

# Guidelines to produce an Integrated Action Plan

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# Key principles of an Integrated Action Plan

## What is an Integration Action Plan?

An Integrated Action Plan (IAP) is a policy instrument that can be used to respond in a concrete way to a policy challenge. Each IAP is unique, in terms of local context, theme and coverage. There is no set template.

- Drafting an IAP is not an administrative exercise. It should be a concrete and useful tool to provide an answer to the policy challenge addressed.
- The IAP is not an end point in itself: using the partnership and stakeholders to make it happen is important; therefore it is recommended to embed the drafting of an Integrated Action Plan within a period of 12-14 months of launching the project that will address the policy challenge.
- There is no 'one size fits all' approach to an IAP. The content and format will vary depending on the policy challenge or process being addressed, the territorial coverage and the local context in which it is proposed to be implemented.

However, the URBACT Programme provides some guidelines, examples and ideas on what could and should be included within an Integrated Action Plan being produced as part of an URBACT network.

## Using the URBACT Method

The URBACT method emphasises that the participative and transnational process of drafting an Integrated Action Plan is in itself as important as the result.

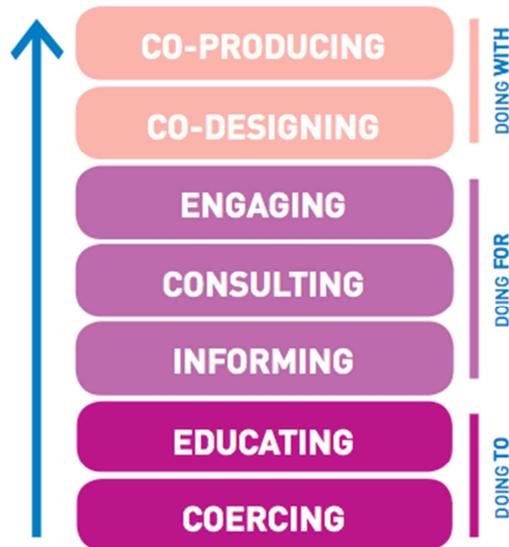
- Ensuring an integrated approach: the IAP should address the different dimensions of the problem, i.e. social, economic, physical and environmental dimensions, and consider the various territorial levels relevant to the solutions to be implemented
- Using transnational networking and URBACT partners for transnational exchange on how to tackle the policy challenge, and how to boost the integrated and participative approach in the IAP.
- The IAP is the result of a participative process; it is developed with the stakeholders involved in the URBACT Local Group.



## Co-producing an integrated action plan

The development and validation of each plan should be a collective undertaking, designed to strengthen commitment and to increase the prospect of sustainable delivery. Using co-production is the best guarantee for an integrated approach and increases the chances of successful implementation.

There are different degrees of participation from information to consultation to co-production.

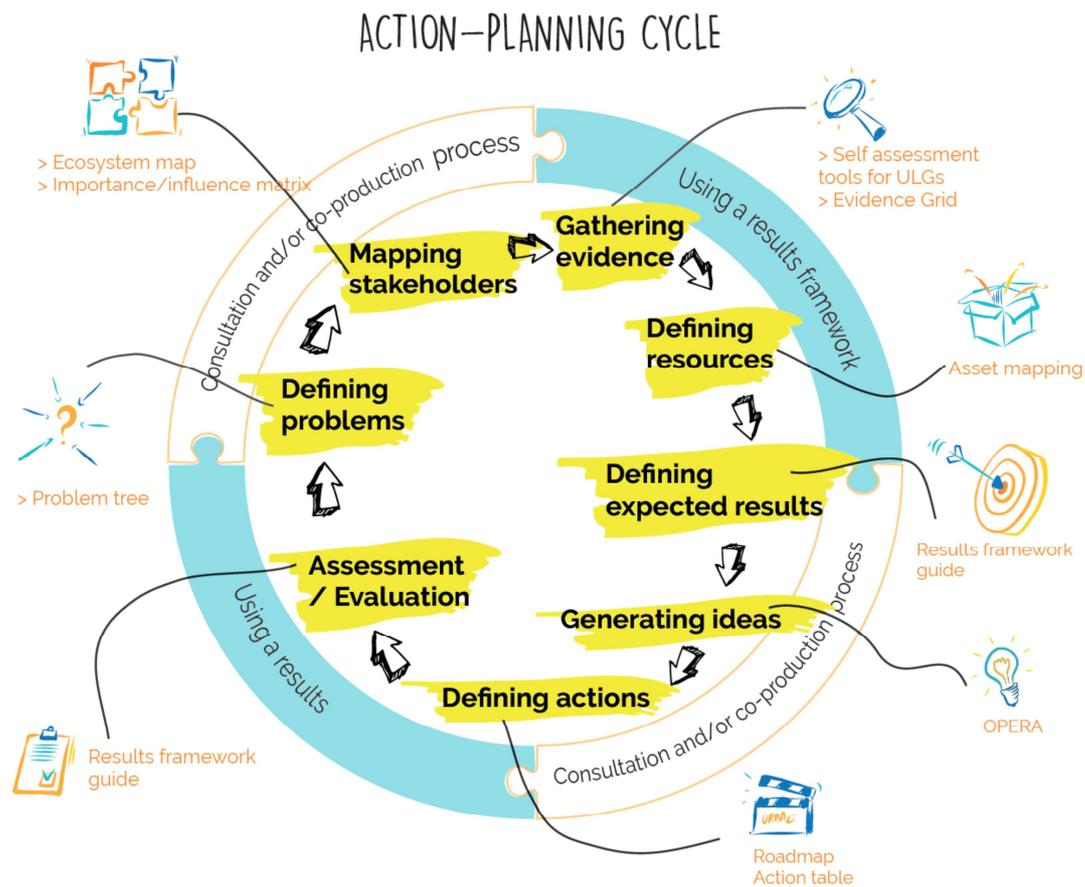


Source: new economics foundation

Co-production is a challenging task but the URBACT Programme has developed a series of tools that can ensure a thorough participation of all relevant stakeholders:

- [URBACT II toolkit for ULSG \(available in 16 languages, accessible via: <http://urbact.eu/urbact-local-groups>\)](http://urbact.eu/urbact-local-groups) provides examples of how the local group should contribute to the development of the IAP and some concrete tools which can help with the aim of co-producing the IAP.
- [URBACT Summer University 2016 participants toolkit](#) develop in detail the method for developing an integrated action plan which will analyse the challenge and opportunities, address the needs and define a result oriented approach when preparing a set of actions collectively.

The cycle diagram below outlines this method and the toolkit from the 2016 URBACT Summer University explains this.



The URBACT Local Group coordinator normally leads the process of physical production of the IAP and in some cases URBACT Local Group members take responsibility for drafting and revising all or parts of the document.

The best Integrated Action Plans reflect and integrate all URBACT Local Group members' knowledge and perspectives and learning from transnational exchange with other URBACT cities. Integrated Action Plans from previous networks are available on the URBACT website and can provide models for content, structure and format.

## Main components of an Integrated Action Plan

The main components of an Integrated Action Plan are set out below. This is not an exhaustive list, but an indication of what should be included:

1. City context and definition of the initial problem/ policy challenge
2. Setting of focus and objectives
3. Actions and schedule
4. Funding scheme
5. Framework for delivery
6. Description of the process
7. Risk analysis

An executive summary in English should be produced outlining the key points.

These chapters can include:

### **1. City context and definition of the initial problem/ policy challenge**

- Statistical and referenced evidence to demonstrate and define city context and challenges, for example:

- Population statistics and demography
- Location of the city
- Unemployment and employment statistics
- Industrial / employment composition
- Summary of relevant Operational Programmes (ERDF and ESF) covering the city
- Current state of play with regard to the theme tackled by the Integrated Action Plan, for example:

- Summary of institutional context – roles and responsibilities of different agencies
- Summary of existing strategies and policies relevant to this field (local, regional and national)
- Information from baseline research / expanded SWOT analysis
- Presentation and analysis of problems and options for solutions
- An explanation of how the problem has evolved since the start of the project

### **2. Setting of focus and objectives**

- Description of focus of Integrated Action Plan and analysis of why this has been selected
- Summary of other options considered and why they were rejected
- Information on why this is a key priority, where possible making reference to input from URBACT Local Group members / external stakeholders in this process
- Summary of main aspirations for the Integrated Action Plan
- Summary of how it links to the network as a whole and if / how learning from transnational exchange has informed the choice of focus
- Information on any other learning which has been used from elsewhere to inform the choice of focus
- Presentation of strategic goal or vision
- List of overall priorities of the Action Plan
- List of key objectives – what do you want to achieve – make sure these are Specific, Measurable, Achievable, Realistic and Timebound (SMART)
- List of expected results and indicators – see URBACT Results Framework

### **3. Actions and schedule**

- Breakdown of planned activities / actions / projects which will be developed and delivered to help you meet these objectives and achieve results (you may choose to present this by putting different activities “under” the various objectives)
- Information on when these activities will be delivered
- Gantt chart showing actions and timetable

### **4. Funding scheme**

- Summary of resources which will be required to make this happen ( it can include possibilities of innovative financing solutions (co-financing, crowdfunding, etc.)
- Summary of potential sources of funding (including but not limited to ERDF and ESF)
- Presentation of how these activities relate to the (emerging) priorities of ERDF and ESF Operational Programmes for 2014 to 2020 (and maybe Horizon 2020)

## **5. Framework for delivery**

- Information on who will deliver actions – roles and responsibilities of stakeholders
- Information on governance during and after URBACT support
- Summary of indicators which will be used to monitor progress

## **6. Description of the process**

- Composition and role of URBACT Local Group and its role in the process of implementation
- Role / impact of transnational exchange and learning (e.g. peer-review, possible transfer of “good practice” etc.)

## **7. Risk analysis**

- Description of type of risk (e.g. operational, financial, legal, staffing, technical, behavioural)
- Categorisation into low, medium or high risk
- Outline of steps which could be taken to mitigate probability and impact

## Possible formats of an Integrated Action Plan

The format of the Integrated Action Plan varies depending on the different target audiences. This relates to how you package your Integrated Action Plan so as to:

- apply for funding,
- discuss with decision-makers and elected representatives,
- share it with the external world, citizens, the media, etc.

When the Integrated Action Plan is to be presented to particular stakeholders, such as politicians, citizens or businesses, it is possible to be more creative, for example using:

- audiovisual presentations: [Digital Aid Memory, My Generation at work](#)
- booklets
- well-designed leaflets: e.g. [USEACT Final brochure](#)
- or videos: e.g. [Financial Instruments are not Rocket Science, CSI Europe](#)

## Examples of Integrated Action Plans

### From past URBACT networks:

For examples of Integrated Action Plans (called Local Action Plans in URBACT II) you can look at:

Local Action Plan of city of Suceava (EVUE network):

[http://www.urbact.eu/sites/default/files/import/Projects/EVUE/outputs\\_media/PLActiune\\_Suceava-EN\\_final\\_01.pdf](http://www.urbact.eu/sites/default/files/import/Projects/EVUE/outputs_media/PLActiune_Suceava-EN_final_01.pdf)

Local Action Plan of city of Glasgow (Roma-Net network):

[http://urbact.eu/sites/default/files/import/Projects/Roma\\_Net/documents\\_media/The\\_Local\\_Action\\_Plan\\_of\\_Glasgow.pdf](http://urbact.eu/sites/default/files/import/Projects/Roma_Net/documents_media/The_Local_Action_Plan_of_Glasgow.pdf)

Local Action Plan of Basingstoke and Dean council (ESIMEC network):

[http://urbact.eu/sites/default/files/basingstoke\\_-\\_lap\\_summary\\_-\\_30.09.12.pdf](http://urbact.eu/sites/default/files/basingstoke_-_lap_summary_-_30.09.12.pdf)

More examples can be found on the URBACT website; among others:

- <http://www.sustainable-everyday-project.net/urbact-sustainable-food/>

- <http://urbact.eu/4d-cities>

### Other action plans:

Other tools such as business model canvas can be used for inspiration.

Other organisations have also developed interesting guidelines that can help build an Integrated Action Plan. For example:

- DIY Toolkit – Development Impact You: <http://diytoolkit.org/>
- Community toolbox : <http://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/develop-action-plans/main>