

URBACT III

REPORT

URBACT  
CITY FESTIVAL  
WELCOME  
Registration

# CLOSURE SURVEY ANALYSIS REPORT

URBACT ACTION PLANNING  
NETWORKS CALL 2



EUROPEAN UNION  
European Regional Development Fund



Driving change for  
better cities



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# EXECUTIVE SUMMARY





# EXECUTIVE SUMMARY

## Introduction

Between September 2019 and August 2022, 23 URBACT Action Planning Networks (APNs) sought to develop local Integrated Action Plans in the five thematic areas of economy (7), environment (4), inclusion (3), physical urban development (6) and governance (3) (see **Annex 2**).

Towards the end of the project period, a custom-designed APN Closure Survey (see **Annex 1**) has circulated in order to receive evidence-based input from the local project teams about the main aspects of their local URBACT-journey. Quantitative and qualitative feedback concerning the local project experiences were collected, comprising of URBACT Local Group (ULG) dynamics, the Integrated Action Planning and Small-Scale Action design, Resourcing considerations, Risk Management, Assistance measures, progress barriers, the disruption posed by the COVID-19 pandemic as well as **areas dimensions** of added value (**Section 2**).

These findings allowed important cross-cutting themes to be identified that could then be explored in more depth (**Section 3**). The topics discussed cover the overall positive URBACT-difference for urban policy makers and practitioners, the issues which cities gain the most from URBACT, key thematic considerations as well as a focus on understanding persistent barriers and challenges for solid local project progress and achieving the best possible positive outcomes.

The combined input of sections 2 and 3 constitutes the basis for developing recommendations for improving programme design aspects, processes and support (**Section 4**). Recommendations are grouped into seven categories; (1) further promoting proven URBACT-principles, (2) maximising local URBACT Added Value, (3) mobilising Intervention Topics that matter for local transformations, (4) confronting persistent Barriers of URBACT-project success, (5) further developing URBACT Engagement formats, (6) approaching important cross-cutting themes, and (7) pursuing desirable URBACT-Action Planning Futures.

The findings and recommendations of this APN 2 Closure Report will inform various URBACT analytical, policy and decision-making projects and processes with the ultimate goal to prepare the best possible foundations for the next Action Planning Round starting in 2023.

## Main Findings

**Sub-section 2.1** asks general **information about the participating city**. Key finding has been the key motivating role of a relevant, interesting and appealing topic as the number 1 priority when deciding to participate in an URBACT-Action Planning Network, followed by the prospect of productive transnational co-learning.

**Sub-section 2.2** seeks to capture the **main aspects and lessons learned of the local URBACT journeys**. Main results have been the identification of networks where expectations were met well, very good feedback on transnational co-learning, the importance of leadership, energy and commitment for project success and the fact that almost all APNs achieved average to strong improvements locally.

**Sub-section 2.3** explores **key dimensions of the local project engine, the URBACT Local Group**. It was found that these structures work best combining a dedicated Core Group with smaller, efficient work units. On the output side, strong alignment between Integrated Action Plan (IAP) and Small-Scale Action (SSA) has been reported. Strong Municipality-ULG alignment increases future success prospects. ULG-governance and ULG stakeholder retention rate are not statistically related.

**Sub-section 2.4** puts the spotlight on **key aspects of the Integrated Action Planning process and outputs**. In terms of individual IAP-planning steps, clearly defining actions, accurate problem definition, setting the right objectives and creating a commonly shared vision have been most prominent. IAP-SSA integration has been self-evaluated as very good (one third of respondents) and good (another third).

Horizontal integration has been the type of Integration that has benefited the most from URBACT-interventions.

**Sub-Section 2.5** approaches the important topic of **how the IAP-actions will be funded and resourced**. Main findings underscore the key role of public funding (from municipalities, national governments or European public institutions). In this context almost three quarters of respondents have applied, or will apply, for European funding. Yet, the local scale is considered the most important for project resourcing. Beyond money it is the lack of people and skills that constitute a formidable barrier for project success.

**Sub-section 2.6** explores the themes of **communication, capitalisation and capacity-building**. Impact has been felt the most via improved topic understandings, increased cooperation at European level, the piloting of new practices and approaches and stakeholder relationship building. Capacity-Building has been strong at transnational – local knowledge exchange and in the action-learning arena. Communication-wise there is room for improvements, in particular with funders and the public.

**Sub-section 2.7** tackles the issue of **risk management and associated prevention and mitigation measures**. Most prominent are the political and prioritisation risks. Amongst others, futureproofing requires addressing structural human resourcing bottlenecks, a clear focus on implementation ongoing ULG-continuation. Only one quarter of all respondents commented on subsequent prevention and mitigation measures. Central were the creation of new organisational structures, hiring of external consultants and intensifying training sessions.

**Sub-section 2.8** investigates the **adequacy of the URBACT support infrastructure, tools and methods**. Respondents acknowledged the positive support role of URBACT (84% choose strong and quite strong support). In terms of support, Lead Experts and Programme Experts but also soft characteristics such as friendliness and approachability really matter. Toolbox-wise, the Problem Tree, the Stakeholder Ecosystem mappings and the Action Tables stand out. Qualitative feedback powerfully confirms the very positive role of the URBACT Secretariat.

**Sub-section 2.9** confronts **dimensions of perceived project underperformance**. The impact of the COVID-19 pandemic featured most prominently here. With its social distance restrictions, it not only negatively affected participation but the subsequent shift to online engagement and learning formats negatively affected some action-learning. 'Horizontal integration' aspects feature prominently, where silo-based work structures and associated decision-making fragmentation pose serious hurdles for positive outcomes.

**Sub-section 2.10** explores the **impact and repercussions of the highly disruptive COVID-19 Pandemic**. 77% of responses talking about strongly or somewhat affected projects make for a powerful message of disruption. The most formidable impact had been in the area of stakeholder engagement but also in the disruption of project timelines. Concerning the most important adjustment processes there was overwhelming support for the shift to online engagement with full embrace of digital tools and methods.

**Sub-section 2.11** seeks to ascertain the **long-term added value of the URBACT project**. Almost 1 in 5 respondents report strong transnational-local alignment yet a quarter of local project teams could have done much better. The most important future impact of the URBACT IAPs lies in piloting work, expanding spaces of possibility and improving local co-learning aspects. Met expectations in APNs correspond well with high legacy potential. Generally, legacy expectations are very much theme and aspiration-related, and thus differ across networks.

## Reflections on Key Aspects of the Findings

**Sub-section 3.1** explores the cross-cutting theme of **URBACT added value** to local policy making and local practice. The personal 'highlights' differed and included the active consolidation of local policy, fostering beneficial personal development and skill acquisition, comprehensive co-learning advances and partnerships development. Structured peer-learning in trusted relationships matters. General value lies in awareness raising, city network creation, bringing together people and experts, closer cooperation and shared strategising. While fostering innovation and novel solutions to policy challenge have received average scores, other survey findings found that small-scale process innovation is in fact one of the great advantages

that URBACT offers. URBACT also promotes cities from EU less developed regions and helps to raise awareness on de-carbonisation strategies.

**Sub-section 3.2** asks **which cities gain the most** from URBACT. Answers confirm the hypothesis that it is smaller cities (up to 100 000 inhabitants) that benefit the most whereas cities in the middle of the population size band (250 000 - 500 000 inhabitants) interestingly benefit to a lower extent, also in terms of funding. Larger cities, in contrast, gain participating in URBACT almost as much as smaller cities. Those smaller cities also enjoy a noticeable share of the category 'very secure funding'. In terms of regions, cities located in the EU Less Developed Regions feature the highest share of very secure funding. In relation to network LP/PP roles, there is noticeable difference between Lead Partner and Project Partner in terms of met expectations. Interestingly, the latter are clearly more satisfied than the former.

**Sub-section 3.3** presents survey data and its interpretation in relation self-assessments correlated to **five thematic clusters**. The highest levels of met expectations were found in the *Inclusion* and *Economy* thematic clusters, followed by the *Environment* cluster, the *Governance* cluster and the *Physical urban development* cluster. Concerning perceived Project Resourcing Security, APNs in the *Economy* thematic cluster scored best; also the *Governance* thematic cluster did well. APNs in the *Environment* thematic cluster featured the smallest share of very secure and relatively secure resourcing. A clear thematic focus in the IAP-development was found; emphasising the fact that URBACT participants are driven by the desire for particular theme-based interventions. Across all cluster SSAs were pursued with diverse rationales and both, 'soft' and 'hard' components.

**Sub-section 3.4** problematises the existence of **persistent barriers to achieving full project success and impact**. Barriers were allocated to the spheres of political issues, financial concerns, project management, cultural barriers, human resource constraints, unexpected disruptions and possible philosophical differences. Numerous issues were foregrounded, included the perceived quite strict and silo based URBACT work mode, communication with citizens as well as companies, alignment between local and transnational levels, difficulty of aligning broad EU/URBACT objectives with local strategies and practices. Also mentioned were funding constraints and event participation limits, the constrained role of the ULG-coordinator, the alignment of SSA and IAP, the lack of monitoring infrastructure and language barrier.

Nota bene: This executive summary provides the very substance of the main findings in a nutshell. For a more comprehensive understanding, further details on these reflections and related recommendations are available later in the text and subsequent sections of this report.

## Recommendations for Future URBACT Action Planning

Following survey data collection and analysis, recommendations have been provided that could inform future URBACT APN process design. They are grouped into seven distinct categories:

### **(1) Head Recommendation: Promote proven URBACT-Principles for improved urban policy and practice**

Recommendations aim to foster important and transformative URBACT- principles that have the proven potential to make a positive difference locally. They include suggestions on Integration, Participation and Action-Learning, advice on dialogue, cooperation and Trust-Building, capacity-building happens across the transnational-local interface, enhancing Co-Learning, promoting path-funding experimentation and strengthen shared capacity-building.

### **(2) Head Recommendation: Maximise and customise the URBACT Added Value for networks, cities and local actors**

Recommendations aim to further strengthen and customise what URBACT does already well for cities. They include building on the excellent reputation of the programme, consolidating and building on the outstanding URBACT support infrastructure, targeting and customising support each city type, targeting and customising support for regional types, and fine-tuning proven process-outputs such as IAP and SSA.



**(3) Head Recommendation: Mobilise Topics and Intervention Areas that matter for lasting local impact and new practices**

Recommendations speak to the thematic topic areas that often strongly motivate urban decision-makers and stakeholders to participate in URBACT. They include paying attention to the fact that it is themes that chiefly mobilise and motivate, support bottom-up and everyday innovation, foster awareness and understandings on important new topics, help to build robust data foundations and increase theme-specific guidance. Suggestions for slightly revised thematic clusters are provided.

**(4) Head Recommendation: Confront persistent Barriers for URBACT-Project Success**

Survey responses identified key aspects of why URBACT-projects did not achieve their full potential. Named barriers include policy and political issues, financial and resourcing issues, project management and methodological concerns, addressing cultural and contextual barriers, human resources and skill issues, philosophical issues and lack of responses to contingencies and unexpected disruptions.

**(5) Head Recommendation: Re-Thinking and fine-tune URBACT Stakeholder Engagement for the post-pandemic years**

Recommendations focus on one of the true programme assets of URBACT - the Stakeholder Engagement side. They include supporting Hybrid Engagement formats, help to maintain interest in participation, build on the fast URBACT facilitation infrastructure, expand and promote creative stakeholder methods, focus on effective horizontal integration practices and strengthen URBACT-communication and outreach with funders and the public.

**(6) Head Recommendation: Articulate and proactively approach Cross-Cutting Themes that count for local success**

Recommendations confront important cross-cutting themes that deserve more attention in the next URBACT APN-round. They include being more explicit about the URBACT Philosophical Basis, Re-Appraise the ULG-leadership question and acknowledge the centrality of ULG-Municipality Relations, help cities to have the right and sufficient Human Resources available, explore the full potential of Municipal Procurement and Promote four topics of Decarbonisation, Digitalisation, Equity and Gender.

**(7) Head Recommendation: Pursue desirable URBACT-Action Planning Futures**

Recommendations concern - given important trends - various vital dimensions of how URBACT Action planning futures may look like. They include effective Hybrid Transnational and Local Engagement, Context-sensitive planning, strategic local 'objectification' from vision and need to objectives, plans and actions, combine creative facilitation with strong leadership (Lead Partners and Lead Experts), work towards risk-responsive Action Planning and scale soft transformations in order to attract material resources.

# 01. INTRODUCTION



# 01. INTRODUCTION

## 1.1 The Purpose of the Closure Survey

The closure survey collected qualitative and quantitative data on the «URBACT experience» of all 189 European city and non-city partners participating in the 23 URBACT Action Planning Networks (Start date: 2 September 2019 - End date: 7 August 2022) of the [URBACT III](#) second [Call for proposals](#). This is a standard exercise that takes place at the end of every Network cohort.

On 7 May 2020, [the URBACT's Monitoring Committee approved 23 Action Planning Networks for Phase 2](#), involving a total of 195 individual partners.

The survey was conducted online with questions for both Project Partners and Lead Partners of the 23 Action Planning Networks. All Project Partners and Lead Partners were asked to fill in the survey which gathered information on the different dimensions of their involvement in an Action Planning Network.

The questionnaire was sent on 20 May 2022 to the network Lead Partners with a deadline fixed as 10 June 2022. They were requested to transfer the link to the survey along with all the information to their network project partners and to inform them about the deadline for submission. The last responses considered in this analysis were received during July 2022.

The questionnaires were completed by URBACT partners in each city. One response per city partner was expected, hence each partner was asked to liaise with other relevant parts of the municipality and stakeholders in order to provide a collective city response.

The second call of Action Planning Networks is composed of 23 Lead Partners and 166 Project Partners. It has to be noted that out of 189 individual partners, 173 responded in time to be considered in the final statistics (16 latecomers submitted their answers too late). Considering the response rate to date (91.5%), we can consider that this analysis is fully accurate.

The responses provide an understanding of the URBACT experience from the city practitioners' perspective and help the Programme to design actions for the future. In particular the results will be used as inputs for preparation for the next call of Action Planning Networks under URBACT IV.

These results will help URBACT build on what has been achieved in order to improve future activities.

## 1.2 The Format

The closure survey was in the form of an on-line survey using the European Commission's official survey management tool: EUSurvey. The application, hosted at the European Commission's Department for digital services (DG DIGIT), is available free of charge to all EU citizens. EUSurvey can be accessed from <https://ec.europa.eu/eusurvey>.

The survey was divided in two parts and had the following structure:

### PART 1

- > 1. General Information: Your City and your URBACT Network
- > 2. Your URBACT Journey
- > 3. URBACT Local Group (ULG) and Participatory Approach
- > 4. Integrated Action Plan(ning) and Small Scale Actions
- > 5. Resourcing and Funding Actions

### PART 2



- > 6. 'Three C'-Impact: Communication, Capitalisation and Capacity Building
- > 7. Managing Risks and Building Resilience
- > 8. Assisting Interventions: URBACT Tools, Guidance and Support
- > 9. Navigating Barriers and Confronting Underperformance
- > 10. Pandemic Disruption (Covid-19): Challenges, Re-Prioritisation and Adaptation
- > 11. Building a Legacy: Adding Value and Keeping Momentum

Respondents could answer from a variety of question types from simple text to multiple-choice questions.

The complete survey questionnaire is attached in Annex 1.

## 1.3 The Audience

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The main target groups for the survey are city officials and city professionals involved and actively participating in the 23 Action Planning Networks.

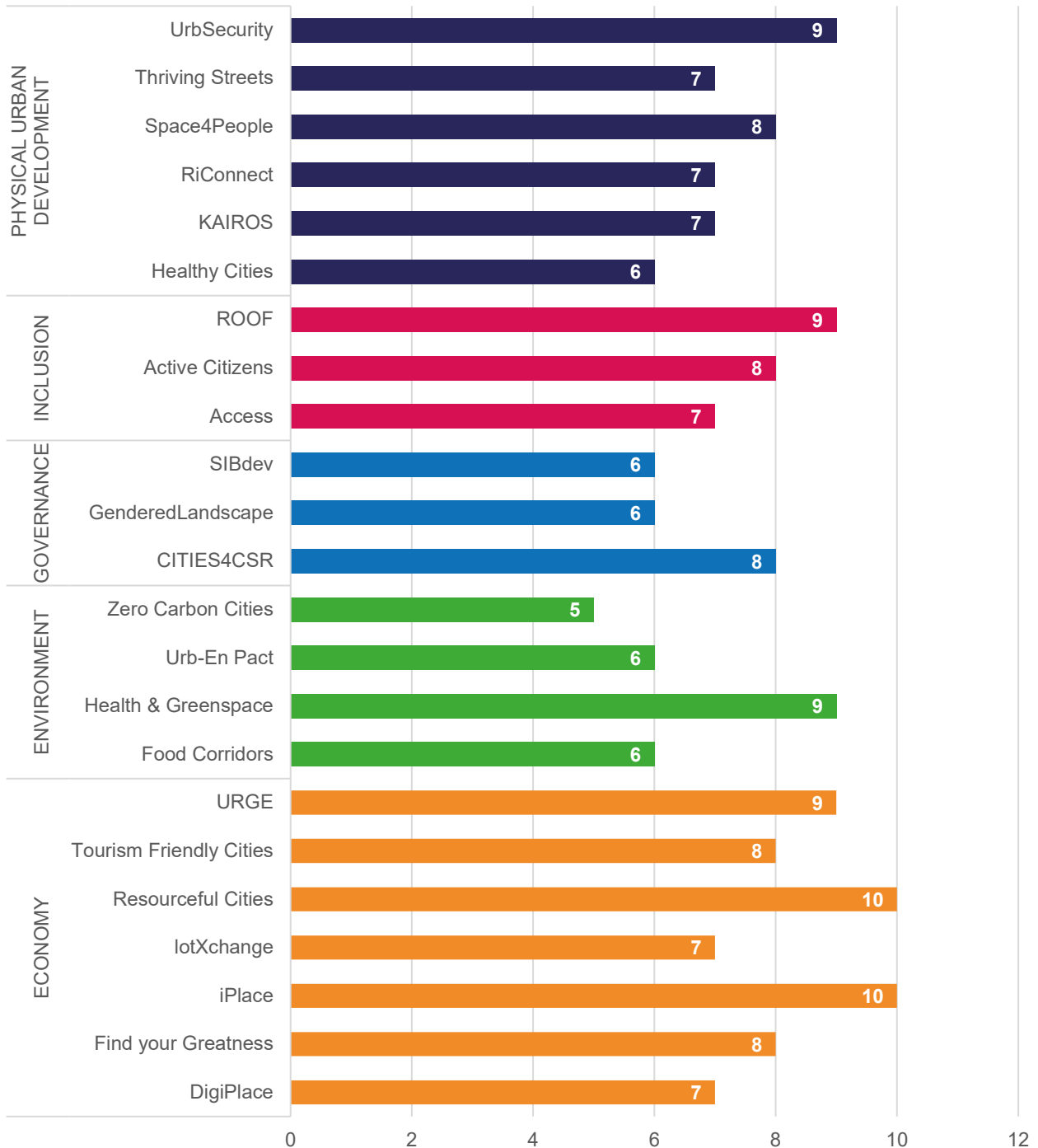
The primary audience is comprised of the network partners.

Beyond the networks, the study will have a wider audience. This report will be made available to all respondents in September 2022 and shared with Member States and National URBACT Points. It will also help the URBACT Secretariat in the design of the first call of Action Planning Networks under the URBACT IV Programme.

Survey responses and data have been treated in a confidential way.

## 1.4 The Respondents' Profiles

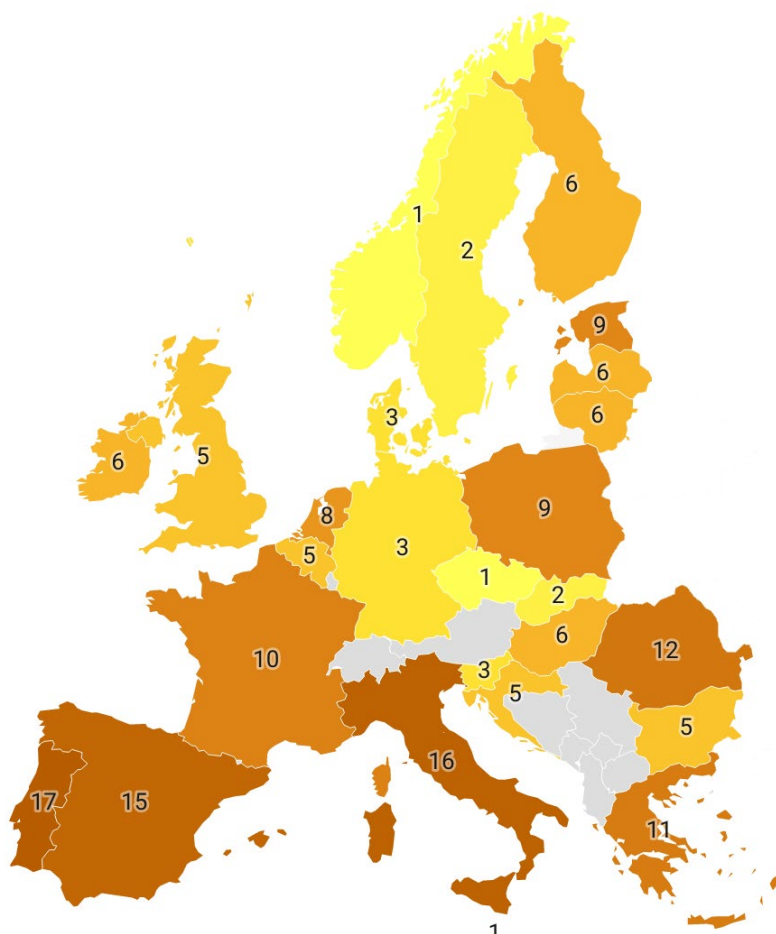
### NUMBER OF RESPONDENTS PER NETWORKS AND PER INTERVENTION DOMAIN



Respondents cover 25 EU Member States (incl. UK) and 1 Partner State (Norway). Austria, Republic of Cyprus, Luxembourg and Switzerland are not represented since no partners from these countries participated in the networks approved under Call 2 of Action Planning Networks. It is important to note that numbers of partners per network differ.



## RESPONDENTS PER MEMBER / PARTNER STATES



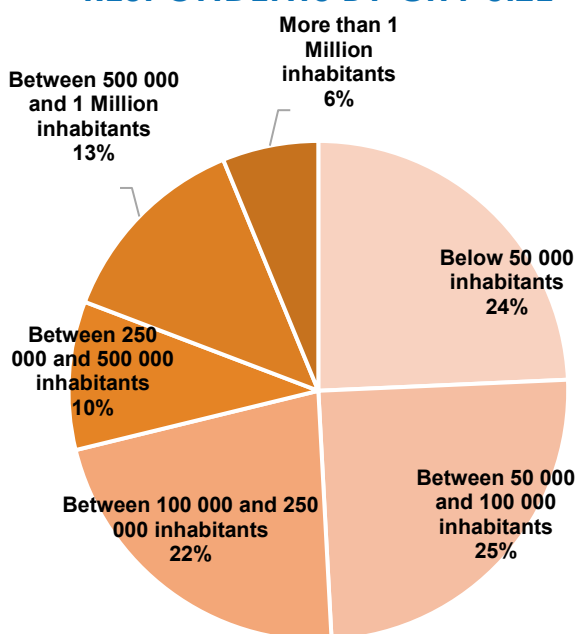
COUNTRY	NO. OF RESPONDENTS
Belgium	5
Bulgaria	5
Croatia	5
Czech Rep.	1
Denmark	3
Estonia	9
Finland	6
France	10
Germany	3
Greece	11
Hungary	6
Ireland	6
Italy	16
Latvia	6
Lithuania	6
Malta	1
Netherlands	8
Norway	1
Poland	9
Portugal	17
Romania	12
Slovakia	2
Slovenia	3
Spain	15
Sweden	2
United Kingdom	5
<b>TOTAL</b>	<b>173</b>

In terms of size, out of the 173 respondents, 29% come from very large & large cities (more than 250,000 inhabitants), 22% from medium-sized cities (between 100,000 and 250,000 inhabitants) and 49% from small & very small cities (less than 100,000 inhabitants) – as you can see in the first graph below.

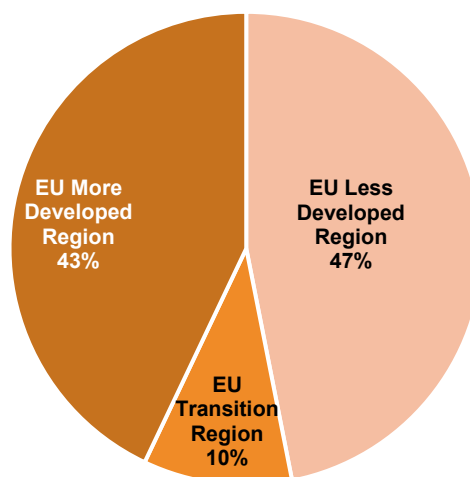
The last graph below shows the breakdown of responding partners per region eligible under the EU structural funding 2014-2020. The origin overall reflects the ratio of partners having participated or still participating in URBACT. The balance between less and more developed regions can be explained by one

of the eligibility criteria of the Terms of Reference stating that in order to be eligible each proposal had to include a balance of cities from EU regions<sup>1</sup>.

### RESPONDENTS BY CITY SIZE



### RESPONDENTS BY EU REGION TYPE



<sup>1</sup> 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.



02.

# MAIN FINDINGS



## 02.MAIN FINDINGS

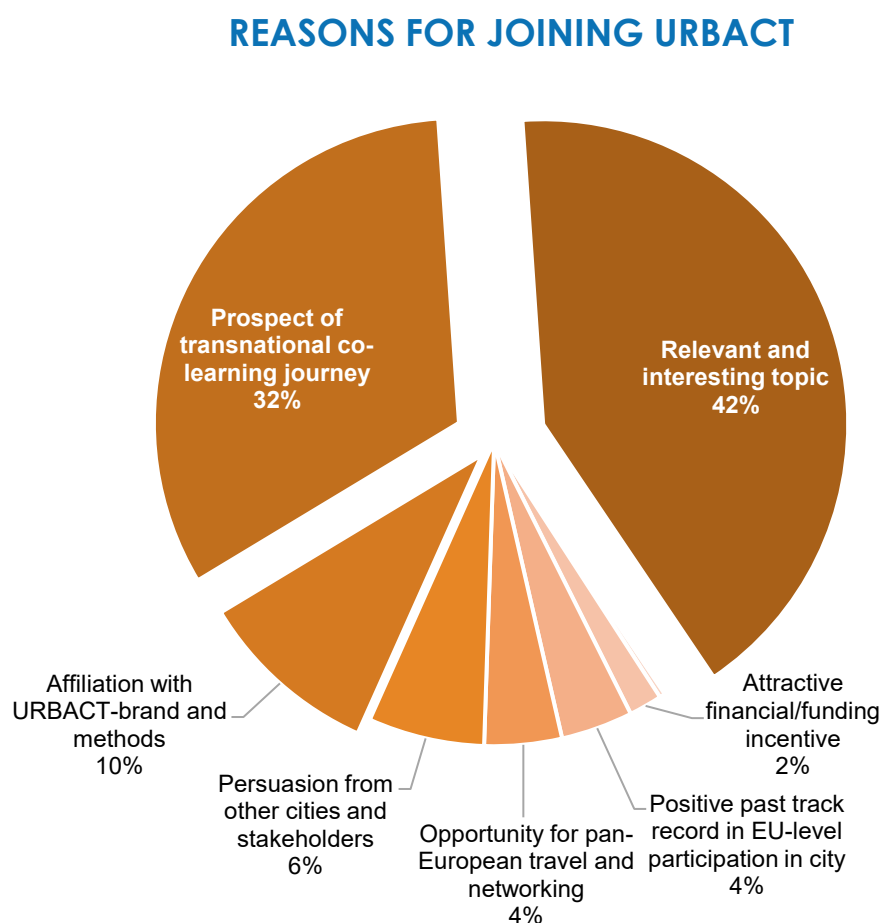
This section of the Closure-Report reflects the actual survey structure. It presents the responses given by our project partners and the interpretation of these findings. These are self-assessed rankings, and do not reflect Programme objectives or the views of the URBACT Secretariat.

### 2.1 General Information: Cities and their URBACT Network

Sub-Section 2.1 in the survey sought to gather some general information about the respondents, cities, country and the number of times they have participated in an URBACT-network. Final concern was with the uptake of the new instrument of 'Carbon Offset budgeting'. The report comments on the main rationale for joining the Programme.

Our respondents cited the attraction of a **relevant, interesting and appealing topic** as the number 1 priority when deciding to participate in an URBACT-Action Planning Network (Figure 2.1.1). Put differently, learning about how to best respond to difficult urban challenges has been the most important reason. The other main incentive for participation has been the **prospect of transnational co-learning** for advancing local processes and practices. This finding is consistent with previous study findings; funding incentives play initially a very small reason.

**FIGURE 2.1.1:** Reason for Participation in URBACT (Source: APN Closure-Survey/Question 1.8)

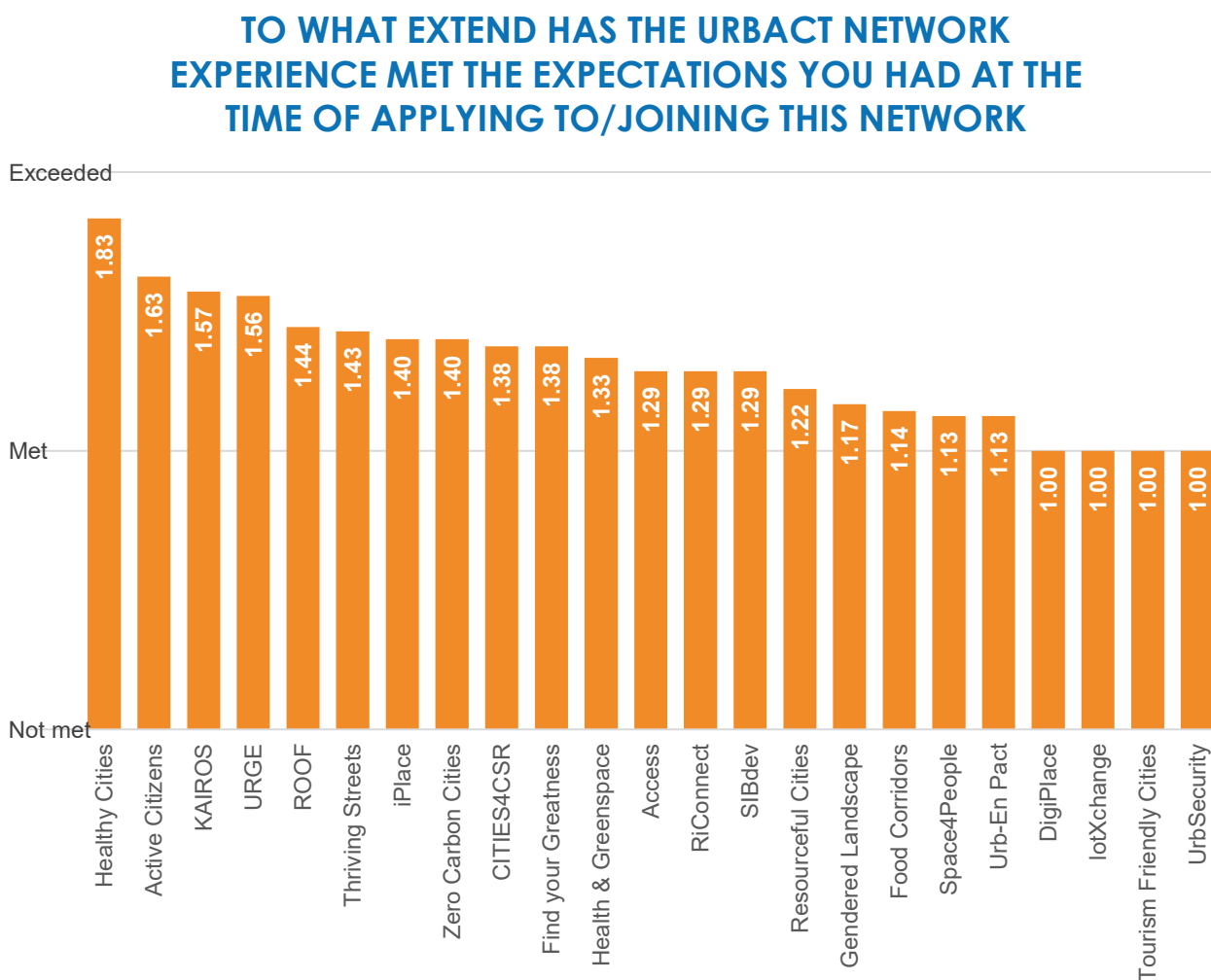


## 2.2 Local URBACT Journeys

Sub-Section 2.2 seeks to capture the main aspects of the URBACT journey, in particular in relation to experiences, how expectations have been met and the effectiveness of the transnational co-learning.

Remarkably, none of the 23 APNs have sent the message that expectations have not been met. This is a very encouraging finding. Expectations have been met particularly well in the context of the APNs of Healthy Cities, Active Citizens, KAIROS and URGE (FIGURE 2.2.1). The remaining sections of this report will reveal more detail as to the underlying success factors that contributed to this very positive outcome.

**FIGURE 2.2.1: Self-Assessment - Meeting of Expectations (Source: APN Closure-Survey/Question 2.1)**

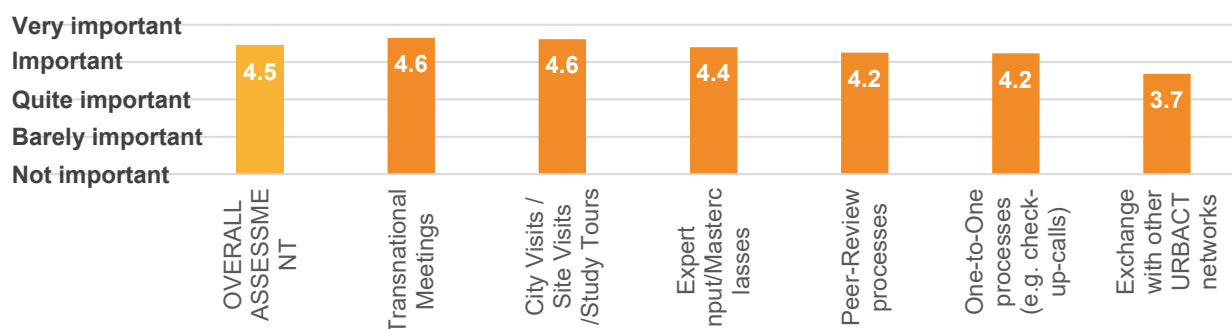


Central to URBACTs value proposition is the fostering of effective methods of Transnational Learning and Exchange. The survey respondents also recognised this benefit for the latest APN round and provided, overall, **very good feedback on transnational co-learning practices** such as Transnational Meetings and Peer-Review Processes (FIGURE 2.2.2). This feedback is even more remarkable given the disruptions and adjustment pressure that came with the COVID-19 pandemic. Where the virus left a more noticeable negative mark was in the area of exchange between URBACT networks; despite strong efforts to join-up digitally. There would normally have been more cross- network exchange, for example at the in-person Universities.



**FIGURE 2.2.2: Aspects of Transnational Learning (Source: APN Closure-Survey/Question 2.4)**

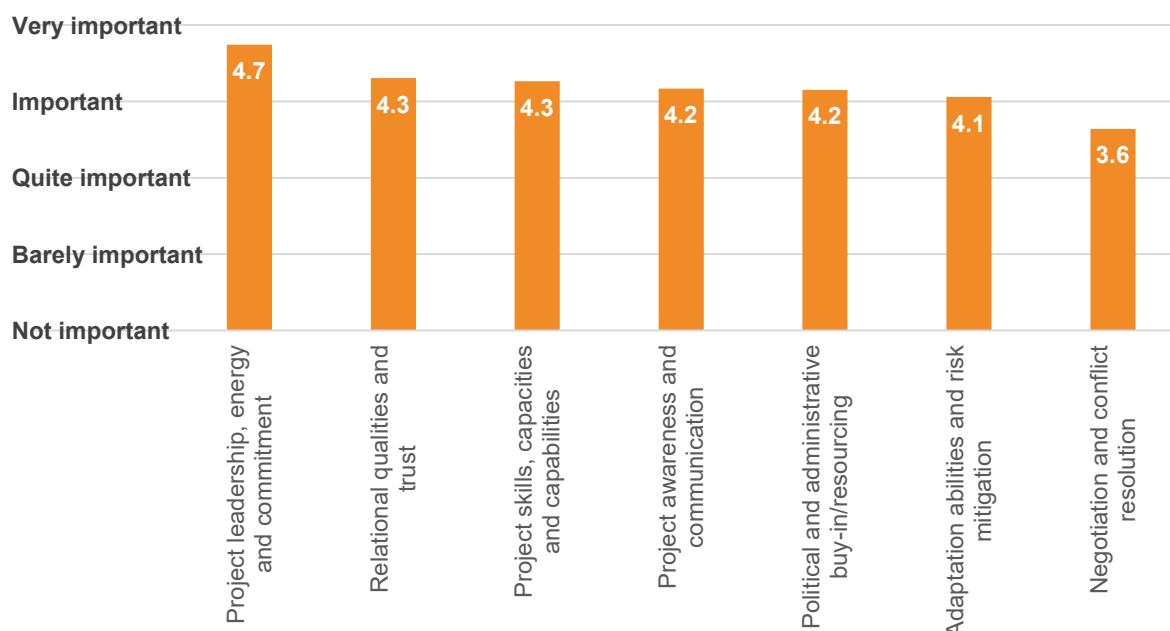
### USEFULNESS OF KEY ASPECTS OF TRANSNATIONAL EXCHANGE AND LEARNING (Average across all APNs)



From a network perspective, which aspects ensure URBACT-project success? Our respondents clearly highlighted the importance of **leadership, energy and commitment** (FIGURE 2.2.3). This finding obviously devalues all kinds of tokenism and opportunity seeking and rather points to the fact that interventions need to be grounded in clear local need and embedded in vision. It particularly illuminates the availability of dedicated project champions across levels and organisations. Other aspects are still important: effective relationships, advanced project skills, overall project awareness, sufficient level of buy-in and project adaptation abilities.

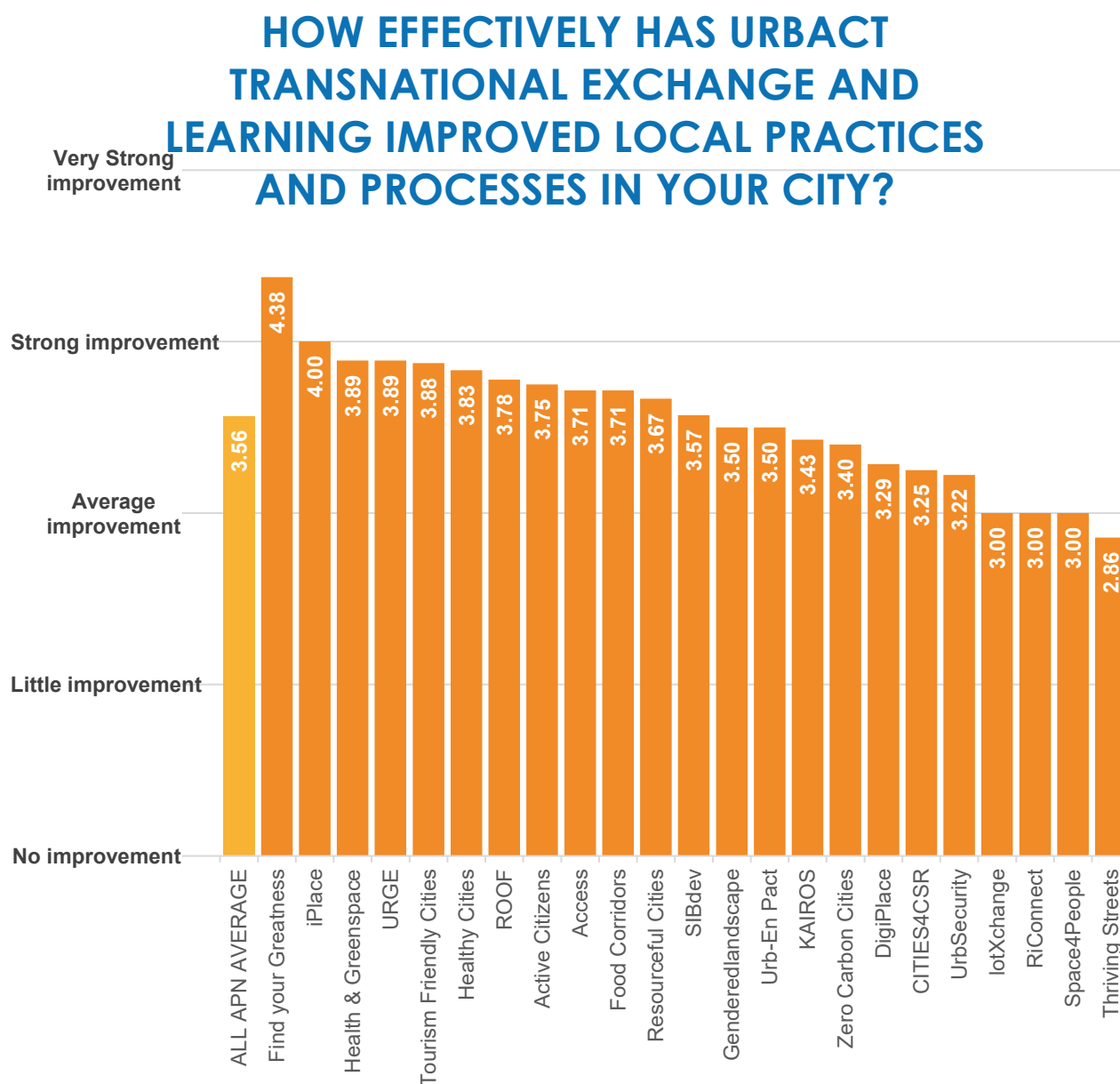
**FIGURE 2.2.3: Key Criteria for URBACT Project Success (Source: APN Closure-Survey/Question 2.3)**

### IMPORTANCE OF KEY CRITERIA TO THE URBACT PROJECT SUCCESS ON NETWORK LEVEL (average across all APNs)



The ultimate goal for networks participating in URBACT is an effective translation of transnational co-learning into improved local processes and practices. How have project partners evaluated this aspect? A scan across all APNs demonstrates that almost all APNs achieved **average to strong improvements locally** (FIGURE 2.2.4).

**FIGURE 2.2.4: Link between Transnational Co-Learning and Improved Local Practices/Processes**  
(Source: APN Closure-Survey/Question 2.5)



## 2.3 URBACT Local Group (ULG) and Participatory Approach

Sub-Section 2.3 explores key dimensions of the URBACT Local Group. Of particular interest are reflections on group composition, governance, key stakeholder relations, and crucially, benefits and barriers concerning participation and inclusion.

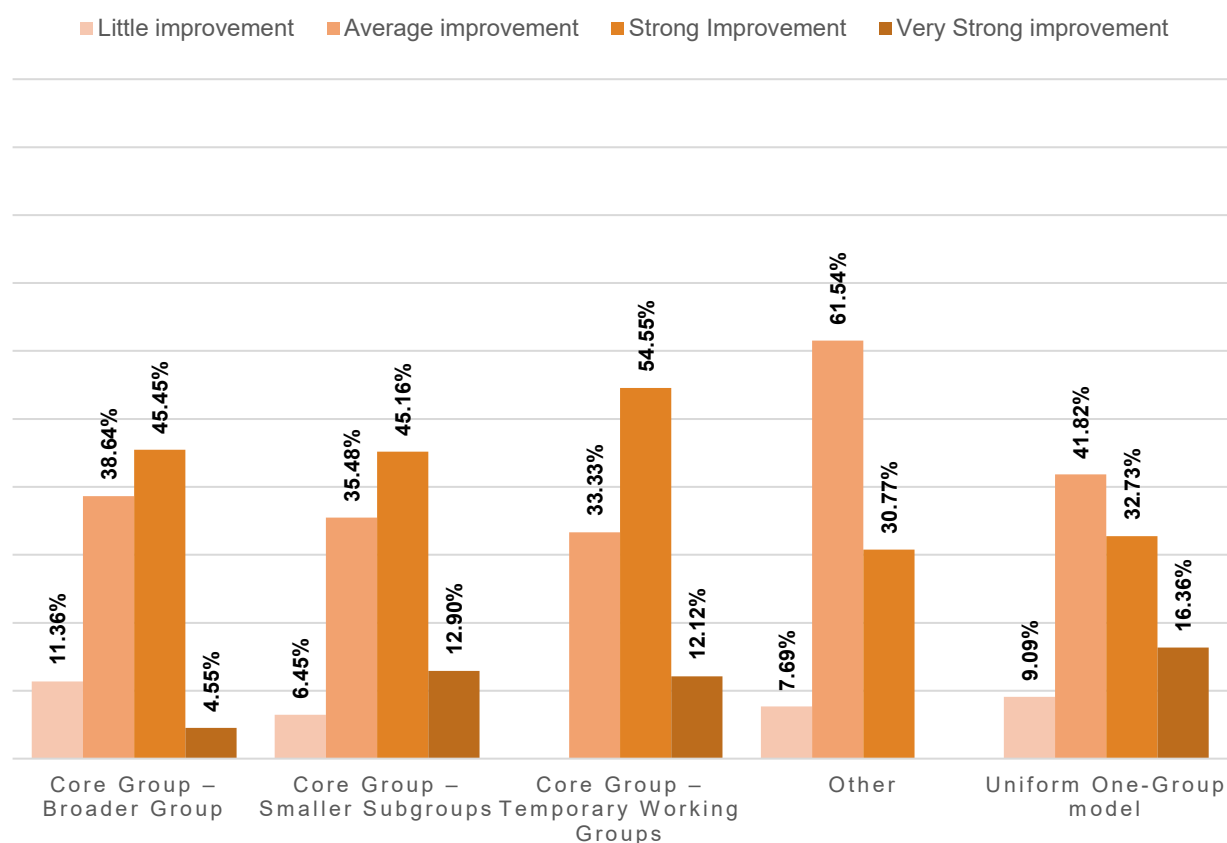
The URBACT Local Group (ULG) is the heart, soul and engine of the URBACT project at local level. It means that the structure and governance of the group is likely to have a significant impact on project performance and outcomes. So, to what degree is the effective translation of transnational co-learning into improved local processes and practices mediated by different ULG-governance models? The Top ULG-governance performers in this regard are the **‘Core Group – Temporary Working Group’** and **‘Core Group – Smaller Sub-Groups’** models (FIGURE 2.3.1). This finding confirms that combining a dedicated Core



Group (important for strategy, cohesion and outreach) with smaller, efficient work units (focus, motivation, output) may herald the best results. In any case, allowing for maximum flexibility and agility is vital in today's uncertain and disruption-prone project environments.

**FIGURE 2.3.1: Link between Transnational Co-Learning and Improved Local Practises/Processes for key ULG-Governance models (Source: APN Closure-Survey/Questions 3.7 and 2.5)**

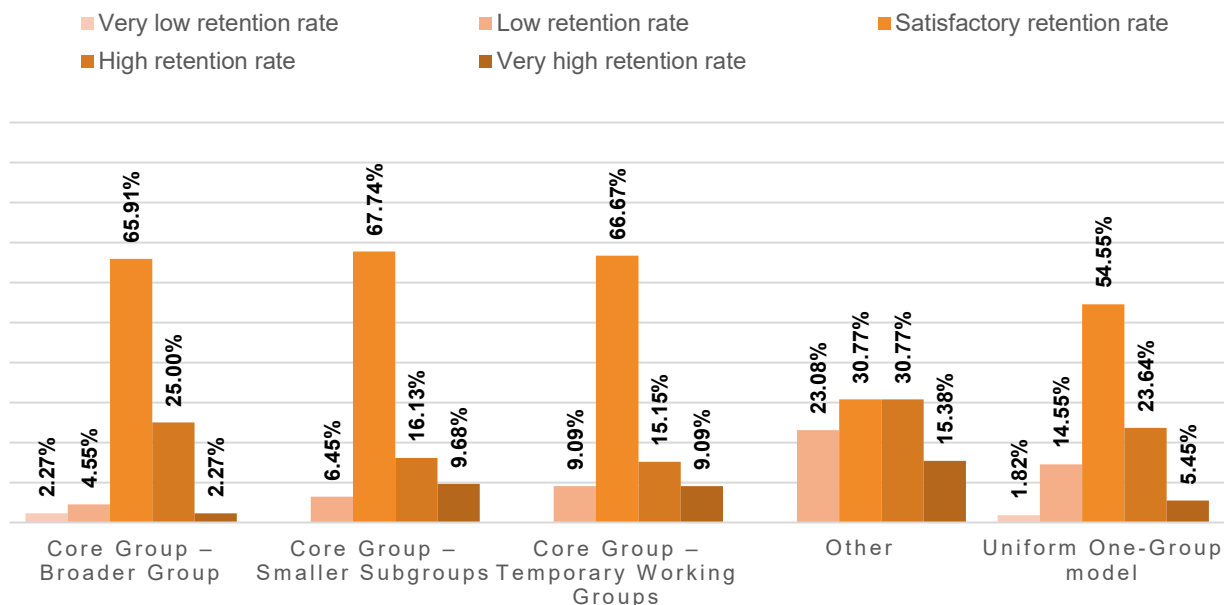
## EFFECTIVENESS OF TRANSNATIONAL EXCHANGE AND LEARNING ON IMPROVING LOCAL PRACTICES AND PROCESSES by ULG GOVERNANCE MODEL



One of the most important success criteria (and associated challenges) for ULGs is the retention of stakeholder after the initial high intensity engagement phase often characterised by motivated people, general enthusiasm and strong action. Does ULG governance matter in this regard? Survey responses suggest **no significant relationship between mainstream ULG-governance and ULG stakeholder retention rate** (FIGURE 2.3.2). Interestingly however, a relatively high retention rate was noted in the **category 'other'**. Qualitative feedback on this matter revealed the positive effects of alternative structures including a platform-based collaboration model, the set-up of a 'compromise group' containing politicians, a dedicated grouping for the Supra-local level as well as a grouping focussed on the Small- Scale Actions. In general terms, stakeholder retention rates are likely to be affected by other non-governance related factors.

**FIGURE 2.3.2: Link between ULG stakeholder retention rate and ULG-Governance models (Source: APN Closure-Survey/Questions 3.7 and 3.8)**

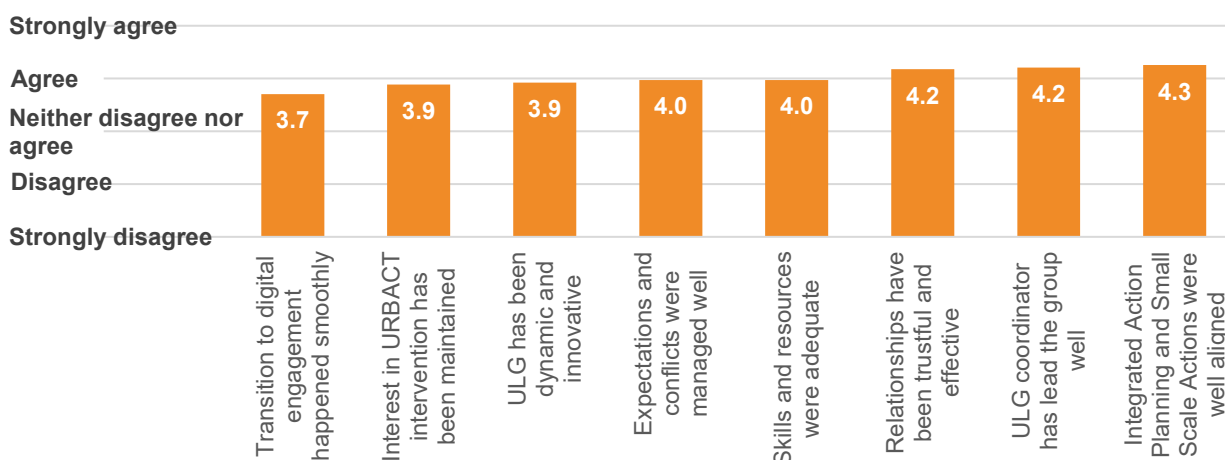
## ULG RETENTION RATE by ULG GOVERNANCE MODEL



Respondents were asked about their ULG-dynamics in more generic terms. Four interesting findings can be reported (FIGURE 2.3.3). First, a very **strong alignment between Integrated Action Plan (IAP) and Small-Scale Action (SSA)** has been reported; a somewhat (positively) surprising result given the Covid-19 related delays and the novel use of SSAs in URBACT. Second, **leadership, skills and trust** - unsurprisingly – received a high score. Third, and somewhat worryingly, **innovation and Interest maintaining were rated lower**. Fourth and last, feedback suggest that the **digital engagement transition** within ULGs – despite strong support efforts by the URBACT programme – **has not been as smooth** as sometimes depicted.

**FIGURE 2.3.3: Assessing ULG-Dynamics (Source: APN Closure-Survey/Question 3.9)**

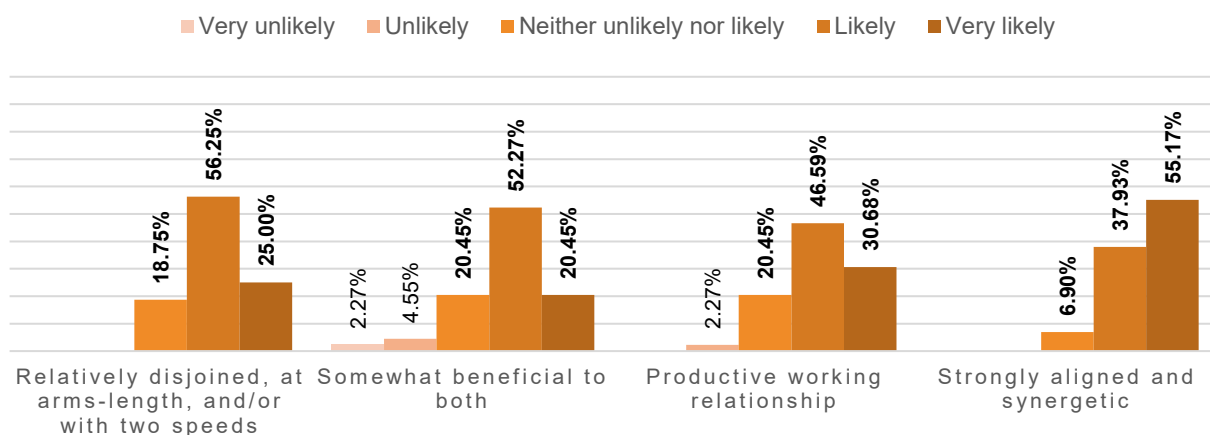
## TO WHAT EXTENT DO YOU AGREE WITH THE FOLLOWING STATEMENTS ABOUT YOUR ULG



The continuation of a ULG-like structure after the official project funding period is over has been considered vital for long term intervention success. How important is a strong relationship between ULG and Municipal leadership in this context? Respondents' message is as clear and unsurprising; if the relationship between the **Municipality and ULG is strongly aligned** and synergetic than it is **most likely that ULG will work together** in some sort of form **in the future** (FIGURE 2.3.4). However, a rather unexpected result has been the relative high score for arms-length and disjointed relations. Could this mean that under certain circumstances the ULG operates best semi independently from municipal structures and processes? A certainly interesting finding worth follow-up and discussion!

**FIGURE 2.3.4:** Link between Potential ULG-Continuation and Quality of ULG-Municipality Relationship (Source: APN Closure-Survey/Questions 3.10 and 3.12)

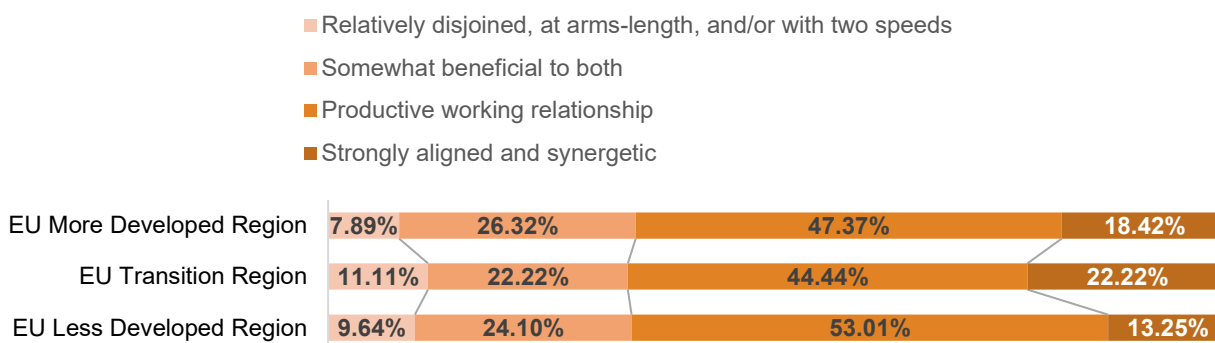
### POTENTIAL ULG CONTINUATION by QUALITY, ALIGNMENT AND EFFECTIVENESS OF ULG-MUNICIPALITY RELATION



Is the **Quality of the ULG-Municipality Relationship noticeably different for the three EU region types**? The answer is no; we see a **relatively even distribution** pattern across the three stages of economic development (FIGURE 2.3.5). Results indicate - approximately – one in five respondents acknowledge strongly aligned and synergetic relations whereas one in ten participants witness relatively disjointed relations. The majority of answers lie in-between. The results are not surprising but could be read as call to help to improve the crucial relationship between ULG and the existing elected and administrative leaders in the city.

**FIGURE 2.3.5:** Quality of ULG-Municipality Relationship for three EU region types (Source: APN Closure-Survey/Questions 3.10 and 1.4)

### QUALITY, ALIGNMENT AND EFFECTIVENESS OF ULG-MUNICIPALITY RELATION by EU TYPE OF REGION

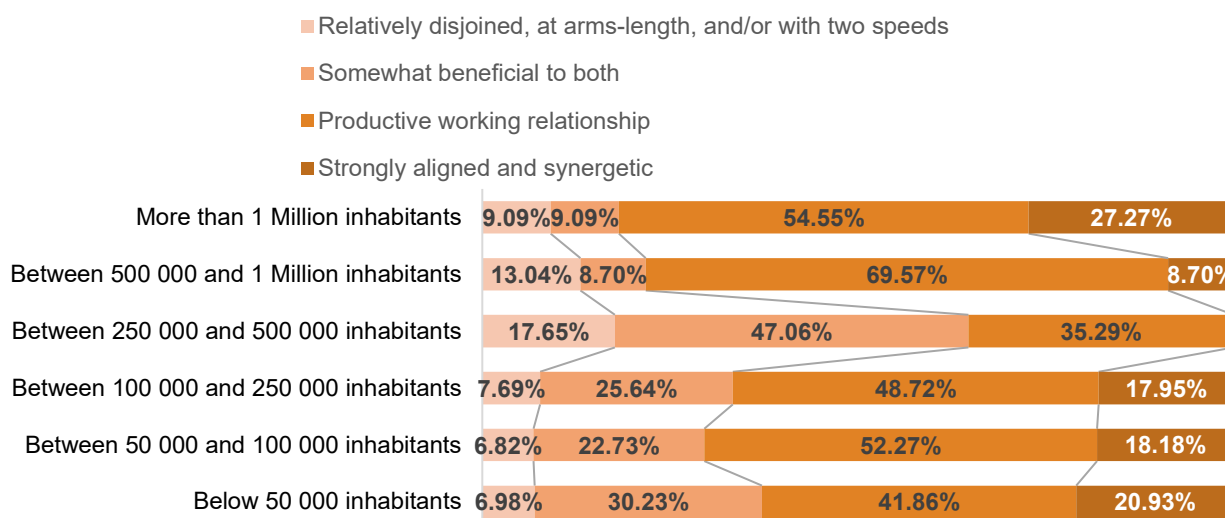




The size of a city may influence the quality and effectiveness of the relationship between city administration and ULG. But to what degree? The survey responses communicate an interesting double message (FIGURE 2.3.6). **More populated cities** exhibit a better performing ULG-Municipality relationship. Yet, **smaller cities** also do well on this indicator. On the flipside, we notice a remarkable gap in the middle; concerning cities with a population size between 250 000 and 500 000 people. These findings further confirm the overall positive position of larger but especially also smaller cities in the URBACT-framework. Yet, it also invites a closer analytical look at potential Municipality-ULG issues for medium-sized cities.

**FIGURE 2.3.6: Link between Quality of ULG-Municipality Relationship and City Size (Source: APN Closure-Survey/Questions 3.10 and 1.2)**

### QUALITY, ALIGNMENT AND EFFECTIVENESS OF ULG-MUNICIPALITY RELATION by CITY SIZE

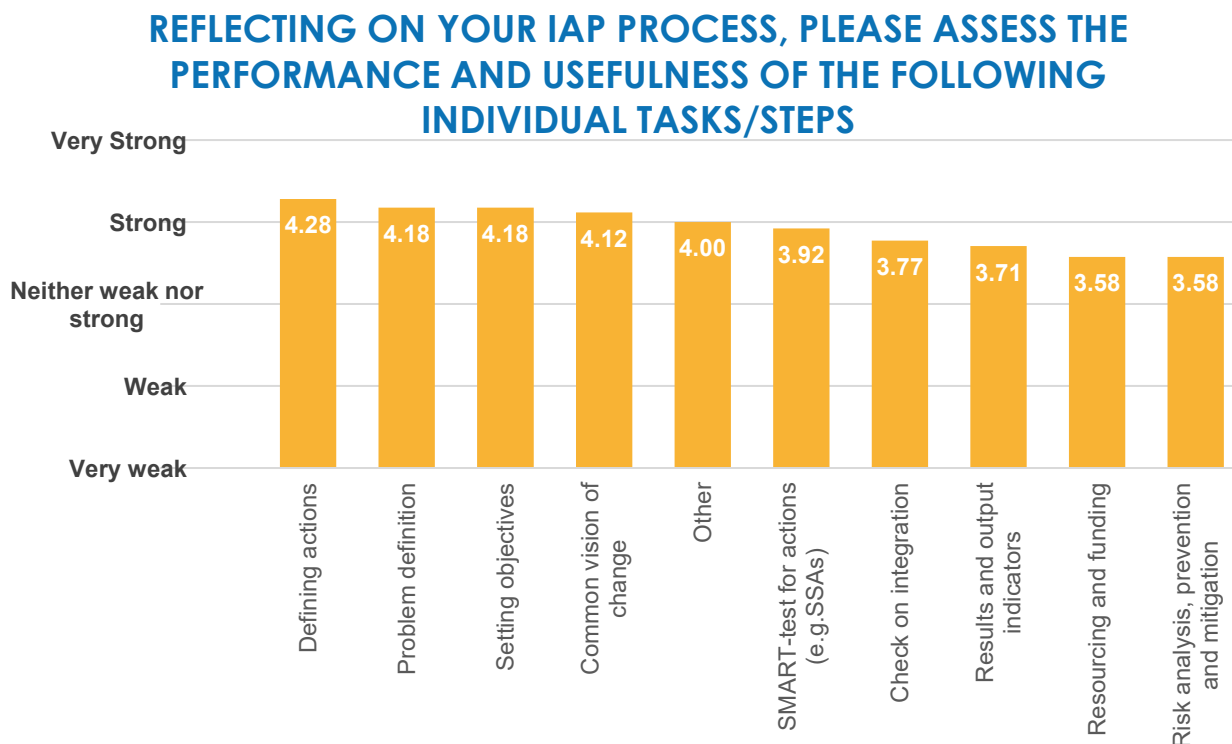


## 2.4 Integrated Action Plan(ning) and Small-Scale Actions

Sub-Section 2.4 covers key aspects of local Integrated Action Planning, a process leading to the production of the Integrated Action Plan (IAP) as quintessential URBACT output. It also covers the new URBACT tool of Small-Scale Actions.

The ultimate output of the almost three yearlong URBACT journey is the Integrated Action Plan (IAP). This document summarises the planned actions in the chosen intervention field for years to come. Respondents were asked about the importance of individual IAP-planning steps. Most important has been the task of clearly **defining actions**, followed by accurate **problem definition**, setting the **right objectives** and creating a commonly **shared vision** (FIGURE 2.4.1). Surely, the focus on actions is no surprise. Yet, the IAP-foundations have to be built upfront – with a clear understanding of what exactly is envisaged to be changed locally, framed in attainable objectives and grounded in shared aspirations. The crucial areas of Resourcing and Risk have attracted the least attention. This finding may invite more Capacity-Building efforts from the Programme level.

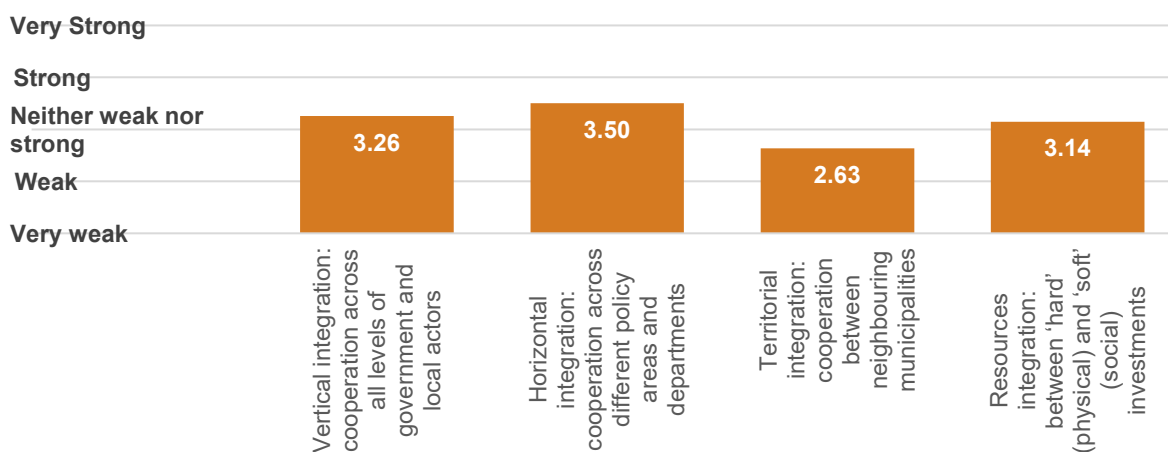
**FIGURE 2.4.1: Aspects of Integrated Action Planning Process (Source: APN Closure-Survey/Question 4.4)**



Studies commissioned for URBACT that try to define the core value that its processes and tools produce repeatedly remark on the centrality of *integration*. Asked about what type of Integration has been promoted the most, project partners unmistakably and unsurprisingly choose **horizontal integration** as number one area that benefits from URBACT (FIGURE 2.4.2). Also, the less obvious areas vertical and resource integration are featured quite well in the self-assessed progress reflection. Territorial integration is obviously harder to achieve and very much topic dependent. While the existence of functional urban systems in transport, infrastructure and local service provision certainly makes a strong speak case for this type of integration, competition between different local government entities often constitute a formidable barrier.

**FIGURE 2.4.2: Aspects of Progress towards Integration (Source: APN Closure-Survey/Question 4.6)**

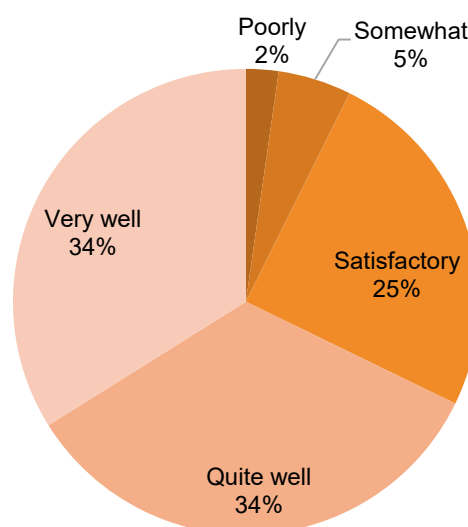
### REFLECTING ON THE LEVEL OF PROGRESS TOWARDS INTEGRATION, HOW DO YOU RATE THE SUCCESS RATE SO FAR?



Small Scale Actions (SSAs) have been newly introduced for the latest URBACT APN round. It thus makes perfect sense to check how well project partners were able to incorporate SSA-dynamics into the overall IAP-process. Findings are really positive as one third of respondents claimed **very good integration outcomes** and another third **good integration outcomes** (FIGURE 2.4.3). This survey result powerfully validates the relevance of the SSA tool and justifies further in-detail refinement. On the other hand, the results appear extremely optimistic given - in particular - COVID-19 related disruptions, adjustments and delays.

**FIGURE 2.4.3: Integration of Small-Scale Action into Integrated Action Plan (Source: APN Closure-Survey/Question 4.9)**

## HOW EFFECTIVE HAVE YOU BEEN INTEGRATING THE SSAs INTO THE OVERALL IAP IN YOUR CITY



Respondents could name a wide **variety of benefits concerning the new URBACT tool of Small-Scale Actions** (FIGURE/TEXTBOX 2.4.4). Most importantly SSAs afford a deeper and more holistic exploration of particular thematic approaches that otherwise would not have been used. Relatedly, a clear advantage is also the possibility of trialling, experimenting and innovating of novel and creative strategies to solve local problems. Respondents also commented on the chance of linking data collection and experimenting with decision-making processes and public outreach activities. Decision-makers and stakeholders also gain a growing understanding about which (micro)-interventions work, or not, under which conditions and circumstances; a noteworthy policy making asset in our uncertain and unpredictable world. Multiple other benefits include interest and awareness raising, stakeholder cooperation and steps towards platform building.

**FIGURE 2.4.4 (TEXTBOX): Illustrative Reflections/ Quotes concerning Small-Scale Action Benefits (Source: APN Closure-Survey/Question 4.8)**



### 4.8 Please specify up to 3 SSA-benefits for the URBACT journey in your city

*Gain insight on tourism influence on air quality, air pollution prevention, raising awareness*

*Communication about project (not only IAP as result); invigorated bridges; opportunity to try activities if they work or not in our case*

*1. Citizen Engagement, 2. Mandate to act, 3. Capacity building for citizens test data collection, test visualization, test decision-making capacity thanks to this observatory*

*1. Implementation of an idea coming from the ULG, 2. Trying and experimenting with something new, 3. Demonstrating the effect of small activities and changes.*



1. Innovative pilot platform that was never possible before based on peer learning, 2. Connection of the 3 key actors via the project cooperation, 3. Raise of overall awareness on CSR and how to connect to local needs

Multicultural integrations, Confirmation of awareness and goodwill towards the project and its results, Continuity of the SSAs after the finalization of the project

The ULG were actively involved by accepting their proposal idea for SSA, The local people were involved by creating a platform we can see the air quality in real time, The increased awareness about the main problem - Air pollution

Better and more accessible information and communication, More dynamic organization, The creation of new functions for the benefit of all stakeholders and citizens

The cooperation with the stakeholders, the great interest of the children who participated in the activities, the acquisition of knowledge, informing citizens about the program

Starting a link with digital at early age, cooperation between different departments, Making a first IAP step

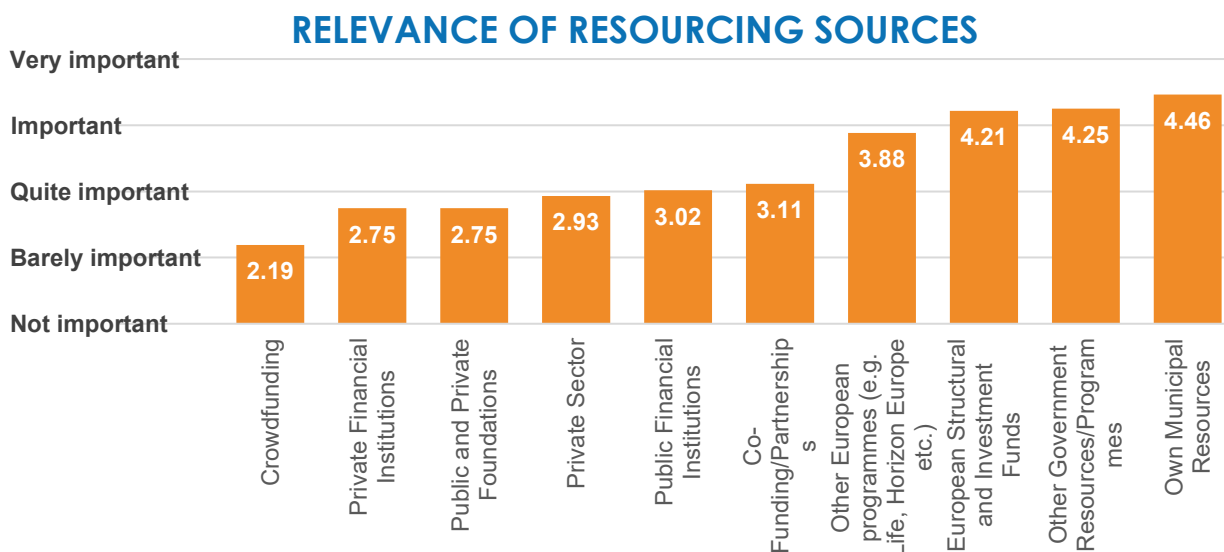
Better connections between the park and the surrounding neighbourhood, Better knowledge on the park, Improved accessibility to the park

## 2.5 Resourcing and Funding Actions

Sub-Section 2.5 explores the important topic of how the IAP-actions will be funded and resourced. This is not just about which stakeholder puts in what kind of resources but also how local funding can be aligned with national and pan-European funding streams.

Without adequate funding well-designed strategies and projects are often underperforming when it comes to implementation. Project partners were asked about the relative relevance of various sources for funding. The main finding is that **public funding** is key – be it from municipalities, national governments or European public institutions (FIGURE 2.5.1). In contrast, private financial support and crowdfunding are less important; underlining the fact that URBACT is mainly a public service and common good-oriented programme. The Municipality Resources Share may differ significantly between APNs. Importantly, there are significant differences across networks – a clear indication that **funding source links strongly to the topic**.

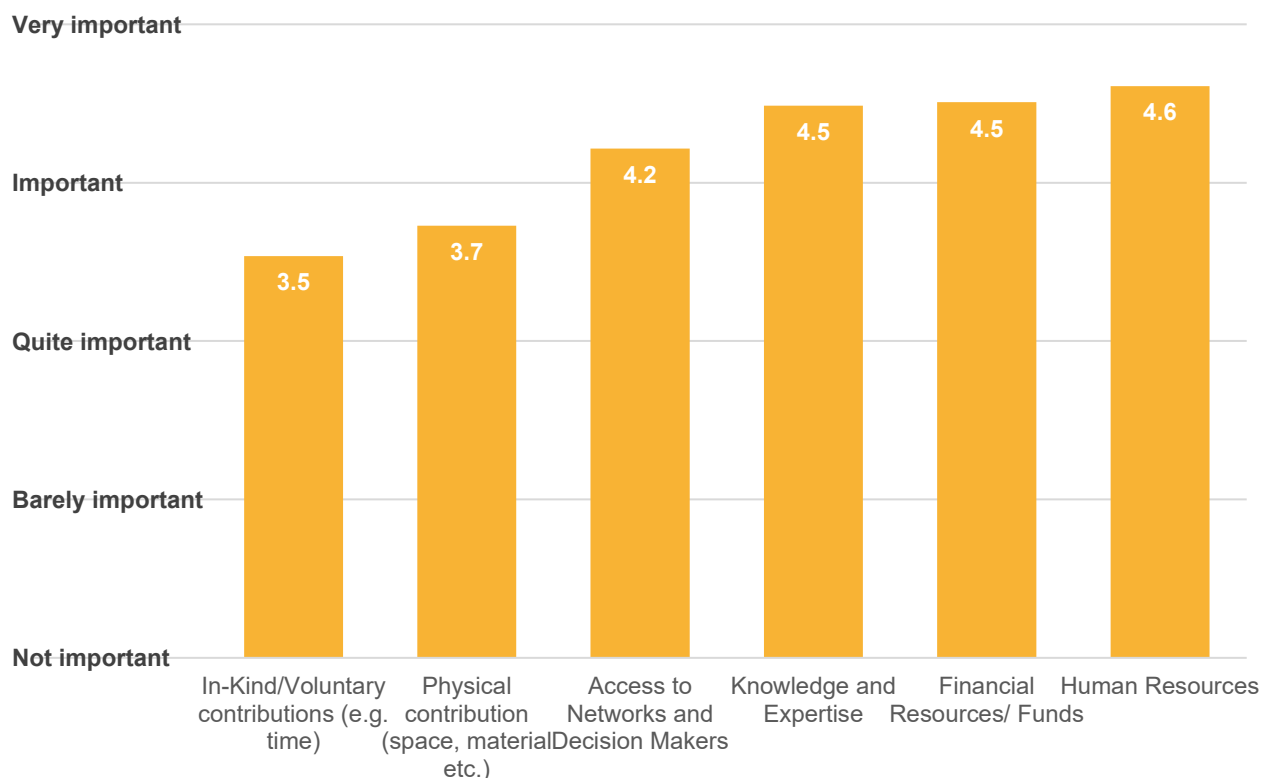
**FIGURE 2.5.1:** Relevance of Resourcing Sources (Source: APN Closure-Survey/Question 5.4)



Resourcing is not just about financing. Asked about the relative importance of different resourcing mechanisms survey respondents assigned Human Resourcing the number one priority, followed by money and knowledge (FIGURE 2.5.2). Against the structural backdrop of serious demographic shifts in many European regions and amplified by COVID-19 induced labour market disruptions, the **lack of people and skills** now often constitute a formidable barrier for successfully planning and implementing local interventions. Obviously, the resourcing needs and the mechanisms for meeting these needs differ greatly from network to network. In other words, they are quite strongly topic related.

**FIGURE 2.5.2: Importance of Resourcing Mechanisms (Source: APN Closure-Survey/Question 5.3)**

## IMPORTANCE OF RESOURCING MECHANISMS

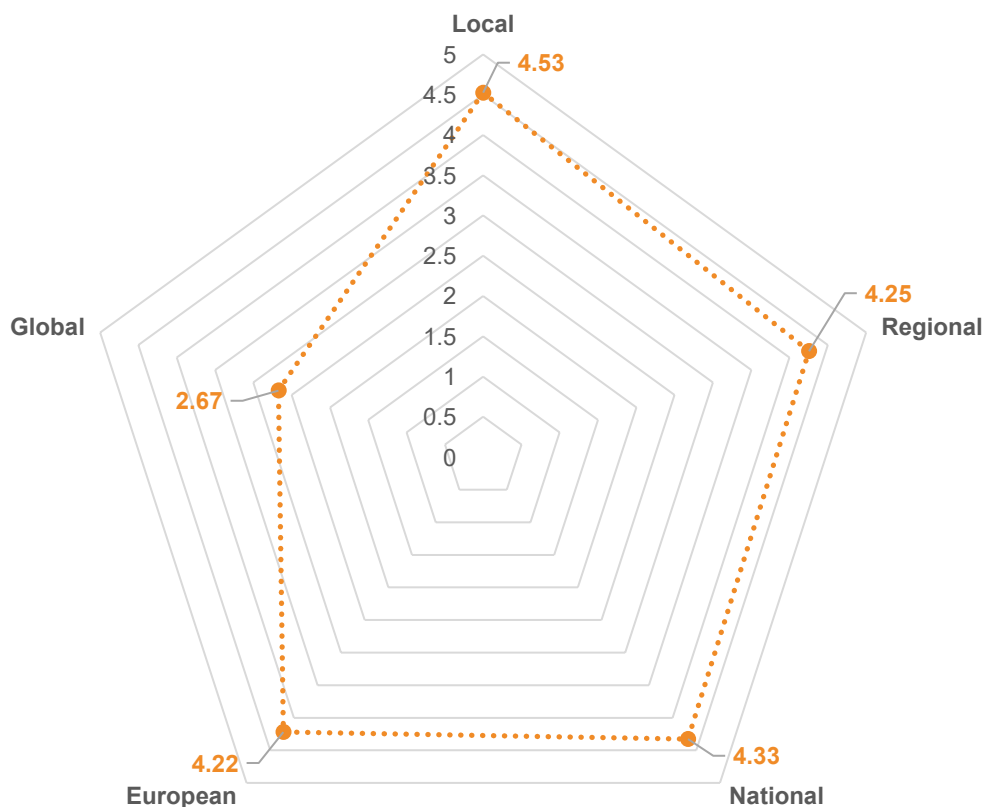


Under conditions of globalisation the importance of geographical scale has been said to be heightened, and this is certainly true for finance and resourcing flows. Asked about the relative importance of different geographical scales for resourcing their URBACT projects, respondents considered the **local scale** to be the most important for project resourcing (FIGURE 2.5.3). Given the nature of URBACT as an urban programme this comes as no real surprise. The national and regional scales are also perceived as valuable, followed by the European scale. Logical conclusion is the post-pandemic imperative of trying to **link-up resource streams across geographical scales** in order to successfully and sustainably resource local projects and initiatives.



**FIGURE 2.5.3: Importance of Geographical Scale for accessing Funding (Source: APN Closure-Survey/Question 5.5)**

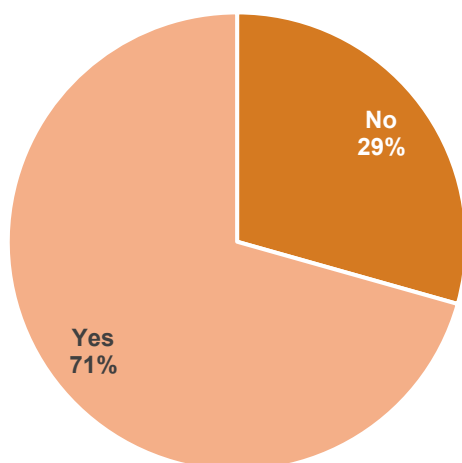
### RELATIVE IMPORTANCE OF VARIOUS GEOGRAPHICAL SCALES FOR RESOURCING YOUR URBACT PROJECT



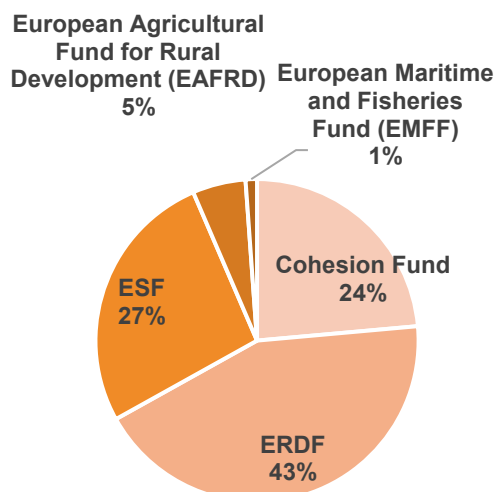
**EU-Funding programmes** are evidently an excellent tool to resource URBACT-projects. Yet, to what degree do URBACT-project teams attempt to access this additional financial resource? FIGURE 2.5.4 conveys a rather **positive finding; almost three quarters of respondents** will try to make use of European funding programmes or have already done so. On top of the list is - unsurprisingly - the **European Regional Development Fund (ERDF)**. This European funding pillar aims to strengthen economic, social and territorial cohesion in the European Union by correcting imbalances between its regions. Other frequently approached funders are the **European Social Fund (ESF)** and the **Cohesion Fund**. Agriculturally and Maritime-related funding takes up a much smaller piece of the envisaged funding contributions from a European level.

**FIGURE 2.5.4: Intentions to Apply to European Funding Programmes (Source: APN Closure-Survey/Question 5.7 and 5.7.1)**

**Have you applied/Will you apply to Cohesion Policy or European Structural and Investment Funds?**



**Funds partner cities have applied/Will apply to:**



Suggestions concerning the improvement of URBACT-funding processes revealed several **interesting findings** (FIGURE/TEXTBOX 2.5.5). Respondents asked for information on funding to become earlier in the IAP-process and requested more time to adequately scan opportunities. Relatedly a call was made for better human resource and technical assistance to scan funding opportunities and apply for funding. On a more structural level local project team would benefit from better information links and cooperation between structural and other funding opportunities. To better involve the National URBACT Points (NUPs) for information sharing and liaising in this regard was an associated practical recommendation. Finally, in respect to ‘small cities it was proposed to tailor funding and application assistance better to this important URBACT-grouping that is often plagued serious human resource and funding constraints.

**FIGURE 2.5.5 (TEXTBOX): Suggestions for Improving Adequate and Timely Resourcing of URBACT-Actions (Source: APN Closure-Survey/Question 5.8)**



**5.8 From your experience, what key suggestion would help to improve adequate and timely resourcing of URBACT actions?**

*Communication with national URBACT office*

*To have more time available to explore the funding opportunities or to have budget to hire external expertise on that topic*

*The URBACT programme should be better known from our Regional/managing Authority (via the NUP?)*

*It would be preferable to have more information about resourcing earlier in the IAP process (more time for investigating different possibilities and to build up a more detailed budget).*

*The potential funding axes at different levels (EU, national, regional, and local) must be mobilized for the implementation of the IAP.*



More programmes for small towns with smaller self-contributions, because small town have very limited budget and human resources.

There should be better communication and mainstreaming between programming of structural funds and resourcing for IAPs.

For us at least the staff budget was nearly not enough. External services and so forth are ok, but the hours are simply not enough to take care of everything properly.

More training provided on the topic of EU funding

It would be useful, if IAP can be officially used as basic documents in the process of EU-funding.

A good coordination between EU financing periods (particularly the transition from one financing period to the following) and the finalization of IAPs at network level.

Extend financing to SSA as developing more pilot projects instead of strategic plans.

That the staff have adequate training to be able to manage the different calls for projects.

The tasks carried out under URBACT should be included in the list of strategic tasks of a given city. This will allow for effective solicitation of funds for the developed solutions.

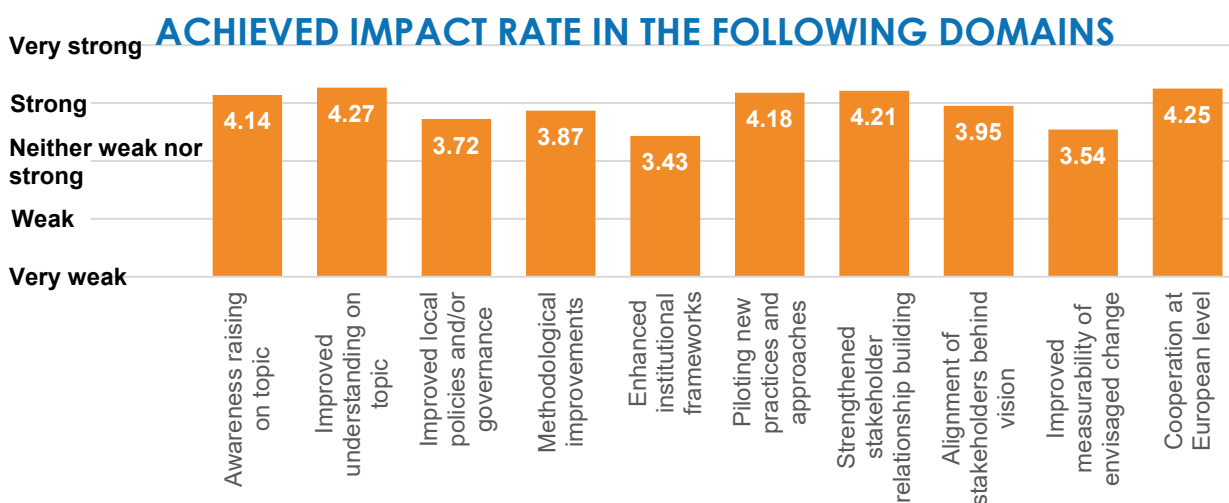
Having technical assistance to deepen funds availability and apply to open calls.

## 2.6 Three C'-Impact: Communication, Capitalisation and Capacity Building

Sub-Section 2.6 confronts the question to what degree the URBACT projects at local level achieved impact via Communication, Capitalisation and Capacity Building. This section thus measures central aspects of overall project effectiveness.

Prompted to rate different dimensions of the overall project impact, respondents saw in **improved topic understandings** the most significant URBACT-benefit (FIGURE 2.6.1). Almost as important has been the **increased cooperation at European level**, followed, not far behind by **the piloting of new practices and approaches** as well as **stakeholder relationship building**. In contrast, policies, institutions and measurability have been considered much less important. A separate network specific analysis (not shown here) illuminated the fact that topics deeply matter for the kind of impact that is produced. For example, *GenderedLandscape* and *Health & Greenspace* extended understandings, *Healthy Cities* succeeded in awareness-raising, *RiConnect* did well in the area of piloting and *Find Your Greatness* as well as *URGE* achieved particular impact in the domain of stakeholder relationship building. Contributing to APN-topic popularity is certainly also the contemporary importance placed on certain themes by society at large.

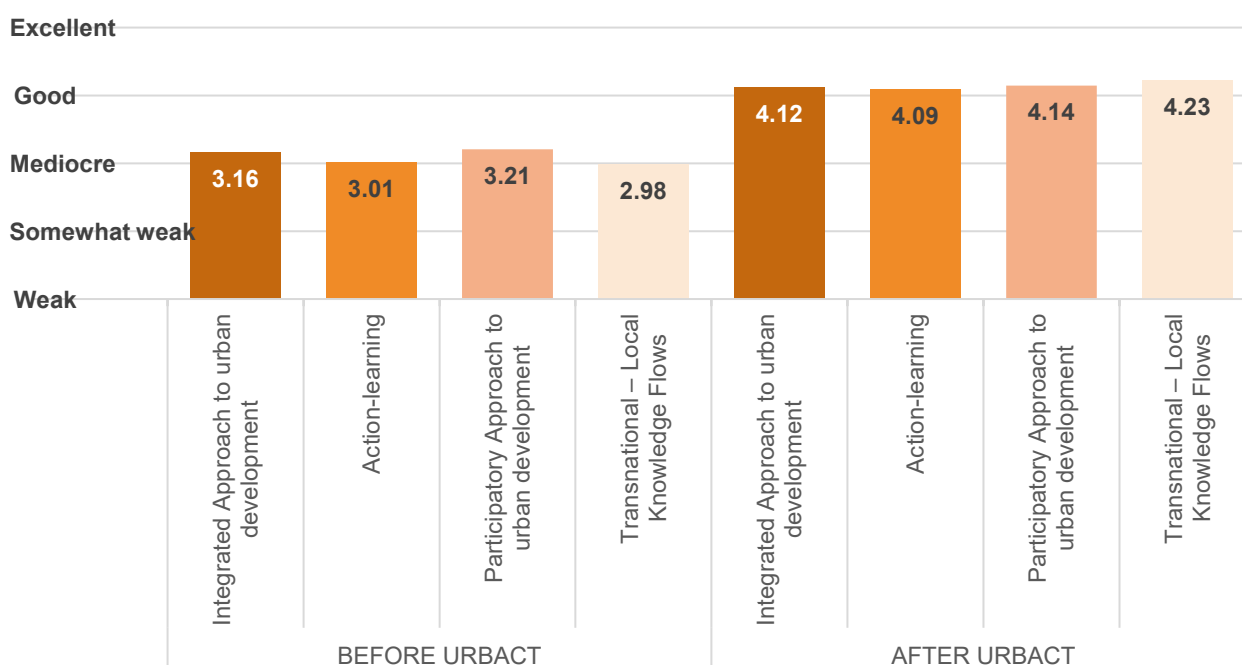
**FIGURE 2.6.1: Aspects of Overall Project Impact (Source: APN Closure-Survey/Question 6.1)**



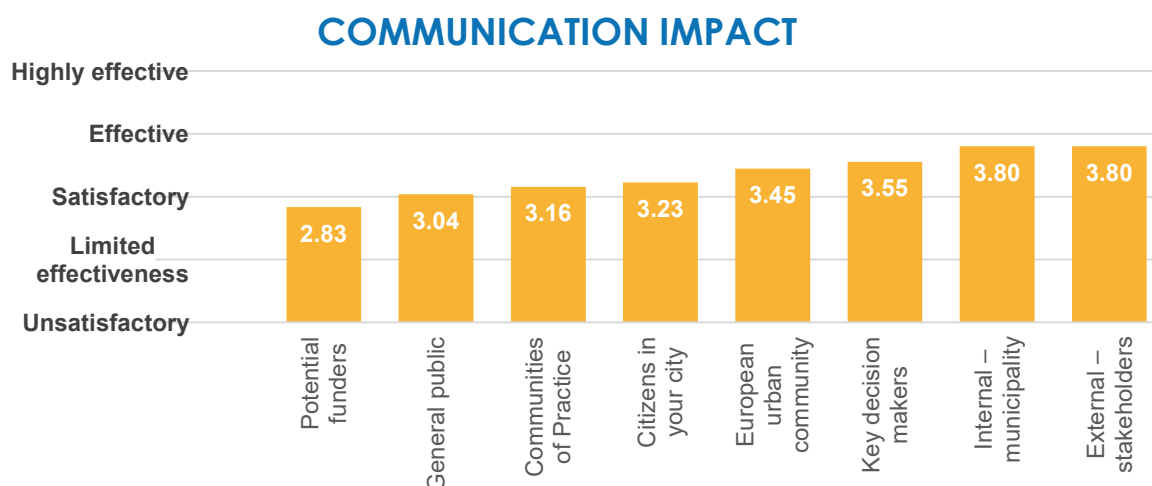
In order to change desired local outcomes, institutional capacity building is a vital foundational pre-condition. Question 6.4 of the Closure Survey asked respondents to compare key capacity building aspects before and after the URBACT-project. The largest improvement could be achieved in the area of **transnational – local knowledge exchange**, followed by **action-learning** (FIGURE 2.6.2). Largely because both aspects were already quite well established before the project, improvements in the areas of integrated approach to urban development and participation achieved not the same level of improvement. The good news is that we see noteworthy improvements across the board with cross-border and cross-scale action learning constituting the strongest factor in the winning URBACT-formula.

**FIGURE 2.6.2: URBACT-Mediated Capacity-Building (Before/After Project) (Source: APN Closure-Survey/Question 6.4)**

### BEFORE/AFTER: CAPACITY OF YOUR CITY/INSTITUTION ON THE FOLLOWING ASPECTS OF THE INTEGRATED ACTION PLANNING



Relational support programmes such as URBACT crucially build on effective and mobilising communication in all directions. The Secretariat works hard to open up traditional and new channels for communication for its networks and provides useful guidance and support. Given these efforts the feedback survey question 6.2 is somewhat disappointing. **No highly effective communication** could be achieved with any audience and usually communication has been rated **satisfactory or slightly better** (FIGURE 2.6.3). Further support work in this area seems logical. Looking more at the assessment detail it can be found that communication with internal and external stakeholders is - in relative terms - quite good. However, the crucial audiences of **funders and the public have been less effectively communicated with**. On the last point, funding communities would really only be approached towards the end of the project (so less effectiveness does not surprise so much) and the outreach to and conversations with the general public have surely suffered under the pandemic disruptions. Nevertheless, critical follow-up engagement with the communication topic is highly recommended.

**FIGURE 2.6.3: Project Communication Impact (Source: APN Closure-Survey/Question 6.2)**

Respondents were asked to what degree URBACT-processes have changed the ways urban policy making is undertaken in their city. The answers paint an **overall positive picture of impact** and illustrative how diverse the effects can be (FIGURE/ TEXTBOX 2.6.4). A significant finding is the active incorporation of the ULG-structure and processes in municipal decision making. Another positive result has been the fact that citizens' perspectives are now more often or even regularly incorporated in municipal decision-making processes. URBACT also paved the way to more detailed and robust data foundation for decisions in scientific policy fields such as air quality and carbon emissions. An exemplary acknowledgement is also general awareness raising on, and even mainstreaming of, novel or unfamiliar policy approaches and methods and subsequent incorporation in municipal toolboxes. Last but not least URBACT helped to change attitudes towards proactivity, dialogue and cooperation.

**FIGURE 2.6.4 (TEXTBOX): Illustrative Reflections/ Quotes on how URBACT induced Change in Urban Policy Making (Source: APN Closure-Survey/Question 6.7.1)**

**6.7/6.7.1 Did participation in URBACT induce other change in how your city/institution develops and implements sustainable urban strategy? Briefly describe this change:**

*By development of IAP and carbon budgeting the City of Zadar has more detailed data regarding the current state and also determined measures for reaching zero emissions...*

*In the case of the Oeste it promotes changes in waste collection procedures.*

*The proactive attitude of our legal representatives towards the regional and national administration.*

*Our participation has strengthened the overall understanding of the importance of climate-conscious decisions.*

*Possibility of the ULG network submitting measures or recommendations for ...strategies in the city.*

*Has led to the addition of the Sustainable Mobility Plan.*

*Awareness raised on gender perspectives.*

*The city is more active in the field of Citizenship science.*

*Integrated another cooperation project at national level with the same URBACT Methodology.*

*Now we definitively changed the way for developing new investments (strategic/ ULG communication).*

*Using new, design led approach in a new area of work.*

*Our SSA provided an opportunity to test elements of our Streets for All approach, as set out in our Streets for All sub-strategy and Greater Manchester Transport Strategy 2040.*

*The concept of working with ULG's actually made us more aware of shared responsibility of all*



stakeholders involved.

Sustainable Urban Strategy is to be developed and completed with a new component on digital transformation.

We never took health as a starting point for urban planning before. Now we are more aware that health should be the most important objective in urban development.

It is now taking systematically citizen's opinion in consideration before a project starts.

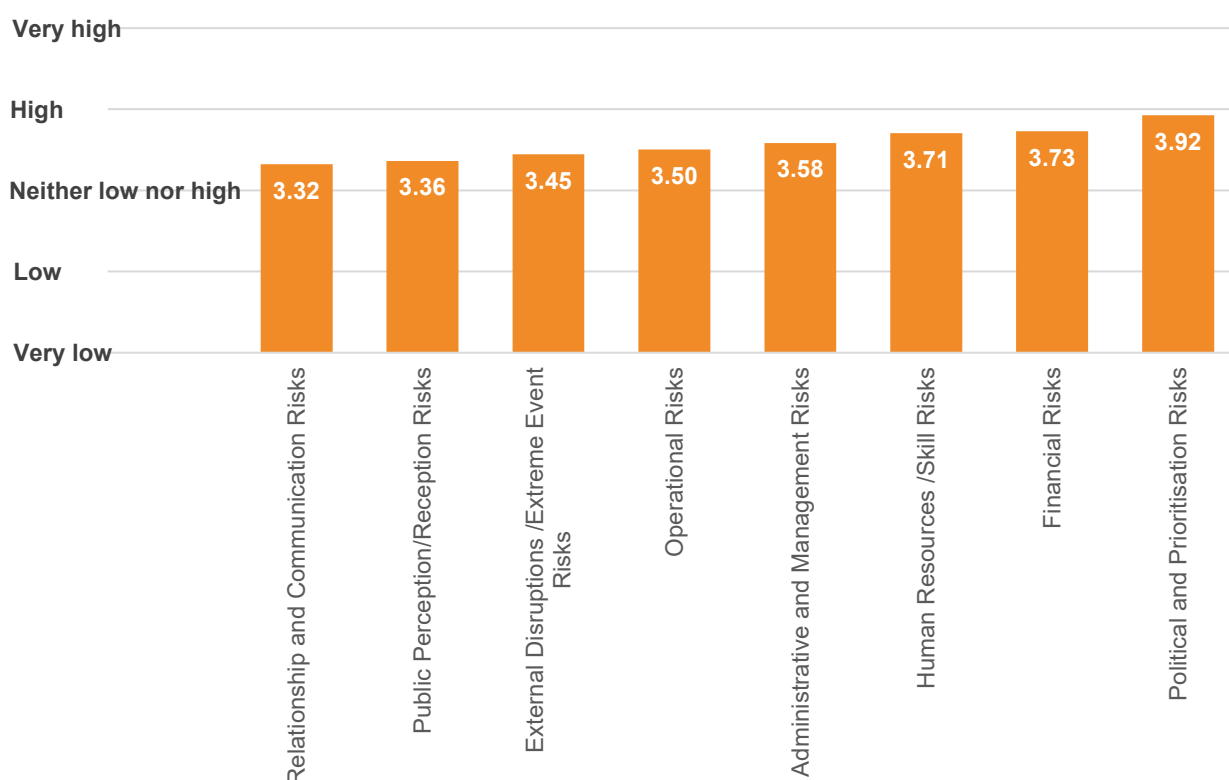
## 2.7 Managing Risks and Building Resilience

Sub-Section 2.7 explores the important issue of risk management and associated prevention and mitigation measures. The ultimate goal is to build resilient URBACT project designs that can weather the external and internal disruptions that so powerfully characterise our age.

Increasingly, urban policy and development have to confront risks that jeopardise intervention success. Which risks have been named by respondents as the most important ones? On top of the list we find **Political and Prioritisation Risks** – a finding very consistent with previous data (FIGURE 2.7.1). Put differently, the challenge is to foresee and respond to changing political and administrative agendas that may not align well with the URBACT-intervention. As second barrier financial risk has been named. This result may be confronted by new URBACT-tools on resourcing. Closely follow risks in the area of Human Resources and Skills; a topic that has been foregrounded earlier in this report.

**FIGURE 2.7.1: Relative Importance of Particular Risks (Source: APN Closure-Survey/Question 7.1)**

### IMPORTANCE OF CONFRONTING PARTICULAR RISKS ASSESSMENT



Closely related to the risk question is the practical concern of how to best future proof the URBACT project. This survey question invited a qualitative response from the project partners. Consequently, **answers have been very diverse and basically covering all aspects of the URBACT-intervention**. Particularly illustrative comments are summarised in FIGURE/TEXTBOX 2.7.2. At times, responses are very specific to theme and project, highlighting the contingency and particularity of any future-proofing strategy. More generalisable statements illuminate key issues that deserve further attention; including addressing structural human resourcing bottlenecks ('you need a project leader and dedicated team'), a clear focus on implementation even if only one aspect is considered, ongoing ULG-continuation in one form or another, prioritising funding, including co-funding, broader strategic integration of the IAP in existing documents and more active public communication and perception management. Almost all quotes share a conviction that leaving implementation unproblematised and unsupported will likely result in eventual project failure.

**FIGURE 2.7.2 (TEXTBOX): Illustrative reflections/ quotes concerning future-proofing your project (Source: APN Closure-Survey/Question 7.3)**



**7.3 In one short final statement, what matters most in terms of future proofing your URBACT project?**

*Just one of the actions in the Action Plan needs to be implemented and completed in the short term for the success of this project.*

*Integration of IAP objectives with the objectives in local and regional development strategies.*

*The fundamental element to finalize the project success would be the continuation of the ULG activities and the commitment of our local stakeholders in implementing the foreseen activities.*

*Human Resourcing ...we are near full employment and recruitment to local government is restricted... it is a serious issue for making sure EU Project work can be carried out.*

*All the departments in the Municipality should understand that the IAP is a helpful strategic document and that everyone will have to play a role in its implementation.*

*Keeping the relation with stakeholders involved in the project. And keeping them involved in the realisation.*

*Increase the number of citizens involved in the planning and vision of the territory.*

*The existence of a project leader.*

*The securing of adequate funding to implement the proposed actions.*

*Turning the quite negative public opinion into a more positive perception.*

*How do you future proof against pandemics? I have no idea.*

*The most important is political support by regional and local authorities and the securing financial resources for planned actions.*

*Integration of the IAP in the city's strategy. A dedicated team to work on the IAP objectives and actions.*

Risk assessments are supposed to lead to subsequent prevention and mitigation measures. What kind of measures have project partners taken? Intriguingly, only around **one quarter of all respondents answered this question**. So, risk management may perhaps still not yet be mainstreamed in URBACT work – despite the severe disruptions we have encountered! The available survey answers, however, suggest interesting and creative approaches beyond the expected COVID-19 measures of shifting to digital engagement (FIGURE/ TEXTBOX 2.7.3). Amongst the **risk management responses** named are the creation of new organisational structures such as Advisory Boards, hiring of external consultants, intensifying training sessions, producing an official risk mitigation scheme, engendering closer cross-departmental cooperation, setting-up more administrative meetings to evaluate developments, establishing ongoing evaluation and self-evaluation as well as the linking of the IAP more closely with political priorities in the city administration. A





crucial cross-cutting prevention method has been increased and targeted communication with relevant stakeholders and communities.

**FIGURE 2.7.3 (TEXTBOX): Illustrative Reflections/ Quotes concerning Prevention and/or Mitigation measures (Source: APN Closure-Survey/Question 7.2)**



**7.2 On the basis of your project risk assessment, have there been prevention measures, and/or mitigation measures, taken or foreseen that confront key risks? If yes, please explain briefly!**

*We have proposed several mitigation actions for identified risks, e.g. Risk Nr 1 "Decrease in the level of participation of the members of the ULG Groups": Continue communication to intensify the awareness of the activities; Keep members active through participatory activities (monthly-based);*

*The project manager quits the project: Prepare other staff members for possible changes in the roles on the project*

*Hiring of external consultants and reinforcement of intra-municipal support and local representative involvement especially in the application for regional funding*

*Yes, The European Project/Business Office of the Municipality prepared a risk mitigation scheme considering the potential threats of the project and its execution...*

*We put in three weekly meetings with senior management within the operations sub team...*

*Yes, we include the ongoing resourcing of specific facilitation training for our engagement team and the Company.*

*Establishment of Advisory board to ensure close cooperation with the main stakeholders.*

*IAP linked with the political program of the city.*

*During the implementation of project activities, we constantly performed internal evaluation and self-evaluation, so that we successfully carried out all set activities.*

*More time and money spent at online meetings because of Covid.*

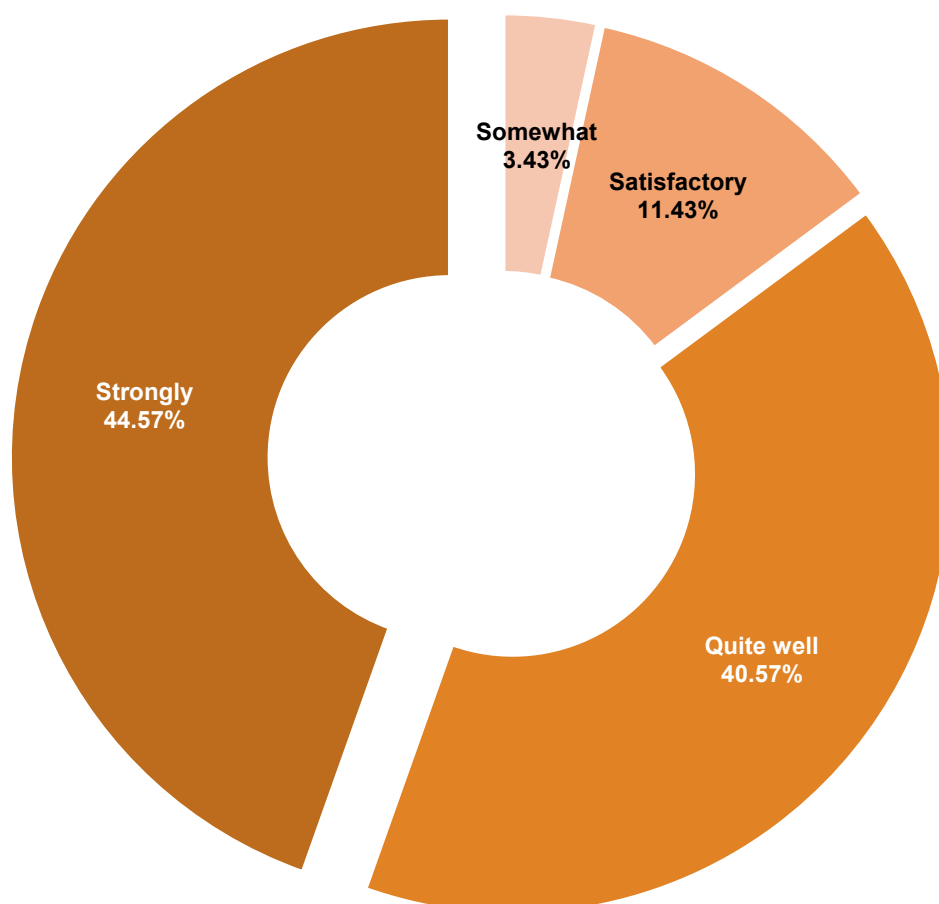
## 2.8 Assisting Interventions: URBACT Tools, Guidance and Support

Sub-Section 2.8 explores the URBACT support infrastructure, tools and methods designed to help municipalities and stakeholders to succeed. The objective is to improve support structures and processes in the future.

The survey asked respondents to comment on the overall URBACT support for their local project journey. As FIGURE 2.8.1 shows, there was **overwhelming agreement with the exceptional support role of URBACT** as 84% of respondents stated strong support and quite strong support. This is a really positive result concerning supporting people, tools and processes. This feedback also demonstrates that the strong dedication of, and the ongoing investment into, the URBACT Secretariat support infrastructure really pays off.

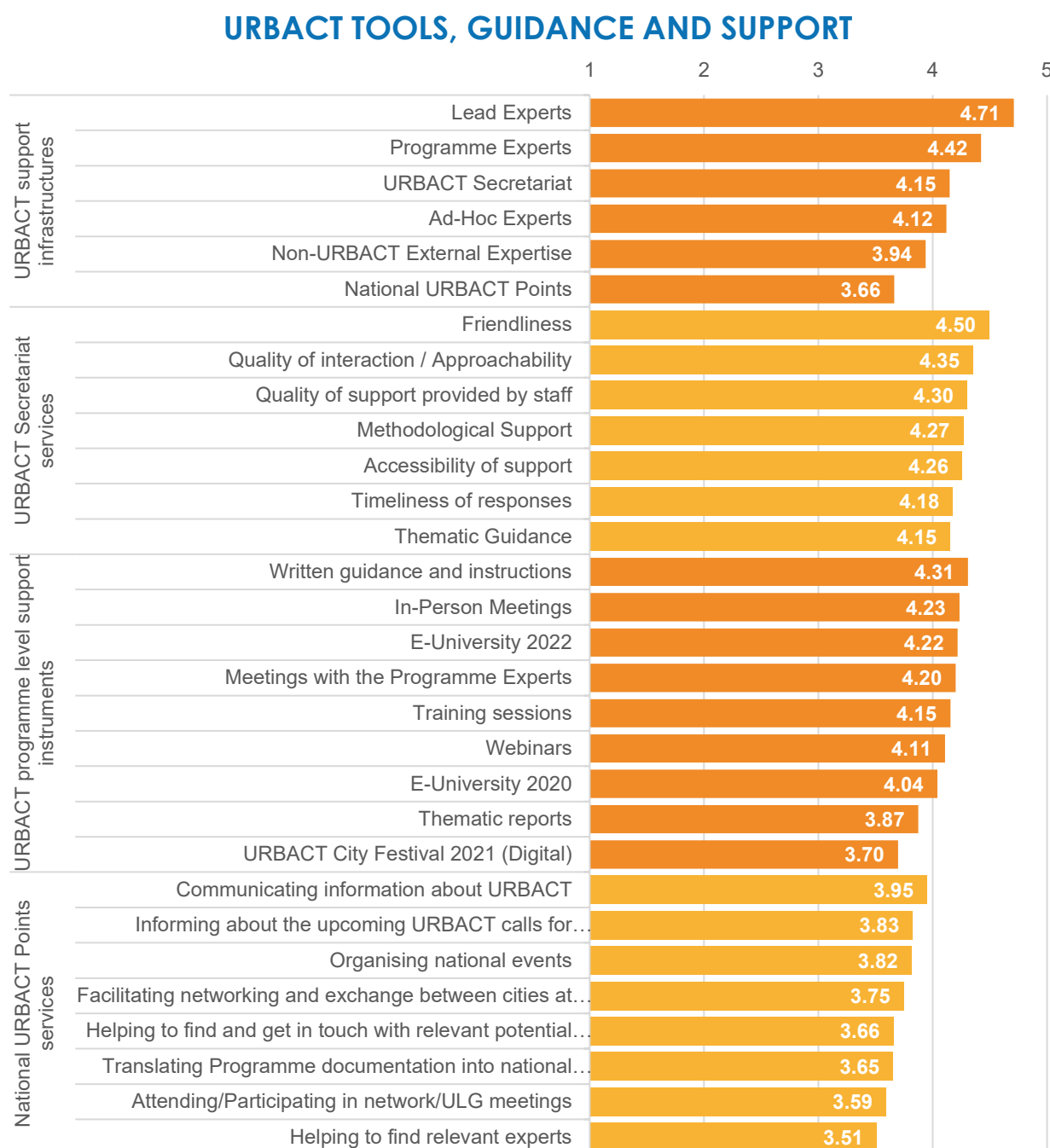
**FIGURE 2.8.1: Effectiveness of URBACT Eco-System for Local Success (Source: APN Closure-Survey/Question 8.1)**

## EFFECTIVENESS OF URBACT ORGANISATION, PEOPLE, TOOLS AND PROCESSES TO SUPPORT LOCAL JOURNEY



Another question concerned the exact instruments and URBACT support elements that truly mattered. A closer look at FIGURE 2.8.2 impresses as to the extent of tools available. Three general findings can be extracted. First, **Lead Experts and also Programme Experts** are very important for effective and timely support. Second, soft characteristics such as **friendliness and approachability** really matter as well for good URBACT outcomes. Third and last, the **comprehensive methodological support** URBACT is famous for and the many examples of written guidance really make a difference. Further developing those explicit tools, while looking closely at adequate expertise support, is surely important factors for ensuring ongoing support that can make a difference.

**FIGURE 2.8.2: Quality of URBACT Support Infrastructure (Source: APN Closure-Survey/Questions 8.2-8.5)**



What do local project teams value the most in terms of the available instruments in the URBACT Toolbox. Four messages stand out (FIGURE 2.8.3). First, the **Problem Tree and the Stakeholder Ecosystem** maps are not only successful but intuitive and easy to use. Second, the **Action Tables**, quite obviously, are a foundational tool for Action Planning. Third, concerning **resourcing and sharing knowledge** we find a more even distribution between several options. Fourth and last, **further promotion of tools** in these areas would be sensible: a) Thinking Hats for ideas (generative thinking), b) stakeholder self-assessment (cohesion, motivation) and c) Funding bids (project follow-up resourcing).

**FIGURE 2.8.3: Use of URBACT tools at local level (Source: APN Closure-Survey/Questions 8.8)**

DOMAIN	TOOL USED AT LOCAL LEVEL	NUMBER OF PARTNER CITIES
ANALYSING PROBLEMS	Problem tree	112
	Evidence analysis & improvement table	43
	4 Whys	27
	4Ws	20
ENGAGING STAKEHOLDERS	Stakeholders Ecosystem Map	80
	Stakeholders Power/Interest Matrix	39
	World Café	36
	Stakeholders group self-assessment	21
	Fishbowl	16
	De Bono Thinking Hats	7
IMPLEMENTING	Coherence Checklist	55
	iPestle	31
	Implementation Capabilities Grid	20
MEASURING RESULTS	Self-Assessment tool for Integrated Action Plan	86
	Monitoring & Performance Table	45
PLANNING ACTIONS	Action table	114
	Problems and solutions table	42
	Integration Assessment Grid	37
	Refining an action	31
	Newspaper of Tomorrow	29
	Four C's	24
	Opera	6
	From Actions to Impacts Game	5
RESOURCING	3/2 - Defining project aims and objectives	61
	1/1 - Making an Inventory of existing Funding & Resourcing structures	58
	2/2 - Defining the Strategy Timeline	55
	4/1 - Starting the Project Budgeting	54
	3/4 - Specifying Project Activities	49
	3/7 - Undertaking Risk Analysis	46
	5/1 - Checking the Call Documentation	40
	1/2 - Assessing skills and capacities	34
	3/5 - Defining performance indicators	34
	3/1 - Designing the Intervention Logic	33
	5/2 - Coordinating the Application Writing Process	32
	1/6 - Using External Support	31
	2/6 - Communicating and Building Relationships	31
	4/5 - Estimating Travel and Accommodation Costs	30
	4/7 - Presenting the overall project budget	30
	4/2 - Estimating Staff salary costs	29
	1/4 - Tracking information on Funding sources	28
	4/6 - Estimating Costs for External Services	27
	3/3 - Specifying the strategic context	26
	2/3 - Defining the financial scope	25
4/3 - Estimating Office and Admin Costs	24	
5/4 - Matching Funder's Requirements	23	
5/6 - Considering External Support	23	
2/1 - Coordinating the Funding Search	22	
2/4 - Drawing a Funders Map	22	

	4/4 - Estimating Project Equipment Costs	20
	1/5 - Using Alternative Funding Sources	19
	4/8 - Appraising the budget	19
	5/3 - Assessing In-house Skills	19
	5/5 - Writing a High Quality Funding Bid	17
	3/6 - Designing a Project Management Structure	16
	1/3 - Tracking changes in the policy environment	13
	2/7 - Funding Mix and Option Appraisal	13
	2/8 - Reviewing and Adapting	11
	5/7 - Pre-submission Appraisal	8
	2/5 - Keeping track of essential procedures	7
	3/8 - Undertaking Option Appraisal	2
<b>SHARING KNOWLEDGE</b>	Book of Ideas	38
	Critical Friend	33
	Walkshop	21

The qualitative feedback powerfully confirms that **very good support provided by the URBACT Secretariat**, with all the tools and guidance available (FIGURE/ TEXTBOX 2.8.4). Again, this is really positive feedback and a strong acknowledgement of the unique support structure under URBACT. Nevertheless, some areas of improvement deserve analytical and institutional attention, including enhancing national support infrastructure, for example promoting National URBACT Point (NUP) support and facilitating national exchange and cross-network bonding, the local customisation and local city knowledge consideration, addressing language barriers, working further on the digital toolbox, provide customised toolbox training, better communicate the existence of the toolbox but don't overload actors with new tools. The **key recommendation**: don't create more tools but address language barriers, customised training and digital toolbox construction.

**FIGURE 2.8.4 (TEXTBOX): Illustrative reflections/ quotes concerning the improvement of the URBACT Support Infrastructure (Source: APN Closure-Survey/Question 8.10)**



**8.10 In one short final statement, what key suggestion can you make for improving the URBACT infrastructure in terms of providing guidance, support and tools for better local outcomes?**

*Don't have any suggestions, the URBACT infrastructure that we have used was very good.*

*The URBACT infrastructure in terms of providing guidance, support, and tools is very good and the documents prepared and education held are useful. The support of the LE is very important, but the support of URBACT National Points could be a bit more intense.*

*The toolbox is in general very good and the tools have been tested in network meetings and they have also given inspiration to plan the ULG work. However, it takes time to get to know the tools and perhaps they could have been used more on local level.*

*URBACT has been improving and updating its tools and methodology over time and currently responds to any need that cities have for the development of their IAPs.*

*Better understand the local context of each participating city.*

*Take into more account the "reality" existing in every city, in terms of internal procedures*

*Continue with the thematic online sessions develop an interactive digital URBACT toolbox that can be used in different situations and context*

*The main reason for a deficient or non-use of the toolbox primarily lies in the language barrier which is still frequent and ubiquitous at local level.*

*Translation of all guidelines into the official languages of each partner to avoid misinterpretation. Increase the detail of eligible costs in the guidelines.*

*We believe that URBACT offers many tools, and we have not even been able to apply all of them.*

*Less is more: there was more to read than we could process.*

*Trainings specialized in presenting URBACT Toolbox for ULG coordinator.*

*Trainings provided within the frame of URBACT (by a pool of trainers?) to PP internal staff/ local*



*implementing team/ ULG members.*  
*Show more the potential of the toolbox. We often forget it exists.*  
*Reduce distance between theory and practice.*

## 2.9 Navigating Barriers and Confronting Underperformance

**Sub-Section 2.9 confronts dimensions of perceived project underperformance. It is not about blaming actors but to better understand the complex nature of persistent barriers. Ultimately it is about jointly finding ways and methods to navigate roadblocks and overcome resistances.**

The first question in this section explores the most formidable project progress barriers (FIGURE/ TEXTBOX 2.9.1). Reading across the answers, without doubt, the **impact of the COVID-19 pandemic** featured most prominently here. Disruptions included general shutdowns, face-to-face meeting restrictions, heightened trust issues, lack of visiting project partners and stop-start engagement patterns but also diminished energy and motivation and frequent political priority changes. Respondents also commented on the general crisis situations they have faced for years with the pandemic coinciding with the Ukrainian war and natural disasters such as earthquakes and draughts. All these events triggered important organisational and personal uncertainties.

**FIGURE 2.9.1 (TEXTBOX): Illustrative reflections/ quotes concerning Project Progress Barriers**  
 (Source: APN Closure-Survey/Question 9.1)



### 9.1 In one short statement, what has held you back the most in making solid progress in your local URBACT journey?

*Lack of face-to-face interactions with project partners due to a COVID-19 situation.*

*In the context of the COVID-19 we have to face new challenges and to adapt to a work environment with less social interactions. All of our ULG group meetings took place online. We all know how important is face to face interaction, so it was quite a challenge to work in such an environment.*

*For us the on-line participation of our ULG group is not very inspirational and for sure does not activate the required energy, creativity and enthusiasm to deliver the best for the project.*

*Not enough human resources on the project.*

*The person doing the project before me was not informing other what he had been doing so that was a big problem.*

*Bureaucracy and internal procedures.*

*Political lethargy.*

*Rotation of ULG representatives; limited human resources and overlapping events; disruptions caused by municipal elections during the URBACT journey.*

*Hard to find the right and qualified people (the community is relatively passive), weak involvement of citizens in the ULG.*

*The multiple crises we had to face, starting from COVID 19 to the war in a neighbouring country, that led to a lot of resources (human, time, financial) being oriented to face those crises.*

*Although solid progress has been made, the lack of sufficient dedicated and adequately skilled staff, including the lack of English and unfamiliarity with European projects and intercommunication dynamics have weighed heavily.*

*Covid, difficulties to bring the Gendered landscape's priorities in the political agenda.*

*The other obstacle was the language of the main document - IAP. It is for local use, that's why it should be in the local language. But I had to translate it repeatedly to participate in peer review sessions, expert reviews, etc. It was very complicated.*



*Situations we could not influence: COVID, earthquakes, diseases, reduced number of project team members, business and personal uncertainty.*

*Poor representation of the economic sector in the ULG structure.*

Yet **progress has also been hampered by a number of issues** that were frequently named, including non-alignment with political agendas, disruptive elections, stifling bureaucracy and limited stakeholder time and commitment. Another barrier has been the human resources availability and skills and the problem of staff fluctuation without proper change-over. Language and translation issues were cited too as well as participants having not enough experience with the URBACT programme. It was noted that it has been a long URBACT journey (with the 3-month extension period) so big changes have occurred between problem definition and finalising the IAP, including personnel changes which have affected the process. And unlike in previous URBACT projects, this time learning from other cities was reduced and partly replaced by expert-centric learning.

Exploring the experienced barriers in more detail, key interest lies in gauging the negative effects on URBACTs trademark method of participation, integration and action-learning. Survey question 9.3a confronts the area of **participation** (FIGURE/ TEXTBOX 2.9.2). The key finding does not surprise; the COVID-19 pandemic with its social distance restrictions **negatively affected participation**.

**FIGURE 2.9.2 (TEXTBOX): Illustrative Reflections/ Quotes concerning Barriers towards PARTICIPATION (Source: APN Closure-Survey/Question 9.3a)**



**Survey Question 9.3a Reflecting on the [participation](#) aspects, integration aspects and action-learning aspects of the URBACT-intervention in your city, where have you encountered the most persistent barriers (one statement for each area)?**

*The pandemic made participation in the project more difficult.*

*A general distrust towards external projects.*

*Negative perception of the temporary intervention.*

*It is difficult to plan participatory activities that would keep the diverse group interested throughout the process.*

*The general public has a rather low interest in getting involved in debates or coming up with ideas, a generalized phenomenon in Romania.*

*Difficulty in actively involving some local actors, both in terms of companies and public entities such as municipal utilities and regional bodies.*

*Continuous involvement of all ULG members at all ULG meetings, both digital and face-to-face.*

*By far the biggest barrier is the impossibility of being fully involved in URBACTs activities due to other professional commitments.*

*Finding a time slot when ALL ULG members could be present, particularly when the addressing the more important aspects of the project.*

*In a small city everybody knows everybody, this is both good and bad. The URBACT method allowed old cracks to be wallpapered over, but they can reappear if not careful.*

*We have a small but engaged community so sometimes it is challenging to involve participants and experts to an excellent level.*

*General indifference of inhabitants of smaller towns to public participation.*

*Local stakeholders participation was low. ULG members interest fades quickly. More actions, less talking.*

*The Increasing complexity of the project and subject.*

*Finding common ground so that people feel the project matters to them.*





Based on the received quotes other pressing issues can be identified; that complexity and **too theoretical** approaches hinder effective participation, that stakeholders are often **time-poor** and have other professional commitments, that URBACT-projects have faced **opposition**, for example because it is an external project. The **absence of the public and local decision-makers** are serious barriers. More generally, participation rates and strategies have to be **sensitive to national context and cultures**.

An interesting idea surfaced on **Small City dynamics**. As one key target group for URBACT, smaller cities may face the challenge of many indifferent people on one hand and extremely tight-knit professional communities on the other. The objective then must be to find ways to open up local processes to new public participants and new experts.

Survey question 9.3b deals with the area of **integration** (FIGURE/ TEXTBOX 2.9.3). Results paint a mixed picture; there are **some encouraging findings and there is some constructive criticism**. Intriguingly, integration is often more widely interpreted than the definition used by URBACT. In this context, hard-soft investment integration and vertical integration are basically absent in comments.

**FIGURE 2.9.3 (TEXTBOX): Illustrative Reflections/ Quotes concerning Barriers towards INTEGRATION (Source: APN Closure-Survey/Question 9.3b)**



**Survey Question 9.3 b Reflecting on the participation aspects, integration aspects and action-learning aspects of the URBACT-intervention in your city, where have you encountered the most persistent barriers (one statement for each area)?**

*The actions and the project itself have a good degree of integration with the priorities of the territory.*

*The integration of different fields was sometimes complicated, some lack of involvement of different departments in the municipalities.*

*Difficulty of integrating smart tools on existing infrastructure*

*Cooperation between public authorities and the other actors still needs improvement.*

*How to secure private stakeholders engagement when the municipality is very limited in terms of incentives*

*Some of our actions are very long term, so it is slightly difficult to propose final outcomes.*

*The changes in senior staff meant it was difficult to keep the project aligned with shifting priorities.*

*Working across sectors and different departments within the city is often the hardest part due to limited resources to participate in activities that exceed the scope of regular tasks.*

*Horizontal integration between the other relevant Departments of the Municipality*

*No horizontal integration with neighbour organisations.*

*Information flow between different municipal departments*

*Mix of methods used by local experts and those applied from URBACT.*

*Different villages had different issues. Identifying synergies was not always easy.*

*Interacting and keeping engaged local authorities from the peri-urban area surrounding the city.*

*Top-down approaches are not necessarily addressing local needs.*

*Silo working and sometimes lack of trust between different stakeholders.*

*City Council priorities shifted to frontline services, with staff changes and movement. It was harder to integrate actions and plans.*

The more feedback is given on the '**horizontal integration**' aspects. Key concerns that feature are the familiar silo mentality, recurring trust issues, information flow problems, conflict over priorities and expertise



non-alignment. Crucially, silo-breaking activities are claimed to be under-resourced. Some reference is also made to ‘**territorial integration**’ where urban-hinterland differences are highlighted that could be linked back to differing cultures and perhaps competition between jurisdictions.

At least four more noteworthy issues demand attention. First, integration is hampered by the **persistent public – private divide** as well as lack of adequate incentives for sector integration. Second, **innovation reception may be limited** in the case of new infrastructure and smart technologies. Third, respondents noted a **lack of systematic and cooperative approaches** that may be linked with a fine-grained division of labour, competitive mindset legacies and/or top-down cultures. Fourth, the ‘**emergency governing**’ **modus** that crises invite may work against the URBACT-intervention logic and ethos.

Survey question 9.3b deals with the area of **action-learning** (FIGURE/ TEXTBOX 2.9.4). Responses show the diversity of perceived barriers for action-learning. While some are **structural** in nature and therefore not easy to change others, such as the COVID-19 pandemic, are **contingent** and are difficult to foresee.

**FIGURE 2.9.4 (TEXTBOX): Illustrative Reflections/ Quotes concerning Barriers towards ACTION-LEARNING (Source: APN Closure-Survey/Question 9.3c)**



**Survey Question 9.3 c Reflecting on the participation aspects, integration aspects and action-learning aspects of the URBACT-intervention in your city, where have you encountered the most persistent barriers (one statement for each area)?**

*Not enough top political support for SSA, which means the SSA learnings might not be fully considered in future policies.*

*Action learning is related to methodology (how the organization ...learns from the experience): a (political) change can slow down the process agenda by setting new priorities but the process can continue if well rooted.*

*The understanding of the overall project targets, how the various individual Actions lead to the overall vision and goals.*

*Difficulties to visit other cities and examine their actions due to Covid-19 related restrictions.*

*We have learned from each other a lot, using different platforms and tools.*

*Again, time and resources to incorporate action learning with very stretched services during the pandemic.*

*Some stakeholders and decision makers don't want to have a change.*

*In digital format, a lot of relevant information and know-how is lost.*

*Reaching a consensus between different stakeholders was somewhat challenging when addressing individual, detailed actions because they saw different advantages and disadvantages to each action.*

*The most difficult process due to the novelty of the information*

*Measuring improvement in security perception to monitor action effectiveness is not always easy.*

*In our experience, it is not always possible to capitalize on past experience because of the high presence of procedures that slow down the system.*

*We found some resistances in defining and adopting actions: the municipality has still some strict and log bureaucratic procedures to engage, talk and decide with external stakeholders.*

*So many good tools, and few time to practice them.*

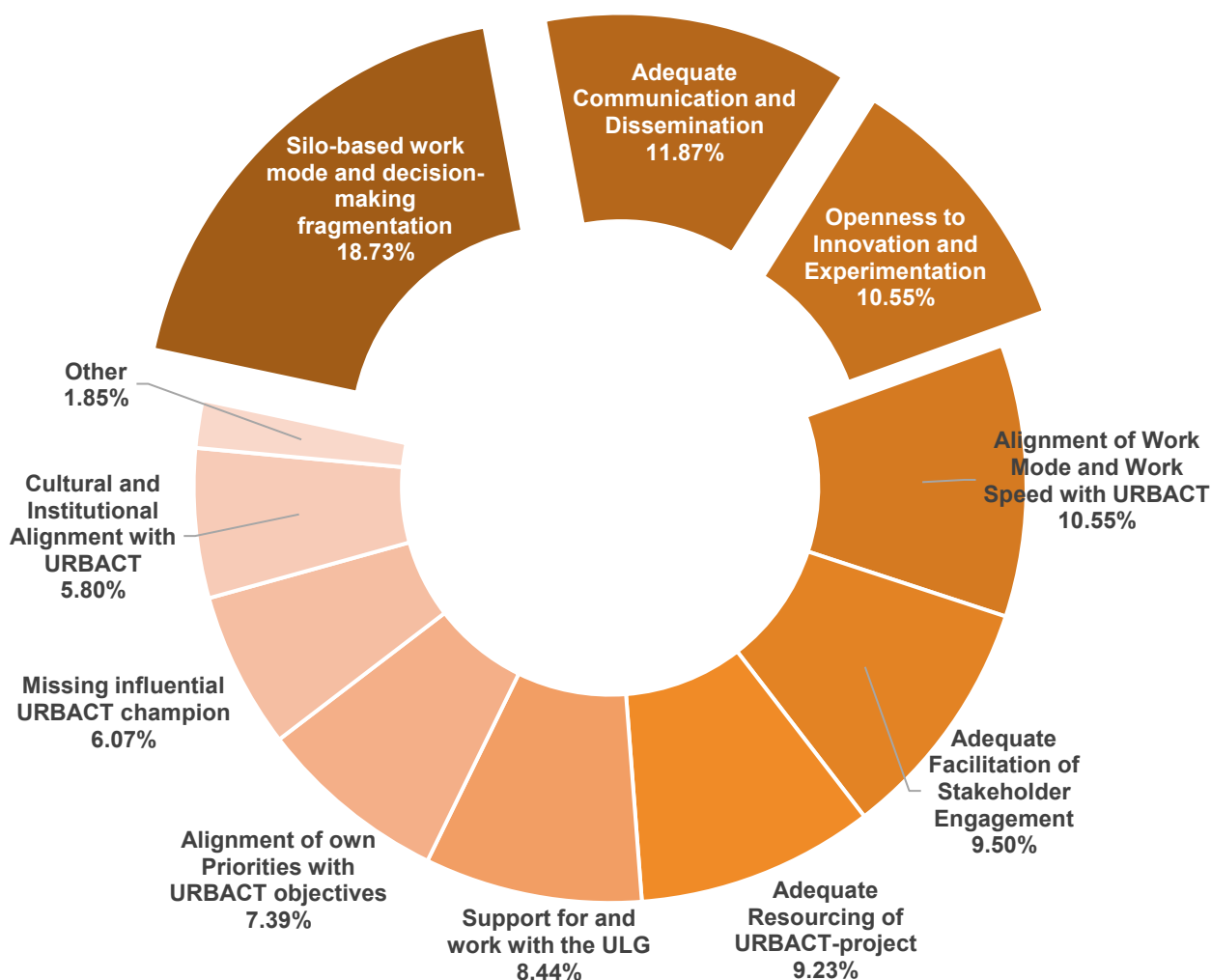
The shift to **online engagement and learning formats** negatively affected some action-learning as valuable context always gets lost in the digital sphere. Actions and activities, the backbone of action-learning, may impede and **contradict processes and procedures**; the preferred ways how governments and administrations operate. Yet barriers may be simply rooted in a ‘**resistance to change**’-attitude. Clearly organisational and institutional politics matter.

Looking closer at the **URBACT-specific procedures and tools** it was found that the Small-Scale Actions (SSA) may lack the decision maker and stakeholder buy-in needed. As a new tool it may also have encountered familiarity and legitimacy issues. Respondents also noted the unclear link between actions and goals and visions. Project partners acknowledge a richly filled URBACT action toolbox but bemoaned the limited time available and the constraint capacity to use it adequately for their projects.

The last topic of this section tackles the issue of **perceived municipal underperformance** (FIGURE 2.9.5). In other words, if we frame the Municipality as problem arena, to what extent have elected and administrative layers of municipalities not worked effectively throughout the URBACT project? The **findings are very diverse** and invite follow-up analytical and perhaps programmatic attention. What stands out as number one issue - again hardly surprising – is the existence of **silos-based work structures** that often stand in the way of creative new solution finding, and the **decision-making fragmentation** that often comes with it. This, of course, is an old (sub)-national governance dilemma that nevertheless deserves renewed attention from URBACT and other European programmes.

**FIGURE 2.9.5: Areas of perceived Municipal Underperformance (Source: APN Closure-Survey/Question 9.4)**

### UNDERPERFORMANCE MAIN BARRIERS



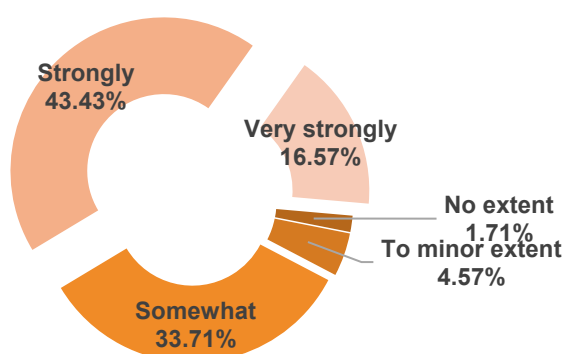
## 2.10 Pandemic Disruption (Covid-19): Challenges, Re-Prioritisation and Adaptation

Sub-Section 2.10 explores the impact and repercussions of the highly disruptive COVID-19 Pandemic on URBACT projects. It attempts to get a picture on both the nature and extent of pandemic-related challenges, including policy re-prioritisation, and the ways the URBACT project adapted to this considerably altered intervention context.

The COVID-19 pandemic has been the defining feature of the latest URBACT-APN round. Of real interest is therefore to what extent the pandemic forced URBACT-projects to alter direction and rework objectives, methods and plans. 60 % of answers speak of very strong and strong pandemic impact (FIGURE 2.10.1). This is a **powerful message of disruption** and all 23 projects and their progress need to be assessed against this unforeseen and impactful outside factor. All networks painfully felt the social disengagement pressure but, as the PIE-chart below suggests, to different degrees.

**FIGURE 2.10.1: General Pandemic Impact on URBACT-Project (Source: APN Closure-Survey/Question 10.1)**

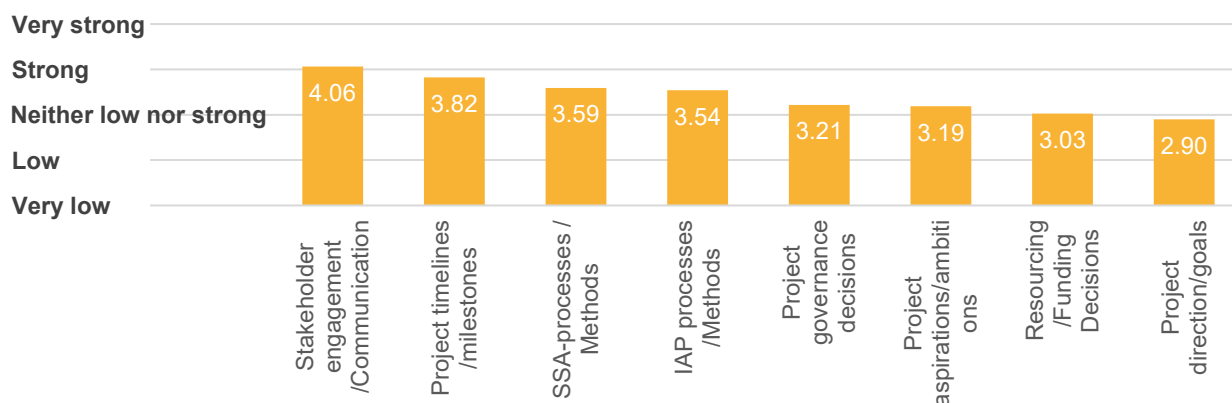
### COVID-19 IMPACT



Survey question 10.3 delved deeper into the particular project aspects that were affected by the pandemic. Responses (FIGURE 2.10.2) confirmed a **formidable impact in the area of stakeholder engagement**. This comes as no surprise given the nature of the pandemic as shot at the heart of URBACT a soft intervention programme. Another finding speaks of the **disruption of project timelines**; a situation that called for project flexibility and adaptation as well as a review and adjustment of original objectives and plans. Evidence demonstrates that also the **SSA-subproject and the IAP-processes were affected**; the two key outputs for the APNs. This result begs further questioning about how the quality and impact of these outputs have possibly been compromised.

**FIGURE 2.10.2: Pandemic Impact on URBACT-Project Aspects (Source: APN Closure-Survey/Question 10.3)**

### PANDEMIC IMPACT ON IMPORTANT URBACT-PROJECT ASPECTS



Disruption causes us to adjust; and URBACT is no exception. Asked to reflect on the most important adjustment process there was overwhelming support for the **shift to online engagement** with full embrace of digital tools and methods under Corona conditions (FIGURE/TEXTBOX 2.10.3). Yet, people clearly enjoyed coming back to city visits and off-line meetings afterwards. Interestingly, the shift to online meant some **changing work steps**; identifying clear priorities, utilising innovative action-based tools, working with a broader audience. Adjustment incorporated also a mix of **important further actions**, including enlarging the ULG, project plan alteration, URBACT process flexibility, lowering some project ambitions and aligning new and/or different funding streams with this new plan.

**FIGURE 2.10.3 (TEXTBOX): Illustrative Reflections/ Quotes concerning COVID-19 Adjustment Processes (Source: APN Closure-Survey/Question 10.5)**



**Survey Question (10.5) Which one adjustment process do you consider the most important one, and why?**

*Move from physical to virtual meetings - impossible to proceed without it.*

*The ability to organize online meetings with the ULG and reaching similar, appropriate results as after physical meetings. This adjustment was crucial to have an input to create the IAP.*

*Very innovative and engaging digital tools to keep the already tight and committed network together.*

*Digital site visits - so we were still able to learn something from our partners, although not being able to see the sites in person, but still by video and live streams.*

*The shift to online meetings...it also allowed for more people to participate in meetings; the ability to record meetings also helped, as one was able to go back and check details in the discussions.*

*Webinars and online work tools have allowed network members to work collaboratively, each from their own homes.*

*Identifying clear priorities and what we need to achieve in short action-based online meetings. People's time was limited and there were a number of conflicting personal and professional challenges.*

*Digital tools – like Miro – to enable continued engagement and collaboration*

*Moving from face-to-face to online communication increases decision-making time.*

*More flexibility with timeframe and standard processes of URBACT*

*To combine city visits after covid19 restrictions.*

*Project aspirations/ambitions - many ideas we could not implement due to pandemic restrictions.*

*Altering the timeline of the project went smoothly.*

*The creation of an enlarged ULG (open to stakeholders such as professionals, trade unions, credit institutions, etc.), because it has generated a stronger awareness of sharing needs and bottom-up processes.*

*The parallel re-alignment Project direction/goals and resources, because funds are necessary to implement new direction/goals related activities.*



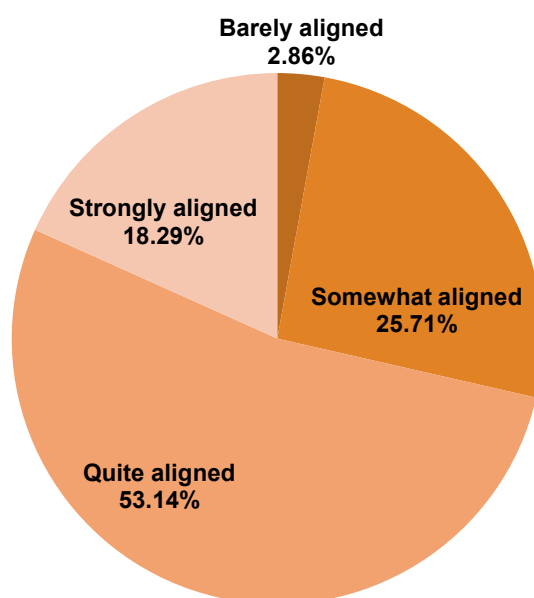
## 2.11 Building a Legacy: Adding Value and Keeping Momentum

Sub-Section 2.11 is about ascertaining the long-term added value of URBACT projects for its citizens. It specifically asks about the extent to which this intervention has left a legacy for the future, what innovative change has been induced, who might gain the most from this change and how the momentum of the last three years can be kept and even amplified in the future.

Transnational – Local Process Alignment appears to be at the heart of successful URBACT-projects. After all, this indicator reflects the effective transmission and translation at local scale. How have APNs fared on this measure overall. FIGURE 2.11.1 reveals a quite **positive message** as almost 1 in 5 respondents report strong alignment. More than half ticked the 'quite aligned' box, a **result in-between solid success and some space for improvements**. More than a quarter of local project teams could have done much better; perhaps a call for the URBACT support infrastructure to investigate further.

**FIGURE 2.11.1: Alignment of Transnational and Local Processes (Source: APN Closure-Survey/Question 11.2)**

### HOW EFFECTIVELY HAVE TRANSNATIONAL AND LOCAL PROCESSES BEEN ALIGNED IN YOUR CITY?

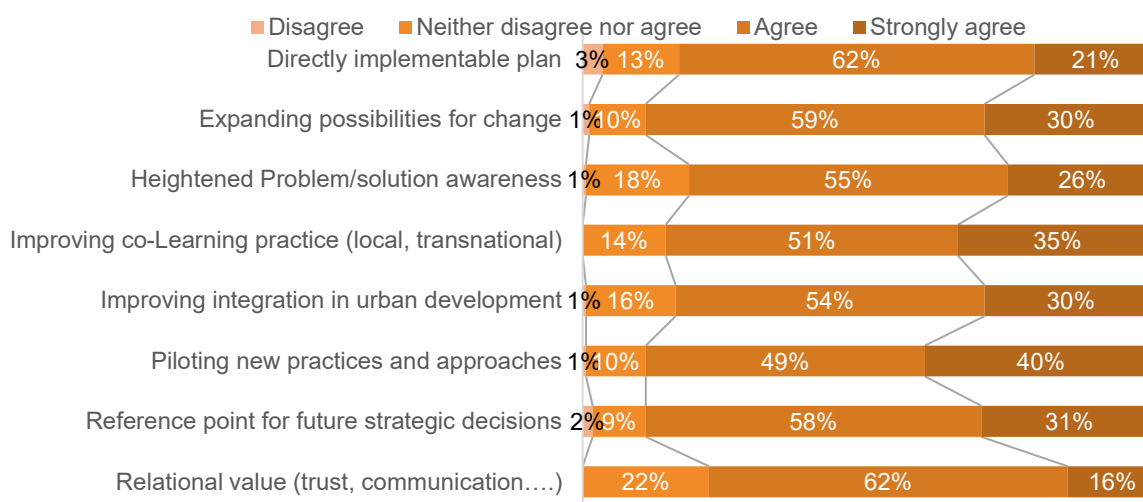


IAPs aim to change local futures for the better. It therefore makes sense to ask project officers about the expected impact of their Action Plans. FIGURE 2.11.2 demonstrates fascinating findings. Most importantly, **piloting** is considered the most important future impact of the URBACT IAPs. This result raises questions of how to achieve permanence of testing, how to scale and how to transfer well. This theme resonates well with the prospect of **expanding spaces of possibility** – another highly cited category. Also important is the improvement of local **co-learning aspects**. What we can take away from this bundle of answers is the conviction that the innovation aspect is crucial for the URBACT intervention framework even if direct implementation of the IAP-approaches is often not fully expected. This last point, however, constitutes a call for the URBACT Secretariat to increase efforts to make actual IAP-implementation the primary legacy of APNs.



**FIGURE 2.11.2: Expected Further Impact of IAP (Source: APN Closure-Survey/Question 11.4)**

### FUTURE IMPACT OF THE URBACT IAP



**FIGURE 2.11.3 (TEXTBOX): Illustrative Reflections/ Quotes concerning Long-term legacy/ies for URBACT Project (Source: APN Closure-Survey/Question 11.7)**



**Survey Question (11.7): In a final single statement; what do you consider as the key long-term legacy (or legacies) this URBACT project has provided for your city?**

*The definition of a strategy to be implement in the near future.*

*Knowledge on SIBs even if we are still not prepared to use them.*

*We have our first development plan for walking and public space prepared and that is a good start for the work within that field.*

*This URBACT project will be the starting point to initiate a change in citizen awareness towards a circular economy, including the adaptation of companies and the creation of new jobs.*

*The determination to thoroughly undertaken regeneration in the (now degraded) emblematic historic quarters of Mula.*

*Find Your Greatness has taught us that Limerick as a city and county has amazing innovation happening which needs to be publicized more to a local audience.*

*We are more closely connected with our European partners and will have many new people to call on the phone in the future.*

*... we are also expecting to mildly sway the citizens' behavior towards active travel and increased time spent in the city center.*

*...has shifted the paradigm on housing and homelessness.*

*Experts from different sectors are familiar with each other and their work and share a common understanding on the current situation...*

*The interests and expectations in urban societies are correspondingly diverse and at least partially opposed to each other. However, this does not reduce the pressure to act and find compromise on various interests and necessities.*

*(Our IAP) will test new methods of exchange, relations and decision-making based on constant dialogue with all public and private stakeholders. The dialogue methodology that has been implemented with all stakeholders, given the results produced will remain the basis for policy ..*

*Importance of corporate social responsibility in planning process, citizens engagement importance.*

*Democratic and Open cooperation between the Municipality and the stakeholders.*

*A stronger relationship with our Homelessness Service and our Centre for Civic Innovation. This has led to a new way of thinking in trying to embed homelessness prevention and an ambition for a more joined up approach.*



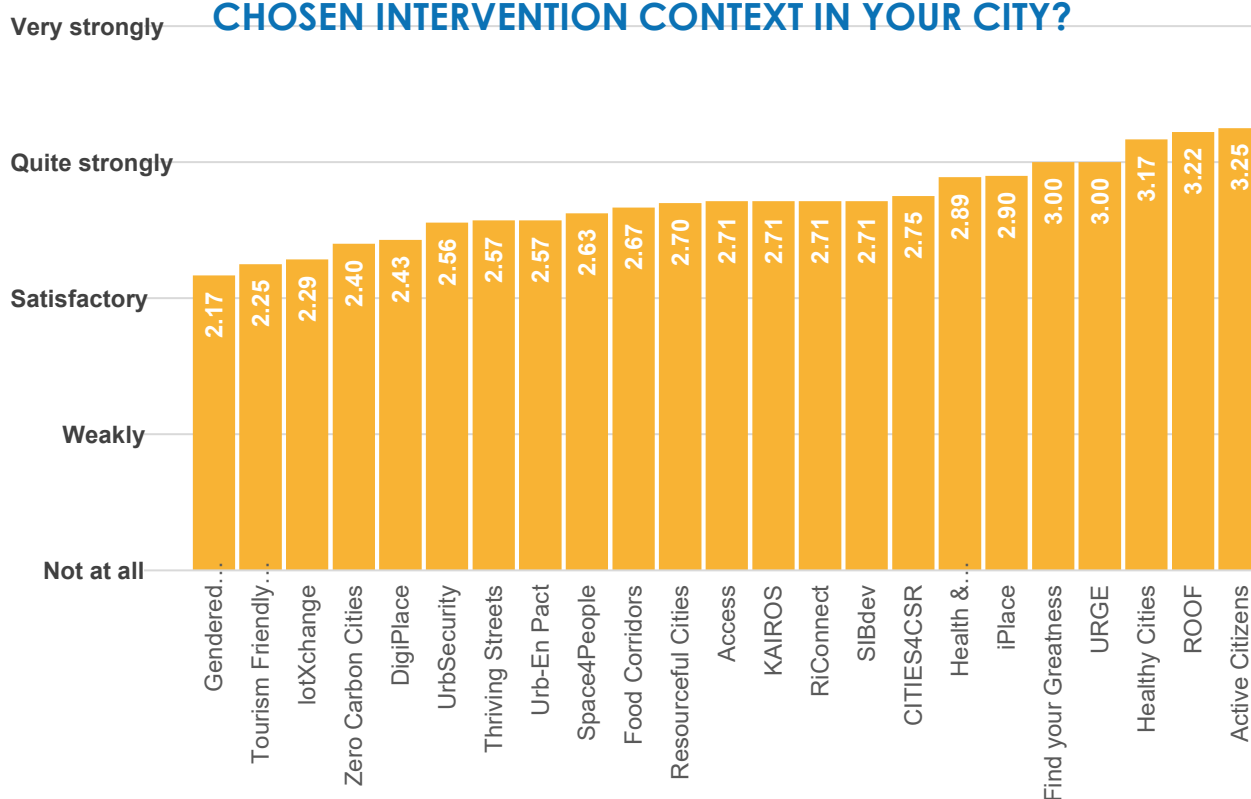
Realising the need for cooperation, engagement and integration in order to achieve prioritised goals and objectives through participative commitment.

Qualitative feedback on the long-term legacy theme unearthed some interesting findings (FIGURE/ TEXTBOX 2.11.3). Four messages stand out. First, legacy expectations are very much **theme and aspiration-related**, differ from network to network and show how cities identify with their network objectives and aspirations. Second, one notices relatively **bold expected legacy statements** – from strategic direction to new awareness to better cooperation. Expectations are quite high. Third, the **URBACT method** and its outcomes received a very positive legacy evaluation. It is seen by many as worthwhile continuing emphasising proven principles such as dialogue, participation, integration, cooperation, common understanding and compromise. Fourth, benefits are also expected based on raised **self-awareness**, expert pooling, starting points for new trajectories **and increased determination**.

The expected policy and practice impact in 5 years from now is summarised in FIGURE 2.11.4. The **overall message is positive** as the legacy expectations are located in the upper middle range. There is clear consistency between those networks where expectations have been met well (survey question 2.1) and those who report **high legacy potential** here (*Healthy Cities, Active Citizens, ROOF, KAIRÓS, URGE*). On the flipside, where expectations were met to a lower extent a **lower legacy potential** is stated here. A note of caution: there may be found a potential **positivity bias** where - after 3 years of hard and emotional work – prospects are appraised too optimistically.

**FIGURE 2.11.4: Expected Future Policy/Practice Impact of URBACT Project (Source: APN Closure-Survey/Question 11.6)**

## IN FIVE YEARS FROM NOW, TO WHAT EXTENT DO YOU EXPECT THIS URBACT APN PROJECT TO HAVE INFLUENCED POLICY, PRACTICE AND DEBATE IN THE CHOSEN INTERVENTION CONTEXT IN YOUR CITY?





03.

# REFLECTIONS ON KEY ASPECTS OF THE FINDINGS



## 03. REFLECTIONS ON KEY ASPECTS OF THE FINDINGS

This section of the Closure-Report comments and reflects on key aspects of the findings that matter for successful URBACT-projects.

### 3.1 Added Value – What is the overall URBACT-difference?

The first key theme to be teased out concerns the added value URBACT has provided to local policy making and local practice. Surely, if the results would be rather negative you would wonder whether this Programme is worth joining if you are representing a local council or local community. Relevant questions about the actual local value and impact have therefore been included in the closure survey. The largely qualitative feedback has been very useful in order to better identify what really makes a positive difference locally.

Asked about their personal 'highlight' on the almost 3-year long URBACT journey respondents offered a remarkable breadth of statements. What respondents regarded as project highlights differed considerably (FIGURE/TEXTBOX 3.1.1). Four themes can nevertheless be drawn out.

**FIGURE 3.1.1 (TEXTBOX): Illustrative Reflections/ Quotes concerning the 'Highlight' (most rewarding experience) during the URBACT-journey (Source: APN Closure-Survey/Question 2.2)**



**2.2 Please briefly state your personal 'highlight'; the most rewarding experience your city had during your URBACT journey:**

*The problems what we have in our regions are in one or other way quite similar problems.*

*URBACT E-university was both very inspiring and important for methodological capacity-building and "coaching" me as a ULG coordinator.*

*<CITY's>personal highlight was the small-scale action through which a section of our main boulevard had been pedestrianized for a weekend.*

*Kind, supportive partners that are open to sharing both the challenges and solutions to greenspace in their cities.*

*Exchanging experiences, good practices with a wide range of diverse cities and stakeholders in our transnational network. It was also fun the get to know them personally.*

*The study visits, in presence*

*Within the ULG we have some universities. We were able to take 2 students to a TNM and that represented their first-time travel abroad and by plane. As a project manager I consider this a success as it definitely was a life change experience.*

*On this journey, we encountered new challenges that none of us had control over. Corona virus pandemic, earthquakes, conflicts in Europe! Providing support, understanding, cooperation and exchange of good examples of practice and learning in terms of promoting the role that partner cities have in economic, environmental or social terms has the greatest value of this network.*

*The network helped to consolidate the local implementation of the housing first approach (long time experience presented by other cities of the network) and helped the ULG members to improve their knowledge about different solutions to eradicate functional homelessness.*

*The exchange between so-called 'more and less advanced' cities during our transnational meetings. My conclusion is that there is no such thing as 'more advanced' or 'less advanced'. There are so many things to learn regardless of your 'level of advancement'.*

*The most important thing was to work with an expert and look at the city without emotions, in order to look for solutions to the problem we came to the project with.*



*Capitalising on the pandemic by moving online brought significant learning to our city in a short period of time.*

First, URBACT projects leave a local mark. Chief impact may be the active **consolidation of local policy** or administrative approach, or a visible intervention in the city via, for example, a Small-Scale Action initiative.

Second, URBACT-processes **and support may foster beneficial Personal Development and skill acquisition**. Quotes are telling of the positive coaching role of the E-University and even the opportunity of university students to attend a Transnational Meeting elsewhere.

Third, **Co-learning** opens new spaces for understanding the world, and us, better and together. In this context we must not speak about more or less advanced cities; the new learning environment is a 360-degree space. The shift to digital engagement has now intensified learning processes and accelerated learning needs even further. One positive side-effect may be the proliferation of an expert-driven non emotional approach to solutions.

Fourth, and relatedly, **Learning happens in Partnerships**. The talk is about open partners who share, exchanging experiences across cities – ideally in presence – and promote the sharing of good examples, growing understanding and deepened cooperation. One very real effect for local teams is the conviction that ‘we are not alone (with our problems)’. Cities co-relate.

Summing up, the value of structured peer learning in trusted relationships has been definitely foregrounded here. This method not only fosters personal development and relationship building but leaves positive local legacies decision-makers, stakeholders and communities can built on.

A quite interesting topic to explore is **the way URBACT may foster innovation** and novel solutions to policy challenges. Answers to the survey question 11.3 reveal that the majority of the answers are in the ‘barely effective’ or ‘quite effective’. This is interesting but not totally surprising as innovation is a highly subjective topic and different in each country. If we look close at other survey findings though (e.g. SSA-feedback) we find that small-scale process innovation is in fact one of the great advantages that URBACT has in store for participants. This much needed quality has the strong potential to add a layer of creative policy making to urban governments and administration across Europe at the time when this characteristic is most needed.

Asked directly about the most immediately felt impact, or value, URBACT has provided locally, respondents, again, offered a **wide breadth of responses** (FIGURE/TEXTBOX 3.1.2). This fact alone illustrates the diverse and multiple effects of the URBACT framework. Three more specific messages can be singled out. First, local project officers referred to related benefits of awareness raising, city network creation, bringing together people and experts, closer cooperation and shared strategising. Second, URBACT fostered new ways of working together and confronting some unhelpful tendencies for ‘solo-thinking’, inward-looking and competition. Third and last, URBACT succeeds as process-oriented framework that does not promote often unhelpful output fetishism. Positive regarded in this respect are much needed innovation and testing aspects, the effects of presenting work to other and more structurally organised and shared problem-solving.

**FIGURE 3.1.2 (TEXTBOX): Illustrative Reflections/ Quotes concerning URBACT Added Value Locally (Source: APN Closure-Survey/Question 11.1)**



**11.1 Looking back at the last three years of URBACT project work, what has been the single most important point of Added Value to local policy, practice and discourse?**

*Forcing us to do participatory meetings allowed us to gain practice in engaging in internal cross-departmental meetings, and in facilitating meetings with groups of external stakeholders*

*Testing a new model in the field of the local funding policies for the citizens and NGOs working with the youth and education services*

*The most added value for the local policy context is raise awareness around the CSR concept with the participation of the municipality, the citizens and the companies to reach the objectives of the 2030 Agenda of the city*

*The ULG formed for the purpose of the project showed the residents of our city that they can*



*actively participate in solving problems concerning the development of our city*

*The power of cooperation and knowledge exchange, both at European and at Local scale*

*The new niche that we are working on. New vision. Action plan.*

*The project helped in building a strategy / specific policy document (IAP) that address food as a multidimensional and cross-sectoral issue.*

*We also have a new working group formed that will continue after the project. This group is very strong locally and it will have an impact on many levels in the future.*

*Many companies are results-driven, URBACT is process-focused. It promoted discussion between major stakeholders operating in the city*

*The biggest added value was the change in awareness in the approach to management and problem solving*

*The most important thing from the perspective of working on the project was the involvement of people from different backgrounds in the preparation of the IAP.*

*Having time and resources to try-out an idea, as SSA, and not being successful and fail is not wrong.*

*Creation of cooperation platform of municipalities*

*Sharpen your local policy through presenting it to others.*

*An externally funded project has acted as an initiative to prepare development plan for walking and public spaces*

*Thanks to the participatory approach, the concept of tourism has been completely rethought in a sustainable way.*

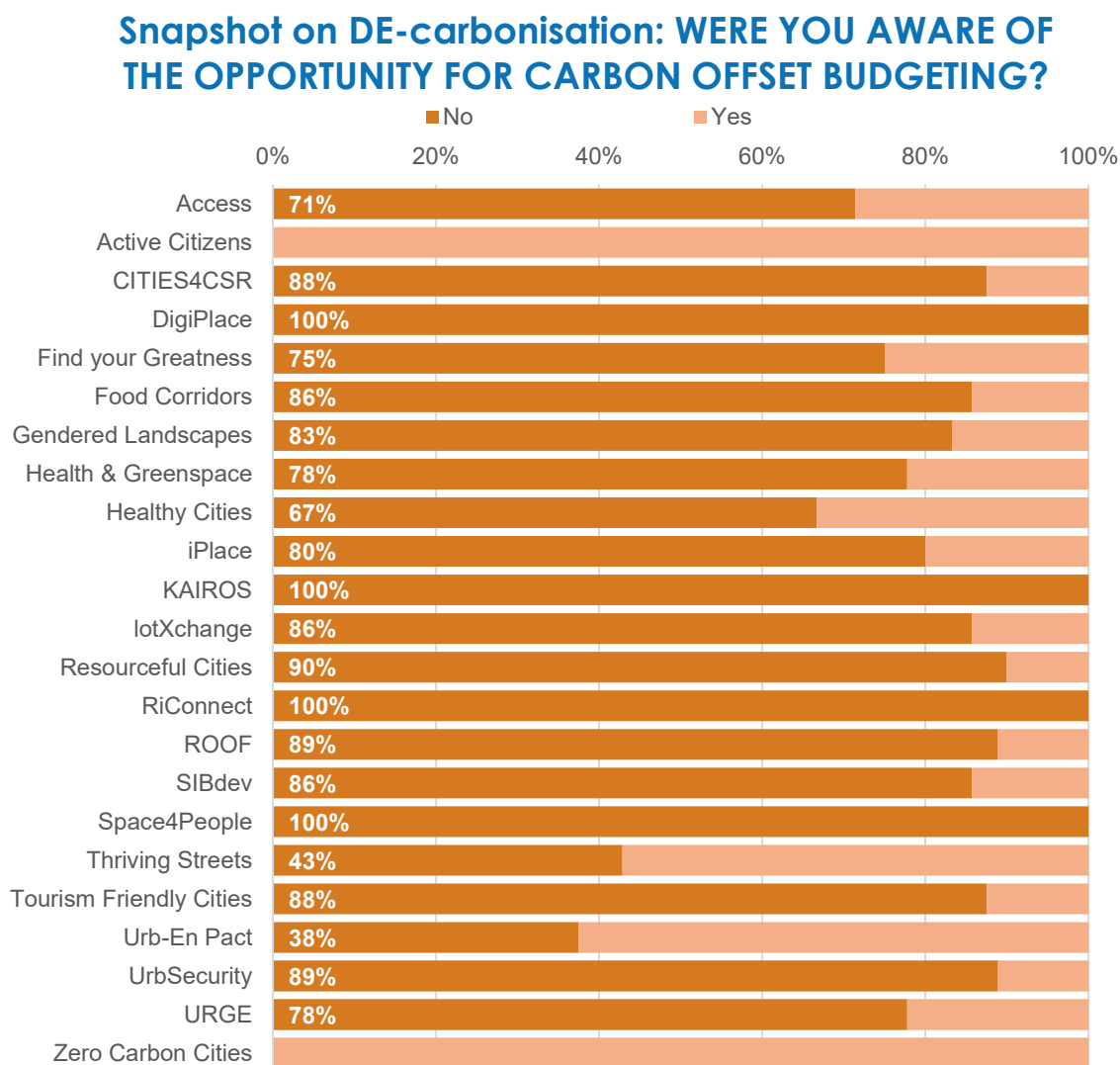
*The creation of an open and constant dialogue with local stakeholders who were previously involved only occasionally, only on specific issues and in a partial manner.*

A brief look at two figures in the sub-section 3.2 – Figure 3.2.1 (Expectations Met) and Figure 3.2.2 (Security of Funding) it becomes obvious that **cities from EU less developed regions achieve higher scores** that those cities in other EU Regions. Put differently, URBACT works well from a Cohesion Policy perspective that aims to help people and places in less prosperous locations.

Figure 3.1.3 shows that **De-carbonisation awareness can be promoted** via URBACT Action planning. While knowledge on Carbon Offset Budgeting has not circulated well yet across all networks in Call 2 more focussed efforts in the future are likely to pay off.



**FIGURE 3.1.3: Snapshot on De-Carbonisation (Source: APN Closure-Survey/Question 1.11)**



In conclusion, this sub-section collects and interprets Closure Survey answers that highlight what makes URBACT distinct and highly beneficial in respect to urban policy and practice. Without doubt there are many advantages that the Programmes’ processes, tools and support mechanisms offer to local project and stakeholder teams. If one attempts to build a discursive bridge across the diverse comments, then the key added value could be best described as the **strategic facilitation of structured peer learning in trusted relationships across borders, scales and sectors.**

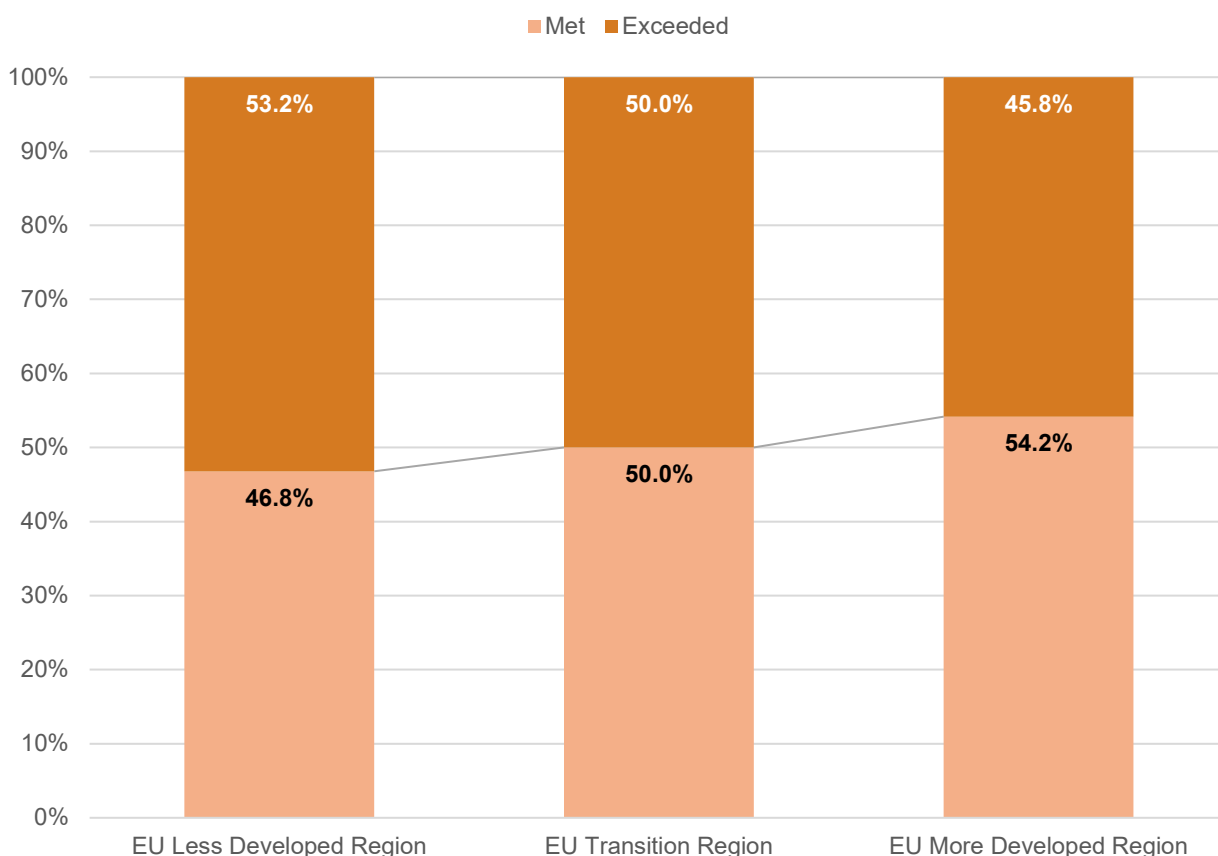
### 3.2 Which cities gain the most from URBACT?

The second theme for chapter 3 puts the spotlight on the actual cities. Which type of city – from a population and regional/income perspective – gains the most from participation. This question behind exploring direct city benefits via URBACT is not trivial. Because which cities obtain the most value from the URBACT-programme is important in terms of customising support and approaching the right audiences. It is foundational to URBACT, however, that not one type of city should be targeted in the future. Rather than qualitative feedback helpful statistical relationships have been explored in this section and will be presented visually including explanation.

A first way of approaching this question is to ask to what extent the URBACT network experience met local expectations against the three types of EU-regions according to economic income (EU More Developed Region/EU Less Developed Region/EU Transition Region). Two answers can be drawn out (FIGURE 3.2.1). First, the overall **relative distribution** across the three regional types is **relatively even**. This means that the type of region is not a strong marker of difference when it comes to met expectations. Nevertheless, a slight difference can be noted as **met expectations in less developed regions are higher** than in more developed regions. So URBACT does do well from a cohesion perspective and further targeting of cities in less developed regions should be promoted.

**FIGURE 3.2.1: Expected URBACT Network Experience for three EU region types (Source: APN Closure-Survey/Questions 2.1 and 1.4)**

### MET EXPECTATIONS by EU TYPE OF REGION

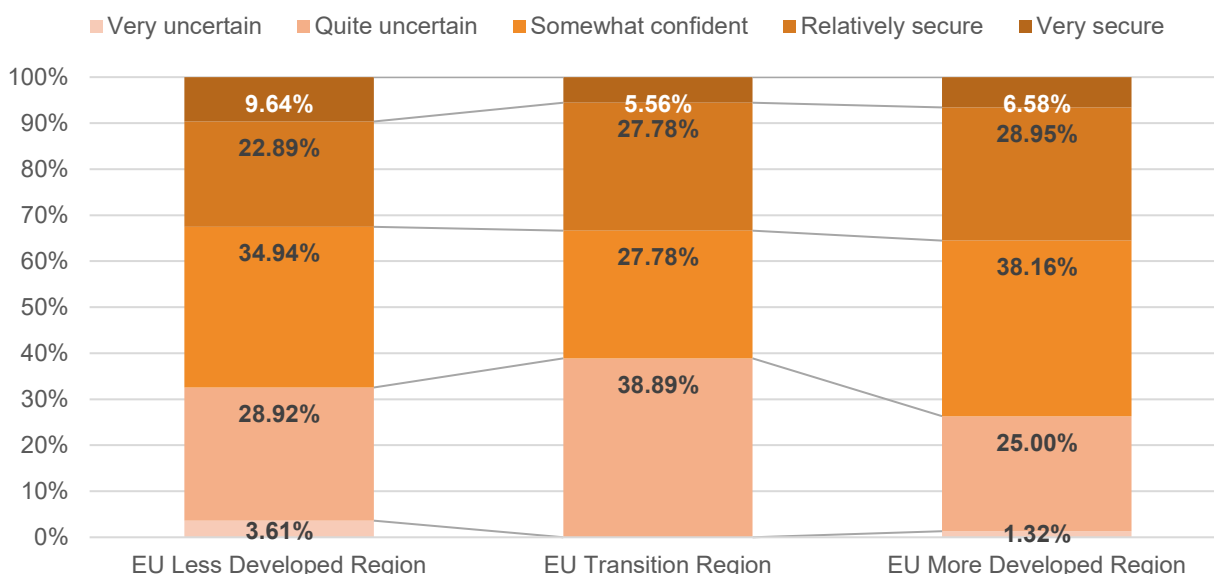


Another interesting angle to explore is which cities benefit the most from URBACT concerns funding. The question is how secure the resourcing and funding of actions for the three types of regions. Three messages can be derived from the data (FIGURE 3.2.2). First, there - again - is a **relative even split between different states of funding confidence** across the three regional types. Second, and zeroing in on the data, we find an intriguing result in that the EU **Less Developed Regions** feature the highest share of very secure funding. It is likely that this positive message is related to the fact that more funds are available there. Nevertheless, the results point to successful cohesion policy outcomes. Third, on the flipside, cities in the EU **Transition Regions** exhibit an unusually high share of quite uncertain funding. In conclusion, cities in the lower income region seem to derive some funding benefits from the URBACT-framework as well while cities in transition region struggle more. Cities located in **higher income regions** roughly fare as one would expect.



**FIGURE 3.2.2: Resourcing Security for planned Actions for three EU region types (Source: APN Closure-Survey/Questions 5.2 and 1.4)**

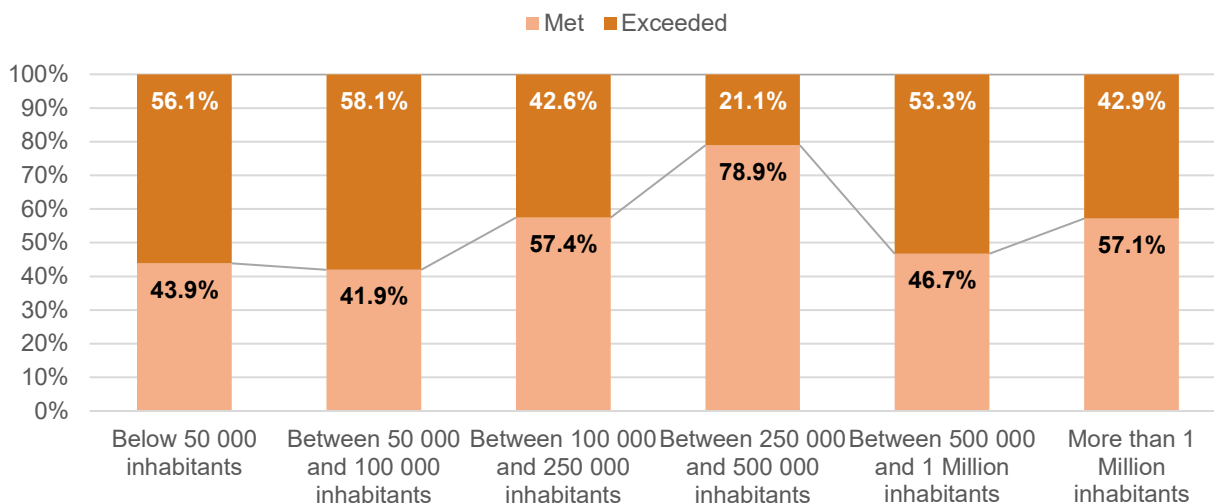
### RESOURCING by EU TYPE OF REGION



Cities cannot just be compared across prosperity levels but also in relation to population size. Here the question is how met project expectations correspond with different city sizes. Will we find noteworthy differences? The good news is that for all city sizes expectations have exceeded so some degree. FIGURE 3.2.3 reveals at least three further messages. First, and quite fascinatingly, it is **smaller cities** (up to 100 000 inhabitants) that seem to do best in relation to met and exceeded project expectations under URBACT. Second, and somewhat worryingly, it is the **cities in the middle** of the population size band (250 000 - 500 000 inhabitants) that are clearly least satisfied in this category in relative terms. Third, and consequently, tools, processes and support have to be customised more for smaller cities whereas reasons for the less positive results for medium sized cities are worth investigating. **Larger cities** (500 000 inhabitants and larger) perform on this indicator roughly as one would expect.

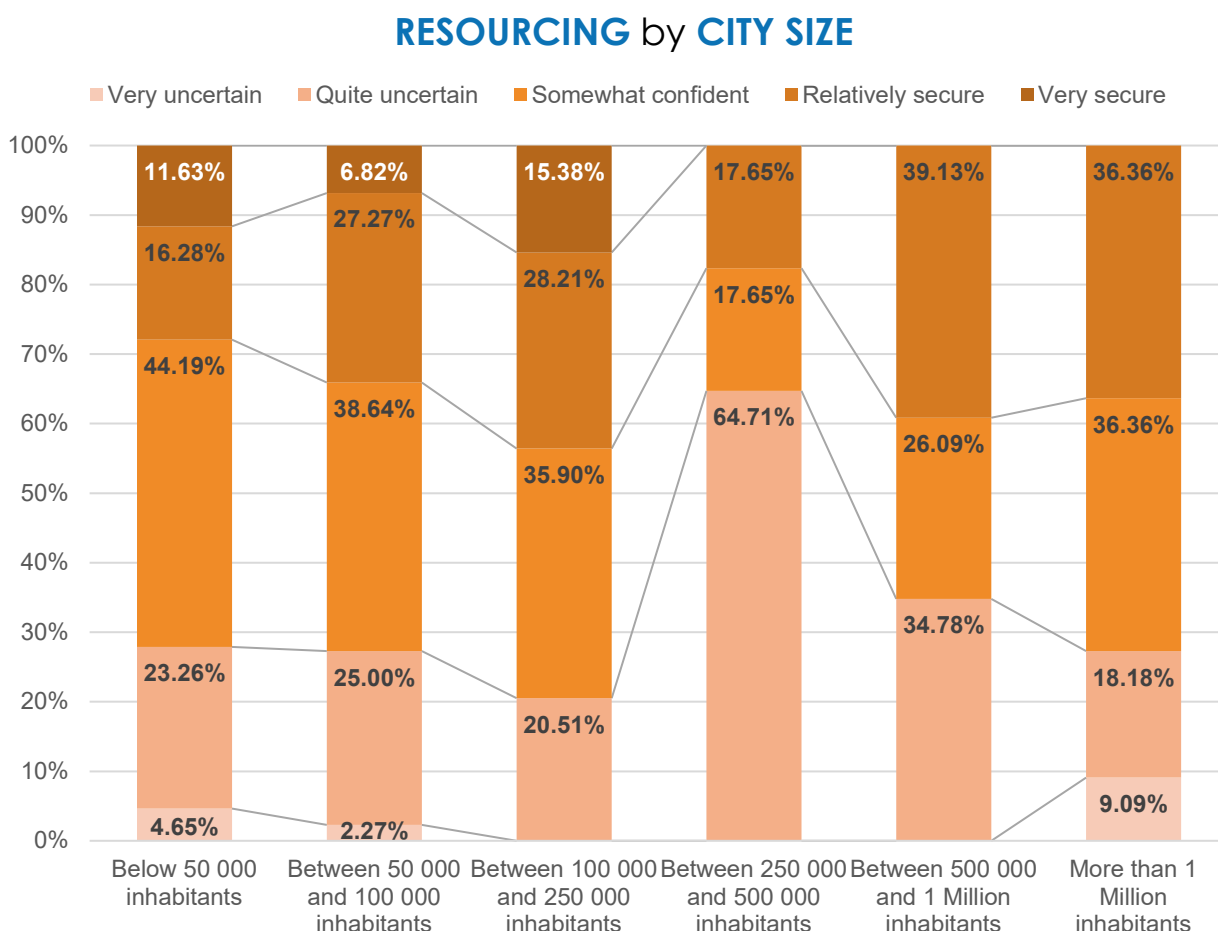
**FIGURE 3.2.3: Expected URBACT Network Experience for various City Sizes (Source: APN Closure-Survey/Questions 2.1 and 1.2)**

### MET EXPECTATIONS by CITY SIZE



Just as done before in relation to regional types, city size can be correlated with security of funding. At least four conclusions can be derived (FIGURE 3.2.4). First, **cities between 100 000 and 250 000** inhabitants fare the best overall. Second, **smaller cities** enjoy a noticeable share of **very secure funding**; a situation that does not apply to larger cities. Third, again there is a visible **‘resourcing gap’** for cities in the **250 000 – 500 000 population** segment. And fourth, larger cities appear to mirror smaller cities; with one significant difference. Almost 10% of funding for larger cities is considered very uncertain at the time of the survey response.

**FIGURE 3.2.4: Resourcing Security for planned Actions for various City Sizes (Source: APN Closure-Survey/Questions 5.2 and 1.2)**



How does **capacity-building relate to different city sizes**? Responses to this important question are not just interesting but confirm other findings in this report (FIGURE 3.2.5). Five relevant patterns can be identified. First, concerning *Integration* local capacity-building improved the most for very small cities (< 50 000 inhabitants) and very large cities (>1 Mill inhabitants); each scoring 1.2 points. Second, regarding *Action-Learning* very small cities gained the most (1.2 points) followed by small cities (50 000 – 100 000 inhabitants) and very large cities (1.1 points each). Third, on the topic of *Participation*, and mirroring Integration, very small cities and very large cities improved the most (1.2 points). Fourth, on *Transnational – Local knowledge transmission*, clearly very small cities benefited again the most (1.6 points). Very large cities, in contrast, because of a solid starting position, did not gain so much but reached an impressive absolute level at project end. Fifth, comparing the four capacity-building domains, the average level of competency which has increased the most is in the area of Transnational – Local knowledge flows while the average improvement scores for the other three domains are relatively similar. In sum: **very small and very large cities seem to gain the most from URBACT**, and URBACT’s unique point of difference at the nexus of **local and transnational processes** appears to pay off.

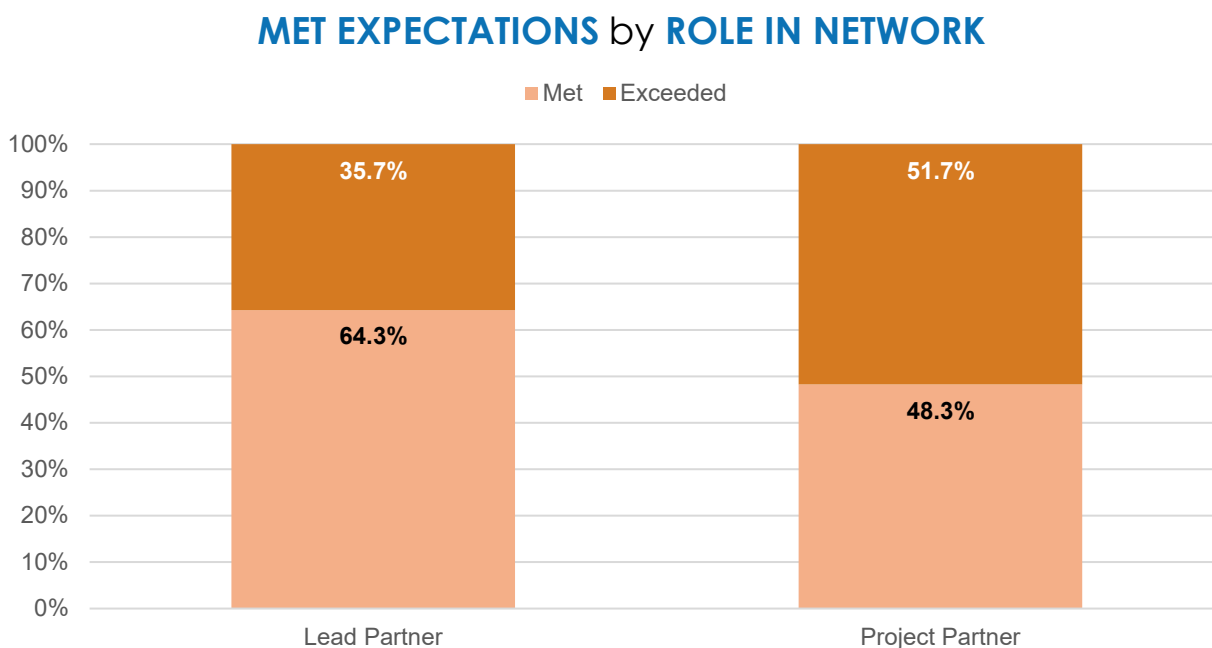
**FIGURE 3.2.5: Project Capacity Building on key URBACT-aspects for Various City Sizes (Source: APN Closure-Survey/Questions 6.4 and 1.2)**

## BEFORE/AFTER: CAPACITY OF YOUR CITY/INSTITUTION ON THE FOLLOWING ASPECTS OF THE INTEGRATED ACTION PLANNING by CITY SIZE



It may make a difference for cities whether they participate in URBACT as Lead Partner or as Project Partner. The survey asked to what extent the URBACT network experience met local expectations against this dimension of position/role in the network. A truly interesting message stands out (FIGURE 3.2.6). We find a quite **noticeable difference between Lead Partner and Project Partner in terms of met expectations**. Somewhat surprisingly, the latter are clearly happier than the former. This interesting finding invites questions about the possible reasons. Perhaps are the high Lead Partner ambitions at project start difficult to match? Or does the pressure to lead and perform take a certain toll? Or have COVID-19 related project adjustment had a stronger impact on Lead Partners? Whatsoever, a comparison to previous closure project findings may be conclusive! Thinking about future Lead Partner support, perhaps more dedicated and customised assistance has to be offered by the URBACT Secretariat, Experts on all levels and also the National URBACT Points.

**FIGURE 3.2.6: Expected URBACT Network Experience and Network Position (Source: APN Closure-Survey/Questions 2.1 and 1.7)**



In conclusion, this sub-section asked which types of cities reap the largest benefits of participating in URBACT Action Planning. The answer, in short, is that all cities do gain to some degree. A closer scrutinising look at data and comments, however, reveal that smaller cities - usually with limited resources and skills - in particular gain in a number of ways. Larger cities also benefit. Regional differences, in contrast, are much less pronounced.

### 3.3 Theme-Based Considerations and Thematic Clusters

Cities participating in URBACT are predominantly driven by a policy theme or topic that resonates with their needs, aspirations and/or current policy priorities. For the latest APN-round five thematic topic areas had been created by URBACT; *Inclusion* (3 APNs belonged to this thematic cluster), *Economy* (7 APNs), *Environment* (4 APNs), *Physical Urban Development* (6 APNs) and *Governance* (3 APNs). You find a full list of approved APN in Annex 2 and thematic clusters in Annex 3.

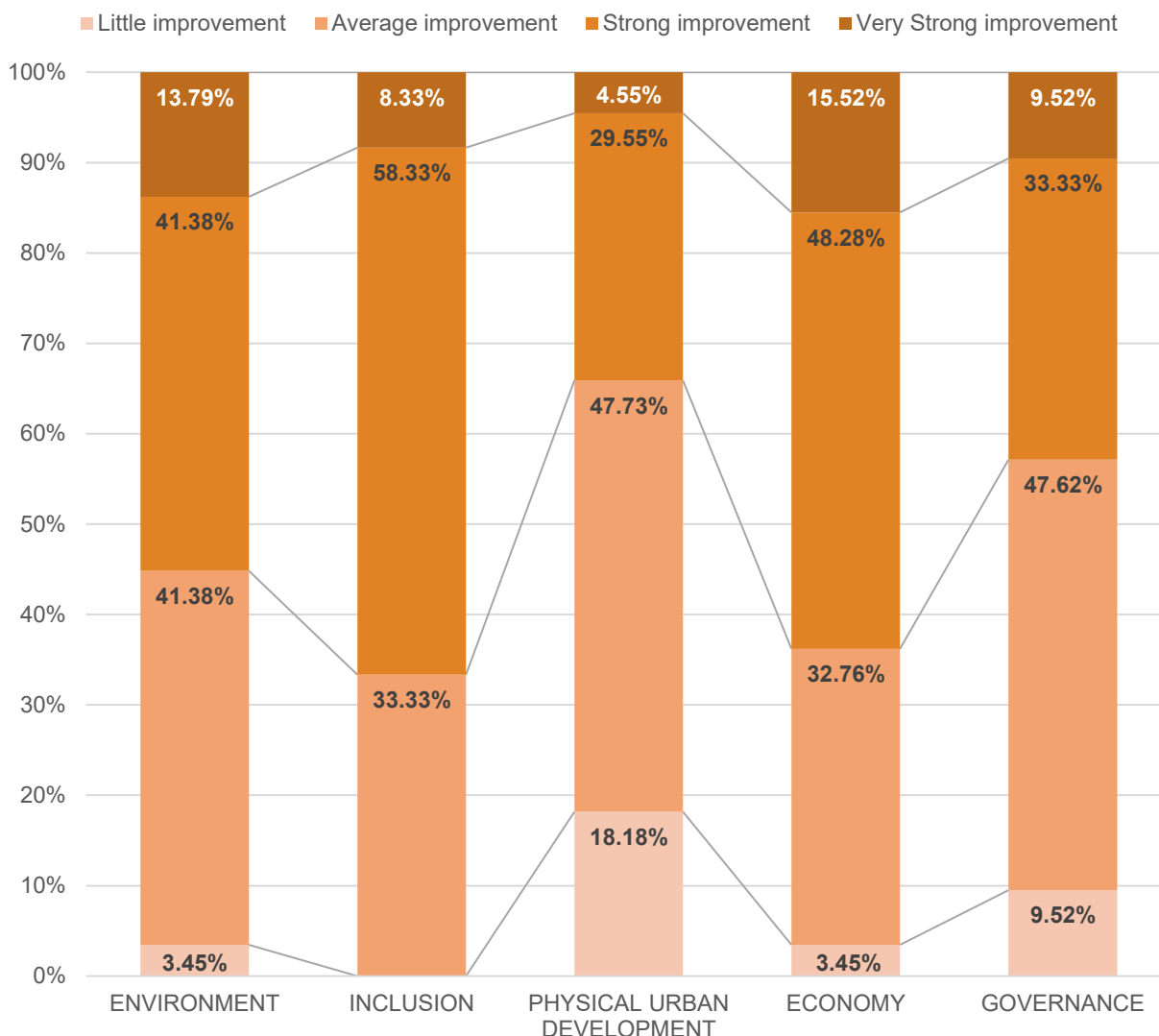
This sub-section of the APN Closure report presents survey data and its interpretation in relation to these five thematic clusters. The main interest lies in exploring to what degree URBACT project results and self-assessments can be meaningfully correlated to these five different thematic intervention domains.

FIGURE 3.3.1 reflects to what degree the expected **URBACT Network Experience** has been different, or not, for the five **URBACT thematic clusters**. Several messages can be obtained. Most importantly, the clearly highest levels of met expectations were achieved in two thematic clusters: *Inclusion* and *Economy*. The topic area of the *Environment* scored in the middle. Finally, the *Governance* cluster and in particular the one on *Physical urban development* are trailing behind. In fact, the physical urban development domain features a sizable share of the 'little improvement' segment.

Informed speculation on potential reasons may find that the *Inclusion* topic and the participation method may go very well together, that *Governance* often implies cultural shifts that are problematic to achieve in only several years, and *Physical urban development* – that chiefly relies on investment changes – also requires longer time horizons to have an impact. Whatsoever, the results open up interesting space for discussing partner and stakeholder expectation management across all governmental and geographical scales.

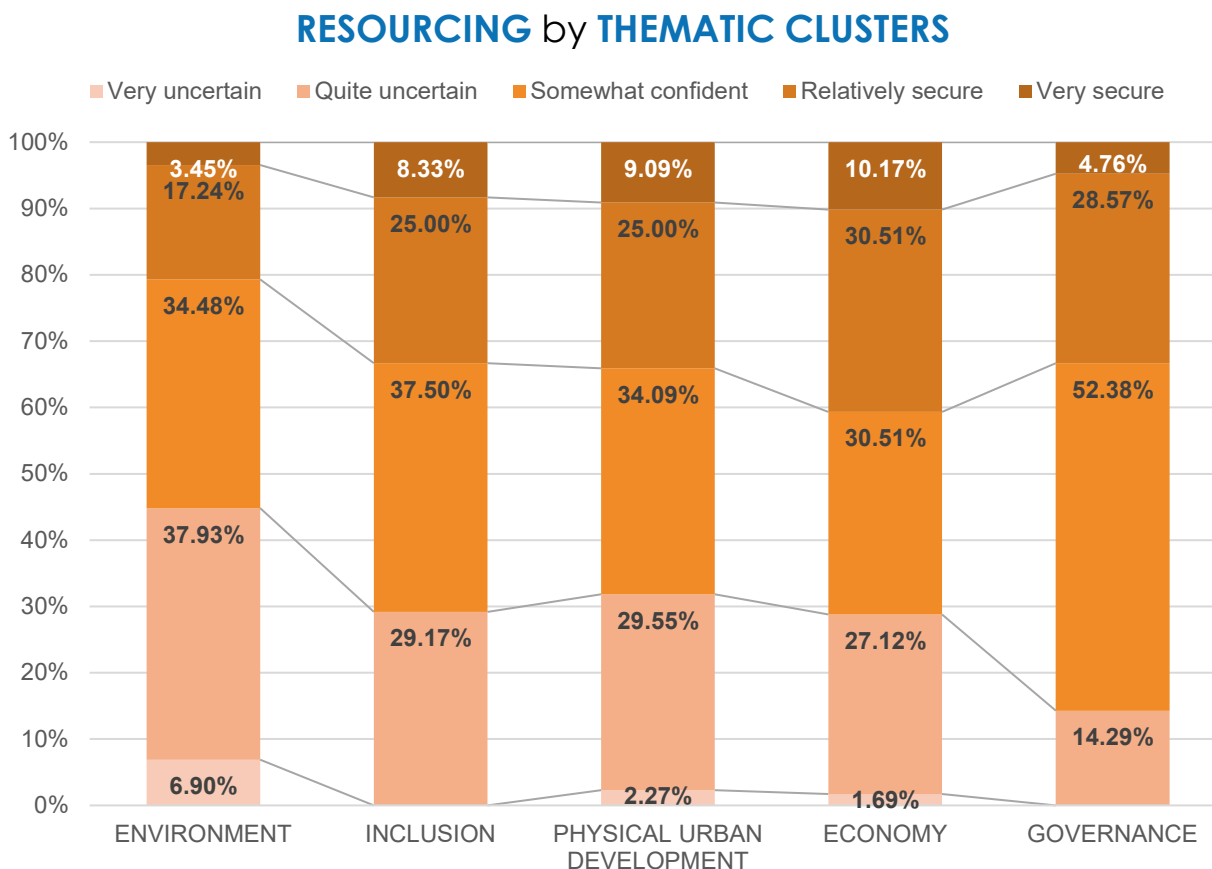
**FIGURE 3.3.1: Expected URBACT Network Experience for five URBACT Thematic Clusters (Source: APN Closure-Survey/Question 2.1)**

### MET EXPECTATIONS by THEMATIC CLUSTERS



This sub-section investigates the relationship between **Perceived Project Resourcing Security** across the **five thematic clusters**. Three evidence-based messages can be identified (FIGURE 3.3.2). First, APNs in the *Economy* thematic cluster are characterised by the highest share of very secure or and relatively secure resourcing prospects. Second, participants in the *Governance* thematic cluster report – with over 85% - a very good overall score for resourcing confidence. In contrast, APNs in the *Environment* thematic cluster feature the smallest share of very secure and relatively secure resourcing. In fact, it makes up only half of the Economy cluster’s share. Moreover, participants in this area also report a small but noticeable ‘very uncertain’ resourcing outcome. One of the potential reasons for these patterns may lie in the fact that the economic sphere is much better aligned to funding than the environmental, highlighting perhaps also direct implications of the European Green Deal.

**FIGURE 3.3.2: Resourcing Security for five URBACT Thematic Clusters (Source: APN Closure-Survey/Questions 5.2)**



The ultimate outputs of the URBACT APNs are the **Integrated Action Plans**. Survey question 4.1.1 invited respondents to provide feedback on the essence of IAPs. FIGURE/TEXTBOX 3.3.3 compiles interesting illustrative statements that allow some tentative interpretation. At least four findings are worth discussion here.

First, there usually is a **clear topic-focus in the IAPs**; emphasising the fact that URBACT participants are driven by the desire for particular theme-based interventions. The general scope in this context is rather broad with objectives, for example, on participation, awareness and efficiency. Second, we can identify particularly important but somewhat **generalisable traits**: the mix between hard and soft investments, the crucial role of the Lead Experts, the foregrounding of small-scale interventions, the longer than usual time horizon in the last APN-round and the multi-sector approach. Third, IAPs can fulfil a **variety of functions**. For example, they can be about updating of existing plans and strategies, or a process and document that fills a thematic or strategic gap, or a new institutional development such as a ‘Socio-Point’. Fourth, rather than the IAP itself it may be an IAP-side product, or side process, that may produce the most important piece of local innovation.

**FIGURE 3.3.3 (TEXTBOX): Illustrative Reflections/ Quotes on the Essence of the Integrated Action Plan (IAP) (Source: APN Closure-Survey/Question 4.1.1)**



**Survey Question 4.1.1 Please put in a short statement what you regard as the essence of your Integrated Action Plan (IAP)**

*The essence of our IAP is to improve health in the city through different actions, e.g. greening the city, healthy lifestyle for children at schools, water management and climate adaptation, zero-emission logistics*



*Bradford's Integrated Action Plan will focus on developing the use of active travel in the community, as a way to develop a healthier lifestyle.*

*To raise awareness, enhance efficiency, promote citizen participation and create smart demand-driven services with the help of new technology such as the Internet of Things and open data-based services*

*The overall objective of IAP Šibenik is to develop a sustainable urban development program for the Old Town of Šibenik*

*Our integrated action plans combine city strategy and actors. It looks further into the future than our existing plans*

*We have commissioned a separate guidelines document that functions as an appendix at our IAP but is in fact the most practical template to use for further decision making*

*The Metropole Rouen Normandie's Integrated Action Plan is an updated version of the Climate and Energy Plan. It contains the recent topics that had not been developed in the Climate and Energy plan, especially mobility and industry.*

*The essence of our IAP is the multi-sectorial approach towards different communicative channels and the involvement of different Municipality's department*

*The five-pillar method created by the KAIRÓS Lead Expert has allowed to solidly structure all IAPs and thus to work among partners on a common level and wavelength.*

*The essence of our IAP is a reflection of the gaps in our local economic ecosystem to make it more dynamic and relevant for the local context*

*The combination of "hard" and "soft" actions included in our IAP*

*The essence of our IAP is the establishment of the info point "SOCIO POINT", which will act as an entry point to support long term unemployed and long-term recipients of social transfers*

*Integration and symbiosis of cultural entrepreneurs, entrepreneurship and different generations*

*The essence is the input of the ULG and the useful tools.*

*Embedding cultural engagement processes and best practice, foregrounding small scale/equity lead best practice*

In the same way the essence and core functions of the IAPs have been assessed before, the same exercise will be undertaken here for the associated tool of the **Small-Scale Actions**. What kind of feedback have we received? Analysing the compiled list of exemplary answers (FIGURE/TEXTBOX 3.3.4) one - again - cannot but acknowledge how broadly this new tool has been interpreted and put to use locally. There undoubtedly exist a **wide range of SSAs showing the diversity in approaches and experimentations** across all networks. It is also telling, and encouraging, that both hard and soft interventions have been pursued. The quotes from the respondents illustrate, for example, an SSA-focus on new measures, a concern with workshops, dedicated campaigns and training as well as small technological solutions that usually are closely aligned with the respective thematic network direction. Yet the SSA-function is not just about thematic progress but is also useful for keeping the ULGs engaged, testing social approaches such as collaboration and integrative work as well as raising awareness on important matters.

**FIGURE 3.3.4 (TEXTBOX): Illustrative Reflections/ Quotes on the Essence of the Small-Scale Action (SSA) (Source: APN Closure-Survey/Question 4.7)**



**Survey Question 4.7: The Small-Scale Action (SSA) has been a new URBACT tool. In a short statement, what has been done in your city in the SSA category?**

*City of Zadar installed Air Quality Monitoring Device that measure air quality parameters because tourism has a great impact on air quality in the town due to high traffic pressure.*

*Installing meteo & environmental data sensors in Jelgava Local Municipality.*





*"Improving urban safety in the Reverence Park". It aims to develop cost-efficient and climate-neutral public lighting: using solar LED streetlamps together with the additional soft activities.*

*A circular economy guide has been prepared for entrepreneurs and SMEs.*

*The concept of small-scale actions was helpful in keeping ULG-members involved and committed.*

*Dubbed "The Schoolyard Composting Corner", the SSA aimed to raise awareness of the importance of composting in urban areas and encourage circular practices through hands-on and educational activities.*

*The ULG in partnership with the 'Engage' art project, agreed on the installation of an art piece. This installation of an art piece in a laneway with a particularly negative perception.*

*Cycle of trainings (webinars, workshops) stimulating implementation of nature-based solutions in the city.*

*A clean up action with stakeholders combined with a small neighbourhood party to draw attention on the litter issue in the neighbourhood.*

*Tailored Publicity Campaigns through social media, radio and posters...*

*Digital tool that provides up-to-date information to the local community regarding food companies and producers which share common values about healthy and ethical food.*

*Testing a collaborative model for a Circular Resource Centre in the Trosterud District of Oslo.*

*Creating an application to monitor people in a homelessness crisis.*

*The Small-Scale Action Plan consists of series of public surveys and a public engagement campaign*

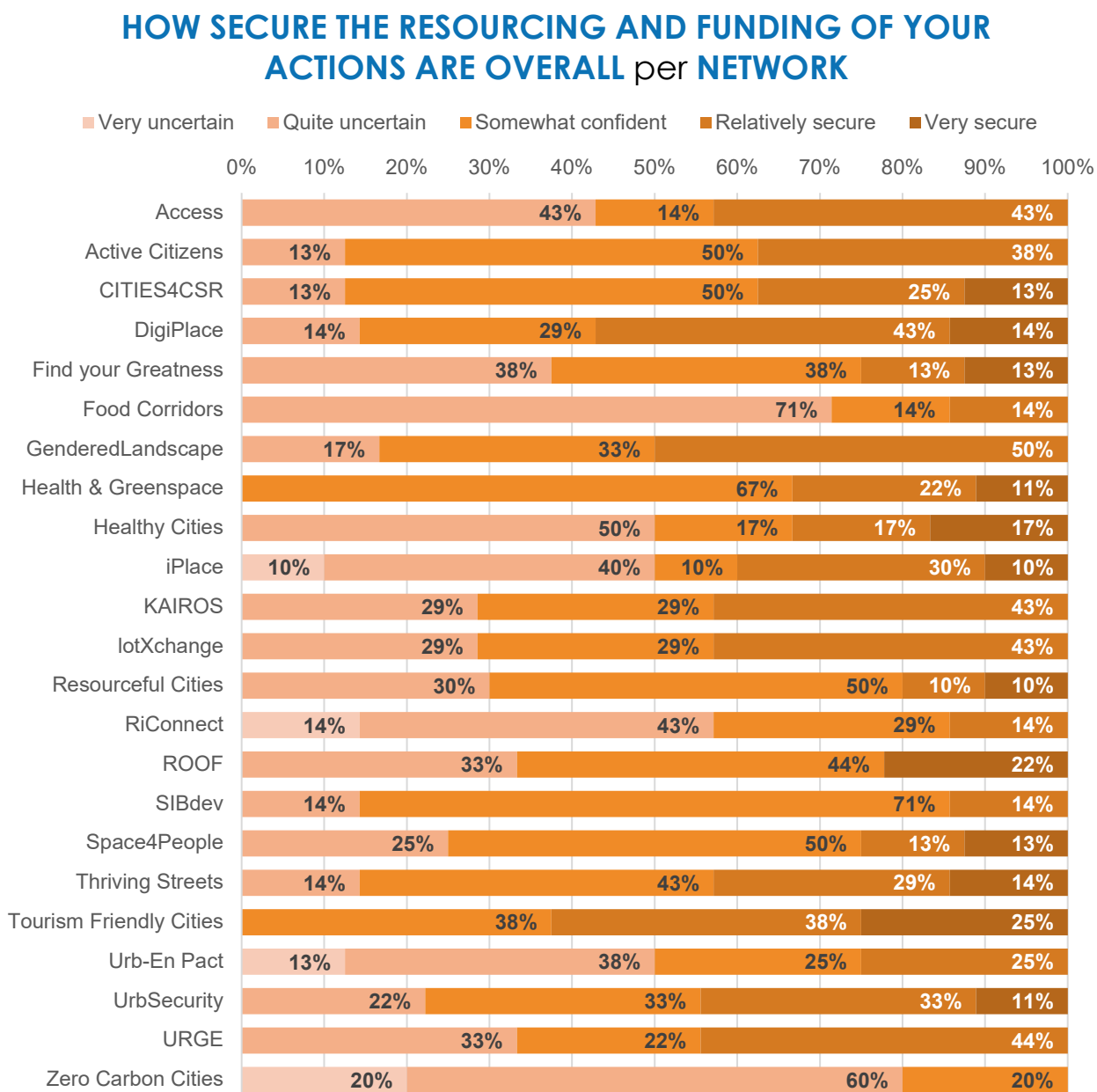
*Estimating the overall carbon footprint of building construction in the city of Tampere.*

It can be reasonably expected that thematic project framings, or **intervention themes**, matter for how easily funding sources can be unlocked. FIGURE 3.3.5 highlights how secure participants - separated for each network - consider their URBACT- funding prospects. Confirming the before stated assumption, networks exhibit quite different confidence levels concerning funding their planned actions.

The **most secure funding prospects** were stated by the APN *Tourism Friendly Cities* (ECONOMY Thematic Cluster) with 63% combined very secure and relatively secure funding, including 25% very secure funding. The APN *DigiPlace* (ECONOMY Thematic Cluster) with 57% and 14% respectively features strongly too. The APN *Gendered Landscapes* (GOVERNANCE Thematic Cluster) achieved 50% on the combined score but no partner reported very secure funding prospects.

On the other end of the APN field lies the APN *Zero Carbon Cities* (ENVIRONMENT Thematic Cluster) with neither very secure nor relatively secure funding prospects. **Funding challenges** have also been encountered by the APNs *Food Corridors* (ENVIRONMENT Thematic Cluster), *RiConnect* (PHYSICAL URBAN DEVELOPMENT Thematic Cluster) and *SIBdev* (GOVERNANCE Thematic Cluster) – all with reported 14% relatively secure funding. We need to understand better how certain intervention topics relate to funding prospects and draw conclusions from it for more effective guidance and support.

**FIGURE 3.3.5: Security of Resourcing Planned Actions for Individual Networks (Source: APN Closure-Survey/Question 5.2)**



On cautious reflection, **economic topics** seem to have it easier to attract funding than themes such as environmental themes for example. It may also matter how new, innovative and radical an approach is; wisdom says the more **outside the mainstream** the harder to finance. Some **‘cultural-attitudinal’ topics** – for example in the area of Governance – may not need to connect to finance so much because the main objective is to change cultural attitudes and assumptions about how to engage. It would be really interesting to collect data on the actual funding outcomes per network in, say, 2-3 years.

In conclusion, this sub-section evaluated the Closure Survey findings from a thematic point of view. Using the initially used five clusters of topics as key reference - *Inclusion, Economy, Environment, Governance* and *Physical urban development* – it was, for example, found that project partners’ expectations were best met in the two former topic areas. Overall, relevant and appealing topics trigger motivation and actions that can make a difference. Thematic guidance will therefore remain an important task for URBACT-experts and support tool construction.

### 3.4 Understanding Persistent Barriers for URBACT-Project Success

The final sub-section of section 3 of this report is concerned with understanding what stands in the way of effective URBACT-project progress and success. In other words, it asks where the **persistent barriers** are that negatively impact on local URBACT Action Planning and thus reduce value and impact creation. Relevant obstacles have been chiefly identified by direct questions asked to survey respondents. Problematising this kind of constructive critical feedback does not aim to just criticise but to point to process, methodological and institutional improvements in the name of better achieving local potentials for desired transformations.

At the end of the Survey section 9 respondents were given the chance to provide further comments on the theme barriers and unsatisfying project progress. FIGURE/ TEXTBOX 3.4.1 shows a small number of additional statements. Project officers mention the **silos based URBACT work mode**, the **difficulty of combining meaningfully the communication with citizens as well as companies** and that more guidance is needed on the **alignment between local and transnational levels**. Again, reference is made to the ULG leadership where **ULG-coordinators** can be overloaded with work and expectations. In this regard it is suggested that more ULG-members should attend events of the URBACT-Secretariat. Another point raised is the **difficulty of aligning broad EU/URBACT objectives with local strategies and practices**. An already familiar topic is the shortage of human resources. What is needed are better or more appropriately skilled and proactive staff members with enough time available for URBACT-work.

**FIGURE 3.4.1 (TEXTBOX): Illustrative Reflections/ Quotes on further comments on Section 9 (Navigating Barriers and Confronting Underperformance) (Source: APN Closure-Survey/Question 9.4)**



#### 9.4 Any further comment, suggestion or recommendation regarding Section 9:

*Decision-making was rather open and integrated; however the work-mode was very much silo-based.*

*The communication with the citizens and the companies requires an added effort to gather these two in a common discourse.*

*ULG co-ordinator performs many other core functions for the Municipality, which can at times impact effectiveness.*

*It is necessary to involve more the ULG members in the events organized by the Secretariat like the URBACT E-University, not restricted to the ULG coordinator.*

*Most of the barriers are internal barriers, not URBACT barriers. That said, it may be helpful to get more guidance (toolbox?) in aligning the local and transnational level.*

*From our perspective, EU-level and URBACT objectives are quite broad and sometimes they are difficult to align with local strategies and practices.*

*It is important to consciously prepare a large number of better or more appropriately skilled and proactive staff with enough time available for due dedication to the project development.*

Yet, the most constructive and generative feedback has been collated via survey question 9.2. Respondents were asked directly about what – in their eyes – constitutes the biggest weakness in the URBACT APN logic and framework. In order to group quotes easier according to meaning colour-coding has been used for FIGURE/TEXTBOX 3.4.2. The colour-coding key is as follows: Plum: **Local urban policy and political issues**, Blue: **Financial and resourcing issues**, Green: **Project Management, methodological and facilitation issues**, Purple: **Cultural and contextual barriers**, Grey: **Philosophical underpinnings and assumptions**, Orange: **Expertise, human resources and skill issues** and Brown: **Unexpected disruptions and contingencies**.

Results illuminate the **great diversity of constructive critical responses**. These highlight multiple areas for reflection and perhaps process improvement. The colour coding helps to identify seven anchor topics that may help to constructively structure and better interpret this feedback. Surely, the fact that all colours appear

repeatedly means that improving URBACT processes is a comprehensive undertaking without easy, quick fix answers.

**FIGURE 3.4.2 (TEXTBOX): Key Perceived Weakness of the URBACT Framework (Source: APN Closure-Survey/Question 9.2)**



**Survey Question 9.2: OPTIONAL: On reflection, which part of the URBACT APN logic and framework constitutes the weakest link for achieving better local outcomes? Please shortly explain:**

*There is an assumption that the IAP will be main action plan on the topic, but usually there are already specific wider or longer-term plans for the areas in consideration, it would be better to figure out how to include them from the outset, instead of working on something parallel*

*The URBACT journey is very intense and the different steps defined can be in conflict with local priorities (institutional or associations) and sometimes key stakeholders cannot attend meetings.*

*Civil servants are left on their own, not enough pressure on the political part to support the project.*

*The financial part of the project - the signed budget was very low and also the SSA was therefore hard to implement.*

*Our ULG reported the uncertainty in terms of the funding for the IAP they designed.*

*Digital webinars are a lot, too long and almost not useful for the IAP*

*URBACT framework is ...sometimes a bit strict and designed towards 'ticking the boxes'. This will sometimes conflict with the local context or with the characteristics of the policy challenge at hand. For example, if a partner focusses on the business side of the policy challenge.*

*All the responsibility for knowledge sharing is left on one person - the ULG coordinator. Most ULG members do not have the time to participate at transnational meetings, URBACT e-university and so on. URBACT "language", methods and tools are not necessarily so easy to grasp for someone not familiar with or attending URBACT events.*

*Try to promote dialogue between several players of the city, in order to break with some of the stigmas of the past.*

*The transnational / local link is complicated (more -synthetic- material translated into French) could help (or an active role of the NUP).*

*I would say 'only planning': this is why I believe SSAs should be included in the APN logic and framework*

*Restricted access to the City Festivals: It would be productive to bring potential stakeholders to these meetings.*

*We also struggled to recenter the ULG on the outcome the IAP, instead of the SSA.*

*The feeling that the URBACT projects come from "very far away" and have no real impact on real life*

*Language barrier is also a reality and the translation budget is not enough (very few ULG members speak English).*

*The municipality as a leader. Recently in a partner city we saw how a more "servant leadership" type of style, where the municipality supported local groups rather than trying to lead them, had very impressive results.*

*The URBACT APN logic is based on an ideal structure that however in reality is very difficult to be properly delivered.*

*URBACT APN framework tries to „force” change on local level with a top-down approach by trying to promote bottom-up initiations that are usually voluntary. This can create lower motivation for the long run from ULGs side, as with these soft projects is hard to address real local needs.*



*Monitoring of IAP outcomes due to lack of capacity (especially dedicated staff) beyond project  
COVID restrictions and the solely digital exchange events  
Risk mitigation*

Particularly interesting topics include: the **relationship of the IAP to other local strategies** in this intervention field, the fact that the **URBACT method is perceived as too strict**, too top-down and removed from local realities and that the **role of municipality is too simplistically** and one-dimensionally **constructed**. Respondents also comment on **funding constraints** and **event participation limits**, the **constraint role of the ULG-coordinator**, the **alignment of SSA and IAP**, the **lack of monitoring infrastructure** as well as the existence of a **language barrier** and also translation budget constraints.

In conclusion, this sub-section problematised the existence of persistent barriers that stand in the way of maximising URBACT project success and impact. Survey respondents commented on a wide range of issues, tensions and inconsistencies they encountered. While no summarising statement would give justice to the breadth of sympathetic and constructive suggestions for improvements offered by them, the grouping of feedback in seven (colour-coded) categories may help to systematically turn them into strategies for future improvements.





04.

# RECOMMENDATIONS FOR FUTURE URBACT ACTION PLANNING



## 04. RECOMMENDATIONS FOR FUTURE URBACT ACTION PLANNING

This section of the Closure-Report provides suggestions and recommendations for improved URBACT Action Planning in the future.

### 4.1 Head Recommendation Area A: Promote proven URBACT-Principles for improved urban policy and practice

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This set of recommendations aims to foster important and transformative URBACT- principles that have already shown its potential to inform positive local change:

- 01.** Further build on the very positive feedback on achieved outcomes on **Integration, Participation and Action-Learning**. Provide stronger emphasis on vertical integration and 'hard-soft' integration, ongoing strong stakeholder participation as well as more expertise-guided Action-Learning.
- 02.** Foreground and foster more of the relational qualities that evidently achieve synergetic change and transformation: **Dialogue, Cooperation and Trust-Building**.
- 03.** Boost comprehensive and strategic **Co-Learning**. Strongest capacity-building happens across the **transnational-local** transmission point. Also important: Expert-Practitioner learning interfaces and leaders - citizens exchange and cooperation mechanisms.
- 04.** Emphasise Testing, Trialling and Innovating. URBACT APNs do well when networks' and cities' local journeys enter into uncharted territory. Further promote this type of **path-finding experimentation**.
- 05.** From bold envisioning of transformations to **shared capacity-building** to get there together. Support this crucial local partnering work by exploring effective ways to create lasting value together.

### 4.2 Head Recommendation Area B: Maximise and customise the URBACT Added Value for networks, cities and local actors

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This type of recommendation aims to further strengthen and customise what URBACT does already well for cities:

- 01.** Build on the **excellent reputation** of the Programme. Participants' feedback speaks of overwhelming support for the URBACT direction, methods and guidance. It produces cohesion through shared practice.
- 02.** Review how to **customise support for each city type**: small cities gain the most from URBACT-participation, and larger cities benefit too. More thought and work should go into supporting mid-sized cities.
- 03.** Review how to **customise support for cities located in different EU-regions**: while cities in **less developed regions** gain significantly URBACT should help cities across all geographies.



04. Consolidate and build on the outstanding **URBACT support infrastructure**: Expertise, friendliness and methods are perceived assets for success. Yet National URBACT Points (NUPs) could move more centre-stage in APN support.
05. Fine-tune proven URBACT '**process-outputs**' that make a difference. Place SSAs more centrally, and introduce funding considerations earlier, in the Action Planning process. Be mindful of valuable side-products and side-effects of the planning process.
06. Important **new practices with direct effects on desired urban transformations** such as Carbon Offset Budgeting should be more strategically promoted by URBACT.

### 4.3 Head Recommendation Area C: Mobilise Topics and Intervention Areas that matter for lasting local impact and new practices

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These recommendations speak to the thematic topic areas that chiefly motivate urban decision-makers and stakeholders to participate in URBACT:

01. Pay attention to the **mobilising and motivating effects** of intervention themes. Changed understandings, improved practices and better fitting institutions often emerge on the side. Foster **awareness and understandings** on important new topics and challenges.
02. Capitalise more on the URBACT-advantage of structuralising valuable novelty in respect to thinking, approaches and practices. This makes for a key resource in **bottom-up and everyday innovation** that can have positive cumulative effects for many.
03. Further facilitate **robust data foundation building** for better informed local decision-framing and decision-making in scientific urban policy fields.
04. Be smart how to provide **theme-specific guidance and support** in relevant areas such as problem definition, solution idea generation and enlarging funding possibilities without necessarily creating more tools.
05. Suggestions for **revised thematic clusters** for the new APN-round that merge older and new priorities: (1) Diversity, Inclusion and Equity (DIE), (2) Environment/Green Cities, Climate-safe and Healthy Cities (ECH), (3) Smart, Foundational and Strategic Infrastructure (SFS), (4) Economy, Built Environment, Strategy and Branding (EBESB) and (5) Governance, Culture and Resilience (GCR). Colour-coding may ease use and circulation.

### 4.4 Head Recommendation Area D: Confront persistent Barriers for URBACT-Project Success

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Survey responses identified key aspects of why some URBACT-projects in Call 2 did not achieve their full potential. Recommendations addressing frequently named barriers are grouped here into seven 'issue' areas:

01. **Local urban policy and political issues**: Better manage local priority mismatches and political risks (lack of champions, election freeze etc.). Increase understanding of specific municipal leadership styles (that may also diverge from the URBACT-philosophy).
02. **Financial and resourcing issues**: Plan for earlier engagement with resourcing questions, help capacity-building for funding applications and strengthen the case for cross-sector co-financing.

- 03. Project management, methodological and facilitation issues:** Broaden ULG-leadership teams where needed, provide for effective positioning of IAP and SSA in local strategic ecosystems and further reduce ‘ticking boxes’-like procedures.
- 04. Cultural and contextual barriers:** Help to understand difference of place and culture, provide inter-cultural leadership training and focus on tackling stifling language barriers (for IAPs, training events etc.).
- 05. Expertise, human resources and skill issues:** Problematise this important intervention aspect, co-develop project-specific skill-strategies (e.g. roles, change-over procedures, motivational incentives) and customised expertise strategies in order to complement practitioners’ knowledges.
- 06. Responding to contingencies and unexpected disruptions:** Foster comprehensive risk-awareness and build increasing capacities in prevention and mitigation planning. Promote project team self-assessment by co-developing ‘project mirror’ and ‘navigator functions’.
- 07. Philosophical underpinnings and assumptions:** Turn ‘soft’ URBACT-projects into proud legacies, test hidden project assumptions and consider URBACTs geo-political responsibility anew in times of crisis and war.

## 4.5 Head Recommendation Area E: Re-think and fine-tune URBACT Stakeholder Engagement for the post-pandemic Era

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This set of recommendations focuses on one of the true programme assets of URBACT - the engagement side:

- 01. Create Hybrid Engagement Futures in URBACT.** We need in-presence meetings for trust, depth and motivation. And we need digital meetings for efficiency, scale and novelty. Let’s co-design effective engagement formats for times where carbon footprint reduction is pivotal for sustainable futures.
- 02. Help to maintain interest in participation** and avoid the mid-project ‘slump’ in stakeholder motivation.
- 03. Build on the fast URBACT facilitation infrastructure:** Expand and promote methods where value is created – including ‘Thinking Hats’ for ideas (generative thinking), b) stakeholder self-assessment (cohesion, motivation) and c) Funding bids (project follow-up resourcing).
- 04. ‘Break-up’ silos:** Horizontal integration is both greatest URBACT-benefit and hardest task for local actors. Let us work more strategically on fostering cooperation across different policy areas and departments in participating cities.
- 05. Strengthen URBACT-communication and outreach with funders and the public.** Objective is to find the right contacts, look for shared aspirations and customise evidence-based and mobilising messages that circulate well.

## 4.6 Head Recommendation Area F: Articulate and proactively approach Cross-Cutting Themes that count for local Success

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This set of recommendations confronts important cross-cutting themes that deserve more attention in the next URBACT APN-round:

01. Be more explicit about the **URBACT Philosophical Basis** that underwrites success: bottom-up developments, the virtue of learning together, problem-solving via dialogue-settings and others.
02. Re-appraise the **ULG-leadership** question and acknowledge the **ULG-Municipality Relations** has foundational to project progress and success.
03. From 'Dilemma to Opportunity': Help cities to have the right and sufficient **Human Resources and Skills** available to fully deliver on URBACT-objectives.
04. Explore the full potential of **Municipal Procurement** as one strategy to directly influence the local changes we want.
05. Promote four topics that will matter more in the future: **Decarbonisation, Digitalisation, Equity and Gender**.

## 4.7 Head Recommendation Area G: Pursue desirable URBACT-Action Planning

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The last set of recommendations concerns - given important contemporary trends - various vital dimensions of how URBACT Action planning futures may look like:

01. **Effective Hybrid Transnational and Local Engagement:** Make the most of traditional and digital engagement formats.
02. **Context-sensitive planning:** Take each place seriously; its history, culture, relations and local conditions.
03. **Strategic local 'objectification':** Support networks to move effectively from vision and need to objectives, plans and actions.
04. **Facilitative Leadership:** Good facilitation is not enough – combine strong leadership with putting URBACT tools to good use across a fertile Lead Partner – Lead Expert Axis.
05. **Risk-responsive Action Planning:** Help cities to plan in and for a new world where disruptions and uncertainty are commonplace.
06. **Soft Planning for our European Funding Moment:** Solidify and scale soft transformations in order to maximise the benefits of increasing European funding opportunities.

# 05. **CONCLUSION**



## 05. CONCLUSION

This CLOSURE SURVEY ANALYSIS REPORT analysed the closure survey results from 173 Lead Partners and Project Partners across the 23 Action Planning Networks that make up CALL 2. Qualitative and quantitative analysis and interpretation allowed specific findings and patterns to be both shown both graphically and in-text formats. The responses and their interpretation help to build a robust evidence base and grow a solid understanding of the URBACT experiences, perceptions and suggestions from the level of the city practitioners' perspective across participating countries.

The findings and recommendations of this APN 2 Closure Report will help URBACT to build on what has been achieved already in order to improve future activities, processes and support mechanisms. Moreover, the results of this report will inform various URBACT analytical and decision-making processes aimed at building the best possible foundations for the next Action Planning Round beginning in 2023. Focusing on the strategic Action Planning dimension of urban policy and practice this Report thus constitutes an important milestone of development and refinement for one of the main pillars of the URBACT programme.





# ANNEXES



# ANNEXES

## Annex 1. Survey questionnaire

### SECTION 1: GENERAL INFORMATION: YOUR CITY AND YOUR URBACT NETWORK

*Section 1 seeks to gather some general information about you, your city, your country and the number of times you have participated in an URBACT-network. Of equal interest is information about your affiliation with the current URBACT APN community; in particular in relation to your network, its structure, size and coherence. Final concern is with the uptake of the new instrument of 'Carbon Offset budgeting'.*

#### 1.1 Please name the city you are representing.

#### 1.2 How many inhabitants live in your city?

More than 1 Million inhabitants	<input type="checkbox"/>
Between 500 000 and 1 Million inhabitants	<input type="checkbox"/>
Between 250 000 and 500 000 inhabitants	<input type="checkbox"/>
Between 100 000 and 250 000 inhabitants	<input type="checkbox"/>
Between 50 000 and 100 000 inhabitants	<input type="checkbox"/>
Below 50 000 inhabitants	<input type="checkbox"/>

#### 1.3 Please select the country your city is located in.

< CHOOSE THE COUNTRY IN THE LIST >

#### 1.4 Please place your city according to the typology of EU regions.

EU More Developed Region	<input type="checkbox"/>
EU Less Developed Region	<input type="checkbox"/>
EU Transition Region	<input type="checkbox"/>

#### 1.5 How often has your city participated in an URBACT-network; including your current participation?

	1	2	3	4	5 or more
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 1.6 Which URBACT APN are you participating in?

Access	<input type="checkbox"/>	Resourceful Cities	<input type="checkbox"/>
Active Citizens	<input type="checkbox"/>	RiConnect	<input type="checkbox"/>
CITIES4CSR	<input type="checkbox"/>	ROOF	<input type="checkbox"/>
DigiPlace	<input type="checkbox"/>	SIBdev	<input type="checkbox"/>
Find your Greatness	<input type="checkbox"/>	Space4People	<input type="checkbox"/>
Food Corridors	<input type="checkbox"/>	Thriving Streets	<input type="checkbox"/>
Gendered Landscapes	<input type="checkbox"/>	Tourism Friendly Cities	<input type="checkbox"/>
Health & Greenspace	<input type="checkbox"/>	Urb-En Pact	<input type="checkbox"/>
Healthy Cities	<input type="checkbox"/>	UrbSecurity	<input type="checkbox"/>
lotXchange	<input type="checkbox"/>	URGE	<input type="checkbox"/>
iPlace	<input type="checkbox"/>	Zero Carbon Cities	<input type="checkbox"/>



**KAIROS**

1.7 Which role do you perform in your network?

**Lead Partner**  **Project Partner**

1.8 What was the top 2 reasons why you joined your network?

	Please choose (between 1 and 2 choices)
Relevant and interesting topic	<input type="checkbox"/>
Prospect of transnational co-learning journey	<input type="checkbox"/>
Positive past track record in EU-level participation in city	<input type="checkbox"/>
Affiliation with URBACT-brand and methods	<input type="checkbox"/>
Persuasion from other cities and stakeholders	<input type="checkbox"/>
Attractive financial/funding incentive	<input type="checkbox"/>
Opportunity for pan-European travel and networking	<input type="checkbox"/>
Other	<input type="checkbox"/>

1.8.1 If other, please specify:

1.9 How many cities are currently participating in your network?

Please choose	5	6	7	8	9	10
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.10 On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you rate the appropriateness of some key characteristics of your network?

	1	2	3	4	5
Partnership size	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mix of experienced/new partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Geographical mix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network topic coherence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Network vitality and energy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duration (almost 3 years; two stages)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.11 Were you aware of the opportunity for Carbon Offset budgeting during the current URBACT APN round?

**YES**  **NO**

1.11.1 If you answered 'yes' above, did you use the budget for particular activities?

**YES**  **NO**

1.11.2 If you answered 'yes' above, what did you do?

1.11.2 If you answered 'no' above, what were the key barriers and challenges related to the use of this available carbon offsetting budget?

1.12 What would you recommend or suggest in terms of better promoting this carbon off-setting budget opportunity for green urban actions in the future?



Any further comment, suggestion or recommendation regarding Section 1:

## SECTION 2: YOUR URBACT JOURNEY: EXPERIENCES, EXPECTATIONS AND EFFECTS OF TRANSNATIONAL CO-LEARNING

Section 2 of this survey seeks to capture the main aspects of your URBACT journey, in particular your experiences, how your expectations have been met and the effectiveness of the transnational co-learning framework for improving city practises, policies and outcomes.

2.1 To what extent has the URBACT network experience meet the expectations you had at the time of applying to/joining this URBACT network? Please choose:

My expectations have not been met	My expectations have been met	My expectations have been exceeded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2 Please briefly state your personal 'highlight'; the most rewarding experience your city had during your URBACT journey:

2.3 Reflecting on your URBACT journey, please rate the importance of key criteria to the URBACT project success on network level on a sliding scale of 1 to 5 (with 1 being 'not important' to 5 being 'very important'):

	Not important	Barely important	Quite important	Important	Very important
Project leadership, energy and commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political and administrative buy-in/resourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project awareness and communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relational qualities and trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Negotiation and conflict resolution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project skills, capacities and capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adaptation abilities and risk mitigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3.1 If other, please specify:

2.4 On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you rate the usefulness of key aspects of Transnational Exchange and Transnational Learning?

	Very poor	Poor	Quite good	Good	Very good
Overall assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transnational Meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Visits / Site Visits /Study Tours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Peer-Review processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
One-to-One processes (e.g. check-up-calls)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expert input/Master classes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Exchange with other URBACT networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other – please specify:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5 On a sliding scale of 1 to 5 (with 1 being ‘very little’ and 5 being ‘very strong’), how effectively has URBACT Transnational Exchange and Learning improved local practices and processes in your city? Please choose:

No improvement	Little improvement	Average improvement	Strong improvement	Very strong improvement
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6 On a sliding scale of 1 to 5 (with 1 being ‘very poor’ and 5 being ‘very good’), how do you rate the direct benefits of the URBACT Method for your city?

	Very poor	Poor	Neither poor nor good	Good	Very good
Transformed approach to stakeholder engagement and local participation in decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved cross-departmental cooperation within the municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved shared sense of understanding of local context and policy challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved thematic knowledge and understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Greater community awareness of problems and potential options for solutions/actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stronger evidence base to underpin policy and plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political support and/or official approval of Integrated Action Plan at local level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Funding/Resourcing strategies, in some cases secured funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any further comment, suggestion or recommendation regarding Section 2:

### SECTION 3: URBACT LOCAL GROUP (ULG) AND PARTICIPATORY APPROACH

*Section 3 of this survey explores key dimensions of the URBACT Local Group. Of particular interest are your reflections on group composition, governance, work mode, key stakeholder relations, and crucially, benefits and barriers concerning participation and inclusion.*

3.1 Please select the average size of your URBACT Local Group (ULG):

	Under 5	5-10	10-15	15-20	More than 20
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2 Could you state the exact ULG-size in the final project phase?

3.3 Of which, please specify the number of female:

3.4 Of which, please specify the number of male:

**3.5 What, from your perspective, would be the single most important factor for achieving a more gender-balanced ULG composition?**

**3.6 Which of the following institutions/stakeholders have been represented in your ULG?**

	Please choose
Elected members of governing body in your city	<input type="checkbox"/>
Municipal/local authority staff	<input type="checkbox"/>
Representatives of other tiers of Government	<input type="checkbox"/>
Managing Authorities, Local Public Agencies	<input type="checkbox"/>
Businesses, SMEs, Employers	<input type="checkbox"/>
Public and Private Utilities/Infrastructure Providers	<input type="checkbox"/>
Universities, Research Centres	<input type="checkbox"/>
Potential Funders	<input type="checkbox"/>
Associations, NGOs, Advocacy Groups	<input type="checkbox"/>
Residents, Community Groups, Policy Beneficiaries	<input type="checkbox"/>
Media / Social Media Influencers	<input type="checkbox"/>
Other	<input type="checkbox"/>

3.6.1 If other, please specify:

**3.7 What governance model have you chosen for your ULG?**

	Please choose (only 1)
Uniform One-Group model	<input type="checkbox"/>
Core Group – Broader Group	<input type="checkbox"/>
Core Group – Smaller Subgroups	<input type="checkbox"/>
Core Group – Temporary Working Groups	<input type="checkbox"/>
Other	<input type="checkbox"/>

3.7.1 If other, please specify:

**3.8 How do you rate your success in retaining (keeping motivated and active) ULG-members?**

	Please choose (only 1)
Very low retention rate	<input type="checkbox"/>
Low retention rate	<input type="checkbox"/>
Satisfactory retention rate	<input type="checkbox"/>
High retention rate	<input type="checkbox"/>
Very high retention rate	<input type="checkbox"/>

**3.9 On a sliding scale of 1 to 5 (with 1 being ‘strongly disagree’ and 5 being ‘strongly agree’, to what extent do you agree with the following statements about your ULG?**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
ULG coordinator has lead the group well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ULG has been dynamic and innovative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest in URBACT intervention has been	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



<b>maintained</b>					
<b>Expectations and conflicts were managed well</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Skills and resources were adequate</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Relationships have been trustful and effective</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Integrated Action Planning and Small Scale Actions were well aligned</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Transition to digital engagement happened smoothly</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.10 How would you assess the quality, alignment and effectiveness between your ULG and your City-Leadership?

	Please choose (only 1)
<b>Misaligned and/or friction-rich</b>	<input type="checkbox"/>
<b>Relatively disjoined, at arms-length, and/or with two speeds</b>	<input type="checkbox"/>
<b>Somewhat beneficial to both</b>	<input type="checkbox"/>
<b>Productive working relationship</b>	<input type="checkbox"/>
<b>Strongly aligned and synergetic</b>	<input type="checkbox"/>

3.11 How could the ULG-Municipality relationship in your city be improved in the future?

3.12 On a sliding scale of 1 to 5 (with 1 being 'highly unlikely' and 5 being 'highly likely'), how likely is it the ULG in your city will continue to work together in some sort of form? Please choose:

Very unlikely	Unlikely	Neither unlikely nor likely	Likely	Very likely
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.12.1 If you chose 4 or 5 above please answer: In what form will the governance body be set up?

	Please choose (only 1)
<b>As a pilot experiment with a limited lifetime</b>	<input type="checkbox"/>
<b>As a separate structure (e.g. NGO)</b>	<input type="checkbox"/>
<b>As a new permanent addition to the local government apparatus</b>	<input type="checkbox"/>
<b>Integrated in an existing body of the local government apparatus</b>	<input type="checkbox"/>
<b>Don't know yet</b>	<input type="checkbox"/>
<b>Other</b>	<input type="checkbox"/>

3.12.2 If other, please specify:

**Any further comment, suggestion or recommendation regarding Section 3:**

## SECTION 4: INTEGRATED ACTION PLAN(NING) AND SMALL SCALE ACTIONS

Section 4 of this survey covers key aspects of local Integrated Action Planning; a process leading to the production of the Integrate Action Plan (IAP) as quintessential URBACT output. Besides exploring outcomes, outputs, milestones and processes the survey explores how the new URBACT-tool of Small Scale Actions has been put to practice, and with what effects.

4.1.1 Please put in a short statement what you regard as the essence of your Integrated Action Plan (IAP):

4.1.2 ...and what the greater vision is behind your IAP:

4.2 What is the foreseen timeframe/lifespan of your Integrated Action Plan?

	Please choose (only 1)
Up to 1 year	<input type="checkbox"/>
Between 1-3 years	<input type="checkbox"/>
Between 3-5 years	<input type="checkbox"/>
Between 5-10 years	<input type="checkbox"/>
Beyond 10 years	<input type="checkbox"/>

4.3. Has your Integrated Action Plan been adopted for implementation, or endorsed, by the governing body in your city?

	Please choose (only 1)
Unlikely that it will be approved / endorsed in its current form	<input type="checkbox"/>
Don't know if it will be approved / endorsed in its current form	<input type="checkbox"/>
Not approved yet but will be approved/endorsed in near future	<input type="checkbox"/>
It is currently in process of approval /endorsement	<input type="checkbox"/>
Yes, fully approved/endorsed	<input type="checkbox"/>

4.4 Reflecting on your Integrated Action Planning PROCESS, please assess the performance and usefulness of individual tasks/steps on a sliding scale of 1 to 5 (with 1 being 'very weak' and 5 being 'very strong'):

	Very weak	Weak	Neither weak nor strong	Strong	Very strong
Problem definition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Common vision of change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Setting objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Defining actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SMART-test for actions (e.g. SSAs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Results and output indicators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Check on integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resourcing and funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk analysis, prevention and mitigation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4.1 If other, please specify:

4.5. Reflecting on the level of difficulty experienced by our stakeholders, how do you rate the work and complexity involved in the achieving the following IAP-milestones? Please tick one box for each milestone:

	Rather Difficult	Neither Difficult Nor Easy	Rather Easy
IAP Roadmap	<input type="checkbox"/>		<input type="checkbox"/>
IAP Draft	<input type="checkbox"/>		<input type="checkbox"/>
IAP Peer Review	<input type="checkbox"/>		<input type="checkbox"/>
IAP Implementation	<input type="checkbox"/>		<input type="checkbox"/>
IAP Resourcing	<input type="checkbox"/>		<input type="checkbox"/>
IAP Dissemination	<input type="checkbox"/>		<input type="checkbox"/>

4.6 Reflecting on the level of progress towards integration, how do you rate the success rate so far?

	N/A	1 No progress	2 Limited Progress	3 Satisfactory progress	4 Significant progress	5 Highly significant progress

<b>Vertical integration:</b> cooperation across all levels of government and local actors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Horizontal integration:</b> cooperation across different policy areas and departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Territorial integration:</b> cooperation between neighbouring municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Resources integration:</b> between 'hard' (physical) and 'soft' (social) investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.7 The **Small Scale Action (SSA)** has been a new URBACT tool. In a short statement, what has been done in your city in the SSA category?

4.8 Please specify **up to 3 SSA-benefits** for the URBACT-journey in your city:

4.9 How effective have you been in **integrating the SSA** into the overall Integrated Action Planning process in your city?

	1 Poorly	2 Somewhat	3 Satisfactory	4 Quite Well	5 Very Well
<b>Please choose</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.10 How likely is it that your city will **continue to work with an integrated approach** in your policy area in the future? PLEASE CHOOSE on a sliding scale of 1 to 5 (with 1 being 'highly unlikely') and 5 being 'highly likely'):

Very unlikely	Unlikely	Neither unlikely nor likely	Likely	Very likely
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Any further comment, suggestion or recommendation regarding Section 4 (SSA, IAP, etc.):

## SECTION 5: RESOURCING AND FUNDING YOUR ACTIONS

*Section 5 of this survey explores the important topic of how the IAP-actions will be funded and resourced. This is not just about which stakeholder puts in what kind of resources but also how local funding need can be aligned with national and pan-European funding streams, and how funding requirements can be customised to fit the particular objectives of funding agencies.*

5.1 Please state **the total amount of investment needed for the IAP.**

euros

5.2 Please assess **how secure the resourcing and funding of your actions is overall?**

Very uncertain	Quite uncertain	Somewhat confident	Relatively secure	Very secure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Please choose

5.3 Reflecting on the resourcing of your actions, please rate the importance of resourcing mechanisms for your URBACT project on a sliding scale of 1 to 5 (with 1 being 'not important' to being 'very important'):

	1	2	3	4	5
Financial Resources/ Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-Kind/Voluntary contributions (e.g. time)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical contribution (space, material etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge and Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to Networks and Decision Makers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3.1 If other, please specify:

5.4 Reflecting on the sources for resourcing your actions, please rate the relevance of those sources on a sliding scale of 1 to 5 (with 1 being 'not important' to 5 being 'very important'):

	Not important	Barely important	Quite important	Important	Very important
Own Municipal Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Government Resources/Programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European Structural and Investment Funds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Other European programmes (e.g. Life, Horizon Europe etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Financial Institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Financial Institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public and Private Foundations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-Funding/Partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crowdfunding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.5 Reflecting on the geographical scale for accessing funding, please rate the importance of those scales on a sliding scale of 1 to 5 (with 1 'being not important' to 5 'being very important'):

	Not important	Barely important	Quite important	Important	Very important
Local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Global	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.6 Have you been/are you in touch with the Managing Authorities of Cohesion Policy funds in your country?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

5.7 Have you applied/Will you apply to Cohesion Policy or European Structural and Investment Funds?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

5.7.1 If yes, please select the funds concerned:

ERDF	<input type="checkbox"/>
ESF	<input type="checkbox"/>
Cohesion Fund	<input type="checkbox"/>
European Agricultural Fund for Rural Development (EAFRD)	<input type="checkbox"/>
European Maritime and Fisheries Fund (EMFF)	<input type="checkbox"/>

5.8 From your experience, what key suggestion would help to improve adequate and timely resourcing of URBACT actions:

Any further comment, suggestion or recommendation regarding Section 5:

## SECTION 6: THREE C'S FOR IMPACT: COMMUNICATION, CAPITALISATION AND CAPACITY BUILDING

*Section 6 of this survey confronts the question to what degree the URBACT project in your city at local level achieved impact via Communication, Capitalisation and Capacity Building. This section thus measures central aspects of overall project effectiveness.*

6.1 Assessing the overall impact of your project, how do you rate the achieved impact in the following domains on a sliding scale of 1 to 5 (with 1 being 'very weak' and 5 being 'very strong')?

	1	2	3	4	5
Awareness raising on topic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding on topic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved local policies and/or governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Methodological improvements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhanced institutional frameworks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Piloting new practices and approaches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strengthened stakeholder relationship building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alignment of stakeholders behind vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved measurability of envisaged change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation on European level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.1.1 If other, please specify:

6.2 Assessing the communication impact of your project, how do you rate the achieved impact?

	1 Unsatisfactory	2 Limited Effectiveness	3 Satisfactory	4 Effective	5 Highly effective
Internal – municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External – stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Key decision makers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizens in your city	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
European urban community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Potential funders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communities of Practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2.1 If other, please specify:

6.3 On a sliding scale of 1 to 5 (with 1 being 'not at all useful' and 5 being 'very useful', how useful were the following communication tools in communicating your partner activities?

	Not at all useful	Barely useful	Quite useful	Useful	Very useful
URBACT social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT blog	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT Newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT printed publications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National URBACT Point facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.3.1 If other, please specify:

6.4 On a sliding scale of 1 to 5 (with 1 being 'weak' and 5 being 'excellent', please assess the capacity of your city/institution on the following aspects of integrated action planning BEFORE and AFTER your city/institution took part in URBACT:

BEFORE URBACT Participation

	Weak	Somewhat weak	Mediocre	Good	Excellent
Integrated Approach to urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participatory Approach to urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Action-Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transnational – Local Knowledge Flows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AFTER URBACT Participation

	Weak	Somewhat weak	Mediocre	Good	Excellent
Integrated Approach to urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participatory Approach to urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Action-Learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transnational – Local Knowledge Flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.5 Please assess the capacity of your city/institution on the following general aspects BEFORE and AFTER your city/institution took part in the URBACT:

BEFORE URBACT Participation

	Weak	Somewhat weak	Mediocre	Good	Excellent
Vertical integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Horizontal integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Territorial integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Hard' (physical) and 'Soft' (social) Investment integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fund and resource the urban strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Manage participative/co-design processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading a local multi-stakeholder group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detailed action planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use thematic knowledge/understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Become aware of potential solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure efficient project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**AFTER URBACT Participation**

	Weak	Somewhat weak	Mediocre	Good	Excellent
Vertical integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Horizontal integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Territorial integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
'Hard' (physical) and 'Soft' (social) Investment integration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fund and resource the urban strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manage participative/co-design processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leading a local multi-stakeholder group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detailed action planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use thematic knowledge/ understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Become aware of potential solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ensure efficient project management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.6 Please assess to what extent the below URBACT measures contributed to the change in capacity of your city/institution in integrated action planning and participatory approaches:

	No contribution	Low contribution	Average contribution	Significant contribution	Pivotal contribution
URBACT Local Group (ULG)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transnational Exchange	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IAP-Review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expert Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(Digital) City Visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programme Support (e.g. E-University, Webinars)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT-Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT-Toolbox	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT-City Festivals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National URBACT Points	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.6.1 If other, please specify:

6.7 Did participation in URBACT induce other change in how your city/institution develops and implements sustainable urban strategy?

- Yes  
   No

6.7.1 If yes, please briefly describe this change:

6.8 To what extent have external factors outside of URBACT measures (e.g. EU programme participation, internal staff training etc.) facilitated the change in capacity of your institution? Please choose:

No extent	To minor extent	Somewhat	Strongly	Very Strongly
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□ □ □ □ □

### 6.9 What were these external factors?

6.10 On a sliding scale of 1 to 5 (with 1 being 'not at all' and 5 being 'very strongly') to what degree has URBACT facilitated capacity building in digital exchange/collaboration in your municipality in the following areas?

	Not at all	To minor degree	Somewhat	Strongly	Very strongly
General familiarity with digital tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Video Calls and Video Meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Platform use and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital city visits and site visits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digital meeting organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hybrid and Blended meeting organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Digital Whiteboards (e.g. Miro)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of Digital writing tools (e.g. Google Docs)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.10.1 If other, please specify:

Any further comment, suggestion or recommendation regarding Section 6:

## SECTION 7: MANAGING RISKS AND BUILDING RESILIENCE

*Section 7 of this survey explores the seemingly ever more important issue of risk management and associated prevention and mitigation measures. The ultimate goal is to build resilient URBACT project designs that can weather the external and internal disruptions that so powerfully characterise our age.*

7.1 On a sliding scale of 1 to 5 (with 1 being 'very low' to 5 being 'very high'), assess the importance of confronting particular risks for the success of your URBACT project:

	Very low	Low	Neither low nor high	High	Very high
Political and Prioritisation Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and Management Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources /Skill Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship and Communication Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Perception/Reception Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Disruptions /Extreme Event Risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.1.1 If other, please specify:

7.2 **OPTIONAL:** On the basis of your project risk assessment, have there been prevention measures, and/or mitigation measures taken or foreseen that confront key risks? If yes, please explain briefly:

7.3. In one short final statement, what matters most in terms of future proofing your URBACT-project?

Any further comment, suggestion or recommendation regarding Section 7:

## SECTION 8: ASSISTING INTERVENTIONS: URBACT TOOLS, GUIDANCE AND SUPPORT

Section 8 of this survey explores the URBACT support infrastructure, tools and methods designed to help municipalities and stakeholders to succeed. Your honest answers will also help to improve support structures and processes in the future.

**8.1 Providing an overall assessment; how effectively has URBACT organisation and its people, tools and processes been able to support your local URBACT journey?**

	1 Not much	2 Somewhat	3 Satisfactory	4 Quite well	5 Strongly
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8.2 On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you assess the quality of the support infrastructure provided by URBACT to ensure adequate guidance and support?**

	1	2	3	4	5
URBACT Secretariat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programme Experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lead Experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ad-Hoc Experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National URBACT Points	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-URBACT External Expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8.3 On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you assess the quality of the services provided by the URBACT Secretariat regarding the following aspects?**

	N/A	1	2	3	4	5
Thematic Guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Methodological Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility of support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Timeliness of responses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of support provided by staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of interaction / Approachability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Friendliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.3.1 If other, please specify:

**8.4. On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you assess the quality of the services provided by the National URBACT Points regarding the following aspects?**

	N/A	Very poor	Poor	Somewhat good	Good	Very good
Communicating information about URBACT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Translating Programme documentation into national language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Informing about the upcoming URBACT calls for proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping to find and get in touch with relevant potential partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping to find relevant experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facilitating networking and exchange between cities at national level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organising national events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attending/Participating in network/ULG meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.4.1 If other, please specify:

8.5 On a sliding scale of 1 to 5 (with 1 being 'very poor' and 5 being 'very good'), how do you assess the effectiveness of the following URBACT programme level support instruments?

	Very poor	Poor	Somewhat good	Good	Very good
In-Person Meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Webinars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings with the Programme Experts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-University 2020	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-University 2022	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
URBACT City Festival 2021 (Digital)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Thematic reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written guidance and instructions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.6 Please choose the most useful guidance material(s)/manual(s) - max. up to 5 choices:

APN Guide Phase 1	<input type="checkbox"/>	APN Guide Phase 2	<input type="checkbox"/>
Guide to Network Management	<input type="checkbox"/>	Baseline Study guidelines	<input type="checkbox"/>
URBACT Toolbox	<input type="checkbox"/>	Setting Up and Running a Multi-Stakeholder Group	<input type="checkbox"/>
Integrated Action Plan Guidelines	<input type="checkbox"/>	PHASE 2 Action Planning Networks Application Procedure	<input type="checkbox"/>
SYNERGIE Guidance notes	<input type="checkbox"/>	Videos - reporting in SYNERGIE	<input type="checkbox"/>
Writing about Integrated Urban Development	<input type="checkbox"/>	URBACT graphic identity for networks	<input type="checkbox"/>
Twitter guide	<input type="checkbox"/>	The URBACT website- user manual for networks	<input type="checkbox"/>
How to make videos with your smartphone	<input type="checkbox"/>	Speak up, it's time for your presentation!	<input type="checkbox"/>
Events guide - BEFORE + DURING + AFTER	<input type="checkbox"/>	Hints and Tips for Online Facilitation	<input type="checkbox"/>
Study on Integrated Action Plans (IAP study)	<input type="checkbox"/>		

8.7 Reflecting on the quality and usefulness of the URBACT Toolbox, how do you rate the sections that introduce these tools on a sliding scale of 1 to 5 (with 1 being 'not useful' and 5 being 'very useful')?

	Not useful	Barely useful	Somewhat useful	Useful	Very useful	Don't know
Analysing Problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning Actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resourcing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Measuring Results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engaging Stakeholders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sharing Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8.8 From the URBACT toolbox, which URBACT tools have you used at local level?

	Please specify tools
Analysing Problems	<i>List of the tools from which to choose for each stage</i>
Planning Actions	
Resourcing	
Implementing	
Measuring Results	
Engaging Stakeholders	
Sharing Knowledge	

8.9 OPTIONAL - If you have used other tools and/or non URBACT tools, please specify:

8.10 In one short final statement, what key suggestion can you make for improving the URBACT infrastructure in terms of providing guidance, support and tools for better local outcomes?

Any further comment, suggestion or recommendation regarding Section 8:

## SECTION 9: NAVIGATING BARRIERS AND CONFRONTING UNDERPERFORMANCE

*Section 9 of this survey confronts dimensions of project underperformance. This brief stocktake of areas where least progress has been made will not be used to blame actors but to better understand the complex nature of persistent barriers. Ultimately it is about jointly finding ways and methods to navigate roadblocks and overcome resistances.*

9.1 In one short statement, what has held you back the most in making solid progress in your local URBACT journey?

9.2 OPTIONAL: On reflection, which part of the URBACT APN logic and framework constitutes the weakest link for achieving better local outcomes? Please shortly explain:

9.3 Reflecting on the participation aspects, integration aspects and action-learning aspects of the URBACT-intervention in your city, where have you encountered the most persistent barriers (one statement for each area)?

PARTICIPATION	
INTEGRATION	
ACTION-LEARNING	

9.4 If we frame the Municipality as problem arena, to what extent has your municipality underperformed throughout the URBACT project?

	Please choose up to 3
Alignment of own Priorities with URBACT objectives	<input type="checkbox"/>
Support for and work with the ULG	<input type="checkbox"/>
Adequate Resourcing of URBACT-project	<input type="checkbox"/>
Adequate Facilitation of Stakeholder Engagement	<input type="checkbox"/>
Silo-based work mode and decision-making fragmentation	<input type="checkbox"/>
Openness to Innovation and Experimentation	<input type="checkbox"/>
Alignment of Work Mode and Work Speed with URBACT	<input type="checkbox"/>

Cultural and Institutional Alignment with URBACT	<input type="checkbox"/>
Missing influential URBACT champion	<input type="checkbox"/>
Adequate Communication and Dissemination	<input type="checkbox"/>
Other	<input type="checkbox"/>

9.4.1 If other, please specify:

Any further comment, suggestion or recommendation regarding Section 9:

## SECTION 10: PANDEMIC DISRUPTION (COVID-19): CHALLENGES, RE-PRIORITISATION AND ADAPTATION

Section 10 of this survey explores the impact and repercussions of the highly disruptive COVID-19 Pandemic for your URBACT project. It attempts to get a picture on both the nature and extent of pandemic-related challenges, including policy re-prioritisation, and the ways the URBACT project adapted to this considerably altered intervention context.

10.1 On a sliding scale of 1 to 5 (with 1 being 'very little' and 5 being 'very strong'), to what extent has the Pandemic forced your URBACT-project to alter direction and rework objectives, methods and plans?

	No extent	To minor extent	Somewhat	Strongly	Very strongly
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.2 Which priority for local policy and practice has emerged as the most important one during the Pandemic?

10.3 On a sliding scale of 1 to 5 (with 1 being 'very little' and 5 being 'very strong'), please rate the Pandemic impact on important URBACT-project aspects and tasks:

	Very low	Low	Neither low nor strong	Strong	Very strong
Project direction/goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project aspirations/ambitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project governance decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project timelines /milestones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder engagement /Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IAP processes /Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SSA-processes / Methods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resourcing /Funding Decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10.3.1 If other, please specify:

10.4 In hindsight, and on a sliding scale of 1 to 5 (with 1 being 'very ineffective' and 5 being 'very effective'), how well has the URBACT-project team and local ULG adjusted URBACT processes and practices to suit the new Pandemic context? Please choose:

	Very ineffective	Ineffective	Neither ineffective nor effective	Effective	Very effective
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10.5 Which one adjustment process do you consider the most important one, and why?**

**Any further comment, suggestion or recommendation regarding Section 10:**

**SECTION 11: BUILDING A LEGACY: ADDING VALUE AND KEEPING MOMENTUM**

The final section 11 of this survey is about ascertaining the long-term added value of the URBACT project for the people of your city. It specifically asks about the extent to what this intervention has left a legacy for the future, what innovative change has been induced, who might gain the most from this change and, not least, how the momentum of the last three years can be kept and even amplified in the future.

**11.1 Looking back at the last three years of URBACT project work, what has been the single most important point of Added Value to local policy, practice and discourse?**

**11.2 On a sliding scale of 1 to 5 (with 1 being ‘very weakly’ to 5 being ‘very strongly’), how effectively have Transnational and Local Processes being aligned in your city?**

	Not at all	Weakly	Satisfactory	Quite strongly	Strongly
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11.3 On a sliding scale of 1 to 5 (with 1 being ‘very weakly’ to 5 being ‘very strongly’), how effectively has URBACT fostered innovation and novel solutions to policy challenges in your city? Please choose:**

Not effective at all	Barely effective	Somewhat effective	Quite effective	Strongly effective
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11.4 On a sliding scale of 1 to 5 (with 1 being ‘strongly disagree’ to 5 being ‘strongly agree’), to what degree do you agree with the following statements concerning the future impact of the URBACT IAP?**

	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Directly implementable plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reference point for future strategic decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expanding possibilities for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relational value (trust, communication....)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heightened Problem/solution awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Piloting new practices and approaches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving co-Learning practice (local, transnational)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving integration in urban development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.4.1 If other, please specify:

**11.5 Did participation in URBACT lead to any unintended impacts?**

- Yes  
   No

11.5.1 If yes, please briefly describe these unintended impacts:

11.6 In five years from now, to what extent do you expect this URBACT APN project to have influenced policy, practice and debate in the chosen intervention context in your city?

	Not at all	Weakly	Satisfactory	Quite strongly	Very strongly
Please choose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11.7 In a final single statement; what do you consider as the key long-term legacy (or legacies) this URBACT project has provided for your city?

Any further comment, suggestion or recommendation regarding Section 11:

## FINAL COMMENTS

Any final comments you would like to share relating to your Action Planning network experience?

## Annex 2. List of approved Action Planning Networks

NETWORK	DESCRIPTION	PARTNER AND COUNTRY
<b>ACCESS to Culture for all Citizens</b>	<i>ACCESS addresses the importance of inclusive cultural policies. A challenge the eight partner cities in this APN all face is that culture does not enrich or empower all people equally. We need to gain a better understanding of our communities in order to engage all citizens in our cities. We have identified four topics to work on that will enable us to gain that understanding and support us in reaching all population groups in the participating cities from the west, east and south of Europe.</i>	<b>Amsterdam (NETHERLANDS) (LP)</b>
		City of Tallinn (ESTONIA) Dublin City Council (IRELAND) Municipality of Lisbon (PORTUGAL) Municipality of Vilnius (LITHUANIA) Greater London Authority (UNITED KINGDOM) Riga (LATVIA)
<b>ACTIVE CITIZENS</b>	<i>The aim of Active Citizens is to rethink the place of the citizens in the local governance by finding a balance between representative democracy and participatory democracy. This network of European small and medium-sized cities, with the same expectations and similar challenges, will notably take into account, to do this, new digital tools while integrating the issue of citizens away or not comfortable with digital tools.</i>	<b>Agen (FRANCE) (LP)</b>
		Bistrita (ROMANIA) Santa Maria da Feira (PORTUGAL) Municipality of Tartu (ESTONIA) Dinslaken (GERMANY) Hradec Králové (CZECH REPUBLIC) Cento (ITALY)  Saint-Quentin (FRANCE)
<b>CITIES4CSR</b>	<i>Through intensive capacity building of local actors, the network will increase collaboration among municipalities, businesses and the civic society in order to promote sustainable, inclusive &amp; innovative urban change. The project aims at increasing the role and added value of companies' CSR activities at local level, towards urban regeneration and social innovation, with a special emphasis on education, in order to better address emerging and unmet local needs.</i>	Sofia Municipality (BULGARIA)
		<b>City of Milan (ITALY) (LP)</b> Câmara Municipal de Guimarães (PORTUGAL) Bratislava (SLOVAKIA) Municipality of Vratsa (BULGARIA) Municipality of Budaors (HUNGARY) Rijeka (CROATIA) Nantes Metropole (FRANCE) Self-government of Kekava municipality (LATVIA) Municipality of Molina de Segura (SPAIN)
<b>DigiPlace</b>	<i>DIGIPLACE aims to set up an acceleration mechanism to enable cities to catch up the digitalisation opportunities in hard &amp; soft infrastructure. Remove all the obstacles encountered by mid-sized cities in their digital journey: lack of strategic &amp; global vision lack of technical and engineering capacities difficulties in incorporating the digital innovation. Municipalities need to guaranty the uptake of digital innovation by the local stakeholders: citizen and entrepreneurs.</i>	Saint-Quentin (FRANCE)
		<b>Messina (ITALY) (LP)</b> Botosani (ROMANIA) Portalegre (PORTUGAL) City of Oulu (FINLAND) Ventspils Digital Centre (LATVIA)  E-Trikala (GREECE)
<b>FIND YOUR</b>	<i>Find your Greatness" is a concept that</i>	<b>Alba Iulia Municipality (ROMANIA) (LP)</b>

<b>GREATNESS</b>	<p><i>reflects the most challenges addressed by AIM together with other EU local communities. Why “Find your Greatness”? Because the challenge is to build on the cities'potential. In the case of the partners of the project the need identified locally and which was built as a sustainable mechanism generating urban development, the need to explore and enhance the potential of the city, combining strategic marketing approach with innovative smart city tools.</i></p>	<p>Candelaria (SPAIN) Limerick City and County Council (IRELAND) Municipality of Wroclaw (POLAND) Budafok (HUNGARY) Bragança (PORTUGAL) Municipality of Perugia (ITALY)  Võru (ESTONIA)</p>
<b>FOOD CORRIDORS</b>	<p><i>Recent experience suggests that it is necessary to promote a transition towards regional food systems. FOOD CORRIDORS encourage the creation of a network of European cities committed to the design of food plans that extend from the urban and peri-urban areas through a corridor that facilitates urban-rural re-connection. This approach enhances production and consumption environments founded on a base of economic, social and environmental sustainability, integrated into development policies.</i></p>	<p><b>Comunidade Intermunicipal da Região de Coimbra (PORTUGAL) (LP)</b> Alba Iulia Municipality (ROMANIA) Larissa (GREECE) BSC, Business Support Centre Ltd, Kranj (SLOVENIA) Municipality of Szecseny (HUNGARY) Tartu County Development Association (ESTONIA)  Unione dei Comuni della Bassa Romagna (ITALY)</p>
<b>GenderedLand scape</b>	<p><i>Creating conditions for gender equality through a holistic understanding of how gender inequality is created in the specific place. The action planning network creates an exchange on challenges faced by cities with an understanding of gender inequality that is globally understood but locally contextualized.</i></p>	<p><b>Umeå (SWEDEN) (LP)</b> Barcelona Activa SA SPM (SPAIN) La Rochelle Urban Community (FRANCE) Municipality of Trikala (GREECE) Panevezys (LITHUANIA)  JZ Socio Celje (SLOVENIA)</p>
<b>Health&amp;Green space</b>	<p><i>As a response to the various health risks related to rapid urbanization and the densification of cities, the Health&amp;Greenspace project promotes health-responsive planning and management of urban green infrastructure with an overall aim to bring health and well-being benefits for citizens across Europe. A holistic approach is applied by the network that addresses the main functions provided by urban green infrastructure that deliver health and social benefits.</i></p>	<p>Limerick City and County Council (IRELAND) <b>Municipality of 12th District of Budapest (Hegyvidék) (HUNGARY) (LP)</b> Espoo (FINLAND) Messina (ITALY) Santa Pola (SPAIN) Gemeente Breda (NETHERLANDS) Poznań (POLAND) Suceava (ROMANIA) Tartu City Government (ESTONIA)</p>
<b>HEALTHY CITIES</b>	<p><i>Healthy Cities aims to deepen the relationship between health and the urban environment, planning actions that focus on improving the population's health, while developing a rigorous health impact assessment methodology around it. Urban Planning can become a health generator on</i></p>	<p><b>VIC (SPAIN) (LP)</b> Câmara Municipal de Loulé (PORTUGAL) PÄRNU (ESTONIA) PLANNING AUTHORITY MALTA (MALTA) ANYKSCIAI (LITHUANIA) FARKADONA (GREECE) City of Alphen aan den Rijn</p>



	<i>many grounds, and this network of cities reflects the multiplicity of possible approaches to tackle the issue: green areas, mobility, social cohesion or promotion of sports are some examples.</i>	(NETHERLANDS) BRADFORD (UNITED KINGDOM)
<b>IoTchange</b>	<i>IoTchange encourages the creation of a network of European cities committed to the design of digitalization plans based on Internet of Things (IoT) solutions to increase the quality of life in small and medium sized EU cities. Urbact methodology based on transnational cooperation between cities and engagement of local groups offer to our network the conditions to develop an Integrated Action Plan that will guide us through a new age of digital transformation.</i>	<b>Fundão (PORTUGAL) (LP)</b> Dodoni (GREECE) Jelgava (LATVIA) Razlog (BULGARIA) Kežmarok (SLOVAKIA) Åbo Akademi University (FINLAND) Ånge (SWEDEN)  Nevers (FRANCE)
<b>iPlace</b>	<i>iPLACE is based on 10 small EU cities that aim to produce 10 different and unique robust economic development strategies, targeting their own genuine niches, and generating urban innovation ecosystems. City partners will focus on deepening the understanding of their own local economic strengths and establish strategic methods to revitalise their economy, adapt their city to the next economy and to future economic changes, establishing methodological bases for generate resilient cities.</i>	PÄRNU (ESTONIA) <b>Amarante (PORTUGAL) (LP)</b> City of Pori (FINLAND) Heerlen (NETHERLANDS) Medina del Campo (SPAIN) Saldus Municipality Council (LATVIA) GROSSETO (ITALY) Balbriggan (IRELAND) Gabrovo Municipality (BULGARIA)  Kocevje (SLOVENIA)
<b>KAIRÓS</b>	<i>KAIRÓS intends to represent a moment of change, improving the urban environment of cities involved, developing heritage-led urban regeneration. It will enhance the potential of heritage in small and medium cities developing strategies for economic and social cohesion, inclusion and sustainable urban development. KAIRÓS fosters the transnational exchange of experiences to test an innovative policy framework, combining a sound integrated approach with a real transformation purpose.</i>	<b>Ayuntamiento Mula (SPAIN) (LP)</b> Cesena (ITALY) Municipality of Heraklion (GREECE) Ukmerge (LITHUANIA) Municipality of Malbork (POLAND) Belen (BULGARIA)  Šibenik (CROATIA)
<b>Resourceful Cities</b>	<i>The Resourceful Cities network seeks to develop the next generation of urban resource centers to promote the positive economic, environmental and social impacts for the circular economy. They facilitate waste prevention, reuse, repair and recycling. The centers also work as connection points for citizens, new businesses, researchers and the public sector to co-create new ways to close resource loops at the local level.</i>	<b>Gemeente Den Haag (NETHERLANDS) (LP)</b> Bucharest (ROMANIA) City of Zagreb (CROATIA) Mechelen (BELGIUM) Municipality of Cáceres (SPAIN) Oslo (NORWAY) CIUDAD REAL MUNICIPALITY (SPAIN) Opole (POLAND)  Vila Nova de Famalicão (PORTUGAL)








<p><b>RiConnect</b></p>	<p>The purpose of RiConnect is to rethink, transform and integrate mobility infrastructure aiming at reconnecting people, neighbourhoods, cities and natural spaces. The APN will develop planning strategies, processes, instruments and partnerships, fostering public transport and active mobility, reducing externalities and unlocking opportunities of urban regeneration with the objectives of structuring the territory, and achieving a more sustainable, equitable and attractive metropolis.</p>	<p><b>Barcelona Metropolitan Area (SPAIN) (LP)</b>                  Métropole du Grand Paris (FRANCE)                  Obszar Metropolitalny Gdansk-Gdynia-Sopot (POLAND)                  Porto Metropolitan Area (PORTUGAL)                  Transport for Greater Manchester (UNITED KINGDOM)                  Vervoerregio Amsterdam (NETHERLANDS)                  MAJOR DEVELOPMENT AGENCY THESSALONIKI S.A. (GREECE)                  Krakow Metropolis Association (POLAND)</p>
<p><b>ROOF</b></p>	<p>The ROOF project aims to eradicate homelessness through innovative housing solutions at city level. ROOF will exchange knowledge on how to (1) gather accurate data and (2) make the conceptual shift from the symptomatic management to the actual ending of homelessness, with Housing First and Housing Led as guidance model. ROOF will guide the partner cities towards integrated local action plans linked to the long term strategic goal of Functional Zero (no structural homelessness).</p>	<p><b>Ghent (BELGIUM) (LP)</b>                  Braga (PORTUGAL)                  City of Liège (BELGIUM)                  Glasgow (UNITED KINGDOM)                  Municipality of Odense (DENMARK)                  City of Poznań (POLAND)                  Department of Social Assistance Timisoara (ROMANIA)                  Thessaloniki (GREECE)                  Toulouse Metropole (FRANCE)</p>
<p><b>SIBdev</b></p>	<p>SIBdev aims to explore how social impact bonds can be used to improve public service delivery in areas such as employment, ageing, and immigration. Often, the delivery of services is hindered by fragmented and siloed agencies and budgets, financial and political short-termism, and an aversion to risk and difficulty creating change. The social impact bond is a promising model that ameliorates these issues by increasing collaboration, prevention, and innovation.</p>	<p><b>Heerlen (NETHERLANDS) (LP)</b>                  Baia Mare Municipality (ROMANIA)                  City of Aarhus (DENMARK)                  Fundão (PORTUGAL)                  Municipality of Pordenone (ITALY)                  Development Centre of Võru County (Estonia)                  Zaragoza (SPAIN)                  Kecskemét (HUNGARY)</p>
<p><b>Space4People</b></p>	<p>Space4People improves quantity and quality of attractive public spaces in urban areas. For this, it tackles the main public space use being transportation in 3 aspects: improving user experience and adding space to pedestrian networks and (semi-)pedestrianised places, upscaling intermodal hubs to urban centres of mixed use as well as reducing and optimising parking in public space. Space4People takes a user-centric approach by users assessing and creating future use and design of public space.</p>	<p>Panevezys (LITHUANIA)  <b>Bielefeld (GERMANY) (LP)</b>                  Valga (ESTONIA)                  Municipality of Arad (ROMANIA)                  Nazare (PORTUGAL)                  Saint-Germain-en-Laye City Hall (FRANCE)                  Turku (FINLAND)                  Guía de Isora City Council (SPAIN)                  Serres (GREECE)</p>
<p><b>Thriving</b></p>	<p>THRIVING STREETS is a network that</p>	<p><b>Parma (ITALY) (LP)</b></p>

<b>Streets</b>	<p><i>addresses the bottlenecks in sustainable urban mobility. The project will focus on the economic and social benefits of sustainable mobility, rather than on the widely demonstrated environmental effects. THRIVING STREETS argues that working with local amenities and social networks at neighbourhood level could unlock the hidden demand for active mobility in cities, and thus act as enabler of behaviour change towards more resilient and liveable neighbourhoods.</i></p>	<p>Antwerp (BELGIUM)                      City of Klaipeda (LITHUANIA)                      EDC DEBRECEN URBAN AND ECONOMIC DEVELOPMENT CENTER (HUNGARY)                      MUNICIPALITY OF IGOUMENITSA (GREECE)                      Nova Gorica (SLOVENIA)                      Oradea (ROMANIA)                      MUNICIPIO DE SANTO TIRSO (PORTUGAL)                      London Borough of Southwark (UNITED KINGDOM)</p>
<b>Tourism-Friendly Cities</b>	<p><i>TOURISM-FRIENDLY CITIES aims to explore how tourism can be sustainable in medium-sized cities, reducing the negative impact on neighbourhoods and areas interested by different types of tourism to reach this ambitious aim, the project will create integrated and inclusive strategies which can keep a balance between the needs of the local community, in terms of quality of life and of services available, and the promotion of sustainable urban development at environmental, social and economic level.</i></p>	<p>Municipality of Cáceres (SPAIN)                      Braga (PORTUGAL)  <b>Municipality of Genoa (ITALY) (LP)</b>                      City of Dubrovnik Development Agency DURA (CROATIA)                      Dún Laoghaire (IRELAND)                      Krakow (POLAND)                      City of Rovaniemi (FINLAND)                      Municipality of Druskininkai (LITHUANIA)                        City of Venice (ITALY)</p>
<b>Urb-En Pact</b>	<p><i>Local authorities embrace the ambitious goal to become a zero-net energy territory within the next 30 years. Thus, Urb-En Pact project's aim is to define the local action plans to become zero-net (ZNE) territory by producing and delivering local, renewable and regulated sources of energy by the implementation of an energy loop which gathers all the stakeholders of this circular economy, especially the consumers included in this fair trade business in and around the metropolitan area.</i></p>	<p><b>Clermont Auvergne Métropole (FRANCE) (LP)</b>                      Galati (ROMANIA)                      CIM Alto Minho (PORTUGAL)                      Metropole Rouen Normandie (FRANCE)                      Municipality of Elefsina (GREECE)                      Association of Bialystok Functional Area (POLAND)                      Palma di Montechiaro (ITALY)                        EcoFellows Ltd. (City of Tampere) (FINLAND)</p>
<b>UrbSecurity</b>	<p><i>Security and safety are two common goods and fundamental components of European democracy. UrbSecurity network intends to analyse strategies and concepts of urban design and planning, which could contribute to prevent segregation and anti-social behaviour. Additionally, UrbSecurity network wishes to co-create an integrated approach towards urban security focusing on improving citizens' quality of life and the city's smart, sustainable and inclusive growth towards a good living environment.</i></p>	<p>Mechelen (BELGIUM)  <b>Municipality of Leiria (PORTUGAL) (LP)</b>                      Longford (IRELAND)                      Parma (ITALY)                      SZABOLCS 05 REGIONAL DEVELOPMENT ASSOCIATION OF MUNICIPALITIES (HUNGARY)                      Municipality of Michalovce (SLOVAKIA)                      Madrid City Council (SPAIN)                      UNIONE DELLA ROMAGNA FAENTINA (ITALY)                      Municipality of Pella (GREECE)</p>
<b>URGE</b>	<p><i>URGE (circUlaR buildinG citiEs) aims to</i></p>	<p><b>Gemeente Utrecht (NETHERLANDS) (LP)</b></p>

<b>ZCC</b>	<i>design integrated urban policies on circularity in the building sector – a major consumer of raw materials – as there is a gap in knowledge on this topic. The result is an in-depth understanding of this theme and a first plan for a tailor-made methodology that allows the circular dimension to be widely integrated in the large construction tasks the URGE partnership is facing. URGE thus accelerates the transition towards a circular economy.</i>	City of Copenhagen (DENMARK)
		City of Granada (SPAIN)
		Municipality of Prato (ITALY)
		City of Riga (LATVIA)
		Nigrad dd (SLOVENIA)
		Comunidade Intermunicipal do Oeste (PORTUGAL)
		City of Munich (GERMANY)
		Municipality of Kavala (GREECE)
	<i>The network will support capacity building of cities to establish science based carbon reduction targets and their Sustainable Energy Action Plans (SEAPs) aligned to Paris Agreement on Climate Change. Working with 7 cities to adopt different approaches to carbon budgeting and science based targets, the network will undertake a programme of capacity building in order to support their local activities and integrated action plan and influence Covenant of Mayors' signatory cities.</i>	Bistrita (ROMANIA) Tartu City Government (ESTONIA) <b>Manchester (UNITED KINGDOM) (LP)</b> City of Zadar (Grad Zadar) (CROATIA) Vilvoorde (BELGIUM)  Comune di Modena (ITALY)

### Annex 3. Action Planning Networks by Intervention domain

NETWORK	INTERVENTION DOMAIN	
DigiPlace		Economy
lotXchange		
Resourceful Cities		
URGE		
Find your Greatness		
iPlace		
Tourism Friendly Cities		Environment
Urb-En Pact		
Zero Carbon Cities		
FOOD CORRIDORS		
Health & Greenspace		Governance
GenderedLandscape		
Cities4CSR		
SIBdev		Inclusion
ACCESS		
ROOF		
Active Citizens		Physical urban development
Healthy Cities		
UrbSecurity		
KAIROS		
RiConnect		
Space4People		
Thriving Streets		





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