



URBACT NATIONAL PRACTICE TRANSFER INITIATIVES EVALUATION

EVALUATION REPORT

FINAL

November 2022



European Union
European Regional Development Fund



*EVALUATION OF 5 NATIONAL PRACTICE TRANSFER INITIATIVES
Evaluation Report*

November 2022

Client:

ANRU / URBACT Secretariat

ANCT – 20, avenue de Ségur 75007 Paris, France

Consultant:

M&E Factory GmbH, Christine Hamza, Elona Goma

Silbergasse 25 1190 Vienna, Austria



Content

NPTI – evaluation results in brief	5
1 Introduction	6
1.1 Background	6
1.2 Methodology	7
1.3 Structure of the report	8
2 Key findings and conclusions	9
2.1 Preparation of the NPTI	9
2.1.1 Profile of the participating cities	9
2.2 Planning of the NPTI	10
2.3 Implementation of the NPTI	12
2.4 Key achievements of the NPTI	13
2.4.1 Key results	13
2.4.2 Key achievements at city administration and local level	14
2.4.3 Coherence with priorities and objectives at national and EU level	19
2.4.4 Value added of the NPTI	20
2.4.5 Involvement of participating cities in future URBACT networks	21
2.4.6 Sustainability of the NPTI achievements	22
2.5 Influencing factors	23
2.5.1 Success and hindering factors	23
2.5.2 Key drivers of the NPTI	23
2.5.3 Role of the URBACT actors	25
2.6 Monitoring and data collection during the implementation	26
2.7 Lessons learned and potential improvements	27
3 Recommendations	29
3.1 Successful NPTI aspects	29
3.2 Aspects to be improved	30
Annexes	32
Annex 1: NPTI cities review	32
Annex 2: Simplified evaluation matrix	33
Annex 3: ToC model per NPTI	35
Annex 4: Summary of survey responses (NPTI cities)	40
Annex 5: Summary of ULGs responses	64

Tables and figures

Table 1: Overview of the NPTI	6
Table 2: Did the project meet your expectations and why?	18
Table 3: Would the activities have been implemented without the NPTI (e.g. through other funds)?	20
Table 4: Success and hindering factors	23
Table 5: Lessons learned	27
Table 6: Evaluation questions and judgment criteria	33
Table 7: Key benefits of the transferability study and transfer plan as perceived by the cities	40
Table 8: Success and hindering factors per NPTI	47
Table 9: ULGs responses - NPTI Ireland: Playful Paradigm	64
Table 10: ULGs responses - NPTI Slovenia: RegrowCity	67
Table 11: ULGs responses - NPTI Czech Republic, Slovakia: OnStage	70
Table 12: ULGs responses - NPTI Estonia: On Board	75
Figure 1: Key building blocks of the NPTI transfer process	6
Figure 2: Evaluation process	7
Figure 3: Data collection	8
Figure 4: Population of the participating cities	9
Figure 5: Main activities implemented by the participating cities (number of entries)	12
Figure 6: Type of final beneficiaries	13
Figure 7: Key achieved results	14
Figure 8: Main contribution at city administration level (number of cities per type of contribution)	15
Figure 9: Main contribution at local level (number of cities per type of contribution)	16
Figure 10: Did the project meet your expectations and why?	18
Figure 11: The NPTI triggered other activities in your city	20
Figure 12: Interest of the cities to participate in future URBACT networks	21
Figure 13: Key drivers of the NPTI	24
Figure 14: Suggestions for improvements	27
Figure 15: ToC Model: Playful Paradigm – NPTI Cork	35
Figure 16: ToC Model: Re-Grow City – NPTI Idrija	36
Figure 17: ToC Model: C-Change – NPTI Mantova	37
Figure 18: ToC Model: onStage – NPTI Brno	38
Figure 19: ToC Model: onBoard – NPTI Tallin	39
Figure 20: What helped the implementation of the NPTI?	42
Figure 21: What did not help the implementation of the NPTI?	45
Figure 22: Key drivers per NPTI	51
Figure 23: Is the city interested in participating in future URBACT networks?	56

Figure 24: What do you think should be improved? And why?

Abbreviations

ETC	European Territorial Cooperation
M&E	Monitoring and Evaluation
NPTI	National Practice Transfer Initiatives
NUP	National URBACT Points
PC	Participating Cities
TC	Transfer Cities
TN	(URBACT) Transnational Network
UE	URBACT Expert
ULG	URBACT Local Groups

NPTI – evaluation results in brief

The **National Practice Transfer Initiative** (NPTIs) was launched as a pilot to transfer good practices to non-URBACT cities at national level and in national languages. The good practices were first transferred, adapted or developed under an URBACT Transfer Network (TN). This approach allows a wider distribution of the results achieved in the Transfer Networks as well as it motivates the non-URBACT cities to join these networks in the future.

The findings of the evaluation of the five pilot NPTIs showed that the intended results were overall achieved and that the NPTI served as a **dynamic multiplier of the URBACT TN results** regardless of the size of the cities. The possibility to try out good practices in various cities of different size and context proved to be an **added value** not only for the participating non-URBACT cities but also for the transfer cities.

The evaluation showed that the URBACT tools (transferability studies, transfer plans) were appreciated by all cities and there was a clear learning effect and a change of mindset. The hesitation of non-URBACT cities (especially smaller ones) to participate in transnational networks arises mainly from limited resources and language barriers. However, the evaluation revealed that the content and methods of the URBACT transnational projects are highly valued in all participating cities.

The NPTI triggered not only a **change in mindset** and higher **awareness** of the value of the URBACT practices but also enhanced and still does enhance **creativity and inclusion**. The NPTI topics were highly relevant at EU and national level and will continue to be relevant in the future.

Interviews and the survey confirmed that the **engagement of the NUPs and URBACT experts** was essential, and that success is clearly depending on **the engagement of individuals** with knowledge and connection to the TN. The **role of the transfer cities** remained unclear and led in some cases to a lower engagement of the representatives of the transfer cities.

There is a need to **systematically link** the NPTIs to the TNs. It is therefore recommended to **better embed the NPTIs** in the TNs and allow for a clear follow up approach and replication of the good practices. This enhances the sustainable use of the successful practices on a wider scale.

The NPTIs encouraged cities to participate in URBACT projects and increased the motivation to try out new approaches from other countries and cities. On top of it the NPTIs triggered communication among cities and enhanced bottom-up policy implementation. The NPTIs reflect a clear Interreg approach enabling non-URBACT cities to be part of the big picture and learn from good practices.

“Participation in such networks is inspiring, increases cooperation between educational institutions of the municipality and with other partners, allows learning and adopting good practices. Although it is time consuming but the benefit all partners get from it, is greater.” Kohila, NPTI Estonia

“This project was really beneficial to developing our networks and relationships with other regions. It also delivered many benefits to local stakeholders, citizens, both young and old across many cultures.” Donegal town, NPTI Ireland

“It is important to broaden our networks, increase our connections with other towns and learn from them” Sligo town, NPTI Ireland

“Since cooperation has been very instructive and especially small and marginalised municipalities need examples of how they deal with certain problems elsewhere.” Podlehnik, NPTI Slovenia

“Because they give us a chance to grow” Avellino, NPTI

1 Introduction

This evaluation aimed to assess the main achievements of the five National Practice Transfer Initiatives (NPTI) launched by URBACT in June 2021. The evaluation was conducted during the period September-beginning of December 2022.

This report presents the main evaluation findings addressing in particular the effectiveness, relevance, coherence and EU added value of the NPTI. Key lessons and recommendations are provided to help inform future initiatives under URBACT IV.

1.1 Background

The first generation of URBACT Transfer Networks sought to replicate a recognised URBACT Good Practice to other cities across Europe. In early 2021, the URBACT Monitoring Committee decided to pilot a similar scheme to transfer networks but for the first time at national level, called **National Practice Transfer Initiative (NPTI)**.

An NPTI seeks to further transfer a good practice that was first transferred, adapted or developed under an URBACT III Transfer Network, to non-URBACT cities at national level and in national languages during the period June 2021-December 2022.

An NPTI involves:

- **a transfer city** – that ‘holds’ the good practice to be transferred to the other non-URBACT cities
- **5 to 7 participating cities** - cities that were never involved in URBACT III networks
- **at least one URBACT expert** - supporting the cities in their transfer process both in terms of methodology and content.

The initiatives are managed by National URBACT Points (NUP). The NUP coordinating an NPTI receives a budget for implementing the initiative (up to EUR 111 000). The budget covers staff costs for NUP, costs for meetings amongst the participating cities (travel and accommodation, venue rental, catering and equipment), webinars, trainings and communication. An additional amount of EUR 45 000 was made available for covering the expertise provided by the URBACT experts.

Each NPTI follows a methodology proposed by NUP, URBACT experts and cities for the transfer process. This methodology includes meetings among the selected participating cities, development of a transferability study per each NPTI, launch of an URBACT Local Group (ULG) per participating city and a transfer plan per participating city with the aim of implementing some or all the actions within the envisaged period.

Figure 1: Key building blocks of the NPTI transfer process



Source: own design based on desk research

On 9 March 2021, the URBACT Monitoring Committee approved the funding and testing of 5 NPTIs covering **32 cities** in **six EU Member States**: Czech Republic, Slovakia, Estonia, Ireland, Italy and Slovenia.

Table 1: Overview of the NPTI

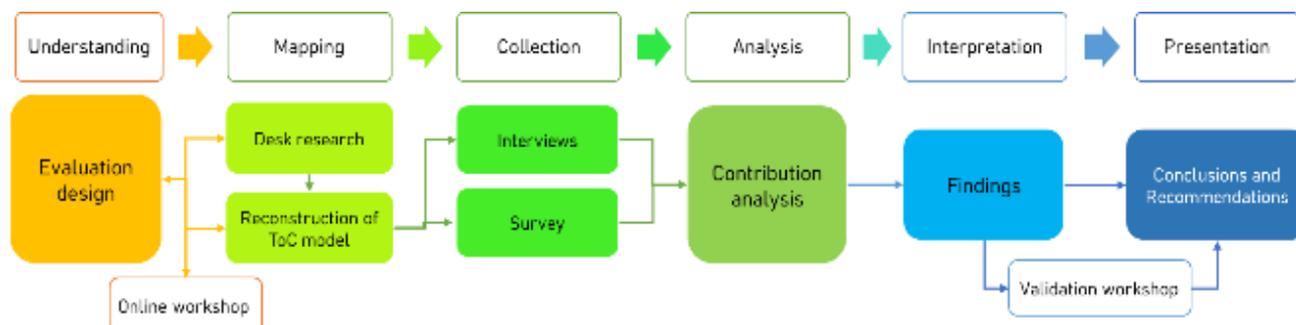
NUP (MS)	URBACT network	Transfer city	Participating cities	Practice
Czech Republic Slovakia	OnStage	Brno	7: Broumov, Plzeň, Neratovice, Trenčín, Banská Bystrica, Lučenec, Nitra	Involving students from socially excluded areas, incl. Roma, in music education as one of the tools for social change.
Estonia	OnBoard	Tallinn	7: Elva, Kambja, Kohila, Narva, Rae, Saue, Viru-Nigula	Creating a holistic learning environment for students with the participation of NGOs, entrepreneurs and other local actors (so-called Educational Innovation Network)
Ireland	Playful Paradigm	Cork	5: Donegal town, Sligo town, Rathdrum, Rush, Portlaoise	Introducing opportunities for play throughout the city for social, environmental and economic benefits.
Italy	C-Change	Mantova	7: Rovereto, Cuneo, Ferrara, Siena, Avellino, Corigliano-Rossano, Sestri Levante	Engaging and training arts and cultural sectors to contribute to the fight against climate change.
Slovenia	RegrowCity	Idrija	6: Bohinj, Bovec, Ormož, Podlehnik, Radenci, Razkrižje	Establishing an NGO platform to connect citizens in need with different initiatives and services.

Source: URBACT Secretariat

1.2 Methodology

The assessment of the five NPTIs was carried out in line with the European Commission's Better Regulation Guidelines taking into consideration the following evaluation process (see Figure 2).

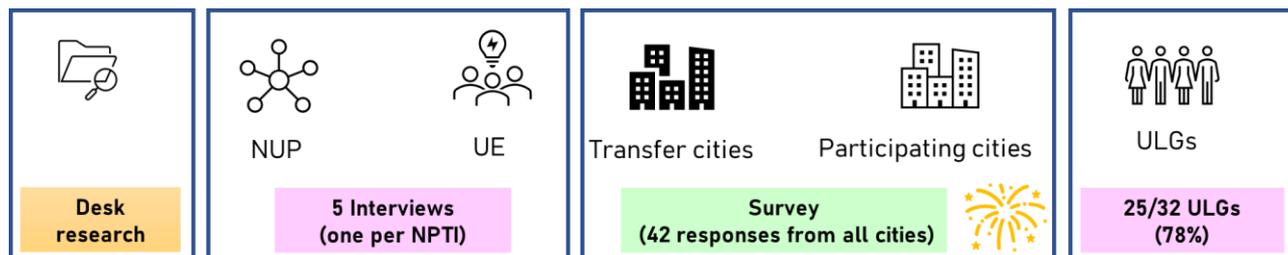
Figure 2: Evaluation process



Source: own design based on the Better Regulation Guidelines

The evaluation addresses the evaluation criteria effectiveness, relevance, coherence, relevance, EU added value and efficiency, which have been operationalised in evaluation questions and judgement criteria. Various data methods were used to collect data.

Figure 3: Data collection



Source: own design based on the data collected

The evaluation findings were also subject of a validation workshop held on 14 November 2022 involving the URBACT experts, NUP representatives and the URBACT Secretariat. This final report integrates the comments and outcomes of the validation workshop and the inputs from the stakeholders, in particular the URBACT Secretariat, NUPs, ULGs and URBACT experts.

1.3 Structure of the report

This evaluation report includes 3 main chapters:

- Chapter 1 “Introduction”, including an outline of the report and methodology
- Chapter 2 “Key findings and conclusions”
- Chapter 3 “Recommendations”

Annexes contain the background analysis, including the simplified evaluation matrix and ToC models for each NPTI, and an overview of the results of the online survey and ULGs.

2 Key findings and conclusions

This chapter presents the main findings generated from the data collected as well as key conclusions drawn from these findings. Key aspects of the transfer process (preparation, planning, implementation), the NPTI achievements and lessons learned, influencing factors as well as monitoring are particularly highlighted.

A more detailed overview of the information received is presented in Annex 4 and Annex 5.

2.1 Preparation of the NPTI

At first, the National URBACT Points had to respond to a questionnaire sent by the URBACT Secretariat to express their interest in implementing an NPTI, where they had to propose the transfer city, topic and the methodology of the NPTI.

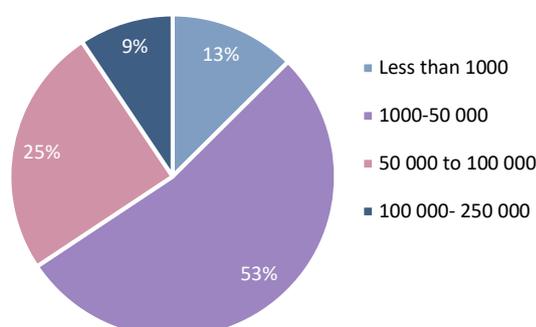
After the selection was made by the URBACT Monitoring Committee, the NUPs responsible for the 5 NPTIs carried out various activities such as communication activities to reach out to potential participating cities in Ireland, Estonia, Italy, Czech Republic, Slovakia, Slovenia (e.g., formal invitation, informal networks, info days, etc.), the application and selection process as well as the initial design of the transfer process. In some cases, informal networks were more successful than formal invitations.

A maximum number of 7 cities per NPTI were selected by the National URBACT Points in coordination with the national authorities. This threshold (as decided by URBACT) was considered by the NUP and URBACT experts as reasonable in terms of managing and coordinating the NPTI. Italian cities showed a relatively high interest in joining the NPTI (35 applications in total).

2.1.1 Profile of the participating cities

32 participating cities were selected (3 in the Czech Republic, 4 in Slovakia, 7 in Estonia, 5 in Ireland, 7 in Italy and 6 cities in Slovenia).

Figure 4: Population of the participating cities



Source: National statistics

Only two participating cities have a **population** of more than 100.000 inhabitants (Plzeň, Czech Republic; Ferrara, Italy). 8 cities have a population between 50.000-100.000 inhabitants, 18 cities between 1.000-50.000 (53%), and 4 even below 1.000 inhabitants (three in Estonia and one in Slovenia).

The perception of the size of the city in terms of its population is however different depending on the size of the country.¹

The **size** and thus the resources and experience with such projects also differ significantly. Smaller cities lack resources and experience in implementing such activities, while larger cities (above 50.000 inhabitants) are more likely to be engaged in networking projects internationally. In all NPTIs, hesitation or low trust in carrying out such type of projects was initially shown in smaller cities without expertise and experience.

Location of the cities is another important aspect. While some cities are located in remote areas (e.g., Ireland), most of them are linked to large agglomerations (e.g., Estonia). In total, around 10 cities are in the catchment area of an agglomeration and the other 22 towns/cities are in more remote areas either in rural areas (Slovenia, Estonia, Ireland, Czech Republic), border areas or at the sea (Ireland, Estonia and Italy).

The city of Narva in Estonia reflects a special case: a city **bordered** with Russia, with a population of 57.130 inhabitants and a Russian minority share (ethnic Russians) of above 80%, which make it geographically and socially remote.

¹ Administrative reforms were also undertaken in some countries in the past few years, which introduced a minimum population size per municipality (e.g., Estonia). <https://www.riigiteataja.ee/en/eli/514072016004/consolide> ; <https://decentralization.gov.ua/en/news/13820>

In other cases, the **distance between the cities** (e.g., from north to south in Italy) tend to create logistical difficulties in terms of travel and accommodation costs, finding suitable transport connection (e.g., between Czech Republic-Slovakia) and/or duration of events (e.g., spending more time travelling than in the events). This was sometimes also linked to the selected transportation mean (e.g., by train to ensure sustainability).

Key conclusions

- The maximum number of 7 cities per NPTI can be considered as appropriate, especially in terms of managing and coordinating the NPTI.
- The size and thus the resources and experience with such projects differs significantly. Small towns will be less likely to join international projects while larger cities (above 50.000 inhabitants) are more likely to be engaged as partners in such projects internationally.
- The location of the cities (and thus the distance between them) can have an influence on the costs/budget of the project which should be considered in the planning phase (e.g., logistical difficulties in terms of travel and accommodation costs, finding suitable transport connection and/or duration of study visits/meetings between cities by spending more time travelling than in the meetings).
- The special case of Narva (Estonia)–bordering with Russia and with more than 80% of the population being ethnic Russians-reflects the importance of the NPTI in enabling a better integration and connection with other cities within the country and linking the city’s representatives to the URBACT knowledge exchange and network.

There is no clear evidence that size or location of a city influences the outcome of the NPTI.

2.2 Planning of the NPTI

One **transferability study** per NPTI and one **transfer plan** per participating city were developed in all NPTIs. Additionally, one URBACT Local Group was established in each participating city. Initial meetings with the cities supported the process of collecting data and capturing the needs. The meetings also helped in drafting the transferability study and transfer plans as well as in tailoring the plans to the local needs and capacities.

Both documents (transferability study and transfer plan) were considered useful for planning and implementing the NPTI by almost all cities (98%) and all NUP/URBACT experts (see **Erreur ! Source du renvoi introuvable.** in the annex for more information).

Cities
(TC& PC)  98%

NUP/UE  all

The **transferability study** was particularly useful in:

- providing an overview of the current situation and capacities of the cities to implement the good practices,
- providing an overview of the good practice and methods to be transferred, and
- bringing together cities and relevant partners as well as collecting ideas about the NPTI.

The **transfer plan** helped to:

- define concrete objectives and main actions tailored to the city needs and capacities. Some plans were also subject to change or improvements during the implementation, especially after exchanges with other NPTI cities or URBACT experts, but the overall objectives did not change. Some plans provided detailed information, while others presented a more general roadmap.
- better organise the activities and involve relevant stakeholders, and
- keep track of the progress made during the project implementation.

On the **topics** addressed in each NPTI (and in the corresponding transferability study and transfer plans):

- all NPTI topics were considered relevant to the local needs and bringing new approaches for the participating cities. For example, in Italy, connecting climate topics with art and culture was seen as an innovative approach that motivated cities to apply and become pioneers in their country. The same motivation was shown in Ireland, where the aim of highlighting the importance of play was highly embraced by the cities and local communities.
- The NPTI topics expect to remain important in the future.

Regarding the ULGs:

- each participating city established an ULG. The time needed to set them up was however underestimated.
- the number of ULG members changes, particularly due to existing members leaving the group.
- keeping the ULGs committed during and after the project implementation is considered a key challenge (as in the URBACT TN).

The total number of ULG members involved in each country are:

- in Ireland: 60 members in total with between 6 to 8 organisations per ULG represented
- in Estonia: 65 people or an average of 9 members per city (average ULG meetings per city: 16).
- in Italy: 130 members or an average of 16 members per city (average ULG meetings per city: 6-7).
- in the Czech Republic and Slovakia: 80 members in total or average of 11 members per city (average ULG meetings/city: 8)
- in Slovenia: around 5 to 12 people per city. In some cities there is a "core ULG" with a few members and a more open group where number of members varied depending on the discussed topic.

However, the number of ULG members tend to vary due to new people or especially existing ones leaving the groups. Changes have also affected (to some extent) the implementation since new people needed time to get acquainted with the project.

Key conclusions

The involvement of the NUPs since the beginning (proposing the transfer city, topic, methodology of the NPTI) can be considered important, especially to ensure shared responsibility and commitment from the outset of the NPTI.

The URBACT tools and methods supported the preparation and implementation of the NPTI and were highly valued. Cities as well as ULGs had a considerable learning effect which increased motivation. All ULGs were set up, although sometimes it took longer than expected. In some cases, the motivation among ULGs eroded over time. Constant facilitation and team building exercises would have been needed to keep them afloat and more committed to the NPTI.

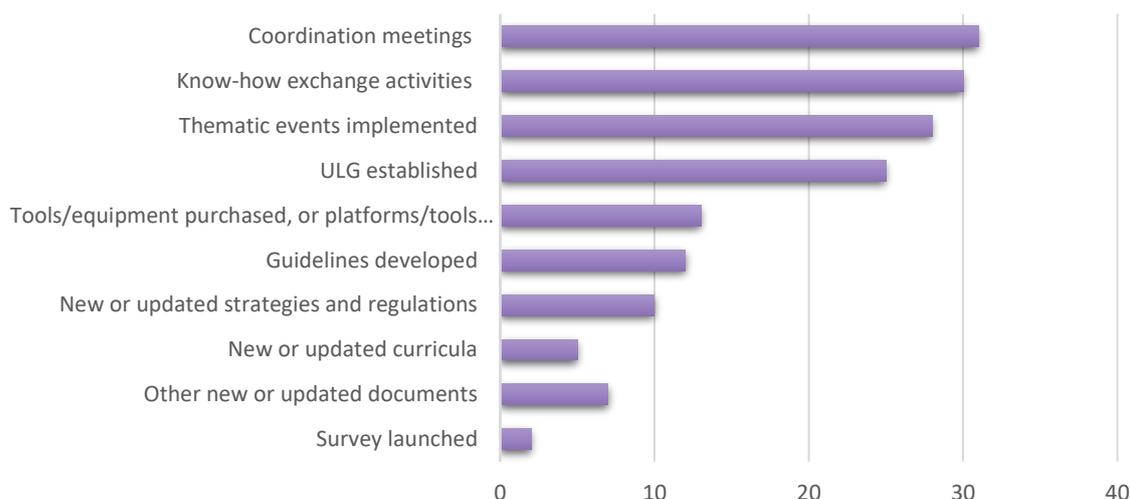
2.3 Implementation of the NPTI

The **participating cities implemented various activities** such as:

- coordination meetings that supported the implementation of the activities envisaged in the transfer plan (e.g., with the NUP, URBACT expert, ULG, URBACT Secretariat etc.)
- know-how exchange activities between the transfer and participating cities,
- thematic events (e.g., workshops, study visits, etc), and
- activities related to the establishment of the ULGs.

Other activities included the purchase of tools/equipment, platform development, branding and communication, development of various documents (e.g. guidelines, manifesto for environmental sustainability), obtaining finance, etc.

Figure 5: Main activities implemented by the participating cities (number of entries)



Source: survey results - participating cities, October/ November 2022

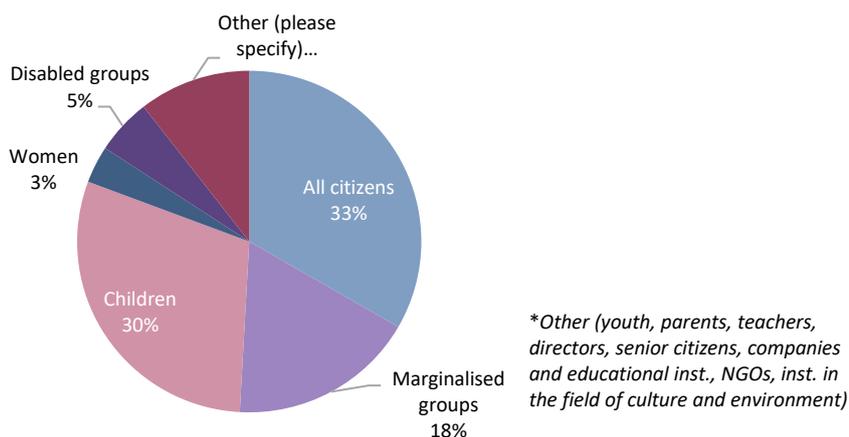
Not all activities planned in the transfer plans are expected to be finalised by the end of 2022. However, most of them have been either implemented by the cities or are expected to be implemented in the coming year benefiting from the established plans, teams, ULGs, and in some cases from the secured funds (e.g., Ireland, Italy, Czech Republic).

The **transfer cities** were engaged in:

- events to share knowledge, good practices and sharing new ideas (e.g., network webinars and meetings with participating cities, advisory activities etc.)
- organising workshops for participating cities to introduce good practice
- drafting phase of the transfer plans (e.g. in Italy),
- cooperating and liaising with the URBACT experts and NUP

While all the transfer cities were involved in most of the above-mentioned activities, their engagement was not very active in all NPTIs. Two main factors were: their role and benefits in the NPTI implementation were not very well understood and time constrains, especially during busy work periods.

Figure 6: Type of final beneficiaries



On the final beneficiaries, the NPTIs addressed overall all local citizens. Specific final beneficiaries mentioned by the cities include marginalised and disabled groups, children (e.g. in Czech Republic and Slovakia), youth (e.g. in Estonia), institutions and organisations in relevant NPTI areas (e.g. in Italy, Czech Republic, Slovakia, Slovenia, Ireland, Estonia).

Source: survey results - participating cities, October/ November 2022

Regarding the **NPTI financial support**, it consisted of:

- a specific budget allocated to the NUP for implementing the NPTI (up to EUR 111 000) covering staff costs for NUP, meetings amongst the participating cities (travel and accommodation, venue rental, catering and equipment), webinars, trainings and communication.
- a budget for covering the expertise provided by the URBACT experts (up to EUR 45 000).

The NPTI budget was mainly used for supporting the organisation of events and the staff. Travel and accommodation costs for long distances (or potentially longer duration of study visits) were sometimes not sufficient. In addition, support for other activities such to organise more study visits, involve more people, implement pilot activities or purchase relevant equipment was needed in some NPTIs.

There was however some flexibility in reallocating funds based on the amount spent and the needs aroused during the implementation. For example, in cases when the budget on travel and accommodations for some events was not fully spent (e.g. fewer participants than expected), the amount was used for upcoming events (e.g. inviting more people or inviting experts from other countries), or when specific items that were initially envisaged were not deemed very necessary during the implementation, new activities (e.g. trainings) were funded, which were not originally planned but were considered important for the cities and stakeholders.

As regards the budget for the URBACT experts, no specific concerns were raised. However, in some cases they had to put more efforts and time than expected, especially to support the ULGs and the cities.

Key conclusions

- Not all activities planned in the transfer plans are expected to be finalised by the end of 2022. However, most of them have been either implemented by the cities or are expected to be implemented in the coming year benefiting from the established plans, teams, ULGs, and in some cases from the secured funds.
- The transfer cities were not very active in all NPTIs, mainly because of their ambiguous role and benefits in the NPTI implementation and time constrains during busy work periods.
- The NPTI budget was mainly used for supporting the organisation of events and the staff. Support for other activities such to organise more (or longer) study visits, involve more people, implement pilot activities or purchase relevant equipment was needed in some NPTIs.

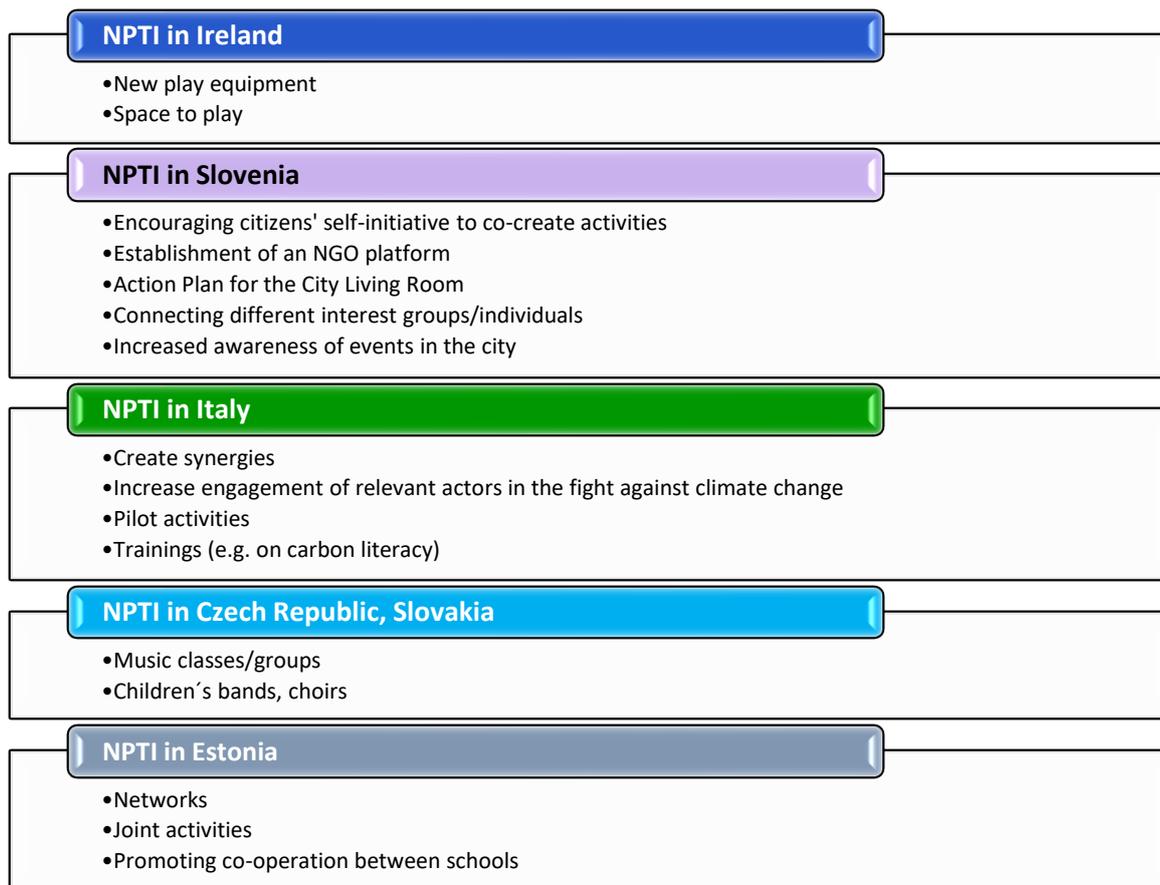
Many of the planned activities were actually implemented. The role of the transfer cities remained confusing and thus led in some cases to lower engagement or motivation among the city representatives of the transfer cities.

2.4 Key achievements of the NPTI

2.4.1 Key results

Figure 7 presents the main results achieved for each NPTI implemented at national level.

Figure 7: Key achieved results



Source: survey results - participating cities, and validation workshop, October/ November 2022

Since at this point in time (end of November 2022) some activities are still ongoing and are expected to be finalised by end of December 2022 or beginning of next year, additional NPTI results may be expected (e.g., development of a curricula in the Czech Republic and Slovakia etc.).

2.4.2 Key achievements at city administration and local level

Although the activities were different in each NPTI due to their specific topics, overall, they all contributed at **city administration level** to:

- increasing motivation to participate in an URBACT network
- using new tools thanks to the participation in the NPTI
- strengthening the skills of people from the NPTI cities in participatory and integrated policy making

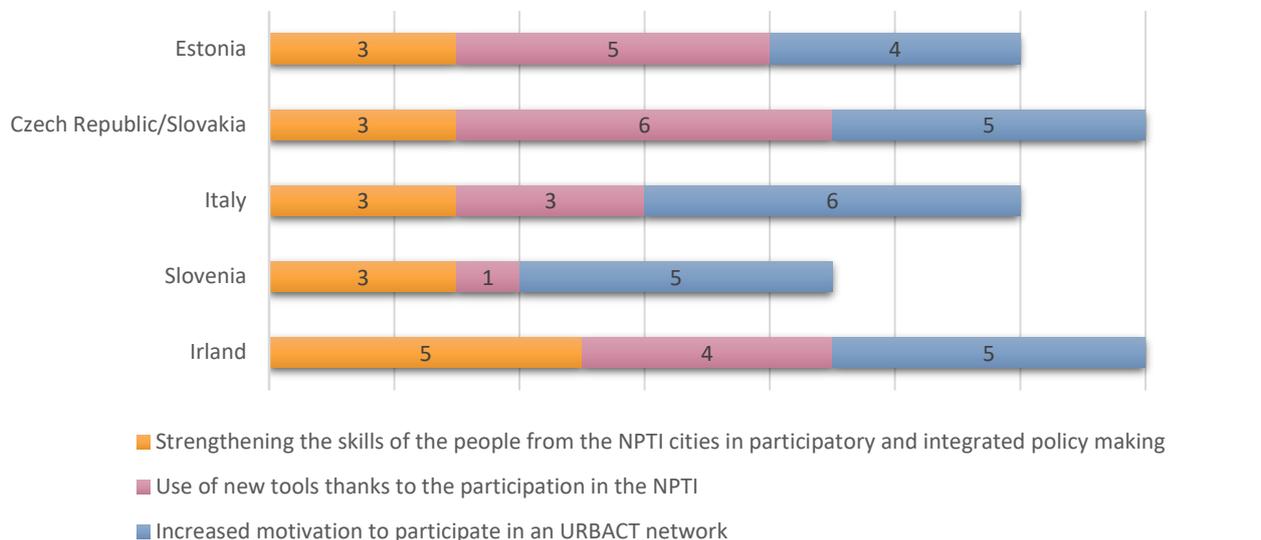
Figure 8 below shows the contribution per each NPTI based on the respondents of most participating cities (30/32 cities²).

² Narva (Estonia) and Banská Bystrica (Slovakia) did not respond to this question. In total 33 responses were collected; in **Czech Republic and Slovakia, two participating cities responded to the survey more than once (Trenčín 3 times and Plzeň 2 times). Therefore, the number of responses is higher than the number of cities.** In other NPTIs, each city responded only once.

The **increased motivation to participate in an URBACT network** was considered as a key contribution in all NPTIs, especially in Ireland (all 5 cities), Italy (6 cities), Slovenia (5 cities), followed by Estonia (4 cities) and Czech Republic and Slovakia with 3 cities (including 5 responses).

The **use of new tools** was particularly highlighted by the representatives of the participating cities in Estonia (5 cities), followed by Ireland (4 cities) and Czech Republic and Slovakia (4 cities with 6 responses).

Figure 8: Main contribution at city administration level (number of cities per type of contribution)



Note: The numbers represent the total nr of cities per type of contribution in each NPTI (excl. CZ, SK – see the footnote on the previous page)

Source: survey results - participating cities, October/ November 2022

The NPTI also helped the cities to become familiar with the participatory and integrated policy making, starting from the planning to the implementation. The **contribution to strengthening skills in participatory and integrated policy making** was mentioned in all NPTIs, mostly in Ireland (all 5 cities) and in 3 cities in each of the other NPTIs in Czech Republic and Slovakia, Italy, Slovenia and Estonia.

An example from the NPTI implementation in Italy shows that the NPTI can also serve as an instrument to support the inclusion of small cities in national discussions when national policies are being discussed. In addition, the NPTI helped to raise awareness and improve knowledge about participatory approaches when new policies, regulations, strategies are launched or to break the silos between different sectors and departments at city administration level.

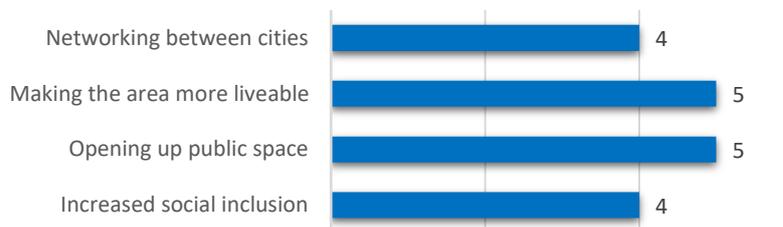
At **local level**, various achievements have been mentioned by the participating cities³ for each NPTI based on their specific objectives.

The figures below show the contribution at local level for each NPTI as chosen by the participating cities.

³ 31/32 participating cities; Narva (Estonia) did not provide a response for this question. In total 34 responses were collected; in Czech Republic and Slovakia, two participating cities responded to the survey more than once (Trenčín 3 times and Plzeň 2 times). Therefore, the number of cities is lower than the number of responses. In other NPTIs, each city responded only once.

Figure 9: Main contribution at local level (number of cities per type of contribution)

Ireland



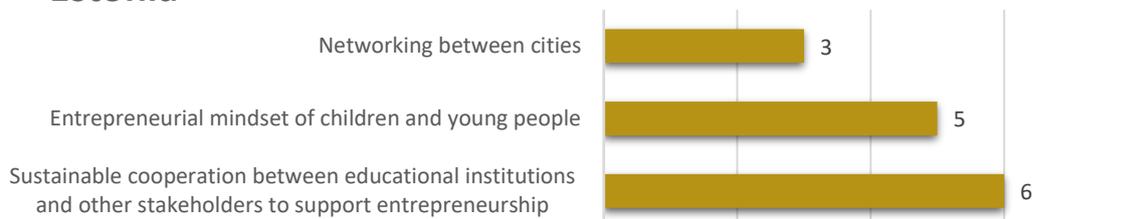
Note: The figure shows the number of participating cities per type of contribution

Italy



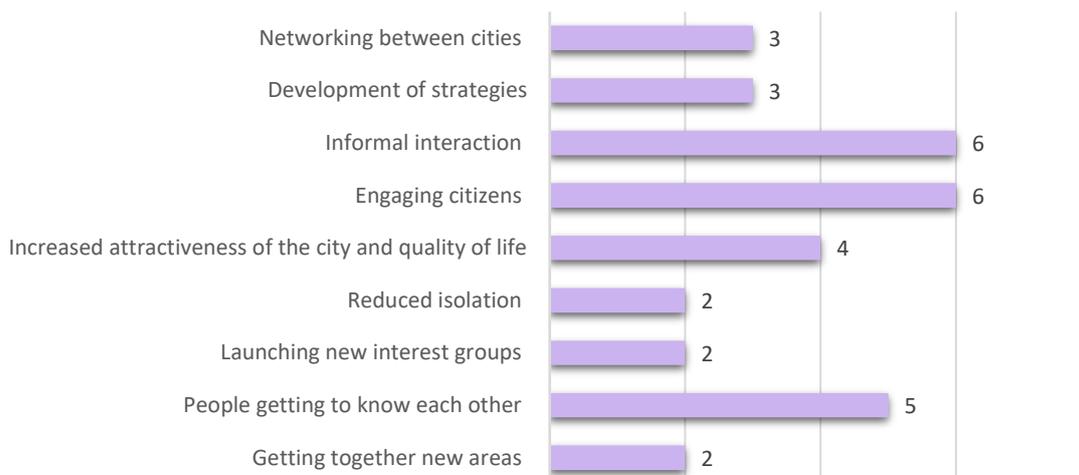
Note: The figure shows the number of participating cities per type of contribution

Estonia



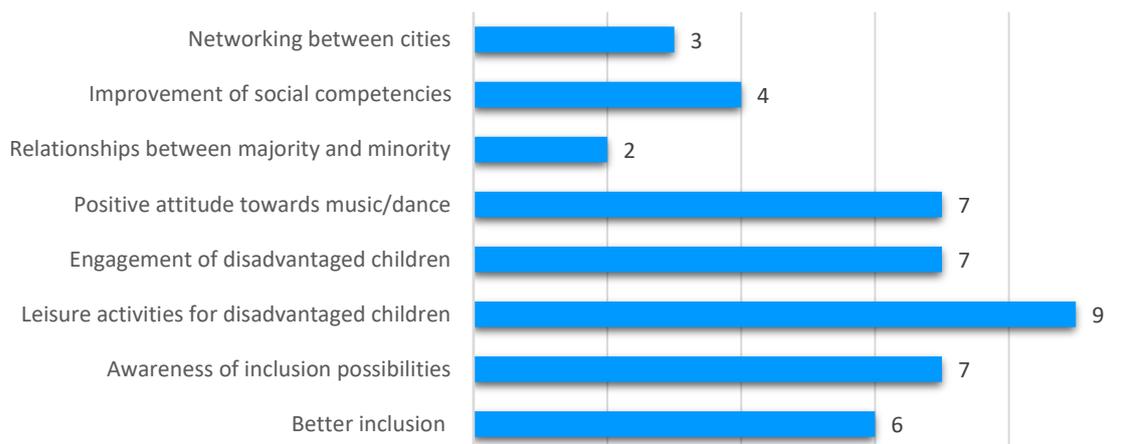
Note: The figure shows the number of participating cities per type of contribution

Slovenia



Note: The figure shows the number of participating cities per type of contribution

Czech Republic/Slovakia



Note: The figure shows the number of responses per type of contribution. Two participating cities responded to this survey more than once (Trenčín 3 times and Plzeň 2 times), therefore, the number of responses > number of cities.

Source: survey results - participating cities, October/ November 2022

Contribution to the local needs were for example:

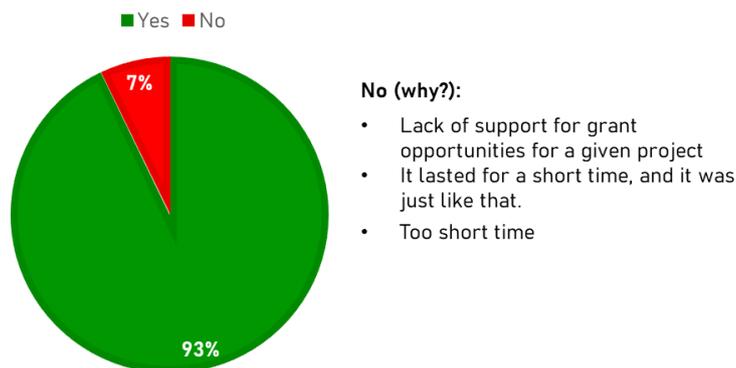
- making the area more liable in Ireland,
- increased entrepreneurial mindset in Estonia,
- increased interactions to promote non-formal education in Slovenia,
- involvement of art and culture in climate actions in Italy,
- increased number of activities and engagement of disadvantages groups in Slovakia and Czech Republic.

In addition to the specific contributions to local needs in each NPTI common achievements such as increased networking between cities and interaction amongst relevant local actors in the relevant areas were mentioned by all participating cities.

City representatives and stakeholders were willing to visit each other. In all cases, they were present in the other cities' events and study visits. Inviting different people/organisations in various events also helped to engage more people and stakeholders (e.g., in Italy).

The communication among cities was in many cases very good and better than before the project. Many NPTI cities have expressed their willingness to continue the cooperation after the projects. Speaking the same language also facilitated the communication and networking.

Figure 10: Did the project meet your expectations and why?



Source: survey results - participating cities, October/ November 2022

Based on the achieved results and contribution, almost all representatives of the participating and transfer cities (93%) and the NUPs/URBACT experts and ULGs stated that the NPTIs **exceeded their initial expectations**.

Table 2: Did the project meet your expectations and why?

NPTI key actors	The project met the expectations because of:
City representatives	<ul style="list-style-type: none"> • new contacts, networks and relationships within and between the cities, • higher attendance in events, • learning more about the strengths and weaknesses of their own cities, • learning about inspiring examples and thinking more concretely on specific topics during and after the project (e.g., fight against climate change in Italy, entrepreneurship in Estonia, etc), • impetus to take actions and do real things that might have been previous planned but not implemented (e.g., thanks to the NPTI, cooperation agreement with companies were signed in Rae in Estonia), • initiatives becoming recognised in the cities (e.g., Let's Play Rush becoming a well-known brand in the town in Ireland).
ULGs	<ul style="list-style-type: none"> • building new relationships/teamwork that will benefit the ULGs in the future, • knowledge exchange between the transfer and participating cities that can inspire new activities, • feeling proud to be able to contribute to local needs (e.g., stimulating children's interest in learning, socially disadvantaged having the opportunity to take advantage of the clubs free of charge in the Czech Republic and Slovakia, etc.).
NUP/ URBACT experts	<ul style="list-style-type: none"> • All cities managed to implement activities (to some or full extent) despite the initial hesitation of some cities and local stakeholders to join the NPTI and implement the NPTIs. • The cities were able to acknowledge that these types of activities and methods could be also possible for their cities (despite the size).

Source: survey results – transfer and participating cities, ULGs answers, interviews with the NUP/URBACT experts, October/ November 2022

Moreover, the NPTI also triggered other activities such as:

- encouraged cities to look for other funding streams (e.g., a new cross-border active play project secured by the Donegal Sports Partnership in Ireland. The Donegal Sports Partnership also introduced an active play pillar to their new strategy; some Czech cities managed to secure funding from other sources such as private sponsors, foundations or from the National Recovery and Resilience Fund; Corigliano-Rossano in Italy activated an experimental program of sustainable cultural activities financed by municipal funds; some other cities in Italy also applied for funding to other agencies such as the Italian Agency for Development Cooperation).
- facilitated the development of new ideas and cooperation opportunities between stakeholders (e.g., the installation of a story trail in Rush and story-writing competitions and music generation with drum circles/busking and inclusion of dance and art classes for seniors and further ideas).
- replication of the NPTI project in other towns in the county (e.g., in Rathdrum, Ireland).
- additional community activities such as: joint learning, fine art exhibitions; socialising, playing social games, educational and entertaining events; increased interest to visit kindergartens after events or network meetings to see how the good practice were implemented on a daily basis.
- presentation of projects in synergy with other cities.
- engage new URBACT experts in countries that did not have an URBACT expert before (e.g., Estonia).

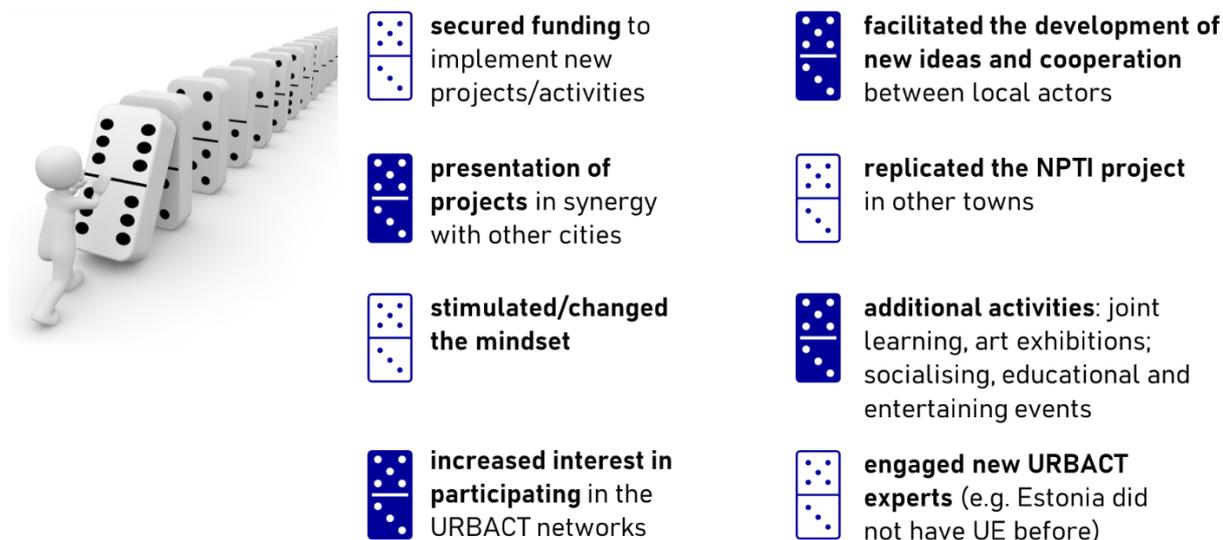
2.4.3 Coherence with priorities and objectives at national and EU level

The NPTI activities have been coherent with national and EU priorities and objectives. In some cases, they also fill in the “gaps” or address issues that are not sufficiently covered at city level.

Coherence was participatory pointed out with regard to:

- climate-related objectives (Italy); The activities have not only supported EU and national objectives and priorities but went beyond by introducing culture as a main aspect to be considered when addressing climate challenges at local level.
- promoting entrepreneurship (Estonia); The NPTI is associated with two strategical objectives out of three in the Estonian Educational Development Plan 2021-2035.
- social inclusion and education which is a national priority in both countries (Czech Republic and Slovakia); such as the Czech Social Inclusion Strategy or the Slovak National Framework Strategy for Promoting Social Inclusion and Combating Poverty.
- the ‘Healthy Communities’ priority of Project Ireland 2040-the National Planning Framework; At regional level, the Playful Cities practice directly supports the implementation of the ‘Healthy Placemaking’ principle underpinning the Regional Spatial and Economic Strategies for Irish Regions.
- social inclusion and empowerment of target groups (Slovenia); such as Priority 9 of the Operational Programme for the Implementation of EU Cohesion Policy 2014–2020 “Promoting social inclusion and reducing the risk of poverty”, some of the topics of the Slovenian Development Strategy 2030 or the Strategy of development of NGOs that ensures the basic infrastructure at the local level.

Figure 11: The NPTI triggered other activities in your city

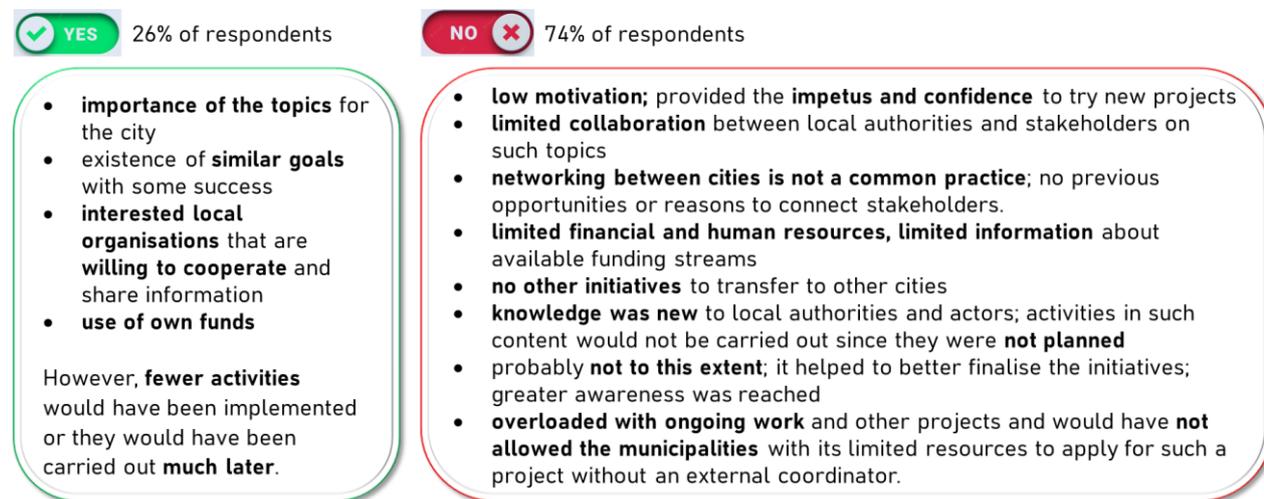


Source: survey results - participating cities, October/ November 2022

2.4.4 Value added of the NPTI

Based on the responses of the participating cities, the NPTI activities would have not been implemented without the URBACT support or they would have been carried out much later or to a lesser extent in terms of activities and methods used, target groups, etc. Figure 14 presents main reasons that could have hindered (or not) their implementation.

Table 3: Would the activities have been implemented without the NPTI (e.g. through other funds)?



Source: survey results - participating cities, October/ November 2022

In line with the city responses, the NUP and URBACT experts stated that the activities would have not been carried out without the NPTI support. Since the participating cities are not part of URBACT networks, they would have found it difficult to access the good practices or they would have hesitated to apply them. Therefore, the **NPTI became very inclusive** by engaging cities despite of their size or involvement in URBACT networks.

Moreover, besides the fact that the NPTI made the cities **more aware of URBACT** and **increased their interest in participating in future URBACT projects, change of mindset** and **development of alternative projects** that might not have been planned, neither at national nor regional level, were perceived as important added value.

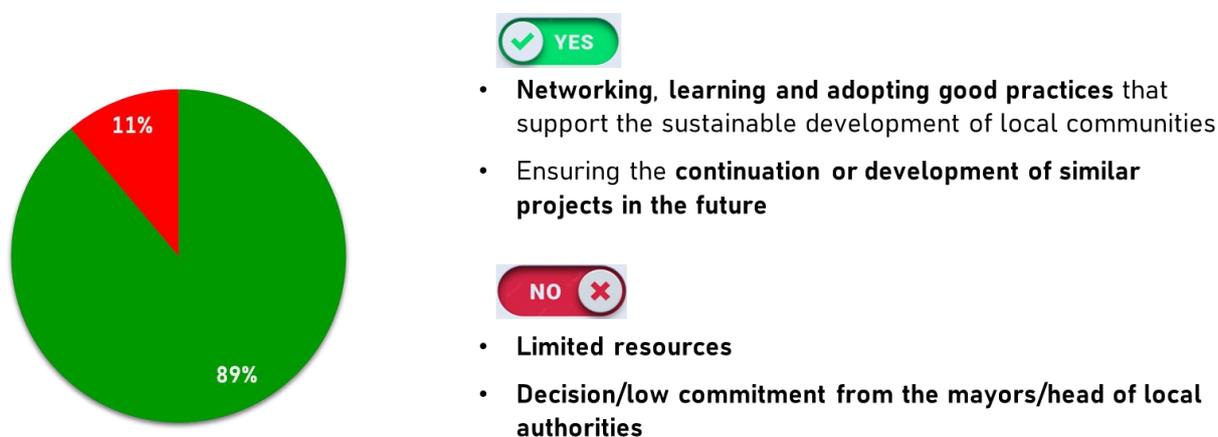
For the **transfer cities**, the main added value was:

- feeling of “big joy and pride” to be able to implement the good practice in other cities in the country,
- inspiration to see how it is possible to go and spread the project even further (e.g., In the future, the transfer city of Brno expressed its interest to maintain cooperation, for example by organising joint musical performances),
- better promotion for the good practice and the city,
- connecting with other municipalities and local stakeholders and work together.

2.4.5 Involvement of participating cities in future URBACT networks

When asked about the interest of the participating cities in being part of future URBACT networks, most of them confirmed their willingness to join these networks (89%).

Figure 12: Interest of the cities to participate in future URBACT networks



Source: survey results - participating cities, October/ November 2022

Similar or additional obstacles that may discourage the participation of these cities in future URBACT networks according to the NUP and URBACT experts are:

- Most of the cities are small and have limited resources to participate in large international projects (unless they are part of bigger cities and may together join these projects).
- Reluctance of cities to get involved in international cooperation due to language barriers and the perception that activities of other countries cannot be compared with their own circumstances.
- Different regulatory and political frameworks in other countries (The crucial aspect of the NPTI was that the transfer was carried out within one regulatory and political framework. The case of the OnStage project in the Czech Republic and Slovakia showed the constrains that cities and related actors may face when more than one country is involved, as mentioned by the NUP and experts).

2.4.6 Sustainability of the NPTI achievements

Most of the participating cities stated that the NPTI achievements will be also used after the project completion (e.g., to replicate it in other cities or in a wider target group, to continue cooperation with the ULG members, upgrading the established online platform, etc.), especially when these results and achievements are embedded in the city administration.

The main reasons or elements supporting their further use as mentioned by the cities are:

- established teams and plans to support further implementation and use of NPTI achievements, as well as established synergies with other cities,
- dedicated staff assigned to continue such activities in the future (e.g., a specialist working in youth and inclusive education in Rae, Estonia)
- additional municipality funds allocated to activities and topics addressed by the NPTI such as: increase in the operating budget of the participating schools by the need to cover salary appropriations for lecturers (2x choir, 2x guitar ring) in Plzeň, Czech Republic. In Narva, Estonia the theme of entrepreneurship in kindergartens will be given as an integrated activity with other subjects or as a project activity. Now the URBACT topics are used in 5 kindergartens, and it is planned that up to 80% of kindergartens will join in the next 3 years.
- secured funding for new activities/projects (e.g. In Ireland, a new cross border active play project is confirmed with funding from the International Fund for Ireland that will allow the city to continue this work next year, etc.)
- established ULGs are expected to remain important groups of exchange and interaction between the municipality and other members (e.g. In Ireland, Rush ULG has been very successful in working together and is well recognised in the community and is already planning to continue its work in the area of play in 2023 after the end of the NPTI). When the informal network of NGOs and active individuals can be formalised (as in the transfer city of Mantova in Italy), it is can also be strong enough to lobby at a more institutional level for support.
- topics integrated in key strategies and plans (e.g., in Ireland Donegal Sports Partnership have now a strategy incorporating play as a pillar for the first time, and playful placemaking has become better known in the local authority; developed guidelines for the organisation of sustainable events in Italy.)
- communication campaign to promote the achievements in the community.

On the other hand, weak support from the management, political situation, limited staff or expertise (if the initiator and coordinator was an external person that is not employed in the city administration) and especially a lack of continuous communication and engagement of the ULGs seem to hinder the sustainable use of results, especially within the local administration.

Key conclusions

The expected results set by the URBACT Secretariat in the beginning of the NPTI in terms of increasing the motivation of the NPTI cities to participate in an URBACT network, applying new tools and methods and strengthening the skills of people from the NPTI cities in participatory and integrated policy making were achieved in all NPTIs. The NPTIs triggered not only a change in mindset and higher awareness of the value of planning tools but accelerated creativity and inclusion. Increased motivation to get engaged and achieve a change was shown in all cities. Besides the URBACT value added, the content of the projects is highly relevant at EU and national level and will continue to be relevant in the future.

2.5 Influencing factors

The implementation of NPTIs in each country has been positively or negatively affected by several factors. Various people and organisations have also helped to drive forward the implementation of the activities.

2.5.1 Success and hindering factors

The table below provides an overview of the main success and hindering factors supporting the NPTI implementation as mentioned by the participating cities.

Table 4: Success and hindering factors

Key success factors	Key hindering factors
<ul style="list-style-type: none"> • Meetings with other cities • URBACT experts' input • URBACT Secretariat and its tools • NUP support 	<ul style="list-style-type: none"> • Limited financial and human resources • Time constraints • Politics, legal framework • Low interest of citizens • Factors with lower influence (changing of staff, structure and size of the city)

Source: survey results - participating cities, October/ November 2022

The main **success factors** of the NPTI were:

- meetings and exchange with other cities
- support of the URBACT experts, URBACT Secretariat and the NUP

On the **aspects that supported the implementation**, meetings and exchange with other cities and the collaboration and support provided by the URBACT experts, URBACT Secretariat and the NUP were highly appreciated by the participating cities. In Ireland, WhatsApp groups were also used for the NPTI cities/towns.

In addition to these, the NUP, URBACT experts and the ULGs also highlighted the motivation to be part of something new, commitment of local authority leaders (in some cases) and ongoing communication and motivation amongst the ULG members. Team building and good facilitation skills were considered important in engaging the ULGs.

Regarding the **hindering factors**, limited financial and human resources and time constraints were seen as key barriers. Other factors such as politics, legal framework and low interest of cities were also mentioned. Structure or size of the city had a lower impact on the project implementation.

- On the **limited financial and human resources**, the possibility of hiring additional staff specifically dedicated to the project was considered as an option that could have helped the NPTI (e.g., active involvement, better and faster addressing the challenges, higher visibility, etc.). In some cities, volunteers were involved to support the activities (e.g., in Slovenia).
- **Time constrain** was another main hindering factor since the staff involved in the local administration or in the ULGs were also engaged in other tasks in parallel. Moreover, the COVID-19 pandemic, summer vacations and involving local actors that were not familiar with the good practice (and thus sceptical or not interested) were other aspects that required more time. In many cases, the planning phase and setting up of the ULGs also took more time than expected. Limited funds for the actual implementation of activities also created delays in the implementation of some activities.
- On the **politics and legal framework**, main factors included lack of political support or decision-making people, local elections, changes in reforms (e.g. in the kindergarten management) or the war in Ukraine.

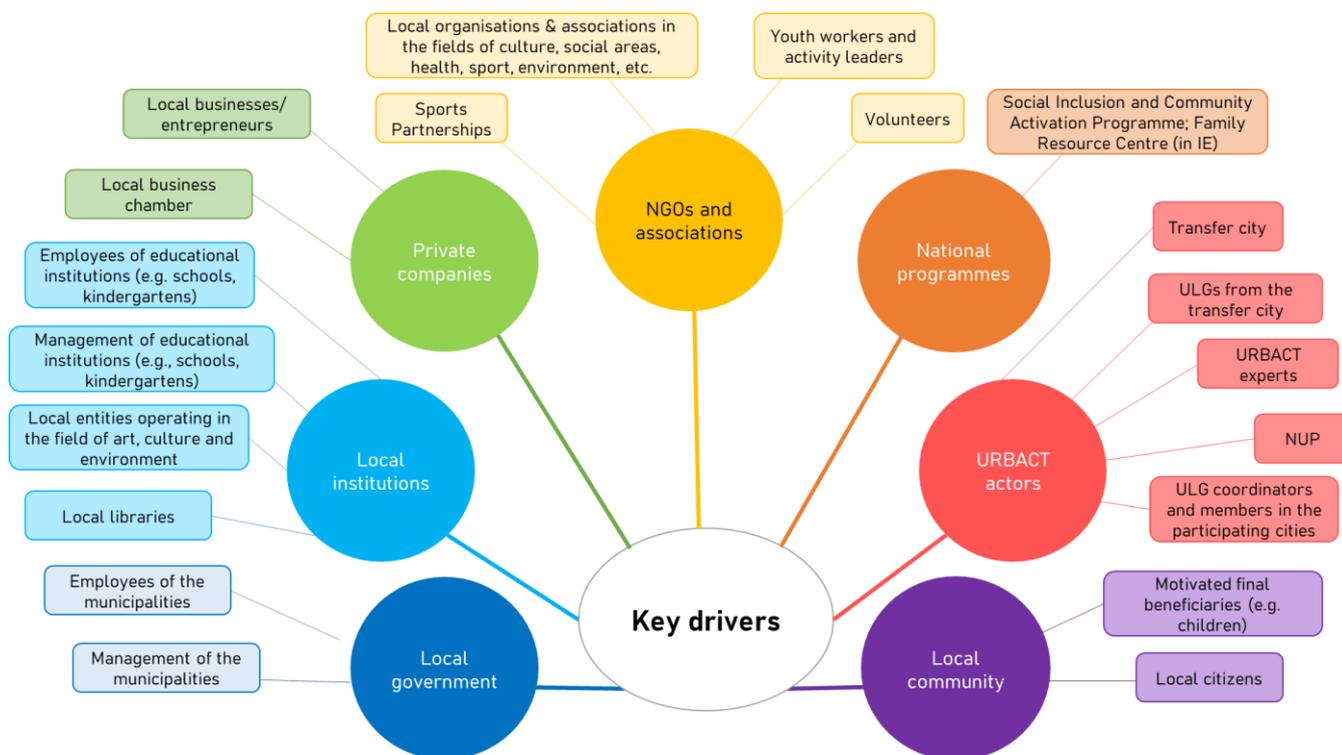
In addition to these, the participating cities, ULGs, NUP and URBACT experts also mentioned: **low motivation/interest** of ULGs members, finding experts for the activities (e.g. suitable lecturers and choirmasters in the OnStage NPTI) and change of people in municipalities or among ULG members.

2.5.2 Key drivers of the NPTI

7 types of stakeholders were mentioned as key drivers supporting the NPTI: local government, local institutions, URBACT actors, private companies, local NGOs/associations, national programmes and local community and beneficiaries (see

Figure 13)

Figure 13: Key drivers of the NPTI



Source: survey results – participating cities, interviews with the NUP/URBACT experts, validation workshop, October/ November 2022

In all NPTIs, the URBACT main actors such as the URBACT experts, NUP and in some cases ULG coordinators and members were listed as important actors that helped the NPTI implementation.

Depending on the NPTI and city, other stakeholders played a significant role in driving the project forward such as:

- In Ireland the transfer city, Sports Partnerships, local businesses, the Social Inclusion and Community Activation Programme and similar programmes were particularly highlighted.
- In Czech Republic and Slovakia, the ULG coordinators and the head and team of the local authorities and institutions were important drivers.
- In Slovenia, the URBACT expert with their previous experience in the international OnBoard project, volunteers, city administration and local associations helped to drive forward the implementation.
- In Estonia, the employees of the local authorities, head and employees of local educational institutions as well as entrepreneurs were some of the main drivers.
- In Italy, cultural and social association and city administration were mentioned as key drivers.

2.5.3 Role of the URBACT actors

As previously mentioned, the role of the URBACT Secretariat, the NUP and URBACT experts was considered significant in carrying out the NPTIs in all countries.

URBACT Secretariat:

- The URBACT meetings/trainings between the URBACT Secretariat, URBACT experts and National URBACT Points, were important to better prepare and equip the NPTI with tools (e.g., template for the transfer plans, method to create the ULGs, presentations, etc.). As a consequence, the participating cities gained useful knowledge about the transfer process, starting with the drafting of the transferability study to drafting and adapting of the transfer plans.
- The URBACT simplified methods to estimate the NPTI budget (e.g., average units) and report on the progress were helpful, especially for the NUP. These helped them to prepare the budget and make the best use of it.
- The organisation of the URBACT transnational events such as city festivals (e.g., in Estonia, Ireland, and other countries) were also considered as valuable instruments to involve participating cities, especially for understanding what the international partners are doing.

NUP and URBACT experts:

- The NUPs were key in coordinating the NPTI as well as during the launch of the calls and implementation of the activities.
- The URBACT experts were responsible for the implementation of the methodology. Their expertise, previous experience and active involvement were crucial in implementing the project, especially in making the participating cities understand the practice, motivating them as well as engaging the ULG members (together with the ULG coordinators). Thanks to the NPTI Estonia has now two URBACT experts.

Key conclusions

The success factors are the motivation to be part of something new, connecting with other cities in the country and enable a change in the city. Knowledgeable and supporting key persons are the most important success factors. These were mainly the URBACT experts and NUPs from transfer and/or participating cities, as well as the URBACT Secretariat supporting the work of URBACT experts and NUPs.

Hindering factors were clearly limited resources and time needed to implement the task. Additionally, in some cities the political influence was either a driver or a hindering factor.

Overall, it can be said that in all cities the number of driving forces was high and thus in all cities the project exceeded the expectations.

The engagement of NUPs and URBACT experts was essential, and that success is clearly depending on the engagement of individuals with knowledge and connection to the TN.

2.6 Monitoring and data collection during the implementation

The NUP and URBACT experts have directly reported to the URBACT Secretariat on the NPTI progress.

As regards the participating cities and the ways they applied to measure success, 3 key approaches can be identified from their responses:

- measuring the direct achievements of the activities and comparing them with the planned results (e.g., number of events, numbers of participants in events, increasing number of lecturers and pupils, equipment purchased, number of organisations joining the ULG, acquiring physical space, comparison between the 2022 edition of the pilot event and that of the previous year, etc.).
- measuring the “soft” contribution of these activities and results (e.g., according to children’s joy and enthusiasm and public interest in how they worked together, children’s interest in music clubs, satisfaction of the target groups, number of views on Facebook, people’s reactions at events, etc.),
- assessing the expected contribution of the activities beyond the project duration (e.g., number of children who will continue to participate in the music ring and performances, funding accessed, number of successful collaborations, information transfers and joint performances in a few years)

Some tools used to collect data were:

- questionnaire to target groups (e.g., feedback surveys to participants attending events, parents, kindergarten and schoolteachers, directors of institutions, collecting the wishes of the citizens),
- interviews, public debates,
- list of approached companies,
- counters at public areas where events were held, keeping track of attendees by amount of goodie bags handed out, number of people in the ULG,
- video, photos, minutes of the events,
- meeting/calls of the URBACT experts/NUP with the cities and stakeholders,
- databases: monitoring data on the number/amount of funding, amount of play equipment sourced.

While some efforts were made by the URBACT experts/NUP in some countries to help cities monitor their progress (including trainings from the URBACT Secretariat on this topic) **the actual achievements were not systematically measured.**

For example, one-to-one meetings or calls between the participating cities and the NUP/URBACT experts were organised to discuss the achievements. In Italy and Czech Republic/Slovakia the cities were also asked to include indicators in the transfer plan. However, not all of them included or measured them.

Some reasons mentioned by the representatives of the participating cities were:

- Lack of knowledge on data collection (“I don't know what that means.”)
- No possibility to collect data; Not sufficient time to collect specific data
- “We still haven't decided how and what to measure”; “difficult to determine what is a measure of success”
- Criteria were not defined at the outset
- “Data were not collected for the project, but for our own records and to see where further upgrades are needed.”
- “It’s not finished yet” or “We’re just planning to map it.”

Key conclusions

Monitoring and the collection of data were not systematically done, neither by the cities nor by the NUPs. However, there were some attempts to implement monitoring but without clear guidance and a certain obligatory system it is hard to motivate the stakeholders to get engaged in this subject.

2.7 Lessons learned and potential improvements

On the lessons learned from the NPTI, the following aspects were particularly mentioned:

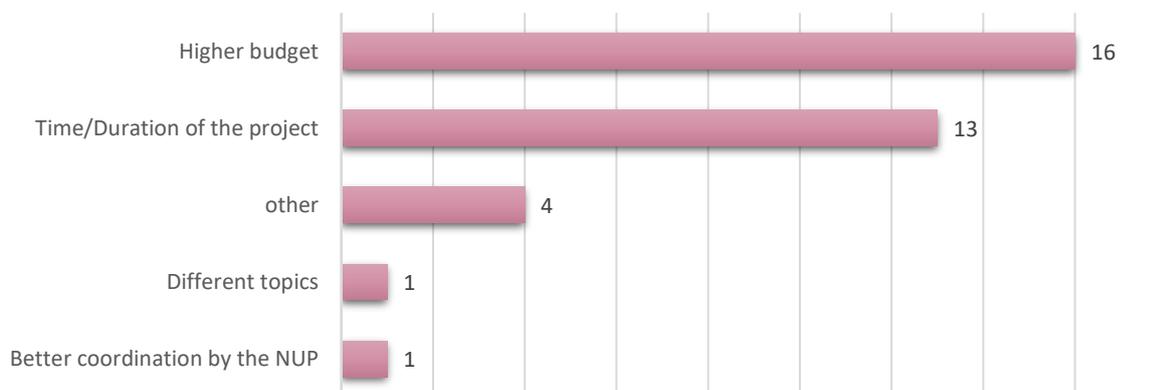
Table 5: Lessons learned

	Cities	NUP, UE	ULGs
communication and team building	●	●	●
exchanging good practices and building relationships with other cities that could serve as good basis for future activities	●	●	
informal relationship with stakeholders; reconciling with their interests	●	●	●
change of mindset (small cities can implement such activities)		●	
more aware of local needs	●	●	●
raising awareness of issues from multiple perspectives and finding solutions that address multiple challenges in a similar way			●
raising funds for the right purpose	●		●
new concepts, skills (e.g. planning, how to transfer a good practice...)	●	●	●
making the project and results visible to the public			●
unlocking people's creativity, experimenting with new events/methods		●	●
having a participatory approach during the planning and implementation		●	

Source: survey results –participating cities, ULGs answers, interviews with the NUP and URBACT experts, October/ November 2022

On the future improvements of the NPTI, most of the respondents from the participating cities suggested a higher NPTI budget and longer duration of the project. In one case, considering the differences in the cities, addressing different topics was suggested, which should be also supported by a higher budget.

Figure 14: Suggestions for improvements



Note: The figure shows the number of city entries per recommendation

Source: survey results - participating cities, October/ November 2022

Regarding the **budget**, it was suggested to allocate additional funds to:

- municipalities (e.g. hiring a new person) so they could develop their own ideas and be more engaged in the activities. While in some cases volunteering helped to carry out the NPTI, it had certain limits, especially in terms of engaging people during the entire project without any budget and at the same time reaching the expected results.
- engage local experts (e.g., lecturers and choirmasters, trainers etc.),
- carry out pilot/small-scale activities,

- more training activities, ad hoc visits by URBACT experts beyond the local meetings,
- allow cities to spend more days with each other and exchange ideas/practices/challenges,
- study visits in other cities that are implementing good practices (in addition to the NPTI cities),
- purchase additional equipment, etc.

On the **duration of the project**, it was suggested to increase the project period to allow a full and more impactful implementation of the NPTI, considering in particular:

- external factors such as COVID-19 which hindered the activities (e.g., as stated by Portlaoise, Ireland “We lost significant time due to COVID restrictions and would have benefited from **6-12 months extra**”),
- time needed for the planning phase and the implementation phase (e.g., to set up the ULGs),
- having an optimal transfer of good practice (e.g. extension to **1.5-2 years** as proposed by Ormož city, Slovenia),
- involvement of municipalities and other stakeholders without specific budget (on a voluntary basis and in addition to their daily tasks), which prolongs the number of actions to be implemented,
- duration of related actions linked to the NPTI activities (e.g., school year - the implementation could not cover the full school year, also based on the comments of the school directors involved),
- difficulties in securing financial resources for the continuation of the project,
- possibility to pilot projects and further networking and learning from each other.

In addition, the NUP, NPTI experts and ULGs suggested aspects addressing:

Sustainability and contribution of the NPTI at national and transnational level

- ensure better coherence between local, regional and national priorities with the NPTI (not only EU), which makes the NPTI more relevant and integrated at a national level and thus eases the process of funding financial support for the cities during and after the NPTI.
- embed the transnational dimension in the NPTI in an “agile” way while ensuring that cities (especially smaller ones with limited capacities) can be involved and have access to good practices.
- involve participating cities in transnational events such as peer learning workshops with other countries, study visits, etc.
- exchange at transnational level between countries that are working on the same macro challenge.
- involve people that can take ownership locally.

Implementation of the NPTI

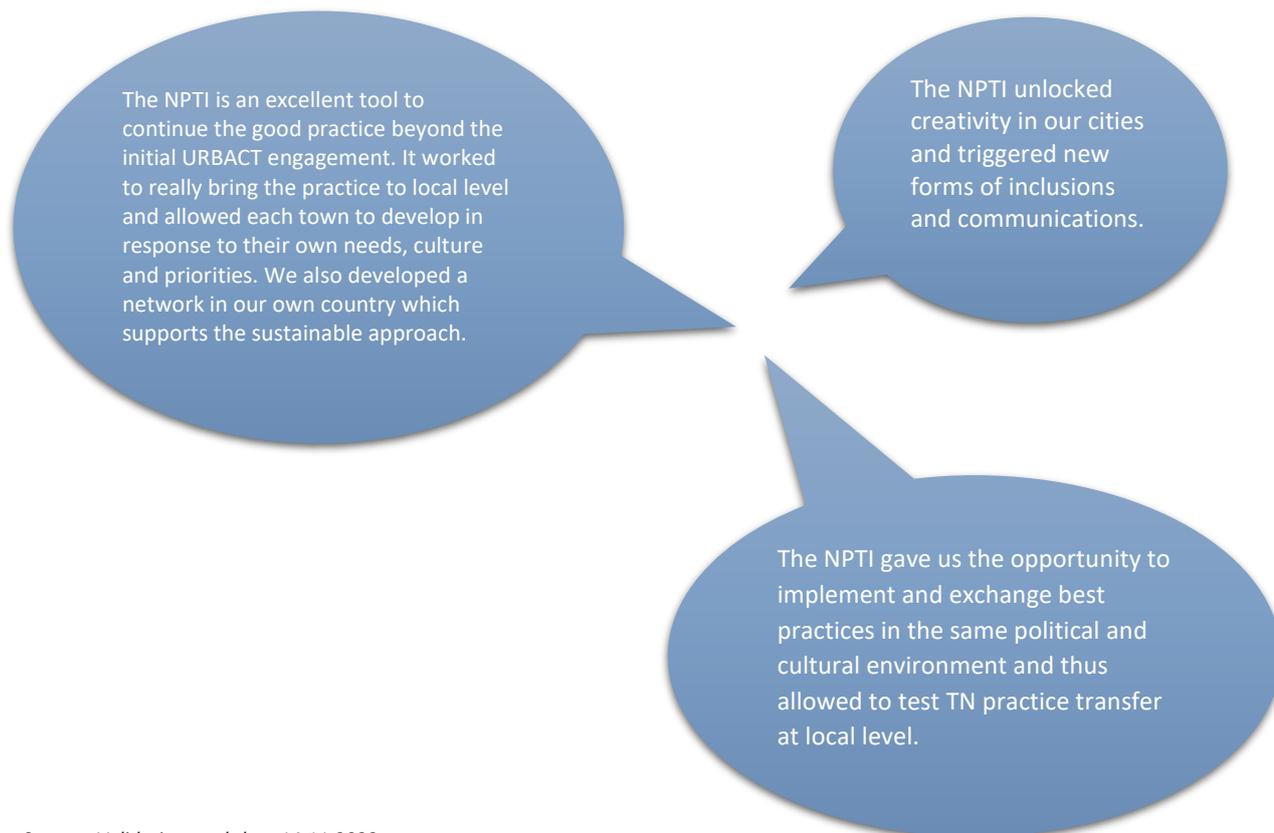
- better definition of the role of the transfer city,
- better guidance to set up ULGs,
- more team building and facilitation activities (e.g., support from an expert from the URBACT Secretariat to build the capacities of the ULG coordinators, etc.),
- easier application process,
- consider bilateral instead of multilateral meetings with cities (if necessary and more effective),
- simple communication without a lot of terminology that people struggled to understand (e.g., NPTI, transfer plan, etc.),
- capacity building for new staff involved in the NPTI,
- include new "members" on an ongoing basis.

3 Recommendations

This chapter presents the main recommendations drawn from the data collected and analysis, including NPTI aspects which proved to be successful and other aspects which should be added or further improved.

3.1 Successful NPTI aspects

Having the NPTI implemented at national level serves as **a multiplier of the good practices** previously implemented in the URBACT transnational networks. Moreover, it also helps to bring these practices to local level and test them in more cities with diverse context and ensure their sustainable use.



Source: Validation workshop 14.11.2022

On the overall **design of the NPTI at national level**, its key building blocks were effective in terms of supporting the preparation, planning and implementation of the activities. These include in particular:

- **the number of involved NPTI cities:** The maximum number of 7 cities per NPTI can be considered as appropriate, especially in terms of managing and coordinating the NPTI.
- **inclusion of cities of different sizes and context:** Inclusiveness is a key element which should be kept and promoted, especially in small cities with limited expertise and experience as well as cities that are not very connected with other cities (geographically and socially).
- **involvement of the NUPs since the beginning:** The NUPs were considered as important success factors that support the NPTI and having them involved from the outset of the NPTI by proposing the transfer city, topic, methodology of the NPTI ensures shared responsibility and commitment.
- **relevance of the selected topics:** The selection of relevant topics is important to engage cities and local stakeholders (as shown in all five NPTIs).

- **URBACT tools and meetings:** The URBACT meetings/trainings between the URBACT Secretariat, URBACT experts and National URBACT Points are important to better prepare and equip the NPTI with tools (e.g., template for the transfer plans, method to create the ULGs, presentations, etc.) and help the participating cities to understand the transfer process and draft the transfer plans.
- **Initial meetings of the NUP and URBACT experts with the cities** during the drafting of the transferability study and transfer plans are important to collect data and capture the local needs and as a result, tailor the plans to these local needs and capacities.
- The URBACT simplified **methods to estimate the NPTI budget** (e.g., average units) and **report on the progress** are helpful, especially for the National URBACT Points to reduce administrative burden.

On the **NPTI activities and their implementation**, the following elements proved to be successful:

- **engagement of NUPs and URBACT experts:** The engagement of NUPs and URBACT experts is essential, and the success is clearly depending on the engagement of individuals with knowledge and connection to the TN. Higher engagement of the NUP representatives in the implementation compared to other URBACT projects (where they only have a coordinating role) is also appreciated by the NUP.
- **physical meetings between cities** such as study visits are essential in connecting cities and local actors.
- **promoting a participatory and integrated approach at local level:** The NPTI can serve as an instrument to support the inclusion of small cities in national discussions and consult them when national legislation/policies are being discussed (as also shown by the Italian NPTI).
- **engagement of local actors from different areas:** Involvement of local stakeholders from different areas helps to discuss the issues and solutions from different perspectives and unlock people's creativity.

3.2 Aspects to be improved

To better emphasise the **added value of the NPTI at national and international level**, the following aspects are recommended:

- better **embedment of the NPTIs implemented at national level** in the transnational dimension: This may include the involvement of participating cities in transnational exchange events such as peer learning workshops with other countries and study visits between countries that are working on the same macro challenges. That entails that NPTIs will be launched as part of the TN.
- **involvement of participating cities in transnational URBACT events** organised by URBACT (e.g. city festivals). Participation in such events helps them to better interact and learn from the other international partners.
- **information and training sessions** on the procedures required to join future URBACT networks.

To ensure the **sustainable use of the NPTI achievements**, the following aspects are recommended:

- **coherence and synergies with other programmes and strategies:** To ensure the continuation of the NPTI-related activities and the use of their results after the project completion, better coherence and synergies should be found with other existing EU and national programmes. Potential national or EU funding opportunities may be also indicated in the project applications.
- **project owner** that can serve as a driver and assures continuation and success of the NPTI in the participating city: In all NPTIs the sustainability of the project depends on the involvement of key stakeholders. This can be the municipality, the ULGs or other key drivers. For example, having the ULG established as a stable organisation (e.g., in the transfer city Mantova in Italy) helps to ensure that the activities and cooperation between local actors continue.

- **higher visibility of the achievements** to other non-participating cities: Public awareness should be higher, especially in other cities that are not involved in the NPTI. The activities and results of the NPTI still go unnoticed for most of other cities and towns in the country.
- **the value of the NPTI** should be seen and thus communicated in the accordance with the related TN and not as a standalone project.

On the overall **design and implementation of the NPTI at national level**, the following improvements are recommended to further strengthen its effectiveness and efficiency:

- clear **definition of the role of the transfer city**: The role of the transfer city should be better defined. This ensures better planning of the NPTI by all actors involved as well as higher engagement of the transfer city in the project. Transfer city may also be a promoter of the NPTI in other cities and towns.
- **team building and facilitation know-how** needs to be better transferred into the cities. URBACT experts providing training and services in this respect can enhance the ULG continuity. Strengthening team building and facilitation skills of actors involved in the NPTI (especially ULG coordinators) should also help to keep up the initial enthusiasm. In many cases the enthusiasm eroded with time and a lot of ULG members left. Use of simple language without a lot of terminology that people may struggle to understand (e.g., NPTI, transfer plan, etc.) should be also ensured.
- **expanding the project duration**, also in accordance with the related TN should be considered. The implementation of the five NPTIs showed that the duration was too short to ensure an optimal transfer of good practice, especially due to obstacles arising from the time needed to find financial support, establish the ULGs, adjust to the busy work periods of the municipality staff or ULG members as well as other external factors such as the COVID-19 pandemic, war, summer vacations etc.

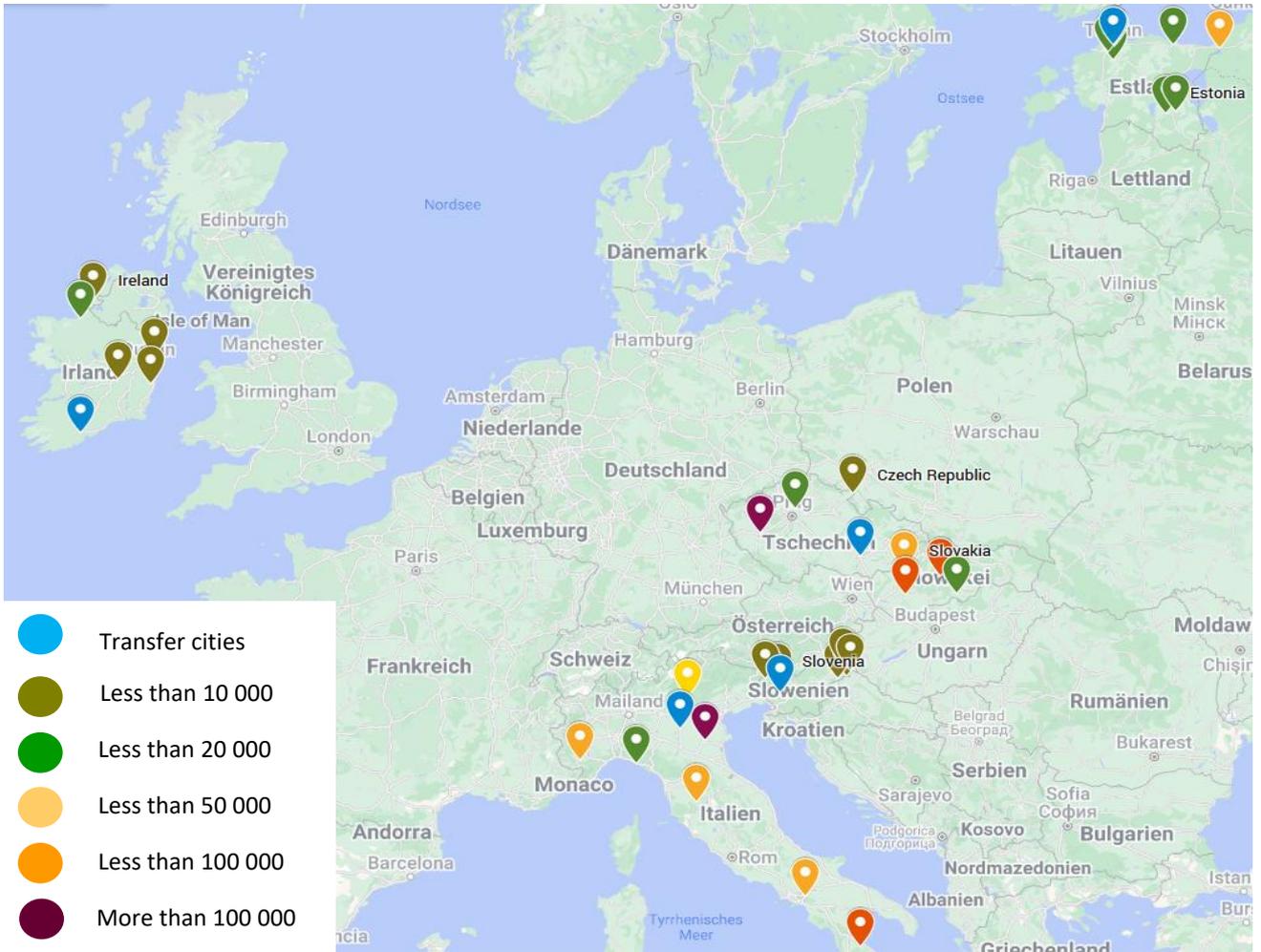
On the **data collection and monitoring of the NPTI achievements**, the following aspects are recommended:

- a more **systematic data collection** of the NPTI achievements should be implemented. An early consideration of how the NPTI activities will be monitored and outcomes measured is necessary to allow a better monitoring of the progress by the participating cities as well as by the NUP, URBACT experts and the URBACT Secretariat. This may include a simplified guideline on defining common indicative indicators, standardised tools to collect data, etc.
- **capacity building on monitoring and data collection** for the NUP, URBACT experts and especially for the participating cities to better understand the monitoring and data collection process. Specific sessions may be also planned to define (and revise) indicators in the transfer plans as well as tools to measure them.

Annexes

Annex 1: NPTI cities review

Map 1: NPTI cities overview



Source: Google maps

Annex 2: Simplified evaluation matrix

Table 6: Evaluation questions and judgment criteria

Evaluation criteria	Evaluation questions	Judgment criteria
Effectiveness	How effective were the NPTI in strengthening skills of participants in participatory and integrated policy making?	<ul style="list-style-type: none"> Public authorities and stakeholders involved in the subject have increased their skills in participatory and integrated policy making Stakeholders in the cities have used new tools or are about to use new tools in policy making
	How effective were the NPTI in creating new projects/strategies or policies at local level for the benefit of the population?	<ul style="list-style-type: none"> Transfer plan/ actions developed thanks to the NPTI were useful The transfer plan/actions developed were successfully implemented Results are available and comparable between cities Success and failure of implementation were defined and reported Projects create were of benefit for the population and addressed key needs Projects created have a sustainable effect
	How effective were NPTI in feeding actions into the national urban policies?	<ul style="list-style-type: none"> NPTI actions were taken up by the cities addressed
	Did the NPTI achieve increased participation of new cities and stakeholders in URBACT networks.	<ul style="list-style-type: none"> Some of cities involved are actively participating in URBACT network
Efficiency	How efficient were NPTI implemented?	<ul style="list-style-type: none"> The implementation was based on guidance The guidance was considered useful The implementation was done without additional burden to the administrative bodies The common national legal framework the cities are dealing with, facilitated the transfer of the good practice The NPTI was more accessible for smaller cities The experts involved supported the efficient implementation of the NPTIs The NUP were useful in the transfer and implementation phase
Coherence	Were the actions implemented via NPTI coherent with similar types of actions of other EU funded programmes (ETC, ERDF)?	<p>The NPTI actions complemented</p> <ul style="list-style-type: none"> ERDF actions at local level ETC actions
	Were the actions implemented via NPTI coherent with EU objectives?	<p>The NPTI actions were coherent with regional strategies and objectives.</p>
Relevance	Did the actions implemented via NPTI address the needs of the cities?	<ul style="list-style-type: none"> The needs of the cities were met by the transfer plans The needs of the cities were met by the actions
	Were the actions implemented via NPTI relevant to the national and regional policies and objectives?	<ul style="list-style-type: none"> The NPTI work contributed to national priorities and objectives
Added value	Would the action have been implemented without URBACT?	<ul style="list-style-type: none"> The actions via NPTI would not have been done without NPTI The actions via NPTI were more timely implemented than other local actions

URBACT NPTI EVALUATION – Final Report

Evaluation criteria	Evaluation questions	Judgment criteria
		<ul style="list-style-type: none">• The actions via NPTI were of higher quality than other local actions• The action via NPTI added to other local actions.

Annex 3: ToC model per NPTI

The figures below present the ToC models for the NPTIs implemented in the transfer cities: Cork (IE), Idrija (SI), Mantova (IT), Brno (CZ) and Tallinn (EE).

Figure 15: ToC Model: Playful Paradigm – NPTI Cork

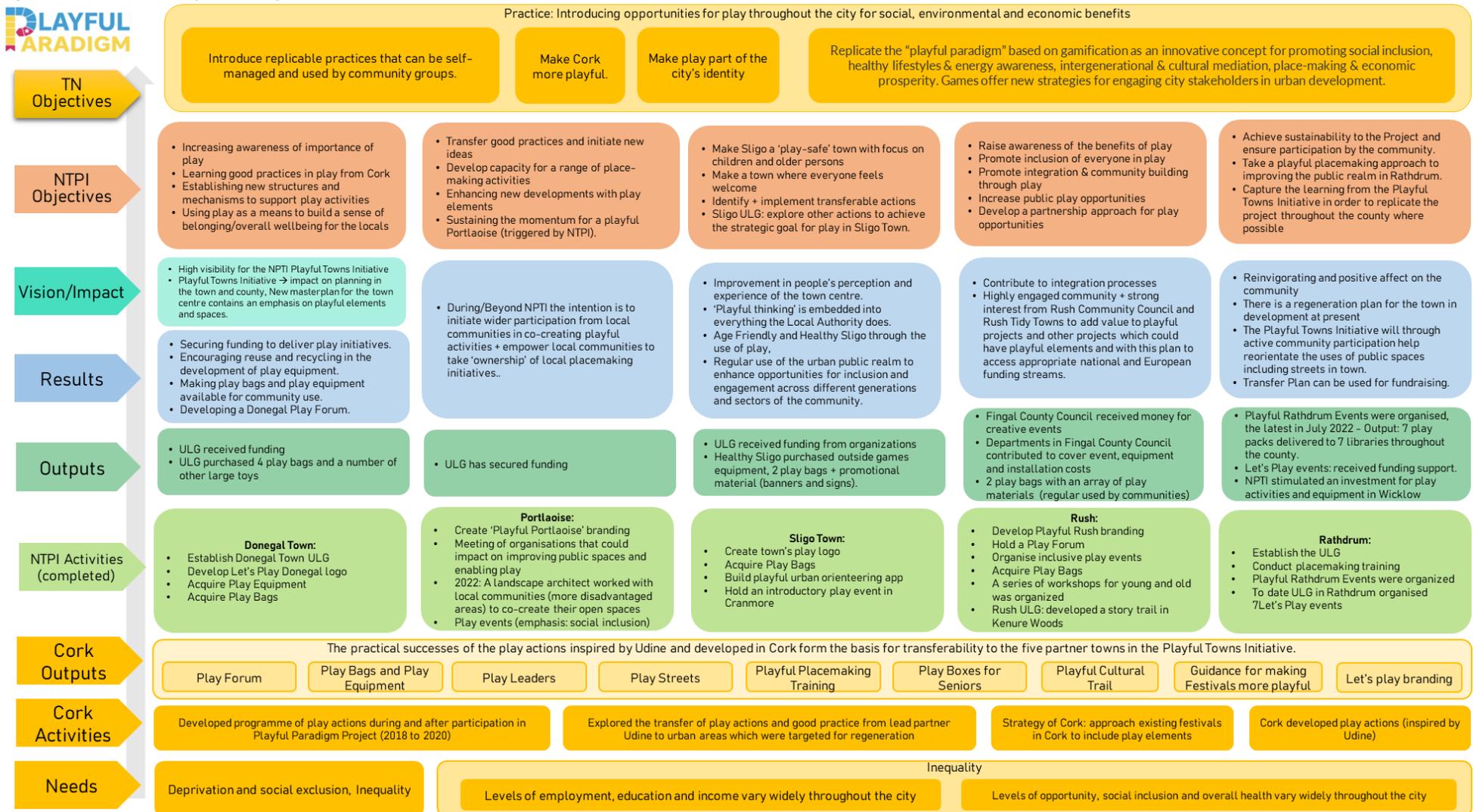


Figure 16: ToC Model: Re-Grow City – NPTI Idrija

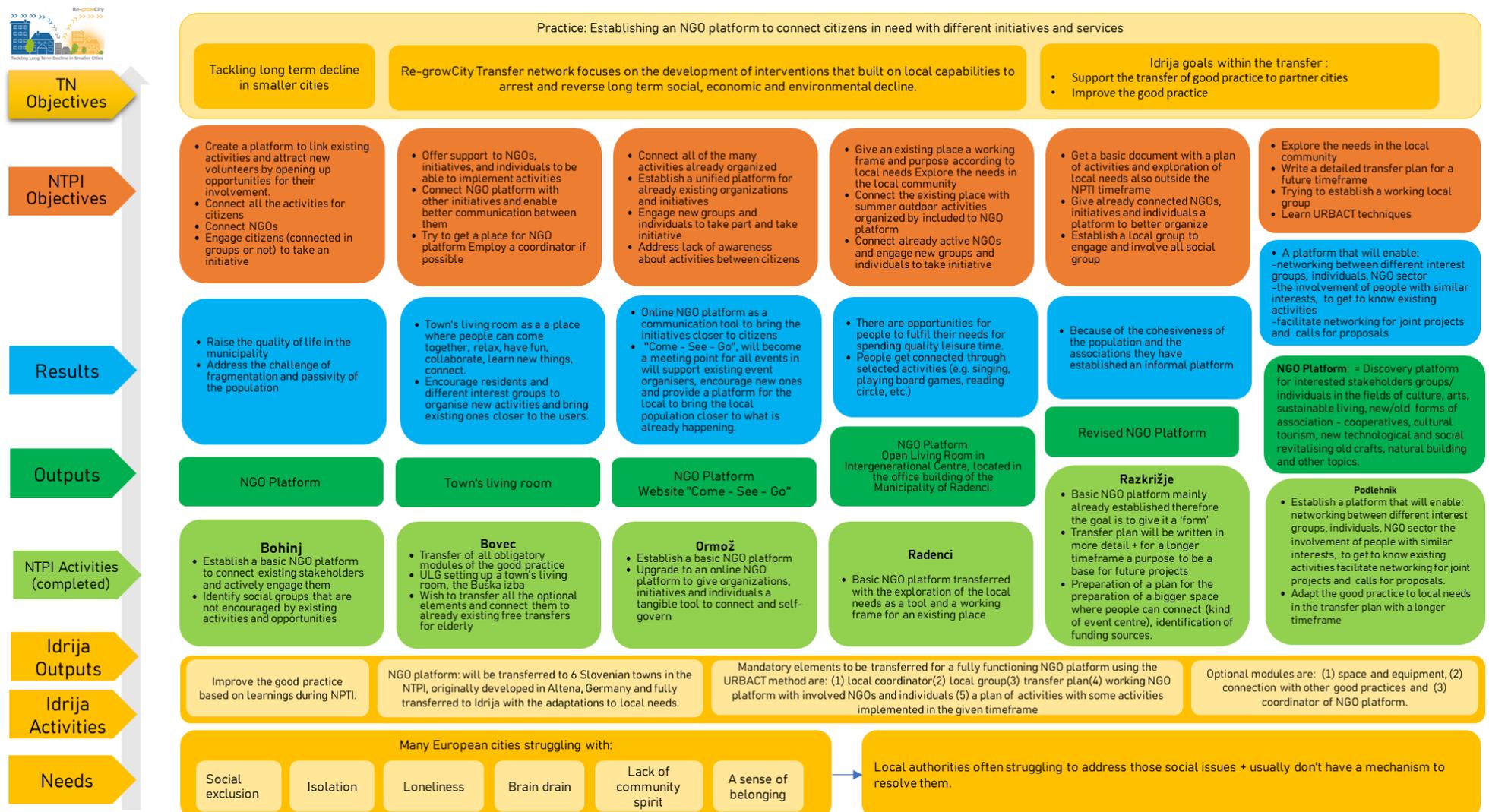


Figure 17: ToC Model: C-Change – NPTI Mantova



Figure 18: ToC Model: onStage – NPTI Brno

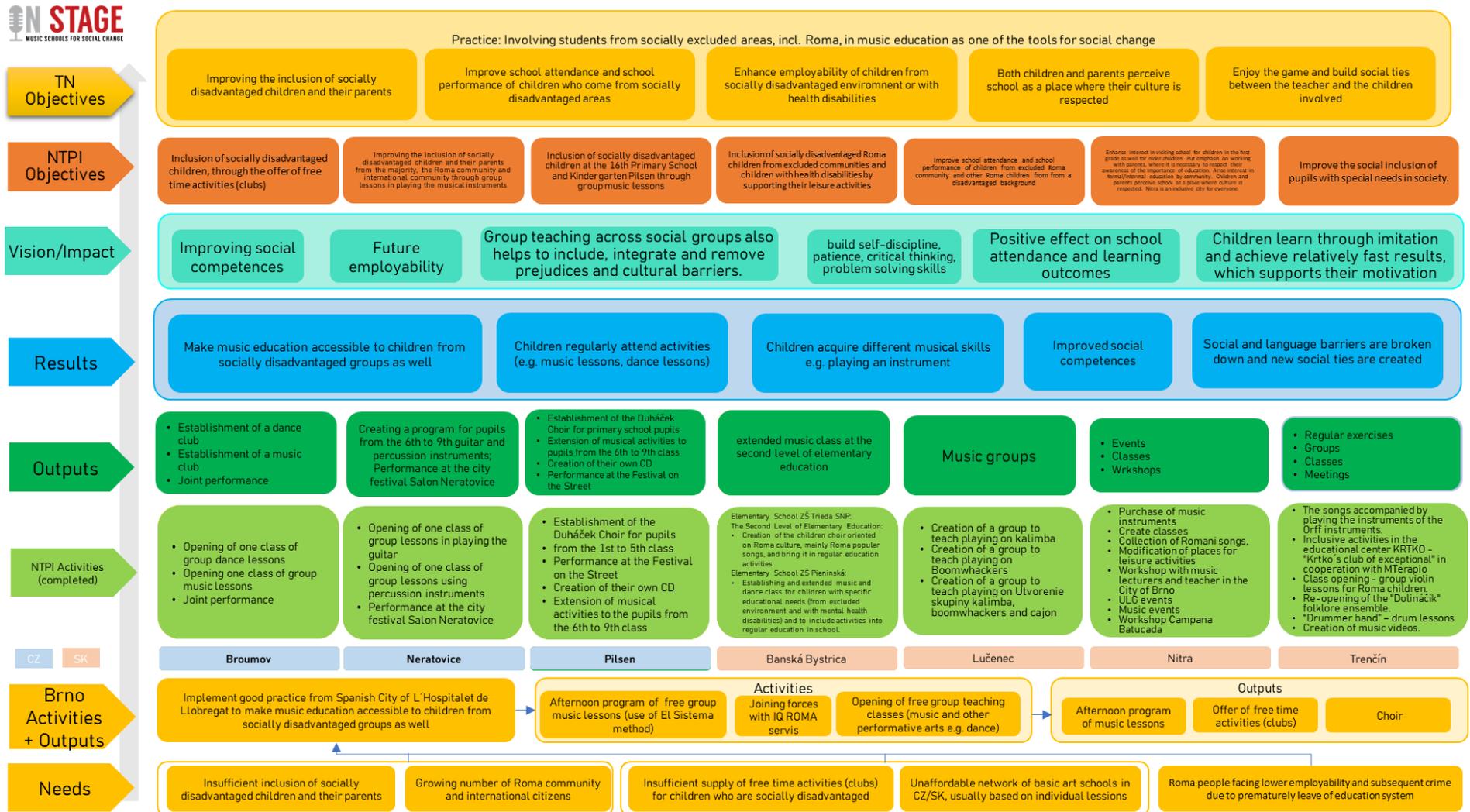


Figure 19: ToC Model: onBoard – NPTI Tallinn



Annex 4: Summary of survey responses (NPTI cities)

Table 7: Key benefits of the transferability study and transfer plan as perceived by the cities

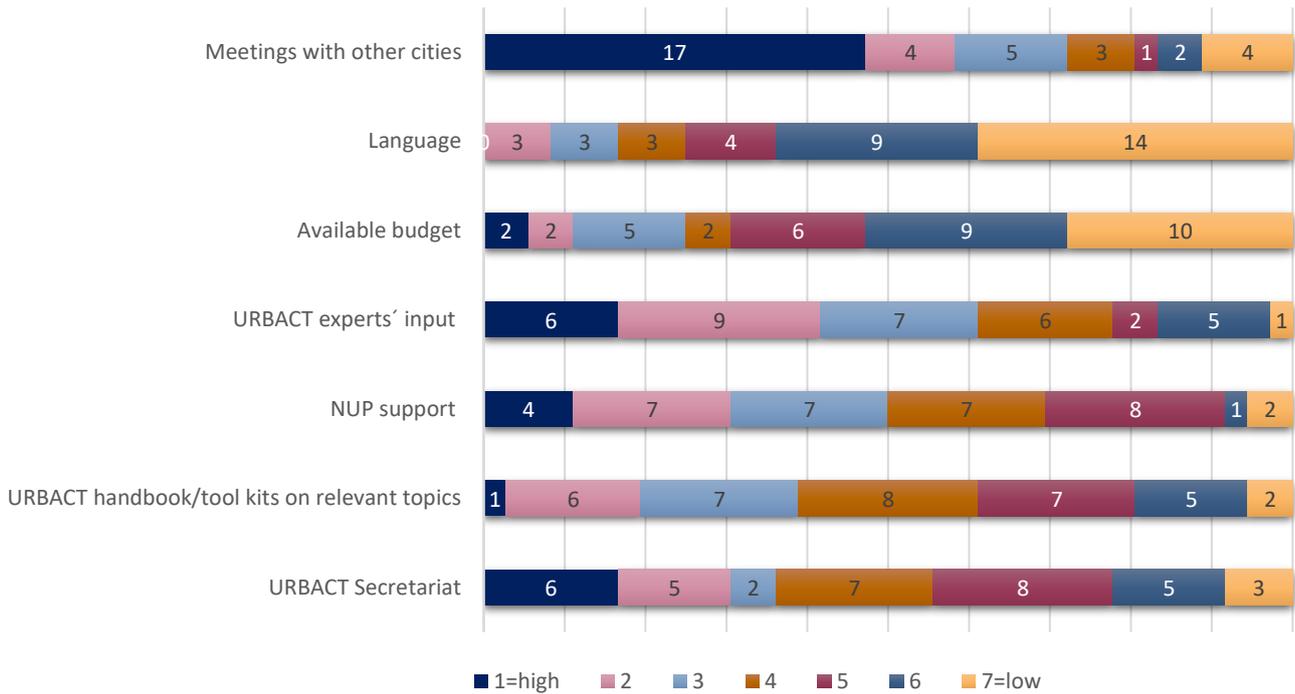
NPTI	Key benefits of the transferability study	Key benefits of the transfer plan
<p>Ireland (Playful paradigm)</p>	<ul style="list-style-type: none"> to learn a lot from other cities to get ideas for implementation, identify potential stakeholders to set out framework and methodology for implementation; have a clear framework of actions to learn about the importance, benefits and power of play, how to integrate play into placemaking and use it to address issues the urban area may be experiencing the importance and power of networking and building relationships with stakeholders to learn what worked and did not work previously to try doing things differently and it's okay if things are not 100% successful 	<ul style="list-style-type: none"> to determine the needs locally and to provide a clear plan of action with achievable targets gave the cities a roadmap of where they wanted to go - define objectives and key actions with a timescale for implementation kept the cities on track to achieving the objectives learning examples of best practice useful for end of year evaluation and delegation of tasks to focus on what the cities could achieve in the timeframe and removed the 'risk' as things has been tested previously by Cork
<p>Slovenia (Regrow city)</p>	<ul style="list-style-type: none"> to learn about new methods of connecting, thinking, learning, cooperation, realisation, planning, integration, implementation to learn about the segmentation of stakeholders and target groups, structuring and logical sequencing of activities; engaging and reaching out to different stakeholders to understand that each city is specific, has different possibility, thus the activities can be successful in a certain environment, but not elsewhere. It is a major challenge to find out which activities people need, which would encourage them to socialise outside their familiar frameworks and through which they would be more actively involved in social life. to promote socialising and actively spending leisure time, the cities need to be innovative, try different things/approaches and not give up if the community is not immediately ready to participate. to learn about the places in which the cities transfer good practice and its elements 	<ul style="list-style-type: none"> to teach that with effort and step by step, all the expectations can be met. to start moving in this direction and to think more broadly about what our city and community needs. A document we looked at over and over again in one document we had a whole concept that we can still complement and change. provided the basis for the realisation of the necessary political support. It's kind of an incentive for action. helped to create a platform and connect people; help to raise more questions and solutions, clarify goals and steps towards them, and at the same time it is very desirable to document formal lobbying in municipalities for any support for the initiative of building and expanding the platform.
<p>Italy (C-Change)</p>	<ul style="list-style-type: none"> to show that each reality has its own specificity; to reflect on the state of the art of the city's policies to learn about the good practice, how to implement it and monitor it; how to create and engage the ULG to learn that culture can be an important vehicle for spreading the concept of environmental sustainability focusing on the exchange of experiences and emulation of what is done in other territories allows the cities to be more credible in spreading a specific message, so that more organisations can collaborate together through the establishment of an ad hoc body and promote environmental sustainability and the fight against climate change 	<ul style="list-style-type: none"> to share a method setting. to provide a toolbox to have a clear path and objectives to pursue to identify macro areas in which to intervene and some actions to implement support and sharing a great starting point to start and directives on what to do to better organise the activities to be put into practice to grant the achievement of the objectives, also adapting the transfer of good practices to the territorial and social context of reference.

NPTI	Key benefits of the transferability study	Key benefits of the transfer plan
	<ul style="list-style-type: none"> • to guide cities towards the acquisition of know-how and good practices. • to show that is possible 	
Czech Republic, Slovakia (OnStage)	<ul style="list-style-type: none"> • to map the potential, possibilities of what could be most relevant for the cities from the good practice • to learn more about the methods of transfer, implementation, objectives and their setting; • to create something new and develop creative approaches (e.g. music rings, selection of lecturers, realisation spaces, inspiration for music lecturers in the creation of curricula etc.) 	<ul style="list-style-type: none"> • basic reflection on what direction the implementation of good practice can take; to clarify what the good practice is about • a navigator on our way to individual goals. • clear diagram of the plan, risk analysis • planning, time management, organisation • grasping the implementation of the participants' ideas; source of inspiration • better able to use and apply the project
Estonia (OnBoard)	<ul style="list-style-type: none"> • to more thoroughly analyze the current situation of the municipality (e.g. its education system), look to the future and find opportunities for collaboration. • to get a comprehensive overview of partners, their educational systems, which was a good introduction to meetings and finding opportunities for collaboration • to formulate goals • to familiarize the cities with the good practices; to get new ideas for transfer • to learn how to develop entrepreneurship and how to increase cooperation. 	<ul style="list-style-type: none"> • to stay on the line • to specify the focus topic in collaboration with representatives of educational institutions and set specific goals • to keep focus, see continuity (follow up), see the bigger picture • A big plus was a clear time and thematic planning.

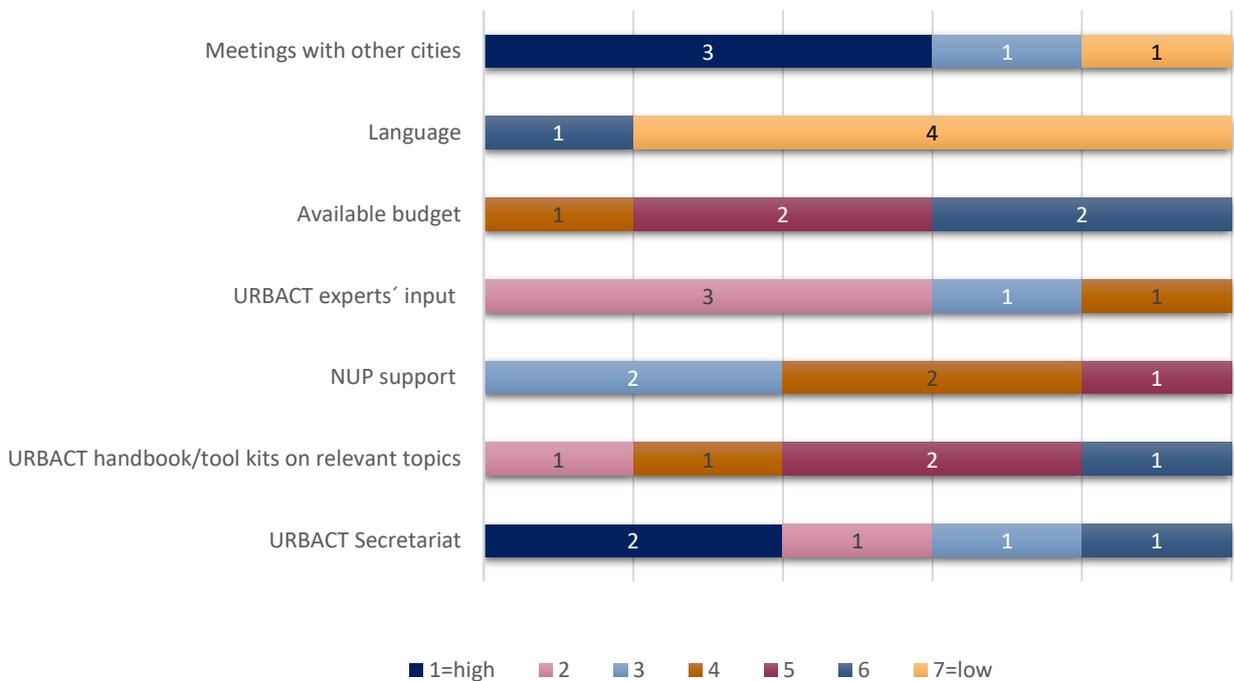
Source: survey results - participating & transfer cities, October/ November 2022

Figure 20: What helped the implementation of the NPTI?

All NPTIs



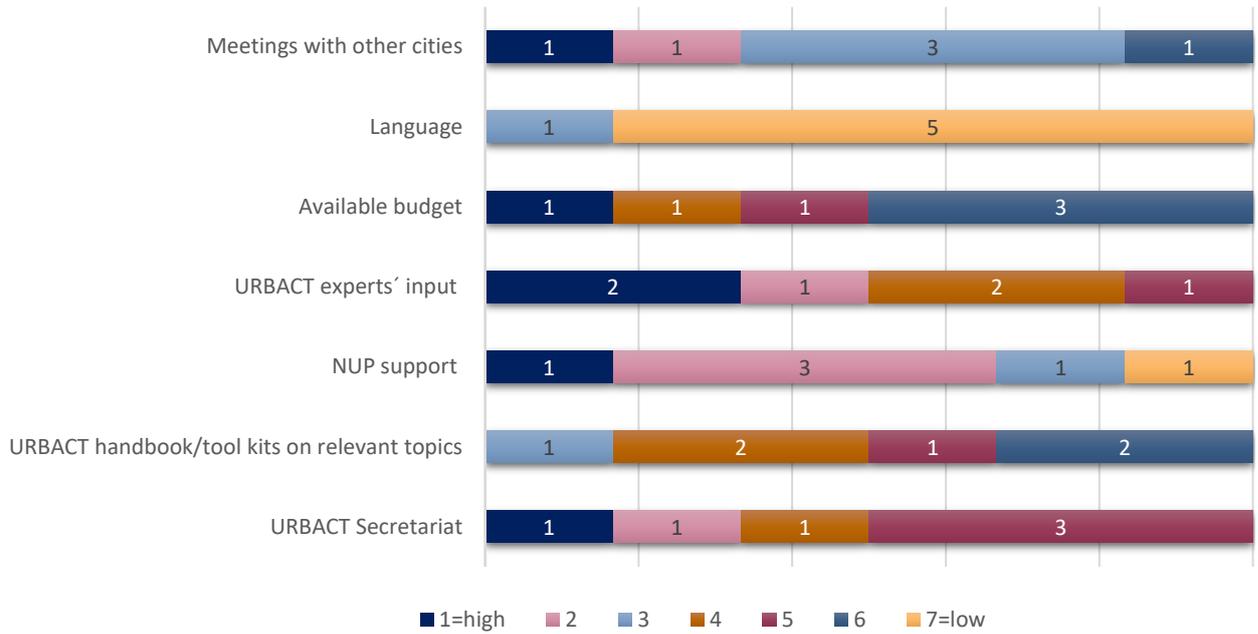
NPTI Ireland: Playful Paradigm



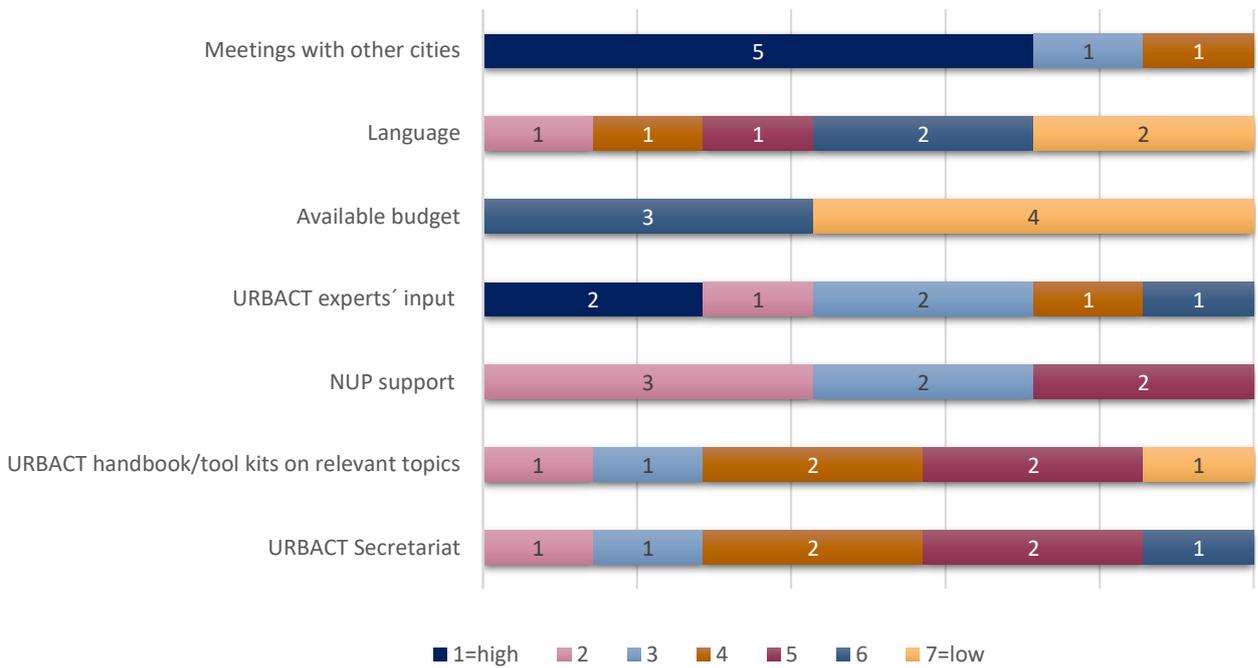
Source: survey results – participating cities, October/ November 2022 (number of cities entries)

URBACT NPTI EVALUATION – Final Report

NPTI Slovenia: RegrowCity

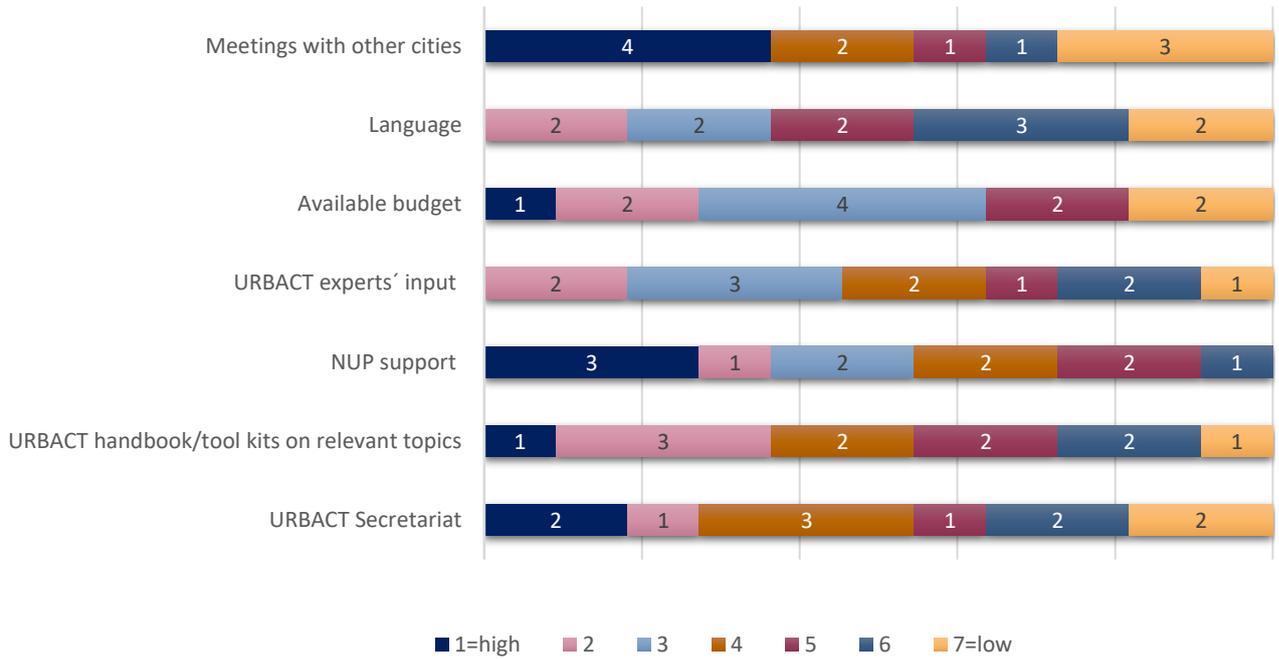


NPTI Italy: C-Change

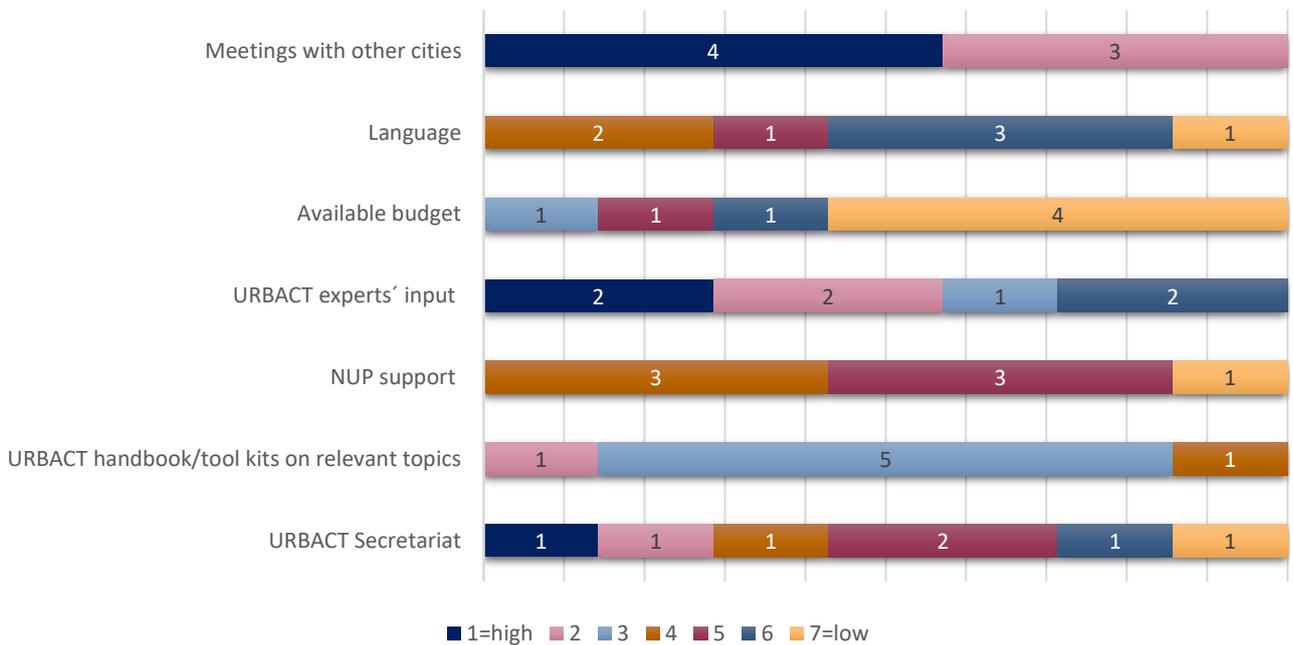


Source: survey results – participating cities, October/ November 2022 (number of cities entries)

NPTI Czech Republic, Slovakia: OnStage



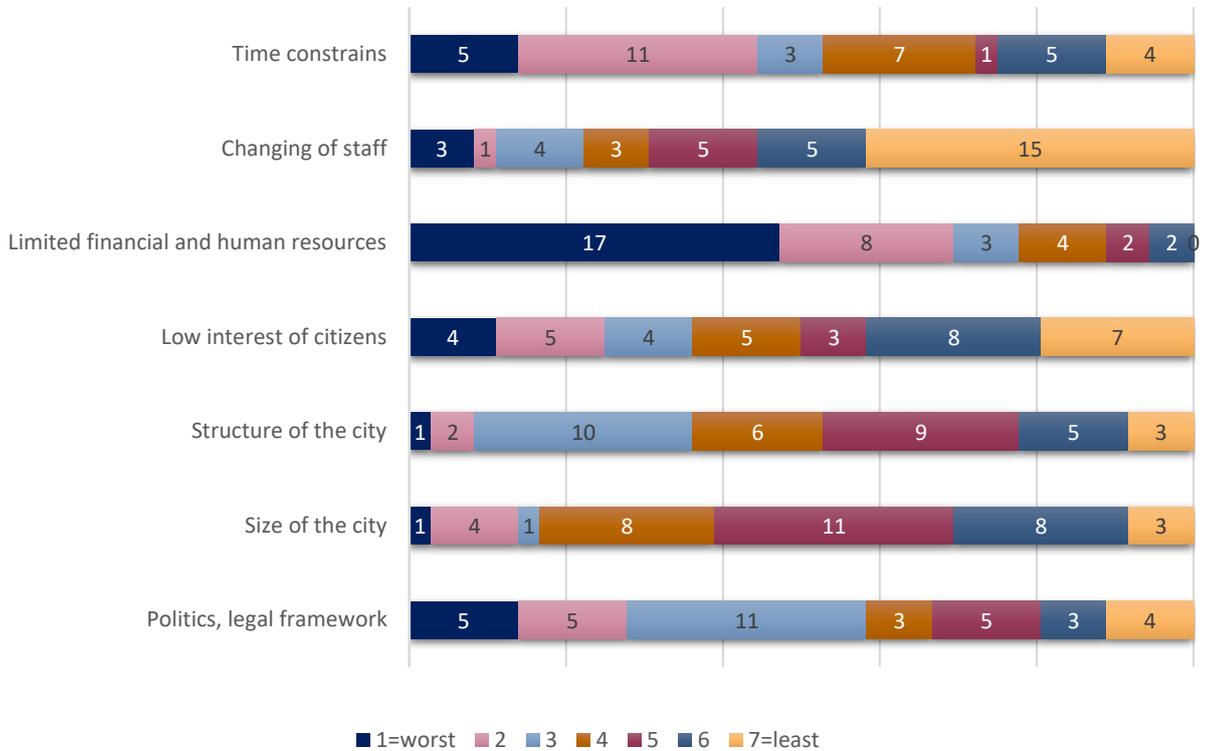
NPTI Estonia: On Board



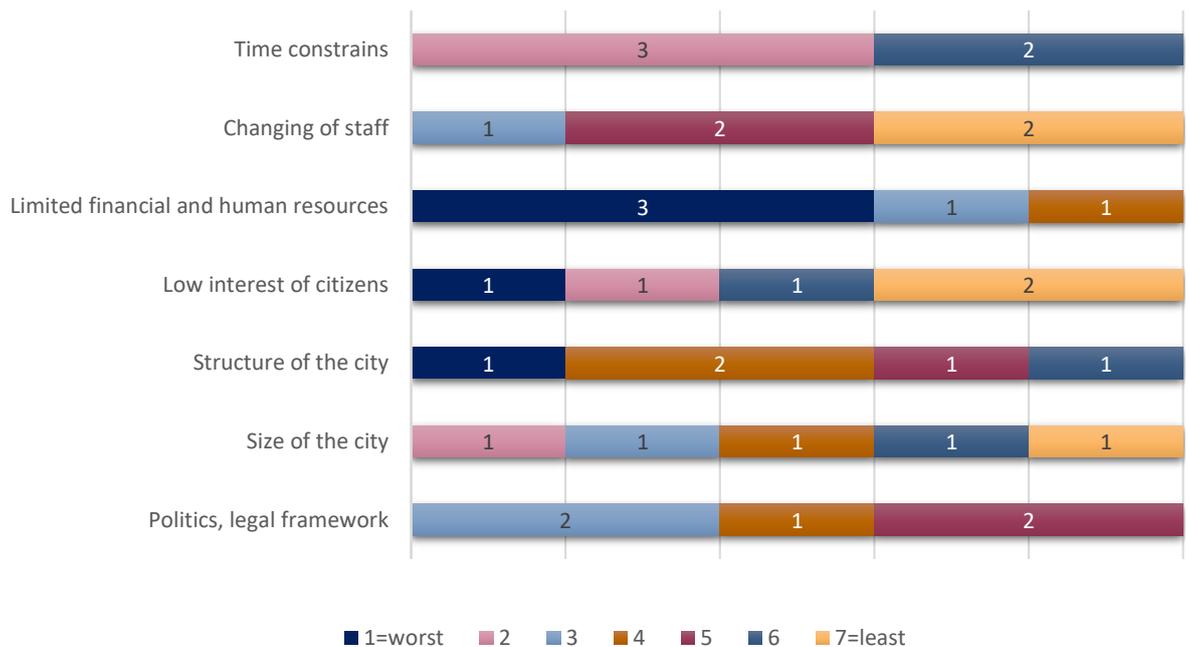
Source: survey results – participating cities, October/ November 2022 (number of cities entries)

Figure 21: What did not help the implementation of the NPTI?

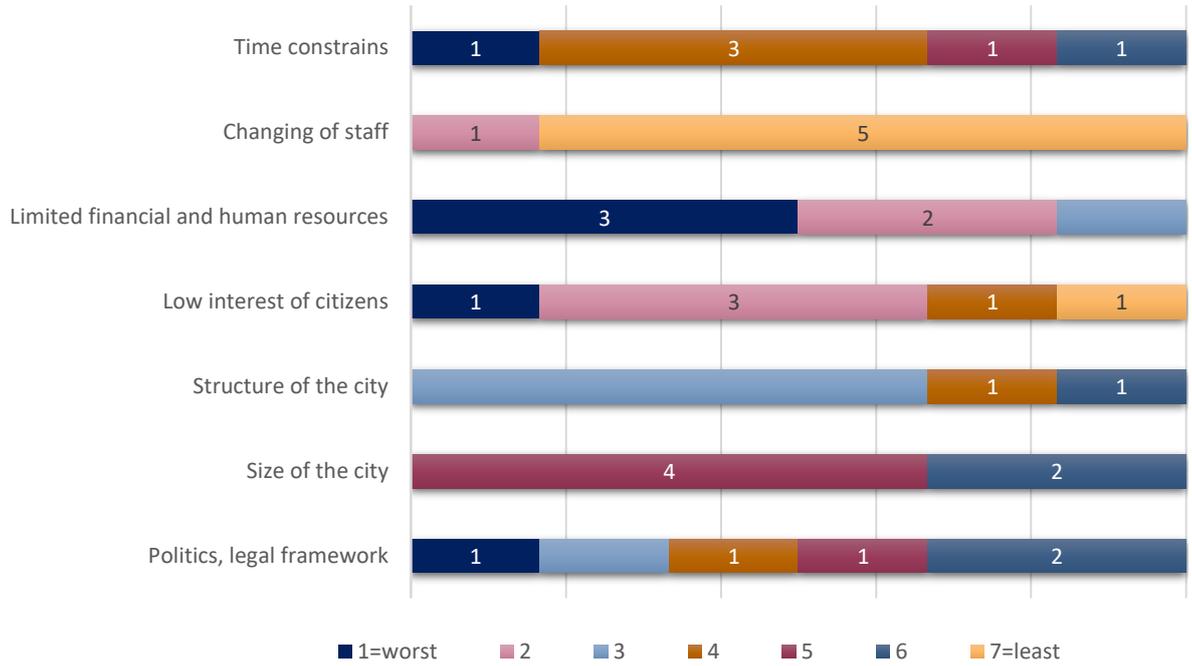
All NPTIs



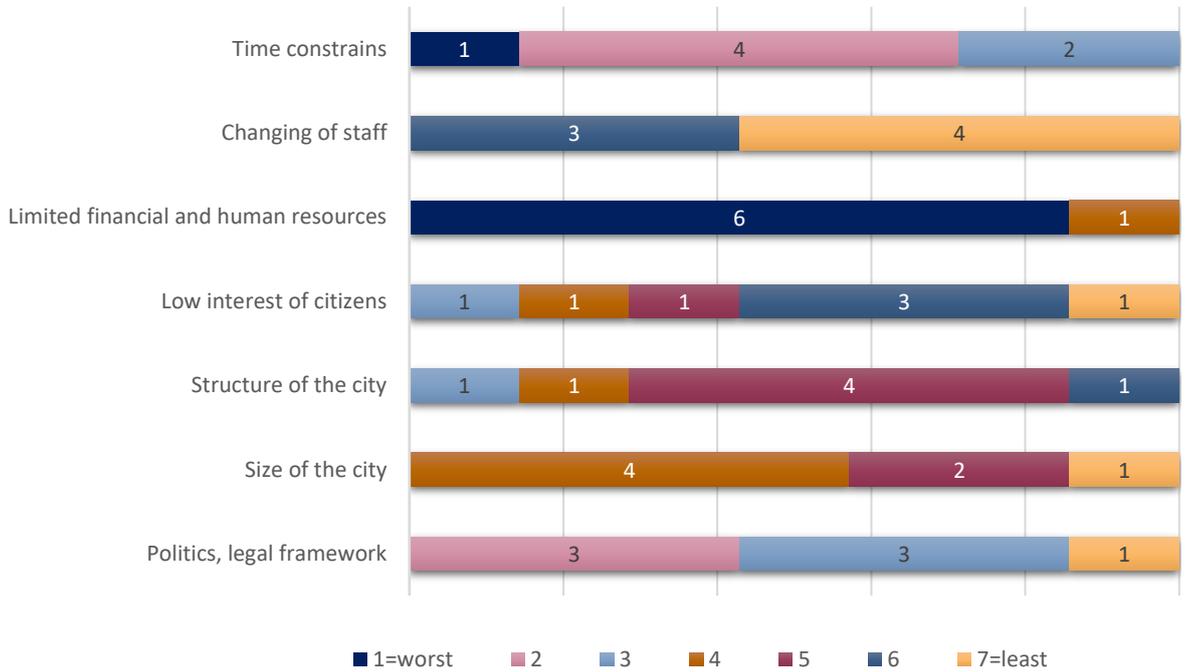
NPTI Ireland: Playful Paradigm



NPTI Slovenia: RegrowCity

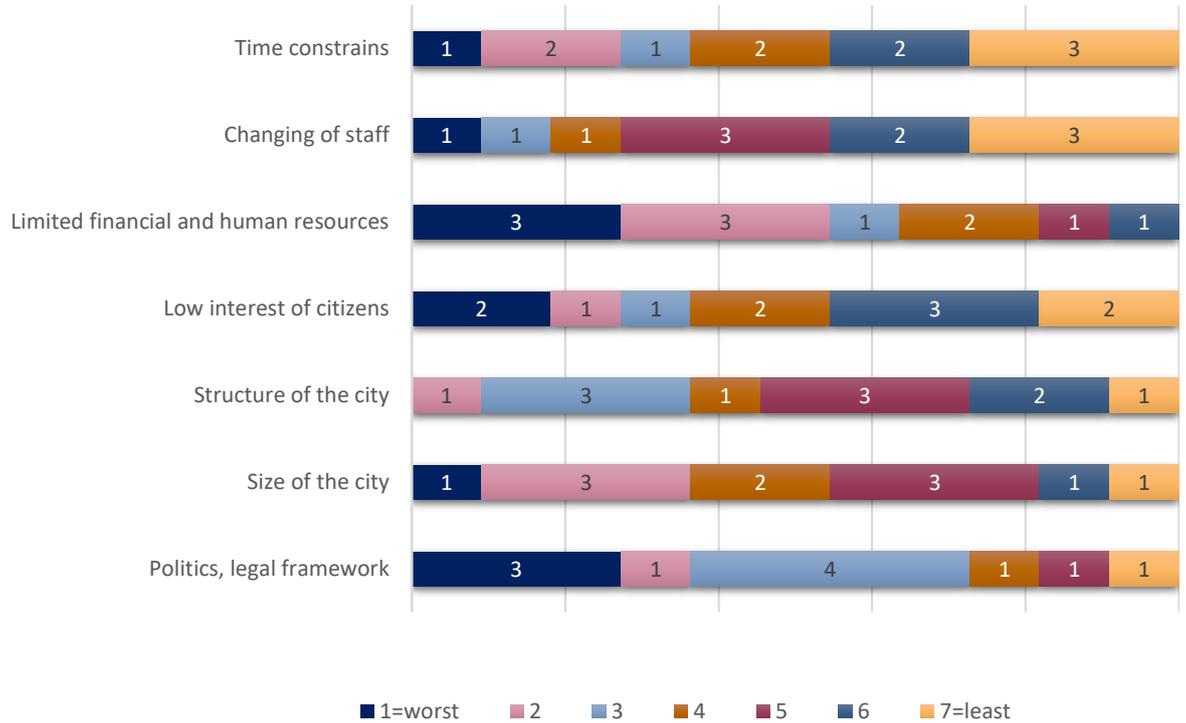


NPTI Italy: C-Change

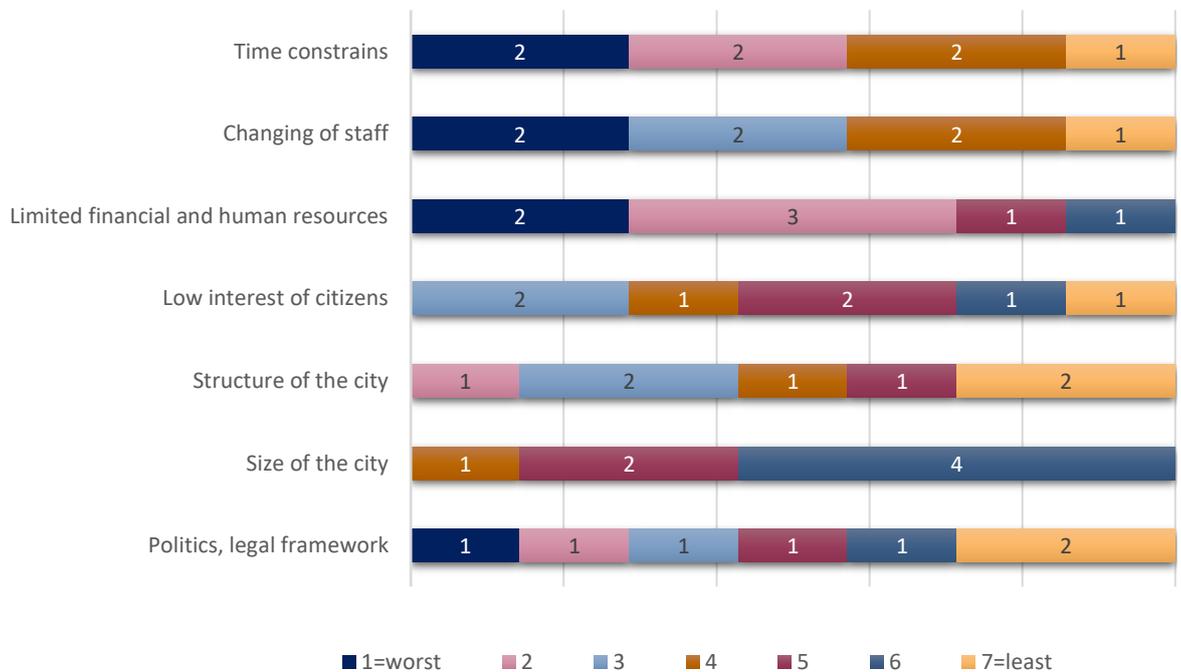


Source: survey results – participating cities, October/ November 2022 (number of cities entries)

NPTI Czech Republic, Slovakia: OnStage



NPTI Estonia: On Board



Source: survey results – participating cities, October/ November 2022 (number of cities entries)

Table 8: Success and hindering factors per NPTI

NPTI	What did support the achievements (main success factors)?	What did hamper the achievements?
<p>Ireland (Playful paradigm)</p>	<ul style="list-style-type: none"> • Collaboration, expertise from other towns and cities, external consultant expertise • Open communication between ULG stakeholders; consideration and support for new ideas and identifying funding streams to support work; strong communications plan and branding • Great communication between the partner towns, ongoing updates using WhatsApp of images of actions, regular meetings of the NPTI with in person meetings of particular benefit • Financial support from Planning Section allowed us to carry out our first event. The Healthy Sligo coordinator participated in Lets Play Sligo and was able to use their budget for play equipment. Continued support and motivation from the lead expert and the rest of the town teams was also crucial to ensure success. • Regular support from Wessel - our Expert; the WhatsApp groups for the partner towns, the visits to each other's projects and trip to European Placemaking Festival • The enthusiasm of the local authority staff for the project 	<ul style="list-style-type: none"> • Lack of resources and budget. Local groups, individuals saying they did not have time to get involved. • Insurance, costs around road closures, H&S requirements for events • Online at the start was a challenge to us • Lack of active ULG members, limited financial resources, lack of time on the part of ULG coordinator • COVID prevented the formation of an ULG at an early stage and peoples reluctance to meet in person in the initial stages of the project meant that it took a lot of individual meetings to get people on board • Time and resource limitations
<p>Slovenia (Regrow city)</p>	<ul style="list-style-type: none"> • The perseverance and motivation of the local URBACT Group. • Individuals who worked for the community as well as the municipality, who were willing to apply for the project, supported it financially and provided free space. • Cooperation with the local group and opening of the office building in the afternoon. • Public debate, activation of the local population. • Support and animation of IPOP and Urbact specialists, meeting with other municipalities, their ways, solutions and, above all, viewing good practices in other municipalities! • Established local coordination group, developed platform... • Well-connected partners 	<ul style="list-style-type: none"> • Disobedience of political leadership, lack of interest from the population. • It would certainly help if it were a project through which one person could be hired for at least a certain period of time, as this would make it more apparent what the needs of the population are, what they want and whether they need such a place or perhaps such a structure of the population needs something different... The city living room has thus become more than no place for occasional events, because despite the willingness of the local group and, of course, the coordinator for the preparation and implementation of the activities, volunteers are not enough to "raise" in the city living room in such a way that it is open throughout the day. • Opening of the office building only in the morning. • Politics, lack of resources and staff • Time • Initial disinterest of the population, it took a lot of animation and conversations. • Lack of funding for staff in cities; covid-19
<p>Italy (C Change)</p>	<ul style="list-style-type: none"> • Good collaboration between partner cities even beyond the network; involvement of proactive key players from individual partners; motivation derived from key players of our city and peer-to-peer exchange dynamics. • A work carried out by the municipality for years • The commitment of the ULG 	<ul style="list-style-type: none"> • Dynamics dictated by the COVID pandemic; great difference of interest/participation between north/south Italy. • Time • Lack of economic resources and work time

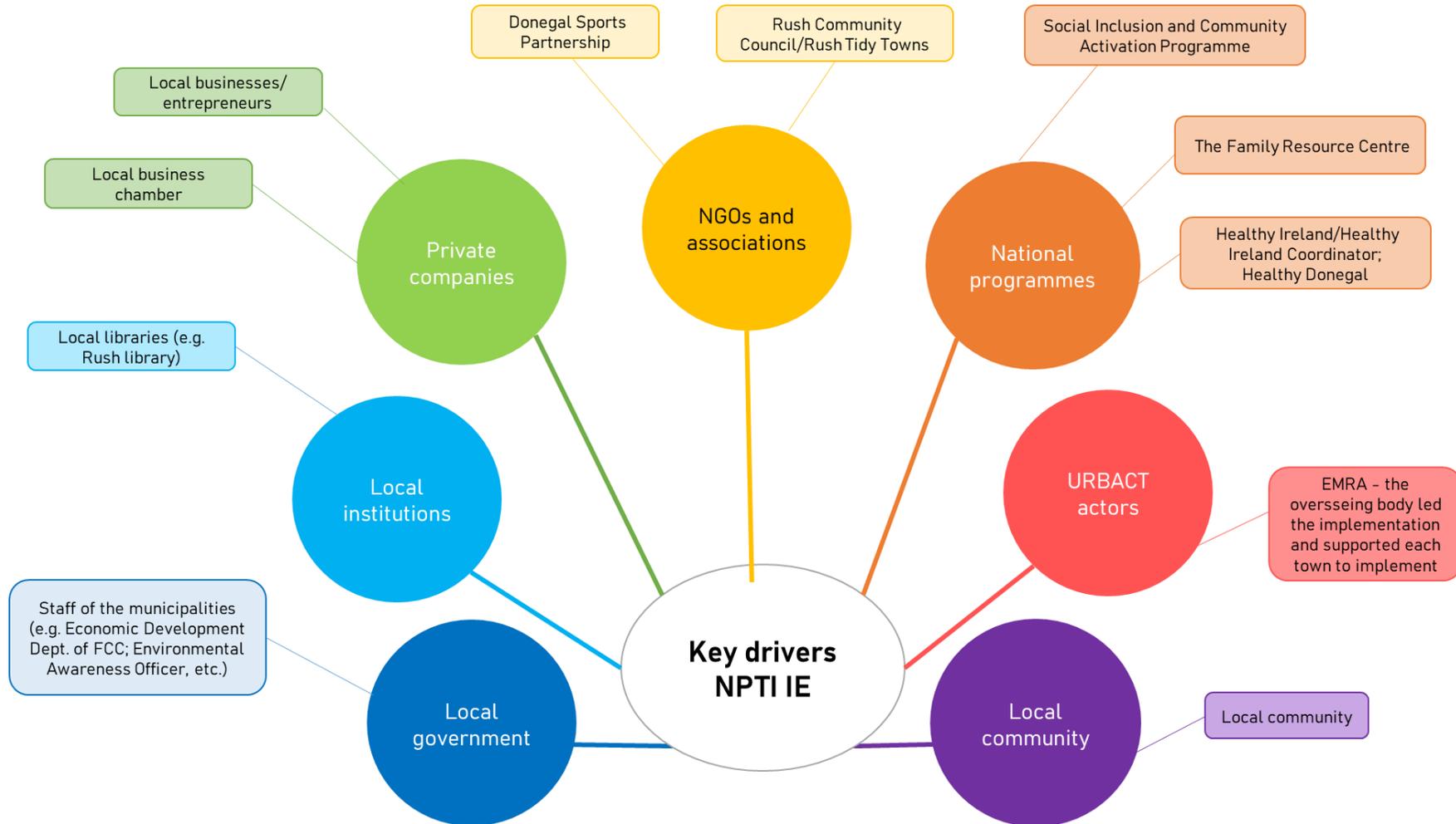
NPTI	What did support the achievements (main success factors)?	What did hamper the achievements?
	<ul style="list-style-type: none"> • Exchange with other cities, NUP support and URBACT expert • The work in a group • The strong support of the municipal administration and the commitment of some members of the ULG • The municipality of Ferrara has created a network of stakeholders in the same sector. Having in a common need and solutions, helped the writing of the road map. • Also being able to compare with other municipalities has been useful to improve or fix your road map • The excellent work done by Anci, the close collaboration with the other municipalities of the network, the stubbornness of the municipal representative who also supported the policy in choosing to firmly believe in this project, so much so as to approve guidelines 	<ul style="list-style-type: none"> • Lack of dedicated funds, local elections during the project, request for great commitment from the ULG • The Difficulty of the Historical-Social Moment • The little time available for the transfer • One obstacle is to make the ULG understand the importance and vision of the project. It is not only a time of co-design but also of realisation, so being part of a 5-year design. • The main obstacle is the lack of funds, the lack of economic support to implement sustainable cultural initiatives
<p>Czech Republic, Slovakia (OnStage)</p>	<ul style="list-style-type: none"> • City meetings and lecturers' meetings — transfer and sharing of experiences, support of cities by experts, possibility to draw on the transferability study and transfer plan • I believe that they the fact that many people good see the good practice in person with their own eyes; selecting good coordinator; good support of local experts on the way • Setting up a local working group and involving stakeholders • The resulting interest of children in the initiative • Quality team of collaborators — political leadership of the city, OŠMT, coordination directly at school, lecturers of individual activities • Quality, hardworking, dedicated lecturers • collaboration of colleagues and support from school management • cooperation between stakeholders • Enthusiasm of coordinators • People • Profit of subsidy for the realisation of activities • The lecturers of our project themselves and their commitment — the teachers of our school themselves are lecturers 	<ul style="list-style-type: none"> • Especially in smaller cities, which do not have such a great experience with similar projects, there was a problem with the creation of a functional local group (I still continue to coordinate the model — I lead and delegate work further, not joint reflection and brainstorming) and with this impaired conditions for the possible development of the project; for some cities, financial requirements for the actual implementation of music programmes • disbelief of some of the critical stakeholders that it can work (e.g. city officers), lack of resources (financial, personal) • Unresolved funding • NOTHING • The rejection of the officials and directors of the primary school. • We have not noticed any negative factor. • Lack of interest of some stakeholders • Lack of finance and burnout • Lack of other people
<p>Estonia (OnBoard)</p>	<ul style="list-style-type: none"> • The motivation of our team. • Supporting and inspiring each other, the desire to work together, common goals and a strong sense of team. • Well planned timeline, clear focus on every national event, expanding networking, well-chosen partners and good cooperation between them. • Interest from the company • Meeskonna koostöö, KOV-i juhtide toetus 	<ul style="list-style-type: none"> • Lack of time and too many tasks at work. • At the same time, major changes took place in the educational landscape of the municipality, more precisely the reform of kindergarten management, which required additional time resources. And in the background, the war in Ukraine and refugees from the war zone, whose help required both time and human resources. • Changing people, no budget for every project partner (for ULG meetings), as a lead partner there

NPTI	What did support the achievements (main success factors)?	What did hamper the achievements?
	<p>(EN: Collaboration of the team, support from local authority leaders.)</p> <ul style="list-style-type: none"> • Meetings, city visits, cooperation 	<p>was no obligation to create development plan for our network. Lack of political support.</p> <ul style="list-style-type: none"> • Budget • Me ei olnud planeerinud eelarvelisi vahendeid, covid ja sellest tingitud piirangud tegevustele (EN: We hadn't planned for the budget, the covid and the resulting constraints on activities). • A time resource, but if you consciously take time for it, an opportunity will arise

Source: survey results - participating cities, October/ November 2022

Figure 22: Key drivers per NPTI

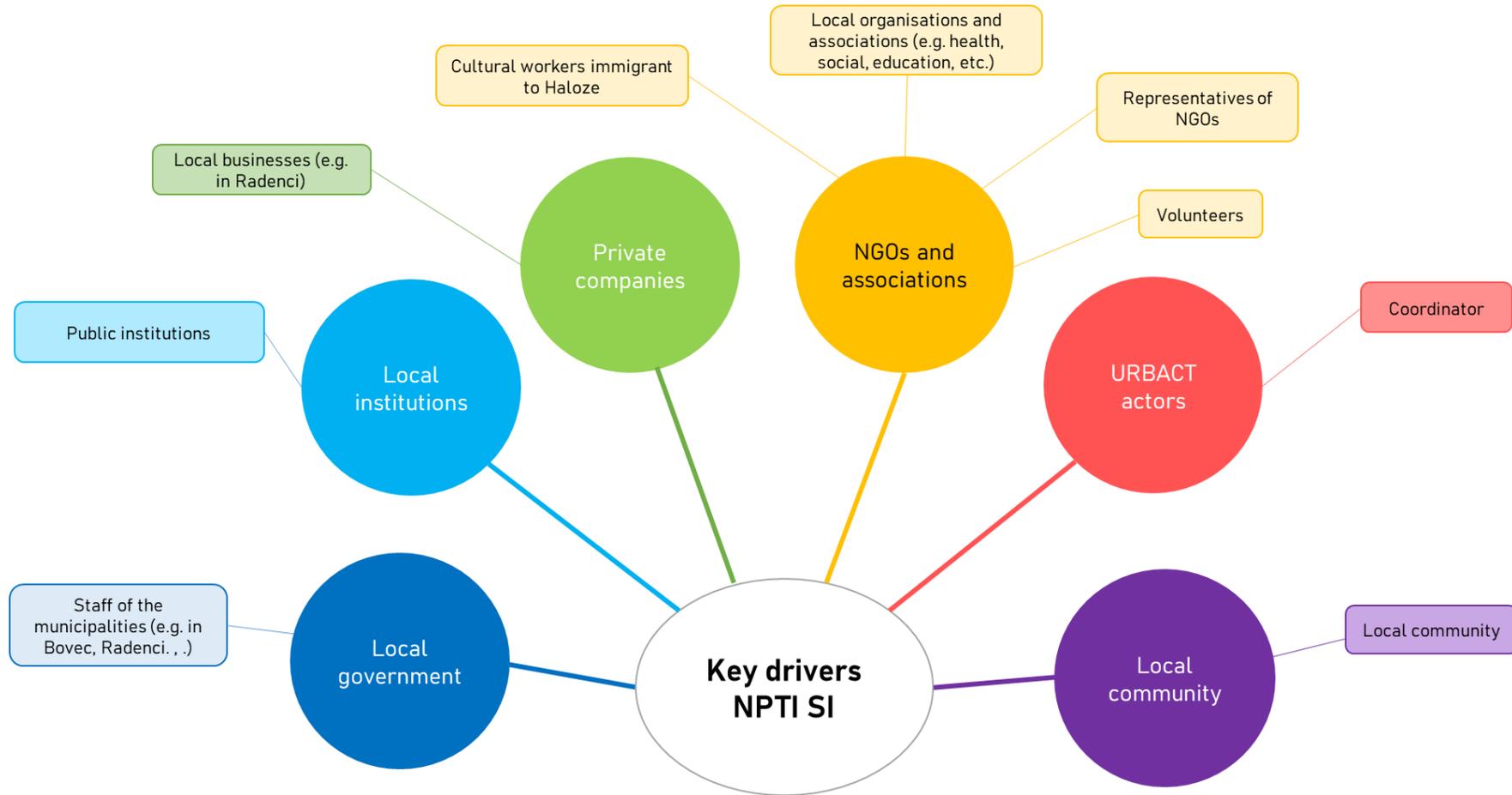
NPTI Ireland: Playful Paradigm



Source: survey results - participating cities, October/ November 2022

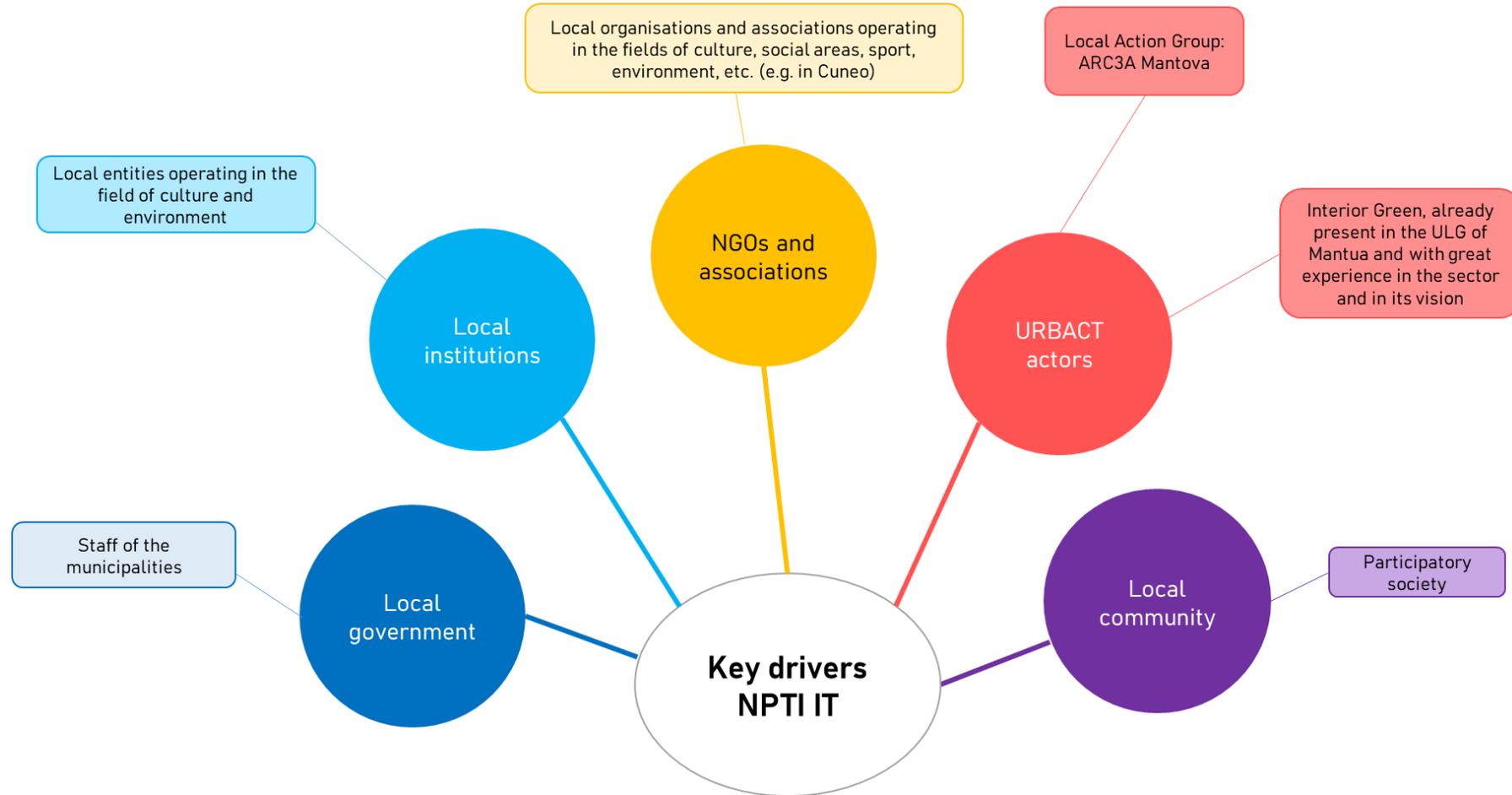
Additional driver was the transfer city (as mentioned during the validation workshop in November 2022). URBACT expert was also mentioned as success factor under another survey question.

NPTI Slovenia: RegrowCity



Source: survey results - participating cities, October/ November 2022

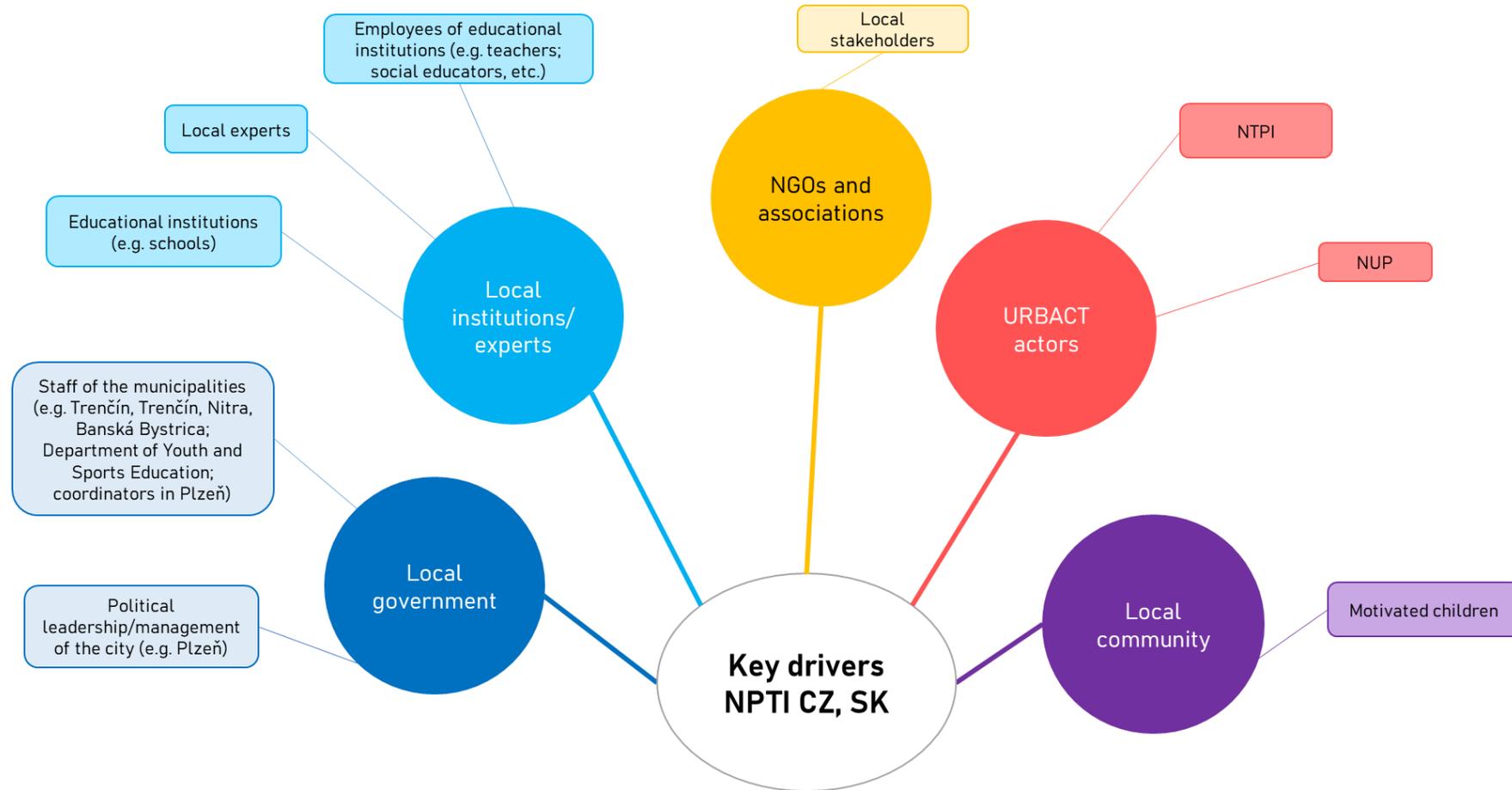
NPTI Italy: C-Change



Source: survey results - participating cities, October/ November 2022

The NUP and URBACT expert were also mentioned as success factors under another survey question.

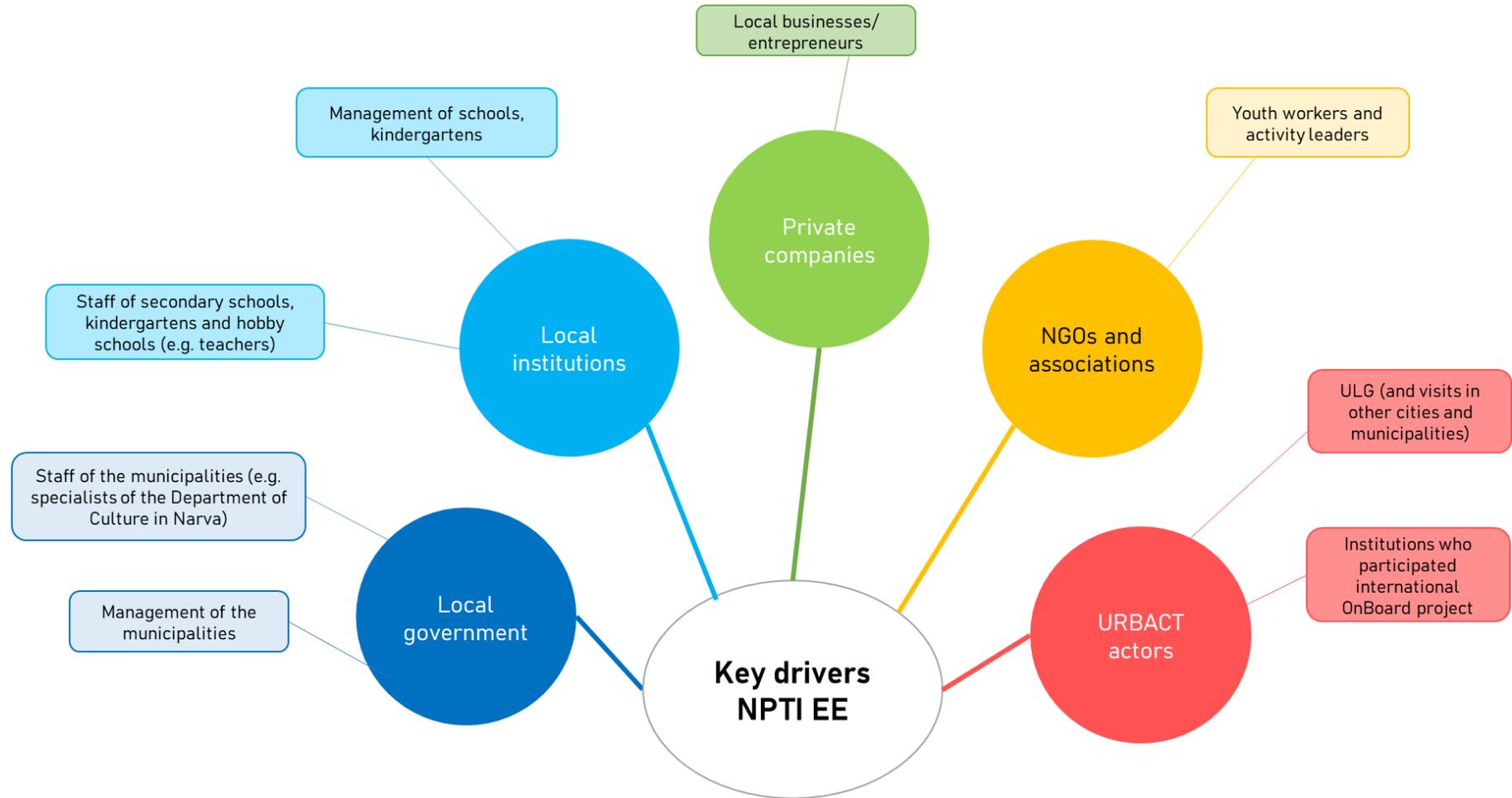
NPTI Czech Republic, Slovakia: OnStage



Source: survey results - participating cities, October/ November 2022;

Additional drivers mentioned were: MSU (survey responses) and ULG coordinators (as mentioned during the validation workshop in November 2022)

NPTI Estonia: On Board

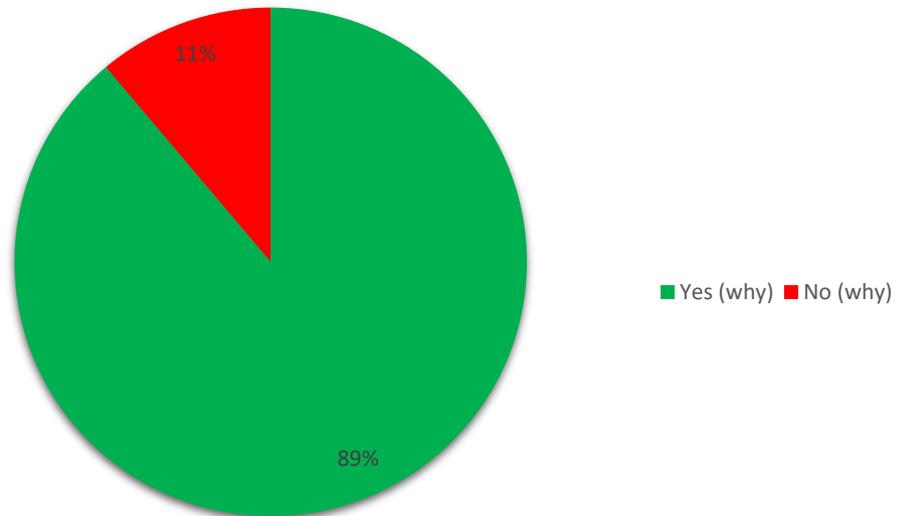


Source: survey results - participating cities, October/ November 2022

Figure 23: Is the city interested in participating in future URBACT networks?

All NPTIs

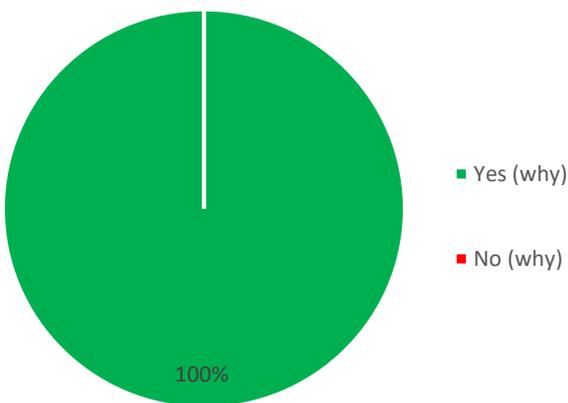
Is the city interested in participating in future URBACT networks?



Source: survey results - participating cities, October/ November 2022

NPTI Ireland: Playful Paradigm

Is the city interested in participating in future URBACT networks?



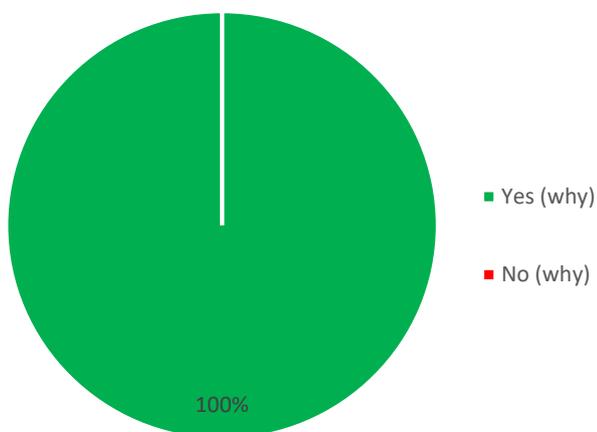
Yes. Why?

- This project was really beneficial to developing our networks and relationships with other regions. It also delivered many benefits to local stakeholders, citizens, both young and old across many cultures.
- NPTI has been a valuable experience and has built a strong local stakeholder network which is eager to progress and build on what they have achieved through NPTI
- It is important to broaden our networks, increase our connections with other towns and learn from them
- It is a great vehicle to share ideas and learn from others and witness good practice
- the playful paradigm was such a positive experience we can see the value of future projects

Source: survey results - participating cities, October/ November 2022

NPTI Slovenia: RegrowCity

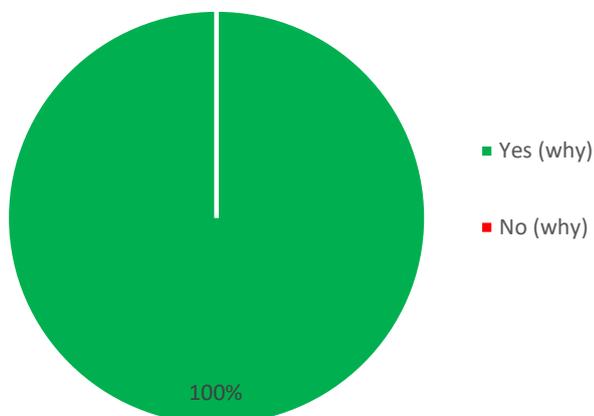
Is the city interested in participating in future URBACT networks?



- Yes. Why?**
- Because participation in URBACT networks is a great opportunity for learning and sustainable development of our community.
 - Because it would be a shame for the project to start, it would barely start and then shut down.
 - We want to build on national cooperation at the international level.
 - due to the build-up of experience and possibly possible resources for the continuation of this project.
 - Since cooperation has been very instructive and especially small and marginalised municipalities need examples of how they deal with certain problems elsewhere.
 - Because we want new ideas, experiences and development of the city.

NPTI Italy: C-Change

Is the city interested in participating in future URBACT networks?



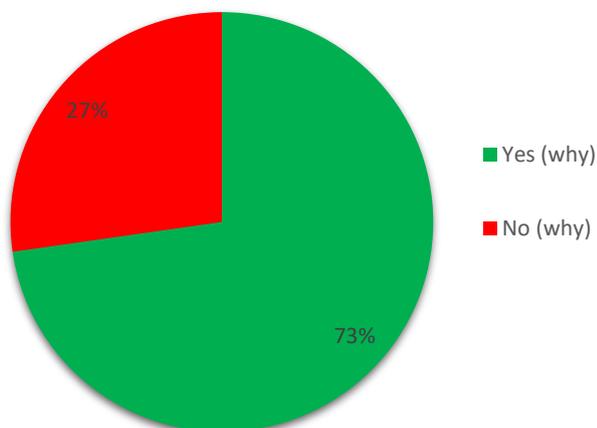
- Yes. Why?**
- Because they give us a chance to grow
 - It was an interesting project and the new working method for our reality that proved effective.
 - It seems like an interesting opportunity.
 - because the experience was useful and appreciated
 - Because exchange is always an added value and a possibility for growth
 - Fundamental to be able to compare and learn about other practices, inspiration and involvement
 - because we believe that what we have learned and the network that has been created should not be dispersed

Source:

survey results - participating cities, October/ November 2022

NPTI Czech Republic, Slovakia: OnStage

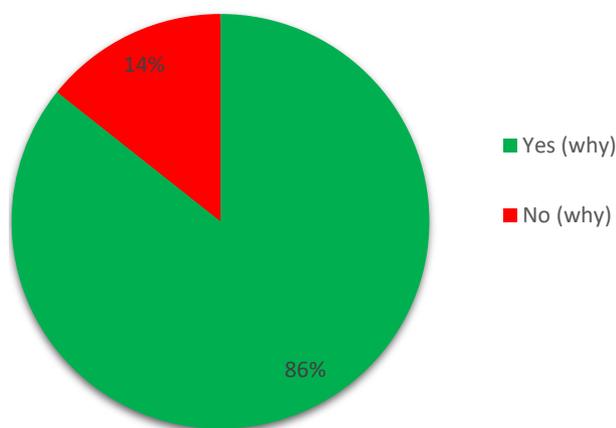
Is the city interested in participating in future URBACT networks?



Yes. Why?
<ul style="list-style-type: none"> • We consider this to be an important and well-organised network • It will depend on URBACT topics. • It is also necessary to focus on other disciplines that children enjoy but have no place to implement them. • 2026 EU Capital of Culture • If it is aimed at the same target groups as now. • some types of projects have sustainable potential • I believe that yes • I can't say much about this issue because I'm not in high-level positions:)
No. Why?
<ul style="list-style-type: none"> • We are currently involved in another national project and related subsidy challenges • Personal insufficiency • I don't know

NPTI Estonia: On Board

Is the city interested in participating in future URBACT networks?

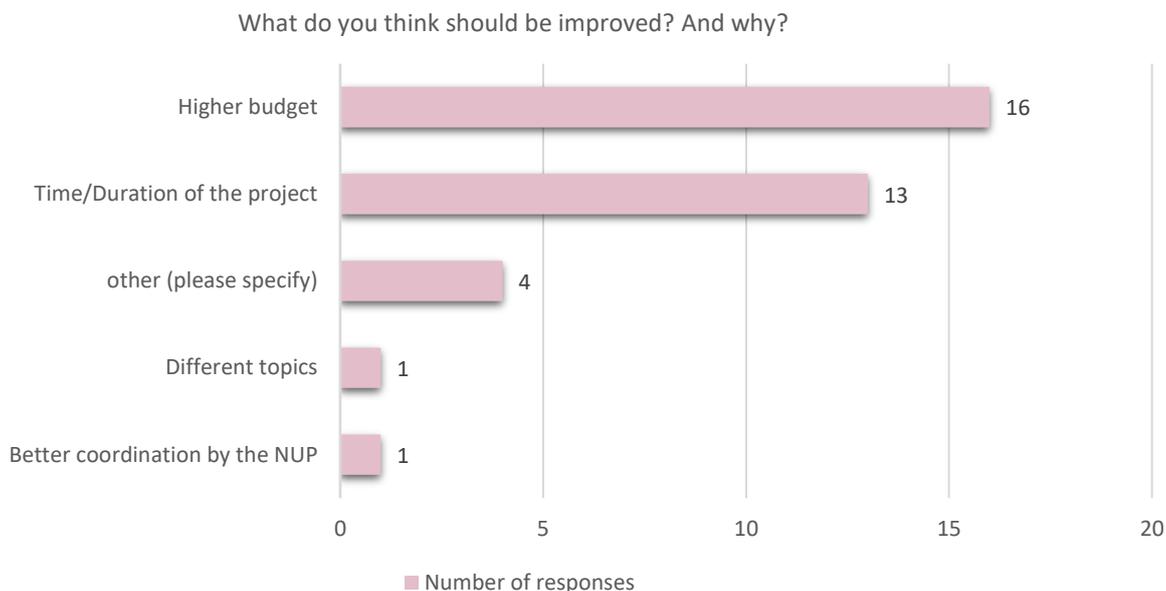


Yes. Why?
<ul style="list-style-type: none"> • We see and feel that participating in it is very beneficial for many parties • Participation in such networks is inspiring, increases cooperation between educational institutions of the municipality and with other partners, allows learning and adopting good practices. Although it is time consuming but the benefit all partners get from it, is greater. • it is important and interesting. • yes, get to know people and make friends. • We would be happy to share our good practices and learn new ones • Participation in the project is the key to the development of many areas important to the city.
No. Why?
<ul style="list-style-type: none"> • It is up to the new leaders to decide

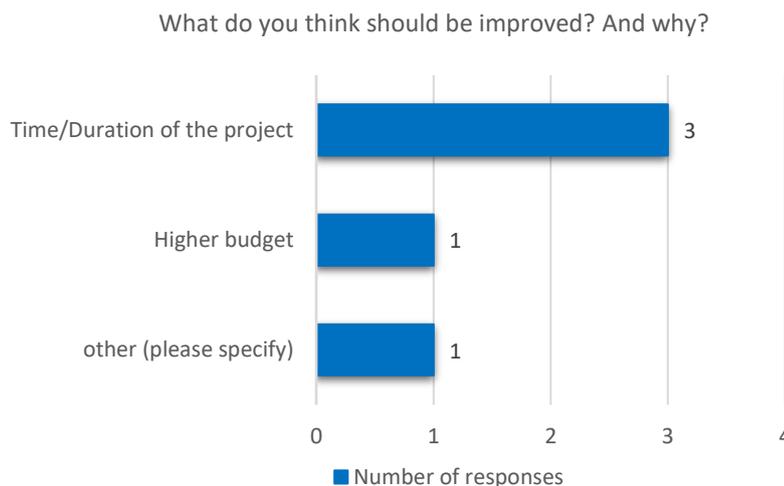
Source: survey results - participating cities, October/ November 2022

Figure 24: What do you think should be improved? And why?

All NPTIs



NPTI Ireland: Playful Paradigm

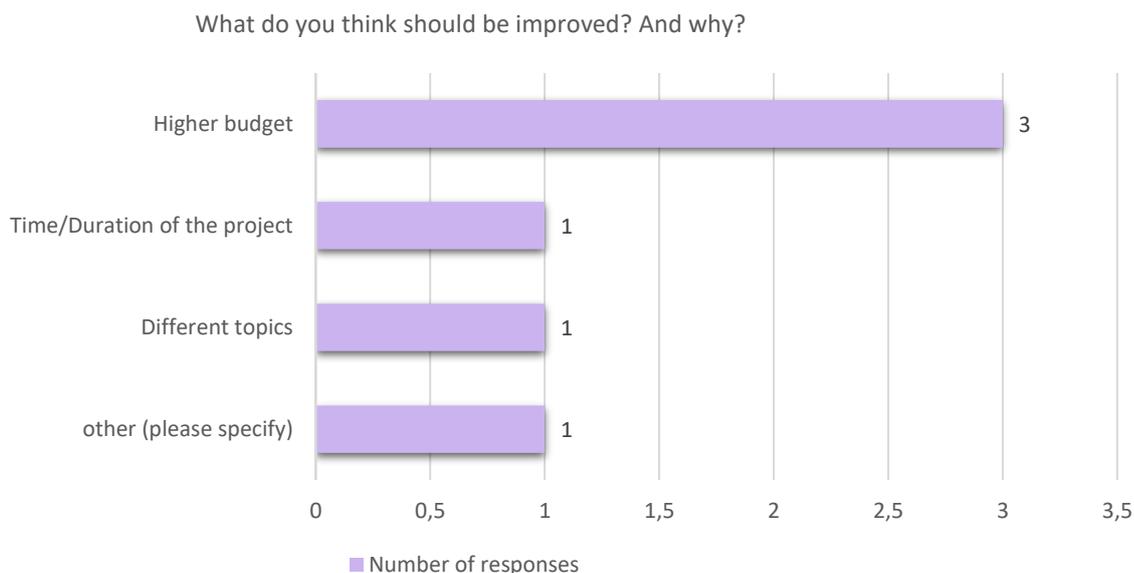


**Other (please specify): Maybe a little budget at the start just to get started may be a good idea, or even better what would be amazing would be if there could be financial assistance to pay for one staff member to spend one day a week for maybe 6 months on the programme. My biggest constraint was that I did not have much time to spend on this programme. I was almost doing it on a voluntary basis, which was fine, but even then, I wish I could have spent more time.*

Note: The figure shows the number of responses/cities per type of recommendation

Why?
<p>Higher Budget:</p> <ul style="list-style-type: none"> To allow us to run more events and buy equipment
<p>Time/Duration of the project:</p> <ul style="list-style-type: none"> We lost significant time due to COVID restrictions and would have benefited from a6-12 months extra It would give more time to pilot projects and further networking and learning from each other Duration of project should be extended to allow for fuller and more impactful implementation

NPTI Slovenia: RegrowCity



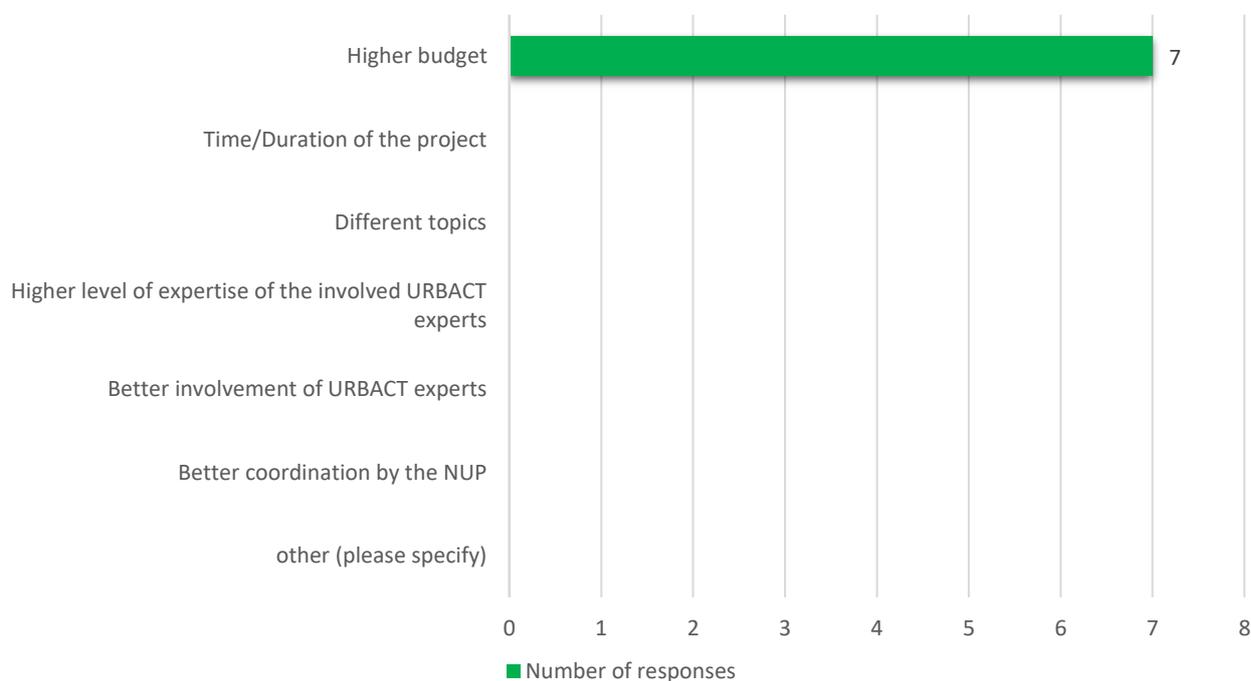
Note: The figure shows the number of responses/cities per type of recommendation

Why?
<p>Higher Budget:</p> <ul style="list-style-type: none"> I think I have already listed the reasons in the point “What hindered the achievements?” Volunteering has certain limits, and everyone here finds time there, but expecting that the projects will be very successful, but at the same time they are based on a small group of volunteers, but I don't think that's realistic. Provision of additional equipment in the living room, such as sofa, separators, refrigerator, etc. In addition to knowledge, there is also some concrete acquisition of all participants (for example, with funds we could develop a program for activity schedules in city living rooms or some other useful thing besides knowledge and experience. There may also be more visits to good practices, perhaps even in the wider surroundings, not only in the participating cities.
<p>Time/Duration of the project:</p> <ul style="list-style-type: none"> In order to achieve an optimal transfer of good practice, the project could be extended to a year and a half or two years.
<p>Different topics:</p> <ul style="list-style-type: none"> Volunteering is losing its value, which has also been helped by the situation over the past few years. Given the fact that the participating cities are very different, we should address different topics, which will also be supported by a higher budget.

Source: survey results - participating cities, October/ November 2022

NPTI Italy: C-Change

What do you think should be improved? And why?



Note: The figure shows the number of responses/cities per type of recommendation

Why?

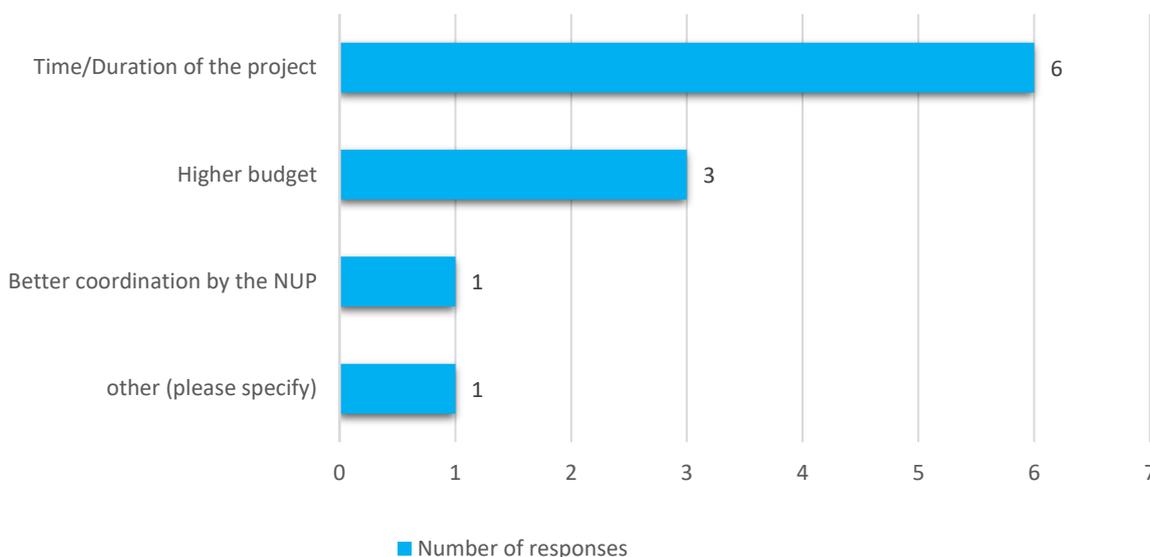
Higher Budget:

- because it would be necessary to invest more in training activities and transfer also with ad hoc visits within the Entity by URBACT experts that goes beyond the local meeting and a budget to be allocated to individual municipalities for the implementation of good practice
- it would have been possible to spend more days to discuss in the individual cities

Source: survey results - participating cities, October/ November 2022

NPTI Czech Republic, Slovakia: OnStage

What do you think should be improved? And why?



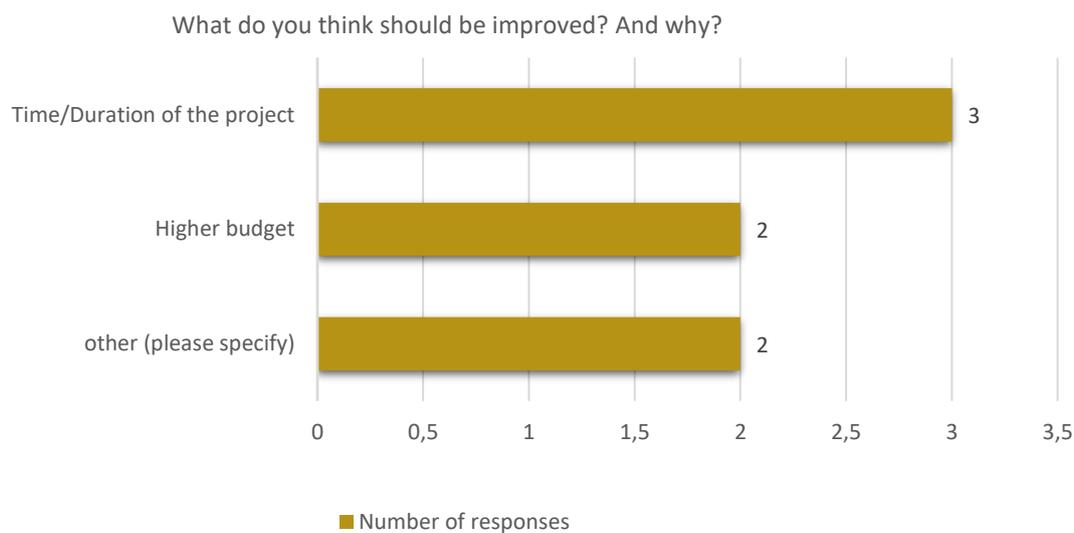
**Other (please specify): We don't have an idea for improvement.*

Note: The figure shows the number of responses per type of recommendation (2 cities responded more than once, therefore the number of responses may be higher than number of cities)

Why?
<p>Higher Budget:</p> <ul style="list-style-type: none"> • In today’s financially demanding times, it is necessary to provide wage resources for the initiative for lecturers and choirmasters of the created rings. • the budget of the posts does not count on activity of this kind
<p>Time/Duration of the project:</p> <ul style="list-style-type: none"> • Disparity between the planning phase and the implementation phase • This is a voluntary activity that everyone does and can do only in their spare time, which prolongs the number of necessary tasks, actions, detention, etc. • personal Reasons • it is not possible • short time of project • Too short the duration of the project, in fact, the implementation itself will not cover even 1 whole mile year — which is little, also based on the comments of the school directors involved. And securing financial resources for the continuation of the project is very difficult.

Source: survey results - participating cities, October/ November 2022

NPTI Estonia: On Board



**Other (please specify): Everything worked and there are currently no suggestions; I think that this network worked well, and the possibilities can be further expanded both in terms of the budget and, for example, in terms of the ways of forming the network - for example, to have a local network and in addition some partner as an expert from abroad. Note: The figure shows the number of responses/cities per type of recommendation*

Why?
<p>Higher Budget:</p> <ul style="list-style-type: none"> Budget should involve also money directly to the participants of municipality so they could develop their own ideas.
<p>Time/Duration of the project:</p> <ul style="list-style-type: none"> Our project fell at the time of the Covid, which disturbed and hindered the editing work. More time is required to implement the actions according to the Transfer Plan.

Source: survey results - participating cities, October/ November 2022

Annex 5: Summary of ULGs responses

The tables below present the main responses of the ULGs for each NPTI (except NPTI Italy⁴) including: the NPTI contribution, benefits, challenges, expectations and lessons learned.

Table 9: ULGs responses - NPTI Ireland: Playful Paradigm

NPTI contribution
<p>Donegal Town</p> <ul style="list-style-type: none"> • It allowed us to learn from other cities and towns and to implement best practice from other regions. • It helped us build relationships with our networks that will benefit us into the future. • Our public spaces are becoming more play friendly. • Our future plans include more influence on play. • We were able to purchase play equipment for community use through Healthy Donegal.
<p>Sligo (Local Authority)</p> <ul style="list-style-type: none"> • Space to play • Public space for citizens • New play equipment • Cross collaboration between different sections in the local
<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • Space to play - Resulted in a road opened for play at Millbank Theatre; Activation of exterior space at Rush Library for play events; Echlin Court activated for play events • Public space for citizens – Activation of Kenure Woods (underutilised) & Tayleurs Point (new use) for events • New play equipment – play bags purchased with variety of equipment; boules kits for seniors • other (please specify)- use of places for play for first time & for buskers to enliven public space, space for drum circles; Residents Associations & Scouts borrowing play bags; development of now highly recognised Let’s Play Rush branding
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • Space to play - New accessible play area designed and installed, and Playful Space designed in Portlaoise in asocial housing area • Public space for citizens – Placemaking plans • New play equipment – play bags in operation • other (please specify) – play events delivered as part of festival events
<p>Ruthdrum (Local Authority)</p> <ul style="list-style-type: none"> • Know-how exchange activities between the transfer city and participating city/cities • Coordination meetings supporting the implementation of the activities envisaged in the Transfer Plan (e.g. with NUP, URBACT expert, ULG, URBACT Secretariat etc.) • Thematic events (Trainings, Workshops, Study visits/Meetings in or with the cities, public events, Other (please specify). • ULG established • Tools/equipment purchased, or platforms/tools developed
Benefits
<p>Donegal Town</p> <ul style="list-style-type: none"> • Learning from other towns and cities and implementing best practice. • Building better relationships and collaboration locally through the ULG. • Being able to host more socially inclusive events in Donegal Town.
<p>Sligo (Local Authority)</p> <ul style="list-style-type: none"> • This NPTI programme made the transfer of knowledge and experience from one local authority to another very easy and seamless. It introduced a new concept into our organization that will have lasting effects. This would not have happened otherwise. So the main benefits are new learnings, networking, breaking down silos within our organization.
<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • Created new events in the town and demonstrated that people will come to events; • Built new brand of Let’s Play Rush which is now highly recognized in the town; • Developed an interest in play throughout the town • Made something of nothing (no funds/infrastructure) but brand/events well-recognised & attended in the town

⁴ ULGs responses for NPTI Italy: C-Change were sent as part of the survey responses since in many cities the municipal function and the ULG coordinators were the same person. Therefore, there is no separate table for the ULGs responses.

<ul style="list-style-type: none"> • Developed strong relationships among ULG stakeholders, the Council and other community interests • New ideas were generated and there was great co-operation to deliver events/equipment & working together to remove obstacles • Has involved new people in the community, expanded citizen participation in the town • Have been making more use of the natural assets of Rush • Creativity in the identification & accessing of funding streams to support Let's Play Rush • Strong involvement of families in the town in events
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • Knowledge transfer between partner towns and build-up of contacts with other LA's who had become increasingly isolated from each other since COVID 19
<p>Rathdrum (Local Authority)</p> <ul style="list-style-type: none"> • Raised the profile of play in the local authority • Raised awareness of link between play and placemaking • Allowed us to focus on one area for a time • Exchange of ideas and practices – learning from each other • Children and families in Rathdrum benefitted from activities • Engaged with libraries and other local stakeholders
<p>Challenges</p>
<p>Donegal Town</p> <ul style="list-style-type: none"> • Getting people to commit to being involved and not having the same people do all of the work all of the time. • There was no budget for equipment, which made it difficult at the beginning but we did manage to source funding elsewhere. • There is quite a lot of terminology that people struggled to understand e.g. URBACT, NPTI, Transfer Plan vs Action Plan, Paradigm etc. To keep it simple would be better. • Keeping the project going and getting other people to take ownership locally.
<p>Sligo (Local Authority)</p> <ul style="list-style-type: none"> • Lack of designated resources for the ULG – this is both a challenge and an opportunity • Buy in from senior management team within the Local Authority for long lasting change
<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • A high level of expectation has built around Let's Play Rush and events – what's next?! • Insurance has been a challenge; Council has taken responsibility for insurance cover to allow some events to proceed • Communications around events taking place, getting the word out and hitting all cohorts in the community • Involvement of Seniors; Teenagers; Middle-Aged People in play events has been limited and will be an area of focus for the future • Storage space for play equipment, currently stored by ULG members in their homes and Rush Library
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • Maintaining the momentum between meetings and managing An ULG with scarce staffing resources
<p>Rathdrum (Local Authority)</p> <ul style="list-style-type: none"> • The usual time and resources
<p>Expectations</p>
<p>Donegal Town</p> <ul style="list-style-type: none"> • Yes, our town learned a lot and were inspired by the work of other cities and towns such as Cork. We build good relationships through the network that will benefit us into the future
<p>Sligo (Local Authority)</p> <ul style="list-style-type: none"> • The project exceeded our expectations in that it has introduced something to our local authority and our county that will continue and will hopefully influence future public realm projects for years to come. We have had great fun being involved in the NPTI and we have made valuable connections across the country.

<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • The project has far exceeded expectations – the positive interactions among the Rush ULG members and the Council have allowed the flow of creative ideas & all members have collaborated and co-operated to ensure the successful delivery of the project • Great interactions in particular between Rush ULG and Rush Library and building a strong relationship between community & library which was previously lacking
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • Yes, in many ways as it expanded knowledge base and exposed us to new concepts and ideas
<p>Ruthdrum (Local Authority)</p> <ul style="list-style-type: none"> • Yes, it surpassed expectations in terms of the number of people that bought into it
<p>Lessons learned</p>
<p>Donegal Town</p> <ul style="list-style-type: none"> • We learned that collaboration is key. We learned the value of knowledge exchange. We learned that what works in one city or town may not work in another but can be adapted. We learned the best way is by trial and error and that it is okay to make mistakes.
<p>Sligo (Local Authority)</p> <ul style="list-style-type: none"> • We learnt about the benefits of play, placemaking skills and ideas, the importance and benefits of networking.
<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • Learned that there are grants available that we wouldn't have considered applying for previously – broadened the horizon of our thinking • Broadened experience of events & event planning • Experimented with new events & learning what works well • Brought the community together – Rush Community Council & Rush Tidy Towns working together with Fingal County Council in a new, collaborative and highly productive way
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • That we have a wealth of knowledge and experience between us in LA'S that needs the opportunity to be shared. More opportunities for knowledge and experience sharing need to be developed. Its okay to try new things and this project gave us the impetus to try and sometimes fail as long as we learn from the process.
<p>Ruthdrum (Local Authority)</p> <ul style="list-style-type: none"> • Apart from all that is mentioned above, I learned of the links between play and placemaking; the role that play plays across a number of disciplines in the local authority; the value of play in engaging communities.
<p>Further comments</p>
<p>Donegal Town</p> <ul style="list-style-type: none"> • Overall, we were very happy with our involvement in the NPTI, and the direction and support provided by EMRA was excellent. We would like to apply for more funding in the future and explore other URBACT networks.
<p>Portlaoise (Laois County Council)</p> <ul style="list-style-type: none"> • Totally worthwhile experience and would welcome further similar opportunities
<p>Rush, Fingal, Dublin (Members of the ULG from Rush Community Council & Rush Tidy Towns & Rush Library)</p> <ul style="list-style-type: none"> • Rush ULG would like to do another URBACT Programme and build on this NPTI experience which has been positive and valuable • Rush ULG will continue to plan and run events in 2023 under the Let's Play Rush brand (after end of current NPTI) • Rush ULG is becoming self-sustaining

Source: ULGs responses, October/ November 2022

Table 10: ULGs responses - NPTI Slovenia: RegrowCity

NPTI contribution
<p>Bohinj</p> <ul style="list-style-type: none"> Physical meeting place
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> Physical meeting place - Buška izba - The Municipality of Bovec has made available a partly furnished room in Stergulč's house for sharing Action plan for the City Day Room - with the task of developing a transfer plan, the local group developed an action plan for the MDS, involving all target groups. After meetings with voluntary cultural and charitable associations and organisations, volunteers were brought together to implement programmes. PRC, CSD, Bovec Primary School provided letters of support. Feedback from the local population on their needs, preferences and opportunities for participation.
<p>Ormož (Public body)</p> <ul style="list-style-type: none"> In our case, NPTI has contributed to the creation of a virtual platform, which is now a hub for events and a way to communicate with the local coordinator (https://www.pridi-vidi-idi.si/).
<p>Podlehnik</p> <p>It contributed by clearly structuring the target groups, stakeholders, objectives and activities to create a platform (in the form of physical meetings, collaborations, also virtual platform) for connecting NGOs/stakeholders/culturalists in Halos.</p> <ul style="list-style-type: none"> Virtual platform Physical meeting place Establishment of an NGO platform
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> As part of the NPTI, we prepared a transfer plan, which was a key document that helped us to develop the transfer of good practice from the Municipality of Idrija. We had a document that we looked back to again and again for solutions on how to ensure good transfer of practice. In Radenci, we carried out our activities in the Radenci Intergenerational Centre, which has become a real open living room. NPTI helped to develop activities and events in the Municipality of Radenci, giving us a direction for the future. The open living room gave a new impetus to the activities in the town.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> Establishment of an NGO platform Activity plan for the City Living Room
Benefits
<p>Bohinj</p> <ul style="list-style-type: none"> Connecting with the community, addressing local issues and finding solutions that affect local communities.
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> Knowledge transfer and exchange of experience and setting the platform for further development of the Busan Room.
<p>Ormož (Public body)</p> <ul style="list-style-type: none"> New experiences, Skills and New acquaintances.
<p>Podlehnik</p> <ul style="list-style-type: none"> The fact that it deals with community practices at all, not with economic development/tourism... Learning about good practices in other places and how to address and implement community practices in other municipalities.
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> The main benefits of the NPTI were the exchange of views between the project participants. Together we discussed our problems, our obstacles and our strengths. In the local group, we approached our problems in a holistic and thoughtful way. The local group was actively involved in the process itself, as well as in improving the activities in our living room.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> Networking, learning new skills

Challenges
<p>Bohinj</p> <ul style="list-style-type: none"> • Implementation of solutions (adequate financial support and staff).
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> • Motivating citizens to participate in the activities of the Bus room. • A permanent source of funding for programmes, space and a coordinator for the activities of the Bush Room.
<p>Ormož (Public body)</p> <ul style="list-style-type: none"> • How to integrate the idea well into the local environment so that it contributes to its development to the maximum extent. • How to create a link between different stakeholders.
<p>Podlehnik</p> <ul style="list-style-type: none"> • Adapting practice to different environments and people's needs, sustaining initiatives in the long term...
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> • The main challenges were the establishment of the Open Living Room at the Radenci Intergenerational Centre. After the opening of the room, we started activities in the living room. By organising travel lectures, we gave citizens the opportunity to present themselves with their own activities. This brought the open living room closer to the citizens. We were aware of the shortcomings of having an open living room only in the morning, so we worked hard to find a solution to this problem. In August, we hired a technical handler to prepare the room and unlock the front door. This means that the open living room in Radenci is open from 7am to 9pm. Citizens were encouraged to use the day room through an informer, through associations and through local groups - word of mouth.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> • To implement and sustain solutions
Expectations
<p>Bohinj</p> <ul style="list-style-type: none"> • The project has largely lived up to expectations by focusing on smaller communities and finding solutions for them, involving a larger group of individuals from different generations and "profiles", coming from or working in the community.
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> • Expectations for the programme are met, but expectations for permanent financial resources and a professional coordinator are not met.
<p>Ormož (Public body)</p> <ul style="list-style-type: none"> • Of course, this is mainly because we have come to realise the importance of working with local people and local stakeholders and taking their wishes and ideas into account. After all, it is the residents who make the city and they are the ones who know best where improvements are needed.
<p>Podlehnik</p> <ul style="list-style-type: none"> • It exceeded my expectations because the management was very professional, the communication and suggestions were meaningful and we learnt a lot from presentations of other municipalities' practices.
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> • Yes, our project has met expectations, because we wanted to take our Intergenerational Centre to the next level, and we have more than succeeded in doing so through the transfer of good practice. We are pleased that we managed to overcome the main challenge, which was the opening of the living room for a full day. This allowed the citizens to use the space throughout the day. The associations have gained an additional range of activities, have become much more connected to each other and have started to cooperate in other areas than those covered by our individual associations.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> • Yes, we met, learned, collaborated and networked, which is crucial for further development.
Lessons learned

<p>Bohinj</p> <ul style="list-style-type: none"> • Raising awareness of issues from multiple perspectives and trying to find solutions that address multiple community challenges in a similar way.
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> • The project is complex because it requires long-term professional action, working with different target groups of the population.
<p>Ormož (Public body)</p> <ul style="list-style-type: none"> • Engaging with local people, new communication skills, how to motivate more people....
<p>Podlehnik</p> <ul style="list-style-type: none"> • We have learned that a lot depends on the needs of the environment, and that practices have to adapt accordingly. Also that a lot depends on the stakeholders who take the initiatives forward, that it is very important to know their needs and intentions in order to be able to identify themselves in the initiative in the first place. And that sometimes it is necessary to leave a little time, volunteers themselves to show interest and offer support at the right moment. That the informal network of people is very important, almost the most important thing in building communities and practices and giving initiatives, that although institutions and formal supports can help, but they make sense in the next steps, when the groups, their goals and needs are already clearly defined.
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> • In particular, we learned how to plan the whole process of transferring a practice from implementation to realisation. We are glad that we had the opportunity to see examples of good practice from other partner cities. This way we received useful information on the ground for our open living room and our place in general.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> • To work together, to listen, to listen to others, to work as a team.
<p>Further comments</p>
<p>Bovec (Local Group Bovec-Municipality of Bovec)</p> <ul style="list-style-type: none"> • We would like to see more support and reassurances on the long-term development of the Busan Room in the implementation of the transfer. We expected more financial resources for the duration of the project (05.2021- 12.2022) to finance the coordinator and the possibility to purchase various materials and providers of workshops and trainings. We also expected more concrete support for a geographically remote, small, sparsely populated place, which nevertheless has a need for spaces for socialising and socialising.
<p>Radenci (Local group: Municipality of Radenci; Radenska d.o.o., (GIZ Local is promising); Radenci Tourist Board; Youth Association Vrelec Radenci; Osteoporosis Association of Pomurje Radenci)</p> <ul style="list-style-type: none"> • This way of transferring practice is very good for the development of the individual municipalities, as we knew the solutions and problems of the partner cities. We believe that this way is good for the development of social life in the individual towns.
<p>Razkrižje (Local Community)</p> <ul style="list-style-type: none"> • We have no comments, but we would like to see more collaborations like this. Thank you all!!!!

Source: ULGs responses, October/ November 2022

Table 11: ULGs responses - NPTI Czech Republic, Slovakia: OnStage

NPTI contribution
<p>Pilzeň (Municipality of Pilzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Pilzeň involved in the project)</p> <ul style="list-style-type: none"> • Music clubs • Children's choirs • Public performances by choirs
<p>Neratovice (Type of stakeholder: member of a non-profit organisation - social work)</p> <ul style="list-style-type: none"> • Music clubs
<p>Broumov</p> <ul style="list-style-type: none"> • Curriculum • Music courses/groups/clubs • Children's bands, choirs
<p>Trenčín (Municipal Office of the City of Trenčín; education department, ULG coordinator, specialist for methodology and management of primary schools)</p> <ul style="list-style-type: none"> • Music classes/groups • Children's bands, choirs • Gradual breaking down of barriers between pupils - creation of music clubs, groups; thanks to the OnStage project and the city of Trenčín, the schools, school institutions and organisations involved have been given the opportunity to create something new and interesting and to encourage children to be immediately excited about the visible and audible results.
<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> • Curriculum • Music classes/groups • Children's bands, choirs • Inspiration for curriculum development, creation of music clubs and children's choir
<p>Lučenec (Municipal Office of Lučenec; ULG coordinator, head of the department of sport, social affairs, culture and sport)</p> <ul style="list-style-type: none"> • Music courses/groups/clubs • Creation of an interest group in the civic association "For a dignified life"
<p>Nitra (Municipal Office of the City of Nitra, Project and Strategic Management Department, ULG Coordinator, Project Support)</p> <ul style="list-style-type: none"> • Curriculum • Music classes/groups • Children's bands, choirs
Benefits
<p>Plzeň (Municipality of Plzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Plzeň involved in the project)</p> <ul style="list-style-type: none"> • The initiative is for the city of Pilsen and for 16 primary schools and kindergartens because it addresses the inclusion of a selected target group - children from non-incentive backgrounds, who will have simplified access to quality education in an area close to their heart and at the same time reduce their social exclusion. For 16. Primary School and Kindergarten, it is a way to change the current profile of the school.
<p>Neratovice (Type of stakeholder: member of a non-profit organisation - social work)</p> <ul style="list-style-type: none"> • The main benefit is to support socially disadvantaged children and low-income families from the majority, Roma community and international citizens of Neratovice.
<p>Broumov</p> <ul style="list-style-type: none"> • Gaining new partners and friends, know-how and funding for implementation.
<p>Trenčín (Municipal Office of the City of Trenčín; education department, ULG coordinator, specialist for methodology and management of primary schools)</p> <ul style="list-style-type: none"> • The national good practice initiative OnStage, which was created thanks to the support of URBACT, is an excellent opportunity for us to create an inclusive environment for all, regardless of the barriers they have to overcome.

<ul style="list-style-type: none"> • Music is a good tool for connecting and creating social cohesion • Through the project, we are succeeding in preventing the segregation of children with special educational needs • We want to see inclusion and inclusive education in a broad context, i.e. addressed to all children and pupils with a wide variety of educational needs. In essence, education should aim at a certain cultural homogenisation, which means that at the end of the educational process, each participant should have the competences (knowledge, skills, abilities, values) that will enable him/her to find his/her place in the society in which he/she lives.
<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> • Meeting positive and enthusiastic people who want to bring joy and create opportunities for children from different groups of society to realise themselves, • Establishing contacts with stakeholders from the Czech Republic and Slovakia with the possibility of cooperation, • Knowledge, suggestions for solutions to prevent the deepening of social exclusion of marginalised groups, • Lessons learned from the Czech and Slovak cities involved in the project, successes and challenges, individual cities in the Czech Republic • Project theme, transfer plan and implementation plans of Slovak cities • New lessons learned from the implementation of the project within the EU
<p>Lučenec (Municipal Office of Lučenec; ULG coordinator, head of the department of sport, social affairs, culture and sport)</p> <ul style="list-style-type: none"> • Meaningful leisure time for children from socially disadvantaged backgrounds or marginalised Roma communities
<p>Nitra (Municipal Office of the City of Nitra, Project and Strategic Management Department, ULG Coordinator, Project Support)</p> <ul style="list-style-type: none"> • Circle activities available for children from socially disadvantaged families • Talent support • Exposure to examples of good practice from the community - inspiration - inspiring ambition and self-belief
<p>Challenges</p>
<p>Plzeň (Municipality of Plzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Plzeň involved in the project)</p> <ul style="list-style-type: none"> • The most important challenge is the need to secure financial resources for the operation of the project and its sustainability in the years to come. It is also necessary to find suitable lecturers and choirmasters and to set up long-term cooperation.
<p>Neratovice (Type of stakeholder: member of a non-profit organisation - social work)</p> <ul style="list-style-type: none"> • For us, the key was to achieve greater motivation of the target groups to get involved in the city, to increase the sense of belonging, to develop any hidden talents and to support them to get an adequate education.
<p>Broumov</p> <ul style="list-style-type: none"> • Securing funding for the future to make the project sustainable.
<p>Trenčín (Municipal Office of the City of Trenčín; education department, ULG coordinator, specialist for methodology and management of primary schools)</p> <ul style="list-style-type: none"> • Involve schools and organisations that will not be financially supported in any way in the initiative • Find suitable tutors for the activities
<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> • To sustain children's interest in music and movement activities over the long term so that children improve and experience progression in selected activities.
<p>Lučenec (Municipal Office of Lučenec; ULG coordinator, head of the department of sport, social affairs, culture and sport)</p> <ul style="list-style-type: none"> • Personal sustainability and habit formation in children as well as parents
<p>Nitra (Municipal Office of the City of Nitra, Project and Strategic Management Department, ULG Coordinator, Project Support)</p> <ul style="list-style-type: none"> • Maintain interest among children and tutors, secure additional funding for sustainability of the project

Expectations
<p>Plzeň (Municipality of Plzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Plzeň involved in the project)</p> <ul style="list-style-type: none"> The project has met our expectations, children from the 16th Primary School and Kindergarten are interested in the established music clubs.
<p>Neratovice (Type of stakeholder: member of a non-profit organisation - social work)</p> <ul style="list-style-type: none"> We are at the very beginning; it is still very early for such evaluations
<p>Broumov</p> <ul style="list-style-type: none"> We are still at the beginning with the actual implementation of the leisure clubs, but the project as such and our involvement in the national network has met our expectations beyond measure. We got to know other cities, developed a plan for our city and connected existing institutions and stakeholders.
<p>Trenčín (Municipal Office of the City of Trenčín; education department, ULG coordinator, specialist for methodology and management of primary schools)</p> <ul style="list-style-type: none"> The OnStage project has met our expectations in terms of results that are observable and measurable. We are confident that we will be able to ensure the sustainability of this project.
<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> The project has succeeded in achieving almost all the objectives we set ourselves. Gradually we are organizing /as the City of Banská Bystrica/ performances where children can perform. Our main goal within the project is to create conditions for disadvantaged children to create integration, understanding, respect and cooperation for children from all levels of society. We place great emphasis on guiding children to be kind and instilling a desire to learn in a way other than in the classroom. Through building friendships, activities and performances, we reinforce in the children not only the knowledge that they are all contributing members of society, but also the setting of goals for the future and a sense of pride in a job well done.
<p>Lučenec (Municipal Office of Lučenec; ULG coordinator, head of the department of sport, social affairs, culture and sport)</p> <ul style="list-style-type: none"> Partially - the group teaching method is both interesting and appropriate, but not enough people to commit to it on a long-term basis seems to be an obstacle
<p>Nitra (Municipal Office of the City of Nitra, Project and Strategic Management Department, ULG Coordinator, Project Support)</p> <ul style="list-style-type: none"> We have stimulated children's interest in learning We encourage and motivate talent The socially disadvantaged have the opportunity to take advantage of the available clubs (free of charge)
Lessons learned
<p>Plzeň (Municipality of Plzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Plzeň involved in the project)</p> <ul style="list-style-type: none"> To coordinate the collaboration of the school, the founder and other members of the MPS, to raise funds through this, to communicate with the whole implementation team.
<p>Neratovice (Type of stakeholder: member of a non-profit organisation - social work)</p> <ul style="list-style-type: none"> Thanks to my involvement in the OnStage project, I am improving my coordination of work, human resources, learning new professional tasks (elaboration of plans, programmes and creation of initiatives based on European or even international experience).
<p>Broumov</p> <ul style="list-style-type: none"> The most important thing is to have as transparent a process as possible from the very beginning and to involve as many people as possible.
<p>Trenčín (Municipal Office of the City of Trenčín; education department, ULG coordinator, specialist for methodology and management of primary schools)</p> <ul style="list-style-type: none"> It is important to use the full potential of the school or school facility, organization. Present the project to the public as much as possible - organisations then reach out to each other.

<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> • Above all, we have learned to cooperate more at the level of the city - primary school /directors, lecturers/ - primary art school - external organizations • We recognise that without mutual cooperation it is difficult to achieve the goals we have set
<p>Lučenec (Municipal Office of Lučenec; ULG coordinator, head of the department of sport, social affairs, culture and sport)</p> <ul style="list-style-type: none"> • About Creativity, patience, solidarity, inspiration
<p>Nitra (Municipal Office of the City of Nitra, Project and Strategic Management Department, ULG Coordinator, Project Support)</p> <ul style="list-style-type: none"> • The importance of communication between stakeholders, constantly encouraging ULG members and children to stay involved in the project
<p>Further comments</p>
<p>Plzeň (Municipality of Plzeň, Department of Education, Youth and Sports , 16th Primary School and Kindergarten Plzeň involved in the project)</p> <ul style="list-style-type: none"> • The good practice from Brno has inspired other initiatives in other schools, despite initial mistrust in the project.
<p>Broumov</p> <ul style="list-style-type: none"> • Thank you for the opportunity to be part of it.
<p>Banská Bystrica (Banská Bystrica City Council (ULG coordinator, school office)</p> <ul style="list-style-type: none"> • Too short duration of the project, in fact the implementation itself will not cover even 1 full school year - which is actually too short, also based on the statements of the principals and schools involved. Note: Since it is very difficult to secure financial resources to continue the project.

Source: ULGs responses, October/ November 2022

Table 12: ULGs responses - NPTI Estonia: On Board

NPTI contribution
<p>Elva</p> <ul style="list-style-type: none"> • Networks • Promoting cooperation between schools • Joint action
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> • Networks • Promoting cooperation between schools • Joint action
<p>Kohila (Local government)</p> <ul style="list-style-type: none"> • Networks • Promoting cooperation between schools • Joint activities
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> • Networks • Promoting cooperation between schools • Joint activities
<p>Rae (Kindergarten Nursery)</p> <ul style="list-style-type: none"> • Networks
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> • Networks - to connect different interest groups • Promoting cooperation between schools and different interest groups - get a better overview of cooperation between different institutions • Joint activities-planning activities, meetings, discussions • Maintaining focus
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> • Promoting co-operation between schools • Joint activities
Benefits
<p>Elva</p> <ul style="list-style-type: none"> • Developing networking, using new tools
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> • Helped set concrete actions and deadlines. • Made it possible to deal with problems more systematically. • Allowed to learn from other best practices. • Started to implement interesting ideas/opportunities (opportunity to convince participants of the success/ feasibility of new initiatives).
<p>Kohila (Local government)</p> <ul style="list-style-type: none"> • The decision to act together, for example in a project, also implies taking responsibility. This means that each member of the network has decided to contribute to the cooperation and this sets the stage for achieving what is important for all. By sharing responsibilities and burdens, it is possible to do things that could not be done alone. Collaboration builds trust and goodwill towards partners and reduces unhealthy competition, because there is a common purpose and a common effort. When planning activities, choices can be made that are realistic - different views from different partners create a better picture of what is possible and optimal. Synergy between partners creates the conditions for new ideas to emerge and be implemented - e.g. learning from others what has already been done, how it has been done and then thinking together about how and what could be done better, more optimally, with wider impact.
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> • Modern methods and approaches, cooperation

<p>Rae (Kindergarten Nursery)</p> <ul style="list-style-type: none"> • More opportunities for new cooperation projects.
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> • Learning from each other, exchanging experiences and meetings, new ideas
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> • The NPTI is a basic document that provides an overview and guidelines/directions for meeting the objectives.
<p>Tallinn transfer city (Local Working Group, ULG)</p> <ul style="list-style-type: none"> • People from all over Estonia with the same interests and goals came together and shared best practices. Many new ideas were generated to adapt and develop in their own institutions. Contributed to the development activities of our institutions. Further development of networking at local administration (municipality) level.
<p>Challenges</p>
<p>Elva</p> <ul style="list-style-type: none"> • Supporting people's personal motivation, ensuring sustainability and continuity between people, maintaining motivation.
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> • Ensuring the smooth functioning of the cooperation network. Our educational settlements vary widely in size and focus. • Enhancing cooperation between schools.
<p>Kohila (Local government)</p> <ul style="list-style-type: none"> • Time and human resources. On the one hand, education is limited by very firm rules and requirements, on the other hand, there is a lot of freedom of action and choice, and the problem is that the number of people who have to cope with the tasks tends to decrease year by year, putting a heavy burden on the existing ones. As a consequence, any unexpected event may require a large amount of resources, which means that there may no longer be the strength left for the planned cooperation with the project. Communication to the outside world - reporting on activities, this will require additional resources and should certainly be better thought out in the future as to who and how this is done, so that there is a secure and sufficiently free person for whom it is not an overwhelming additional responsibility.
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> • The main challenge was to create a team and move together towards common goals
<p>Rae (Kindergarten Nursery)</p> <ul style="list-style-type: none"> • Select what is most important and fit the time frame.
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> • The opportunity to meet with different municipalities, share with each other experiences, research, and ask questions. Get a confirmation that we are also doing a good job/or how we can do even better. A chance to see a real picture.
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> • Completing the objectives. At the local level, a basic document for the fulfillment of the goals of the cooperation groups
<p>Tallinn transfer city (Local Working Group, ULG)</p> <ul style="list-style-type: none"> • Lack of time resources, turnover of people, limited number of participants in local national meetings (too few), lack of a specific coordinator at local administration (municipality) level.
<p>Expectations</p>
<p>Elva</p> <ul style="list-style-type: none"> • The project broadly met expectations. There is a strong emphasis on exchange of experience, networking and local networking. Centrally, the pulse was kept on deadlines.
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> • We got a lot of good contacts and interesting ideas.

<p>Kohila (Local government)</p> <ul style="list-style-type: none"> • It even seems to have exceeded expectations. Somehow, the activities of this project unlocked people's potential and created a nice synergy. By visiting other municipalities and studying their good practices, we were also able to better identify our own strengths, discover new areas of cooperation and increase a good sense of teamwork.
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> • Yes. The project gave a good impulse to the development of the topic
<p>Rae (Kindergarten Nursery)</p> <ul style="list-style-type: none"> • Yes, it did because it helped us to follow our path which we planned and we were motivated to do even more.
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> • Yes, lived up to expectations and bring even more than we expected. We participated in practical workshops, we saw with our own eyes how others act and cooperate. We got a good partners for further cooperation.
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> • Yes answered. Within the framework of this project, we got to know different practices in other municipalities. Good ideas/thoughts for new innovative education projects.
<p>Tallinn transfer city (Local Working Group, ULG)</p> <ul style="list-style-type: none"> • It lived up to expectations as the changes were realised and the process took place in a physical space. It was a very good opportunity to actually be there and see best practices. It was also a chance to network with people.
<p>Lessons learned</p>
<p>Elva</p> <ul style="list-style-type: none"> • There is a lot to learn from the good practices of others, one-to-one transferability is not necessarily possible, it is important to adapt the best solution for your needs. It is in a team that the best ideas and solutions come from, it is important to share responsibility.
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> • The importance of communication. The big benefit comes from direct communication.
<p>Kohila (Local government)</p> <ul style="list-style-type: none"> • It's good to plan carefully, to do less at a time, but to do what you do as well as possible. If the plans are realistic and acceptable to the parties involved, there is no feeling of overload and cooperation does not become a duty but an enriching opportunity. Success breeds success - a well-managed venture opens new doors and creates new opportunities.
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> • We learned to plan, negotiate, create networks in the development of a new goal.
<p>Rae (Kindergarten Nursery)</p> <ul style="list-style-type: none"> • It is always good to share good practices and be creative, active and you need to communicate in order to be successful.
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> • There is success in cooperation. • How important it is to have meaningful cooperation with each other, to keep focus and support each other. How important is a cooperation between different educational institutions. Assumptions may be different from reality, and it is okay and could be also a good platform for future activities and development.
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> • The important thing is the team. And the interest of the parties. It is not possible to fulfill the activities and goals of the project only unilaterally. The support of the local government is certainly crucial (both human resources and financial budget).
<p>Tallinn transfer city (Local Working Group, ULG)</p> <ul style="list-style-type: none"> • A specific person must be assigned to a specific action, thinking through the details. • Communication and sharing is essential. • Successful activities are based on good planning.

Further comments
<p>Elva</p> <ul style="list-style-type: none"> We are very grateful for the new contacts, tools and diverse experiences.
<p>Kambja (Active promoter, local group, ULG)</p> <ul style="list-style-type: none"> We would like to participate in future URBACT projects.
<p>Kohila (Local government)</p> <ul style="list-style-type: none"> There's no way you can get through the project when you're just starting to get into the swing of things.
<p>Narva (Department of Culture of Narva City Government)</p> <ul style="list-style-type: none"> The city of Narva is very grateful for the opportunity to participate in URBACT project. We would love to take part in the project if it gets a continuation.
<p>Saue (Saue Rural Municipality Government)</p> <ul style="list-style-type: none"> Thank you for the opportunity to participate in such an exciting project. We are grateful to all participants, experts, organizers, etc. for this interesting, meaningful, and developing cooperation. We continue with our educational network and it will be exciting and challenging.
<p>Viru-Nigula (Niru-Nigula municipal government)</p> <ul style="list-style-type: none"> I joined the project only in the fall of 2021. And unfortunately, at the end of this project, I am the only one left from the previous team members. It is very important that when there are changes in the work of the municipal authorities and among the members responsible for the project, that it is possible to include new "members" on an ongoing basis.
<p>Tallinn transfer city (Local Working Group, ULG)</p> <ul style="list-style-type: none"> An excellent opportunity to develop cooperation and communication at national level. It was useful that the project involved municipalities of different sizes from all over Estonia, not traditionally only larger cities.

Source: ULGs responses, October/ November 2022