



URBACT IV

CALL FOR THE POOL OF EXPERTS

Open over the entire duration of URBACT IV programme period (2022 – 2027)

JAN 2023

URBACT



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Interreg

Together, we drive change for better cities!

Since its creation in 2002, URBACT is a know-how programme promoting integrated and participatory sustainable urban development in European cities. URBACT enables cities to work together to develop effective and sustainable responses to major urban challenges by co-financing transnational learning networks of cities. This is where we need your help. The URBACT pool of experts is an opportunity for anybody who wants to join the community of experts accelerating sustainable urban transformation in cities.

[URBACT is one of the four Inter-regional European Territorial Cooperation Programmes along with ESPON, INTERREG Europe and INTERACT. It is an instrument of the EU Cohesion Policy and is co-financed by the European Regional Development Fund]

The call for the URBACT IV pool of validated experts will stay open over the entire duration of the programme period (2022 – 2027). Validation to the URBACT pool of expert opens the door to a variety of possible expertise missions for supporting approved URBACT networks and the URBACT Secretariat.

We need experts with professional, practical and academic experience in a wide spectrum of fields contributing to sustainable urban development. Particularly desirable are as well city administrators with proven practical experience and knowledge. All experts previously validated in URBACT III are also invited to validate their expertise and continue to drive change for better cities with us in the new URBACT IV programme period.

In Part I of this call guidance, you can find key information about the expertise needs in URBACT. The types of skills and expert competences we would like to recruit, as well as the possible expertise missions for supporting different URBACT activities. 328 experts were validated in the URBACT III pool of experts with 45% of them performing at least one expertise mission for URBACT networks. In URBACT IV we aim to increase this ratio by offering an extended assortment of possible expertise missions. In addition to Lead and Ad-hoc expertise missions in approved URBACT networks, the pool of experts will be used for supporting programme activities such as the URBACT University, City Festival, Knowledge Hub, and for specific thematic and strategic support.

Part II explains the application and assessment procedure. The online application form available on the URBACT website remains the central platform for submitting expert applications for validation. With new enhancements it is lighter and more user friendly especially for experts interested in shorter Ad-hoc expertise missions.

In Part III you will find out how all validated URBACT experts are showcased on the URBACT website with unique expert profiles. This time around we aim to dynamise the pool of experts with targeted activities as well as promoting active engagement of experts in different URBACT activities. In addition, the code of conduct for all experts in the pool sets out key principles and suggestions for increasing experts' visibility.

Part IV provides guidance for submitting your URBACT expert application including key attention points with thorough explanation of competences and requirements necessary for validation of specific expertise.

Finally, come and join us, and enrich our URBACT pool of experts with your unique skills-set and become part of our gender balanced offer of experts.

In case of any uncertainties and questions related to the present call, all interested candidates are invited to contact us at expert@urbact.eu.

The URBACT team

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PART I.

Expertise in the framework of the
URBACT IV Programme

The URBACT IV Programme

[URBACT Programme Manual](#) sets out the modus operandi of URBACT IV. The programme continues to evolve toward a European innovation, experimentation and expertise hub revolving around urban capacity building approaches, methods and formats for urban practitioners with integrated and participatory approaches to urban policy design and delivery. The programme affirms the key role cities play in tackling increasingly complex societal changes by encouraging cooperation through transnational exchange networks and by helping cities to be the drivers of change with the well-established [URBACT Method](#).

Integrated approach

Cities continue to need support in implementing an integrated approach to sustainable urban development. Central elements in this definition of integrated approach are:

- cooperation between neighbouring municipalities,
- cooperation between all levels of government and local players,
- cooperation across different policy areas and departments of a municipality,
- and maintaining a balance between physical and social investments, with the municipality applying a holistic vision to urban development.

These elements come together in URBACT networks within the process of producing Integrated Action Plans and transfer of established Good Practices. Both processes have shown to be valuable for cities, in terms of transforming cross-departmental cooperation, local stakeholder involvement, understanding of thematic challenges, design of integrated solutions and the implementation of actions.

Participation

Participation is an important issue for local democracy. This political element is crucial to weigh different interests in local development and choose the best solutions that suit local needs. URBACT networks apply the concept of participation using the 'URBACT Local Group' with local stakeholders who have the responsibility for co-design and co-delivery processes. The benefits of engaging with citizens in a participatory process are not always clearly seen. Demonstration effects from cities more advanced in community engagement and support in understanding the mechanisms and the skills involved are necessary. New forms of participation are encouraged and improved, including co-creation and co-design in cooperation with inhabitants, civil society networks, community organisations and private enterprises. Cross-sectoral integration and alignment of stakeholder interests and multi-stakeholder coordination are crucial for maintaining effective co-implementation of policies.

Learning by doing approach to capacity building

Cities need practical experience to build their capacity. Being inspired through transnational exchange and learning activities, cities are encouraged to adapt any process or action to their own geo-spatial, administrative and cultural context. Support in understanding the success factors of any particular approach is crucial in order to be applied EU-wide. Due to the specifics of national contexts the involvement of national (or sub-national) urban policy stakeholders is essential for longer-term policy change. Learning and use of effective methods and tools is pivotal for empowerment of urban practitioners to overcome challenges and make an impact.

At programme level URBACT deploys capacity-building activities such as URBACT Universities, National Campuses and on-going and dedicated support to all beneficiaries. Participants work together to improve the skills needed for the design and implementation of policies for sustainable urban development.

URBACT as knowledge broker and producer

More than 1 500 cities taking part in URBACT since its creation in 2002 have contributed to a vast trove of knowledge about sustainable urban development across a range of themes. URBACT plays a role of a knowledge broker – bringing urban actors together to facilitate knowledge and as a knowledge producer – developing new products building on existing URBACT experience. The URBACT website operates as a knowledge hub providing open access to knowledge, good practices and know-how around thematic priorities and 'hot topics'. The flagship event URBACT City Festival offers unique networking and learning experience for the entire community of practice. Furthermore, URBACT connects knowledge with the [European Urban Initiative](#) and other organisations in the area of sustainable urban development.

Expertise needs in URBACT

Adequate expertise support has proven to be crucial for effective capacity building in cities. Transnational networking and learning between peers requires careful design of events with inspirational facilitation techniques. Proper design and delivery of integrated sustainable urban development policies in cities demands a transdisciplinary approach.

For this reason, expertise needs in URBACT are structured around three core types of expertise:

- Expertise for the design and delivery of transnational exchange and learning activities.
- Thematic expertise, related to wide array of themes and related subtopics relevant for sustainable urban development in cities.
- Methods and tools for integrated and participatory approaches for the design and delivery of sustainable urban development policies.

In addition, an adequate set of communication skills has proven to be vital for ensuring the overall quality of expertise support in URBACT also in the context of hybrid working reality. These are required for all experts validated in the pool.

The Lead Expert role in URBACT networks remains pivotal for ensuring an effective learning. Expert candidates interested in this role will need to validate a set of 'URBACT Lead expert skills' crucial for maximising the impact of network exchange and learning activities and knowledge production with proven leadership and coaching approaches.

Further description of different expertise types and related competences is provided below.

Expertise for the design and delivery of transnational exchange and learning activities

Effective exchange and learning activities being organised in URBACT networks and by the programme ensure high level of sharing, mutual learning and transfer of knowledge. This includes different formats and design of events or meetings, effective facilitation with the use of various learning tools and creative approaches, as well as drawing lessons captured in concise and coherent formats.

Competences expected:

- Ability to design and organise interactive and effective peer learning events or meetings – in-person and online.
- Ability to deliver and facilitate (transnational) meetings to create lively exchange and focused discussion.
- Ability to use and adapt different learning methods and tools to various levels of understanding, knowledge and experience that can be found in transnational partnerships or multi-stakeholder groups.

Thematic expertise

A wide array of themes and urban policy challenges related to urban integrated sustainable development are being tackled in URBACT activities. The programme identifies 19 main themes aligned with the 5 policy and specific objectives of 2021-2027 EU Cohesion Policy framework. The cross-cutting themes – Digital transformation, Gender Equality and Green Transition will be considered across all URBACT activities.

Experts validated for specific thematic fields are expected to enrich various learning processes with relevant content related to the policy challenge being addressed, capture learning from the transnational activities and facilitate the uptake of knowledge being generated.

Competences expected:

- Deep knowledge on the selected theme (up to five themes can be validated by candidates - see below list of themes and related sub-topics) based on up to date practice or research.
- Ability to produce thematic inputs to feed in the learning process at various type of events and meetings.
- Ability to adapt and present complex thematic knowledge in accessible, creative and effective ways, in order to feed into learning, to enable exchange, to capture actions and learning and to promote improved policy.

List of themes:

Up to five themes can be selected by candidates for the validation of unique individual portfolios of thematic expertise. The list of sub-topics related to themes (below) is not exhaustive. In case none of the listed themes or sub-topics for validation corresponds to the expert profile, one can select the theme that is considered closest to the respective thematic field of expertise. This will need to be mentioned accordingly in the application form together with specifying any related sub-topics.

| # | Theme | Related sub-topics (non-exhaustive) |
|----|--------------------------------|---|
| 1 | Circular economy | waste management (upcycling, recycling, re-use, reduction etc.), brownfield sites, consumption patterns and behaviours, value chain management, etc. |
| 2 | Climate adaptation | resilience, risk prevention, nature reserves and preservation, nature-based solutions, etc. |
| 3 | Communication | public relations, policy advocacy, awareness campaigns, graphic design, digital marketing, city branding, public participation, etc. |
| 4 | Culture | arts, local history, built heritage and environment, cultural policy and management, etc. |
| 5 | Digital transformation | digital skills, AI and IT systems, data management, access to IT technologies, smart technologies, hybrid work, etc. |
| 6 | Education | local educative initiatives, school programmes, early childhood education, early school leavers, lifelong learning programmes, etc. |
| 7 | Energy transition | carbon footprint/ reduction/ neutrality, sustainable energy production, energy poverty, green economy, green technologies, resource efficiency, etc. |
| 8 | Equality, diversity, inclusion | gender equality, gender studies, youth, elderly and ageing population, disabled people, migration, minorities, refugees, poverty reduction, segregation, provision of public services, etc. |
| 9 | Finance and resources | financial engineering and mechanisms, use of EU structural funds, public-private-partnership, ethical public procurement, resource management, social impact bonds, crowd-sourcing, etc. |
| 10 | Food | agriculture, urban gardening, urban food production systems, rural-urban linkage, sustainable food consumption, short food supply chains etc. |
| 11 | Health | pollution (air, water, land), disease prevention, mental health, air quality, health system, crisis management, etc. |
| 12 | Housing | social housing, youth housing, temporary dwellings, affordable and adequate housing, homelessness, real estate development and management, short-term rentals, etc. |
| 13 | Knowledge economy | Research & development, education & training, innovation systems, economic incentives, information technology resources, tech industry, human capital, etc. |
| 14 | Local economy | jobs & skills (employment), entrepreneurship, SMEs, sustainable tourism, craftsmanship, local currencies, cost of living etc. |
| 15 | Mobility | public transport, freight, soft mobility, connection systems, accessibility, SUMP - sustainable urban mobility plans, etc. |

| | | |
|----|--------------------------|--|
| 16 | Participatory governance | urban commons, legislation, public policy design, participatory policy-making, city management, lobbying, co-management models of public services, etc. |
| 17 | Social innovation | corporate social responsibility, (social) service design, social economy, community-led local development, temporary use, gamification, etc, |
| 18 | Strategic urban planning | Integrated urban development projects, urban renewal (disadvantaged neighbourhoods and areas), sustainable neighbourhoods, functional urban areas/ metropolitan areas, small/ medium-sized cities, security / safety, etc. |
| 19 | Urban design | urban design, landscape architecture, placemaking, architecture, public spaces, green spaces, etc. |

Methods and tools for integrated and participatory approaches

Local authorities as the main URBACT beneficiaries need practical tools for applying the integrated and participatory approaches in the design and delivery of sustainable urban development strategies (in line with the [EU approach to Sustainable Urban Development](#)). The methods and tools used in URBACT activities shall be appropriate for peer learning and adaptable for the use in different local contexts.

Competences expected:

- Knowledge of EU urban policy frameworks and cohesion policy.
- Knowledge of specific methods and tools for supporting integrated and participatory approaches in the design and delivery of sustainable urban development strategies. For clearer overview, several categories of methods and tools are identified. Candidates can select up to two categories of methods and tools for validation in order to shape their unique specialisation under this type of expertise:
 - i. Integrated and participatory design of strategies and/or action plans:
It includes approaches for problem definition, evidence-based analysis, identification and engagement of key stakeholders, cross-sectoral integration, territorial context and scope, participatory and co-creation techniques etc.
 - ii. Sustaining engagement of stakeholders and translating strategies and/or action plans in concrete steps:
It includes approaches for operationalisation of strategies, co-implementation and governance models, cross-sectoral cooperation, public procurement principles, strategic management and decision-making techniques, communication, multi-stakeholder coordination etc.
 - iii. Securing funding and resourcing:
It includes approaches for identifying adequate funding sources and financial instruments such as EU funding available under under Article 11 of the ERDF/CF Regulation, integrated territorial investments etc. This category can also include definition of project budgets and human resources, preparation of funding bids, preparation of strategic public procurement etc.
 - iv. Monitoring and evaluation for effective implementation:
It includes approaches for defining clear intervention logic, specific objectives and appropriate results indicators, appraisal of risks and setting up efficient monitoring systems, etc.

All candidates are invited to check [URBACT Toolbox](#) for getting better understanding of methods and tools already being developed and used in URBACT activities.

Communication skills

A set of common communication skills are required for all candidates wishing to be part of the URBACT IV pool of validated experts:

- Proficiency in English (C1 level is required).
- Ability to communicate and present complex concepts verbally in English in effective way (i.e. to non-English speakers and participants with various levels of understanding that can be found in transnational partnerships or multi-stakeholder groups).
- Ability to produce concise written and other types of outputs that incorporate and present outcomes from exchange and learning activities (i.e. put forward good practice and policy messages for participants to take away or targeting wider audience i.e. city practitioners, urban policy-makers and other relevant stakeholders).
- Ability to communicate effectively with the use of digital tools (i.e. online meeting, collaboration and visual aid tools).

URBACT Lead Expert skills

A set of specific URBACT Lead Expert skills are required for all candidates interested in performing a Lead Expert role in URBACT networks (further information about the Lead Expert role is provided in section - Expertise for URBACT networks).

The following competences are expected:

Ability to maximise the impact of the network exchange and learning activities and knowledge production including:

- Understanding of exchange and learning processes at transnational level. Ability to analyse, synthesise, draw synergies and create mutual trust between partners.
- Ability to design, organise and deliver a long-term work plan of transnational exchange and learning activities in order to maintain effective working relationships not only at in-person and online meetings but also in between meetings (using social media, learning and collaborative tools etc.)
- Ability to capture network knowledge and results in order to ensure the uptake for (network) strategic communication (i.e. for advocacy at different policy levels: local, national or EU).

Coaching, leadership and relationship development experience, including:

- Strong capacities in leadership, mediation, conflict management, building effective working relationships with a strong team ethic and sensitivity to partner dynamics and cultural differences.
- Ability to inspire and empower partners in the network to learn and experiment new tools for the participatory process and integrated approach in order to ensure progress at local level. Motivation of unconfident or inactive partners.

Validation of expertise required for unique expert profiles

Candidates interested to be appointed for Ad-hoc expertise missions at network and programme level will need to validate:

- > Communication skills
- > At least one of the three core types of expertise

Candidates applying for the Lead Expert role (in addition to possible Ad hoc expertise mission at network and programme level) will need to validate:

- > Communication skills
- > All three core types of expertise
- > URBACT Lead Expert skills

Further description of possible expertise missions and expert roles at network and programme level is provided in following sections.

The expertise for URBACT Networks

Networks of cities for exchange and learning are the core engine of the URBACT programme. More than two thirds of the total budget of the programme is dedicated to the transnational networks. The main beneficiaries of the transnational exchange activities are cities from the 27 EU Member States, Partner States and IPA countries¹. In addition, other beneficiaries may include local agencies, provincial, regional and national authorities, universities and research centres. All beneficiaries are public or Equivalent Public Bodies.

URBACT networks are created by means of open competitive calls for proposals. Lead Partners are key actors in URBACT networks. They have full responsibility for network management, coordination of activities among the transnational partners, and implementation of the work programme.

Each approved network has a specific budget for the use of experts (up to 170 expertise days per network) for the entire duration of the network (24 - 31 months). The general framework for the use of expertise budget, including the criteria for the selection of experts, is defined in project proposals. After project approval, Lead Partners of URBACT networks, in consultation with Project Partners, select and appoint network experts (please see further details about the appointment process in the related section below).
Only experts validated in the URBACT IV Pool Experts may be appointed².

Three types of URBACT networks

According to the URBACT IV Operational Programme, a total of **80 Networks** are planned to be funded. There are three types of transnational networks aiming to improve the capacity of European cities:

- In **Action Planning Networks**, city practitioners co-design Integrated Action Plans (IAP) for the specific policy challenge being tackled by network partners. An URBACT Local Group comprising all relevant stakeholders (different city departments, different tiers of government, different policy relevant sectors and target groups) plays a key role in the IAP co-production process. An increased focus on preparing implementation means all partners in the network will be able to test actions for upscaling of integrated actions to be included in respective IAPs. Two calls for URBACT IV Action Planning Networks are expected.
> Two calls for Action Planning Networks are expected – first at the start of 2023 and second in 2026.
- **Transfer Networks** will foster the transfer of URBACT awarded urban [Good Practices](#) through a refined transfer methodology with additional focus on supporting the upscaling of the original practice, if possible, through links to Cohesion Policy funds and other funding programmes.
> The call for Transfer Networks is foreseen in 2024.
- An **Innovation Transfer Mechanism** network is specifically aimed at cities that seek to develop an investment plan to replicate elements of [Urban Innovative Actions \(2014-2020\)](#) projects using Cohesion Policy programmes and/or other European, and national public or private funding.
> The call for Innovation Transfer Mechanism networks is foreseen towards the end of 2023.

Further information about the functioning of URBACT networks, specific features of different network types, objectives and outcomes, are available in [URBACT IV Programme Manual](#). Specific guides for different types of networks outline details around specific network journeys including the minimum set of expected activities and outputs. These support open calls for networks and provide guidance during the network duration. Experts working in all types of URBACT networks are expected to follow and reinforce the URBACT methods and support cities to follow the programme guidance.

¹ **Instrument for Pre-Accession (IPA) countries:** Albania, Bosnia-Herzegovina, Montenegro, Republic of North Macedonia and Serbia. Partners from IPA countries can participate in operations using IPA funding.

² In cases where networks do not find the relevant expertise in the pool of validated URBACT experts, they may invite experts to apply for validation following the procedure defined in present call.

Network expert roles and missions

In order to improve the efficiency of the expertise support provided to URBACT networks, expertise made available to approved networks is presented in two distinct URBACT network expert roles. Please note that the contracting model and maximum contract for each type of mission has been changed from the previous programme.

- > **A network Lead Expert** supports the partnership over the entire duration of the network which requires a high level of professional commitment (in case of appointment). A Lead Expert workplan on average consists of up to 120 - 140 days of expertise spread over 24 - 31 months network duration.

A Lead Expert supports the network with:

- The definition of the main focus of network activities based on the deep analysis taking place at the beginning of project cycles (captured in the Baseline). It includes designing the network work plan with a menu of exchange and learning activities with various formats, elaborating the main expected results and production of network outputs.
- The delivery of transnational exchange and learning activities with effective facilitation techniques.
- The knowledge of EU policy frameworks and the specific thematic fields tackled by the network.
- Coaching and supporting the use of effective methods and tools for the design and delivery of integrated and participatory processes in partner cities.
- The knowledge capture and uptake.
- Communication of network results

This list of tasks is not exhaustive; each Lead Expert will have a dedicated work plan based on the specific expertise framework defined for each call for networks. A Lead Expert's role is to empower and support cities in their sustainable development processes, rather than teach or dictate.

> One can be appointed as Lead Expert only in one URBACT network at the time. Appointed Lead Experts can perform other network Ad-hoc expertise missions.

- > **Network Ad-hoc Experts** provide support on specific needs identified by the network with shorter and more specific expertise tasks. Most network Ad-hoc expertise missions require shorter commitments (up to 5 days). Nevertheless, longer network Ad-hoc expertise missions (6 - 20 days) are also possible depending on specific network expertise requests. Sometimes Ad-hoc experts can also complement network Lead Expert support with specific and complementary tasks over the entire duration of the network – these kinds of missions usually exceed 20 days of expertise.

Network Ad-hoc expertise missions can include tasks supporting one or more specific expertise needs in line with different types of expertise, such as:

- supporting the design and facilitation of network meetings,
- providing specific thematic inputs,
- training on methods and tools for supporting integrated and participatory processes in partner cities,
- customised support at local level and with the production of network outputs.

This list of tasks is not exhaustive; each network Ad-hoc expert has specific set of missions defined with the work plan.

> There are no limitations in relation to number of Ad-hoc expert missions in different URBACT networks.

Appointment process and budgetary elements for Network Experts

All approved networks (Lead Partners) shall submit a request for the appointment of specific network experts to the URBACT Secretariat. Once the request is validated by the URBACT Secretariat, then a contract is established between the expert and the URBACT Managing Authority. **The expert competence, suitability, gender and geographical balance are considered for the expert request validation.**

Appointment of a network Lead Expert takes place at the beginning of projects cycles – immediately after the networks are approved by URBACT's Monitoring Committee. The appointment of network Ad-hoc Experts can take place at any time over the duration of the network. At least two Ad-hoc Experts shall be appointed by each network over the network duration.

The **daily expertise fee** for URBACT network experts is set at a fixed price of **850 EUR per day (all taxes included)** for the whole duration of the URBACT IV Programme. The travel and accommodation costs linked to network activities shall be covered by the network budget.

For Lead Experts, as well as for Ad-hoc Experts, who are commissioned for **more than 5 days**, a **contract between the expert and the URBACT Secretariat** will be established. With regard to Ad-hoc Experts proposed for shorter missions (up to 5 days), the request from the Secretariat will be issued through a purchase order.

Further information about the general expertise framework in different types of networks and the appointment conditions are set out in the Terms of references of open calls for networks.

Code of conduct for appointed network experts

Liability

All appointed network experts hold personal liability towards the network Lead Partner and the URBACT Programme. Network experts are expected to work in accordance with the URBACT networking framework and, when required, use the tools suggested by the programme. They shall follow the guidance provided by the URBACT Secretariat for ensuring the minimum quality standards in delivery of network activities and production of outputs.

Network Lead Partners are responsible for agreeing work programmes with appointed experts, coordinating and monitoring their activities and performance. They are also responsible for certifying all carried out expertise services.

Reporting

All network experts are required to report expert services to URBACT Secretariat quarterly and within one month after the service has been concluded. Experts shall report their activities by following specific reporting procedures and use the templates provided by the programme. The validation and payment of expert activity report (invoice) submitted to the URBACT Secretariat is processed within one month.

Active participation in dedicated programme activities

Network Lead Experts shall take part in dedicated information and training sessions organised by the URBACT Secretariat. All contracted network experts are also expected to contribute to programme capacity building, knowledge and communication activities. The engagement in these programme activities is foreseen in expert contracts. The time to be devoted to these activities (upon request of the URBACT Secretariat) may amount to up to 30% of the contracted days (further details on programme level activities are available in the following section).

The expertise days as well as possible travel and accommodation costs (when applicable) for these activities shall be covered directly by the URBACT Joint Secretariat.

The expertise missions for programme activities

The URBACT Secretariat may commission experts in the pool to support the design and delivery of programme-level activities.

Such activities may include:

- The design and delivery of [capacity building activities](#) (e.g. URBACT University, trainings, etc.)
- Knowledge capture: identifying, capturing and transferring knowledge and practice in sustainable urban development from URBACT networks.
- [Knowledge capitalisation activities](#) (e.g. leading URBACT themes, contributing to the Urban Agenda for the EU, the EU cohesion policy, animating thematic communities of practice around Sustainable Urban Development; designing and delivering thematic seminars or publications, studies, etc.)
- Communication and dissemination activities (e.g. articles content for the website, presenting at external events, city festival, etc.)
- Providing strategic support.
- Programme monitoring and evaluation works as well as studies for different URBACT activities and outputs.
- Other activities as considered necessary.

Further details about possible expertise missions for supporting programme capacity-building as well as knowledge capitalisation activities is provided in dedicated sections below.

Appointment process and budgetary elements

Experts in the pool can be selected by the URBACT Secretariat to perform specific programme level expertise missions. Several type of appointment procedures are possible depending on the duration of the expertise request:

Short-term missions

For short-term missions, limited in time (e.g. contribution to a programme event) and **involving a maximum of 10 expertise days in total**, the appointment will be done with the expertise request on the basis of which a purchase order will be issued defining the tasks to be carried out.

- For experts without an active network expert contract the appointments for specific missions are limited to 30 expertise days of expertise over the entire duration of the URBACT IV.
- Experts with ongoing contracts for network expertise missions will have additional days available to perform programme level expertise missions based on the value of network expertise contracts – up to 30% of the total number of days contracted. The general package of up to 30 expertise days (available for non-contracted experts) can be used in case the programme days available based on the contract (30% of the contract value) are used in its entirety. Nevertheless, **the total number of appointed days for network and programme activities is limited to 160 days linked to a single expert contract.**
 - > **Example: a network expert is contracted for 40 days. This contract opens a potential of 12 days (40 days x 30%) to be provided at programme level upon request of the URBACT Secretariat.**

Longer term missions

For longer term or recurring missions, or **involving more than 10 expertise days**, the Secretariat shall launch specific calls for expertise within the URBACT pool of experts. A contract will be offered to the selected candidate(s).

In particular cases (very specific expertise, competencies that are not available in the pool of experts or too limited, etc.), the URBACT Programme may launch open calls that shall be published on the URBACT website. A contract will be offered to the selected candidate(s).

Expertise missions for programme Capacity Building activities

URBACT capacity building activities are developed considering the needs of the Programme's beneficiaries. They support successful delivery of networking activities by enhancing capacities to deliver these activities, and by enhancing capacities of urban players for the design and implementation of integrated urban policies. Capacity building activities will focus mainly on the use of tools and methods supporting integrated and participatory approaches to sustainable urban development.

URBACT IV is increasing the capacity building offer linked to digital, green and gender as cross-cutting elements for all networks and activities of the programme. Capacity building on these topics may take the form of training targeted at the entire URBACT community or organised once in the lifetime of a network.

Main Capacity-Building activities at Programme level are:

- **URBACT [Summer Universities](#) and [e-Universities](#)** – These events are large transnational capacity-building events aiming to provide URBACT partners and their local stakeholders with tools and methods to develop integrated and participatory approaches for the design and implementation of urban policies. Project partners from all URBACT networks in one call (e.g. Action Planning Networks) come together to 'learn by doing', for instance working on a simulated city challenge, sharing good practices and testing different tools they can apply more especially in the work of their local groups at city level. This tool is the main training event that builds up the skills and capacities of urban professionals that take part in the URBACT Programme. These events are usually organised over three very intensive days and represent a big investment for the URBACT Joint Secretariat. This event, which can be organised in-person or online, usually takes place early at the beginning of a network cycle in order to help network partners to launch their work.
- **National Campus** - This type of event aims to reach out to stakeholders in network partner cities, in national language within a specific country or jointly across several countries, language permitting. There is a benefit for the national level (e.g. ministries) to be involved in such actions as they provide an interesting opportunity to foster dialogue between national and local players on urban policies and allow project partners to better understand the national context in which they are operating. In this regard, the National URBACT Points also have a key role to play in the delivery of these seminars at national and local level.
- **Other ad hoc capacity-building actions** based on an established need may also be developed on a specific thematic or for specific stakeholder groups involved in the design and implementation of sustainable urban policies (e.g. elected representatives, Managing Authorities of Operational Programmes, national authorities etc.) and they can take place in-person or online.

All the developed Capacity Building material is made available in the [URBACT Toolbox](#), which is a repository available to all city-practitioners and structured around the action-planning cycle.

For these different activities, short-term missions for URBACT validated experts are possible, such as:

- **Curriculum development:** For the activities mentioned above, working groups are usually built up with several experts in order to develop the curriculum of the specific event.
- **Training delivery:** delivering a training session, during a webinar or several-day-online in-person event.
- **Facilitation:** facilitating one or several sessions and working groups during online webinars or in-person training events.
- **Tool development** for the URBACT Toolbox

Usually, for these tasks, up to 10 days are needed and specific purchase orders will be issued.

For these missions, the following **skills** will be searched for:

- Facilitation and presentation skills;
- Experience in developing and/or delivering trainings, in particular for city practitioners;
- Capacities to present complex concept in accessible and attractive way.

Short-term expertise support may also be needed to analyse and scope the capacity-building needs of URBACT network beneficiaries and city practitioners, for instance through survey and questionnaires. In this case, analysis and report drafting skills will be required.

The programme may also launch open calls for bigger capacity-building projects. For example, such bigger tenders have been launched to develop support for cities regarding [funding and resourcing](#) of action plans or support for [digital exchange learning](#).

Expertise missions for programme Knowledge Hub activities

The [URBACT Knowledge Hub](#) brings together good practices, policy recommendations and stories from all across the EU. It builds on the experience of the URBACT networks, in addition to the latest urban trends and partnerships, so city practitioners and urban enthusiasts world-wide can draw inspiration to face challenges and fill any gaps. Ranging from governance to procurement, gender equality, housing, digital transformation, green cities and much more, the knowledge that is gathered is within everyone's reach.

Developed at programme level, the URBACT Knowledge Hub encompasses a series of activities – events, policy labs, community of practices, publications, policy papers, online courses, thematic tools and a dedicated editorial production. Experts in the pool can be called to contribute to any of the projects mentioned above. Depending on the topic of work, experts might be invited to co-design sessions in flagship events, such as the [URBACT City Festival](#), or in external events on the behalf of the programme.

Furthermore, every week URBACT publishes new thematic articles in the website. The URBACT Secretariat can call and commission experts from the pool to write articles or stories linked to particular expertise and urban practice.

PART II.

Application procedure and assessment

Application procedure

All candidates interested in developing an URBACT expert profile for the URBACT IV pool need to fill in and submit [an online application form](#) for the validation of specific types of expertise.

The application form consists of up to seven steps altogether (A – G) and is customisable based on candidates' level of interest. In step A, candidates can customise their application form based on the unique portfolio of expertise they would like to validate:

- Candidates interested in validation for Ad-hoc Expertise missions at network and programme level will need to fill in:
 - Step B - Communication skills
 - Step C and/ or D and/ or E – at least one of the three core types of expertise shall be validated
 - Step G – References
- Candidates interested in validation for possible Lead Expert roles (in addition to possible Ad hoc expertise mission at network and programme level) will need to fill in all remaining steps of the application form (B, C, D, E, F, G).

THE STRUCTURE OF THE APPLICATION FORM AND OPTIONS FOR CUSTOMISATION:

| A. Profile creation | | B | C | D | E | F | G | Submission |
|--|---------------------------|---|---|---|--|---|---|------------|
| | | A. Personal Information and profile creation <ul style="list-style-type: none"> All applicants create an online profile, receive login credentials and customize the application form depending on the level of interest. (10 selection fields, 1 motivation question) | | | | | | |
| Subject of Assessment | Ad hoc expertise missions | B. Communication skills <ul style="list-style-type: none"> All applicants need to be validated in B (4 questions) | | | | | | |
| | | For the Lead expert role | | C. Expertise for the design and delivery of (transnational) exchange and learning activities (2 questions) | D. Thematic Expertise (up to 5 themes can be validated) (2 questions per theme selected) | E. Methods and tools for integrated and participatory approaches (up to 2 most relevant categories can be selected) (2 questions) | | |
| | | <ul style="list-style-type: none"> Applicants for Ad hoc expertise mission can select to validate one of the types of expertise (C, D, E), or a combination of two or all of them. Applicants for the Lead Expert role need to validate all types of expertise | | | | | | |
| | | F. URBACT Lead Expert skills <ul style="list-style-type: none"> Applicants for the Lead Expert role need to be validated in F (4 questions) | | | | | | |
| | | G. References <ul style="list-style-type: none"> All applicants need to provide at least 2 references | | | | | | |
| + A short interview with the applicant and at least one of the references (within 2 weeks from the submission of the application form) | | | | | | | | |

Applicants submitting the URBACT expert application for the first time will need to create an account by filling in all the required information in step A – personal information. Once it is finalised, a confirmation e-mail with login credentials shall be sent you. Afterwards, applicants will be able to access other steps of the application form start providing their answers in different sections. **Applicants who already applied to the URBACT pool of experts in the past can use their existing login credentials.**

[The online application platform allows applicants to save drafts of the application before submitting the completed version. “Save and complete later” button will be available at the end of each step of the application form]

In step A candidates will be also requested to attach a CV in English (in Europass format – only PDF files with up to 3 pages long and max. 5Mb can be accepted).

In specific sections candidates will be asked to provide concrete examples by providing links to files and other online sources. These can be provided with URLs in the application form - the use URL shorteners (i.e. bitly.com, etc.) is strongly suggested. Please note the system does not support hyperlinks.

Once the completed application is submitted, applicants will receive a submission confirmation e-mail with the copy of the application. Afterwards the submitted application will be under assessment therefore it won't be possible to make modifications or submit a new application.

CONFLICT OF INTEREST

- i. The four URBACT roles listed below are incompatible with network expert roles. Candidates with these ongoing engagements and contracts with the URBACT Secretariat are invited to apply but will not be able to perform expertise missions at network level until the end of the active contract:
 - URBACT External Assessment panellist
 - URBACT Methods and Tools Programme expert
 - URBACT National URBACT Point representative
 - URBACT Programme Evaluator



The mention “At the moment this expert cannot perform any expertise roles at network level due to other ongoing engagements with the URBACT Secretariat” will appear in the online expert profile. This mention will be removed once the concerned contract ends.

This conflict of interest does not apply to other possible programme level missions.

- ii. Members of URBACT programme bodies (Monitoring Committee, Managing Authority, URBACT Joint Secretariat) involved in drafting and approval of present call for experts may be subject to possible conflict of interest. Before any contractual engagement with the programme (for specific network or programme level expertise missions) these will be assessed on the case by case basis.
- iii. Only experts who have not been directly involved in developing URBACT network applications can be proposed for the network Lead Expert role in these networks. A strict conflict of interest procedure will be followed on this matter.

Assessment of applications

As foreseen by the URBACT IV Programme Manual, an external service provider selected by means of an open tender, will support the URBACT Secretariat with the assessment of all applications received in the framework of the present call for experts.

Applications will be assessed for the different types of expertise candidates have applied for and the experiences and skills reported in their applications. Assessors will review the applications against the criteria outlined in the dedicated section of the current call document: PART IV of present call - the guide for submitting the online application form.



All applicants are strongly recommended to check carefully the guide for submitting the online application form (PART IV of present call) before submitting the application form online.

The assessment process foresees also a short interview with the candidate and at least one reference indicated in the form. Candidates and their references should ensure **availability for a phone interview in the 2 weeks following the submission of the application form**.

The expert applications are reviewed and assessed by external assessors within 3 - 4 weeks from the submission. Once the assessment is completed candidates will be notified of the outcome by email:

- **In the case of validation all experts** will be included in the URBACT IV pool of experts and invited to finalise their unique URBACT expert profiles published on the URBACT website. Further information about the features of URBACT expert profiles is provided in PART III – Your URBACT expert profile.
- **In the case when the application is totally or partially rejected**, the applicant may submit a revised application form within two weeks following the notification of the assessment results. Re-submission requests shall be sent to expert@urbact.eu in order to enable the amendments to your initial application. Should the revised application be rejected, the applicant will be allowed to re-apply after 12 months from the second notification.

IMPORTANT NOTE

Validation for the URBACT IV pool of experts does not imply any contractual engagements between the URBACT Secretariat and the validated URBACT expert. Only upon requests for appointment from approved networks and/or URBACT Secretariat, a contract (or other arrangement as described in sections about different expertise missions) can be established between the expert and the URBACT Managing Authority.

URBACT has a code of conduct to ensure all participants and staff experience a respectful, safe and inclusive environment and have avenues to turn to in case they believe there has been a breach to the Code of Conduct. It includes valuing others perspectives; providing a safe environment; adopting a zero-tolerance approach to harassment and discrimination; committing to a collaborative and supportive programme environment. All applicants are expected to commit to these principles and communicate in respectful way.

PART III.

Your URBACT expert profile

Creating your unique URBACT expert profile

All validated experts will be included in the [URBACT IV pool of experts](#) and invited to finalise their URBACT public profiles in the URBACT website.

The previous URBACT III pool of experts included 328 experts with 45% of them (149 experts) having at least one expertise mission during the programme period. During URBACT IV programming period we aim to increase this ratio by offering extended assortment of possible expertise missions. The pool of experts will be used also for supporting programme level activities in addition to expertise requests from approved URBACT networks.

Furthermore, by giving validated experts the possibility to create their unique online URBACT expert profiles, we aim to increase the visibility of experts in the pool. URBACT beneficiaries and the URBACT Secretariat use the dedicated search engine to find relevant expert profiles needed for different expertise missions.

The generic information will be presented in all expert profiles. It includes elements related to expert validation status, two options are possible:

- Validated to perform Ad-hoc expertise missions at network and programme level
- Validated to perform the role of a network Lead Expert (in addition to Ad-hoc expertise missions at network and programme level)

If relevant:

- Availability status for network level activities: based on ongoing engagements with the programme and Lead Expert missions with ongoing networks.

It will also include other profile information based on the application form:

- the types of expertise validated
- the country of residence and languages
- the contact details and social media links

In addition to generic information experts will be invited to provide a customised expert summary in order to showcase their specific portfolio of competences and experience related to the validated types of expertise. Experts will be able to bring forward specific information (i.e. around areas of specialisation, projects, the thematic fields, previous and ongoing involvement in URBACT activities etc). The customised expert summary can be updated at any time with any change of situation or news.

The increased visibility can be achieved with the optimisation of the search engine results (i.e. the right choice of keywords). All validated experts will receive specific guidance and instructions for customising their unique profiles within the validation notification e-mail. The related guidance also defines principles for providing appropriate expert profile summaries as well as hints and tips for increasing the visibility.

All expert profiles will be tagged with related URBACT activities and published articles depending on the real engagement. Links to related URBACT activities and published articles will be available on expert profiles.

The code of conduct for validated URBACT experts

Validation for the URBACT IV pool of experts does not imply any contractual engagements between the URBACT Secretariat and the validated URBACT expert. Nevertheless, all experts in the pool shall be aware of and follow the set of principles and suggestions set out below.

Communicating about your URBACT expert validation status

All URBACT experts in the pool are invited to communicate and share their respective URBACT validation status on social media or any other relevant professional community circles. Nevertheless, experts shall follow the principles described below when communicating about their actual validation status.

All experts in the pool can be communicated as:

- “Validated URBACT expert”.

When appropriate experts shall also precise their expert validation status as follows:

- Validated to perform Ad-hoc expertise missions at network and programme level
- Validated to perform the role of a network Lead Expert (in addition to Ad-hoc expertise missions at network and programme level)

Only, appointed URBACT experts with past or ongoing roles and concrete missions can communicate about their specific URBACT expert roles (i.e.: URBACT Lead Expert / URBACT Ad-hoc Expert ... in XYZ project/network).

URBACT expert certification

Validation e-mail notifications can be used to certify URBACT expert validation status. Once the online URBACT expert profile is published it can be used as a reference. For specific purposes, experts in the pool can request specific certification letter related to their URBACT expert validation status. These requests shall be sent to URBACT Secretariat via email: expert@urbact.eu

Increasing expert visibility with active engagement in URBACT activities

All URBACT networks have dedicated webpages on URBACT website. It includes general information about the network, thematic policy challenges being tackled, the time frame, updates on activities, as well as the contact details. All experts in the pool are invited to check network webpages regularly in order to identify potential for possible ad hoc expertise missions. If deemed relevant, experts can contact network Lead Partners and offer their expertise services as validated URBACT experts.

Any activity with URBACT networks and programme level projects will be showcased and visible on expert profiles (i.e. links to relevant articles, engagements in different networks or projects led by the programme). In this regard, experts in the pool are strongly encouraged to follow URBACT network or programme activities of their interest and propose:

- specialised expertise relevant for different URBACT activities. Specific offers shall be sent to URBACT Secretariat via email - expert@urbact.eu.
- to pitch article's ideas to the URBACT editorial team - editor@urbact.eu.

Participation in suggested programme activities

When relevant, the URBACT Secretariat will organise dedicated information sessions for experts in the pool in order to share programme updates and engagement opportunities linked to open calls for networks as well as other programme-led ongoing and future projects. All experts in the pool will be invited to attend these sessions via email.

Validated URBACT experts are especially invited to participate in different programme activities dedicated to wider audience. In this way they can get familiar with URBACT projects and working methods. Don't miss out and subscribe to [URBACT newsletter](#).

PART IV.

The guide for submitting the online application form

The application form and requirements for validation

A. Personal Information

In step A of the application form all candidates create a personal online account and customise the volume of the application form depending on the selected types expertise for validation. The information provided in Step A is not subject of assessment.

| | |
|--|---|
| 1. First Name | <i>Compulsory field</i> |
| 2. Last Name | <i>Compulsory field</i> |
| 3. Nationality/ies | <i>Compulsory field. You can select several options through the button +</i> |
| 4. Country of residence | <i>Compulsory field</i> |
| 5. Mother tongue | <i>Compulsory field</i> |
| 6. Other languages | <i>Compulsory field. You can select several options through the button +</i> |
| 7. Email address | <i>Compulsory field</i> |
| 8. Social Media Account/s, Website | <i>You can indicate URLs of your Twitter, Facebook or LinkedIn account and your personal website/blog</i> |
| In case of validation to the URBACT pool of experts, personal information will be published on your online expert profile. Please make sure to provide accurate and up to date contacts. | |

| | |
|---|---|
| 9. Attach your CV | Only Europass CV in PDF are accepted. Max. 3 pages long and max. 5Mo accepted. Focus on relevant work experience. Not on publications. <i>Compulsory field</i> |
| The Europass CV will be used only for assessment purposes. In case of validation <u>the CV of the expert will not be published</u> on the online profile. | |

| | |
|--|---|
| 10. Please tick here if you are currently contracted in any of the stated roles with URBACT: | <ol style="list-style-type: none"> 1. None 2. URBACT External Assessment panelist 3. URBACT Methods&Tools Programme expert 4. National URBACT Point contact representative 5. URBACT Programme Evaluator <i>Compulsory Field</i> |
| Anyone with a current contract with URBACT (Option 2 - 5 above) can apply for the validation. Nevertheless, these specific 4 roles are incompatible with expertise missions at network level until the end of the active contract. The mention "At the moment this expert cannot perform any expertise roles at network level due to other ongoing engagements with the URBACT Secretariat" will appear in the online expert profile. This mention will be removed with the change of situation. | |

| | |
|--|--|
| 11. What is your motivation for applying to the URBACT IV pool of validated experts? | Please describe your motivation for applying to the pool of validated URBACT experts. <i>Compulsory field</i> |
|--|--|

| | |
|--|--|
| | Please limit your answer to max. 1000 characters |
|--|--|

o **Form customisation questions included in step A:**

| | |
|---|--|
| 12a. For which expert role are you applying for? | <p>1. Ad hoc expertise missions at network and programme level</p> <p>2. The role of a network Lead Expert (in addition to Ad hoc expertise missions at network and programme level)</p> <p><i>Compulsory Field</i></p> |
| <p>12b. Please select the type(s) of expertise you would like to validate:</p> <p><i>(only in case option 1 is selected previously)</i></p> | <p>C. Expertise for the design and delivery of transnational exchange and learning activities</p> <p>D. Specific Thematic expertise</p> <p>E. Methods and tools for integrated and participatory approaches</p> <p><i>Compulsory Field</i></p> |



PLEASE NOTE:

When completing the following steps of the application (B, C, D, E, F) it is possible for the examples or context cited to refer to the same experience, network or project. This means that the examples do not have to be from different network or project experiences for each sub section or question. However, the assessors will be looking for precise responses that respond to and illustrate the specific, different competences and experience requested in specific questions and **not** a description of the network/ project/ meeting itself.

In specific sections candidates will be asked to provide concrete examples by providing links to files and other online sources. These can be provided with URLs in the application form - the use URL shorteners (ie. Bytly.com, etc.) is strongly suggested. Please note the system does not support hyperlinks.

In case of any technical issues or questions and uncertainties related to requirements for validation of different types of expertise please do not hesitate to contact us at expert@urbact.eu.

B. Communication skills

Step B is compulsory for all candidates.

| COMPETENCE | REQUIREMENT |
|--|---|
| B.1. Proficiency in English | |
| <p><i>Provide evidence of your capacity to communicate fluently in English (oral and written).</i></p> <p><i>Please limit your answer to Max. 500 characters.</i></p> | <p>(C1 level required)</p> <p><i>Please note your spoken English proficiency will be appraised during the interview with an assessor</i></p> |
| B.2. Ability to communicate and present complex concepts verbally in English and with various possible supports. | |
| <p><i>Provide examples of meetings/ events/ sessions where you have successfully communicated complex concepts to non-English speakers. This can be thematic knowledge, policy concepts, practice transfer, etc. Provide examples of supports used for such communication (presentations, video links, digital media/ tools etc.)</i></p> <p><i>Please limit your answer to Max. 1000 characters.</i></p> <p><i>(Applicants shall provide concrete example – direct links for accessing the files)</i></p> | <p>At least 1 relevant example provided.</p> |
| B.3. Ability to produce concise written and other types of outputs that incorporate and present outcomes from exchange and learning activities i.e. put forward good practice and policy messages targeting city practitioners, urban policy-makers and other relevant stakeholders (including wider audience). | |
| <p><i>Provide at least one example of outputs incorporating good practices and policy messages for an audience of city practitioners and policy-makers. This can be strategic documents, reports, articles, publications, productions for social media, blogs, films, infographics, etc.</i></p> <p><i>Please limit your answer to Max. 1000 characters.</i></p> <p><i>(Applicants shall provide concrete example – direct links for accessing the files)</i></p> | <p>At least 1 relevant example provided.</p> |
| B.4. Ability to work effectively with the use of digital tools (online meeting and collaboration tools) | |
| <p><i>Please provide examples of digital communication tools/ platforms you use and in what context. Explain why these were effective.</i></p> <p><i>Please limit your answer to Max. 1000 characters.</i></p> | <p>Sufficient level of digital literacy skills demonstrated</p> |

C. Expertise for the design and delivery of (transnational) exchange and learning activities

Thinking of one or more previous (transnational) exchange and learning activity please describe how you approached the **design, facilitation, and adaptation**.

| COMPETENCE | REQUIREMENT |
|--|---|
| <p>C.1. Ability to design interactive and effective peer learning events/ meetings– in-person and online with adaptation of different learning methods and tools.</p> | |
| <p><i>Describe your approach to the design and the delivery of at least 1 in-person and 1 online event/ meeting programme for effective and interactive exchange and learning.</i></p> <p>Please explain:</p> <ul style="list-style-type: none"> - Your role and key success factors for maximizing the interactive learning environment in the design and delivery of the peer learning programme - How you adapted the approach/es used in order to make them meaningful and effective for various levels of understanding/ knowledge/ experience that can be found in transnational partnerships or multi-stakeholder groups. <p><i>Please limit your answer to Max. 2000 characters</i></p> | <p>2 relevant examples duly described.</p> <p>At least 2 years of adequate experience are required.</p> |
| <p>C.2. Ability to facilitate (transnational) meetings to create lively exchange and focused discussion.</p> | |
| <p><i>Provide examples of facilitation methods, tools and techniques you have used at (transnational) meetings/ events/ sessions.</i></p> <p>Explain your role and how/ why the facilitation methods used were effective for lively exchange and/ or focused discussion. Please consider as well the digital context if relevant for your profile.</p> <p><i>Please limit your answer to Max. 2000 characters</i></p> | <p>At least 2 relevant examples provided.</p> <p>The role and process accordingly described.</p> |

D. Thematic Expertise

Applicants can select and validate up to 5 thematic expertise. The detailed list of themes and related sub-topics is provided in related section of the call document - Thematic expertise (pages 7 – 9).

In case none of the listed themes and sub-topics correspond to your profile please select the theme that you consider closest to your thematic field of expertise. Please mention this accordingly in question D.1 and provide as well the related sub-topics in your field of expertise.

Questions D1 and D2 need to be answered for each theme selected.

| COMPETENCE | REQUIREMENT |
|---|---|
| D.1 Deep knowledge on the selected theme, including up to date practice, research, etc. | |
| <p><i>Provide information on your experience related to the selected theme. Describe the type of activities you have been involved (active involvement in project delivery, local strategy, research, etc.).</i></p> <p>Specify any sub-topics related to the main theme selected.</p> <p><i>Please limit your answer to Max. 1000 characters.</i></p> | <p>At least 2 years of adequate experience are required for the selected theme and related sub-topic(s).</p> |
| D.2 Ability to adapt and present complex thematic knowledge in accessible, creative and effective ways , in order to feed into learning, to enable exchange, to capture actions/ learning and promote improved policy. | |
| <p><i>Describe your approach and give examples from your past experience of knowledge production at workshops, conferences, trainings or any other learning events related to the selected theme and related sub-topics.</i></p> <p>Please consider:</p> <ul style="list-style-type: none"> - <i>How the particular thematic knowledge input has been adapted in order to be effective for participants with specific local contexts, level of understanding and/ or peer-learning.</i> - <i>Key success factors for effective sharing and deepening of the thematic knowledge in the particular theme/ sub-topics</i> <p><i>Examples can include reports, position papers, briefings, blogs, tools, exercises, study visits, case studies, presentations, film, visual narratives, infographics, etc.</i></p> <p><i>Please limit your answer to Max. 1500 characters.</i></p> <p><i>(If appropriate applicants can provide examples – direct links for accessing the files)</i></p> | <p>At least 1 relevant example duly described.</p> |

E. Methods and tools for integrated and participatory approaches

This type of expertise support is provided to **local authorities** and associated stakeholders for applying the integrated and participatory approaches in the design and delivery of sustainable urban development strategies/ policies/ actions (in line with EU Regional Policy framework).

Applicants shall select at least 1 category of methods/ tools for validating the scope of their expertise.

| COMPETENCE | REQUIREMENT |
|---|---|
| E.1 Knowledge/ experience in supporting integrated and participatory approaches in the design and delivery of sustainable development strategies/ policies/ actions (in line with EU Regional Policy framework). | |
| <p>Demonstrate your role in supporting the co-production or/ and implementation of sustainable development strategies/ policies/ actions to local authorities and associated stakeholder.</p> <p>Please explain in your answer if your experience is at local and/ or transnational level (both are relevant).</p> <p>Please limit your answer to Max. 1000 characters.</p> | <p>At least 2 years of adequate experience are required.</p> <p>At least 1 relevant example of support to local authorities is duly demonstrated.</p> |
| E.2 Knowledge / experience of specific methods and tools in selected categories. | |
| Please select up to 2 categories of methods and tools most relevant to your profile in order to shape your unique specialization under this type of expertise: (multiple selection enabled in the form) | |
| <ul style="list-style-type: none"> ○ Integrated and participatory design of strategies/ action plans ○ Sustaining engagement of stakeholders and translating strategies/ action plans in concrete steps ○ Securing funding and resourcing ○ Monitoring and evaluation for effective implementation | <p>At least 1 (most relevant) category shall be selected.</p> |
| Describe the methods and/ or tools you have used/ developed in the past related to the selected category/ies: | |
| <p>Please consider:</p> <ul style="list-style-type: none"> - Why these are effective for in integrated and participatory processes - how these can be used for peer learning - how these can be adapted and used in specific local contexts. - their fit with the EU Regional Policy framework. <p>Please limit your answer to Max. 2000 characters.</p> | <p>At least 1 method/ tool per category is duly described and adequate.</p> |

F. URBACT Lead Expert skills

The required URBACT Lead Expert skills build on those required for Ad hoc expertise missions (in sections C, D, E) and relate to the ability to support a transnational partnership, together with a Lead Partner, over at least 2-year period. This includes co-design, delivery and regular review of the exchange and learning programme, targeted support to partners, attention to dynamics and commitment to the URBACT method and achieving quality outcomes.

| COMPETENCE | REQUIREMENT |
|---|---|
| Maximising the impact of exchange and learning activities and knowledge production | |
| F.1. Ability to design, organize, adapt and deliver a network work plan of transnational exchange and learning to continuously analyse, synthesise, draw synergies and feedback loops. | |
| <p>Please describe:</p> <ul style="list-style-type: none"> - At least 1 example from your past experience with designing/ supporting/ managing the longer-term transnational exchange and learning (or collaborative) projects - what are the key factors underpinning i.e. a 24-months network work plan of effective exchange and learning activities (at transnational level) customized around a specific urban challenge including various formats and activities. - the methods and/ or approaches used to maintain the engagement momentum (also at distance/ between meetings) for the successful delivery of expected outputs (such as local plans) i.e. by use of learning & collaborative tools etc. <p><i>Please limit your answer to max. 2000 characters.</i></p> | <p>At least 2 years of adequate experience are required.</p> <p>The examples are duly described and relevant.</p> |
| F.2. Ability to capture network knowledge and results and ensuring the uptake for (network) strategic communication (i.e. for advocacy at local/ national/ EU policy level). | |
| <p><i>Describe the key success factors for the co-production of knowledge capture and sharing outputs in order to maximize policy impact at different levels.</i></p> <p><i>If possible, provide at least 1 example of knowledge uptake/ knowledge communication targeted at policy makers from your past experience</i></p> <p><i>Please limit your answer to max. 1000 characters.</i></p> | <p>Sufficient understanding of key success factors is demonstrated</p> |
| Relationship development, leadership and coaching | |
| F.3. Strong capacities in leadership, mediation, conflict management, building effective working relationships with a strong team ethic and sensitivity to partner dynamics and cultural differences. | |
| <p>Give 1 example of your leadership role and describe any approaches you have used to overcome obstacles that can occur during implementation of (transnational) projects or processes with urban professionals of different levels.</p> <p><i>Please limit your answer to max. 1000 characters.</i></p> | <p>At least 1 relevant example duly described.</p> |
| F.4. Ability to inspire and empower partners in the network to learn and experiment new tools for the participatory process and integrated approach in order to ensure progress at local level. Motivation of unconfident or inactive partners. | |
| <p><i>Describe at least one example of ways in which you have empowered/ encouraged participants (in transnational projects) to embrace their potential and apply innovative approaches. Explain how/why it was effective.</i></p> | <p>At least 1 relevant example duly described.</p> |



Please limit your answer to max. 1000 characters.

G. References

Candidate shall indicate minimum of 2 references.

The references will be contacted by assessors within 2 weeks from the date of the application submission. The response of one reference person is required; therefore, it is possible that some reference will not be contacted.

| REFERENCE 1 | |
|---|--|
| Name of organisation: | |
| Contact person: | |
| Job title: | |
| Relationship to project/ programme applicant worked on: | |
| Tel: | |
| Email: | |

You can add up to 2 additional references by clicking on the “+” button.



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