



Terms of Reference

**CALL FOR PROPOSALS FOR THE CREATION  
OF UP TO 23 ACTION PLANNING  
NETWORKS**

**Open 07 January 2019 – 17 April 2019**

January 2019

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## INTRODUCTION – CALL FOR PROPOSALS

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The URBACT III Operational Programme (CCI 2014TC16RFIR003) was officially adopted on 12 December 2014 by Commission Implementing Decision C(2014) 9857. The adopted Operational Programme (OP) can be found on the URBACT website<sup>1</sup>.

The OP foresees that URBACT III shall improve the design and implementation of sustainable integrated urban strategies and action plans in cities. To do so, the programme will finance transnational networks to be created by means of calls for proposals.

**In this context, the “Commissariat Général à l’Egalité des Territoires” (CGET) (France), Managing Authority of the URBACT III Operational programme, issues a CALL FOR PROPOSALS FOR THE CREATION OF UP TO 23 ACTION PLANNING NETWORKS.**

The terms of reference of the present call for proposals have been approved by the URBACT III Monitoring Committee on 4<sup>th</sup> December 2018.

**This Call for Proposals is open from 07 January 2019 until 17 April 2019, 15:00 CET<sup>2</sup>.**

## SECTION 1 - ABOUT URBACT III & TRANSNATIONAL NETWORKS

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### 1.1. The URBACT III programme

The URBACT III Programme is part of the European Territorial Cooperation Objective of the Structural Fund policies for the period 2014-2020. The URBACT III Programme is financed through the ERDF, for which principles and regulations are laid down in EU Regulations N° 1303/2013, 1301/2013 and 1299/2013.

URBACT’s mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another’s experiences, drawing lessons and identifying good practices to improve urban policies.

URBACT promotes exchange and learning between cities. It uses European Structural Funds to achieve its goals. It does not finance physical investments.

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

- To improve the capacities of cities to manage sustainable urban policies and practices in an integrated and participative way
- To improve the design of sustainable urban strategies and action plans in cities
- To improve the implementation of sustainable urban strategies and action plans in cities
- To ensure that practitioners and decision-makers at all levels (EU, national, regional and local) have increased access to URBACT thematic knowledge and share know-how on sustainable urban development

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<sup>1</sup> The URBACT III Operational Programme is available [here](#)

<sup>2</sup> The online tool for submitting Proposals for Phase 1, Synergie-CTE, will close at 15:00 pm CET on 17 April 2019. More details on the submission procedure for Phase 1 proposals are provided in the sections 7 and 8 of the present Call for Proposals.

## 1.2. Transnational exchange and learning networks in URBACT III

The core strand of activities of the URBACT III Programme is composed of transnational exchange and learning networks. URBACT transnational networks aim to impact local policies and practices by supporting the design and implementation of sustainable and integrated urban policies. There are 3 different types of networks (please refer to the OP and programme manual for more details):

- Action-Planning Networks
- Implementation Networks
- Transfer Networks

The focus of this particular call is on Action Planning Networks. It is the second call for proposals for Action Planning Networks following on from the 20 networks completed under the first call in 2015. Action Planning Networks allow cities to work together to find solutions to common urban challenges. Through exchange and learning with European peers, cities can develop and test solutions to the challenge they have identified. Using the URBACT Method of transnational exchange, participatory approach and co-creation, the cities will develop strong integrated action plans at local level to include concrete actions to deal with the challenge identified. Ultimately, the cities will improve their integrated urban policies and the delivery of these policies on the ground.

The principles and regulations for transnational exchange and learning networks to be implemented within the programme are laid down in the URBACT III Operational Programme. In addition to the Operational Programme, the URBACT III Programme Manual includes specific Fact Sheets outlining how the different tools and actions shall be implemented and shall operate<sup>3</sup>. In particular, potential Action Planning Networks applicants are invited to refer to the following Fact Sheets:

- Fact Sheet 2A – Action Planning Networks
- Fact Sheet 2D - Network Creation
- Fact Sheet 2E - Network Management
- Fact Sheet 2F - Financial Management and Control

## 1.3. What's in it for cities?

By taking part in an URBACT Action Planning Network it is possible to make real sustainable changes in cities. Through peer exchange and learning more informed, coordinated and successful local policies can be developed to tackle local challenges. By applying the URBACT method cities can develop a participatory culture in policy making which includes all relevant stakeholders and increases transparency and opportunities for successful implementation.

With transnational exchange and learning networks, the URBACT programme provides cities and urban practitioners with opportunities to:

- share and learn from peers in cities across Europe
- work with other cities around a specific policy challenge/ problem, to design innovative local solutions in the format of integrated action plans
- test new ideas and new solutions during the network lifetime
- benefit from tools and training in the field of integrated and participatory approaches to urban challenges and policies
- access expertise to support the development and delivery of integrated and participatory policy-making, as well as thematic expertise to feed into local policies and practices
- obtain financial support to work with other cities around Europe and develop integrated action plans

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<sup>3</sup> The URBACT III Programme Manual is available [here](#)

More detailed information on what cities can get from taking part in an URBACT network, feedback from previous partners, information about the URBACT method and more about what is expected from partners is available in the [Guide to Action Planning Networks](#) published alongside the present call for proposals.

## SECTION 2 – ABOUT ACTION PLANNING NETWORKS & BENEFICIARIES

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### 2.1. Main objectives of Action Planning Networks

The main objective of Action Planning Networks is to improve the capacity of cities to manage sustainable urban policies and, more specifically, to improve the capacity to design integrated urban action plans in European cities.

Action Planning Networks are expected to support an organised process of exchange and learning among peers across Europe, with a view to improving local policies through concrete action planning.

By taking part in an Action Planning Network, cities exchange on specific policy challenges and share experiences, problems and possible solutions, generating new ideas to address challenges related to sustainable urban development.

As a starting point, cities willing to get involved in Action Planning Networks shall identify a policy challenge they want to address at local level. Then, they shall commit to develop an Integrated Action Plan that will address this challenge. This Integrated Action Plan will, therefore, be both a driver of the transnational exchange and learning activities, and a key concrete output of their participation in the Action Planning Network.

Cities interested in participating in an Action Planning Networks shall also commit to work on their policy challenges with a participatory approach involving all relevant local stakeholders (from within the local administration and beyond, civil society, private sector, associations, etc.) in the action-planning process. These key stakeholders will be gathered in an URBACT Local Group. They will be actively involved in the transnational exchange activities and in the co-production of the Integrated Action Plan to be produced by the city. The participatory approach shall improve the action-planning process and the subsequent delivery of the local policies (strengthening the evidence base, ensuring understanding and ownership of the problems identified and of the solutions/ policies developed, creating the conditions for a successful delivery, etc.).

### 2.2. Eligible beneficiaries

For transnational exchange and learning activities (and thus for Action Planning Networks), the URBACT III Operational Programme identifies the Programme area and defines two categories of beneficiaries: the main beneficiaries (city partners) and other beneficiaries (non-city partners).

The URBACT III **programme area** consists of:

- The 28 EU Member States
- Partner States Norway and Switzerland. Partners from Norway and Switzerland cannot make use of ERDF allocations. Partners from Switzerland can be co-financed at 50% by a national fund. Norwegian partners may participate in Action Planning Networks at their own cost for this call. The situation for Norwegian co-funding will be reviewed on an annual basis by the competent authorities.
- Partners from United Kingdom can apply to this call. The specific nature of their participation and eligibility for funding will be determined by the competent authorities
- Instrument for Pre Accession (IPA) countries. Partners from IPA countries can participate in operations using IPA funding, without receiving ERDF co-financing
- Other countries. Partners from other countries, anywhere in the world, can participate with their own funding.

The **main beneficiaries (city partners)** for Action Planning Networks shall be cities from EU 28 Member States, Norway and Switzerland.

Under URBACT III, the beneficiary “city” refers to the public local authority representing:

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

There is no limit of population size for cities wishing to participate in URBACT activities. **Cities with no previous URBACT experience are particularly invited to apply.**

For the specific purposes of this call for Action Planning Networks the beneficiary category ‘city’ also covers:

- Local agencies defined as public or semi-public organisations set up by a city, partially or fully owned by the city authority, and responsible for the design and implementation of specific policies (economic development, energy supply, health services, transport, etc.)

In addition to city partners, Action Planning Networks can also include a limited number of **other beneficiaries (non-city partners)**. In the case of Action Planning Networks, non-city partners as defined below are eligible:

- Provincial, regional and national authorities, as far as urban issues are concerned;
- Universities and research centres, as far as urban issues are concerned

In order to be eligible, non-city partners must be public authorities or Equivalent Public Bodies<sup>4</sup>. Please refer to Section 4 for further specific details about eligible beneficiaries for this call.

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<sup>4</sup> Based on EU Public Procurement Law, **equivalent public body** refers to any legal body governed by public or private law :

1. established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character (which does not exclude bodies partly having an industrial or commercial character), and

2. having legal personality, and

3. a) either financed, for the most part, by the State, or regional or local authorities, or other bodies governed by public law,

b) or subject to management supervision by those bodies,

c) or having an administrative, managerial or supervisory board, more than half of whose members are appointed by the State, regional or local authorities or by other bodies governed by public law.”



## SECTION 3 - THEMATIC COVERAGE FOR ACTION PLANNING NETWORKS

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### 3.1. URBACT Thematic Objectives

As defined in the URBACT III Operational Programme, the thematic coverage of the URBACT III Programme 2014-2020 is in line with the Thematic Objectives (TO) of the EU Cohesion Policy for 2014-2020<sup>5</sup> and thus strongly linked with the pillars of the Europe 2020 strategy for innovative, sustainable and inclusive growth.

The URBACT III programme covers the following Thematic Objectives:

- Strengthening research, technological development and innovation (TO1)
- Enhancing access to and use and quality of ICT (TO2)
- Enhancing the competitiveness of SMEs (TO3)
- Supporting the shift towards a low carbon economy in all sectors (TO4)
- Promoting climate change adaptation, risk prevention and management (TO5)
- Protecting the environment and promoting resource efficiency (TO6)
- Promoting sustainable transport and removing bottlenecks in key network infrastructures (TO7)
- Promoting employment and supporting labour mobility (TO8)
- Promoting social inclusion and combating poverty (TO9)
- Investing in education, skills and lifelong learning by developing education and training infrastructure (TO10)

A detailed description of the urban dimension of the 10 Thematic Objectives for EU Cohesion Policy 2014/2020 is available in Fact Sheet 1 of the URBACT III Programme Manual.

Over the Programming period 2014-2020, URBACT III will concentrate 70% of resources for exchange and learning activities on Thematic Objectives 1, 4, 6, 8 and 9. Currently this rate is around 75%. Nevertheless the present Call for Proposals for Action Planning Networks is open to all 10 Thematic Objectives. Cities are encouraged to come forward with themes they consider to be relevant to address a local challenge, the above list of themes is non-exhaustive.

Applicants shall submit their proposal under one of the 10 above listed Thematic Objectives, depending on the main policy challenge selected. When considered from an integrated approach perspective, all 10 topics are strongly inter-related. For instance, fostering economic competitiveness goes hand in hand with improving social inclusion, and vice-versa. It is expected that the selected Thematic Objective will be the main entry point into the network while allowing partners to explore connections with other Thematic Objectives.

To date the URBACT III programme has financed 48 networks. Overall these networks provide a very good thematic coverage of the 10 thematic objectives. The table below illustrates the number of networks financed under each TO:

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<sup>5</sup> Regulation EU 1299/2013 (ETC) Article 7 (1) (c) (i)

**Table 1 – Thematic Coverage of URBACT III Networks (closed and ongoing)**

THEMATIC OBJECTIVE	N° OF NETWORKS	%
Strengthening research, technological development and innovation (TO1)	8	17
Enhancing access to and use and quality of ICT (TO2)	2	4
Enhancing the competitiveness of SMEs (TO3)	6	13
Supporting the shift towards a low carbon economy in all sectors (TO4)	2	4
Promoting climate change adaptation, risk prevention and management (TO5)	1	2
Protecting the environment and promoting resource efficiency (TO6)	8	17
Promoting sustainable transport and removing bottlenecks in key network infrastructures (TO7)	1	2
Promoting employment and supporting labour mobility (TO8)	2	4
Promoting social inclusion and combating poverty (TO9)	16	33
Investing in education, skills and lifelong learning by developing education and training infrastructure (TO10)	2	4
<b>TOTAL</b>	<b>48</b>	<b>100%</b>

This second call for proposals for Action Planning Networks is looking to ensure a strong coverage of these Thematic Objectives. New proposals should demonstrate added value compared to the networks already financed. Full details of the topics tackled under each existing network can be found on the URBACT website: <http://urbact.eu/all-networks>

### 3.2. Urban Agenda for the European Union

Since the 2016 Pact of Amsterdam<sup>6</sup>, the European Commission, EU Member States, cities and other stakeholders have been working together in multi-level partnerships for the Urban Agenda for the EU. The Urban Agenda focuses specifically on three pillars of EU policy-making and implementation, namely better regulation, better funding and better knowledge. Twelve thematic partnerships linked to sustainable urban development policies in the EU were launched from 2016 to 2017 and have

<sup>6</sup> <https://ec.europa.eu/futurium/en/content/pact-amsterdam>

produced action plans (draft or final) tackling specific issues within the three pillars. A further two partnerships will be launched in 2019.

The full list of the UAEU topics can be found below:

- Affordable housing
- Inclusion of migrants & refugees
- Urban poverty
- Jobs & skills
- Circular economy
- Sustainable urban mobility
- Energy transition
- Climate adaptation
- Digital transition
- Sustainable use of land & nature based solution
- Air quality
- Innovative & responsible public procurement
- Culture and cultural heritage<sup>7</sup>
- Security in public spaces<sup>8</sup>

Applicants are encouraged to take into consideration, when relevant, how the network can link to the partnerships developed for the Urban Agenda for the European Union, for example by tackling one of the actions signposted in the Partnership Action Plans. More information about the Urban Agenda for the EU, and the detailed action plans, can be found on the Futurium website: <https://ec.europa.eu/futurium/en/urban-agenda>

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<sup>7</sup> Partnership will be launched in 2019

<sup>8</sup> Partnership will be launched in 2019

## SECTION 4 - PARTNERSHIPS FOR ACTION PLANNING NETWORKS

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### 4.1. General framework

Transnational partnerships are cornerstones of URBACT Action Planning Networks. The rules defined below shall apply to all partnerships involved in Action Planning Network proposals. These rules translate into eligibility criteria (see section 8.3.) and shall therefore be respected. Eligibility criteria are requirements, all of which must be fulfilled for a proposal to be declared eligible. Only eligible proposals shall be considered for further assessment and approval.

### 4.2. Lead Partners

All Lead Partners in Action Planning Network MUST be cities according to the description provided in section 2.2 above. Each network has to appoint a **Lead Partner**. Lead Partners are key actors of transnational partnerships for Action Planning Networks. They have full responsibility for network management, coordination of activities among the transnational partners, and implementation of the work programme. The Lead Partner also bears financial and legal responsibility and liability for the whole partnership towards the Managing Authority.

**Only cities (according to the definition provided under section 2.2)** from the 28 EU Member States and from Switzerland and Norway (Partner States) can be Lead Partner of Action Planning Networks.

A city MUST NOT be Lead Partner in more than one project per call for proposals.

Further information on the roles and responsibilities of Lead Partners and Project Partners is available in Fact Sheet 2E “Network Management”.

### 4.3. Action Planning Network Partnership

A **full partnership** shall be set up for the submission of the Phase 1 Application.

The **partnership** to be proposed for Phase 1 of an Action Planning Network must include a minimum of 7 and a maximum of 10 partners from eligible Member and Partner States. One city (as defined under section 2.2) will be designated as Lead Partner.

Partnerships shall respect the following rules:

- The partnership may include 2 “non-city partners” maximum (as defined under section 2.2);
- A beneficiary (city and non-city partners) may not be partner in more than two approved Action Planning Networks at a time;
- A city can be Lead Partner of one Action Planning Network only;

A balance of cities from EU regions is necessary as follows:

- a minimum of 3 cities from Less Developed regions where the total number of partner cities is 7;
- a minimum of 4 cities from Less Developed regions where the total number of partner cities is 8 to 9 partners.
- a minimum of 5 cities from Less Developed regions where the total number of partner cities is 10 partners.

**Transition regions are a category of their own. Cities from Transition regions are not assimilated to cities from Less Developed regions**

The map showing the categorisation of EU Regions can be found [here](#).

## SECTION 5 - ACTIVITIES AND WORK PACKAGES

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Action Planning Networks shall operate and implement the network activities for a total duration of 30 months, structured into 2 phases:

Phase 1: a 6-month phase dedicated to developing detailed network activities

Phase 2: a 24-month phase dedicated to the implementation of network activities

Each phase has a separate assessment and approval process. Networks are approved for Phase 1 and shall submit a new proposal which is assessed before entering into Phase 2. The passage from Phase 1 to Phase 2 is not automatic.

The activities to be implemented by Action Planning Networks, in each of the 2 phases, are organised around work packages. Work packages allow partners to develop a shared understanding about the project's structure. Each work package has specific objectives, defined actions and related expected deliverables.

### 5.1. Phase 1 of Action Planning Networks

During Phase 1 partners involved in approved networks will work, with the support of an URBACT validated Lead Expert, on the development of the project final application, the identification of relevant local stakeholders to be involved in an URBACT Local Group, refining the network topic to meet the needs of the cities involved and completing a Baseline Study.

The duration of Phase 1 is 6 months, starting from 2<sup>nd</sup> September 2019.

Phase 1 shall be structured around 2 work packages:

- Work package 1 (WP1) – Project management and coordination
- Work package 2 (WP2) – Project development

The main deliverables of Phase 1 shall include:

- To organise 2 transnational meetings gathering all partners (one kick off and one final meeting)
- To complete a Baseline Study presenting the theme of the network and the relevance to all the partners. This document will also outline the methodological framework for the action planning network activities (further detailed guidelines will be available to approved projects at the start of Phase 1)
- To complete and submit the Phase 2 application including consolidated partnership, activities to be implemented by the network, expected outputs, work plan, financial plan, budget, etc.

### 5.2. Phase 2 of Action Planning Networks

Networks approved for Phase 2 shall be devoted to the implementation of the activities foreseen in the Phase 2 application form, at transnational and local level, aimed at designing integrated action plans in each partner city that use the transnational exchange and learning activities/outputs to inform and detail concrete actions to address the challenge locally.

Phase 2 shall be structured around 4 work packages:

- Work package 1 – Project management and coordination

- Work package 2 – Transnational exchange and learning
- Work package 3 – Impact on local policies and practices
- Work package 4 – Communication and dissemination

Main activities and deliverables of Phase 2 shall include:

- Transnational exchange and learning meetings, events and activities to identify and share ideas about solutions to the network thematic challenge,
- An URBACT Local Group in each partner city responsible for the co-design of the Integrated Action Plan
- Integrated Action Plans and testing with small scale actions (more details can be found in the Guide for Action Planning Networks)
- Interim and final outputs that capture the learning from all cities and provide clear recommendations to other cities, policy makers and European organisations on the theme of the network.

Detailed information concerning specific objectives, activities and expected outputs under each Work Package are provided in the Factsheet 2A of the URBACT III Programme Manual and in the Guide to Action Planning Networks.

In order to support the implementation of the activities of Action Planning Networks, the URBACT Programme provides each approved Action Planning Network with an additional specific budget for the **appointment of experts** (see section 6.3 for expertise resources).

## SECTION 6 – BUDGETARY ELEMENTS AND EXPERTISE RESOURCES

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### 6.1. URBACT III Eligible Intervention rates

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

- Partners from 'more developed' regions are co-financed up to 70% by ERDF
- Partners from 'less developed' and 'transition' regions are co-financed up to 85% by ERDF
- Partners from Switzerland are co-financed up to 50% by a Swiss national fund
- Norway is a partner state of the URBACT programme. Norwegian cities may participate in Action Planning Networks at their own cost for this call.
- The modalities of funding partners from United Kingdom will be determined as part of the Brexit negotiations

### 6.2. Action Planning Network Budgets

The maximum total eligible budget for an Action Planning Network shall be 750.000€. An Action Planning Network shall operate in two phases. The total eligible cost for the network combining Phases 1 and 2 shall be 750.000€. The initial budget for Phase 1 shall not exceed a total eligible cost of 150.000€.

Action Planning Networks shall be financed using European Regional Development Fund and local, regional or national contributions from city partners according to the rates outlined in section 6.1 above.

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

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

- i) Staff costs**  
Expenditure on staff members employed by the partner organisation, who are formally engaged to work on the project
- ii) Office and Administration Costs**  
Operating and administrative expenses of the partner organisation that support delivery of project activities
- iii) Travel and Accommodation Costs**  
Expenditure on travel and accommodation costs of staff of partner organisations that relate to delivery of the project. This category included travel costs, accommodation costs, costs of meals, visa costs, and/or daily allowances/per diems.
- iv) External expertise and services**  
Expenditure for external expertise and services provided by a public or private body or a natural person outside of the partner organisation. This category covers costs paid on the basis of contracts or written agreements and against invoices or requests for reimbursement to external experts and service providers that are requested to carry out certain tasks or activities, linked to the delivery of the project. All additional costs related to external experts (e.g. travel and accommodation expenses for external experts)

should be recorded under this budget category. This category also includes all costs linked to the organisation of meetings. **Testing of small scale actions may fall under this budget category in Phase 2.**

**v) Equipment**

Expenditure for equipment purchased, rented or leased by a partner, necessary to achieve objectives of the project (eligible in Phase 2 only).

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 as well as the Guide for Action Planning Networks linked to this call.

### 6.3. Expertise

In order to support the implementation of the activities of Action Planning Networks, the URBACT Programme provides each approved network with an additional specific budget for the **appointment of experts**. Experts support partners in implementing their network activities with both thematic content and methods for exchange and learning.

More specifically, the expertise budget should provide all partners with a package of services including:

#### Phase 1

- Expertise for the production of a baseline study
- Support for setting up URBACT Local Groups in each partner city
- Design and delivery of transnational meetings
- Support the Lead Partner with the development of the Phase 2 application

#### Phase 2

- Expertise for the design and delivery of transnational exchange and learning activities in collaboration with partners
- Thematic expertise
- Expertise support to partners in designing and delivering integrated and participatory policies
- Expertise support to assist partners with the design and peer review the Integrated Action Plans
- Production of network outputs and contribution to programme-level debates on relevant theme

#### 6.3.1 Expertise budget

Each network shall have a maximum allocation of EUR 127,500 to cover the costs of expertise over the lifetime of the project (Phase 1 and Phase 2). This expertise budget is in addition to the network budget.

The daily expertise fee for URBACT thematic experts is set at EUR 750 per day all taxes included, therefore a maximum of 170 days expertise is available to each network (including expert participation in training sessions and other activities at Programme level).

In Phase 1, the expertise budget is limited to EUR 30,000 (40 days of expertise) for an expert who will support all the partners in the project development phase (baseline study, setting up URBACT Local Groups, and including participation in information and training sessions organised by the URBACT Secretariat). Only one single expert, designated as Lead expert, may be appointed. In Phase 1, no additional ad hoc experts may be appointed from the dedicated expertise budget.



Days not used during Phase 1 may be used in Phase 2.

For Phase 2, the expertise envelope shall be used to appoint expert(s) to support the partnership with the delivery of all planned activities and expected deliverables. Experts shall provide support to all partners in terms of methods for efficient exchange and learning activities at transnational level, as well as in terms of thematic input and production of thematic outputs capturing learning coming from the network and partners' experiences. In addition to the Lead expert, further ad hoc experts shall also be selected to deliver specific services not provided by the Lead expert.

In Phase 2, the allocation of days to the Lead expert shall not exceed 80% of the total days remaining at the end of Phase 1. Therefore a minimum of 20% of the available days shall be allocated to ad hoc experts supporting the network.

The available budget for both Phase 1 and 2 shall cover days of expertise only. **Travel and accommodation costs for Lead and ad hoc Experts MUST be covered by the network budget.**

Action Planning Network partners can contract additional experts for specific local tasks (e.g. coordination of the URBACT Local Group, local animation, project management support etc.) through the network budget under the category "External expertise and services".

### 6.3.2 Appointing experts

Appointed experts to be funded from this dedicated budget shall be selected from the pool of validated URBACT Experts<sup>9</sup> (see Programme Manual Fact Sheet 2A - Action-Planning Networks). New experts can apply to join the pool at any time<sup>10</sup>. In order to be considered as an URBACT Lead expert for this call the expert application should be submitted before the deadline set as 17 April 2019.

Three potential URBACT validated Lead Experts shall be proposed by the Lead Partner in the Phase 1 Application Form, at least one of whom should be female. The Lead Partner should contact the experts prior to submission to assess their relevance to the proposed network theme and seek in-principle agreement from them by means of a letter of intent (see Annex 4). Experts cannot be proposed in more than 3 network applications.

For Phase 1, one expert will be **recommended** during the assessment procedure based on the recommendations from an independent panel of experts and the **External Assessment Panel (EAP)**. The expert recommended by the EAP will be **interviewed** by the project Lead Partner and the URBACT Joint Secretariat to ensure suitability. Other experts proposed in the application form can be selected and interviewed if the recommended expert interview is unsuccessful.

It should be noted that only experts who have not been directly involved in developing the application can be proposed. A strict conflict of interest procedure will be followed.

Experts appointed for Phase 1 will not automatically be appointed in Phase 2. A clear evaluation procedure verifying quality of outputs and contributions will be set out to assess the work carried out in Phase 1.

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<sup>9</sup> URBACT appointed experts can be found at this link: <http://urbact.eu/experts-list>

<sup>10</sup> Apply using the following link: <http://urbact.eu/become-urbact-expert>

## SECTION 7 - THE CREATION OF ACTION PLANNING NETWORKS – A TWO-PHASE PROCESS

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

- **Phase 1:** Approved Action Planning Networks enter the six-month Phase 1. The main aim of Phase 1 is to provide partners of Action Planning Networks with time and resources to ensure:
  - the development of a common understanding of the challenge identified,
  - the consolidation of the partnership by exploring the specific needs of all partners,
  - the elaboration of a shared methodology for exchange and learning activities;

These elements shall be explored in the Baseline Study exercise, the results of which shall be included in the Proposal for Phase 2 to be submitted at the end of the initial six-month Phase 1.

- **Phase 2:** Action Planning Networks approved by the Monitoring Committee for Phase 2 enter the 24-month Phase 2 for the implementation of the activities at transnational and local level as foreseen in the Phase 2 Proposals. **Some small scale testing of actions planned in the Integrated Action Plan may be carried out in Phase 2.**

As a consequence of the 2-phase approach, the creation of Action Planning Networks in URBACT III is a two-stage process described below:

### 7.1. Submission of Phase 1 Applications

The submission of Phase 1 Applications is the first stage. Its purpose is to select and approve projects that will be funded for the six-month Phase 1. Information to be provided by applicants in Phase 1 Applications is introduced under Section 10 of the present Call for Proposals and detailed in the 'Guide to Action Planning Networks'. Annex 1 presents an outline of the main headings of the application form.

Phase 1 Applications will be checked against the eligibility criteria by the Joint Secretariat and assessed against the assessment criteria by the External Assessment Panel (EAP). The EAP is made up of independent experts specifically appointed to assess the quality of the proposed networks based on the published assessment criteria. Eligible applications, along with EAP assessment results and recommendations, will be submitted by the URBACT Managing Authority to the URBACT Monitoring Committee (national representatives of member and partner states) for approval. Only Action Planning Network proposals approved by the Monitoring Committee will receive funding to implement the activities planned for Phase 1.

Eligibility and assessment criteria for the selection of Action Planning Networks for Phase 1 are presented under Section 8 of the present Call for Proposals.

### 7.2. Submission of Phase 2 Applications

The submission of Phase 2 Applications at the end of Phase 1 is the second stage. Its purpose is to assess the quality and relevance of network proposals, improve the quality of networks whenever necessary, and approve projects to enter the 24-month Phase 2. Phase 2 applications are not in a

competitive process as is the case for Phase 1. Assessment for Phase 2 is about the quality of the proposed network and the coherence of the proposed activities and expected results.

Phase 2 Applications will be checked against the eligibility criteria by the Joint Secretariat and assessed against the assessment criteria by the External Assessment Panel (EAP). The EAP may organise hearings of candidate Lead Partners and Lead Experts as part of the assessment process. Eligible applications assessed by the EAP, along with EAP assessment results and recommendations, will be submitted by the URBACT Managing Authority to the URBACT Monitoring Committee for the final approval. Only Action Planning Network proposals approved by the Monitoring Committee will receive funding to implement the activities planned for Phase 2.

Projects not approved for Phase 2 will be refunded the costs incurred during Phase 1 up to a maximum of EUR 150.000.

Eligibility and assessment criteria for Phase 2 Applications will be available for approved Phase 1 projects at the start of their network development phase.

## SECTION 8 – DETAILED PROCEDURE FOR THE CREATION OF ACTION PLANNING NETWORKS IN THE FRAME OF THE CALL FOR PROPOSALS

### 8.1. General overview

Projects replying to this call for proposals shall be required to follow a structured application procedure and will be subject to a selection process. Each project 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 open call for proposals
- in the form of a Phase 2 Application to be submitted, at the end of Phase 1, by networks that have been approved and funded for Phase 1

Decisions by the Monitoring Committee shall be final.

The different stages of the application procedure are outlined in detail in the Programme Manual (Fact Sheet 2D - Network Creation). They can be summarised as follows:

<b>1. APPLICATION PHASE 1</b>	
<u>Stage 1</u>	Lead Partner completes and submits a Phase 1 Application and all requested documents to the URBACT Joint Secretariat by <b>17 April 2019<sup>11</sup></b>
<u>Stage 2</u>	URBACT Joint Secretariat performs eligibility check.
<u>Stage 3</u>	External Assessment Panel carries out assessment of eligible project proposals and issues recommendations.
<u>Stage 4</u>	URBACT Managing Authority submits proposal for the approval of up to 23 Action Planning Networks to the Monitoring Committee. Monitoring Committee approves projects for the six-month Phase 1. Action Planning Networks approved for Phase 1 shall receive a subsidy contract that marks the final stage of approval of the project for Phase 1.
<b>SIX-MONTH PHASE 1 FOR APPROVED ACTION PLANNING NETWORKS (2 Sept 2019 – 2 March 2020)</b>	
<b>2. APPLICATION PHASE 2</b>	
<u>Stage 5</u>	Lead Partner submits Phase 2 Application along with requested documents 6 months after the start of Phase 1. Phase 2 Proposal will be completed as a result of Phase 1 activities (building on the baseline study and partner exchange )  <b>6 Months following notification of approval for Phase 1 by Monitoring Committee – 2 March 2020</b>
<u>Stage 6</u>	URBACT Joint Secretariat performs eligibility check.
<u>Stage 7</u>	External Assessment Panel carries out assessment of eligible project applications and issues recommendations. EAP may interview candidate Lead Partners and Lead Experts and issues recommendations for possible improvements of applications if relevant.
<u>Stage 8</u>	URBACT Managing Authority submits to the Monitoring Committee a proposal for the approval of Action Planning Networks for Phase 2. Action Planning Networks approved for Phase 2 shall receive a subsidy contract that marks the final stage of approval of the project for Phase 2 <sup>12</sup> .  <b>Monitoring Committee meeting approx. May 2020</b>
<b>24-MONTH PHASE 2 FOR APPROVED ACTION PLANNING NETWORKS (May 2020 - May 2022)</b>	

<sup>11</sup> More detailed information about the fixed deadline and requested documents is presented under section 8.2 of the present Call for Proposals.

<sup>12</sup> Projects not approved for Phase 2 will be refunded for the costs incurred during Phase 1 up to a maximum of EUR 150.000.

## 8.2. Stage 1 – Procedure for the submission of Phase 1 Applications

**The submission of the Phase 1 Application package is paper free.** The application is submitted through the online system Synergie-CTE. Detailed information on how to create and submit a Phase 1 Application through the online system Synergie-CTE is provided in the [Practical guide to SYNERGIE application](#).

To submit a network proposal, applicants shall complete the following steps:

- 1) Complete and submit their Phase 1 Application through Synergie-CTE in English. Only applications submitted using Synergie-CTE will be accepted.

**The deadline for the online submission of the Phase 1 Applications is 17 April 2019, 15.00 CET.**

**After this deadline, the SYNERGIE-CTE system will be closed.**

- 2) Send the application package composed of the scan of the signed PDF of the Phase 1 Application generated through Synergie-CTE and all additional requested documents (*a list of additional documents is provided below*) by email to [APN@urbact.eu](mailto:APN@urbact.eu).

**The email shall be received by the URBACT Joint Secretariat no later than 18 April 2019, 15.00 CET.**

Applicants shall send by email **all** of the following documents:

- Scanned signed PDF version of the submitted Phase 1 Application generated through Synergie-CTE. It must be duly signed by the Project Coordinator in the Lead Partner city;
- Letters of commitment in English for ALL partners included in the partnership (one letter for the Lead Partner plus one letter for each Project Partner) using the templates provided in annexes 2 and 3 of this Call for Proposals. Letters of Commitment shall be signed by an elected representative of the partner institution;<sup>13</sup>
- CV of the Project Coordinator at the Lead Partner;
- CV of the 3 proposed URBACT validated Experts to be potentially appointed for phase 1;
- Letters of intent from the 3 proposed experts using the template provided in annex 4 of this Call for Proposals

## 8.3. Stage 2 – Eligibility check of Phase 1 Applications

The URBACT Joint Secretariat will check all received applications against the eligibility criteria. Eligibility criteria for Phase 1 applications are minimum requirements, all of which must be fulfilled before a project can be declared eligible for further assessment. They cover organisational, administrative and commitment requirements. Only eligible projects can be submitted by the Managing Authority to the Monitoring Committee for approval.

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<sup>13</sup> The signing person has to be an elected representative with authority to sign for the Project Partner. In case the Project Partner institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.)."

The proposals submitted to the URBACT Joint Secretariat within the deadline and respecting the procedure outlined in the call will be checked for compliance with the eligibility criteria listed below:

Phase 1 - Eligibility Criteria

- The application package is submitted in English, respecting the procedure outlined in the call for proposals and within the notified deadline.
- The application package is complete including the required documents set out in the call.
- The proposal is complete in terms of information and data required in the documents (application form, letters of commitment from partners have been properly filled in and signed, letters of intent from experts are correctly completed and all letters use the official templates according to the instructions).
- The proposal fulfils the requirements for Phase 1 partnership bringing together between 7 and 10 candidate partners including the Lead Partner.
- The proposed partnership respects the balance between partners from More Developed and Less Developed regions.
- The candidate Lead Partner is candidate Lead Partner in one URBACT proposal under this call.
- All candidate partners are eligible according to the URBACT Programme rules.
- The maximum budget for Phase 1 applications (EUR 150,000 total eligible cost) has been respected.

**8.4. Stage 3 – Assessment of eligible Phase 1 Applications**

Eligible Phase 1 Applications shall be assessed by an External Assessment Panel. Information about the External Assessment Panel is provided in the Fact Sheet 2D of the URBACT III Programme Manual. The assessment criteria for project proposals for Phase 1 are outlined below:

Phase 1 - Assessment Criteria Action Planning Networks

<b>Criterion 1: Relevance of the topic/theme/policy issue addressed (10%)</b>
For this criterion, assessors will more especially consider the following dimensions: <ol style="list-style-type: none"> <li>1) The proposal contributes to the objectives of the Cohesion Policy 2014-2020</li> <li>2) The proposal is relevant in the current European Urban policy context (in particular the Urban Agenda for the European Union).</li> </ol>
<b>Criterion 2: Quality of Partnership (15%)</b>
For this criterion, assessors will more especially consider the following dimensions: <ol style="list-style-type: none"> <li>1) The policy challenge proposed is relevant for each of the cities in the partnership</li> <li>2) The proposed partnership covers an appropriate mix of Member States (for example ensuring adequate coverage of Central and Eastern Europe, Northern, Western and Southern Europe). In cases where the geographical coverage is limited, this is clearly justified in Phase 1 application.</li> <li>3) The strategic environment of partner cities is relevant to address the challenges identified</li> <li>4) The partner cities demonstrate a willingness and ability to undertake the activities of Phase 1 (e.g. having appropriate competence, resources, political support and motivation)</li> <li>5) The types of stakeholder identified in the URBACT Local Group are relevant and comprehensive</li> </ol>

- 6) The local situation, needs and expected results for each partner city is clearly described and these are logically connected demonstrating high potential for change.

**Criterion 3: Quality of the proposed methodology and activities (15%)**

For this criterion, assessors will more especially consider the following dimensions:

- 1) The work plan for Phase 1 is clearly presented with description of the planned activities and expected outputs
- 2) Work packages for Phase 1 are clearly explained with sufficient detail
- 3) The proposed outputs are clearly explained and appropriate for Phase 1
- 4) The activities are logically interlinked and in line with the objectives for Phase 1 (production of the Baseline study, design of an exchange and learning methodology and elaboration of the Phase 2 Application)
- 5) The proposed tools, content and methods respond to the needs of the partner cities
- 6) The Methodology for the production of the Baseline study including its components of State of the Art, partner profiles and methodology are clearly set out.

**Criterion 4: Project Management and Expertise (10%)**

For this criterion, assessors will more especially consider the following dimensions:

- 1) The Lead Partner demonstrates competency in managing EU co-financed projects or can ensure adequate measures for management support
- 2) The named person to act for the Lead Partner (project coordinator) has experience (from attached CV) of this type of work
- 3) The project coordination at the Lead Partner's is well organised and clearly presented (who will do which tasks) Sufficient resources are indicated for the lead partner tasks
- 4) The proposed URBACT lead experts have relevant experience in supporting transnational exchange and learning activities as well as relevant thematic expertise
- 5) At least one female lead expert is proposed by the network
- 6) The project budget is coherent with the work plan and the main outputs in the proposal.
- 7) The total partner budgets reflect real partner' involvement (are balanced and realistic).
- 8) The project budget is justified, clear and realistic.

**Criterion 5: Added Value of the Proposal (25%)**

For this criterion, assessors will more especially consider the following dimensions:

- 1) The proposal addresses a theme which is relevant to many European cities
- 2) The proposal demonstrates high added value in relation to the proposed theme (new themes)
- 3) The proposal demonstrates high added value in relation to the partners selected (integrating cities that have never participated in an URBACT network before as well as URBACT cities which are debuting as Lead Partner)
- 4) The proposal offers high potential for change in partner cities

**Criterion 6: Coherence of the Proposal (25%)**

For this criterion, assessors will more especially consider the following dimensions:

- 1) The proposal demonstrates a good understanding of the objectives of an Action Planning Network
- 2) The proposed methodology and activities for Phase 1 are coherent and logical (activities are logically sequenced linking local and transnational)
- 3) The proposal has a clear focus on transnational exchange and learning

4) The proposal has adequately addressed gender equality in all proposed activities

#### **8.5. Stage 4 – Submission to the Monitoring Committee and approval**

Building on the report provided by the External Assessment Panel, the Monitoring Committee shall decide on the approval of projects to enter Phase 1. Decisions by the Monitoring Committee shall be final.

After approval by the Monitoring Committee, the information on approved projects shall be published on the URBACT website.

Approved applications shall receive a subsidy contract which marks the final stage of approval of the Phase 1 project. Additional information on the subsidy contract is available in Fact Sheet 2E of the URBACT III Programme Manual. The project shall then be fully operational and can start working on Phase 1.

All successful Phase 1 networks will be invited to a dedicated training session where Lead Partners and Lead Experts can learn about expectations and activities to be delivered in the first 6 months.

During Phase 1, the Lead Partner and Project Partners, with the support of the URBACT validated Lead Expert, shall complete the Phase 2 Application to submit their final proposal for Phase 2. This will be done in English through the online system Synergie-CTE by updating and providing additional information to the initial application submitted for Phase 1. Terms of reference and guidance for the completion of the Phase 2 Application will be provided by the URBACT Joint Secretariat to the projects approved for Phase 1. It shall include, amongst other things, a detailed definition of the network objectives and expected outputs, a work programme including a plan for the use and management of experts and a budget by category and partner.

During Phase 1, guidance on Phase 2 activities will be provided to approved networks along with details of the application form and updated Terms of Reference document. The eligibility and assessment criteria will be included in these documents.



## SECTION 9 – COMPLAINTS PROCEDURE

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Lead Partners of rejected project proposals are informed in writing about the reasons why an application was not eligible or not approved. Questions in relation to the assessments will be examined and answered by the Managing Authority/Joint Secretariat. Projects that have not been selected for funding have the right to file a formal complaint about the decision of the Monitoring Committee.

In principle, complaints can only be lodged against the following criteria: (1) the assessment does not take into consideration information supplied in the application and (2) the project assessment and selection process failed to comply with the specific procedures laid down in the call publication and programme manual, which as a consequence may have affected the decision.

Only the project's Lead Partner can file a complaint. Potential partner complaints have to be passed through the Lead Partner. Complaints should be submitted electronically to the Joint Secretariat within 3 weeks after the official notification of the non-selection of the project by the Managing Authority. This deadline shall not prejudice the start of the other projects approved by the Monitoring Committee.

The complaints will be examined and answered by a complaint panel involving the chair of the URBACT Monitoring Committee, the URBACT Managing Authority/Joint Secretariat and the chair of the External Assessment Panel. If deemed necessary, the complaint panel may decide to submit a complaint to the Monitoring Committee of the programme for review.

## SECTION 10 - CONTENT OF PHASE 1 APPLICATION

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Projects wishing to apply for funding within the frame of this Call for Proposals shall fill in and submit the Phase 1 Application through the online Synergie-CTE platform. All applications shall be completed in English.

Proposals for Phase 1 mainly cover the initial 6 months (in terms of work programme and budget) but should also start to reflect upon the exchange and learning methodology proposed for Phase 2.

Here below the list of the main sections to be completed in order to submit a Phase 1 Proposal:

- **Presentation of the network theme:** applicants shall define the main issue/policy challenge to be addressed by the network, highlighting the link with the EU2020 strategy and the Thematic Objectives for Cohesion Policy 2014-2020 as well as the Urban Agenda for the European Union. The proposal should also explain how the network will contribute to the specific objective for Action Planning Networks.
- **Presentation of the proposed partnership for Phase 1:** In the framework of the Phase 1 Application, applicants are requested to present all partners included in the partnership. More especially applicants are requested to highlight:
  - The local situation of partners in relation to the policy issue/topic addressed by the network
  - The experience of partners in dealing with the policy issue/topic addressed by the network and their potential contribution to the exchange and learning activities
  - The specific needs and expected results of partners and how URBACT can respond to these needs
- **Description of the main activities to be implemented during Phase 1:** applicants shall describe how the main activities included under the two Work Packages for Phase 1 (WP1 Project Management and Coordination and WP2 Project development) will be implemented. More especially applicants are requested to detail the proposed approach for the production of the Baseline study.
- **Description of the Network Team:** applicants shall describe the experience of the proposed Lead Partner and coordinator. Applicants shall explain their choice for the proposed Lead Expert to assist the network during Phase 1
- **Budget for Phase 1:** applicants shall provide information about the budget required to deliver the activities proposed based around 5 budget categories. An individual project partner budget shall also be provided. More detailed information on budgetary issues can be found in section 6 of this document and in the Guide for Action Planning Networks.

For the preparation of the Phase 1 Applications applicants are strongly advised to refer to the detailed explanations in the Guide to Action Planning Networks for Phase 1.

## SECTION 11 - IMPORTANT DATES FOR APPLICANTS

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Applicants are invited to take note of the following five milestones:

- **Submission of proposals**

Phase 1 Applications shall be submitted online by **17 April 2019<sup>14</sup> - 15.00 CET at the latest**, following the procedure outlined above in section 8. The application package should be emailed by 18 April 2019 15.00 CET at the latest.

- **Approval for Phase 1**

Eligible project proposals will be submitted to the Monitoring Committee for approval of funding for Phase 1 in June 2019. Approved networks will start work officially in September 2019.

- **Training session at the beginning of Phase 1**

Lead Partners and URBACT validated Lead Experts of approved projects **MUST** attend the Training Session organised in Paris shortly after the start of the networks. **The dates of this meeting are set for 10-11 September 2019.**

As this is considered a capacity-building event, the programme will cover Travel and Accommodation costs for participants – attendance is compulsory.

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<sup>14</sup> The online tool for submitting Proposals for Phase 1, Synergie-CTE, will close at 15:00 pm CET on 17 April 2019. More detailed information about the submission procedure, list of required documents and deadline is provided in section 8 of the present Call for Proposals.

## SECTION 12 - USEFUL RESOURCES

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### 12.1. URBACT Joint Secretariat

Applicants may contact members of the URBACT Joint Secretariat for clarification related to the submission of applications. For all questions concerning the Call for Proposals for Action Planning Network, applicants are invited to contact the URBACT Joint Secretariat at the following dedicated address: ([apn@urbact.eu](mailto:apn@urbact.eu)).

### 12.2. Frequently Asked Questions (FAQ)

A Frequently Asked Questions (FAQ) section is available on the URBACT website: <http://urbact.eu/faq>

### 12.3. Useful Documents

In preparing their Phase 1 Application, applicants are invited to refer to the following documents in addition to the Terms of Reference:

- Guide to Action Planning Networks for Phase 1 (necessary for a quality submission)
- URBACT III Operational Programme
- URBACT III Programme Manual, and in particular
  - Fact Sheet 1 – The URBACT Programme
  - Fact Sheet 2A – Action Planning Networks
  - Fact Sheet 2D – Network Creation
  - Fact Sheet 2E – Network Management
  - Fact Sheet 2F – Financial management and control
- SYNERGIE –CTE Practical Guide for the creation and submission of Phase 1 applications of Action Planning Networks

Key documents are available on the [webpage dedicated to the call](#).

### 12.4. Finding an Expert

The database of URBACT III validated experts can be found here - <http://urbact.eu/experts-list>

### 12.4. Partner Search Tool

A specific tool dedicated to assisting partner search has been developed on the URBACT website. It can be accessed at this address: <http://urbact.eu/partner-search-tool>

### 12.5. National URBACT Points

Information about National URBACT Points can be found [here](#).

## ANNEX 1 – OUTLINE OF MAIN COMPONENTS OF THE APPLICATION FORM

<b>1. PROJECT SYNTHESIS</b>	
<b>1.1.</b>	<b>Project identity (incl. title and duration)</b>
<b>1.2.</b>	<b>Summarised description of the issue to be addressed by the network</b>
<b>1.3.</b>	<b>Proposed partnership</b>
<b>1.4.</b>	<b>Thematic objective</b>
<b>1.5.</b>	<b>Total budget</b>
<b>2. PRESENTATION OF PROJECT PROPOSAL</b>	
<b>2.1.</b>	<b>Thematic Content</b>
2.1.1.	Definition of the issue / policy challenge to be addressed ( <i>word limit to apply</i> )
2.1.2.	Link to European urban policy context, EU 2020 strategy and 10 Thematic objectives ( <i>word limit to apply</i> )
<b>2.2.</b>	<b>Shall the proposal contribute to the URBACT Specific Objective 2 (related to Action Planning Networks)?</b>
<b>2.3.</b>	<b>How will gender equality and equal opportunities be addressed by the network? (<i>word limit to apply</i>)</b>
<b>2.4.</b>	<b>What is the added value of this network related to the theme proposed? (<i>word limit to apply</i>)</b>
<b>3. RATIONALE OF PROPOSED PARTNERSHIP</b>	
<b>3.1.</b>	<b>Profile of the Partner Cities</b>
3.1.1.	Local challenges of city partners specific to the network theme
3.1.2.	Strategies and actions of the city specific to the network theme
3.1.3.	Motivation and commitment of each city to join the network
3.1.4.	Local Stakeholders to be involved in the URBACT Local Group
3.1.5.	Potential for actions to be funded/ implemented
<b>3.2.</b>	<b>Why does it make sense for these cities to work together? What added value will be created? (<i>word limit to apply</i>)</b>
<b>3.3.</b>	<b>What is the added value of the proposed partnership? (why do these partners need URBACT to respond to their specific needs?) (<i>word limit to apply</i>)</b>
<b>4. ACTIVITIES AND EXPECTED OUTPUTS</b>	
<b>4.1.</b>	<b>Description of Work Package 1- Network management</b>
4.1.1.	Organisation of the project coordination
4.1.2.	Activities to be implemented under WP1
<b>4.2.</b>	<b>Description of Work Package 2 – Project Development</b>
4.2.1.	General framework for Project Development
4.2.2.	The methodological approach proposed for the Baseline Study.
4.2.3.	Proposed content, tools and methods for the transnational exchange and learning meetings
4.2.4.	Expected outputs under WP2 (transnational meetings, Baseline Study, Phase 2 Application)
<b>5. PROJECT WORK PLAN</b>	
<b>6. PROJECT MANAGEMENT AND LEADERSHIP</b>	
<b>6.1.</b>	<b>Lead partner experience (highlights of city's experience)</b>
<b>6.2.</b>	<b>Experience of proposed project coordinator</b>

<b>6.3. Presentation of the Lead Partner project team (roles and responsibilities)</b>
<b>7. USE OF EXPERTISE</b>
<b>7.1. Proposed use of expertise resources allocated by the Programme</b>
7.1.1. Proposed URBACT Lead Experts
<b>8. BUDGETARY PROPOSAL</b>
<b>8.1. Financial contribution by partner and source (incl. ERDF and local contribution)</b>
<b>8.2. ERDF per year</b>
<b>8.3. Expenditure per partner, per year and budget subcategory</b>
<b>8.4. Expenditure per year and budget category</b>
<b>8.5. Project cost per budget line</b>
<b>8.6. Project costs per budget category – Justification/Explanation</b>
<b>9. SIGNATURE</b>
Signature of the Lead Partner/project coordinator

## ANNEX 2 - TEMPLATE LETTER OF COMMITMENT FOR THE LEAD PARTNER

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

URBACT III Managing Authority  
20, Avenue de Ségur  
TSA 10717  
75334 Paris Cedex 07  
France

Dear Madam, Sir,

The city of [... *name of the institution*...] confirms its commitment to be the Lead Partner in the activities of the URBACT *Action Planning Network* proposal entitled [...*project title* ...].  
The specific challenge we wish to address as a Lead Partner in this *Action Planning Network* is [...*brief description of the theme*.....].

We are convinced that by working through this URBACT network, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT III Programme, we will ensure the overall coordination of the network, take on roles and implement activities as indicated in the Phase 1 work programme. More especially, we commit to organise two transnational meetings, to coordinate the production of the Baseline study, to identify key local stakeholders to be involved and to produce a Phase 2 Application.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. The details of this contribution are outlined within the Phase 1 application.

Yours sincerely<sup>15</sup>

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

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

Official stamp



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<sup>15</sup> The signing person has to be an elected representative with authority to sign for the Lead Partner. In case the Lead Partner institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.).

## ANNEX 3 – TEMPLATE LETTER OF COMMITMENT FOR A PROJECT PARTNER

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

URBACT III Managing Authority  
20, Avenue de Ségur  
TSA 10717  
75334 Paris Cedex 07  
France

Dear Madam, Sir,

The city of [.....*name of partner institution*.....] confirms its commitment to be Project Partner in the activities of the URBACT Action planning network proposal entitled [.....*title of project*.....] led by [.....*name of Lead partner institution*.....].

The specific challenge we wish to address in this Action planning network as a Project Partner is [.....*brief description of theme addressed*.....].

We are convinced that by working through this URBACT network, we will be able to better address these challenges. In this context, if the proposal is approved within the framework of the URBACT III Programme, we will participate in the project, take on roles and implement activities as indicated in the Phase 1 work programme. More especially, we commit to participate in the transnational meetings planned, to contribute to the production of the Baseline study, to identify key stakeholders to be involved and to contribute to the production of the Phase 2 Application.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. The details of this contribution are outlined within the Phase 1 application.

Yours sincerely<sup>16</sup>

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

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

Official stamp

<sup>16</sup> The signing person has to be an elected representative with authority to sign for the Project Partner. In case the Project Partner institution has no elected representatives, the signing person must be in the position of committing the institution’s resources to be engaged in the project (staff, budget, etc.).



## ANNEX 4 – TEMPLATE LETTER OF INTENT FROM PROPOSED LEAD EXPERTS

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URBACT III Managing Authority  
20, Avenue de Ségur  
TSA 10717  
75334 Paris Cedex 07  
France

Dear Madam, Sir,

I [.....*name of Lead Expert*.....] confirm that I agree to being proposed as the network expert in Phase 1 of [.....*title of project*.....] led by [.....*name of Lead partner institution*.....].

My motivation for fulfilling this position is [.....*insert max. 200 words to describe why your experience makes you suitable as Lead Expert for the network in question*.....].

I have understood the tasks expected from this role and accept to participate in programme level activity as required. I am aware that in the interests of continuous improvement and quality assurance my work will be monitored and evaluated.

Yours sincerely

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

Official stamp

