings & updates with Communication Officers - Provide ad-hoc support 	On-going all year

OTHER CAPITALISATION RELATED ACTIVITIES

Contribute to the implementation of the capitalisation strategy by developing adapted tools such as videos, infographics, specific publications etc;

CAPACITY- BUILDING RELATED ACTIVITIES

Provide support and expertise to the Projects team in implementing the capacity-building strategy for URBACT III, by developing adapted tools such as videos, infographics, specific publications etc;


PUBLICATIONS AND EDITORIAL			
Editorial strategy update	Further develop the editorial planning, in close relation with the thematic priorities of the capitalisation strategy and the other on-going activities.	- Implement the editorial planning	Ongoing all year

EVENTS			
URBACT information to the European Parliament Urban InterGroup	Promote URBACT knowledge and results	- Organise event - Select and brief contributors - Run the session - Ensure follow-up	Jan
European Week of Regions and Cities	Promote URBACT knowledge and results	To be decided	October
Europ'Com	Promote URBACT knowledge and results	To be decided	November
Contribute to external events based on the external events calendar (Urban Future, World Urban Forum, CEMR Annual conference, Placemaking conference etc)			

DIGITAL			
Website audit	Check website functioning and user experience	- Statistics analysis - Ergonomics analysis - User tests	Jan – March
Web developments based on audit results	Implement the main conclusions of the audit with the aim of improving the urbact.eu website and user experience	To be decided based on audit results	April – December
Social media strategy			

06

National URBACT Points

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 06a</p> <p>Update on National URBACT Points</p>
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Reference documents

- URBACT III Operational programme, approved 12 December 2014
- URBACT III programme manual – Factsheet 4B NUP approved through WP n°3 / 19 June 2015
- National Authority Option form, National Authority appointment form, MA-NUP agreement, Calls for Tenders launched on 13 July 2016 and 4 January 2017

Status at last meeting

- MC meeting 11 December 2015, Paris: Update on National URBACT Points
- MC meeting 3 May 2016, Amsterdam: Update on National URBACT Points
- MC meeting 5 October 2016, Bratislava: Update on National URBACT Points
- MC meeting 02 June 2017, Malta: Update on National URBACT Points
- MC meeting 16-17 Nov 2017, Mouans-Sartoux: Update on National URBACT Points

1. Update from the Secretariat

Maternity cover Jan-Apr 2018

Within the URBACT Secretariat, the period since the last Monitoring Committee meeting in November 2017 has been characterised by the departure of the Partnerships Officer, Jenny KOUTSOMARKOU, on maternity leave and her temporary replacement by Ed Thorpe.

Jenny's last day in the office was on 22 December 2017. For contractual reasons, Ed Thorpe started the maternity cover on 15 January 2018 and will remain in place until the return of Jenny (expected so far by 18th April 2018).

2. State of play of contractual matters

NUP Appointment

24 National URBACT Points are now operating in 27 countries – there are joint NUPs for France-Luxembourg, for Germany-Austria and for Greece-Cyprus. All NUPs were selected by appointment at national level except the NUPs for Belgium, Finland, Spain and the UK, which were selected by open tender.

The full list of NUPs, selection method and date of start can be seen in Annex I of this update.

The Programme is still missing a NUP in CH, NO (unfruitful tender) and DK. Only the latter is currently being actively pursued. The city of Aarhus expressed an interest in fulfilling the role in DK, however this was not deemed appropriate as the role of the NUPs requires them to be independent of any particular city. Discussions are ongoing to find an alternative.

Note: The NUP for Ireland has changed since 1 January 2018. The NIRSA - National University of Ireland has been replaced by the Eastern & Midland Regional Assembly.

New annual working cycle

As can be seen in Annex I, the NUPs started at very different times, ranging from April 2016 to January 2018.

The key objective of the coordination work with the NUPs since the previous Monitoring Committee meeting in Mouans-Sartoux has been to update and amend work plans and contracts so that everyone is working to the same annual cycle of activities.

At the time of writing this report, this work is ongoing with 19 out of 24 work plans received and 9 approved. It is expected that all work plans will be finalised and all contracts amended to fit the new timetable by end March.

Note: all NUPs appointed at national level have produced annual work plans for 2018 and 2019. Those selected following a call for tender have produced annual work plans for 2018 only.

NUPs have also been submitting activity reports for the second half of 2017. At the time of writing, 14 out of 24 activity reports had been received. However, the priority for most NUPs and the Secretariat has been to finalise the updated work plans.

3. State of play of NUP activities

Overall, the ongoing and regular activities of the NUPs have become increasingly embedded as the NUPs have become more established and experienced in their activities.

There have not been any major communication campaigns across NUPs since the last update. National infodays in 2018 are planned for late in the year to prepare the next APN call. However, all NUPs have been active, not just in working on their work planning and activity report for 2017, but in terms of regular and ongoing communications and dissemination through their webpages, social media channels and newsletters.

4. Key upcoming work of the NUPs

Whilst each NUP has its own specific work plan, five key areas of activity planned in general by the NUPs in support of the URBACT programme's core activities for the rest of 2018 include:

- Active dissemination at national level of the results of the APNs closing this year;
- Support to additional cities looking to join the approved Transfer Networks;
- Support with preparations and participation at the URBACT city festival in Lisbon;
- National infodays on the next APN call, planned for late 2018; and
- Participation in NUP coordination & training meetings to develop NUP skills to fulfil their core tasks and to exchange inspiring ideas and successful practice for achieving their objectives. The first of two such meetings in 2018 will take place in Paris, 22-23 May.

Recommendation


Members of the Monitoring Committee are invited to take note of the progress made in the implementation of the National URBACT Points.

Annex I - Updated list of NUPs

MS/PS	SELECTION	ORGANISATION	TYPE	CONTRACT SIGNED
AT	Joint NUP with Germany			
BE	TENDER	University of Liege with university of Ghent	UNIV	10 MAR 2017
BG	APPOINTMENT	National Association of Municipalities	ASS CITIES	3 MAY 2016
HR	APPOINTMENT	National Association of Cities	ASS CITIES	4 NOV 2016
CY	Joint NUP with Greece			
CZ	APPOINTMENT	Department of Regional Policy Ministry of Regional Development	MINISTRY	28 MAR 2017
DK	Some interest from Aarhus, but not appropriate for city to take this role.			
EE	APPOINTMENT	University of Tartu	UNIVERSITY	17 APR 2017
FI	TENDER	University of Eastern Finland	UNIV	1 JAN 2017
FR-LUX	APPOINTMENT	CGET with DGALN	MINISTRY	5 JUL 2016
DE-AU	APPOINTMENT	Consortium led by DV e.v. with ÖROK	NON-PROFIT ORG	11 MAY 2016
EL-CY	APPOINTMENT	EYSSA - Special Service for Strategy, Planning and Evaluation	MINISTRY	12 JUL 2017
HU	APPOINTMENT	Lechner non-profit Ltd.	PUBLIC AGENCY	25 JUL 2016
IE	APPOINTMENT	Eastern & Midland Regional Assembly	UNIVERSITY	30 AUG 2016
IT	APPOINTMENT	National Association of Cities	ASS CITIES	3 MAY 2016
LV	APPOINTMENT	Ministry of Environmental Protection & Regional Development	MINISTRY	3 MAY 2016
LT	APPOINTMENT	Joint Technical Secretariat, Public Entity	MINISTRY	1 JAN 2018
LX	Joint NUP with France			
MT	APPOINTMENT	DLG - Ministry for Justice, Culture & Local Government	MINISTRY	4 APR 2017
NL	APPOINTMENT	Platform 31	NON-PROFIT ORG	13 SEP 2016
NO	Unsuccessful call for tender			
PL	APPOINTMENT	Association of Polish Cities +Silesian Union of Cities and Communes	ASS CITIES	25 JUL 2016
PT	APPOINTMENT	DGDT - Ministry of Environment, Spatial planning and energy	MINISTRY	20 APR 2016
RO	APPOINTMENT	Ministry of Regional Development & Public Administration	MINISTRY	23 NOV 2016
SK	APPOINTMENT	Ministry of Transport, Construction & Regional Development	MINISTRY	30 AUG 2016
SI	APPOINTMENT	IPOP	NON-PROFIT ORG	3 MAY 2016
ES	TENDER	Paisaje Transversal	PRIVATE ORG	1 APR 2017
SE	APPOINTMENT	Swedish Agency for Economical and Regional Growth (Tillväxtverket)	PUBLIC AGENCY	22 NOV 2016
CH				
UK	TENDER	Rock Cottage Ideas	PRIVATE ORG	6 FEB 2017

07

Programme Management

	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 07a URBACT III Budget update (with annexes)
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Previous Reports

- Written Procedure N° 1 – January 2015 project approval
- September 2015 Luxembourg reprogramming
- May 2016 Amsterdam reprogramming

Background

In January 2015 through WP N° 1, Monitoring Committee members approved five key projects (operations) in accordance with the activities approved in the Operational Programme. At the Monitoring Committee meeting in September 2015 in Luxembourg some minor amendments were made to Operations 1 and 4 to ensure a stronger coherence between programme activity and the linked budget categories and to facilitate the follow up of different service providers.

At the Monitoring Committee meeting in Amsterdam 2016 and in Gozo 2017, the 5 Operations have been reprogrammed to better adapt projects' budgets to the programme needs. In addition, networking projects have also been approved over the past years. A total of 27 networks are currently ongoing.

The URBACT III Programme Budget

Monitoring Committee members are reminded that the URBACT III budget included in the Operational Programme is outlined in very simple terms with only two priority axes (see table 1 below).

Table 1 – APPROVED URBACT III BUDGET

	Union support (a)	National counterpart (b) = (c) + (d)	Indicative breakdown of the national counterpart		Total funding (e) = (a) + (b) (2)	Co-financing rate (f) = (a)/(e)
			National funding (c)	Public National private funding (1) (d)		
Priority axis 1 Promoting Integrated Sustainable Urban Development	69 843 795 €	18 375 088 €	18 375 088 €	- €	88 218 883 €	79,17%
Priority axis 2 Technical Assistance	4 458 114 €	3 647 553 €	3 647 553 €	- €	8 105 667 €	55,00%
TOTAL	74 301 909 €	22 022 641 €	22 022 641 €	€	96 324 550 €	77,14%

The budget is split between activities led by cities and programme level support activities for beneficiaries. The agreed split between these two elements is 52% of ERDF allocation dedicated to city led projects and 42% of ERDF dedicated to support activities, with the remaining 6% dedicated to technical assistance as is foreseen in the EU regulations. The support activities have been split into 5 operations, listed below, all of which are co-financed by ERDF at a rate of 94.5%.

Table 2 – APPROVED BUDGET BY OPERATION April 2018

OPERATION	Total Cost	ERDF	Ex Ante	Certification rate
MA OPERATION 1 EXPERTISE FOR NETWORKS AND COORDINATION	13 381 700,00 €	12 645 706,50 €	735 993,50 €	18.0%
MA OPERATION 2 CAPACITY BUILDING	4 029 000,00 €	3 807 405,00 €	221 595,00 €	17.1%
MA OPERATION 3 CAPITALISATION	1 455 411,00 €	1 375 363,50 €	80 047,50 €	0.0%
MA OPERATION 4 COMMUNICATION	4 870 000,00 €	4 602 150,00 €	267 850,00 €	6.6%
MA OPERATION 5 NATIONAL URBACT POINTS	9 287 000,00 €	8 776 215,00 €	510 785,00 €	0.0%
TOTAL	33 023 111,00 €	31 206 840,00 €	1 816 271,00 €	10.4%
TOTAL AVAILABLE BUDGET	33 023 111,00 €	31 206 840,00 €	1 816 271,00 €	
REMAINING	- €	- €	- €	

It can be noted that this reprogrammed budget allocated the full amount of ERDF available for support activities to the 5 Managing Authority operations.

As agreed in previous Monitoring Committees, regular updates are provided to MC members on the progress and further adjustments can be made over the programming period should these be necessary. By programming the full budget we streamlined the administration required to programme and monitor these operations.

Regarding the spending rate and more specifically the state-of-play for both operations capitalisation and NUP, all paid expenditure will be certified as from July 2018 within the next accounting year to facilitate the audit process at programme level. For all other operations, further information on the current budget activity will be presented in a specific item.

Table 3 below shows the budget spent to date by each project. It can be noted that good progress is being made at this stage of the programme period with around 58% the budget for axe 1 programmed; for which 13.5% is already spent and included in a FLC certificate.

Axe	Union support (a)	National Counterpart (b) = (c) + (d))	Indicative breakdown of the national counterpart		Total funding (e) = (a) + (b)	Cofinancing rate (f) = (a)/€
			national Public Funding (c)	National Private funding (d)		
Axe 1	69 843 795,00 €	18 375 088,00 €	18 375 088,00 €	0,00 €	88 218 883,00 €	79%
SPENT Axe 1*	8 693 547,20 €	2 287 170,89 €	2 287 170,89 €	0,00 €	10 980 718,09 €	
Axe 2	4 458 114,00 €	3 647 553,00 €	3 647 553,00 €	0,00 €	8 105 667,00 €	55%
SPENT Axe 2*	1 093 818,04 €	894 943,30 €	894 943,30 €	0,00 €	1 988 761,34 €	
TOTAL	74 301 909,00 €	22 022 641,00 €	22 022 641,00 €	0,00 €	96 324 550,00 €	77%
TOTAL SPENT*	9 787 365,24 €	3 182 114,19 €	3 182 114,19 €	0,00 €	12 969 479,43 €	

*Corresponds to expenditure included in a FLC certificate.

Recommendations

Monitoring Committee members are asked to:

- a) Take note of the budget update according to the information provided.


	URBACT III Monitoring Committee 4th April 2018 Sofia	Item 7a Annex 1 Axe 1 Network Projects
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Table 2 – APPROVED BUDGET BY NETWORK AND OPERATION April 2018

Axe	Acronym	Programmed total budget	Programmed ERDF	Local contribution	Swiss/Norway contribution (50%)
1	2nd Chance	750 000,00 €	615 013,62 €	134 986,38 €	
1	AGRI-URBAN	749 999,58 €	597 331,14 €	152 668,44 €	
1	ARRIVAL CITIES	749 844,02 €	576 501,51 €	173 342,51 €	
1	BoostINNO	744 419,13 €	574 258,08 €	170 161,05 €	
1	Change!	741 459,27 €	553 746,46 €	187 712,81 €	
1	City Centre Doctor	750 000,00 €	558 585,63 €	191 414,37 €	
1	CityMobilNet	749 923,16 €	584 947,42 €	164 975,74 €	
1	Freight TAILS	722 399,53 €	547 172,41 €	175 227,12 €	
1	Gen-Y City	691 590,00 €	544 666,50 €	146 923,50 €	28 000,00 €
1	IN FOCUS	748 961,09 €	560 917,55 €	188 043,54 €	
1	INTERACTIVE CITIES	706 625,00 €	549 820,25 €	156 804,75 €	5 060,00 €
1	MAPS	744 101,06 €	586 675,54 €	157 425,52 €	
1	Procure	749 396,35 €	608 327,57 €	141 068,78 €	
1	REFILL	733 405,24 €	541 854,08 €	191 551,16 €	
1	RESILIENT EUROPE	704 436,00 €	523 630,20 €	180 805,80 €	
1	RetailLink	746 438,20 €	552 827,59 €	193 610,61 €	
1	SmartImpact	750 000,00 €	572 566,65 €	177 433,35 €	
1	sub>urban	638 415,00 €	478 006,13 €	160 408,87 €	34 930,00 €
1	TechTown	749 000,93 €	585 237,85 €	163 763,08 €	
1	Urban Green Labs	99 159,47 €	72 251,99 €	26 907,48 €	
1	VITAL CITIES	663 822,60 €	531 926,82 €	131 895,78 €	41 975,89 €
1	CIA 7	142 900,00 €	115 759,00 €	27 141,00 €	
1	CREATIVE SPIRITS	749 708,50 €	575 319,65 €	174 388,85 €	
1	Stay Tuned!	749 194,76 €	562 209,06 €	186 985,70 €	
1	INT-HERIT	750 000,00 €	606 904,42 €	143 095,58 €	
1	JobTown 2	141 275,00 €	101 457,50 €	39 817,50 €	
1	Re-Generation	148 872,00 €	113 206,50 €	35 665,50 €	
1	URBinclusion	749 259,98 €	561 790,44 €	187 469,54 €	
SUBTOTAL AXE 1		18 114 605,87 €	13 952 911,56 €	4 161 694,31 €	109 965,89 €
TOTAL		18 114 605,87 €	13 952 911,56 €	4 161 694,31 €	109 965,89 €


Table 3 – BUDGET SPENDING SPENDING BY NETWORK AND OPERATION April 2018

Axe	Acronym	Budgeted amount	Spent amount*	Remaining budget	% under spending
1	2nd Chance	750 000,00 €	250 543,46 €	499 456,54 €	67%
1	AGRI-URBAN	749 999,58 €	443 881,74 €	306 117,84 €	41%
1	ARRIVAL CITIES	749 844,02 €	417 791,73 €	332 052,29 €	44%
1	BoostINNO	744 419,13 €	453 539,28 €	290 879,85 €	39%
1	Change!	741 459,27 €	378 895,96 €	362 563,31 €	49%
1	City Centre Doctor	750 000,00 €	509 193,75 €	240 806,25 €	32%
1	CityMobilNet	749 923,16 €	455 479,38 €	294 443,78 €	39%
1	Freight TAILS	722 399,53 €	537 674,34 €	184 725,19 €	26%
1	Gen-Y City	691 590,00 €	483 768,99 €	207 821,01 €	30%
1	IN FOCUS	748 961,09 €	451 532,30 €	297 428,79 €	40%
1	INTERACTIVE CITIES	706 625,00 €	366 528,56 €	340 096,44 €	48%
1	MAPS	744 101,06 €	324 268,42 €	419 832,64 €	56%
1	Procure	749 396,35 €	457 380,90 €	292 015,45 €	39%
1	REFILL	733 405,24 €	203 240,93 €	530 164,31 €	72%
1	RESILIENT EUROPE	704 436,00 €	248 339,09 €	456 096,91 €	65%
1	RetailLink	746 438,20 €	422 636,64 €	323 801,56 €	43%
1	SmartImpact	750 000,00 €	474 072,46 €	275 927,54 €	37%
1	sub>urban	638 415,00 €	388 065,05 €	250 349,95 €	39%
1	TechTown	749 000,93 €	562 669,18 €	186 331,75 €	25%
1	Urban Green Labs	99 159,47 €	86 996,32 €	12 163,15 €	12%
1	VITAL CITIES	663 822,60 €	455 053,89 €	208 768,71 €	31%
1	CIA 7	142 900,00 €	71 079,60 €	71 820,40 €	50%
1	CREATIVE SPIRITS	749 708,50 €	121 246,07 €	628 462,43 €	84%
1	Stay Tuned!	749 194,76 €	149 612,53 €	599 582,23 €	80%
1	INT-HERIT	750 000,00 €	48 418,00 €	701 582,00 €	94%
1	JobTown 2	141 275,00 €	77 173,65 €	64 101,35 €	45%
1	Re-Generation	148 872,00 €	84 709,58 €	64 162,42 €	43%
1	URBINCLUSION	749 259,98 €	93 236,72 €	656 023,26 €	88%
SUBTOTAL AXE 1		18 114 605,87 €	9 017 028,52 €	9 097 577,35 €	50%
TOTAL		18 114 605,87 €	9 017 028,52 €	9 097 577,35 €	50%

*Corresponds to expenditure included in the SYNERGIE-CTE system.

It can be seen that a good proportion of the Action Planning Network budgets have been spent so far with only a few months remaining of the project activity. However, some networks are still lagging behind (see rates highlighted in red). For the most part these delays can be explained due to some partners claiming on an annual basis and one lead partner who will claim costs at the end of the project.

Four projects are now closed (see shaded in table) and the corresponding underspending rate must be considered as final.

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Item 7a</p> <p>Annex 2</p> <p>Operation 1 Expertise for Networks and Coordination</p>
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PART 1 APPROVED PROJECT

Key Dates

Start Date – 1st January 2015

End Date – 30th September 2021

Project Description

This operation will cover all the expertise required for both city led projects (lead and thematic expertise) and other programme level support activities.

- a) For city led projects the number of days available per project will be fixed as was the case in URBACT II. This number will vary between the different types of network but the provisions shall be calculated based on an average of 170 days per approved project plus an additional 10 days per network to cover ad hoc requests at programme level. The budget allocated is to cover the requirements for all the 70 networks planned in the operational programme.
- b) Project Assessment – external expertise to undertake an independent review and make recommendations for project approval. The budget allocated is to cover the costs for project assessment for all the planned calls for proposals for Action Planning, Transfer and Implementation networks
- c) Programme experts – programme level ongoing assistance with project thematic and methodological support by appointed programme level experts.
- d) Experts Assessment – assessment of lead and thematic experts as well as appointment of EAP panel members shall be undertaken by an external independent company.
- e) Other expertise – ad hoc expertise based on particular needs including strategic support as well as expertise on methodologies for transnational working.

Table 1 - Outputs and Deliverables

Output	Target	Achievement Date
No relevant outputs in the OP	n/a	n/a

Table 2 - Approved Work Plan - Expertise

Action	Description	Start Date	End Date	Budget
1 – Project level expertise	Lead and thematic experts for 70 networks to be approved @ 170 days expertise on average per network at 750€ per day. Plus an additional 10 days per network for programme level work undertaken by lead or thematic experts.	01/09/2015	30/09/2021	9 450 000€
2 – Project Assessment	4 calls for proposals over the programme period (2 calls APN and one each IN and TN). 7 experts EAP APN 1 then 5 experts each call for on average 22 days expertise for an EAP member and 30 days for the Chair at 750€ per day. An additional budget of 15.000€ travel and 20.000€ for room hire is also foreseen.	01/03/2015	30/09/2021	512 000€
3 – Programme Experts	Up to 6 programme experts to assist network projects with methodological support, guidance on project implementation, capitalization at programme level, follow up on the themes of the programme etc. A maximum of 9 days per month per expert. An additional budget for travel is foreseen as 50.000€ per year (includes staff travel and accommodation)	01/11/2015	30/09/2021	2 863 200€
4 – Experts Assessment	Assessment of lead and thematic experts (300€ per file), assessment of programme experts for EAP or programme managers (325€ per file) and interviews for selection (500€ per interview). The volume of applicants is unknown so a realistic estimation is made based on the work undertaken so far over the last year.	01/01/2015	30/09/2021	384 000€
5 – Strategic Expertise	Provisions for ad hoc contracts for support with various strategies and other methodological support, on-going review of network achievements. An average of 25 days per year of expertise is foreseen for these various strategies the provisions here cover a 6 year period. An additional budget for travel is foreseen as 10.000€ per year.	01/01/2015	30/09/2021	172 500€
Total				13 381 700€

Detailed Budget - Expertise

Table 3 – Programmed Budget by Budget Line

Budget Category	Budget Line	Programmed budget	ERDF	Ex Ante
Travel and Accommodation	Staff Travel	30 000,00 €	28 350,00 €	1 650,00 €
	<i>SUB TOTAL</i>	<i>30 000,00 €</i>	<i>28 350,00 €</i>	<i>1 650,00 €</i>
External Expertise and Services	Project experts (networks)	9 450 000,00 €	8 930 250,00 €	519 750,00 €
	Project Assessment (EAP)	512 000,00 €	483 840,00 €	28 160,00 €
	Programme experts	2 833 200,00 €	2 677 374,00 €	155 826,00 €
	Expert Assessment	384 000,00 €	362 880,00 €	21 120,00 €
	Strategic Expertise	172 500,00 €	163 012,50 €	9 487,50 €
	<i>SUB TOTAL</i>	<i>13 381 700€</i>	<i>12 645 706,50€</i>	<i>735 993,50€</i>
TOTAL		13 381 700€	12 645 706,50€	735 993,50€

Table 4 - Annual Allocation

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Amount	359 521€	1 160 042€	2 372 428€	2 372 428€	2 372 427€	2 372 427€	2 372 427€	13 381 700€

PART 2 UPDATE

The table below provides some explanation about the progress so far concerning the main actions approved for this operation:

Table 5 - Progress so far

Action	Update on Activity	Summary
1 – Project level expertise	To date 20 APN and 4 IN have been approved into Phase 2 and each network has allocated a lead and some ad hoc experts for a maximum number of 170 days each. In addition 4 networks were approved in Phase 1 only and they each used around 40 days. The total Programmed amount is approximately 3.2m€ with 1.7m€ already claimed by approved experts. .	At present the programme is advancing as foreseen in this activity. The remaining budget is sufficient for the TN call and the second APN call later in 2018
2 – Project Assessment	The programme has just completed the third call for proposals and one further call will be arranged for APN later in 2018. The EAP has been renewed for each call but it is foreseen to use the EAP selected for TN for the next APN call in order to optimize this limited budget. At present half of the available budget has been claimed but this does not include the costs for the TN EAP.	The EAP tasks have been implemented as foreseen in the approved project. The programmed budget will be closely monitored for this budget line.
3 – Programme Experts	The 6 programme experts assist network projects with methodological support, guidance on project implementation, capitalization at programme level, follow up on the themes of the programme. The experts will complete their three year contract at the end of 2018 at which point this activity will need to be reviewed. The services provided by the PE are indispensable at programme level but represent a significant cost for the programme. At present around 20% of the available budget has been claimed.	The new tender for programme experts will be developed during 2018. At this point a detailed review of the available budget will be carried out.
4 – Experts Assessment	A first contract was agreed with ECORYS to carry out independent assessment of experts for the database as well as for the recruitment of programme experts and EAP. This contract had a maximum budget of 200.000€ which will soon be reached. A new tender will be launched for this activity in the course of this year.	The activities of the service provider respect those expressed in the approved project. A new tender will be needed during 2018.
5 – Strategic Expertise	At present strategic expertise support has been commissioned for the evaluation taskforce which aims to design the key evaluation plan for the programme and help to fix programme indicators. In addition support has been commissioned for IN to assist in designing tools to ensure successful delivery of these key networks. One quarter of the allocated budget has been spent.	These ad hoc tasks are difficult to forecast but the overall budget allocation seems to be realistic as only one quarter has been used to date. No adjustment is foreseen.

Table 6 - Detailed Budget – Progress so far

The budget information below shows the programmed amount as well as the amount spent to date according to the SYNERGIE-CTE information system. Other invoices may be awaiting payment or not yet input into the system but the figures are up to date until end Feb 2018.


Budget Category	Budget Line	Programmed budget	Spent amount	Remaining amount	Spending rate (%)
Travel and Accommodation	Staff Travel	30 000,00 €	17,40 €	29 982,60 €	0,06%
	<i>SUB TOTAL</i>	<i>30 000,00 €</i>	<i>17,40 €</i>	<i>29 982,60 €</i>	<i>0,06%</i>
External Expertise and Services	Project experts (networks)	9 450 000,00 €	1 754 315,03 €	7 695 684,97 €	18,56%
	Project Assessment (EAP)	512 000,00 €	256 057,45 €	255 942,55 €	50,01%
	Programme experts	2 833 200,00 €	594 566,46 €	2 238 633,54 €	20,99%
	Expert Assessment	384 000,00 €	175 795,49 €	208 204,51 €	45,78%
	Strategic Expertise	172 500,00 €	48 947,33 €	123 552,67 €	28,38%
	<i>SUB TOTAL</i>	<i>13 351 700,00 €</i>	<i>2 829 681,76 €</i>	<i>10 522 018,24 €</i>	<i>21,19%</i>
TOTAL		13 381 700,00 €	2 829 699,16 €	10 552 000,84 €	21,15%

It can be seen that all the different activities programmed and approved for this operation are on track as planned and no urgent budget reprogramming is necessary.

Table 7 - Annual Expenditure

The annual breakdown is simply for planning purposes and all the underspent amounts are transferred to future years.

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Programmed	359 521€	1 160 042€	2 372 428€	2 372 428€	2 372 427€	2 372 427€	2 372 427€	13 381 700€
Spent	359 521€	1 155 720€	1 314 457€					

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 07a</p> <p style="text-align: center;">Annex 3</p> <p style="text-align: center;">Operation 2 Capacity Building</p>
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Key Dates

Start Date – 1st January 2015

End Date – 30th September 2021

Project Description

This operation will cover all the key capacity building actions which are being considerably enhanced drawing lessons learnt from the experience of URBACT II. Examples include the continuation of the URBACT University and support for other stakeholders often in national language.

- a) URBACT University – the event will be organized at the appropriate time to ensure beneficiaries can have access to developing skills during the life of their network.
- b) National Capacity Building Schemes – for other key stakeholders such as URBACT local group members, urban practitioners etc. in national language in different Member and Partner states.
- c) Coordination Meetings and Training sessions for approved projects – project management, transnational working, participative approach, monitoring tools, website and communication
- d) Capacity Building for Elected Representatives – capacity building support for elected representatives involved in URBACT networks
- e) Capacity Building Support – assistance with the planning and delivery of Capacity Building activities.

Outputs and Deliverables

Output	Target	Achievement Date
Number of Stakeholders participating in Capacity Building activities	2600	30/09/2021
Number of Programme level and thematic events organised	3	30/09/2021

Work Plan – Capacity Building

Action	Description	Start Date	End Date	Outputs	Budget
1 – URBACT University	Events to be organized in line with the life cycle of the networking projects. Average cost per event of 600k. Provisions here for the first event planned for 2016 a further event in 2019 for APN second call and a smaller event in 2017 for IN.	01/06/2015	30/09/2021	1100 stakeholders participating in capacity building activities 3 programme level events organised	1 804 000€
2 – ULSG national capacity building	National capacity building schemes for project beneficiaries and other stakeholder including Article 7 cities in national language. Includes some staff travel.	01/09/2015	30/09/2021	1500 stakeholders participating in capacity building activities	750 000€
3 – Training for project actors (LP, PP, FLC, communication and finance officers etc)	Coordination meetings with LP and LE as well as training sessions for all project actors including project management, first level control and audit, communication training, specific training on programme tools such as Synergie CTE. On average four sessions per year will be planned. Includes some staff travel.	01/09/2015	30/09/2021	n/a	920 000€
4 – Capacity Building for Elected representatives	Capacity building session for elected people. Foresee approx. 60 participants as well as a service provider to assist with coordination and delivery. Costs based on the cost of the session organized in URBACT II but foresee increased number of participants hence a reduced cost per participant.	01/01/2016	30/09/2021	n/a	300 000€
5 – Strategic support for planning and evaluation of capacity building activities	An average of 50 days per year is foreseen plus room hire costs. In the early stages of the programme this will be used for a needs analysis and planning a strategy. Later the focus will be on delivery. At present two years are proposed to finance this activity.	01/01/2015	30/09/2021	n/a	255 000€
Total					4 029 000€

Detailed Budget – Capacity Building

a) Category

Budget Category	Budget Line	Programmed budget	ERDF	Ex Ante
Travel and Accommodation Costs	Staff Travel	100 000,00 €	94 500,00 €	5 500,00 €
	<i>SUB TOTAL</i>	<i>100 000,00 €</i>	<i>94 500,00 €</i>	<i>5 500,00 €</i>
External Expertise and Services <i>(including expert travel)</i>	URBACT University	1 804 000,00 €	1 704 780,00 €	99 220,00 €
	Training for Project Actors	896 000,00 €	846 720,00 €	49 280,00 €
	National Capacity Building	674 000,00 €	636 930,00 €	37 070,00 €
	Elected representatives	300 000,00 €	283 500,00 €	16 500,00 €
	Strategic Support for Planning and Evaluation	255 000,00 €	240 975,00 €	14 025,00 €
	<i>SUB TOTAL</i>	<i>3 929 000,00 €</i>	<i>3 712 905,00 €</i>	<i>216 095,00 €</i>
TOTAL		4 029 000,00 €	3 807 405,00 €	221 595,00 €

b) Annual Allocation

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Amount	0€	1 400€	805 520€	805 520€	805 520€	805 520€	805 520€	4 029 000€

PART 2 UPDATE

The table below provides some explanation about the progress so far concerning the main actions approved for this operation:

Table 5 - Progress so far

Action	Update on Activity	Summary
1 – URBACT University	Events to be organized in line with the life cycle of the networking projects. The first Summer University in Rotterdam was a big success and remained within the planned budget. No budgetary issues are foreseen for this activity.	The first Summer University under URBACT III was held for the APN in 2016. Further such events will be arranged for the second call of APN and possibly for TN but perhaps in a different format due to timing issues.
2 – ULSG national capacity building	National capacity building schemes for project beneficiaries and other stakeholder including Article 7 cities in national language. Includes some staff travel.	No activity has taken place yet for this action. After approval of the Capacity Building Strategy further thought will be given to this action with a detailed outline of how such training can be delivered using the NUP for support.
3 – Training for project actors (LP, PP, FLC, communication and finance officers etc.)	Coordination meetings with LP and LE as well as training sessions for all project actors including project management, first level control and audit, communication training, specific training on programme tools such as Synergie CTE. To date 8 training sessions with LP and LE have been scheduled in addition to specific sessions for communication officers. On line tools have been used to communicate and train on financial matters and with first level controllers.	The activities carried out are all in respect of the agreed workplan. There are no budget issues for these tasks as only one third of the available budget has been spent so far.
4 – Capacity Building for Elected representatives	Capacity building session for elected people. Foresee approx. 60 participants as well as a service provider to assist with coordination and delivery. Costs based on the cost of the session organized in URBACT II but foresee increased number of participants hence a reduced cost per participant.	No activity has taken place yet for this action. After approval of the Capacity Building Strategy further thought will be given to this action with a detailed cost benefit analysis for the MC members to review.
5 – Strategic support for planning and evaluation of capacity building activities	The activities so far are all linked to support needed for the implementation of the Summer University sessions for lab managers. The work on strategy and needs analysis has been carried out by the Secretariat and the programme expert leading on this activity.	This activity by its nature is ad hoc and based on punctual need. The overall budget spend is around 25% of that programmed leaving significant budget for future needs should these be identified.

Table 6 - Detailed Budget – Progress so far

The budget information below shows the programmed amount as well as the amount spent to date according to the SYNERGIE-CTE information system. Other invoices may be awaiting payment or not yet input into the system but the figures are up to date until end Feb 2018.


Budget Category	Budget Line	Programmed budget	Spent amount	Remaining amount	Spending rate (%)
Travel and Accommodation	Staff Travel	100 000,00 €	39 917,52 €	60 082,48 €	39,92%
	<i>SUB TOTAL</i>	100 000,00 €	39 917,52 €	60 082,48 €	39,92%
External Expertise and Services	URBACT University	1 804 000,00 €	498 283,25 €	1 305 716,75 €	27,62%
	Training for Project Actors	896 000,00 €	334 027,84 €	561 972,16 €	37,28%
	National Capacity Building	674 000,00 €	0,00 €	674 000,00 €	0,00%
	Elected representatives	300 000,00 €	0,00 €	300 000,00 €	0,00%
	Strategic Support for Planning and Evaluation	255 000,00 €	49 320,80 €	205 679,20 €	19,34%
	<i>SUB TOTAL</i>	3 929 000,00 €	881 631,89 €	3 047 368,11 €	22,44%
TOTAL		4 029 000,00 €	921 549,41 €	3 107 450,59 €	22,87%

Overall good progress is being made for this operation. Activities linked to elected representatives and national capacity building will be explored during 2018.

Table 7 - Annual Expenditure

The annual breakdown is simply for planning purposes and all the underspent amounts are transferred to future years.

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Programmed	0€	1 400€	805 520€	805 520€	805 520€	805 520€	805 520€	4 029 000€
Spent	76 761€	691 845€	152 942€					

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 07a</p> <p style="text-align: center;">Annex 4</p> <p style="text-align: center;">Operation 3 Capitalisation</p>
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Key Dates

Start Date – 1st January 2015

End Date – 30th September 2021

Project Description

Capitalisation activities under the URBACT III programme will be inspired by the work carried out in previous programming periods and build on the results of the different URBACT networks. This operation will cover network-led thematic capitalisation activities, programme-led thematic capitalisation activities and expertise support.

- a) Network-led capitalisation initiatives will be selected through a call for interest to ongoing networks. The definition of the tool and the outputs will come from the network(s), with quality control from the URBACT secretariat. An average of 8 such initiatives, with an average budget of 25 000€ each can be financed.
- b) Programme-led capitalisation initiatives cover a range of short-term and long-term actions, with a variety of tools according to the topic. A limited number of thematic workstreams (4 in total) lasting approximately 18 months each; a range of other capitalisation actions through working groups, policy labs, expert-led initiatives; depending on the topic, some of these short and long-term actions will directly contribute to the partnerships of the Urban Agenda for the EU. Studies will be developed on an ad hoc basis (4 planned in total) with an average cost of 75 000€. The themes and topics for studies will be presented individually to the MC members for approval.
- c) Support for capitalisation in the form of needs analysis and evaluation is planned.

Capitalisation work was originally planned to start in 2016, after the approval of the action planning networks. However, the capitalisation strategy is developed by the person recruited in February 2017, so actions will begin second half of 2017. Priority action plans for 2017-2018 are identified while finalisation of the overall strategy is ongoing.

Outputs and Deliverables

Output	Target	Achievement Date
No relevant outputs in the OP	n/a	n/a

Work Plan - Capitalisation

Action	Description	Start Date	End Date	Outputs	Budget
Network-led capitalisation activities	Two sets of 4 network-led initiatives, based on expression of interest from action planning networks. First round in 2017 followed by a second in 2019. Average cost of 25k per initiative.	01/01/2017	30/09/2021	n/a	200 000€
Thematic Capitalisation Activities (Programme-led capitalisation)	Two sets of 2 workstreams (4 in total). First round in 2017 followed by a second in 2018. Each round lasting 18 months possibly including a policy lab. Average cost of 80k per workstream. Other capitalisation activities linked to UAEU partnerships or other relevant sources. Provision for one study per year for 4 years (none planned in 2015).	01/01/2016	30/09/2021	n/a	1 100 000€
Support for Capitalisation	Expert assistance for needs analysis and evaluation. Travel for ad hoc experts and JTS staff linked to capitalisation activity. Includes staff and non-staff travel	01/01/2016	30/09/2021	n/a	155 411€
Total					1 455 411€

Detailed Budget – Capitalisation

a) Category

Budget Category	Budget Line	Programmed budget	ERDF	Ex Ante
Travel and Accommodation costs	Staff travel	30 000,00 €	28 350,00 €	1 650,00 €
	SUB TOTAL	30 000,00 €	28 350,00 €	1 650,00 €
External Expertise and Services (including travel costs)	Expert and other non-staff Travel	30 000,00 €	28 350,00 €	1 650,00 €
	Project-led capitalisation	200 000,00 €	189 000,00 €	11 000,00 €
	Programme led-capitalisation	1 100 000,00 €	1 039 500,00 €	60 500,00 €
	Capitalisation Support (Inc. Travel and Mtg)	95 411,00 €	90 163,40 €	5 247,61 €
	SUB TOTAL	1 425 411,00 €	1 347 013,50 €	76 747,50 €
TOTAL		1 455 411,00 €	1 375 363,50 €	80 047,50 €

b) Annual Allocation

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Amount	0€	3 200€	290 442€	290 442€	290 442€	290 442€	290 442€	1 455 411€

PART 2 UPDATE

The table below provides some explanation about the progress so far concerning the main actions approved for this operation:

Table 5 - Progress so far

Action	Update on Activity	Summary
Network-led capitalisation activities	Two sets of 4 network-led initiatives, based on expression of interest from action planning networks. First round in 2017 followed by a second in 2019. Average cost of 25k per initiative.	After a call for interest, 4 network-led capitalisation actions were selected, running from Sept 2017-end 2018 for a total programmed budget of €200k. Since activities are getting underway, little budget has yet been spent.
Thematic Capitalisation Activities (Programme-led capitalisation)	Two sets of 2 workstreams (4 in total). First round in 2017 followed by a second in 2018. Each round lasting 18 months possibly including a policy lab. Average cost of 80k per workstream. Other capitalisation activities linked to UAEU partnerships or other relevant sources. Provision for one study per year for 4 years (none planned in 2015).	The activities in this action are starting in 2018. Very little budget is spent yet
Support for Capitalisation	Expert assistance for needs analysis and evaluation. Travel for ad hoc experts and JTS staff linked to capitalisation activity. Includes staff and non-staff travel	The activities in this action are starting in 2018. Very little budget is spent yet

Table 6 - Detailed Budget – Progress so far

The budget information below shows the programmed amount as well as the amount spent to date according to the SYNERGIE-CTE information system. Other invoices may be awaiting payment or not yet input into the system but the figures are up to date until end Feb 2018.


Budget Category	Budget Line	Programmed budget	Spent amount	Remaining amount	Spending rate (%)
Travel and Accommodation	Staff Travel	30 000,00 €	1 918,67 €	28 081,33 €	6,40%
	<i>SUB TOTAL</i>	<i>30 000,00 €</i>	<i>1 918,67 €</i>	<i>28 081,33 €</i>	<i>6,40%</i>
External Expertise and Services	Expert and other non-staff Travel	30 000,00 €	0,00 €	30 000,00 €	0,00%
	Project-led capitalisation	200 000,00 €	0,00 €	200 000,00 €	0,00%
	Programme led-capitalisation	1 100 000,00 €	7 123,57 €	1 092 876,43 €	0,65%
	Capitalisation Support (Inc. Travel and Mtg)	95 411,00 €	3 433,85 €	91 977,15 €	3,60%
	<i>SUB TOTAL</i>	<i>1 425 411,00 €</i>	<i>10 557,42 €</i>	<i>1 414 853,58 €</i>	<i>0,74%</i>
TOTAL		1 455 411,00 €	12 476,09 €	1 442 934,91 €	0,86%

Operation 3 is getting started now that some interesting content is being developed from the first call of APN. The main actions will be implemented in 2018 so at present there are no major concerns or issues to highlight. The concentration of this work in one period is however an issue in terms of capacity of the Secretariat and the programme experts

Table 7 - Annual Expenditure

The annual breakdown is simply for planning purposes and all the underspent amounts are transferred to future years.

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Programmed	0€	3 200€	290 442€	290 442€	290 442€	290 442€	290 442€	1 455 411€
Spent	0€	2 551€	9 924€					

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 07a</p> <p style="text-align: center;">Annex 5</p> <p style="text-align: center;">Operation 4 Communication and Dissemination</p>
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Key Dates

Start Date – 1st January 2015

End Date – 30th September 2021

Project Description

This operation will cover all the communication and dissemination activity at programme level. The main activities will include:

- a) Website and Digital Tools
- b) Graphic Design and Editorial Support
- c) Events
- d) Printing
- e) Translation
- f) Strategic Communication and Expertise

Outputs and Deliverables

Output	Target	Achievement Date
Number of Programme level and thematic events organized	4	30/09/2021

Work Plan – Communication and Dissemination

Action	Description	Start Date	End Date	Outputs	Budget
1 – Website and Digital Tools	Website hosting, maintenance and development as well as social media and monitoring over the whole programme period.	01/09/2015	30/09/2021	n/a	1 400 000€
2. Graphic Design and Editorial Support	A contractor to assist in all aspects of graphic design and editorial support including the visual identity over the whole programme period.	01/01/2015	30/09/2021	n/a	470 000€
3 –Events	Open days planned each year as well as programme annual conference planned for 3 years alternating with the Summer University. Provision for possible thematic/promotional event is also included.	01/09/2015	30/09/2021	4 programme level events	2 060 000€
4 - Printing	Printing of institutional publications over the whole programme period.	01/01/2015	30/09/2021	n/a	240 000€
5 – Translation	Translation of programme documents over the whole programme period	01/01/2015	30/09/2021	n/a	280 000€
6 – Strategic Communication and Expertise	Future activities include strategic support, follow up and implementation of the communication strategy.	01/01/2014	30/09/2021	n/a	240 000€
7 - Partnership	All external partnership activity including attendance at other external events.	01/01/2014	30/09/2021	n/a	180 000€
Total					4 870 000€

Detailed Budget – Communication and Dissemination

Budget Category	Budget Line	Programmed budget	ERDF	Ex Ante
Travel and Accommodation costs	Staff travel	100 000,00 €	94 500,00 €	5 500,00 €
	<i>SUB TOTAL</i>	<i>100 000,00 €</i>	<i>94 500,00 €</i>	<i>5 500,00 €</i>
External Expertise and Services	Website and Digital Tools	1 400 000,00 €	1 323 000,00 €	77 000,00 €
	Graphic Design and Editorial Support	470 000,00 €	444 150,00 €	25 850,00 €
	Events	1 810 000,00 €	1 710 450,00 €	99 550,00 €
	Printing	240 000,00 €	226 800,00 €	13 200,00 €
	Translation	280 000,00 €	264 600,00 €	15 400,00 €
	Strategic Communication	240 000,00 €	226 800,00 €	13 200,00 €
	Partnerships	180 000,00 €	170 100,00 €	9 900,00 €
	Expert Travel	50 000,00 €	47 250,00 €	2 750,00 €
	<i>SUB TOTAL</i>	<i>4 670 000,00 €</i>	<i>4 413 150,00 €</i>	<i>256 850,00 €</i>
Equipment	Exhibition equipment	100 000,00 €	94 500,00 €	5 500,00 €
	<i>SUB TOTAL</i>	<i>100 000,00 €</i>	<i>94 500,00 €</i>	<i>5 500,00 €</i>
TOTAL		4 870 000,00 €	4 602 150,00 €	267 850,00 €

Annual Allocation

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Amount	480 000€	490 000€	530 000€	1 030 000€	530 000€	985 000€	825 000€	4 870 000€

PART 2 UPDATE

The table below provides some explanation about the progress so far concerning the main actions approved for this operation:

Table 5 - Progress so far

Action	Update on Activity	Summary
1 – Website and Digital Tools	Website hosting, maintenance and development as well as social media and monitoring over the whole programme period.	The two year tender will end in May 2018. A new tender is currently open and will be operational until 2022. The spent budget is in line with what was foreseen so no adjustments were needed.
2. Graphic Design and Editorial Support	A contractor to assist in all aspects of graphic design and editorial support including the visual identity over the whole programme period. The main work so far has centred on the graphic identity of the programme and ensuring a solid graphic base for all aspects of communication at network and programme level.	The current tender will operate until December 2019. A total of 120 k€ was spent in 2017 which is in line with the programmed budget.
3 –Events	Many events have been organized by the programme not only the annual event (City Festival). The programme is active in many other EU level activities such as European Week of Regions and Cities, Cities Forum, Urban Futures Conference etc.	The tender is ongoing until 2020. A total of 800k€ has been invoiced (not all paid to date) so far. It will probably be necessary before the end of the programme period to increase this budget if the programme continues to participate at other external events or organize more regional thematic events. This will be closely monitored and a further decision will be made by the MC members
4 - Printing	Printing of institutional publications over the whole programme period.	The current tender is ongoing until October 2019. The spent budget is in line with the programmed budget at present.

5 – Translation	Translation of programme documents over the whole programme period	The current tender is ongoing until April 2019 and is currently under used.
6 – Strategic Communication and Expertise	Activities include strategic support, follow up and implementation of the communication strategy. Currently an evaluation of the website is ongoing for example.	These costs are linked to evaluation, presence at some technical events and trainings like social media. The programmed budget is quite small and is progressing as planned in terms of spend.
7 - Partnership	All external partnership activity including attendance at other external events. A full list of the events with an URBACT presence can be found in the main report on partnerships in the different MC papers of the last few meetings.	The programme has been very active in developing strategic partnerships. The spent budget is 104k€ at the end of 2017 (not all paid). This is more than was programmed on an annual basis so a small increase will probably be needed before the end of the programme period. MC members will be consulted about this at a later stage.

Table 6 - Detailed Budget – Progress so far

The budget information below shows the programmed amount as well as the amount spent to date according to the SYNERGIE-CTE information system. Other invoices may be awaiting payment or not yet input into the system but the figures are up to date until end Feb 2018.


Budget Category	Budget Line	Programmed budget	Spent amount	Remaining amount	Spending rate (%)
Travel and Accommodation	Staff Travel	100 000,00 €	32 985,97 €	67 014,03 €	32,99%
	<i>SUB TOTAL</i>	<i>100 000,00 €</i>	<i>32 985,97 €</i>	<i>67 014,03 €</i>	<i>32,99%</i>
External Expertise and Services	Website and Digital Tools	1 400 000,00 €	281 255,63 €	1 118 744,37 €	20,09%
	Graphic Design and Editorial	470 000,00 €	120 207,00 €	349 793,00 €	25,58%
	Events	1 960 000,00 €	290 250,07 €	1 669 749,93 €	14,81%
	Printing	240 000,00 €	42 536,09 €	197 463,91 €	17,72%
	Translation	280 000,00 €	23 756,74 €	256 243,26 €	8,48%
	Strategic Communication	240 000,00 €	40 988,96 €	199 011,04 €	17,08%
	Partnership	180 000,00 €	73 762,90 €	106 237,10 €	40,98%
	<i>SUB TOTAL</i>	<i>4 770 000,00 €</i>	<i>872 757,39 €</i>	<i>3 897 242,61 €</i>	<i>18,30%</i>
TOTAL		4 870 000,00 €	905 743,36 €	3 964 256,64 €	18,60%

Operation 4 is proceeding as foreseen in the approved project proposal. The overall spending is in line with what can be expected at this stage of programme implementation.

Table 7 - Annual Expenditure

The annual breakdown is simply for planning purposes and all the underspent amounts are transferred to future years.

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Programmed	480 000€	490 000€	530 000€	1 030 000€	530 000€	985 000€	825 000€	4 870 000€
Spent	41 788€	231 945€	632 010€					

	<p style="text-align: center;">URBACT III Monitoring Committee</p> <p style="text-align: center;">4th April 2018 Sofia</p>	<p style="text-align: center;">Item 07a Annex 6 Operation 5 National URBACT Points</p>
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Key Dates

Start Date – 1st January 2015

End Date – 30th September 2021

Project Description

This operation is linked to communication and dissemination but given the specific nature of the activities and the links required to a large number of service providers all over Europe, it is considered appropriate to have a separate operation to allow for a better follow up.

The main activities can be summarized as:

- Communication and Dissemination Activities at national level
- National INFO Point
- National events
- Contribute to capacity building organized at programme level
- Translation

In addition activity to coordinate and evaluate the NUPs has also been foreseen.

Outputs and Deliverables

Output	Target	Achievement Date
Number of National URBACT points created	24	30/09/2021

Work Plan – National URBACT points

Action	Description	Start Date	End Date	Outputs	Budget
1 – NUP	30 NUP to be created starting in 2016 for a period of 6 years. Average cost of 50k per NUP per year	01/09/2015	30/09/2021	At least 24 NUP to be created	9 000 000€
2 – Coordination and Evaluation	On average a bit less than 50k per year for coordination, analysis and on-going evaluation programmed for 6 years	01/01/2016	30/09/2021	n/a	287 000€
Total					9 287 000€

Detailed Budget – National URBACT Points

a) Category

Budget Category	Budget Line	Programmed budget	ERDF	Ex Ante
Travel and Accommodation	Staff Travel and Accommodation	30 000,00 €	28 350,00 €	1 650,00 €
	Total	30 000,00 €	28 350,00 €	1 650,00 €
External Expertise and Services	NUP Expertise	9 000 000,00 €	8 505 000,00 €	495 000,00 €
	Coordination and Evaluation costs	257 000,00 €	242 865,00 €	14 135,00 €
	Total	9 257 000,00 €	8 747 865,00 €	509 135,00 €
TOTAL		9 287 000,00 €	8 776 215,00 €	510 785,00 €

b) Annual Allocation

Year	2016	2017	2018	2019	2020	2021	TOTAL
Amount	1 550 000€	1 550 000€	1 550 000€	1 550 000€	1 550 000€	1 537 000€	9 287 000€

PART 2 UPDATE

The table below provides some explanation about the progress so far concerning the main actions approved for this operation:

Table 5 - Progress so far

Action	Update on Activity	Summary
1 – NUP	24 NUP created starting in 2016 for a period of 6 years. Average cost of 50k per NUP per year. So far activity is progressing as planned with all NUP organizing annual events, supporting cities in their countries and promoting the programme in national language.	24 NUPs operating in 27 countries (NO, DK and CH missing). 600 k€ has been consumed by end of 2017. This rate is less than foreseen for the following main reasons: <ul style="list-style-type: none">- Progressive setting up the NUP from 2016 with a progressive timeframe of activities- The majority of activities from 2017 still need to be reported on and paid- The advance payment of 15% does not appear in the paid amounts- The next two years will see the main activities
2 – Coordination and Evaluation	Coordination activities include the annual coordination meetings and trainings given to the NUP. Details of these are reported in the main MC papers. Other activities planned include on-going evaluation of the NUPs.	100 k€ has been spent to date which is higher than the programmed budget. The overall budget for this activity will be increased in future to ensure sufficient resource for these important training sessions for the NUP.

Table 6 - Detailed Budget – Progress so far

The budget information below shows the programmed amount as well as the amount spent to date according to the SYNERGIE-CTE information system. Other invoices may be awaiting payment or not yet input into the system but the figures are up to date until end Feb 2018.

Budget Category	Budget Line	Programmed budget	Spent amount	Remaining amount	Spending rate (%)
Travel and Accommodation	Staff Travel	30 000,00 €	1 904,79 €	28 095,21 €	6,35%
	<i>SUB TOTAL</i>	30 000,00 €	1 904,79 €	28 095,21 €	6,35%
External Expertise and Services	NUP Expertise	9 000 000,00 €	595 454,58 €	8 404 545,42 €	6,62%
	Coordination and Evaluation costs	257 000,00 €	97 915,76 €	159 084,24 €	38,10%
	<i>SUB TOTAL</i>	9 257 000,00 €	693 370,34 €	8 563 629,66 €	7,49%
TOTAL		9 287 000,00 €	695 275,13 €	8 591 724,87 €	7,49%

As explained above the NUP have been set up progressively since 2016. This explains to some extent the low levels of spent budget. I should also be noted that the costs for 2017 are not yet fully paid as the NUP annual reports are still being received and reviewed. Fewer NUP than planned have been set up and average annual costs are less than the maximum allowed budget so overall the budget for NUPS will not be fully used. Further proposals will be made for reprogramming this budget in due time.

Table 7 - Annual Expenditure

The annual breakdown is simply for planning purposes and all the underspent amounts are transferred to future years.

Year	2015	2016	2017	2018	2019	2020	2021	TOTAL
Programmed	0€	1 550 000€	1 550 000€	1 550 000€	1 550 000€	1 550 000€	1 537 000€	9 287 000€
Spent	0€	149 283€	695 275€					



URBACT III Monitoring Committee

**4th April 2018
Sofia**

Item 07b

Update on Technical
Assistance Budget

Reference Documents

- Written Procedure N° 1 – January 2015 project approval
- MC 3 May 2016, Amsterdam – Approval of TA budget for 2016
- MC 2 June 2017, Malta – Approval of TA budget for 2017

Background

The total eligible budget of Priority Axe 2 “Technical Assistance” is 8.105.668 € (corresponding to 8,41% of the total Programme budget), made up of 4.458.115 € of ERDF (corresponding to 6% of total ERDF) and 3.647.553 € of national contribution. In addition to this, the total budget for Technical Assistance is incremented by the Partner States’ funds of Norway (corresponding to 40.032 €) and of Switzerland (corresponding to 64.200 €).

Technical Assistance Budget – spent to date

While programmed and approved by the MC on a multiannual basis (WP1 quoted above), the use of TA budget is reported to the MC on an annual basis and a provisional budget is submitted each year to the MC for approval. The figures in the table below provide an overview of the TA budget foreseen and spent to date. Two payment claims have been submitted so far.

YEAR	FORESEEN ¹	SPENT	SAVING	ERDF (55%)	MS CONT. (45%)	PS
2014-2015	500 000	485 447	14 553			
2016	1 135 000	893 187	241 813			
2017	1 135 000	907 678	227 322	791 319	647 444	
2018	1 130 000			302 499	246 999	
2019	1 130 000					
2020	1 125 000					
2021	1 125 000					
2022	790 000					
TOTAL	8 105 000	2 286 312	483 688	1 093 818	894 443	

¹ Figures according to the initial multiannual budget approved through WP n°1 at the early stage of the Programme. These figures can be adjusted in the yearly provisional budgets taking into account the real evolution of the TA activities.

2017 Actual Budget

Budget Category	2017 Provisional²	2017 Actual
Office and Administration costs	6 000	2 500
Staff Costs	885 000	865 400
Travel and Accommodation Costs	25 000	16 400
External Expertise and Services	214 200	23 300
<i>Out of which:</i>		
<i>Meetings</i>	<i>24 000</i>	<i>18 800</i>
<i>Audits</i>		
<i>ANRU Support</i>	<i>160 000</i>	
<i>Other</i>	<i>30 200</i>	<i>4 500</i>
Equipment	4 800	100
TOTAL	1 135 000	907 700

Comments:

Since the Joint Secretariat is strongly aware of the TA budget weakness, all efforts are made to reduce costs everywhere it is under the JS control and where there is room for manoeuvre, in particular office costs, travel & accommodation, meetings, equipment.

No audit cost in 2017. The call for tender for the provision of the URBACT III system and operation audit has been launched during the autumn 2017. Selection of the provider was done in December and the work is starting in the 1st months of 2018. Therefore no audit cost occurred in 2017.

Discussions with the ANRU on the level of the TA contribution to the support services they provide to the Programme have not been concluded in 2017. So except staff costs, no other costs have been rebilled by the ANRU for 2017 so far.

² Approved in Malta on 2nd June 2017

2018 Provisional Budget

Budget Category	2018 Initial Budget³	2018 Submitted to the MC for approval – April 2018
Office and Administration costs	30 000	4 000
Staff Costs	720 000	912 000
Travel and Accommodation Costs	60 000	20 000
External Expertise and Services	310 000	247 400
<i>Out of which: Meetings</i>	<i>29 000</i>	<i>22 200</i>
<i>Audits</i>	<i>120 000</i>	<i>120 000</i>
<i>ANRU Support</i>		<i>80 000</i>
<i>Other (evaluation, CA costs, etc.)</i>	<i>161 000</i>	<i>25 200</i>
Equipment	10 000	3 000
TOTAL	1 130 000	1 186 400

Comments:

The TA provisional budget submitted to the MC for approval shows the same willingness to limit the costs under the JS control: office costs, travel & accommodation, meetings, equipment.

The service provider for the second level control was selected in December 2017 and the audit work will start in the first months of 2018. Therefore a full year of audit cost is foreseen in 2018.

Even if the discussions with the ANRU are not concluded yet, the TA provisional budget foresees a contribution to the ANRU for its support amounting to 80 000 € for the 2016-2018 period.


The evaluation work will also start this year (implementation evaluation). A call for external expertise has been launched at the end of 2017 and the service provider has been chosen. An envelope of 25 to 30 000 € is budgeted for this work over 2018-2019.

³ According to the initial multiannual budget approved through WP n°1 at the early stage of the Programme.

Recommendations

Monitoring Committee members are requested to:

- a) Take note of the information provided on the actual TA budget 2017
- b) Approve the provisional TA budget for 2018

	<p>URBACT III Monitoring Committee</p> <p>4th April 2018 Sofia</p>	<p>Update on Second Level Control Planning</p>
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Reference documents

- ESIF Regulations – General Provisions, ERDF, ETC
- EC Guidance for Member States on Audit Strategy (EGESIF_14-0011-02),

Status from the previous meetings

No previous report on this matter.

1 – Approval of the Audit Strategy

As stated in the Guidance for Member States on Audit Strategy (EGESIF_14-0011-02), the first audit strategy shall be finalised within eight months of adoption of the programme(s) concerned and shall cover the first three accounting years, as follows from Article 127(4) CPR.

The Audit Strategy is a building block in the assurance model for the Programme, as it is a planning document that sets out the audit methodology, the sampling method for audits on operations and the planning of audits in relation to the first three accounting years and needs to be updated annually from 2016 until and including 2024.

During the first semester of 2017 and after the designation of the Managing and Certifying Authority, the drafting of the audit strategy began. The final draft document was validated by the Group of Auditors (GoA) through the Written Procedure n°2 in October 2017. The final version of the audit strategy was approved by the audit authority board organised on 9th November and then sent to the GoA members for approval through written procedure.

The Audit Strategy was formally approved on 10th November 2017.

2 – Tendering for audit service provider

Upon proposal of the Audit Authority, the externalisation of the four main audit activities, namely operations audits, audits of accounts, system audits and the review of the annual summary and the management declaration was agreed by the GoA members on 20th February 2017. Over the first semester 2017, both the Joint Secretariat and the Audit Authority prepared the tender documents which, following review by the different legal departments, were finalised in summer 2017.

After validation by the Audit Authority board in September 2017, the call was published from 2nd October to 17th November 2017. Only one offer was received (Ernst & Young) which was

analysed by a taskforce composed by three GoA members (Flanders (BE), Romania, and Estonia).

The offer was subsequently reviewed by the Audit Authority and the Managing Authority committee in December.

Finally, the successful tenderer was notified the 26th January 2018 and the kick-off meeting organised together with the AA took place on 15th February 2018, during which the proposed methodology was reviewed, updated and approved. Monitoring Committee members should note that the offer selected respects the overall budget programmed for audit work in Technical Assistance.

3 – 2018 Audit planning

a) First system audit

The first system audit will be organised from 9th to 13th April 2018 at Managing Authority premises and will cover most Managing Authority key requirements outlined in the regulatory framework and the DMCS document. The system audit will verify the whole audit trail.

As a reminder, In accordance with the Commission Guidance for Member States on Audit Strategy (EGESIF_14-0011-02 of 27/08/2015, section 3.2), systems audits concern the MA, the CA and organisms of the Members States having responsibilities, in particular First Level Controllers pursuant to Article 23 (4) of Regulation (EU) No 1299/2013. The purpose of the system audit is to assess the effectiveness of the management systems following key requirements defined in the Annex IV of the Regulation (EU) n° 480/2014 and to determine the level of confidence given to the system's functioning, which is one of the parameters of the sample of operations to be controlled.

The table below indicates for each Key Requirement a short description as well as the scope of the control during the System Audit. As a reminder all key requirements need to be audited during the programme lifetime.

Bodies/authorities concerned	Key Requirements (KR)	Scope
Managing Authority/Joint Secretariat Certifying Authority	KR1: Adequate separation of functions and adequate systems for reporting and monitoring in cases where the responsible authority entrusts execution of tasks to another body	Internal control environment
	KR2: Appropriate selection of operations	Management and Control activities
	KR3: Adequate information to beneficiaries on applicable conditions for the selected operations	
	KR4: Adequate management verifications	
	KR5: Effective system in place to ensure that all documents regarding expenditure and audits are held to ensure an adequate audit trail	Management and control activities / Monitoring
	KR6: Reliable system for collecting, recording and storing data for monitoring, evaluation, financial management, verification and audit purposes, including links with electronic data exchange systems with beneficiaries	
	KR7: Effective implementation of proportionate anti-fraud measures	Management and Control

	KR8: Appropriate procedures for drawing up the management declaration and annual summary of final audit reports and of controls carried out	activities
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This first programme audit will pay particular attention to the organizational chart and the separation of functions between the JS and the MA which was one point of attention raised by the designation audit.

b) Audits of operations 1st round

Approved during the last GoA meeting in Luxembourg the 20th February 2018, the sampling methodology related to the first operation audit campaign includes that 10% of the operations (about 32 operations certified within the 2017-2018 accounting year) and 10% of the declared expenditure (about 15m € certified to the EC) be controlled.

According to the URBACT III projects' structure, the first round of audits of operations will concern 4 operations for a total estimated certified expenditure of more than 1.5m€; the sampling results being submitted to the Group of Audits for approval through Written Procedure by the end of April 2018, namely following the validation of the last intermediary EC certification (payment claim n°3). All Monitoring Committee members will be informed about selected operations in their own countries.

All audits of operations are expected to take place from June to October 2018 so that potential corrections are included in the 2017-2018 accounting year. A full update will be provided at the next MC meeting in December 2018.

Recommendation:

Monitoring Committee members are asked to take note of the progress towards second level audits.