



URBACT III

# Guide to Transfer Networks

PHASE 1



2017



## FOREWORD

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URBACT supports European cities to develop sustainable integrated responses to the pressing challenges they face today. URBACT networks foster the exchange of experience and good practice across cities, building urban stakeholders' capacity to develop efficient solutions.

Transfer Networks are one of the three types of networks developed under URBACT III, along with Action Planning Networks and Implementation Networks. Transfer Networks focus on the adaptation and transfer of established good practices amongst EU cities. These networks will be led by cities that have been awarded the URBACT Good Practice label<sup>1</sup>.

This guide introduces potential partners to the URBACT Transfer Networks. It will give you a better understanding of what you can expect by joining an URBACT Transfer Network in Phase 1 and clarifies the commitment and contributions expected from you.

It contains detailed information on designing a proposal for Transfer Networks, including how to define a work plan for Phase 1, establish deliverables, develop a budget and manage an URBACT network. It also outlines the main URBACT rules and procedures as well as provides useful tips related to the Phase 1 activities.

This guide complements the "Terms of Reference for the Call for Proposals for the creation of Transfer Networks". It also draws on several URBACT Programme Manual factsheets, relating to the management of networks (Factsheet 2E), and the Transfer Networks specifically (Factsheet 2C). The Call for Proposals for Transfer Networks will be a competitive process where only the 97 selected URBACT Good Practice Cities can apply as network leader, with other cities interested in transferring the good practice.

We hope that this Guide to Transfer Networks will provide you with useful advice on building a successful proposal.

We wish you good luck!

The  URBACT Team

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<sup>1</sup> You can discover all of the 97 URBACT labelled Good Practices on the following website: <http://urbactgoodpractices.eu/>



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## GLOSSARY

### Transfer Network

Transfer networks are one of the three types of networks developed under URBACT III. They operate over 2 phases (6 months of development and 24 months of realisation) and allow up to 8 cities to collaborate over a 30-month period. The network focus is on the adaptation and transfer of an established good practice, already identified by the URBACT Programme.

**All URBACT Networks are composed of a Lead Partner and Project Partners.** In the case of Transfer Networks, the Lead Partner role belongs to the [URBACT Good Practice City](#). Only those cities already awarded an URBACT Good Practice label can bid to lead a network. Project Partners in a Transfer Network are cities interested in the transfer of the good practice and are known as [Transfer Cities](#).

### Transferability Study

The Transferability Study is a key network deliverable to be produced during Phase 1. It is the keystone to the transfer process. It will describe in clear details the good practice at the centre of the network, placing it within the context of the EU's urban policy priorities. The study will also include relevant contextual information relating to the Good Practice City. In addition, the document will provide key details of each partner. This will include relevant economic, social, environmental and governance background. Most importantly, the study will assess the transfer potential – including barriers and assets – of each network partner.

### Transfer Diary

The Transfer Diary is another key deliverable that network partners will produce during the second phase of the network. Following an URBACT template, it will record the key learning outcomes for each partner. The completed diary will provide a detailed account of each partner's learning journey based on the [Transfer Plan](#) elaborated at the beginning of Phase 2. In doing so, it will provide valuable insights into the barriers and incentives relating to good practice transfer between cities.

### URBACT Local Group

The URBACT Local Group (ULG) is a fundamental building block of the URBACT programme. In every partner city, the ULG brings together all relevant local stakeholders related to the chosen policy challenge that the city wants to tackle. The ULG is the vehicle for a participatory process allowing relevant stakeholders to be involved in the effective transfer of good practice.

### Validated URBACT Experts

One of the benefits of taking part in an URBACT network is access to expert support carried out by validated URBACT experts. There are two types of validated URBACT experts:

[Lead Experts](#) provide thematic and methodological expertise. S/he is appointed by the partnership to design and deliver efficient exchange and learning activities,

produce the network deliverables (outputs, events etc), and supply thematic expertise related to the good practice. They also bring expert coaching skills. All Lead Experts have to be selected from the URBACT pool of validated experts.

Ad hoc Experts may also be commissioned by networks to provide support on specific needs concerning the methodology for exchange and learning, thematic expertise or support to partners. All Ad hoc Experts have to be selected from the URBACT pool of validated experts.

Both Lead and Ad hoc validated URBACT experts are suitable to provide expertise support to Transfer Networks in Phase 1. More information is provided in section 3.3. of this Guide.

### **Programme Expert**

The URBACT Programme has six Programme Experts. Each follows several URBACT Networks, providing methodological support and external expertise at both network and programme level. One of their key roles is the capitalisation of knowledge, building on results coming from the URBACT networks.

### **URBACT Joint Secretariat**

The URBACT Joint Secretariat, housed within the French Managing Authority (Commissariat Général à l'Egalité des Territoires), is in charge of implementing and managing the Programme on behalf of the Member and Partner States of the European Union. The Joint Secretariat follows and supports networks on all aspects of their work from peer-learning processes, capacity building, communication activities, and capitalisation efforts to management & financial support.

### **Monitoring Committee**

It is a committee of EU Member/Partner States set up to monitor implementation of the URBACT Programme, in agreement with the Managing Authority. The Monitoring Committee reviews the implementation of the Programme and progress towards achieving its objectives and functions. It adopts the methodology, criteria for selection of operations and the eligibility rules before the launch of each call for proposals as well as approves the selection of Networks.

### **National URBACT Point (NUP)**

The URBACT Programme currently runs 24 National URBACT Points covering 27 countries (Austria-Germany, Belgium, Bulgaria, Croatia, Cyprus-Greece, Czech Republic, Estonia, Finland, France-Luxembourg, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and UK). National URBACT Points, represented by ministries, associations of cities, universities, or consultant agencies, are in charge of communicating and supporting URBACT-related activities in their countries and in their native languages. More information is provided in section 1.3.3. of this Guide.



# 1. What is an URBACT Transfer Network?



This section provides a general understanding about the URBACT experience and the main features of an URBACT Transfer Network.

## 1.1. THE 2 PHASE-JOURNEY OF AN URBACT TRANSFER NETWORK

In order to improve the quality of networks approved for funding, the URBACT III Programme foresees a two-phase process for Transfer Networks. The process includes:

### Phase 1

Transfer Networks approved by the Monitoring Committee enter a 6-month Phase 1. The main aim of this phase is to provide network partners with time and resources to:

- ✓ Generate a clear and fully articulated description of the Good Practice
- ✓ Design an appropriate methodology for effective good practice transfer across the entire network
- ✓ Complete the partnership by adding the partners for Phase 2
- ✓ Assess the transfer readiness of each partner
- ✓ Produce the Final Application form, incorporating these components above

The good practice description, including the Lead Partner profile, will be included in the Transferability Study. This will also include profiles for each partner together with the transfer assessment. This study will form part of the Phase 2 application process.

### Phase 2

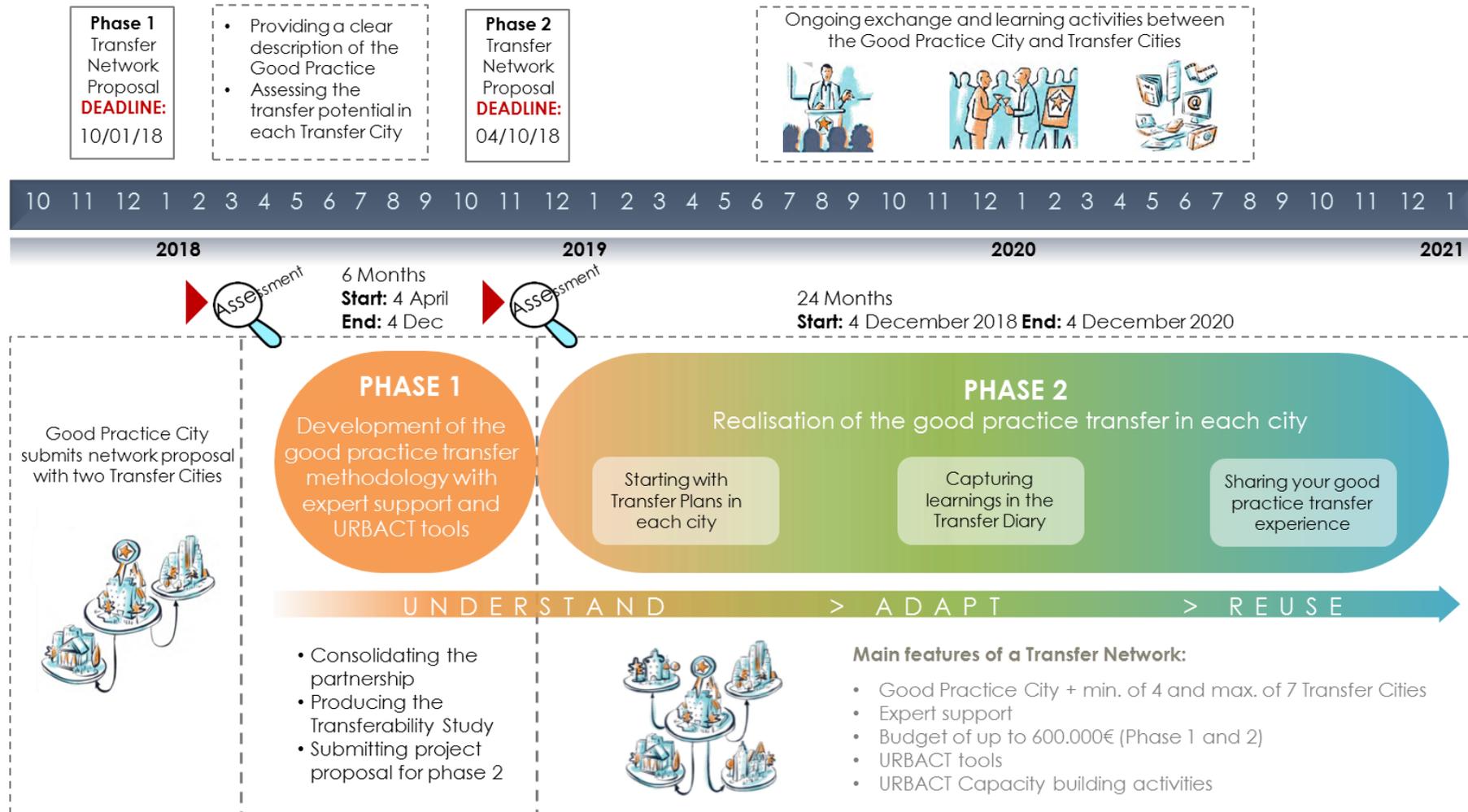
Transfer Networks approved by the Monitoring Committee enter the 24-month Phase 2 for the realisation of activities set out in the Phase 2 Proposals.

Details on objectives, work packages, activities and deliverables for **Phase 1** are provided in the following chapters.

Guidance for **Phase 2** will be produced and circulated once networks are approved.

Each phase is subject to an eligibility check by the URBACT Joint Secretariat, assessment by an external panel of experts, and approval by the Monitoring Committee. Cities willing to set up a Transfer Network are requested to submit a first proposal to get funding for the 6-month development phase (Phase 1), in the form of a Phase 1 Application Form. If their proposal is approved for Phase 1, they will have 6 months to prepare and submit a complete project proposal in the form of a Phase 2 Application Form.

# INFOGRAPHIC: THE 2 PHASE-JOURNEY OF AN URBACT TRANSFER NETWORK



## 1.2. WHAT CITIES ARE WE TARGETING?

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The URBACT Transfer Network is an exchange and learning tool for cities. They target cities that are:

- a) Interested in transferring one of the 97 labelled URBACT Good Practices<sup>2</sup>:
  - ✓ To tackle a specific policy challenge with an integrated and sustainable solution
  - ✓ To adapt and re-use a tested and effective practice in their own city context
- b) Awarded the URBACT Good Practice label:
  - ✓ To lead and mentor the process of understanding, adapting and reusing their good practice.
  - ✓ To refine and improve their own methodology through peer reviews and with the support of URBACT experts.

Before moving on to the next sections of this Guide, you should examine where you stand regarding the statements below:

- ✓ Your city wishes to either share or transfer a good practice relating to an important urban challenge
- ✓ Your city wants to enhance the capacities of local government officials and other key stakeholders in response to urban challenges
- ✓ Your city is willing to share experiences and exchange knowledge with other European cities working on similar problems/ challenges
- ✓ Your city wants to involve citizens and relevant key stakeholders in the delivery of local urban policies

If you agree with one or more of the above statements, we invite you to move on to the next sections to learn more about what to expect as a partner (Good Practice City or Transfer City), and about the requirements, commitments and the different phases in the life of an URBACT Transfer Network.

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<sup>2</sup> You can discover all of the 97 URBACT labelled Good Practices on the following website: <http://urbactgoodpractices.eu/>

## 1.3. WHAT YOU CAN EXPECT WHEN JOINING AN URBACT TRANSFER NETWORK

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Joining an URBACT Transfer Network will allow you to benefit from a structured and organised process of exchange and learning with peers across Europe. Good practice transfer between cities will be at its centre. Here, at a glance, is what you can expect:

- ✓ Learning from peers across Europe
- ✓ Experimenting with tried and tested solutions
- ✓ Enhancing capacities for policy-making and delivery
- ✓ Support from URBACT Programme
- ✓ Accessing financial resources for exchange and learning

### 1.3.1. TRANSNATIONAL EXCHANGE AND PEER LEARNING

Europe's cities often face similar challenges. Yet, although there are many good practices, transferring them between cities can be complex. The transfer process is not simply one of copy and paste, and the barriers include governance, cultural and financial constraints.

The URBACT Transfer Networks will address these barriers and will focus on transferring tried and tested urban solutions from across Europe. These will be drawn from the 97 URBACT Good Practices awarded in May 2017.

The Transfer Networks will build upon the successful established URBACT model. This means a commitment to sustainable integrated approaches and an emphasis on multi-stakeholder participation.

The design of the Transfer Network model also builds upon important lessons from the URBACT pilot transfer networks<sup>3</sup>. One of these was the need to clearly articulate and codify the good practices, so that partner cities fully understand them from the start. Another was the importance of assessing the transfer potential – including barriers and assets – within each potential Transfer City, in order to inform the network methodology. A related lesson was the frequent need to adapt the original good practice to take account of different contexts in the transfer cities.

Each Transfer Network will undertake this work during the first phase. The appointed URBACT Expert will include this key content in the Transferability Study. Taking account of this, s/he will work closely with partners to design the most appropriate methodology based on the Programme guidance for the effective adaptation and transfer of the good practice.

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<sup>3</sup> You can learn more from the article:

<http://urbact.eu/cities-and-good-practice-lessons-urbact-transfer-pilots>

### 1.3.2. ENHANCED CAPACITIES FOR POLICY-MAKING AND DELIVERY

URBACT aims to enhance capacities of city staff and other local practitioners involved in sustainable integrated urban development. Being an active partner in a Transfer Network will broaden your knowledge and allow you to develop and test new skills while working with other local stakeholders on the adaptation of the solutions proposed by the good practice.

In addition to the network activities, the URBACT Programme offers regular training and capacity-building activities for partners and local stakeholders involved in approved Networks, which include:

- ✓ appropriate capacity-building activities,
- ✓ ad hoc training schemes designed to support urban stakeholders,
- ✓ targeted training schemes for specific stakeholder groups, including elected representatives, local practitioners, among others.

Costs for participation in these activities are eligible within the network budget. Through these training sessions, URBACT aims to achieve sustained impact by improving the way cities work with their communities beyond the life span of the URBACT network.

### 1.3.3. SUPPORT FROM URBACT PROGRAMME

#### a. URBACT Experts

The Programme provides each Transfer Network with a specific budget for the appointment of validated URBACT Experts to support the exchange and learning process. Their role is contributing to the design and implementation of the network methodology, identifying suitable partners, coaching support for the transfer process and the identification and sharing of the learning outputs.

In addition, Transfer Networks will receive additional support from Programme Experts, who work closely with the Joint Secretariat. They will support the networks to achieve quality results both at transnational and local level and to disseminate these widely.

#### b. URBACT Joint Secretariat

The URBACT Joint Secretariat plays an important role in monitoring and supporting networks as well as in setting the conditions for quality results. It produces guidelines for all partners on various dimensions of Transfer Network activities: network management, methods for exchange and learning, production of outputs, communication, etc.

To support beneficiaries, the URBACT Joint Secretariat also:

- ✓ organises training sessions for Lead Partners and network experts,
- ✓ maintains regular contact with network Lead Partners in order to review progress on delivery of planned activities,
- ✓ provides ongoing support, and
- ✓ facilitates exchange of experience and good practices across networks.

The URBACT Joint Secretariat actively promotes the visibility of Transfer Networks via the dissemination of their findings by:

- ✓ providing a flagship website [www.urbact.eu](http://www.urbact.eu) (Programme website), on which each Transfer Network has its own dedicated space (Network websites/mini-page),
- ✓ publishing newsletters and working closely with the National URBACT Points in order to foster communication and dissemination of the networks' results in different languages.

### c. National URBACT Points

24 National URBACT Points<sup>4</sup> covering 27 countries are in charge of communicating and supporting URBACT-related activities in their countries and in their native languages. More especially, they are responsible for:

- ✓ Communicating on URBACT calls for networks and good urban practices. To this end, National URBACT Points promote URBACT cities' work with articles, news, case studies and interviews, through their communication channels like the URBACT national webpages, social media, newsletters, events, publications, videos, and others.
- ✓ Strengthening the links between local, regional, national and EU levels on integrated urban development. National URBACT Points organise closed and open meetings for URBACT cities to allow national networking and exchange of ideas, actions and results; but also meetings between different government levels like ministries, association of cities and local authorities to influence public policies and to promote URBACT's work.
- ✓ Supporting the URBACT Joint Secretariat in activities aiming to increase the capacity and skills of local authorities in designing and implementing integrated and participative urban policies.

In the framework of Transfer Networks, National URBACT Points will organise national infodays on the Call for Transfer Networks from September to November 2017<sup>5</sup>.

National URBACT Points will be available to support cities involved in Phase 1 with networking meetings, visits on the field, interviews, identifying needs and challenges and facilitating the communication flow between the cities and the URBACT Joint Secretariat.

Candidate cities and cities approved for phase 1 should take contact with their National URBACT Points and explore what kind of support they can provide. Synergies and activities with National URBACT Points will be also useful for the Communication Plans of the Transfer Networks to be developed at the beginning of Phase 2.

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<sup>4</sup> The contact details of all National URBACT Points are available via:

[http://urbact.eu/sites/default/files/nup\\_contact\\_details.pdf](http://urbact.eu/sites/default/files/nup_contact_details.pdf)

<sup>5</sup> Exact dates and practical information are available via: <http://urbact.eu/open-calls-networks>

### 1.3.4. FINANCIAL RESOURCES FOR EXCHANGE AND LEARNING

The URBACT Programme provides financial resources to support network activities. The maximum eligible budget of a Transfer Network will be up to EUR 600 000 (depending on the final size of the network). This budget is split between Phases 1 and 2<sup>6</sup>.

The European Regional Development Fund (ERDF) co-finances network costs, with the following co-financing rates<sup>7</sup>:

- ✓ 70% for cities located in more developed regions
- ✓ 85% for cities located in less developed and transition regions
- ✓ Partners from Switzerland will be co-financed at up to 50% by Swiss national funds
- ✓ Partners from Norway may participate in Transfer Networks at their own cost for this call<sup>8</sup>

All partners are asked to confirm the local contribution to the project by a letter of commitment ensuring that all the necessary financial resources are available<sup>9</sup>.

URBACT also provides each network with an additional expertise budget of up to EUR 109500, which represents 146 days of expertise for appointed network experts (26 days for Phase 1 and 120 days for Phase 2) at a standard rate of EUR 750 per day all taxes included, to support networks and their partners in implementing their activities<sup>10</sup>.

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<sup>6</sup> More details are available later in this guide as well as in Section 6 of the Terms of Reference for the Call for Proposals for Transfer Networks.

<sup>7</sup> The map of regions for co-financing rates of Structural funds is available via: [http://ec.europa.eu/regional\\_policy/sources/graph/poster2014/eu28.pdf](http://ec.europa.eu/regional_policy/sources/graph/poster2014/eu28.pdf)

<sup>8</sup> The situation for Norwegian co-funding will be reviewed on an annual basis by the competent authorities

<sup>9</sup> Letters of commitment to be provided with the applications for Phase 1 and for Phase 2 – the template is available in Annexes 2 and 3 of the Terms of Reference for the Call for Proposals for Transfer Networks.

<sup>10</sup> More information can be found in section 3.3. of the guide.

## 2. Setting up a Transfer Network



This section includes details for the corresponding sections of the application form for Transfer Network proposal, these are the following:

Understanding the policy challenge tackled by the good practice:

- ✓ Application form for Phase 1 section 2 – Thematic content

Finding the right partners:

- ✓ Application form for Phase 1 section 3 – Rationale of proposed partnership

## 2.1. GENERAL PROCEDURE

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As an applicant involved in a Transfer Network proposal, you will have to follow a structured application procedure and will be subject to a selection process. Each network proposal shall be submitted twice to the URBACT III Monitoring Committee:

- ✓ In the form of a “Phase 1 Application” to be submitted in the framework of the call for proposals
- ✓ In the form of a “Phase 2 Application” to be submitted by networks at the end of Phase 1

The different stages of the application procedure are outlined in detail in the Programme Manual <sup>11</sup> (URBACT Programme Manual, Factsheet 2D - Network Creation).

## 2.2. THE THEMATIC CONTENT

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An URBACT Good Practice forms the heart of each Transfer Network. This provides the platform for transfer and exchange of learning. The shared challenge addressed by the good practice creates a further bond linking the partners. The thematic content of the network is an important component of the application form and the proposal should clearly set out the following points:

- ✓ A summary of the Good Practice

The application should include a clear and concise summary of the Good Practice to be transferred. This should provide details of the challenge this practice addresses, citing evidence of the scale of the problem (e.g. high levels of youth unemployment, low business start-up rates, incidence of CO2 emissions etc). It should provide some explanation of why this particular approach was adopted and who the key stakeholders were/are in the design and delivery. Crucially, it should explain how the good practice model operates. Finally, it must set out the results of the good practice, citing available evidence.

- ✓ The relevance of the good practice within the EU urban policy context

Relevance was an important criterion in the selection of the 97 URBACT Good Practices. This must be communicated in the application form in two ways.

Firstly, the good practice must be relevant for a high number of cities across Europe. Although URBACT is initially interested in transfer within the networks, ultimately URBACT has a particular interest in those good practices with wider transfer potential. Consequently, applicants should explain the challenge their good practice addresses and underline why this is important for cities in Europe.

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<sup>11</sup> The complete Programme Manual (including all the Factsheets) is available via:  
<http://urbact.eu/open-calls-networks>

Secondly, the good practice should reflect the European Union urban policy priorities which are reflected within the URBACT Programme objectives and set out within the 10 Thematic Objectives (TOs)<sup>12</sup> of the EU Cohesion Policy 2014-2020<sup>13</sup>:

Over the programming period 2014-2020, URBACT III will concentrate 70% of resources for exchange and learning activities on 5 of the 10 TOs covered by the programme:

- ✓ TO 1 Innovation,
- ✓ TO 4 Low carbon economy,
- ✓ TO 6 Environmental protection and resource efficiency,
- ✓ TO 8 Employment and
- ✓ TO 9 Social inclusion.

Complementing these objectives, the Urban Agenda for the EU has established 12 Working Partnerships<sup>14</sup>, tasked with examining ways to improve the efficiency of European funds in urban areas. The partnerships have an interest in good practices, particularly where EU funds have been optimised, so applicants may refer to how their good practice relates to these.

- ✓ The transferability of the good practice

Another important criterion in the selection of URBACT Good Practices was transferability. URBACT is not interested in good practices as an end in themselves. URBACT's priority is to facilitate their transfer in order to improve the functioning of Europe's cities.

Consequently, network applications should explain the transfer potential of their good practice, anticipating the barriers cities face and why their example might be successful.

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<sup>12</sup> The eleventh TO is for capacity-building, which is the core objective of URBACT and therefore is not included in the programme Thematic Coverage.

<sup>13</sup> The list of the 10 Thematic Objectives included in the URBACT Thematic Coverage is available in section 3 of the Call for Proposals for Transfer Networks. A description of the urban dimension of the 10 TOs is available in the URBACT III Programme Manual – Fact Sheet 1. <http://urbact.eu/open-calls-networks>

<sup>14</sup> Details of the Partnerships are at the EU's [Futurium](http://www.futurium.eu) website.

## 2.3. PARTNERSHIP FOR TRANSFER NETWORK

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Effective transnational partnership working is central to the success of the Transfer Networks. Since 2002, the URBACT Programme has supported more than 600 cities in 85 different networks, it has therefore extensive field experience to draw upon. URBACT also has a good understanding of the essential ingredients for a successful transnational network. In this section, we share some of this experience in order to support the development of high quality proposals.

Some key questions relating to identifying the right partners for Transfer Networks are as follows:

- ✓ Does the good practice in question address an issue faced by all partners?
- ✓ Does each of the partners have an evident commitment to tackling the challenge?
- ✓ Does each of the partners have a commitment to the adaptation and transfer of the Good Practice?
- ✓ Does each partner have a commitment to resourcing their network activities as required, as well as the transfer costs?
- ✓ Is the proposed partnership eligible in the framework of the present Call for Proposals?

### 2.3.1. PARTNERSHIP SET UP & ELIGIBILITY

When considering setting up or joining a partnership for a Transfer Network in the framework of the call for proposals, you should bear in mind the following eligibility criteria<sup>15</sup>:

- ✓ *Partnership proposed for Phase 1 should comprise a Good Practice City and two Transfer Cities*
- ✓ *Each Transfer Network in Phase 2 will comprise a Good Practice City and up to 7 Transfer Cities.*
- ✓ Good Practice Cities are those awarded the status of URBACT Good Practice. The Programme awarded 97 good practices in May 2017. Only Good Practice Cities can lead an URBACT Transfer Network, in the role of Lead Partner.
- ✓ Any city from one of the 28 EU Member States, plus Switzerland and Norway, is eligible as a Transfer City.
- ✓ There are restrictions on the number of networks cities can participate in. Details are set out in the Terms of Reference for the Call for Transfer Networks.

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<sup>15</sup> You can find detailed information on the requirements for the composition of the transnational partnership in the Terms of References for the Call for Transfer Networks. Available via: [http://urbact.eu/sites/default/files/tor - call for proposals for transfer networks.pdf](http://urbact.eu/sites/default/files/tor_-_call_for_proposals_for_transfer_networks.pdf)

Initial partnership proposed for Phase 1 will need to be enlarged during Phase 1. The partnership for Phase 2 shall build on the partnership approved for phase 1. When a new partner is to join the project during Phase 1 (whether as a replacement or as an additional partner), this participation will be introduced in the Phase 2 application and will become effective once the project is approved for Phase 2.

Previous experience shows that the creation of partnerships takes place in the very beginning of the calls therefore candidate cities should get in contact with Good Practice Cities as soon as possible. All contacts are available on the [URBACT Good Practices website](#).

Eligible beneficiaries may not be partner in more than one approved Transfer Network at a time. When establishing contact with a potential partner, it will be important to ask the partner city whether they are already committed in other project proposals to avoid potential issues upon approval.

### 2.3.2. RELEVANCE OF PARTNERS

The relevance of partners operates at two levels. Firstly, there is the question of relevance of participating cities. Secondly, within those cities, there is the issue of local stakeholder relevance. The following considerations reflecting both levels should help you in selecting the partners and institutions to be involved:

- ✓ The good practice and the challenge it addresses must be a priority for all network partners. This can be evidenced in a number of ways. For example, it will be identified within local strategies and/or within the Operating Framework for EU funds, usually with identified resources attached. In some cases, the city will have previously tried to address this challenge, with limited degrees of success. Thirdly, different stakeholders within the city will have identified this challenge as being important, again reflected in their respective strategic planning.
- ✓ The experiences of all network partners are relevant and will contribute to the learning process of the whole partnership. Each partner city will contribute to the transnational exchange and learning activities with their own experiences and knowledge. These will be different for each partner depending on the local context, previous experiences.
- ✓ For certain good practice transfers the size and positioning of the city could be important comparable elements for the coherence check of partners' local situations.

In the application form it is necessary to highlight possible complementarities and differences in terms of needs and previous experience.

### 2.3.3. PARTNER COMMITMENT

A successful participation in a Transfer Network requires that all partners ensure two levels of commitment:

#### Transnational activities

Commitment to take part in the transnational exchange and learning activities is mandatory. The active contribution of all partners in the transnational activities is a key condition for a rich and effective exchange and learning process for all partners.

When building the transnational partnership, you should make sure that all candidate partners have a clear understanding of the tasks to be performed:

- ✓ preparation and active contribution to the transnational seminars<sup>16</sup>,
- ✓ possible hosting of a transnational event,
- ✓ ensuring a proper administrative management related to transnational activities.

#### Local activities

The co-production of a Transfer Diary by the URBACT Local Group<sup>17</sup> is a compulsory requirement for all partners involved in a Transfer Network. This includes the work on the Transfer Plan<sup>18</sup> to be delivered at the start of Phase 2 as a basis for the Transfer Diary that will record key learnings throughout the duration of the project.

All partners must be committed to engaging with local stakeholders and to mobilising the resources needed (in terms of human, time and financial resources). This includes identifying as soon as possible the “right” local coordinator for the network<sup>19</sup>.

Clear political support for the participation of the city in the Transfer Network should be demonstrated by all partners involved and will be investigated during the Transferability Study activity by the Network Expert and Lead Partner.

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<sup>16</sup> This requires “relevant people” on board - working on the policy issue addressed by the network, being able to contribute with policy content and capture learnings from transnational exchange, as well as having full professional proficiency in English.

<sup>17</sup> More information about the URBACT Local Group is available in section 3.2.1 of this guide.

<sup>18</sup> Guidelines for delivering the Transfer Plan will be available for approved Transfer Networks.

<sup>19</sup> More information about recruiting appropriate staff is available in section 3.1.1 of this guide.

## 3. Phase 1 of Transfer Networks > Development Phase



Phase 1 of a Transfer Network aims to provide partners with sufficient time and resources to develop the project for good practice transfer in each partner city. The partners will be supported by Experts who will help define the good practice transfer process adapted to each city context, preparing a detailed work plan and defining the key project deliverables.

This section provides relevant information for building your project proposal regarding the expected activities in Phase 1 of the Transfer Network which correspond to the following sections of the application form for Phase 1:

Activities to be proposed in each work package of Phase 1:

- ✓ Application form for Phase 1 section 4 - Activities and expected outputs

Setting up Lead Partner coordination team:

- ✓ Application form for Phase 1 section 6 - Network management and leadership

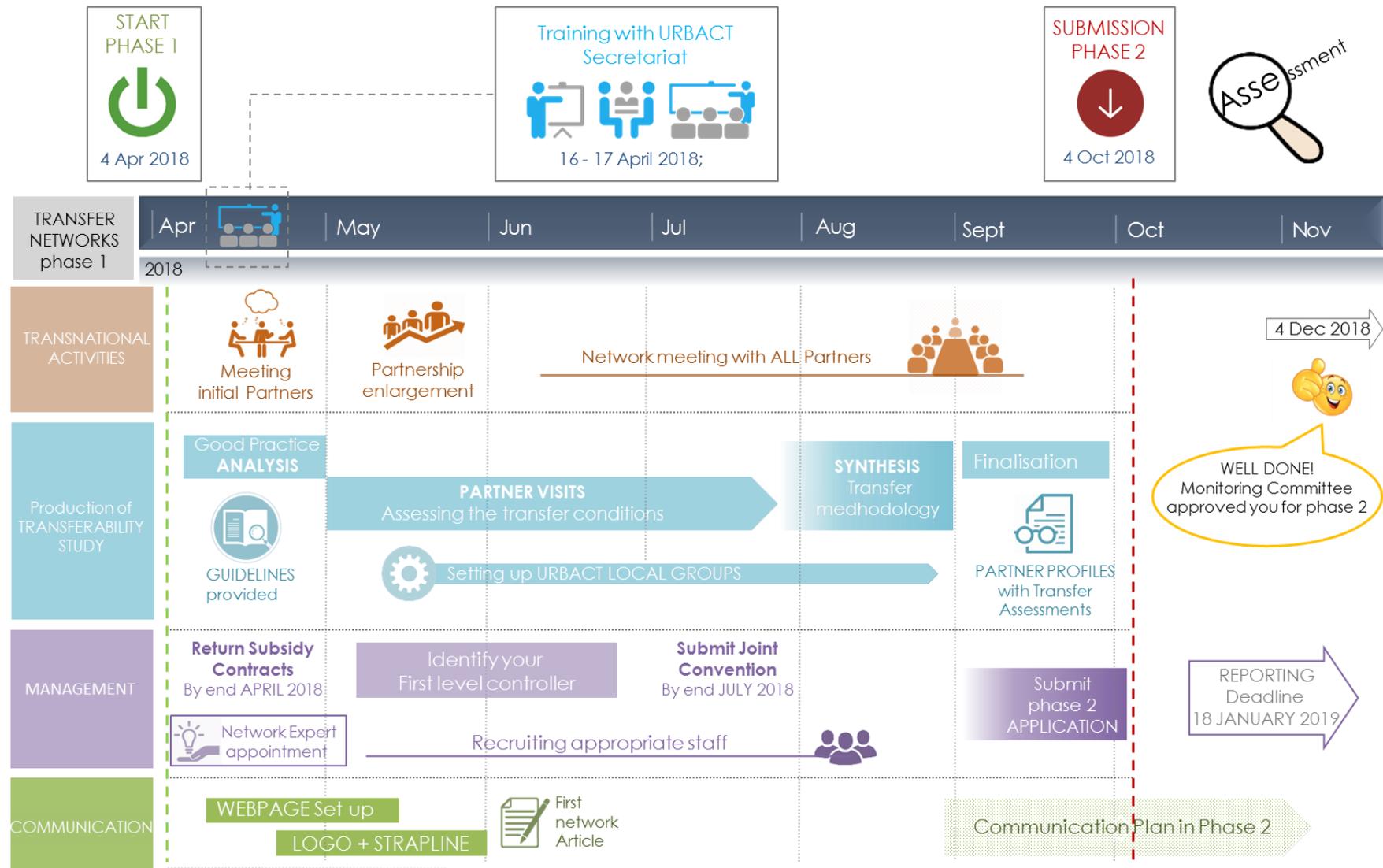
Finding the right experts:

- ✓ Application form for Phase 1 section 7 – Use of expertise

Forecasting the budget:

- ✓ Application form for Phase 1 section 8 – Budgetary proposal

# INFOGRAPHIC: ZOOM IN THE ACTIVITIES OF THE TRANSFER NETWORK IN PHASE 1



Activities in Phase 1 of Transfer Networks are structured around 2 Work Packages:

- ✓ WP1 – Project Management and Coordination
- ✓ WP2 – Project Development

### 3.1. WORK PACKAGE 1 – PROJECT MANAGEMENT AND COORDINATION

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The activities to be developed under Work Package 1 aim to ensure a sound management and coordination of the network concerning both the overall project management and all aspects linked to the financial management.

It also aims to organise the work between the partners by building a strong collaborative relationship. The organisation of the partners' responsibilities should result in the successful submission of all required documents for the final application for Phase 2 as well as the administrative documents for reporting and project management.

#### *Main activities for Work Package 1:*

Activities to be implemented under Work package 1 are compulsory to ensure the correct functioning of the network. These include:

- a. To sign all the contractual documents at programme and network level
- b. To recruit appropriate staff to ensure efficient project management
- c. To hold regular management meetings to ensure strong communication between partners concerning project coordination
- d. To assist Project Partners in 6 monthly reporting review of documents before submission
- e. To attend organised training sessions and other events organised by the URBACT Programme
- f. To receive and transfer ERDF funds to partners (Lead Partner's responsibility)
- g. To ensure proper management of the expertise resources (Network Expert) and monitoring of the Expert's work programme

Outputs to be delivered as a result of the actions under Work package 1 are the following:

- ✓ The Subsidy Contract and the Joint Convention at the beginning of Phase 1
- ✓ The Expert request form at the beginning of Phase 1
- ✓ Approval documents for the First Level Controllers of Project Partners – See Factsheet 2E of the Programme Manual
- ✓ Final reporting and closure documents at the end of Phase 1 – See Factsheet 2E of the Programme Manual

### 3.1.1. RECOMMENDATIONS FOR EFFICIENT DELIVERY OF ACTIONS

Some examples and recommendations on how to undertake these activities are outlined below:

#### *A. To sign all the contractual documents at Programme and project level*

The Lead Partner is responsible for signing the subsidy contract for the project. This document is in English and French and needs to be signed by an appropriate person (usually elected representative) in the municipality. Other contractual documents exist and need to be adapted for the specificities of the project. An example includes the Joint Convention, this document is the official agreement between the Lead Partner and Project Partners outlining the project roles and responsibilities and the specific points to note concerning the project. This document helps to resolve issues at a later stage if there are disagreements between partners.

#### *B. To recruit appropriate staff to ensure efficient project management*

Each Project Partner should identify a qualified project coordinator who, wherever possible, should remain the same person for the whole project duration. During Phase 1 the project coordinator should participate in activity at transnational level and set up the URBACT Local Group (see details in Work package 2 for Phase 1). The project coordinator must have a full professional proficiency in English.

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. For the Project Partners the equivalent of one full time post should be foreseen<sup>20</sup>.

#### *C. To hold regular management meetings to ensure strong communication between partners concerning project coordination*

It is important to foresee time to discuss common issues linked to the project management, reporting of activity and budget provisions. A session on administrative questions could be organised during the transnational meetings or a dedicated meeting – on-site or online - could be organised separately for relevant personnel on a monthly basis to coordinate the project management. 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.

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<sup>20</sup> 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

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

The URBACT Joint Secretariat has a range of guidance notes at your disposal on the [www.urbact.eu](http://www.urbact.eu) website<sup>21</sup> and can also participate in your meetings to assist if necessary.

#### *D. Lead Partner assists Project Partners in review of reporting documents before submission*

For each network there is a compulsory reporting session. This session allows you to present an update on progress towards your objectives and to declare your incurred expenditure for refund. More details can be found in Factsheet 2E of the URBACT III Programme Manual. Partners often struggle in the early stages of the Network and may need support from the Lead Partner to resolve problems or get advice on the logic of the project application.

#### *E. To attend organised training sessions and other Programme level events*

For the Lead Partner's team, the URBACT Joint Secretariat organises several training sessions on topics which can help deliver project successfully. Examples include general project management, public procurement issues, addressing state aids, reporting costs, setting up and running an URBACT Local Group, organising efficient exchange and learning transnational activities, etc. 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.

#### *F. 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 for 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 fulfill 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).

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<sup>21</sup> Guide to Network Management available via: <http://urbact.eu/files/guide-network-management>

### *G. To ensure proper management of the expertise resources*

The Lead Partner is responsible for managing the expertise resource (Network Expert in Phase 1) and monitoring delivery of the expert's work programme. The allocation for Experts is additional to the network budget and it amounts to an envelope of 146 days which at EUR 750 per day amounts to EUR 109500 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.

## 3.2. WORK PACKAGE 2 – PROJECT DEVELOPMENT

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

- ✓ To consolidate the partnership
- ✓ To fully describe the Good Practice at the heart of the network
- ✓ To assess the transfer conditions and potential in each Transfer City
- ✓ To design the methodology for Good Practice transfer activities both at transnational and local level and in particular to create a coherent learning itinerary for phase 2

### *Main activities for Work Package 2*

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

- a. To proactively engage with additional partners to be involved in the final partnership for Phase 2
- b. To organise at least 1 transnational meeting gathering initial and new partners
- c. To complete the Transferability Study describing the good practice, the Good Practice City context and transferability assessment (including the design of learning itinerary and transfer methodology)
- d. To identify the key local stakeholders to be involved in the URBACT Local Groups
- e. To develop a logo for the network and provide information to feed URBACT communication activities and set up the Network's webpage on the URBACT website
- f. To complete and submit the Phase 2 Application package (Phase 2 application form, commitment letters, Transferability Study, etc.)

### 3.2.1. RECOMMENDATIONS FOR EFFICIENT DELIVERY OF ACTIONS

Some examples and recommendations for efficient delivery of these activities are outlined below:

#### *A. To proactively engage with additional partners to be involved in the final partnership for Phase 2*

One of the main aims of the two-phase process for Transfer Networks is to provide networks approved for Phase 1 with time and resources in order to consolidate the final partnership for Phase 2.

During Phase 1 the initial partnership (Good Practice City and 2 Transfer Cities) must

be enlarged in order to include in Phase 2 minimum 5 and maximum 8 partners including the Lead Partner.

The process of enlargement of the initial partnership should be led by the Lead Partner in close coordination with the initial partners and the Network Expert. It is important to agree on the criteria for the selection of the new partners. All projects will have to use an application procedure with criteria and a fixed deadline to allow for a transparent process in enlarging the partnership.

It is important to identify the additional partners as soon as possible during Phase 1 in order to assess the transfer conditions and potential in each Transfer City. Information concerning the local situation, needs, expectations and potential contributions of additional partners must be included in the Transferability Study (see below). Additional partners must therefore be interviewed or visited by the Network Expert.

The URBACT Joint Secretariat will ensure visibility to all Transfer Networks approved for Phase 1 and will facilitate, as much as possible, connections with partners interested in joining Phase 2. Approved networks are also invited to use their dedicated network webpage as well as their own communication channels to identify potential additional partners for Phase 2.

Guidelines for extending the partnership will be available for all Transfer Networks approved for Phase 1. Detailed guidance will also be provided by the URBACT Joint Secretariat during the training session for Lead Partners and Experts to be held at the beginning of Phase 1 (in Paris, 16-17 April 2018).

### *B. To organise at least 1 transnational meeting gathering all partners*

During the 6-month Phase 1, approved Transfer Networks must organise at least 1 transnational meeting:

- ✓ Recommended Kick-off meeting with initial partners
- ✓ Compulsory Final Phase 1 meeting with the full partnership (to be proposed for Phase 2) focused on investigating the Good Practice transfer model

#### **Kick-off meeting:**

It is recommended that the kick-off meeting is organised as soon as possible after the official approval for Phase 1 following the training session organized by the URBACT Joint Secretariat (in Paris, 16-17 April 2018) for Lead Partners and Experts of approved networks.

The kick-off meeting is a key moment that will allow partners and the Expert to meet physically for the first time and start the discussion on a set of activities to be addressed by the network in Phase 1 - introduce the URBACT objectives and

expected results as well as the contractual and administrative requirements.

During the kick off meeting, partners should agree on the dates for the process of the Expert for the production of the Transferability Study, as well as the approach for enlarging the partnership.

#### Final Phase 1 meeting:

All partners involved in the partnership for Phase 2 should attend the Final Phase 1 meeting. This should be hosted by the Lead Partner and provide the first opportunity for an investigation of the Good Practice. The analysis from the Transferability Study will provide important material for this activity.

The whole partnership should agree on the final details related to the Network, methodology and work plan for Phase 2. The final discussion should build on the main findings and conclusions of the Transferability Study in relation to shared barriers and assets related to the Good Practice transfer process.

The Lead Partners should verify that each partner is finalising the required contractual documents for the submission of the Phase 2 Application (letter of commitment) and in position to provide the necessary support.

The Final Phase 1 meeting should be organised once the Expert has completed the visits to all partners for the Transferability Study. In the meantime, the meeting should be fixed sufficiently in advance of the date of submission of the Phase 2 application to allow the Lead Partner to include the final decisions concerning the methodology and work plan in the documents to be submitted.

The meeting can also include a presentation of the online accounting and management tool SYNERGIE-CTE. Members of the URBACT Joint Secretariat will attend the Final Phase 1 meetings when possible to present the general framework of the URBACT Programme and to assist the Lead Partner with the presentation of the administrative and financial framework. In addition, a webinar for online accounting and management tool SYNERGIE-CTE will be organised by the Joint Secretariat for all the partners.

### *C. To complete the Transferability Study*

The transferability study is the cornerstone of the network for Phase 2. It will fully describe the good practice – including the challenge it addresses, its development, delivery and results. The study will include a profile of each partner (initial and new partners proposed for phase 2), assessing the local conditions and transfer potential. This work will also identify assets and barriers to transfer across the partnership which can help inform shape of the future transnational exchange and learning meetings.

The production of the study is the main responsibility of the Expert, but requires the input of all partners joining the network. The Expert is required to interview all partners in order to develop the partners' profiles for the study. The study will build on the different contributions provided by partners (local data, strategic priorities, delivery structures, related interventions etc.) as well as on the possible on-site visits of the Expert to Transfer Cities during Phase 1.

The Expert should present the URBACT framework and the specific objectives and focus of the Network, and review the local situation and experiences in relation to the good practice to be transferred.

The on-site or online interviews should be organised in close cooperation with the partners and include possible meetings with the local project coordinator, elected representative(s), civil servants concerned with the policy challenge addressed, relevant delivery bodies and other local stakeholders identified as potential members of the URBACT Local Group.

Guidelines for the production of the Transferability Study will be available for Lead Partners and Experts of Transfer Networks approved for Phase 1. Detailed guidance will also be provided by the URBACT Joint Secretariat during the training session for Lead Partners and Experts to be held at the beginning of Phase 1 (in Paris, 16-17 April 2018).

#### Examples from other URBACT Networks:

As this is the first generation of Transfer Networks, there are no previous examples of these documents. However, Baseline Studies from other URBACT Networks can provide a guide for style and tone:

- URBACT II Pilot Transfer Network - Genius Open Baseline Study:  
[http://urbact.eu/sites/default/files/import/Projects/Genius\\_Open/outputs\\_media/Genius\\_Open\\_Innovation\\_baseline\\_report\\_01.pdf](http://urbact.eu/sites/default/files/import/Projects/Genius_Open/outputs_media/Genius_Open_Innovation_baseline_report_01.pdf)
- URBACT III Action Planning Network – TechTown Baseline Study:  
[http://urbact.eu/sites/default/files/2016-03-08\\_techtown\\_baseline\\_study\\_final\\_content.pdf](http://urbact.eu/sites/default/files/2016-03-08_techtown_baseline_study_final_content.pdf)
- URBACT III Action Planning Network – RetailLink Baseline Study:  
[http://urbact.eu/sites/default/files/retailink\\_baseline\\_study.pdf](http://urbact.eu/sites/default/files/retailink_baseline_study.pdf)
- URBACT III Implementation Network – Creative Spirits Baseline Study:  
[http://urbact.eu/sites/default/files/creativespirits\\_baseline\\_study\\_final\\_comp.pdf](http://urbact.eu/sites/default/files/creativespirits_baseline_study_final_comp.pdf)

These are only few URBACT Baseline Study examples<sup>22</sup> from previous and ongoing URBACT networks which can provide a general idea of the work that is to be carried out for precise assessment of the transfer potential in the form of the Transferability Study.

#### *D. To identify the key local stakeholders to be involved in the URBACT Local Group*

During Phase 1, partners should identify key local stakeholders to be involved in the URBACT Local Group. Partners are invited to organise during Phase 1 one meeting with the stakeholders initially identified to share details of the network's good

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<sup>22</sup> More examples are available on URBACT website (<http://urbact.eu>) - Networks webpages.

practice and to consider the transfer potential. This should include discussions of the relevant barriers and assets. This step is crucial in laying a sound foundation for the network and in involving local stakeholders in the development of the project from the beginning.

Experience of previous URBACT Networks allows us to make the following recommendations:

- ✓ Each partner should appoint an URBACT Local Group Coordinator as soon as possible.
- ✓ The local stakeholders identified as potential members of the URBACT Local Group should be informed, through the Local Group Coordinator, about the objectives of the Transfer Network, the added value for partners as well as requirements from them when taking part.
- ✓ The first meeting of the initial members of the URBACT Local Group could be organised back-to-back with the visit of the Expert to the partner (in the framework of the production of partner profiles for the Transferability Study).
- ✓ Detailed information on the roles and responsibilities of the URBACT Local Group Coordinator as well as on how to set up and successfully run the URBACT Local Group is available in the URBACT Toolkit<sup>23</sup>. The URBACT Toolkit has been developed in the framework of URBACT II to support previous Thematic Networks. Yet information and guidance concerning the main activities (and related tools) for URBACT Local Group remain relevant.

#### *E. To develop network logo and provide information to feed URBACT communication activities*

During Phase 1, the URBACT Joint Secretariat will manage external communication activities for all the networks. More precisely, the Joint Secretariat will be in charge of the creation and update of a network page on the [urbact.eu](http://urbact.eu) website as well as communicating network news and results to all the programme's relevant stakeholders.

Nevertheless, in order to successfully complete these activities, Lead Partners should provide the Joint Secretariat with all relevant information to fulfilling these tasks:

- ✓ A project logo and tag line (to be defined within two months of project start).
- ✓ Details concerning the activities of the network (meetings, events, articles etc.) and partners profiles to be displayed on the network webpage and disseminated through programme communication activities and tools.
- ✓ Social media accounts
- ✓ Lead Partner and Network Expert profile for URBACT community  
<http://urbact.eu/community>

Lead Partners should inform the public about the support obtained from ERDF funding providing a short description of the project (aims, results and ERDF financial

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<sup>23</sup> The URBACT ULSG Toolkit: [http://urbact.eu/sites/default/files/urbact\\_toolkit\\_online\\_4.pdf](http://urbact.eu/sites/default/files/urbact_toolkit_online_4.pdf)

support) on their institutional websites, and in poster form in a publicly-accessible part of their institution's premises.

In phase of 2, all communication activities (together with a Communication Plan and detailed graphic identity) will be developed directly by the Lead Partner, with the support and guidance of the Joint Secretariat (incl. training for network Communication officers).

#### *F. To complete and submit Phase 2 Application*

Following the 2-step process for the creation of Transfer Networks, projects approved for Phase 1 should complete and submit, at the end of the 6-month period, their complete proposal in the form of a Phase 2 Application. The document, to be submitted through the online platform SYNERGIE-CTE, will include detailed information of the network's good practice and methodology, details of the final partnership as well as the work plan and budget for Phase 2. During Phase 1, the URBACT Joint Secretariat will provide Lead Partners of approved networks with detailed guidance on the Phase 2 Application to be submitted.

### 3.2.2. MAIN DELIVERABLES FOR WORK PACKAGE 2

Compulsory deliverables to be produced during Phase 1 by all approved Transfer Networks are:

✓ [The Transnational meeting gathering all partners](#)

The Final Phase 1 meeting will take place once the partnership is finalised and after the completion of the Transferability Study. All partners will be involved, and the focus will be on exploring the good practice and finalising the Phase 2 application form.

NB:

It is recommended that initial partners hold a kick-off meeting as soon as the network has been approved and after the first training session with the URBACT Programme has taken place.

✓ [The Transferability Study](#)

The Expert will produce the Transferability Study, working in close cooperation with all partners (initial and new). It will consist of three elements:

- Description and analysis of the good practice,
- Partner profiles,
- A synthesis which will include a transfer assessment for the network overall.

✓ [The Phase 2 Application](#)

The Phase 2 Application will follow an URBACT template and will be submitted to the Monitoring Committee as the proposal for the next stage of the network's activity.

### 3.3. EXPERTISE FOR PHASE 1

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The following section provides information concerning the expertise to be provided to networks in Phase 1. More especially you will find information on:

- a. Tasks to be performed by the Expert in Phase 1
- b. Allocation of days for Expert in Phase 1
- c. Appointing and contracting Expert in Phase 1

#### *A. Tasks to be performed by the Expert in Phase 1*

During Phase 1, approved Transfer Networks will be supported by a validated URBACT Expert. Experts being appointed to carry out the expertise support in phase 1 can be chosen amongst experts validated either as Lead or Ad hoc experts included in the URBACT pool of validated experts<sup>24</sup>.

In Phase 1, Experts will support network partners with the following tasks:

- ✓ Producing the Transferability study to be used as a key input for the Phase 2 Application
- ✓ Help identifying potential relevant Transfer Cities
- ✓ Supporting Lead Partner and partners in defining the project methodology, linked to the transfer assessment and deliverables
- ✓ Supporting partners in identifying the key stakeholders to be involved in the URBACT Local Group
- ✓ Supporting Lead Partner and Project Partners in organising and delivering transnational meetings to be held during Phase 1
- ✓ Delivering an article for [urbact.eu](http://urbact.eu) outlining the Network's core business, challenges and partners' profiles based on the URBACT Writing Guidelines

The Expert will be the person responsible for the production of the Transferability Study. In this perspective the Expert shall conduct interviews with all partners and possibly get acquainted with the local coordinators, elected representatives, civil servants, potential members of the URBACT Local Groups, etc. to present the objectives of the network. In this way s/he, can identify local challenges and expectations as well as potential contributions to the exchange and learning activities. It is recommended that the Good Practice City joins the online or on-site meetings with Transfer Cities, to give them a better insight into the transfer issues facing the network.

#### *B. Allocation of days for the Expert in Phase 1*

Each approved Transfer Network will have an additional allocation of EUR 109500 to cover the costs of expertise over the lifetime of the network (Phase 1 and Phase 2). As the daily expertise fee for URBACT Experts is set at EUR 750 (all taxes included), this

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<sup>24</sup> URBACT III Pool of validated Experts: <http://urbact.eu/experts-list>

budget corresponds to an envelope of 146 days of expertise to be made available to the whole partnership.

For Phase 1, the expertise allocation available for each Network will be limited to EUR 19500 (26 days of expertise, including participation at training sessions organised by the URBACT Joint Secretariat). In Phase 1, only one single expert may be appointed. No additional other experts may be appointed from the dedicated expertise envelope.

For Phase 1, the Expert's work plan and expected deliverables will be standard for all approved Networks. The standard work plan will build on the following tasks:

- Transnational exchange activities and project development: 6 days on average
- Production of the Transferability Study (including possible visits to Transfer Cities): 18 days on average
- Participation in the training session organised by the URBACT Secretariat (16-17 April 2017): 2 days

The additional envelope for expertise covers the expertise fees only. Costs for travel and accommodation for the Expert for possible visits to Transfer Cities as well as to participate in the transnational meetings is covered by the Network budget (within the "External expertise and services" budget category).

### *C. Appointing and contracting the Expert for Phase 1*

In their application form, project applicants should generate a profile of the skills and experience required from their Expert. In many cases these will be generic, including:

- ✓ Experience in working with complex transnational partnerships
- ✓ A track record in getting results
- ✓ Expertise in the design and use of partnership tools and good practice transfer methodologies
- ✓ A commitment to the URBACT principles of participation and integrated approaches
- ✓ Relevant thematic knowledge
- ✓ Coaching skills
- ✓ Perfect written English

In some cases, applicants may have specific additional competencies in mind when considering their expertise requirements. The final short Expert Profile should be included in the application.

### Selection of experts:

When submitting the Phase 1 Application, potential Lead Partners must propose 3 Experts, who can only be selected from the URBACT pool of validated experts.

The information on validated experts included in the pool of URBACT Experts (type of expertise, skills, past experiences, detailed CV) is available in the online database on the URBACT website. A Call for Applicants for the pool of URBACT Experts is permanently open until the end of the Programme period (2014 – 2020). The online database of URBACT Experts is updated on an ongoing basis with new validated experts.

If applicant Lead Partners do not find the relevant expertise in the pool of validated URBACT experts, they may invite experts they know and have worked with to apply for validation following the procedure defined in the open Call for Experts<sup>25</sup>. The assessment of the Application Form for URBACT experts normally takes 2 weeks. It should be noted that only experts who have not been directly involved in developing the application for phase 1 can be proposed. A strict conflict of interest procedure will be followed.

Both Lead and Ad hoc validated URBACT experts can be proposed as Experts in phase 1. Before selecting the 3 Experts, you should establish a short-list of potential candidates and organise phone/ online calls to discuss and verify the interest for the topic to be addressed by the network, the potential contribution and the availability of the expert.

All Lead Experts and Ad hoc Experts currently appointed in ongoing URBACT networks can be proposed for expertise services in Phase 1 of Transfer Networks.

### Appointment and contracting:

Experts in phase 1 of Transfer Networks cannot be appointed to support more than one Transfer Network at a time.

The CVs of the proposed Experts should be attached to the Phase 1 Application. The External Assessment Panel will make recommendations regarding the expertise use in Phase 1 based on the proposed Expert profiles. After the approval of the network proposal by the Monitoring Committee for Phase 1, Lead Partners will submit an Expertise Request Form to commission the proposed Expert for Phase 1.

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 will be responsible for certifying the services performed by the Expert and validating the expert's activity reports (including deliverables,

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<sup>25</sup> Call for applicants for the constitution of the URBACT III pool of validated experts: <http://urbact.eu/become-urbact-expert>

number of days claimed, etc.). Payments to experts are carried out directly by the URBACT Programme.

Ideally, the Expert for Phase 1 should continue supporting the network as Lead Expert if the network is approved for Phase 2. Yet the appointment for Phase 1 does not imply any contractual commitment for Phase 2.

At the end of Phase 1, the Lead Partner, in agreement with all partners, will review the performance of the Expert in phase 1 and may propose a different Expert for Phase 2. Phase 1 is considered to be an opportunity to test working relationships and the quality of the expert's work before envisaging further commitment for phase 2.

## 3.4. BUDGET FOR PHASE 1

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The total eligible cost for the Phase 1 of a Transfer Network is set at a maximum of EUR 80000. All partners will need to confirm their commitment to engaging the funds needed to co-finance ERDF by way of a letter of commitment. The ERDF co-financing rate for Transfer Network is calculated at network level on the basis of the different co-financing rates for each partner.

A Transfer Network budget must be presented in line with the 5 budget categories available in the SYNERGIE-CTE system:

- a. Staff costs
- b. Office and Administration costs
- c. Travel and accommodation
- d. External expertise and services
- e. Equipment

**A detailed explanation of these costs including how to report can be found in Fact Sheet 2F of the URBACT programme Manual<sup>26</sup>.**

### 3.4.1. HINTS AND TIPS FOR BUDGETING YOUR PHASE 1 APPLICATION.

#### A. Staff costs

Staff costs are specifically for staff employed by the partner. External providers must be reported in the budget category External Expertise. Staff costs should not usually represent more than 30-35% of the total budget as a general rule.

For Phase 1 it is strongly encouraged that only Lead Partner personnel costs be budgeted. Should other partners budget staff costs be included consideration should be given to the varying salary levels across Europe to ensure the most accurate budget estimation possible.

#### B. Office and Administration Costs

Office and administration costs are calculated as a flat rate of 3% of staff costs. The flat rate covers all office and administration costs, i.e. there is no distinction between direct and indirect costs. By applying the 3% flat rate option, partners do not need to document that the expenditure has been incurred and paid, or that the flat rate corresponds to the reality.

#### C. Travel and Accommodation

This category is, not surprisingly, one of the highest representing about a third of the network total costs. As a general rule the most economical way of travel must be used (for example travel should be economy class). On average a trip to a

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<sup>26</sup> Available via: <http://urbact.eu/open-calls-networks>

transnational seminar consisting of transport and 2-3 nights' accommodation costs around EUR 650 on average per person.

The costs for travel to the Final Phase 1 meeting should also be carefully considered. Possible new Project Partners presented for Phase 2 are not official partners and as such will need to be covered by the Phase 1 budget.

#### *D. External expertise and services*

This budget category varies considerably between networks based on the need for external support for project management and/or development. It is recommended to review the needs of Project Partners in terms of possible costs for expertise before estimating the budget needed for the Phase 1.

All expertise travel should be considered in this category (average costs are the same as those for transnational meetings above)

Costs in this category also include costs linked to the organisation of meetings (room and equipment hire, interpretation and catering). It is often possible to minimise room hire costs by using venues in project partner's premises.

In this budget category, there are also costs linked to newsletters, brochures, other tools, printing and translation but they are usually quite limited in Phase 1 with an average total budget of around EUR 7000 presented.

For information completed projects in the last programming period reported on average about EUR 35000 of external expertise and services costs in total (incl. all costs covered cumulatively under this budget category).

#### *E. Equipment*

In Phase 1, normally no equipment costs should be presented.

## 4. Phase 2 of Transfer Networks > Transfer Phase



This section provides a brief insight into Phase 2 of Transfer Networks.

The activities to be delivered in Phase 2 are not presented in the Phase 1 application. Nevertheless, it is important to understand the whole journey from start to end in a Transfer Network.

Detailed Guidance for the Phase 2 application will be provided to all approved Networks at the beginning of Phase 1.

## 4.1. THE REALISATION OF THE TRANSFER JOURNEY

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All Transfer Network proposals for Phase 2 will be assessed by the External Assessment Panel. Based on the positive assessment and the Monitoring Committee's approval the Transfer Networks will be able to start their 24-month transfer journey.

Phase 2 will be devoted to carrying out transfer activities, at transnational and local level, aiming at the implementation of Transfer Plans in each Transfer City and the enhancement of the good practice in the Good Practice City.

Phase 2 will be structured around 4 Work Packages:

✓ WP1 – Network management

This will usually include:

- Expertise request forms for the use of expertise and approval documents for Project Partners
- Mid-term review report, to be submitted to the URBACT Joint Secretariat 12 months after project approval
- Official reporting documents – every 12 months
- Final closure documents at the end of the project

✓ WP2 - Transnational Exchange and Learning Activities

Having the following aims:

- Sharing: To explore the good practice solutions and foster the exchange of experiences among Project Partners
- Learning: To strengthen the practical knowledge and skills of partners in the policy area related to the issues addressed by the network
- Mainstreaming: To draw lessons from the exchange on an ongoing basis and to apply them at local level, especially through the production of the Transfer Diaries
- Supporting: To support partners in improving their local policies in relation to the good practice transfer

✓ WP3 - Impact on Local Governance and practices

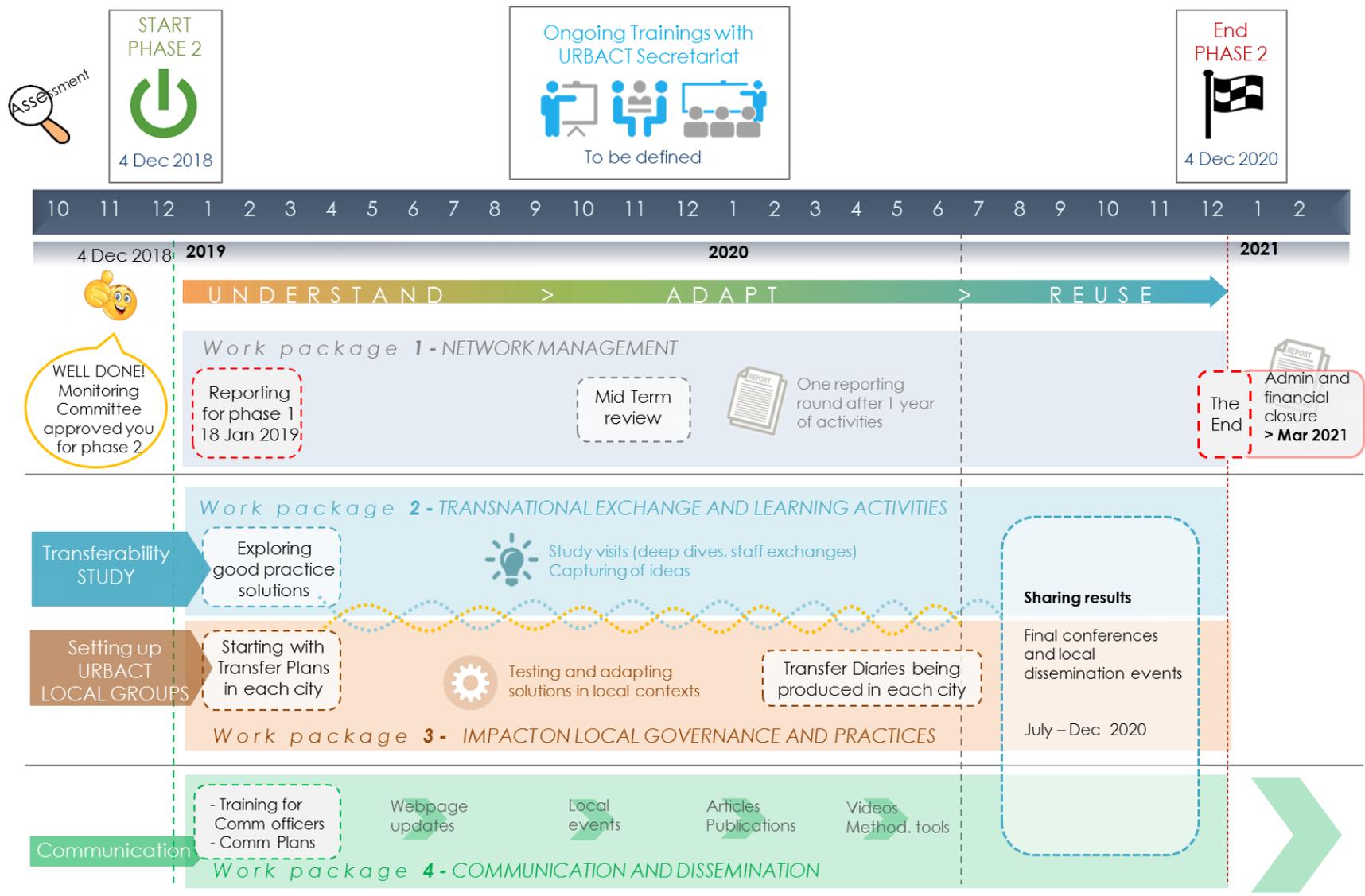
Having new experience:

- When setting up and running an URBACT Local Group in each partner city for the successful transfer of the good practice
- Being involved in the exchange activities at transnational level (study visits, staff exchanges, etc.)
- Taking part in the capacity-building schemes organised by URBACT

✓ WP4 - Communication and Dissemination

- Implementing the Communication plan produced at the beginning of Phase 2 to ensure communication around network's results on an ongoing basis (interim outputs and final outputs), both at network level and partner level, and to the wider community of urban practitioners outside the network

## INFOGRAPHIC: ZOOM IN THE ACTIVITIES OF THE TRANSFER NETWORK IN PHASE 2





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