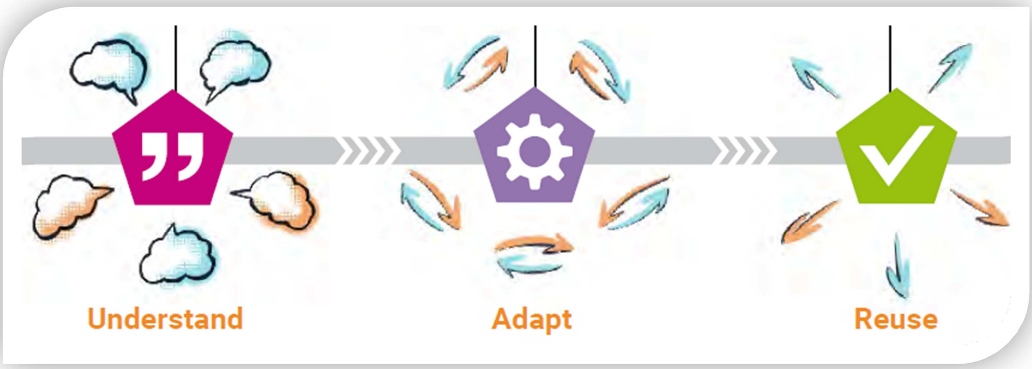
URBACT III

Guide to Transfer Networks

PHASE 2



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This Guide provides Lead Partners and Network Experts of Transfer Networks in Phase 1 with the necessary understanding of the activities to be designed and undertaken for the Phase 2 Transfer Network project proposals.

The 24 month-long transfer activities in Phase 2 will be divided into two distinct periods:

- First 18 months - **The Transfer Learning period** shall focus on the transfer exchange and learning activities within the Network.
- Last 6 months – **The Transfer Sharing period** shall focus on communicating and discussing the transfer experience of each partner at national/macro-regional level with the help of the National URBACT Points.

Phase 2 of the Transfer Networks is structured around 4 Work Packages. This Guide has 4 main chapters - each related to one of these:

- Work Package 1 (WP1) – Network management
- Work Package 2 (WP2) – Transnational exchange and learning activities
- Work Package 3 (WP3) – The Local dimension
- Work Package 4 (WP4) – Communication

We have defined several time frames that represent a specific milestone in the project lifecycle related to deliverables in different Work Packages:

- First 3 months: Development of Transfer plans
- Month 12: Mid-point with first concrete transfer learning outputs
- Month 18: End of the transfer learning with final network results
- Last 6 months: Sharing learning at local and macro-regional level, discussing transfer results in relation to different national policy contexts; realisation of final outputs at Network and local level.

Each Work Package has a defined set of activities and related outputs to be foreseen in the project proposals. All the outputs are compulsory and need to be included in the work plans for Phase 2. All the activities set out in this guide to be considered for your projects are either:

- Fixed - with clearly defined outputs. These should be foreseen in specific time and format. Please consider those when building your work plan; or
- Flexible – where you can propose different methods, formats and techniques for the delivery of expected outputs.

Finally, this guide is equipped with illustrations and examples that aim to provide you with a clear understanding and concrete ideas for high quality Transfer Network proposals.

We wish you good luck!

The URBACT Team

INFOGRAPHIC: TRANSFER NETWORK ACTIVITIES IN PHASE 2

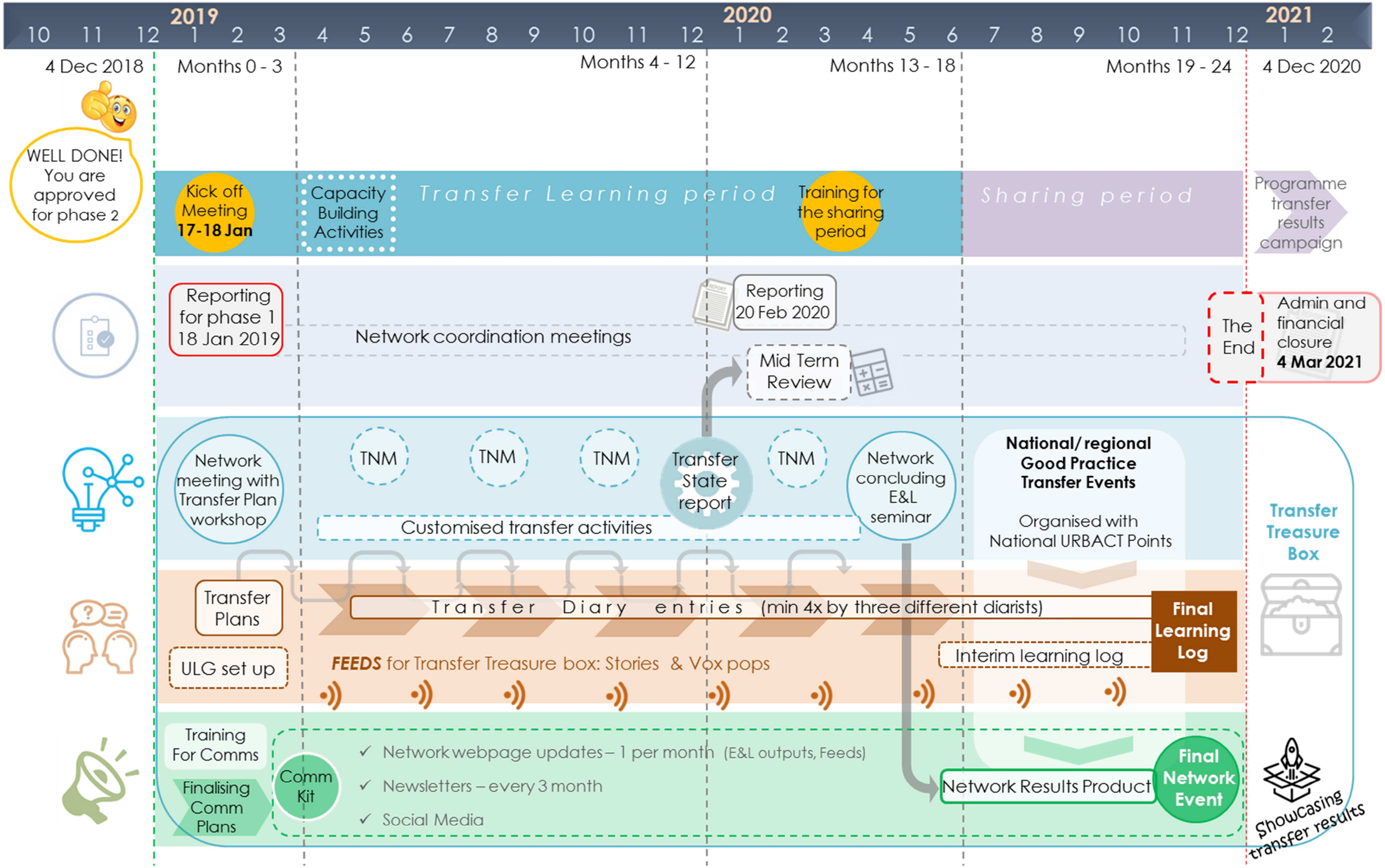


TABLE OF CONTENT

1. WORK PACKAGE 1 – Network management and coordination

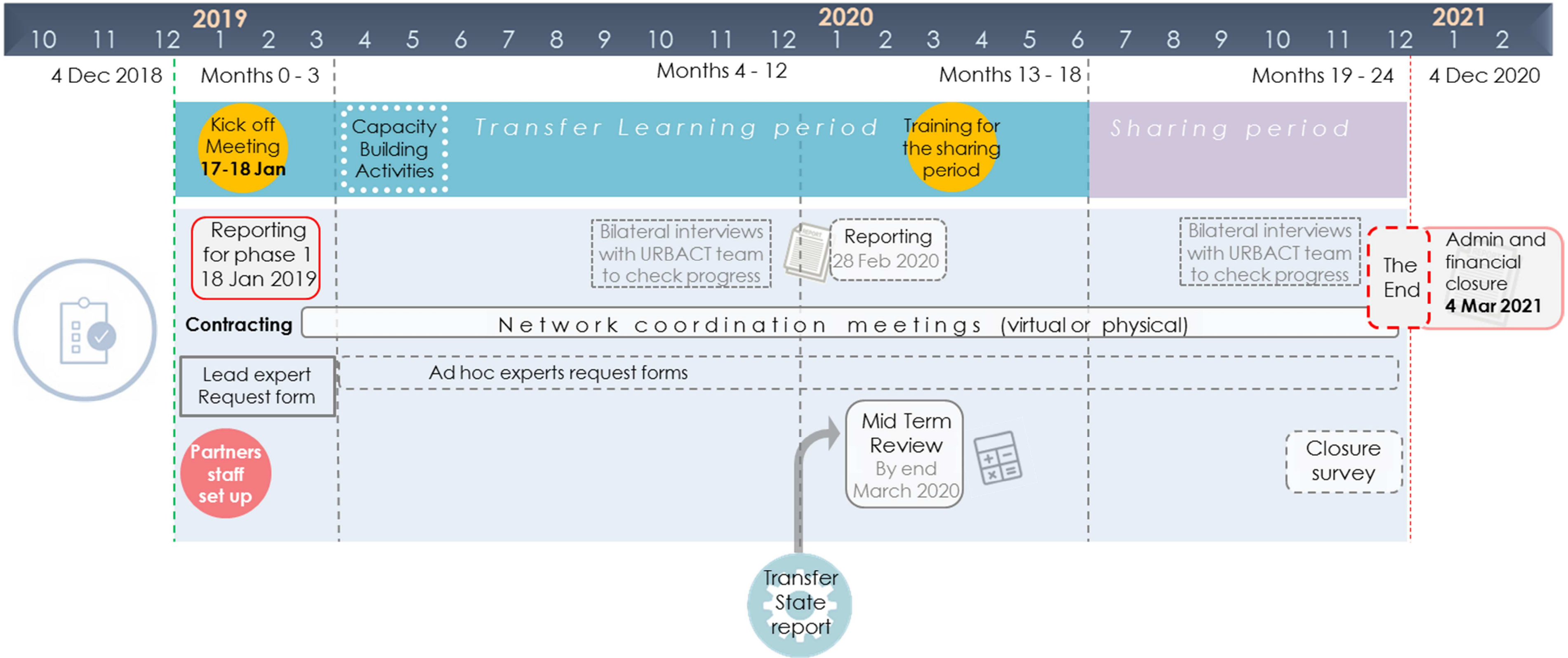
The main objective of Work Package 1 is to ensure the sound management and coordination of the project. Some experienced partners may be tempted to skip this chapter but that would be a mistake!

In this section you can find useful information and examples to help you to ensure a smooth administrative journey through Phase 2 of your project. It is organised around two main parts:

- the first is about the activities covered in Work Package 1
- the second is about the budget of the project.

On the next page, you can see the Work Package 1 timeline; this is part of the overall Phase 2 timeline and it is a useful visual to help you to keep in mind all the major steps necessary during Phase 2 of your Transfer Network.

INFOGRAPHIC: ZOOM IN WP 1 – NETWORK MANAGEMENT



1.1. MAIN ACTIVITIES FOR WORK PACKAGE 1

The activities to be developed under Work Package 1 for Phase 2 are on the whole similar to those of Phase 1. Below you can find a simple list of the activities:

a. To sign all the contractual documents at programme and network level
b. To recruit, if necessary, appropriate staff to ensure efficient project management
c. To hold regular coordination meetings to ensure strong communication between partners concerning project coordination
d. Organise the necessary papers for approval of First Level Controllers
e. To complete a Mid-term Review 12 months after the project approval and subsequent reprogramming if necessary
f. To assist Project Partners in annual reporting review of documents before submission
g. To attend training sessions and other events organised by the URBACT Programme
h. To receive and transfer ERDF funds to partners (Lead Partner's responsibility)
i. To ensure proper management of the expertise resources (Lead and Ad Hoc Experts) and monitoring of the Expert's work programme

Let's look into each task in more details:

A. To sign all the contractual documents at Programme and network level

The Lead Partner is responsible for ensuring all the following contractual documents are completed:

✓ **Phase 2 Application Form**

Once officially approved by the Monitoring Committee (meeting 4th December 2018) all Lead and Project Partners shall comply with activities, outputs and budget included in the project Phase 2 Application Form.

The URBACT Joint Secretariat shall be informed of any change in contact and/or bank details if relevant.

✓ **Amendment to the Subsidy Contract**

For the URBACT III programme, the contractual document setting out the conditions for support, including the outputs to be delivered, the financing plan and the time-limit for execution is called a Subsidy Contract.

At the beginning of Phase 2, an amendment to the Subsidy Contract shall be provided by the Managing Authority, signed and sent to the Lead Partner for counter-signature. This amendment will gather all the changes between the first and the second phase of the network (change of acronym, final partnership, Phase 2 budget).

✓ Joint Convention for Phase 2

The Joint Convention is a mandatory document covering mutual duties and responsibilities for sound project and financial management and recovery of funds. It is the legal agreement between the Lead Partner and Project Partners to define their mutual cooperation.

Using guidelines provided by the URBACT Joint Secretariat, the Lead Partner, in consultation with the Project Partners, can adapt the content of the document to reflect the project specificities. The Joint Convention for Phase 1 shall then be sent to all Phase 1 partners for signature. The signed scanned version shall be submitted to the URBACT Secretariat by end July 2018.

If approved for Phase 2, an amendment to the Joint Convention will have to be drafted (incl. changes in partnership, changes in budget) and circulated to all (initial and new) Project Partners for signature.
The Joint Convention shall normally be updated following any changes to the project and re-submitted within 2 months of the approval of the changes.

B. To recruit appropriate staff to ensure efficient network management if necessary

Each Lead/Project Partner should identify a qualified project coordinator[1] who remain the same person for the whole project duration. <u>The project coordinator must have a full professional proficiency in English.</u>

The local project coordinator should be a full time person and this role shall be fulfilled either by a person employed by the entity of the network partner or by a person external to the entity of the network partner. As the local coordinator has a key role throughout the lifespan of the project at partner level, it is incompatible for a network expert to undertake these two tasks simultaneously.

For the Lead Partner, the staff required for the project will be significantly more than for a Project Partner. The Lead Partner should appoint a project coordinator, a finance officer and a communication officer – these activities will require the equivalent of 2 full time posts.

C. To hold regular coordination meetings to ensure strong communication between partners concerning network coordination

During the lifetime of the project, strong links between the Lead Partner, Project Partners and Lead Expert will have to be created and maintained. It is therefore important to always keep each other updated on the activities held by the network and to define a good work plan.

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[1] *Detailed information on roles and responsibilities of Lead Partner and Project Partners for project management is available in [URBACT III Programme Manual -Factsheet 2E]() – Network Management*

We advise Lead Partners to create a Steering Committee that will be the core group of the network's organisation. Coordination meetings can be held either virtually via WebEx, Skype or any other tool, but also physically during Transnational Network Meetings. We recommend having such physical meetings at the start of the project where partners tend to have more questions. Towards the end of the project, priority should be given to the production of outputs, communication of the network's results, etc.

It is important that all partners are involved and that the right people are present (often the local practitioner is not the person carrying out the administrative tasks). Additional meetings should be scheduled before the reporting deadlines to ensure all partners are reactive and able to meet the deadlines.

Examples of how these meetings have been managed include a monthly management meeting via different online conference call tools, specific physical meetings before or after transnational meetings to focus on management issues, one to one support for partners experiencing difficulties etc.

The URBACT Joint Secretariat has a range of guidance notes at your disposal on the www.urbact.eu website[2] and can also participate in your meetings to assist if necessary.

D. Organise the necessary papers for approval of First Level Controllers

The Lead Partner and all Project Partners are asked to identify a First Level Controller (FLC), person in charge of certifying costs and producing a certificate of expenditure for all reporting rounds.
There are two types of control systems depending on the country: centralised and decentralised. Lead/Project Partners in decentralised control systems have to get approval of their FLCs completing a form in Synergie-CTE – refer to Programme Manual, Factsheet 2F, section 4 for the procedure.
More information can also be found in the Network Management Guide, Section 3.2.1 and Annex 4 – Overview table of the FLC systems in each Member State.

E. Complete a Mid-term Review 12 months after project approval (compulsory)and subsequent reprogramming if necessary

All project proposals must include a Mid-term Review in their work-plan for Phase 2. Twelve months after the approval of the network for Phase 2, the Lead Expert, in close coordination with the Lead Partner, shall complete a Transfer State report.

This report shall review:

- the functioning of URBACT Local Groups
- the progress in the production of the partners' Transfer Diaries

[2] *Guide to Network Management available via: http://urbact.eu/files/guide-network-management*

- the progress in the production of network outputs as defined in the Application Form for Phase 2
- the progress in the communication plan targeted at sharing network's results and outputs
- the budget at network and at partners' level

A template questionnaire will be provided.

As a result of the Mid-term Review exercise it may be necessary to prepare a reprogramming request. All aspects of the project shall undergo a reality check and any necessary changes shall be requested according to the established procedure – see procedure and timeline below.

This reprogramming is the only possibility networks will have to review their project budget, outputs, and key milestones so it has to be well managed and be undertaken in an open and transparent way including all partners in the consultation.

Additional information about the reprogramming process and budget flexibility can be found in the Programme Manual, Factsheet 2E, Section 5.

Mid-term review timeline

End January 2020: the Lead Expert submits the Transfer State report (compulsory, see section 2.1.1.)

February 2020: discussion process where LP, PPs and LE review the report and agree together whether there is a need for a reprogramming of the Phase 2 Application Form or not

End February 2020[3]: if necessary, the Lead Partner, in close cooperation with the Project Partners, sends the first reprogramming proposal to the Joint Secretariat (optional)

March 2020: discussion process where both LP and JS review the first proposal and come to an agreement

End March 2020: the Lead Partner sends an official reprogramming request to the Joint Secretariat

April 2020: the Joint Secretariat submits the reprogramming requests to the Monitoring Committee for approval.

Note: *the total budget, even if reprogrammed, can never exceed 600,000.00 EUR.*

F. Lead Partner assists Project Partners in review of reporting documents before submission

For each network there are compulsory reporting requirements. More detailed information can be found in section 1.3. of this document. Partners often struggle in

[3] *The set deadline is fixed in parallel to the first annual reporting deadline – see details below*

the early stages of the Network and may need support from the Lead Partner to resolve problems or get advice on the logic of the project application.

G. To attend training sessions and other Programme level events

The URBACT Programme Secretariat organises a variety of training and capacity building sessions for successful partners. There are sessions dedicated to the Lead Partner's team on topics which can help deliver the project successfully. Examples include general project management, public procurement issues, reporting costs, being audited and communications. These sessions are often organised as virtual meetings using WebEx or other tools.

In addition, over the lifetime of the Phase 2 project, the Lead Partner and Lead Expert will be invited to attend at least two physical training sessions led by the Programme. These are practical working sessions which allow all the Lead Partners and Lead Experts to share and exchange together. The first one will be on 17-18 January 2019 and the second one during spring 2020. Attendance at these sessions is compulsory and the URBACT Programme covers travel and accommodation costs. Lead Partners should ensure that the most appropriate person attends these training sessions and that the key materials and messages are transferred to the Project Partners.

For all partners and especially the local coordinators, training sessions will be organised to provide advice and support on key topics around local activities and outputs. These sessions will most likely be organised on a national or macro-regional basis. Attendance is strongly encouraged and can be included as eligible costs in the network budget.

H. To receive and transfer ERDF funds to partners

The Lead Partner is responsible for receiving the ERDF refunds for all partners. A single payment claim is prepared for the whole project based on the costs declared by each partner using their approved intervention rate.

The Lead Partner must transfer the correct ERDF sum to the Project Partners in accordance with the Joint Convention as soon as possible after receipt. In order to fulfil this responsibility, it is useful to set up an internal procedure in consultation with the financial services department of your municipality. All transfers should be made according to the agreed procedure in the Joint Convention and within a reasonable timeframe (normally no longer than 1 month).

I. To ensure proper management of the expertise resources

The Lead Partner is responsible for managing the expertise resources and monitoring delivery of the expert's work programme. The allocation for Experts comes in addition to the network budget and amounts to an envelope of 146 days which at EUR 750 per day equals EUR 109.500 for the whole lifetime of the Network (Phase 1 and Phase 2).

Even though the expert support is managed by the Lead Partner, it is a resource for the whole partnership. More specially, the expertise envelope should provide all partners with a package of expertise services including:

- ✓ design and delivery of transnational exchange and learning activities;
- ✓ thematic expertise;
- ✓ support to local authorities and other stakeholders in delivering integrated and participatory policies.

The main task for the Lead Partner is to complete the expertise request forms for Lead Expert and other ad hoc experts at the beginning of Phase 2. More details about the role of experts in Phase 2 can be found below in section 1.4.

1.2. MAIN OUTPUTS FOR WORK PACKAGE 1

Outputs to be planned and delivered as a result of the actions under Work Package 1 are:

- ✓ The Subsidy Contract and the Joint Convention at the beginning of Phase2
- ✓ The Expert request form for the Lead Expert at the beginning of Phase 2
- ✓ Approval documents for the First Level Controllers of Project Partners – See Factsheet 2E of the Programme Manual
- ✓ Annual and final reporting and closure documents – See Factsheet 2E of the Programme Manual
- ✓ **Steering Committee coordination meetings (see above)**
- ✓ **Transfer State report as part of the Mid-Term Review (see above)**

The outputs indicated in **bold** are compulsory and have to be planned in the Phase 2 Application Form.

1.3. REPORTING COSTS AND ACTIVITY

In principle, the progress report covers six months during Phase 1 and one year during Phase 2. In Phase 2, approved projects will be required to report officially on their project activity on an annual basis. Two periods are fixed for project reporting as follows:

- 04 December 2018 – 30 November 2019 (Deadline for submission 28 February 2020)
- 01 December 2019 – 04 December 2020 (Deadline for submission 04 March 2021)

The compulsory documents to be submitted for each reporting round are:

- Scan of the signed Payment Claim (by LP)
- Scan of the signed Progress Report (by LP & LP's FLC)

  – nevertheless the LP will beforehand have to get back to their Project Partners to gather information on their progress at local level
- Scan of signed certificates of expenditure (by FLCs)
- Pack of evidence of outputs delivered during the reporting period

Most of these reporting elements are to be submitted in SYNERGIE-CTE. Like all tools

SYNERGIE-CTE can be difficult to begin with. For that reason, the URBACT Joint Secretariat has developed guidance notes to help users. In addition, the Secretariat holds online training sessions dedicated to Lead Partners.

We recommend that Lead Partners organise similar trainings with their Project Partners and have these recorded to get familiarised with this tool and keep a live track of the steps to be followed when it comes to inserting costs, filling in a checklist to get first level controllers approved, submitting a certificate of expenditure, completing ERDF payments and transfers, etc.

More detailed information can be found in the Programme Manual, Factsheet 2E.

Hints and tips:

To save everyone precious time, the pack of evidence shall be organised as follows:

- Additional information & documents
- PC & PR & certificates
- WP1
  - Coordination meetings
  - Mid-term Review
- WP2
  - Exchange and learning outputs
  - Transnational seminars
- WP3
  - LP
  - PP1
    - Final Learning Log
    - Transfer Diary entries
    - Transfer Plan
    - ULG group
    - ULG meetings
  - PP2
- WP4
  - Communication kit
  - Communication plan
  - Network Final Event
  - Network Results Product
  - Newsletter
  - Twitter account
  - URBACT Network Page Update

1.4. EXPERTISE FOR PHASE 2

The Lead Partner is responsible for managing the expertise resources and monitoring delivery of the experts' work programme.
Even though the expert support is managed by the Lead Partner, it is a resource for the whole partnership. More specially, the expertise envelope should provide all partners with a package of expertise services including the following:

a) Tasks to be performed by the Lead Expert and Ad hoc Experts in Phase 2

During Phase 2, the Lead Expert will contribute to the delivery of the 4 Work Packages ensuring the following tasks:

- Supporting the Lead Partner to ensure the coherence of the transnational exchange and learning activities with the focus and the methodology agreed by all partners
- Playing a key role in the design and delivery of transnational exchange and learning activities including preparation of inputs, collecting information from partners, designing agenda with appropriate methodology and animation techniques, moderating sessions during meeting, etc.
- Defining and delivering thematic inputs that will nourish the exchange and contribute to the learning process of partners involved
- Drawing lessons from the transnational exchange and learning activities, capturing the key findings and knowledge produced at transnational level to feed into the co-production transfer process at local level (see section 2.2.1.)
- Coordinating the production of network outputs for an external communication of the main lessons learnt, transfer recommendations generated by the network (see section 2.2.2.)
- Coordinating, in close cooperation with the Lead Partner, the contribution of ad hoc experts commissioned on the additional expertise envelope allocated by the programme

During Phase 2, Transfer Networks will have the opportunity to appoint ad hoc experts to provide support on specific needs identified by networks concerning:

- ✓ Methodology for exchange and learning activities: Ad hoc experts can be appointed to support the Lead Expert and partners in designing and delivering specific transnational activities (e.g. bringing new animation and learning techniques)
- ✓ Thematic Expertise: Ad hoc experts can be appointed to provide the network with specific thematic input and to produce thematic outputs on particular sub-topic addressed by the project
- ✓ Support to partners to design integrated and participatory policies: Ad hoc experts can be appointed to support partners concerning the main steps for the co-production of the Transfer Diaries

b) Allocation of days for Lead Expert and Ad hoc Experts in Phase 2

The allocation for Experts comes in addition to the network budget and amounts to an envelope of 146 days at EUR 750 per day which equals EUR 109,500 for the whole lifetime of the Network (Phase 1 and Phase 2).

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. The rest of the envelope should be used for ad-hoc expertise.

Nota bene: The available budget shall cover days of expertise only. Travel and accommodation costs for URBACT validated Experts funded under this envelop shall be covered by the network budget.

c) Appointing and contracting Lead Expert and Ad hoc Experts in 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 Lead Expert, the expected deliverables, the work plan of the expert and the number of days to be allocated in Phase 2.

Following validation of the Lead Partner's request by the URBACT Joint Secretariat, a contract will be established between the expert and the URBACT Managing Authority. The Lead Partner shall be responsible for certifying the services performed by the Lead Expert and validating the expert's activity reports (including deliverables, number of days claimed, etc.)

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

Ad hoc experts can be appointed by approved networks under Phase 2, at the beginning of Phase 2 or during the network lifecycle as needs emerge. Ad hoc experts shall be selected only from the pool of validated URBACT Experts. The information on validated URBACT Experts is available in the database on the URBACT website[4].

For each ad hoc expert to be appointed, the Lead Partner shall follow the same procedure as the one of the Lead Expert: submit an Expertise Request Form which defines the main tasks of the proposed ad hoc expert, the expected deliverables, the work plan of the expert and the number of days to be allocated in Phase 2.

As for Lead Experts, 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 Ad Hoc expert(s) and validating the expert's activity reports (including deliverables, number of days claimed, etc.).

Ad hoc experts can be commissioned by more than one network at a time.

[4] *The list of experts validated in the URBACT III pool of experts so far 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.*

1.5. BUDGET FOR PHASE 2

A Transfer Network shall operate in two phases. The maximum total eligible cost for the network combining Phases 1 and 2 shall be EUR 600,000. The initial budget for Phase 1 shall not exceed a total eligible cost of EUR 80,000€.

The budget remaining un-spent from Phase 1 can be used in Phase 2 if the project is approved for Phase 2 activities.

The activities in Phase 2 are more consequent than those in Phase 1 and the duration of the project is clearly not the same. As a result, the budget for Phase 2 will be more detailed with more budget lines spreading out the different kinds of activity. There will also be a need to outline costs of Lead Partner and the Project Partners separately in some cases. You can ask the URBACT Secretariat team for advice on your draft budget before submission.

The URBACT Joint Secretariat will be able to assist in developing a coherent budget for Phase 2 but it can be noted that the budget categories and general eligibility rules are applicable for both Phase 1 and Phase 2 applications.

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

- ✓ Staff costs
- ✓ Office and Administration Costs
- ✓ Travel and Accommodation Costs
- ✓ External expertise and services
- ✓ Equipment

Detailed information about the eligibility of costs, the methods for calculation and Programme specific rules is available in the URBACT III Programme Manual, Fact Sheet 2F – Financial management and control.

1.6. CLOSURE

For networks approved in Phase 2, a formal closure will take place at the end of their project.
A network partner once said "No one wants to clean up after the party". And yet, this is an important phase of the network life and you, as a Lead Partner, have an important role to play in it. You will be requested to submit the same documents than for every other reporting period, plus two others:

- **The closure report**

<u>The closure report is an online survey.</u> It aims to collect qualitative and quantitative data on Lead/Project Partners' URBACT experience (on the different dimensions of their involvement in the URBACT Network: transnational exchange & learning activities, ULG, Transfer Diaries, relation with stakeholders, elected representatives, added-value of being part of an URBACT network, etc.). Submitting the closure

report at the end of the project is a contractual obligation. A collective response should be provided for each partner. In addition, Lead Partners are asked to complete specific questions focused on their experience in leading a network (project management, coordination of transnational activities and expertise, etc.).

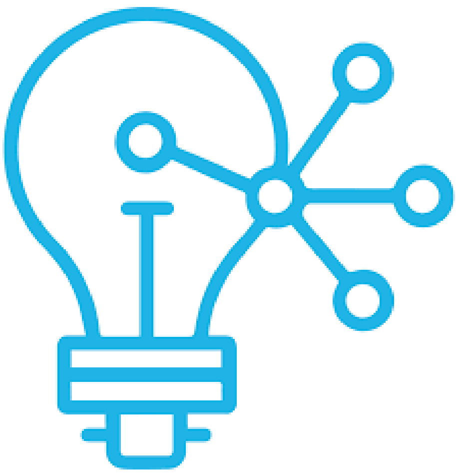
- **The final outputs**

At the end of the network, it is requested that specific communication activities be organised to share the network results and findings as part of Work Package 4 compulsory outputs (production of a final network results product, network final event, etc.).

Like every other phase, preparation and planning is the key to a successful and smooth closure of the project – Refer to Factsheet 2E of the Programme Manual.

All of these documents shall be submitted to the URBACT Joint Secretariat no later than 3 months after the project's official end date (indicated in the Application) or by the final date fixed by the Programme if this differs.

2. WORK PACKAGE 2 – Transnational Exchange and Learning activities

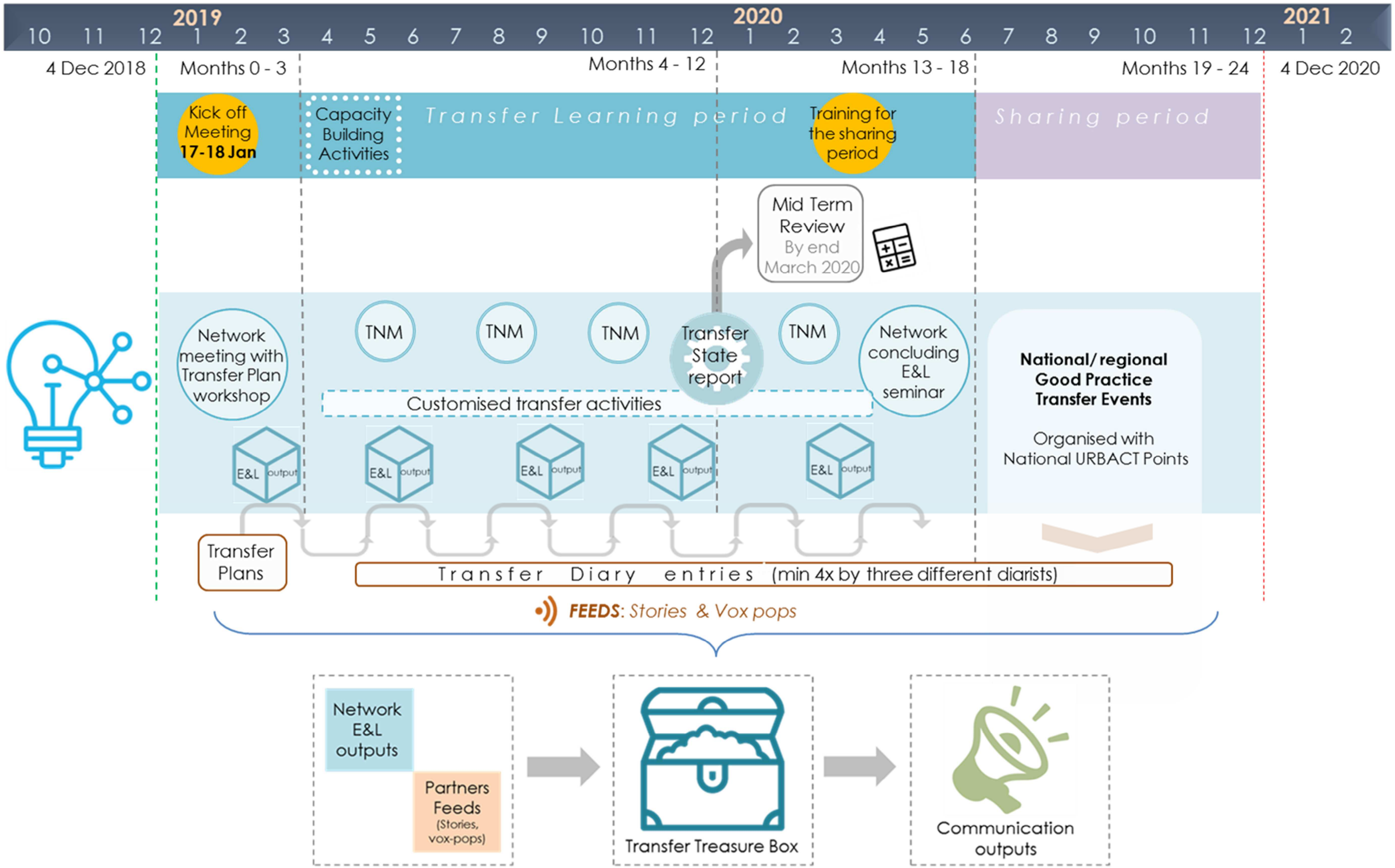


Work Package 2 is about the transnational exchange and learning (E&L) activities, which form the core of all URBACT networks. The lessons learnt and Good Practices identified during the transnational activities will inspire partners to adapt this knowledge at local level, develop and apply concrete solutions.

The transnational exchange and learning activities in URBACT Transfer Networks should be built on the following principles:

- Sharing: To explore the Good Practice solutions and foster the exchange of experience among partners
- Learning: To strengthen the practical knowledge and skills of partners in the policy area related to the Good Practice transfer
- Mainstreaming: To draw lessons from the exchange on an ongoing basis and to apply them at local level. These will be reflected in partner's Transfer Diaries and the network level interim and final outputs (Transfer Treasure Box).
- Supporting: To support partners in improving their local policies in relation to the Good Practice transfer

INFOGRAPHIC: ZOOM IN WP 2 – TRANSNATIONAL EXCHANGE & LEARNING ACTIVITIES



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

1. To organise the transnational exchange & learning among partners by means of seminars and other learning processes. Transnational seminars should be a combination of different components including field visits, peer review sessions, staff exchanges etc. The transnational exchange seminars should be the main method to deliver the learning itinerary that has been defined during Phase 1 based on the analysis of the unique local situations and needs of the network partners. These transnational meetings can be complemented by other tools such as online exchange and learning activities.

2. To produce thematic outputs related to transnational transfer processes. This means drawing lessons from the transnational Exchange & Learning activities (meeting reports, case studies, videos) which capture and bring learning to the local level with partner activities reflected in Transfer Diaries and Feeds (please see section 3). The knowledge created will be collected and shared with wider audience as part of the communication activities planned by the network (please see section 4).

2.1. ORGANISING TRANSNATIONAL EXCHANGE AND LEARNING ACTIVITIES

Designing network exchange and learning activities requires creativity and system thinking. Before you start designing your methodology please consider the outline of Phase 2 transnational Exchange & Learning activities for Transfer Networks. These are divided into two distinct periods (18 + 6 months):

- First 18 months – The Transfer E&L period: All the respective network E&L activities shall be foreseen within the first 18 months. The 18-month period shall be concluded with the Network Concluding E&L Seminar. In the dedicated section 2.1.1 you will find more information about the important elements to be considered in different stages of this specific period.

- Last 6 months – The Transfer Sharing period: During this period no network exchange and learning activities shall be foreseen. The activities in this period will be redirected towards National/(Macro) Regional Good Practice Transfer events organised with the support of the URBACT programme and in particular the National URBACT Points. Please see further information in section 2.1.2 and 4.4.

2.1.1. THE TRANSFER EXCHANGE AND LEARNING PERIOD

The Transfer exchange and learning period should be organised during the first 18 months of Phase 2. Every Transfer Network is unique and therefore the activities that will be designed should respond to the unique partner situations. When designing your own customised transfer E&L itinerary, please consider the pre-defined stages that are set out as a reference framework for the progress to be made at the specific point in time. The three stages are outlined below and should be considered as a flexible guiding principle.

The Transfer Plan stage (Month 0 – 3)

The first 3 months of transnational E&L activities should be focused on supporting partners to produce/finalise their individual Transfer Plans (see section 3.3.1.). It is important to consider the two elements below before building your network work plans:

- ✓ The Phase 2 Kick off training session organised by URBACT Secretariat for Lead Partners and Lead Experts 17 – 18 January 2019 in Paris. The kick-off training session will provide Lead Partners and Lead Experts with necessary tools to support partners with the production of Transfer Plans (i.e. standard Transfer Plan Template). In this regard, it is important to plan at least 1 transnational meeting with all partners after the training session in Paris which shall focus on Transfer Plans with an appropriate workshop.

- ✓ You can plan your network Kick off Meetings with all partners before 17-18 January 2018 (Training session). Please make sure to include a session about URBACT Local Groups' set up. URBACT Local Groups are the key for a successful transfer (please see section 3.1).

All partners should finalise their Transfer Plans by the end of March 2019. The URBACT Secretariat is planning additional support (webinars) for all partners during this stage.

As a Good Practice city in this first stage you can start to consider area for improvement of your Good Practice.

The core transfer learning stage (Month 4 – 12)

By month 4 all partners should have a solid URBACT Local Group structure in place and clear Transfer Plans. This is where the transfer exchange and learning activities are supposed to be in "full steam". In the Transferability Study we explained the Carousel and Radial model that can be used for building your E&L methodology. Furthermore, you should consider combining the two main types of transnational exchange and learning seminars:

- Transnational Network meetings (TNMs): these meetings usually involve all the partners with an emphasis on the experience/knowledge sharing among partners. This is the moment where the different ULG members meet and exchange about the local specific situations as well as share ideas and solutions. The length and formats can vary.

- Customised transfer activities: These seminars are usually organised in parallel or between the TNMs and gather lower number or partners (bi/tri/quadrilateral) with pre-identified common features. These seminars are more focused and can take different forms (e.g. study visits, deep dives, staff exchanges, etc.).

Whatever combination of transnational E&L activities you design, please make sure to connect the transnational level with the local dimension i.e. URBACT Local Group (ULG) activities. Many networks in the past have done this by planning their ULG meetings just before and after the transnational seminars in order to enable an efficient knowledge flow. Likewise you should consider the following:

- ✓ Having the appropriate ULG representatives participating at different transnational seminars.
- ✓ Having regular attendees at transnational seminars to ensure proper follow up of actions
- ✓ Using learning tools that enable and record the knowledge transfer from the transnational to local level and vice versa.
- ✓ Producing network outputs (Meeting reports, videos, podcasts, etc.) that can be used for the efficient transfer of learning at local level by the respective ULG participants.

Please see some references and examples used by previous URBACT Networks in section 2.2.1.

The core Transfer Learning stage shall conclude with a “mid-point reflection”. In month 12 Lead Experts should assess the transfer journey of all partners by gathering their learning/experience (i.e. from transnational seminars, ULG activities) and propose possible adjustments to the transfer process. These findings should be reflected in a Transfer State report. This report shall feed the Mid-term Review process as well as being useful content for communication outputs.

Note: *At the beginning of this stage (Spring 2019) The URBACT Secretariat is planning specific capacity building activities dedicated to ULG coordinators of Transfer Networks. These dedicated training sessions will be organised in different countries spread over a period of 3 months (March, April, May 2019). Further information will be provided at the beginning of Phase 2.*

The mature stage (Month 13 – 18)

This is the ‘post reflection’ stage where the Network and partners already have a clear understanding of how the Good Practice transfer can be implemented or is evolving in relation to the initial Transfer Plans and the unique local experience. In this regard the network continues with the transnational E&L activities with possible adjustments in the work plan (enabled by the Mid-term review).

During this period the URBACT Secretariat shall organise a training session in Paris (Spring 2020) for all Lead Partners and Lead Experts of Transfer Networks with the following aims:

- ✓ To share the Good Practice transfer journey from different networks and share the transfer learning between networks

- ✓ To prepare Transfer Networks for the Sharing period (see section 2.1.2.)

The mature stage shall end with the Concluding Network E&L seminar with all partners ending the transfer E&L period. This meeting will be the last opportunity for partners to learn from the Good Practice city and for the Good Practice city to examine how to improve their case. It will be an opportunity to share the local experience from the Good Practice transfer process. At this point all the first versions of partners' Learning Logs (see section 3.2.4.) should be collected and the network should set out the format for the Network Results Product (please see section 4.4.).

2.1.2. THE SHARING PERIOD

The last six months of Phase 2 provide an opportunity to share the learning and Good Practice transfer experience more widely. During this period, the URBACT Programme, with the support of the National URBACT Points, will organise a national/macro-regional event to share the key lessons with a wider audience of cities throughout different countries. These events will have two focal points: first, the Good Practices from the Member State and second, the transformation stories from participating cities that have been Transfer/Project Partners.

These will be designed as hands-on learning and sharing events, structured around the URBACT principles of participation and interactivity. Through them, we aim to widen the Good Practice transfer opportunity to a second wave of cities across Europe. The events will also support a dialogue with regional and national-level stakeholders.

During this period Lead Experts should maintain constant links with partners in order to:

- ✓ equip partners with the necessary materials in relation to the network results
- ✓ gather learning from the national events and collect additional partner Feeds for communication outputs and the Network Results Product (see section 4.3.and 4.4.)
- ✓ support partners with the delivery of Final Learning Logs (see section 3.3.4.)

By the end of the sharing period all Transfer Networks are expected to complete the final outputs at network and local level in order to share the results with external audiences at Final Network Events (please see section 4.4.)

2.1.3. YOUR "TAILOR MADE" E&L ACTIVITIES

Past URBACT experience indicates that the methodological approach to structure and organise transnational exchange and learning is key to a successful URBACT Network. As transnational exchange is, by definition, collaboration between languages, learning styles, culture, governance models, a clearly defined framework is vital. The Lead Partner and Lead Expert will determine the detailed methodology for the transnational activities and all partners should have a role in the design process.

Given the range and diversity of URBACT Transfer Networks, there is no single preferred methodological approach to the transnational element. URBACT does not adopt a prescriptive approach and welcomes innovative models. The most important thing is that the methodology proposed is realistic, clearly explained and has a logical rationale, taking into account the policy issues addressed as well as the needs and the experience of all partners. In addition, the methodological approach should generate a continuous flow of knowledge between the transnational and the local level for the appropriate transfer of the Good Practice.

Ten reflections for effective E&L activities

1. The number/frequency and logistics of transnational seminars will depend on your methodological approach. Each seminar is likely to take place over a period of two to three days.

2. Transnational seminars should be interactive, stimulating and enjoyable. Consequently, regardless of the methodological approach defined, networks are expected to think seriously about the design and delivery of transnational seminars, so that participants get maximum benefit from the experience.

3. The thematic focus of the Good Practice being transferred will have an impact on the types of stakeholders that will be involved in the transnational seminars and thus on the type of activities that can be proposed during the seminars.

4. At the design stage of transnational E&L seminars, different activities can be considered. These include:
   - ✓ Inputs from external expert speakers (these might be Lead Experts and/or ad hoc experts working with the project, local experts on a particular topic or guest speakers from other networks and organisations)
   - ✓ Forensic site visits (with the active involvement of local stakeholders of the hosting city)
   - ✓ Peer review exercises
   - ✓ Group problem solving
   - ✓ Structured discussions and analysis sessions using dynamic facilitation techniques[5].

5. Involving different partners to host – or co-host – transnational seminars is a good way to gain their active participation in the project. At the planning stage, partners should identify the aims and focus of each of the proposed transnational seminars, reflecting on the overall shape of the projects but also the specific experience, needs and potential contributions of the host city.

6. The local stakeholders of the hosting city should play a key role in presenting their local situation in relation to the transfer process, needs and

[5] *You can find some examples in The URBACT Guide to effective animation available via: http://urbact.eu/sites/default/files/animation_techniques.pdf*

experiences/solutions. All partners should receive some orientation material in advance, so they arrive with some understanding of the local context.

7. Advance planning is an important part of effective transnational seminars. At the very least, this means collaboration between the Lead Expert, Lead Partner and host partner around the agenda, contributors and the logistics. In some cases, Lead Experts have visited the host city in advance to see venues and meet the hosts. In other cases, they have organised virtual planning meetings in advance of the transnational seminars.

8. Virtual meeting tools are becoming an increasingly important complement to physical transnational seminars. As well as their use in pre-planning, networks are also increasingly relying on them to maintain project momentum between transnational seminars. The ability to convene virtual meetings between transnational cycles provides an additional dimension to networks and Lead Partners should show awareness of this in their proposals.

9. 'Housekeeping' matters also need to be considered carefully. These include finance, administration and communication issues. As much as possible, it is advisable to manage these aspects of the network outside the main business of the transnational seminars. This might mean via virtual online meetings, separate to the transnational seminars. However, there will be moments when face to face time is required, and in such cases it is best to organise these meetings either before or after the main programme, as not all participants will be involved.

10. Finally, networks are using social media (in particular Twitter, Facebook, Instagram, Flickr, WhatsApp, Viber, Telegram etc.) to complement their transnational activities. All networks are encouraged to establish a social media profile and these tools can be very effective to enhance the internal communication among partners as well as to promote transnational events and to engage with a wider audience in proceedings (for external communication, see section 4).

Interesting examples of transnational E&L activities

Given the range and diversity of URBACT networks, please note that there is no single preferred methodological approach to the transnational element. We have seen a variety of effective ones, and some examples are set out below.

The Transnational network meeting (TNM) gathering all partners is the most common format of the transnational E&L activity in URBACT. The following examples of TNMs illustrate different methodological approaches being used at these meetings:

- ✓ Kick off meeting – 2nd Chance network: Example of a clear agenda with good mix of activities. Accessible here
- ✓ Transnational meeting – sub>urban network: Video showing an interesting meeting venue, different session formats and exercises, and the involvement of different ULG stakeholders. Accessible here
- ✓ Peer review workshop – InFocus network: Report showing the transnational network meeting with a peer review workshop developed specifically for the Network. Accessible here

- ✓ Transnational network Meeting – Interactive Cities network: Report illustrating the transnational network meeting that took place just after the Case Study visit – another form of the network meeting with all partners but with a different focus. Accessible here

The customised E&L activities with fewer partners that can have different formats and approaches:

- ✓ Bi-Trilateral Meeting - 2nd Chance network: Meeting with three network partners exploring practices being developed in one city and receiving feedback from peers. Accessible here
- ✓ Deep dive Methodology – Vital Cities network: Detailed methodology explained in the article. Accessible here
- ✓ Deep dive study visit – Refill network: Example of staff exchanges focusing on a particular topic. Accessible here

2.2. PRODUCTION OF NETWORK EXCHANGE & LEARNING OUTPUTS

Capturing, organising and documenting the knowledge generated through the transnational exchange and learning activities is a key and compulsory element for Phase 2 of all approved networks. There are two main purposes for URBACT Transfer Networks to produce E&L outputs in relation to the transnational transfer exchange and learning process:

- ✓ Firstly, to capture and connect learning with the local level – the knowledge generated at transnational level is made available for local level activities and ULG stakeholders.

- ✓ Secondly, to share knowledge with an external audience - the knowledge generated by the network is made available to a wider audience of local, regional, national and EU-level policy makers and practitioners not directly involved in the network activities. Work Package 4 sets out different communication channels for sharing appropriate E&L outputs (see section 4.3.).

In some cases, a single E&L output can achieve both purposes, reaching both audiences (the local stakeholders at partner level and the external audience of other cities and institutions). However, in most cases networks should differentiate the output production and identify the right content and the right format for each target audience. Examples of E&L outputs produced by previous URBACT networks are provided in the related sections below.

The Lead Expert is the main person responsible for the coordination of the production of E&L outputs, through close coordination with the Lead Partner and with the active contribution of all partners and contributors to the transnational activities. Ad hoc experts or external experts can be commissioned to contribute to the production of thematic outputs.

2.2.1. CAPTURING AND CONNECTING LEARNING

The knowledge coming from the transnational level should be effectively captured, organised and documented in order to be easily accessible to all stakeholders involved in the local co-production process. It usually includes key findings, solutions/practices analysis, ideas, and policy recommendations. The examples listed below are arranged on the basis of the purpose they shall serve.

Outputs considered as tools (only for internal use)

- *Key Learnings grid*

What: a basic tool used at the end of each transnational network meeting in order to capture key learning points for each partner and actions to be carried out at local level. The grid is reviewed by partners and Lead Expert at each transnational meeting. It helps partners record the history of learning and undertaken actions throughout the journey.
The use: used for internal network recording of the E&L process. It is highly adaptable and upgradeable. It is not appropriate to be shared with external audience.
References: Alison Partridge (Lead Expert in Esimec and Techtown network), Ferenc Szigeti (Lead Expert in Change network)

- *Follow up materials*

What: is the set of all the materials, handouts, produced for/at network seminars. These can include compilation of PowerPoints, templates, main learning notes from different sessions, photos, short videos, etc.
The use: should be used for internal purpose only. It helps ULG participants design appropriate debriefings at local level.

- *Pre- and post-meeting briefing note*

What: this tool is used to capture and document the E&L rationale. The pre briefing note provides a clear understanding of the content to be covered at each network meeting (including necessary preparations) and recalls partners about the tasks that needed to be undertaken before the meeting. The post briefing note documents the learning from the meeting for each session, and lists the tasks to be undertaken before the next meeting.
The use: very efficient tool for ULG coordinators to report learning from the transnational to local level and as a reminder of tasks. Should be considered as internal tool but could also be categorised as Hybrid output - technical report (see below).
References: Matthew Baqueriza-Jackson (Lead Expert in Procure network)

Hybrid outputs - used primarily for the internal use with possible appropriate formats for sharing with external audience

- *Case studies, Good Practices*

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

- *Technical seminar reports*

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

- *Infographics, Fact sheets, Illustrations*

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

- *Thematic reports*

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

- *Videos*

URBACT networks can also make good use of videos and animations to complement other E&L outputs. These can be short simple (amateur) video stories, animations that capture key points from transnational seminars or short films with professional production and well thought scenarios.

The use:

- ✓ As a tool for ULG coordinators to report back to local stakeholders the key findings from the transnational seminar. No minimum standard required.
  Examples: sub>urban; CityCentreDoctor; Interactive Cities; Gen-Y city (partner);

- ✓ As a Network output for external audience (see section 2.2.2.). Well-conceived videos can be very efficient tool to convey the main messages and lessons learnt to an external audience as well as inside the network. Recommendations for video production will be provided to all Transfer Networks at the beginning of Phase 2.
  Examples: Refill; RetaiLink; sub>urban; Procure; My Generation at work; Agri-Urban;

- *Digital media*

What: Content produced with digital, online, interactive tools that can capture and organise learning in a coherent way. There are many types of tools and channels today which can serve different purposes – analysis, dynamic presentations, live video streams, audio and photo stories, virtual storytelling etc.

The use: Some networks in the past have already used digital media to present their learning. We encourage Networks to explore and propose these types of tools but considering as well the possible risks and the added value.

Examples: RetaiLink - Virtual city; Boostinno – Sense mapping; Techtown – Podcasts;

Special Network outputs

The network findings and recommendations can also influence decision and policy makers at European, national and regional level in the perspective of integrated and sustainable urban development. For some Transfer Networks it will be relevant to produce thematic outputs targeting these specific audiences. These types of outputs could be also useful to set out the basis for discussion at the national/macro-regional Good Practice Transfer events, for example:

- *Policy recommendations*

Networks can produce suggestions for the improvement of legal or regulatory frameworks building on the main lessons learnt and on the common discussions among partners. These can be produced a stand-alone documents or as part of the final network product. Example: Refill - Final publication, pages 12-14; RetaiLink - Final report, pages 154-163

- *Position papers*

Networks can produce position or policy papers about the implementation of Good Practices in order to contribute to debates at EU, national or regional level.

Reference: HerO network (approved between 2009 and 2011) contributed to the public consultation on the definition of the thematic priorities for the Cohesion Policy 2014-2020 with the Strategy Paper 'The untapped potential of cultural heritage'.

Accessible here.

Every transnational seminar organised during Phase 2 is to be considered as an output of the project to be indicated in the project proposal (Application Form).

You will also produce a unique set of E&L outputs (different types and number) which will also need to be indicated in the Application Form.

When combining the two, please apply a systematic approach and try to set a logical framework for transnational activities and the related production of E&L outputs considering their specific purpose and the link with the communication activities.

Note: every transnational seminar must be followed by a specific E&L output.

Please note that you will be able to review you initial set of E&L outputs with the "mid-point reflection" (Month 12 of Phase 2). This means that the initial set of network E&L outputs could be revised and reprogrammed with the Mid-Term Review tool (see section 1.1.E.).

2.2.2. SHARING KNOWLEDGE WITH EXTERNAL AUDIENCES

Transfer Networks and their partners are expected to draw lessons from their transnational E&L activities and to share these with urban practitioners in cities all over Europe, who could not take part in the network activities. Other cities in Europe (and beyond) are facing similar challenges to the ones you address through URBACT and they would greatly benefit from the key lessons of your Good Practice transfer activities; some might even become your 'followers'. Hence, it is important to gather and share lessons learnt throughout the project life cycle, both from the transnational E&L activities and from the local level in relation to the Good Practice transfer.

Each network will generate a range of outputs throughout the transfer journey that could be used to explain its work to the outside world. All these outputs will be gathered in a Transfer Treasure Box. Each Transfer Network will be able to use one respective **Transfer Treasure Box** on the online collaboration platform – Basecamp set up by the URBACT Secretariat. Populating this will be the responsibility of the Lead Partner and Lead Expert, working closely with the Project Partners (see also section 3.3.3.).

The Transfer Treasure Box will provide Lead Partners and Lead Experts with a dedicated space to gather and organise all network E&L outputs, and, to use it as a source for communication activities – sharing content with external audience. Please see further information below and in the dedicated section 4.

Network outputs for external audience

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

Network E&L outputs to be produced under Work Package 2 will feed the content for external audience through specific outputs set out for Work Package 4, notably:

- ✓ Active communication outputs - Network Webpage updates, Newsletters, Social media channels;
- ✓ Network Results Product – Interim and Final.

When planning your set of network E&L outputs for external audiences please also consider specific outputs to be produced under Work Package 3 notably the partners' Feeds for The Transfer Treasure Box (see section 3.3.3.). Furthermore, all outputs to be produced should consider a logical sharing sequencing set out for Work Package 4.

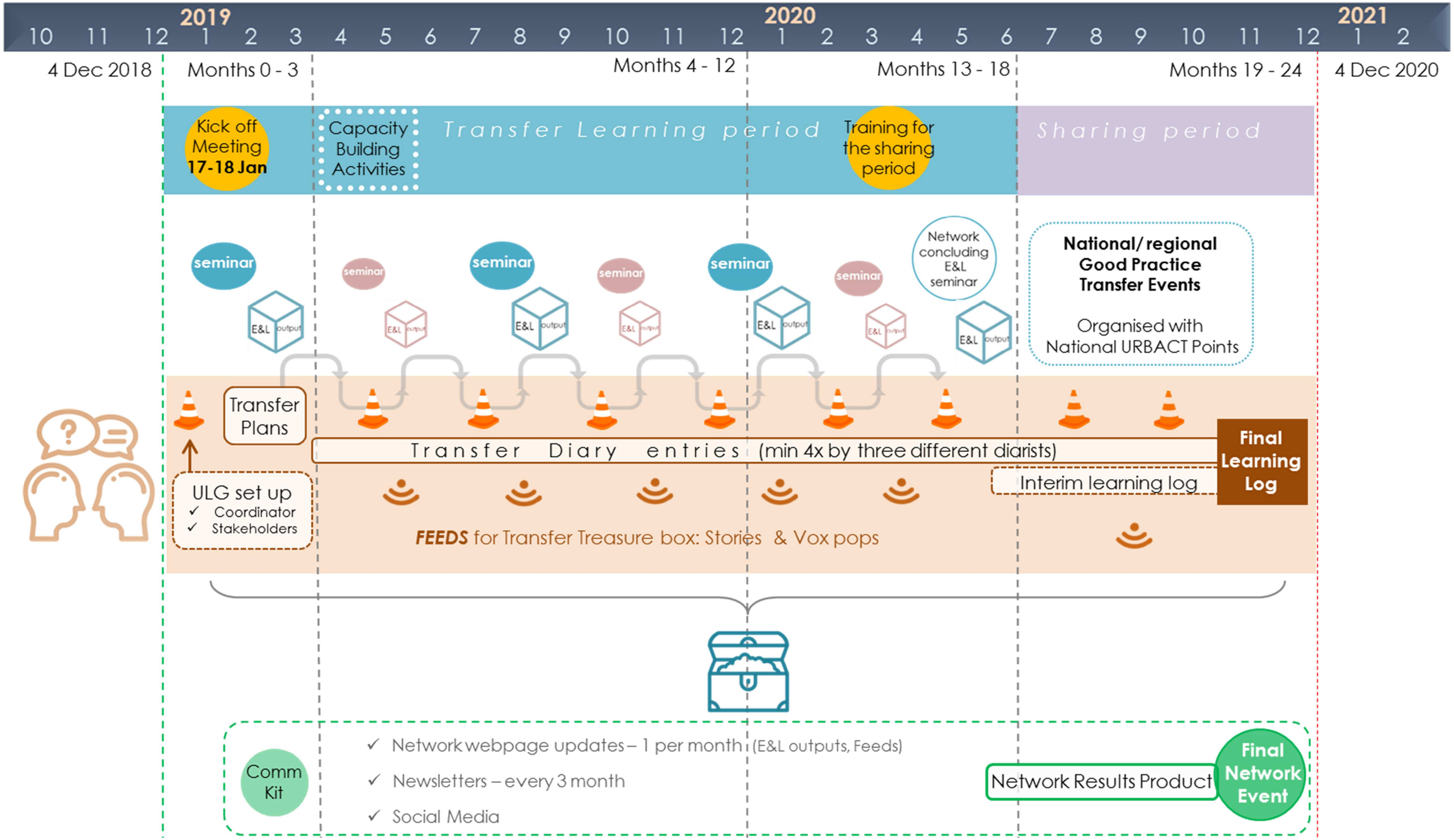
3. WORK PACKAGE 3 – The Local dimension

Work Package 3 focuses on the local level within the Transfer Networks. This centres around the URBACT Local Groups (ULGs), which will be established in each participating city.

In this section we will discuss the structure and operation of the ULGs. We will also consider working methods, and refer readers to the range of URBACT support tools.

Finally, we will cover the outputs URBACT expects each Transfer Network partner to produce over the lifespan of the project.

INFOGRAPHIC: ZOOM IN WP 3 – THE LOCAL DIMENSION



3.1. STRUCTURE OF ULG ACTIVITY

What is an URBACT Local Group?

Each Transfer Network partner city must establish an URBACT Local Group (ULG). As the programme promotes multi-level participation, we expect the composition of these groups to reflect the project's thematic focus. This means that a project focusing on, say migrant integration, will have a different stakeholder mix to one promoting carbon reduction through the cultural industries. Cities should think carefully about the composition of their ULG, ensuring appropriate coverage. The URBACT Toolkit includes tools to help do this.

Good Practice and Transfer Partners will all establish ULGs. In the case of Good Practice cities, ULG members are likely to be the key stakeholders with involvement in the Good Practice. An important part of their role, as we discuss later, will be to connect with peers in Transfer cities, sharing their experience and passing on their learning. The membership of the ULG in the Transfer cities will ideally mirror, as much as possible, those around the table in the Good Practice City, again with a view to linking peers and enriching the learning and exchange process.

What's the role of the ULG Coordinator?

Each city will appoint a coordinator for its ULG. This key person will function as one of the main contact points for other partners, as well as being the pivotal link within the ULG on the ground. The ULG Coordinator will be responsible for the delivery of the city activities and outputs described below. S/he will also be the key point of contact for the National URBACT Points (NUPs), throughout the lifespan of the project. This working relationship will be particularly important during the final six months of the project, with the national/macro-regional Good Practice Transfer event.

The ULG/Local Project Coordinator will also act as the point(s) of contact between the partner city and the URBACT Secretariat.

3.1.1. ULG WORKING PATTERNS

What's the format for ULG sessions?

The ULG is an active working group that will be at the heart of the Good Practice transfer process in each city. It may be a group designed especially for the URBACT project, or be a relevant group that is already in place. Each ULG will be different, reflecting local structures, priorities and actors. It is expected to meet on a regular basis and to take account of the URBACT principles and tools to work efficiently and interactively. The URBACT Toolkit and other material provide guidance around how to design and run these sessions well.

How often should the ULGs meet?

At the start of the project, each ULG should define its working patterns. This will include regular working sessions which are often linked to the transnational meetings.

For example, it can be very helpful to meet prior to a transnational meeting to prepare and ensure that the opportunity is optimised. Following the transnational sessions, it is also helpful to meet in order to share feedback and key learning points. ULGs have also found it useful to come together when key outputs are due.

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

3.2. ULG ACTIVITIES & OUPUTS

This section sets out the key activities and outputs at the local level. They are summarised in the table on page 44.

3.2.1. THE TRANSFER PLANS

Each Transfer Partner must produce a Transfer Plan at the start of Phase 2. The core content of this will be:

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

The snapshot can draw upon material provided in the Transferability Study produced at the end of Phase 1, as this will contain relevant content provided by each city. The process and resources section should explain the steps and procedures the city will apply at the local level to adapt and transfer the Good Practice. The forecast section can also draw upon the Transferability Study, which will assess the extent of adaptation and transfer likely to take place in the target period.

The Transfer Plan should be seen as a working document. Its primary audiences will be the ULG members, other city stakeholders, the wider network membership and the URBACT Secretariat.

The ULG Coordinator is responsible for the production of the Transfer Plan, which should be written in English. This should be a concise document not exceeding 15 pages. It is a working tool, not a report, and URBACT will provide a template to guide partners at the Phase 2 kick-off meeting.

The Transfer Plans should be written in English and completed in month 3 (March 2019)

3.2.2. TRANSFER DIARIES

These Good Practice Transfer Networks provide a laboratory to better understand how learning, exchange and transfer take place between cities. It is important that we gather information at different levels about this new type of learning journey, which will be of interest to a wide audience. One of the ways we will do this is through the Transfer Diaries.

Two important principles underpin this. The first is that over the lifespan of the network, participants closely involved in the process – within both the Good Practice and Transfer Partners – will go through a significant learning curve. It is important that we capture the details of this, as it forms a key part of the overall story. As the experience will be rich in content and quite intense, particularly in the early stages, we want to ensure that all of the main points are recorded. Consequently, the Transfer Diary entries will align with significant milestones during the project's lifespan.

The second principle relates to the layers of learning taking place within each partner city. We expect this to happen at the city, organisational and individual level. The primary focus in the diaries is the individual and organisational level. As we have noted, ULGs will comprise a range of stakeholders, each with a distinctive perspective, depending on their role relating to the Good Practice. So, each ULG will have a number of Transfer Diaries, produced by different ULG members, providing an opportunity to hear how different stakeholders experience the transfer journey.

Transfer Diaries will be produced by ULG stakeholders from both the Good Practice and the Transfer Partners, although the former is more likely to place more emphasis on designing and implementing an effective transfer process.

- *Who will produce the Transfer Diaries?*

Every city should nominate at least three 'citizen diarists' to record their individual experience through the Transfer Diaries. One of these should be the ULG Coordinator. The other two should represent different perspectives within the ULG, which might be an NGO representative, a businessperson or a politician, depending on who's around the table.

- *Frequency of the Transfer Diary entries*

The Transfer Diary entries should be produced on a regular basis. The network should agree on the most appropriate frequency, depending on their work methodology. For example, it might make sense to have all the entries coincide with the transnational seminars.

Whichever frequency is selected, each citizen diarist should produce **at least four diary entries** during the lifespan of the project.

- *Format of the Transfer Diaries*

We encourage creativity and personal expression in these diaries! We would also welcome diarists exploring different media relating their experience through images and sounds as well as words. We like the notion of a 'scrapbook'. The aim is to generate a rich mix of personal reflections and learning material that can feed into the Transfer Treasure Box, the Final Learning Log and the sharing events (see sections below).

Each network should establish an online space for the diary content from each partner to be uploaded, preferably on Basecamp.

Diarists should make their entries in their mother tongue. In order to have some consistency, the ULG Coordinator has a key role in identifying the most useful content for the Lead Expert to be aware of. The Coordinator will be the treasure hunter at local level, identifying learning gems to share as Feeds for Transfer Treasure box (see below).

6 key questions to inform each diary entry

What activities have we undertaken recently?

What have been the key learning points from these?

What is working well and why?

What are the main barriers to the transfer process?

How can/have we overcome these?

What message have we got for other cities in Europe from this experience so far?

3.2.3. FEEDS FOR THE TRANSFER TREASURE BOX

Each network will have a range of outputs from the transnational E&L activities gathered in a Transfer Treasure Box (see section 2.2.2). In order to convey the partner transfer experiences from Transfer Diaries to an external audience the Lead Expert is reliant on the Project Partners for material for this important story-telling role.

For this, each network partner should provide the following material/feeds during the project:

- ✓ **Transfer stories** should illustrate how the Good Practice example is being adapted and how it can help provide a solution to a city challenge. Each city should provide some specific examples of the transfer process at work in their city, accompanied with images, to be included in network products. The Lead Expert will liaise with cities on the precise detail.

Note: *At least one Transfer Story per partner must be shared with external audience during the project's lifetime (see section 4.3.2.)*

- ✓ **One set of vox-pops**. Vox-pops are short (maximum 3 minute) video interviews. Each city should produce a set of three interviews with key stakeholders in their city. Like the diaries, these should reflect a range of voices (i.e. Elected

Officials, Directors, Project managers, citizens etc.). The interview should be accompanied by a one paragraph written summary covering who, what, where and why. Interviews can be in local languages but if so should be subtitled in English.

Note: *At least one vox-pop per partner must be shared with external audience during the project's lifetime (see section 4.3.2.)*

The partners' feeds gathered in the Transfer Treasure Box reflecting lessons from the Transfer Diaries will provide a rich set of resources which will be used to explain each network's learning journey to an internal as well as an external audience.

3.2.4. THE FINAL LEARNING LOG

Each Transfer Network Partner will produce a Final Learning Log at the end of Phase 2 with an interim version at the end of the Transfer Learning period (month 18). The purpose of this document will be to capture the key learning points emerging from the overall network experience. It can draw upon the other products (Transfer diaries, Feeds for Transfer treasure box - transfer stories, vox-pops, etc.) to provide a record of the learning journey and an overview of the transformation that has taken place.

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

The Final Learning Log will reflect these levels, and will be written in English. A proposed format, together with key questions, is set out in the table below.

TABLE: FINAL LEARNING LOG FORMAT

Indicative at this stage. To be reviewed and refined at Mid-term Review point

Section	Relevant Questions	Sources/Points to remember
Introduction	N/A	N/A
Our starting point	What were the key characteristics in our Transfer Plan? What assets/barriers did we have? What were our expectations for the end?	Refer to the Transfer Plans
Key learning points for individuals	Who have been the key individual beneficiaries in terms of learning? (Civil servants ? Elected officials? NGOs? Others?) What have been the key learning points? (Think about working methods, digital tools, professional development, communication skills etc.)	Draw upon the Transfer Diaries
Key Learning Points for Organisations	Which organisations have been most closely involved? What have they learned? Have they made any changes – structural, cultural, professional – as a result of this experience?	Regularly check these points in ULG sessions Perhaps organise a focus group at the end to inform this section
Key learning points at city level	Have there been benefits at city level? Have stakeholders worked in new ways? Has the experience led to changes (structural, strategic, operational) at city level?	Regularly check these points in ULG sessions Perhaps organise a focus group at the end to inform this section
Overall conclusions on progress	What progress has been made in adapting and transferring the Good Practice? How does this compare to your initial expectations? What supported/obstructed the process? What did we learn from this?	To be covered in the final ULG Reflections/Focus Group session.

3.2.5. THE FINAL LOCAL EVENT

At the end of Phase 2, there will be an overall Final Network Event for each network. Details of this are set out in WP4 - section 4.4.2. To complement this, each city may choose to host its own local event, aimed at a city/regional audience. The purpose of this local event will be to celebrate the city's achievements, to explain how the Good Practice has been adapted and reused and to share the key learning points.

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

These final local level events are optional. In some cases, it may be preferable to organise the final ULG meeting as an opportunity to share and reflect on the city experience.

3.2.6. THE NATIONAL/MACRO-REGIONAL GOOD PRACTICE TRANSFER EVENTS

The last six months of Phase 2 provide an opportunity to share the learning and Good Practice transfer experience more widely. During this period, the URBACT Programme, with the support of the National URBACT Points, will organise a national/macro-regional event to share the key lessons with a wider audience of cities throughout different countries. At these events the Good Practice cities and transfer Partners will share their Good Practice transfer experience to a second wave of cities in their own country/region. These events will also support a dialogue with regional and national level stakeholders focusing on:

- ✓ the main features of the Good Practice being transferred and its benefits,
- ✓ the actual transfer process and the adaptation of the Good Practice to another local context (systemic limitations, regulatory boundaries, add-ons and customisations),
- ✓ the measures that should be undertaken at different levels for the proper implementation of the Good Practice.
- ✓ the potential to share the transfer to other cities on an informal national basis

Learning points from the national/macro-regional discussion shall be reflected in Transfer Diaries and Final Learning Logs as well as the Network results product to be presented at Final Network Events (see section 4.4.)

TABLE: SUMMARY OF URBACT LOCAL GROUP OUTPUTS AND ACTIVITIES

Output	Produced by	Quantity	Purpose	Primary Audiences	Deadline/Frequency
URBACT Local Groups (ULGs) (output)	All partners	1 per city	Group work of local stakeholders	Internal stakeholders	Within first 3 months in Phase 2
ULG meetings (output)	All partners	varying n° per city	Group work on the Good Practice transfer	Internal stakeholders	Throughout the project's lifecycle
Transfer Plan (output)	Transfer Partners	1 per city	Confirm city baseline & set out transfer expectations	Transfer Partner internal stakeholders Network Partners	Month 3 of Phase 2
Transfer Diaries (output)	All partners	1 per city (3 citizen diarists x 4 entries)	Capture individual learning experiences	Local, national and international	Linked to TN sessions – written on an ongoing basis and completed by Month 18 (interim) and 22 (final) of Phase 2
Final Learning Log (output)	All partners	1 per city	Review of progress and transfer achievement	Local, national and international	Completed by month 18 and 22 of Phase 2
Feeds for the Transfer Treasure Box (activity)	All partners	1 set per city	Inside story of each city journey	Local, national and international	Throughout the project's lifecycle
Final local event (optional and counted as ULG meeting)	All partners	1 per city	Share and disseminate the transfer experience	Local stakeholders	Completed by month 24 of Phase 2
National GP transfer Event input (activity)	All partners	1 per city	Share lessons and learning with wider national audience	City partners in each MS	Completed during 19 to 22 month of Phase 2

4. Work Package 4 - Communication

The role of communication in ensuring the success of EU-funded projects has come to the fore over the past decade. In the context of the URBACT programme, there have been several reasons for this:

- the increased interest from the European institutions (in particular the European Commission) to demonstrate to the wider public how European funds in general are being spent
- the need for public authorities to demonstrate (even further) the added-value of allocating resources to cooperation, in a general context of reduced public spending
- the results-oriented approach of the programme, in particular to demonstrate the less tangible (but not less effective) results.

As a result Project Partners are required to dedicate sufficient time and resources to project communication, at all stages of the project implementation.

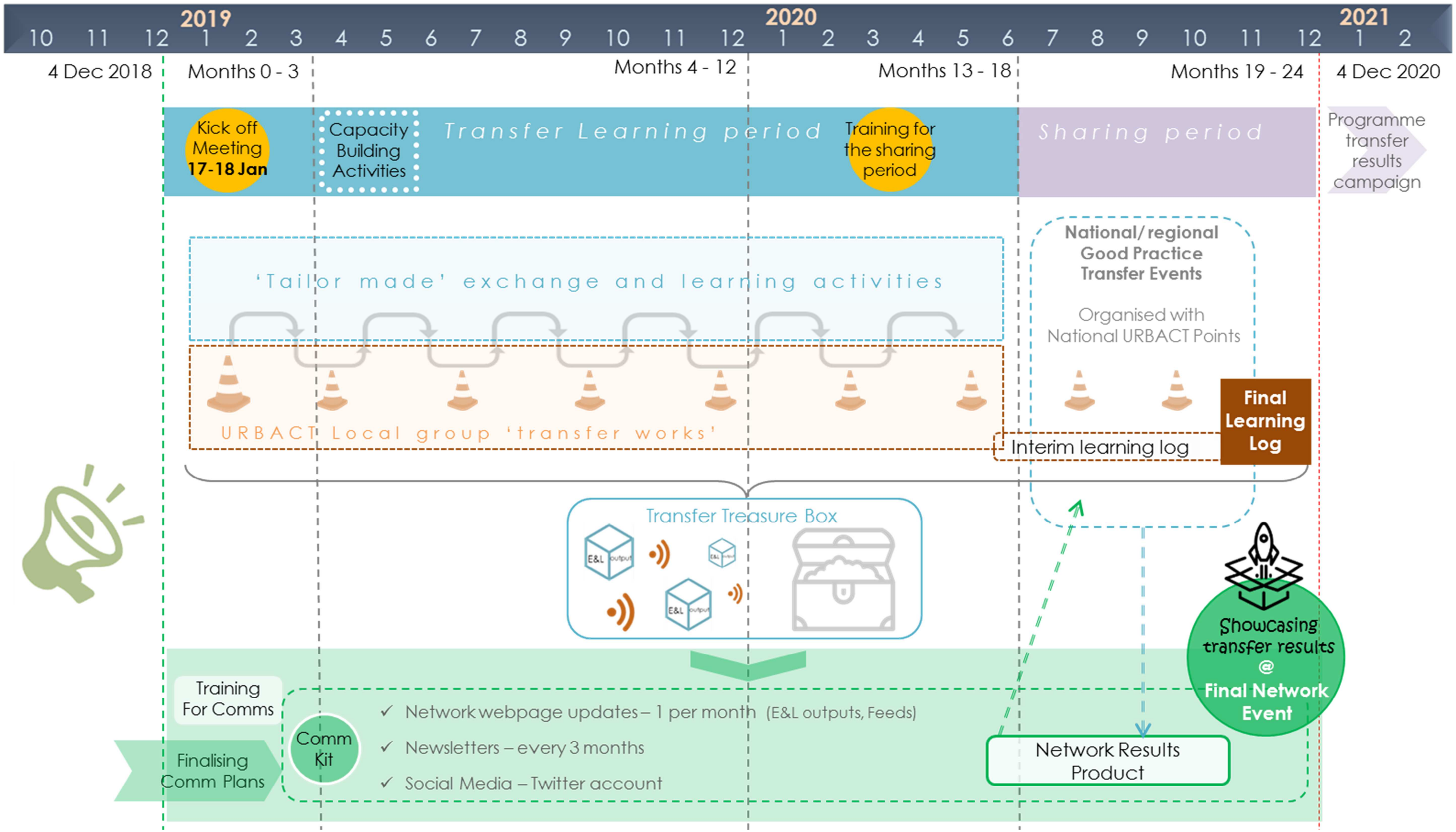
Note: *We refer specifically in WP4 to communication with external stakeholders. Internal partner communication is dealt with in WP1.*

'Communications' must be understood as a strategic project tool, which contributes to achieving the project's objectives. It cannot simply be an 'add-on' at the end of the project, but is embedded in the whole network lifecycle.

The 'journey' of transfer, from the Good Practice City to the Transfer Partner, is as important as the result of the transfer itself. Documenting and communicating the transfer process is key

That's why we recommend that you develop a communication strategy to accompany Work Package 4 of your Phase 2 application.

INFOGRAPHIC: ZOOM IN THE WP4 – COMMUNICATION



4.1. COMMUNICATION STRATEGY

A communication strategy is designed to help your network communicate effectively to achieve its core objectives. It provides a useful roadmap for identifying who needs to be reached, and what they need to hear, so as to ensure the project is a success. It entails a good deal of research, brainstorming and refining within the partnership even before Phase 2 begins; but the time invested in setting up a robust communication strategy will be repaid throughout the project's implementation.

Each network develops its own strategy for ensuring that its own objectives are met. At the same time, networks are financed by the URBACT programme and the European Regional Development Fund (ERDF) and thus are part of a bigger picture when it comes to communicating the effectiveness of transnational learning for integrated urban development.

The network communication strategy is also an important part of the Application Form to be reported under Work Package 4 of the Phase 2 application. While you do not have to submit your full Communication Plan (output in Phase 2), you need to provide summary information on your communication objectives, target groups and activities in the Phase 2 application. All activities in the communication strategy must be consistent with the other activities planned under WP2 and 3.

Your communication strategy should cover (at least) the following main sections:

Objectives

- What do you want to change or achieve?

Communication is goal-driven. What is it you particularly want to change with your network: to introduce a new way of working? To set up a new tool supporting entrepreneurs, etc.? Based on the specific objective of your network, you can define your communication objectives. These could be linked to raising awareness, changing behaviour or mind-set, or disseminating knowledge. In any case, objectives should be SMART – which means they are Specific, Measurable, Appropriate, Realistic and Timed. Don't fix too many objectives, and keep your ambitions realistic.

Target audiences

- Who are you trying to reach out to? Who do you want to act?

These are the key audiences that your network needs to reach, and they each have specific needs and characteristics. Target audiences can be easily identified by developing a list of organisations and people that need to know about your network and its work. Be as specific as possible. All partners should be involved in this brainstorming! Using a tool such as the stakeholder analysis grid, prioritise the different stakeholders according to their interest in the topic, and their ability to influence the outcome of your network. Focus attention on those in the upper right segment.

Key messages

- What do you want to say to target groups?

Messages need to be tailored to be appropriate for different target groups: what's appealing to policymakers isn't necessarily what appeals to the citizen. At the same time, keep it simple. It is better to send a few messages from different sources at different times than try to multiply the number of messages in one go. Work on crafting a number of key messages, which can be in the form of a statement, idea or assertion:

- ✓ Eg (x) must take action on the issue of (y) otherwise (z) will happen
- ✓ Eg (x) is the problem and (y) is the solution

Activities

- What are the best ways to reach your audience?

How are you going to spread your key messages, using which channels? Some tools and channels are pre-defined by the programme for all networks: brochure, final output, events, social media (see more details in section 4.3.). Others should be selected based on their effectiveness at reaching your defined audiences. In section 2.1., you can find concrete examples of E&L outputs that can achieve that purpose.

Time plan

Develop an indicative time plan, when the different activities will take place. Ensure that your communication activities timing is coherent with the timing of other activities in WP2 and 3.

Budget

The budget for communication activities also needs to be planned in the Phase 2 application. The partners should go through all the planned activities and consider whether they are able to organise everything with their own staff (see section 1.1.B.) or whether the expertise of an external service provider is needed. If the project chooses to contract external experts, this needs to be reflected in the 'External expertise and services' budget category. When budgeting for activities, the projects need to think about the costs of the selected activities and the benefits they bring to the project, as well as their added-value with respect to the other communication activities planned. We recommend, for example, that promotional items and giveaways be limited to communication material specifically required for reaching one of the defined target groups and objectives.

Partners

- Who can help you reaching out? On local level, on EU level?
- What can be done by you at Lead Partner level, and what should be done by each of the network partners?

Evaluation

Any good strategy has evaluation built-in, so that it can close the loop and help you revise future actions to get a better result. Based on your objectives, identify a few indicators that you can measure to help you assess if your communication strategy is having the desired impact. The strategy can be reviewed and revised on an ongoing basis, and particularly at the Mid-term Review (see section 1.1.E.).

What you are doing is important, beneficial for your city and its citizens. It would be a shame if they didn't know about it!

4.2. NETWORK VISUAL IDENTITY & PUBLICITY REQUIREMENTS

In Phase 1, you have developed your network's visual identity which is made of your logo and tagline. In Phase 2, you are asked to complete it by creating **templates for documents** (Word, PowerPoint etc.). Throughout the project's lifespan, your network's graphic identity will be closely associated with and used along the programme's graphic identity.

When applying URBACT's graphic identity, you benefit from the programme's wider communication and visibility and your outputs are associated with a bigger family of projects and knowledge tools. Applying URBACT's graphic identity and following publicity requirements will also keep your costs from being ineligible.

The following principles, as outlined in EU Regulation No 821/2014 must be respected at all times:

- ✓ The **URBACT logo** must be used whenever an event or an activity takes place that has been financed by the URBACT programme. The logo should appear on all the documents related to the event or to any other kind of publication or output – printed or digital – that has been financed by the programme
- ✓ The URBACT logo must be used ALWAYS together with the **ERDF logo** (EU logo with European Regional Development Fund mention below) on FIRST pages of any communication document produced at network or partner level (publications, posters, agendas of events etc.)
- ✓ On one given document, no other logo must be bigger than the ERDF one, which should always be used in colour
- ✓ All network partners have to publish information about the network **on their institutional website**. This should include a short description of the network, its aims and expected results, partnership details, and highlight the financial support from the European Union through the use of the URBACT & ERDF logos. A link to your network page on the URBACT website should be added to the information available once the pages will have been created
- ✓ Within six months of the approval of the project and for its whole duration, each network partner has to place at least **one poster** (minimum size A3) with information about the network, including the financial support from the ERDF, at a location readily visible to the public. The URBACT Secretariat will provide you with a template

In addition to observing the aforementioned publicity requirements, make sure branding is consistent across all your outputs.

→ To help you apply URBACT's graphic identity principles accurately, we have developed specific guidelines. Please read them carefully and take the time to ensure you have understood how they should be used. They are available on the Project Partner space @ Basecamp along with all URBACT logos and the ERDF one.

4.3. COMMUNICATION OUTPUTS

As a Transfer Network, you are required to produce a certain number of communication outputs which are part of your compulsory activities for Phase 2 under Work Package 4. Communication outputs are key to:

- showcase the work of the network
- testify city partners' and the network learning journey
- share solutions to the common challenges identified with other cities
- present key findings to a wider European audience of decision makers and policy makers
- demonstrate the importance and added value of transnational working in a European context

4.3.1. A COMMUNICATION KIT FOR EACH PARTNER

Three months after the beginning of Phase 2, each network partner should have access to a standardised communication kit designed to help the cities communicate in a similar, consistent way about the network. The communication kit shall be produced by the network communication officer and then sent electronically to all partners for translation. The kit should include the following information and material for the promotion of the network:

- ✓ a flyer presenting the network to an external, non-specialist audience (overview, challenges addressed, added-value of working in a transnational URBACT network, list of partners, key dates, expected results/outputs and links to digital communication channels)
- ✓ the A3 poster with information about the project that can be adapted to each partner organisation
- ✓ a press release, that should be adapted to the local context in each city partner
- ✓ templates, as outlined in section 2, for agendas, participants' lists etc., also in view of upcoming transnational meetings
- ✓ your network's boilerplate (less than a 100-word description) and URBACT's that can be used anywhere a short description of your network is required e.g. at the end of a press release, on the back of a publication, on your institutional website…

4.3.2. COMMUNICATING OTHER WORK PACKAGES' OUTPUTS

The best way to testify your work and the distinctive journeys and different perspectives from partners is to share with an external, non-specialist, European audience the most relevant content from the Transfer Treasure Box. These outputs should be made available on your network page on the URBACT website, via your social media and network newsletter. The network communication officer is responsible for identifying the most relevant content and for publicising them throughout the network's lifespan. The outputs to be shared include the following:

- ✓ *Work Package 2 – E&L outputs:*
  E&L outputs can also well illustrate your learning as a network to reflect on your experience as a group and not only as individual partners

- ✓ *Work Package 3 – Partners Feeds:*
  - Transfer stories (written, illustrated articles) = at least 1 story per partner; they should be shared as soon as they have been produced by the cities
  - Vox-pops = at least 1 per partner; they should be shared as soon as they have been produced by the cities

4.3.3. YOUR NETWORK PAGE ON THE URBACT WEBSITE

The URBACT website urbact.eu is the programme's main communication channel. It receives around 20 000 unique visitors a month which makes it a powerful tool for exposure. In order to avoid duplication of information and to drive as much as possible all traffic to the URBACT website, no other digital platform should be used at the same time as your network page to showcase the work done.

Each network will have its own dedicated page on the website with a specific URL. The pages will be set up for the beginning of Phase 2 by URBACT (example of a current network page: http://urbact.eu/sub.urban). From that moment on, the network communication officer will be given direct access to the website to manage the network page. A user guide is available and in early 2019, a webinar will be organised for you to get acquainted with the website.

Imagine the network page as a public version of your Transfer Treasure Box where relevant material reflecting the network's journey as well as individual partners' journeys can be found.

The network page should present the latest updates, activities of the network as well as partners' journeys and outputs. The network communication officer is asked to **update the page at least once a month** which adds up to a total of 24 updates throughout Phase 2. The network communication officer should schedule in advance with the partners the publication date of outputs to ensure a steady flow of content.

To start with, all network pages will feature an introductory article written by the Lead Expert; we encourage you to produce an interview with the Lead Partner as well. Content should be qualitative and relevant based on the Transfer Treasure Box content (see above).

→ Please read carefully the URBACT guide – Writing on Integrated Urban Development which is the reference document whenever you will be drafting content for URBACT.
→ If you have any doubt on how to use the URBACT website, refer to the User manual for networks.

4.3.4. SOCIAL MEDIA CHANNELS

Using social media will give more visibility to your network and drive traffic to your webpage. In Phase 1, some of you have already started being active on social media, mainly on Twitter and Facebook. One of the communication requirements for Phase 2 is to **set up a Twitter account** at the latest 3 months after the beginning of Phase 2. You are free to use other digital channels you deem most appropriate to reach out to other target audiences. Those include but are not limited to: LinkedIn, YouTube, Flickr, and Instagram. Only use the channels that you are confident you can manage – outdated social media accounts are worse than no account at all!

Content published on your network page on the URBACT website are great materials to feed your social media activity.
Here are examples of social media accounts run by URBACT III Action Planning Networks:
- Twitter: Interactive Cities
- Facebook: Second Chance
- YouTube: RetaiLink

→ Have a look at the guide we have developed to help you make the most of your Twitter account.

4.3.5. A NETWORK NEWSLETTER

An electronic newsletter issued in English should inform your target audiences about the network's updates and partners' activities. The newsletter can be translated in partners' languages. Make sure your contact list includes the URBACT Secretariat, all network partners and target groups (both at local, national and European levels) and is regularly updated. We recommend that you **send your newsletter every 3 months**. Alternatively, you could contribute to existing newsletters e.g. from your own organisation by providing content on a regular basis. The newsletter should be fed by what you have been publishing on your network page on the URBACT website.

4.4. THE SHARING PERIOD (LAST 6 MONTHS)

In the last 6 months of your network, structured communication activities you have been undertaking for 18 months should continue: updating your network page on the URBACT website, being active on social media, sending your network newsletter. Events come in addition to those activities to share your network's results as you have almost come to the end of your URBACT journey which will be retraced in your network results product.

4.4.1. THE NETWORK RESULTS PRODUCT

The network results product should rely on the (most relevant) outputs that have been feeding the Transfer Treasure Box and on the final partners' learning logs. It is the Lead Expert who is responsible for its production. There is no predefined format for the network results product: it can be a digital product or a written document as long as it reflects the partners' and network's learning experience.

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

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

A first version of the network results product should be ready by **month 18** (June 2020). The final version should be ready by **month 22** (September 2020) before the network final event so that it can be presented during the event.

4.4.2. THE NETWORK FINAL EVENT

The network final event comes as conclusion to your network as you are reaching the end of your journey. The network final event should present the network's key findings to all your target audiences (as identified in the communication plan). It is expected to highlight the partner cities' different perspectives and showcase the diversity of your network.

The network final event should take place on **month 23 or 24** (end 2020).

→ Please consult the Events guide for advice on how to organise successful events and well communicate on them.

The National/Macro-Regional Good Practice Transfer Events

National/Macro-Regional Good Practices Transfer Events aim to share the transfer process and lessons learnt by partners to other cities. Framed as a multi-level discussion bringing together the local, regional and national authorities, these events should discuss successes and barriers that partners have faced and offer solutions on how to overcome them.

The National URBACT Points will assist in the organisation of these events ensuring interest from other cities in their country. Partners in Transfer Networks should however reach out to cities in their own countries that had shown interest in joining their Transfer Network but were not selected (if necessary, partners should ask the Lead Partner for this list of cities).

These events can be organised as well at macro-regional level, gathering a number of countries, depending on the number of Good Practices and Transfer Cities in the country. If relevant, thematic sessions could also be organised bringing together cities that have tackled the same policy areas.

TABLE: SUMMARY OF COMMUNICATION OUTPUTS

Output	Produced by	Quantity	Purpose	Primary Audiences	Deadline/Frequency
Communication Plan	Network Communication Officer	1 per network	Layout the communication objectives, target audiences, messages and channels for the network and partners	Internal working document	Month 3 (based on the Final Application Form info for WP4); Updated at least once during project life (month 12)
Communication Kit (including a flyer, A3 poster, a press release, templates for documents, network and URBACT boilerplate)	Network Communication Officer + All partners (translation)	1 per network	Provide all partners with the same information and material for the promotion of the network	For the use of all network partners to communicate to an external (local and national) audience	Month 3
Network page * on the URBACT website (fed with Transfer Treasure box content)	Updated by Network Communication Officer based on all partners' contributions	1 per network	Provide a general presentation of the network and frequent updates to an international, non-specialist audience	Local, national and international, non-specialist audience	Updated once per month during network lifespan (24 updates in total)
Newsletter *	Network Communication Officer based on all partners' contributions	1 per network	Promote the network's and partners' updates/activities	Local, national and international	Every 3 months
Twitter account *	Network Communication Officer based on all partners' contributions	1 per network	Promote the network's and partners' updates/activities	Local, national and international	Frequent updates (our suggestion = minimum 1/week)
→ ***** ***Transfer Treasure Box content to feed in the last 3 outputs***					
Network results product	Lead Expert	1 per network	Share the network and cities' learning	International	Interim version on month 18 Final version on month 22
Network final event	All partners	1 per network	Share the network's journey and learning	International	Completed by month 24

CONCLUSION

This guide to Transfer Networks in Phase 2 is a comprehensive summary of all the activities you should expected to undertake during the 24 month period. The different chapters are organised around the compulsory actions under each Work Package.

It is, however, only a guide – you are encouraged to innovate and develop new ideas and tools whilst maintaining a coherent and logical transfer methodology.

Please address all questions to tnp2@urbact.eu

ANNEX: SUMMARY OF ALL PHASE 2 NETWORK OUTPUTS

Every Transfer Network project proposal for Phase 2 will need to indicate and describe (In the Application form through SYNERGIE-CTE) a specific number of Network outputs (deliverables) which will be the reference framework for project's work plans and for building the Network's budget.

The table below shows the compulsory and binding outputs to be produced during Phase 2 of Transfer Networks:

As required in SYNERGIE-CTE			Summarised from different chapters in the Guide		
WP	**Type of deliverable**	**Quantity**	**Primary Audience**	**Deadline/frequency**	**Who is responsible**
1	**Coordination meetings** (Virtual and physical)	X nb per network	/	Network defined	Lead Partner
1	**Mid Term Review** (Including Transfer State report)	1 per Network	Internal	After Mid-Point reflection – in Month 13	Lead Partner (with PP and LE input)
2	**Transnational seminars** (Customised mix of E&L activities)	X nb per Network	Internal	Network defined within first 18 months of Phase 2	Lead Experts (with Partners inputs)
2	**Exchange and learning outputs** (Different types, gathered in a Transfer Treasure box)	X nb per Network	Internal and External	Network defined within first 18 months of Phase 2	Lead Expert (with Lead Partner input)
3	**URBACT Local Groups (ULG)**	1 per partner	/	Within first 3 months in Phase 2	All partners
3	**ULG meetings** (including optional Final local event)	X nb per partner	City stakeholders	Network/partner defined (suggested before/after each Transnational seminar)	All partners
3	**Transfer Plans**	1 per Transfer Partner	Internal	Month 3 of Phase 2	Transfer Partners (with LE input)
3	**Transfer Diary entries** (min of 4 entries by at least three 'citizen diarists')	Min 12 per partner	Internal (used as the source for Transfer treasure box Feeds)	during the lifespan of the project (suggested after each ULG meeting)	All partners
3	**Final Learning Logs**	1 per partner	External and Internal	Interim version on month 18 Final version on month 22	All partners (with LE support)
4	**Communication plan**	1 per Network	Internal (External)	Completed by Month 3 (can be revised in month 12)	Lead Partner (with LE and PP inputs)
4	**Communication kit**	1 per Network	Internal (External)	By month 3	Lead Partner
4	**URBACT Network page updates** (using content from Transfer Treasure box)	1 per Network	External	Once per month during network lifespan (24 updates in total)	Lead Partner (with LE and PP inputs)
4	**Newsletter**	1 per Network	External	Every three months during 24 months of Phase 2	Lead Partner
4	**Twitter account**	1 per Network	External	1/week (suggested)	Lead Partner
4	**Network Results Product**	1 per Network	External	Interim version on month 18 Final version on month 22	Lead Expert (with partners inputs)
4	**Network Final Event**	1 per Network	External	Completed by month 24	All partners and experts

URBACT

is looking forward to driving change
for better cities with you!