WORK PACKAGE 3
LOCAL DIMENSION
Main topics

- Local Level within the Transfer Networks
- URBACT Local Groups (ULGs)
- Structure and Operation of the ULGs
- Working Methods and Support tools
INFOGRAPHIC: ZOOM IN WP 3 – THE LOCAL DIMENSION
URBACT Local Groups

- Each Transfer Network partner city MUST establish an URBACT Local Group (ULG)

- Cities can use the URBACT Toolkit to carefully compose their ULG and ensure appropriate coverage of the Key Stakeholders involved in the Good Practice

- ULGs members should connect with peers in Transfer Cities, sharing their experience and passing on their learning
ULG Coordinator

- Each city will appoint a Coordinator for its ULG

- The Coordinator is the key Point of Contact for other partners, for the National URBACT Points (NUPs) and for the URBACT Secretariat

- The coordinator is the pivotal link within the ULG
ULG Working Patterns

- The ULG may be a group designed especially for the URBACT project or a relevant group that is already in place.

- It is expected to meet on a regular basis: Working Sessions are often linked to the Transnational Meetings or to specific key outputs.

- The URBACT Toolkit provides guidance on how to design and run sessions.
ULG Activities & Outputs
Transfer Plans

- Each Transfer Partner MUST produce a Transfer Plan at the start of Phase 2.

- **CONTENT**
  - Snapshot of the City’s starting point
  - Process and resources to be used for the Adaptation Process
  - Forecast of the expected progress in Adaptation and Transfer

- Transfer Plan’s audiences: ULG members, other city Stakeholders, the wider network and the URBACt Secretariat

- The ULG coordinator is responsible for the production of the Transfer Plan

- URBACT will provide a template at Phase 2 Kick-Off Meeting (written in English, not exceeding 15 pages, completed by March 2019)
Transfer Diaries

- Transfer Diaries gather information about the whole learning journey.
- Transfer Diaries should record all Main Points, so they need to align with significant Milestones during the project.
- The primary focus in the Diaries is the individual and organizational level.
- Each ULG will have a number of Transfer Diaries, produced by different ULG members, and providing different perspectives of the Transfer journey.
Transfer Diaries

Who will produce the Transfer Diaries?

Every city should nominate 3 “citizen diarists”:
- ULG Coordinator
- two members of ULG: i.e. NGO representative, businessperson, politician

Frequency of the Transfer Diary entries

At least 4 Diary Entries must be produced during the project lifespan, on a regular basis

Transfer Diaries Format

- Creativity and personal expression are encouraged and different type of media can be used to relate the experience (‘scrapbook’)
- Each Network should establish an Online Space for the Transfer Diaries
- The Diarists should make their entries in their Mother Tongue
6 key questions to inform each diary entry

What activities have we undertaken recently?
What have been the key learning points from these?
What is working well and why?
What are the main barriers to the transfer process?
How can/have we overcome these?
What message have we got for other cities in Europe from this experience so far?
Feeds for the Transfer Treasure Box

Each Network Partner should provide the following material/feeds during the project:

- **Transfer Stories**: illustrate how the Good Practice example is being adapted with specific examples of the transfer process
- **One set of Vox-Pops**: three short (max 3 minutes) video interviews with Stakeholders in cities

**NOTE**: at least 1 Transfer Story and 1 Vox-Pop must be shared with external audience during the project’s lifetime
Final Learning Log

- Each Transfer Network partner will produce a Final Learning Log at the end of the phase 2 to capture the key learning points emerging from the overall network experience.

- The Final Learning Log will reflect the three Levels identified by URBACT within the Local Dimension: Individual, Institutional and City Level + the Transnational learning at Network Level.

- The Final Learning Log will be written in English.
## TABLE: FINAL LEARNING LOG FORMAT

*Indicative at this stage. To be reviewed and refined at Mid-term Review point*

<table>
<thead>
<tr>
<th>Section</th>
<th>Relevant Questions</th>
<th>Sources/Points to remember</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Our starting point</td>
<td>What were the key characteristics in our Transfer Plan?</td>
<td>Refer to the Transfer Plans</td>
</tr>
<tr>
<td></td>
<td>What assets/barriers did we have?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What were our expectations for the end?</td>
<td></td>
</tr>
<tr>
<td>Key learning points for</td>
<td>Who have been the key individual beneficiaries in terms of learning? (Civil servants? Elected officials? NGOs? Others?)</td>
<td>Draw upon the Transfer Diaries</td>
</tr>
<tr>
<td>individuals</td>
<td>What have been the key learning points? (Think about working methods, digital tools, professional development, communication skills etc.)</td>
<td></td>
</tr>
<tr>
<td>Key Learning Points for</td>
<td>Which organisations have been most closely involved?</td>
<td>Regularly check these points in ULG sessions</td>
</tr>
<tr>
<td>Organisations</td>
<td>What have they learned? Have they made any changes – structural, cultural, professional – as a result of this experience?</td>
<td>Perhaps organise a focus group at the end to inform this section</td>
</tr>
<tr>
<td>Key learning points at city level</td>
<td>Have there been benefits at city level? Have stakeholders worked in new ways? Has the experience led to changes (structural, strategic, operational) at city level?</td>
<td>Regularly check these points in ULG sessions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Perhaps organise a focus group at the end to inform this section</td>
</tr>
<tr>
<td>Overall conclusions on progress</td>
<td>What progress has been made in adapting and transferring the Good Practice? How does this compare to your initial expectations? What supported/obstructed the process? What did we learn from this?</td>
<td>To be covered in the final ULG Reflections/Focus Group session.</td>
</tr>
</tbody>
</table>
Final Local Event

- The Final Local Event celebrates the City’s achievements
- explains how the Good Practice has been adapted and reused
- wants to share the key learning points

These final local level events are optional. In some cases, it may be preferable to organise the final ULG meeting as an opportunity to share and reflect on the city experience.
National/Macro-Regional Good Practice Transfer Events

The last 6 months of Phase 2, with NUPs support, the URBACT Programme will organise National/Macro-regional events.

This events will focus on:
- main features of the Good Practice being transferred and its benefits,
- Transfer Process and the Adaptation of the Good Practice to another local context,
- measures to be undertaken at different levels for the proper implementation of the Good Practice,
- Potential to share the Transfer to other cities on an informal national basis.
<table>
<thead>
<tr>
<th>Output</th>
<th>Produced by</th>
<th>Quantity</th>
<th>Purpose</th>
<th>Primary Audiences</th>
<th>Deadline/Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>URBACT Local Groups (ULGs) (output)</td>
<td>All partners</td>
<td>1 per city</td>
<td>Group work of local stakeholders</td>
<td>Internal stakeholders</td>
<td>Within first 3 months in Phase 2</td>
</tr>
<tr>
<td>ULG meetings (output)</td>
<td>All partners</td>
<td>varying nº per city</td>
<td>Group work on the Good Practice transfer</td>
<td>Internal stakeholders</td>
<td>Throughout the project’s lifecycle</td>
</tr>
<tr>
<td>Transfer Plan (output)</td>
<td>Transfer Partners</td>
<td>1 per city</td>
<td>Confirm city baseline &amp; set out transfer</td>
<td>Transfer Partner internal stakeholders; Network Partners</td>
<td>Month 3 of Phase 2</td>
</tr>
<tr>
<td>Transfer Diaries (output)</td>
<td>All partners</td>
<td>1 per city (3 citizen diarists x 4 entries)</td>
<td>Capture individual learning experiences</td>
<td>Local, national and international</td>
<td>Linked to TN sessions – written on an ongoing basis and completed by Month 18 (Interim) and 22 (final) of Phase 2</td>
</tr>
<tr>
<td>Final Learning Log (output)</td>
<td>All partners</td>
<td>1 per city</td>
<td>Review of progress and achievement</td>
<td>Local, national and international</td>
<td>Completed by month 18 and 22 of Phase 2</td>
</tr>
<tr>
<td>Feeds for the Transfer Treasure Box (activity)</td>
<td>All partners</td>
<td>1 set per city</td>
<td>Inside story of each city journey</td>
<td>Local, national and international</td>
<td>Throughout the project’s lifecycle</td>
</tr>
<tr>
<td>Final local event (optional and counted as ULG meeting)</td>
<td>All partners</td>
<td>1 per city</td>
<td>Share and disseminate the transfer experience</td>
<td>Local stakeholders</td>
<td>Completed by month 24 of Phase 2</td>
</tr>
<tr>
<td>National Gold Transfer Event input (activity)</td>
<td>All partners</td>
<td>1 per city</td>
<td>Share lessons and learning with wider national audience</td>
<td>City partners in each MS</td>
<td>Completed during 19 to 22 month of Phase 2</td>
</tr>
</tbody>
</table>