

Guidance Note

for the preparation of
the Local Action Plan's
format with self-
assessment checklist

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LAP Format Guidance Note

Introduction

In order to allow for the impact of network activities on local policies, each partner city together with the strong participation of its Local Support Group, will choose and elaborate the issues addressed within the network and will prepare a viable *Local Action Plan (LAP)*.

Local Action Plans are expected to (1) *improve the impact of transnational exchange and learning on local policies*, and (2) *give a concrete form to the outputs from local networking activities carried out by each partner*, as they should be designed as a solution to tackle the problems faced by the partners.

The URBACT secretariat states (Guide to Local Action Plans p. 2, 2008) that

Local Action Plans should:

- *Provide the city with a concrete roadmap* and range of solutions to tackle the problem identified at the start of the Network (in relation to the core theme);
- *Be drawn up in close cooperation with the Managing Authorities* so that the opportunity for funding through the operational programmes be maximised.
- *Be an instrument for further change*

In the paper below, following to the “Guidance note for the preparation of Local Action Plans” issued in January 2010 and to the previous manual “The Urban N.O.S.E. Project Management Toolkit”, the main format that a LAP should present is outlined, with an attached Check-list for the LAP’s self-assessment: in other words, a template for the final redaction of the local action plan with a series of chapters and paragraphs which can be expanded or reduced, depending on the particular needs of each partner city.

There is no prescribed formula issued by URBACT on the preparation of Local Action Plans and the focus of the LAPs can be as a wholly internal document to support the monitoring process for

the work of LSGs or as a tool to gather information and formulate plans for pilot projects which may be submitted for EU funding applications. It is up to each city and LSG to make decisions on the focus and content of their own particular LAP. These guidelines are meant to provide some direction and ideas on what may be contained in a viable and sustainable LAP.

Key issues over the next one year and a half are how to develop a Plan that will address local issues and draw on best practice across Europe. It means that it is essential that the transnational and online activities as well as local activities and consultations are integrated. Introductory and guidance papers, as well as specific roadmaps have all provided us with an idea of the Key Steps for all the activities of the LSGs . Here we will try to identify how those activities and their timing should make it relatively simple to draw up the Action Plan.

The assumptions are that:-

- Thematic conferences and transnational workshops will help to develop an evidence base that can be drawn on by the partner cities and their LSGs for the LAP's redaction.
- LSG activity, under the coordination of the related partner city, will clarify possible goals, objectives and timelines for their local area and this will be aided by discussions and evidence from a wider field than is normally possible.
- LSG activity will result in reflection on the good practice and experience that exists locally that transnational partners in Urban N.O.S.E. may want to draw on.

Key dates are

- Local Action Plan Version One - **July 2010**
- Local Action Plan Version Two (with Funding proposal) - **December 2010**
- Local Action Plan Final version - **March 2011**

Purpose of a Local Action Plan

As just mentioned here above, the Urban N.O.S.E. cities have been provided with detailed guidance on the design and redaction of a Local Action Plan through an introductory guidance paper and a project management toolkit which both provide ideas on how to building up a LAP consistent with specific local urban needs. These two Urban N.O.S.E. guidance tools should be considered in parallel to the content of the present guidance note.

Urban N.O.S.E. partners agreed to focus on a limited number of themes for a series of five thematic conferences, including as many macro-themes:

- **1. Building a Territorial Support System for Social Enterprises and 3rd Sector Incubators**
- **2. Managing the Knowledge & Learning Processes of Urban Social Economy**
- **3. Building a System of Tools & Methods for the Supply of Social Services**
- **4. Animating and Sensitising the Territory upon Social Economy**
- **5. Building a Model for Social Incubators Sustainability**

It is suggested that the LAP is segmented into groups of activities under the same 5 macro-themes - the collection of activities could then present the foundations for a series of initiatives which constitute an Urban N.O.S.E. Action Plan - finally choosing those activities fulfilling at least 3 requirements issuing from the 5 macro-themes.

Whereas the cities will also prepare case studies to showcase examples of the best practice with other partners, the LAPs are working documents for the cities to identify and group together a series of operational initiatives and activities, some of which may be financed or delivered by the city administration, or other stakeholders in the Local Support Group or Managing Authorities dealing with European Structural Funds. In the latter case Urban N.O.S.E. has to show through its LAPs some of the lessons learnt mainstreamed into urban development pilot projects and programmes.

The LAPs are a focal point for bringing together the key lessons and knowledge which come through the thematic workshops and also the meetings of the Local Support Groups into concrete proposals for innovative pilot projects and programmes. The LAPs really provide the various city partners and LSGs with an opportunity to ensure that the Urban N.O.S.E. project has a long lasting impact and can provide:

- A road map of solutions to tackle core problems identified;

- Local impact of transnational exchange. Transnational impact of local action;
- Form depends on: nature of problem and context (what exists + what is possible);
- A full blown independent plan or recommendations to one or more existing plans;
- Plans on a regional, city, neighbourhood or sectoral basis;
- Fundable projects, ideas for Operational Programmes, for broader urban policy.

There is no rigid formula for the format or content of LAPs and stakeholders are encouraged to be creative and to ensure that the content of the LAP is of practical interest to practitioners and decision makers. Of course, during the LAP's redaction, it is possible synthesise merging together several paragraphs, or better deepen breaking down some paragraphs in a series of sub-paragraphs; as an example, if you wish to better explain the city's social problems (see par. 2.2. in the model here below), you can split the related paragraph into a number of sub-paragraphs: 2.2.1. Youth's condition problems; 2.2.2. Women's condition problems; 2.2.3. Third age's condition problems; 2.2.4. Migrants' condition problems; etc..

THE LOCAL ACTION PLAN'S FORMAT

- **Preface** - max 2 pages, one to be written and signed by an elected member and one by the LSG

- **1. Introduction** - presentation of the city: what issue is to be addressed and why - the importance of a social incubator in the city
 - **1.1. Geographic location of the city and situation in the region** *(please, also insert photos and maps)*
 - **1.2. Demographic overview** *(please, also insert diagrams and tables)*
 - **1.3. Local cultural and ethical-political overview** *(please, also insert diagrams and tables)*
 - **1.4. Social context and Equality of chances overview** *(please, also insert diagrams and tables)*
 - **1.5. Environmental overview** *(please, also insert diagrams and tables)*
 - **1.6. Economic overview** *(please, also insert diagrams and tables)*

- **2. Problems** - what they are locally, mainly referred to the issue to be addressed
 - **2.1. Structural problems** *(please, also insert photos and cartography)*
 - **2.2. Social problems** *(please, also insert diagrams and tables)*
 - **2.3. Environmental problems** *(please, also insert diagrams and tables)*
 - **2.4. Economic problems** *(please, also insert diagrams and tables)*
 - **2.5. Cultural problems** *(please, also insert diagrams and tables)*
 - **2.5. Ethical-political problems** *(please, also insert diagrams and tables)*

- **3. S.W.O.T. Analysis**
 - **3.1. Strengthens** *(please, also insert diagrams and tables)*
 - **3.2. Weaknesses** *(please, also insert diagrams and tables)*
 - **3.3. Opportunities** *(please, also insert diagrams and tables)*
 - **3.4. Threats** *(please, also insert diagrams and tables)*
 - **3.5. Conclusions** *(please, summarise and provide a resuming table)*

- **4. Possible solutions and likely local partnership**
- **4.1. Solutions identified to overcome structural problems** *(clear description of structures and infrastructures needed to overcome the structural problems, with tables and cartography)*
- **4.2. Solutions identified to overcome social problems** *(clear description of social interventions needed to overcome the social problems, with tables and diagrams)*
- **4.3. Solutions identified to overcome environmental problems** *(clear description of environmental interventions needed to overcome the environmental problems, with tables and diagrams)*
- **4.4. Solutions identified to overcome economic problems** *(clear description of economic-financial interventions needed to overcome the economic problems, with tables and diagrams)*
- **4.5. Solutions identified to overcome cultural problems** *(clear description of cultural interventions needed to overcome the cultural problems, with tables and diagrams)*
- **4.6. Solutions identified to overcome ethical-political problems** *(clear description of political priorities and transparency interventions needed to overcome the ethical-political problems, with tables and diagrams)*
- **4.7. Local, Regional and National partnership identified to better achieve solutions** *(clear description of the local partnership needed to better overcome the local problems)*
- **4.8. Role of each partner in developing solutions** *(please, describe each partner involved, its technical and financial capability, its specific role in the LAP development and implementation)*
- **4.9. Partnership Protocol identified to implement the LAP and engagement statements of the partners** *(please, annex a copy of the Partnership Protocol along with partners' statements of adhesion to the Protocol)*

- **5. Role of transnational work in developing solutions and benefits of transnational exchange for the LAP**
- **5.1. Envisaged benefits of transnational exchange** *(clear description of benefits received and expected from transnational exchange)*
- **5.2. Transnational partnership identified to better achieve solutions** *(clear description of the transnational partnership needed to better face the global competition)*
- **5.3. Role of each transnational partner in developing solutions** *(please, describe each partner involved, its technical and financial capability, its specific role in the LAP development and implementation)*

- **5.4. Partnership Protocol identified to implement the LAP and engagement statements of the partners** *(please, annex a copy of the Partnership Protocol along with partners' statements of adhesion to the Protocol)*

- **6. Co-production role played by the LSG**
- **6.1. Nature and contribution of local consultation in the LAP** *(clear description of the local participation process for the LAP's redaction)*
- **6.2. Role played by the LSG in the LAP's production** *(clear description of the role played by the LSG for the LAP's production)*
- **6.3. Role to be played by the LSG in the LAP's implementation** *(clear description of the role which will be played by the LSG for the LAP's implementation and management)*
- **6.4. Role to be played by the LSG in the LAP's evaluation** *(clear description of the role played by the LSG for the LAP's ex ante, on-going and ex post evaluation)*

- **7. Plan Strategy**
- **7.1. Strategic positioning of the LAP** *(clear description of the envisaged LAP's strategy)*
- **7.2. How to implement the LAP's strategy** *(clear description of the LAP's strategy implementation)*
- **7.3. Envisaged benefits produced through the strategy implementation** *(general description of the material and immaterial benefits expected from the LAP's implementation: please, summarise Chapter 9. contents, here below)*
- **7.4. Overall goal of the LAP** *(please, describe here the main strong idea behind all the foreseen initiatives and actions)*
- **7.5. Specific objectives of the LAP** *(please, describe here the target ideas valid for groups of initiatives or single actions)*
- **7.6. The LAP's logical framework** *(please, enclose also a 'Logframe table')*

- **8. Activities proposed - what, by whom**
- **8.1. Presentation of the LAP's axes** *(as many axes as the number of specific objectives: Axe a, Axe b, Axe c, etc. - As an example, you could design the following axes: a) Physical social incubator: structure and equipment; b) Virtual social incubator: networking; c) Launching the social incubator activities; d) Managing the social incubator activities; e) The neighbourhood surrounding the social incubator: infrastructures and services; etc.)*

- **8.2. Presentation of the LAP's actions** (*a.1., a.2., etc., b.1., b.2., etc., c.1., c.2., etc.*)
- **8.3. Presentation of the LAP's interventions** (*a.1.1., a.1.2, a.1.3., ... b.1.1., b.1.2., etc.*)

- **9. Expected outputs**
 - **9.1. Material outputs** (*per axe, action and intervention*)
 - **9.2. Immaterial outputs** (*per axe, action and intervention*)
 - **9.3. The added value being produced** (*clear description of the added value, at local, regional and transnational levels, produced through the LAP's implementation*)
 - **9.4. Impacts on jobs creation** (*clear description of the number and quality of the expected new jobs created through the LAP, along with the possible improving or diversification of existent job positions*)

- **10. Timing** - when things will happen
 - **10.1. Timetable of the whole LAP** (*divided in months and years, with few lines of comments*)
 - **10.2. Timetables for each axe** (*divided in months and years, with few lines of comments*)
 - **10.3. Timetables for each action** (*divided in months and years, with few lines of comments*)
 - **10.4. Timetable for each intervention** (*divided in months and years, with few lines of comments*)

- **11. Funding** - who will pay for what
 - **11.1. Sources of funding identified with resuming table** (*please, include potential sources of funding of whichever origin, in order to assure their financial viability, and also look at the 2014-2020 priorities of ERDF and ESF operational programmes*)
 - **11.2. Overall financial table of the whole LAP**
 - **11.3. Financial table of the LAP per year of activity**
 - **11.3. Financial tables of each axe**
 - **11.4. Financial tables of each action**
 - **11.5. Financial tables of each intervention**
 - **11.6. Financial tables per each adherent partner**
 - **11.7. Details of each action chosen for development into funding proposal** (*with a description of its envisaged financial viability*)

- **12. LAP's Indicators** - to prove success
- **12.1. Indicators of achievement** (*physical, financial, job places, etc.*)
- **12.2. Indicators of impact** (*economic, environmental, social impacts on direct and indirect beneficiaries, etc.*)
- **12.3. Indicators of evaluation** (*degree of adequacy, quality of operations and changes produced, along with the degree of satisfaction created per users category: beneficiaries, local administrations, private sphere, citizens, etc.*)
- **12.4. Indicators of result** (*coverage rate of the needs highlighted in the LAP per axe, action and intervention*)

- **13. LAP's integration and sustainability**
- **13.1. Description of the integrated approach used for the LAP's production** (*clear description of the vertical and horizontal integration used for the LAP's production*)
- **13.2. Demonstration of the LAP's integration level used to achieve the identified solutions** (*integration among sectors and fields of activity, among benefiting categories, etc.*)
- **13.3. Sustainability of the LAP** (*social, cultural, environmental, ethical-political and economic impacts and durability*)

- **14. LAP's Communication Plan** - please, refer to the "UNOSE Management Template for dissemination of LAPs"
- **14.1. The communication strategy**
- **14.2. The overall objective of communication and dissemination**
- **14.3. The specific communication objectives**
- **14.4. Strategic issues of communication**
- **14.5. Recipients of the actions of communication and dissemination**
- **14.6. Advertising requirements common to all co-financed initiatives**
- **14.7. Communication plan's actions and tools**
- **14.8. Timing and volume of communication**

- **15. LAP's Management structure**
- **15.1. LAP's management plan** (*please, also insert here organisation chart and diagrams*)

- **15.2. LAP's administrative management** (*administration manager's office and her/his unit/department*)
 - **15.3. LAP's financial management** (*financial manager's office and her/his unit/department*)
 - **15.4. LAP's communication management** (*communication manager's office and her/his unit/department*)
 - **15.5. LAP's transnational management** (*transnational relations manager's office and her/his unit/department*)
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- **16. Synthesis of the LAP** - to be included in the Final Report
 - **16.1. Synthesis of the LAP** (*in max 1 page, please resume the topic issues dealt with in each chapter, putting in evidence impacts and expected results*)

CHECKLIST FOR LAP'S SELF-ASSESSMENT

Before closing your LAP's redaction, please check that each of the following components is complete and respect the following criteria:	To be filled in before closing the LAP	
Title and acronym of the LAP:	Yes	No
1. The format published and required for this LAP has been strictly used		
2. The LAP is typed in both local and English language		
3. The LAP has been produced in both paper and electronic versions		
4. The LAP's SWOT analysis has been duly made		
5. The LAP's budget is expressed in euro and all folders of the budget have been duly filled in		
6. The LAP contains a paragraph and a table indicating the partnership sources of funding		
7. The LAP's logical framework has been completed and a 'Logframe table' is enclosed		
8. A local and transnational partnership description has been made		
9. A Partnership Protocol for adhesion of local and transnational partners has been completed and enclosed		
10. The LAP's Communication Plan has been made and is enclosed		
11. The LAP's management structure has been duly detailed, including an organisation chart and diagrams, and its governance is consistent with the proposed strategy		
12. Each local and transnational partner has completed and originally signed a Partnership Statement. The statements of adhesion to the Protocol are included		
13. The LAP's impacts have been plainly shown and the duration of the LAP is in		

line with its social, environmental and financial sustainability		
14. The total eligible costs of the LAP are in line with the requirements of the EU and National laws in force		
15. The foreseen LAP's co-financing is regularly shared between private and public spheres		
16. The number of foreseen new jobs is in line with the financial effort made		
17. The LAP is clearly relevant to the local urban needs and should engender real changes		
18. The LAP's outputs are consistent with the declared overall goal and objectives		
19. At least 50% of the budgeted costs shall be dedicated to social, green and 'more than profit' activities		
20. A LAP's synthesis of max 1 page has been made and enclosed		