



Terms of Reference

UIA TRANSFER MECHANISM APPLICATION PROCEDURE

Deadline 1st February 2021 (15:00 CET)

December 2020

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SECTION 1 –BACKGROUND AND OBJECTIVES

URBACT and Urban Innovative Actions (UIA) have developed a pilot transfer mechanism for completed UIA projects. This will support twelve European cities to adapt the UIA innovations and to develop investment plans to fund their implementation. The pilot mechanism builds on the success of the URBACT Transfer Networks model. The pilot will support four networks, each of three transfer partners (plus the UIA city) and will run from March 2021 to September 2022.

1.1. Strategic Objectives

By designing this tool the URBACT programme aims to develop and optimize synergies between UIA and URBACT with a particular focus on testing this tool as a way to improve these synergies in the 2021-2027 programme period. The UIA Transfer Mechanism uses the experience of the URBACT Transfer and Implementation networks to make a hybrid model focusing on the transfer of innovation from one city to others. This tool will provide EU cities with the skills necessary to have better access and/or use of mainstream and ETC programmes which is also a strategic goal for the future programming period.

1.2. Specific Objectives

The UIA Transfer Mechanism pilot action has the following objectives:

- Test and evaluate a mechanism to transfer innovations from Call 1 UIA cities which will provide insight into any potential future actions of this kind in the next programming period.
- Identify ways in which the URBACT Transfer Network lessons can support the UIA aspirations to transfer and cascade learning from completed projects to the wider community of urban stakeholders
- Enhance capacity of transfer cities relating to innovation and ability to use funding from wider mainstream and ETC programmes
- Support the UIA city to consolidate the learning from their experimentation and raise their profile at a European level in the theme concerned.

1.3. The UIA experience

UIA is Europe's Innovation Laboratory for cities. Starting in 2015, it has launched five calls linked to Europe's urban policy priorities. Successful applicants are awarded up to € 5 million to implement their proposals. To date the initiative has approved 86 projects with a total investment budget of € 372 million.

UIA now seeks to test a way to transfer the innovation lessons of its completed projects to other cities across Europe. Seventeen cities were supported in the UIA Round 1 call relating to the following policy themes:

- Urban Poverty
- Energy Transitions
- Jobs and Skills in the local economy
- Integration of migrants and refugees

The projects from the first call for proposals will be eligible to propose pilot UIA transfer projects.

1.4. Lessons from the URBACT Transfer and Implementation Networks

a) URBACT Transfer Networks

After a successful pilot, in 2018 URBACT launched its Good Practice **Transfer Networks**. This involved a two-stage process: first an open call, leading to the approval of 97 [good practices](#) from across Europe; second a closed call for those good practice cities to lead a Transfer Network, leading to the approval of 23 new networks.

The Transfer Networks are modelled around three steps:

- **Understand:** the pilot underlined the importance of developing a detailed, shared understanding of the different facets of the Good Practice which was clear to all transfer cities
- **Adapt:** Transfer is not a copy and paste process. In most cases, cities have redesigned elements of the good practice to fit their own needs and environment
- **Reuse:** Transfer cities implement their adapted version of the URBACT good practice.

The URBACT Transfer Networks run over a 30-month period, with the final six months dedicated to sharing the results and cascading the lessons to other cities. Each network comprises up to 8 cities, including the Good Practice city as Lead Partner. As ever with the programme, they have a geographical balance to reflect Europe's diversity. Each network has the support of a Lead Expert, whose responsibilities include producing the Transferability Study, determining the network methodology and supporting partner activity.

b) URBACT Implementation Networks

In 2017 URBACT launched 4 Implementation Networks with 36 city partners in total. These networks were designed to focus on different challenges linked to delivering integrated and sustainable strategies for urban development. The moment cities start to implement a project or strategy is a key milestone, it marks the point where the theoretical becomes reality. Implementation is the process of undertaking a series of actions to deliver the objectives and goals within a strategy. Many cities struggle to separate the WHAT, and the HOW. By focusing on HOW cities are able to learn about moving from a strategic planning document to a real implementable set of activities. They can foresee the risks and challenges ahead and learn how to overcome these challenges.

The Implementation Networks focus on four main challenges which were common to all the 36 cities:

- Implementing actions in an INTEGRATED way
- Implementing actions in a PARTICIPATORY way
- MEASURING PERFORMANCE in implementation
- PUBLIC PROCUREMENT challenges in implementation

c) What did we learn from these Networks and why is it relevant for the UIA Transfer Mechanism?

The work carried out in these networks and the lessons learnt will be used as part of the methodology which will be specifically designed for the UIA Transfer Mechanism. The lessons from these two types of network are listed below and all are relevant for future networks of this kind:

- **The roles of the Lead Partner** is crucial in a transfer process as they are the experienced party holding the knowledge of the real journey. Creating a deep understanding of the good practice is vital: The programme required Good Practice cities to clearly explain their cases in a number of settings – through articles, within events and in the application process.
- **The role of the Lead Expert** as a critical friend, facilitator of exchange and learning and advisor on how to deconstruct and explain the practice is key. The expert is not necessarily a thematic expert in this field but is able to support partners in the process of transfer and is adept in using different tools and methods for this work.
- **A modular approach to transfer is helpful with complex good practices:** Where the good practice is strategic, complex and well-established, breaking it into components aids the transfer process. In most cases this means a mix of compulsory and optional modules, allowing cities to select those most appropriate for their situation. This is particularly relevant for this UIA Transfer Mechanism tool.
- **Focusing on ‘how’ rather than ‘what’** is a key success factor in the design of implementation plans. This lesson will be particularly relevant for the UIA Transfer Mechanism for which the main output will be an investment plan.
- **Trust remains a vital network asset:** Trusted relationships between cities are at the root of all successful URBACT networks. These networks show the value of tools which build relationships whilst creating a safe place for action learning.
- **Two-way benefits:** Effective transfer networks are characterised by reciprocal learning. This means that not only transfer partners benefit from the experience. Through exposure to peer cities, the Lead Partner should have opportunities to identify ways to improve their own project. This should also be a motivating factor in the UIA pilots.

All these lessons and the vast experience gained at programme level will help cities to adapt the UIA innovation to address their own priority challenges.

SECTION 2 – UNDERSTANDING THE UIA TRANSFER MECHANISM

From March 2021, URBACT and UIA will collaborate on testing a transfer model applied to a sample of completed UIA projects. This will adapt and apply the key lessons learned from the URBACT transfer network experience.

2.1 Why should my city apply for a UIA Transfer Mechanism Pilot Network?

For UIA cities, the involvement in a Transfer Mechanism Pilot Network would be beneficial in terms of:

- Positioning the city and reinforcing its visibility at EU level as frontrunner on new policy developments and approaches
- Keeping a momentum at local level with local stakeholders involved in the UIA testing while offering them higher visibility at EU level. This could provide a significant added value in terms of long term sustainability for the practice tested and further credibility to justify its wider spread locally and abroad
- Reflecting on the UIA experience while gaining constructive feedback from other cities and experts leading to a further improvement and/or adjustment of the practice tested
- Contributing to inspire other cities in Europe in dealing with complex urban challenges while fostering innovation

For Transfer cities, taking part in a Transfer Mechanism Pilot Network would imply:

- Getting direct access to some of the most innovative practice to deal with complex urban challenges
- Getting direct access to some of the key local stakeholders proactively involved in the UIA experimental process
- Generating a momentum at local level (as well as political and citizen acceptance) to deal with complex challenges through new bold approaches
- Benefiting from an already widely tested and structured transfer methodology
- Benefiting from the support and advice of experienced experts who would play a key role in facilitating the process of understanding the UIA practice but also in adapting it into an investment plan tailor-made for your city
- Understanding the innovative practice not only from a policy perspective but also in terms of operational implementation (challenges, obstacles, operational solutions)
- Reinforcing their expertise in the policy field and building the first elements of a project pipeline that could be financed by EU resources in the framework of new Cohesion Policy programming period 2021-2027

The commitment (political and personal) of both lead partner and project partner is essential to the success of the network.

2.2 Scope, scale and targeting

Between March 2021 and September 2022 URBACT will fund four UIA Transfer Mechanism Pilot networks. The opportunity to lead one of these networks will be open to cities which have completed their UIA contract as part of the first round of UIA projects. Each of these 17 cities will be invited to submit a proposal in the area of their UIA project through a call for proposals that will be launched in December 2020.

The main objective of the pilot will be for transfer cities to adapt the UIA innovation to address their own priority challenges. Each transfer city will produce an investment plan to support them in seeking funding from cohesion funds or other sources. This will address another explicit objective of the pilot – to strengthen synergies between URBACT, UIA and Cohesion Policy structures.

Each UIA Transfer Mechanism Pilot Network will comprise four partners: the Lead Partner and three transfer partners. All of transfer partners must be European cities.

2.3 UIA Transfer Mechanism Pilot Network outputs

These networks will produce two principle outputs. The first will be a **Transferability Plan**, which will be produced by the Lead Expert early in the network journey. This Transferability Plan will include:

- A detailed analysis of the UIA project (Including the city's handling of the UIA innovation implementation challenges¹)
- An assessment of the project's transfer potential
- A proposed adaptation and transfer process – including the network methodology
- An analysis of each partners' motivation and the potential in their city to adapt and transfer the UIA practice

The second output will be an **Investment Plan**, produced by each transfer partner city with support from the Lead Expert. The aim of the investment plan will be to make the funding case for a transfer and implementation process based on the UIA innovation practice. Transfer partners may be Article 7/9 cities or potential beneficiaries of Cohesion policy funds more widely, so the plan should take this into consideration and address the potential for funding from any mainstream or ETC programme for which they could be eligible in their country.

The core components of the Investment Plans are likely to include:

- Needs analysis setting out the rationale for the proposal
- Description of the UIA practice, including results, evidence of impact and pertinence relating to the local context
- Detailed outline of the adapted transfer city version of the UIA practice
- Operational workplan including planned actions, risk analysis etc
- The partnership delivery model – including roles and responsibilities
- Scheduled activities, outputs and outcomes
- Budget and identified sources of funding
- Monitoring and evaluation

An additional output will be the establishment of URBACT Local Groups (ULGs) in each transfer partner city. URBACT experience has demonstrated the value of a multi-stakeholder platform to support project development. In the case of these UIA Transfer Mechanism Pilot Networks, as well as thematic stakeholders, transfer cities will seek to involve managing authorities of relevant programmes (in particular from Art. 7/9 SUDs, in order to open a dialogue and build the relationship and to integrate the feasibility constraints (eligibility, timing, budget availabilities) for a financial support to the roll-out of the investment plan.

¹ Leadership; Public Procurement; Cross-departmental working; Participative approaches; Monitoring and Evaluation; Communications; Upscaling

To successfully produce these key outputs support will be provided by the URBACT Programme in the form of capacity building. Guidance, webinars, peer reviews and dedicated training sessions will all help all the partner cities to produce high quality investment plans.

A strong commitment and active engagement from all partners (including the lead partner) and the lead expert is crucial to the success of the network and links directly to the quality of the outputs produced. Partners in UIA Transfer Mechanism projects are expected to actively participate and invest time in the network activities – observer partners are not possible in these networks.

2.4 The UIA Transfer Mechanism Expert Support

Each UIA Transfer Mechanism Network will have the support of a dedicated Lead Expert. The role of the lead expert is outlined in detail in the Guide to UIA Transfer Mechanism Networks. In addition to the LE function networks will be able to appoint ad hoc experts with specialist skills and/or knowledge to support their work.

The cost of the Lead Expert is covered by the URBACT programme 100%. A total of 146 days will be available for expertise support during the network lifetime. A maximum of 80% of this amount is dedicated to the Lead Expert role. Lead and ad hoc experts must be selected from the URBACT Pool of Experts and be validated either as lead or ad hoc expert.

Nota bene: The available budget shall cover days of expertise only. Travel and accommodation costs for URBACT validated Experts funded under this envelope shall be covered by the network budget.

Lead Experts cannot be appointed to support more than one UIA Transfer Mechanism Network.

The Lead Partner is responsible for managing the expertise resources and monitoring delivery of the experts' work programme. Even though the expert support is managed by the Lead Partner, it is a resource for the whole partnership. The following main tasks should be fulfilled by the network Experts:

- Supporting the coordination of networking activities – planning meeting content, preparing a mid-term reflection process
- Attending the network sessions – planning the content, identifying tools, facilitating the meetings
- Production of outputs - transferability plan, articles, reports from meetings, lessons learnt etc
- Support to the partners in the design and co-creation of their outputs – investment plans, UIA practice evaluation/ sustainability review
- Production of the final network output

The UIA practice has worked with an expert during the project implementation and this expert may be used for specific support tasks relating to understanding the UIA practice. This shall be financed through the UIA technical assistance budget and shall be determined on a case by case basis for each network.

More details on expertise tasks, skills requirements and application procedures can be found in the [Guide for UIA Transfer Mechanism Pilot Networks](#).

2.5 The UIA Transfer Mechanism Budget

The global budget for the entire UIA Transfer Mechanism Pilot Network will be €550,000, based on an ERDF co-financing rate of 70%.

Eligible expenditure items will include:

- Staff costs (+ overheads at a 3% fixed rate)
- Travel and Accommodation
- Expertise and Service
- Communication and Dissemination
- Equipment

URBACT will not finance physical investments, the purpose of transfer investment plans being precisely to identify external sources available for that. However, some small scale testing can take place within the network activity linked to participatory and integrated working methods for example if appropriate. This should be explained in the application form.

2.6 The UIA Transfer Mechanism Schedule

The four UIA Transfer Mechanism Pilot Networks will kick off in March 2021 and complete in September 2022. It is envisaged that the entire process will start with a meeting involving all participant cities. Ideally, this will be a physical event, taking place over two days. Although this may have to take place online, a face to face session would be the best way to build network relationships and to communicate key messages.

The network kick-off meeting will underline the rationale and working methods as well as the expectations in terms of objectives and outputs for these pilot networks. It will emphasise the experimental nature of the model, and the importance of sharing learning experiences. A final event will be scheduled for September 2022, which will be used to draw out the main findings and results of the pilot.

The 18 month schedule assumes four meetings for each network, each hosted by one of the partners. Regular 'check-in' sessions should be arranged online in between the physical meetings. The initial network meeting should take place in the UIA city, providing a deep-dive into the UIA practice as well as an immersive bonding experience for partners.

The URBACT programme has established a reputation as a front-runner in online urban collaboration. As well as running the first URBACT e-University in autumn 2020, it has developed a suite of support tools around online working. This includes a [Hints and Tips](#) resource and a suite of [visual](#) outputs providing guidance and support. The programme also has a new digital [Toolbox](#) to support network activity. All of these resources will be available to the UIA Transfer Mechanism Pilot Network cities.

In addition, URBACT has developed an effective transfer network webinar format. The main benefits have been to share good practices and learning in real time between the networks, as well as building a sense of community. To support these pilots, URBACT will deliver one online webinar per quarter during the pilot period, targeting partner cities.

SECTION 3 – PARTNERSHIP FOR UIA TRANSFER NETWORKS

The partnership must be composed of 4 partners including the Lead Partner. A country can be represented only once per network meaning there cannot be two partners from the same Member/Partner State in each UIA Transfer Mechanism Pilot Network.

The partnership to be presented in the Application can include only city partners. In the framework of this call for UIA Transfer Mechanism Pilot Networks local agencies are considered as city partners. Non city-partners including, provincial, regional and national authorities as well as universities and research centers are not considered as eligible partners².

In brief, in order to be eligible, the UIA Transfer Mechanism Pilot Network partnership:

- Shall comprise 4 partners (eligible beneficiaries defined above) including the UIA Practice City as Lead Partner;
- Must be composed of partners all coming from different Member/Partner States;
- Must include at least 2 partners from Less Developed regions;

Detailed information on eligible beneficiaries is provided in Fact Sheet 1 The URBACT Programme and on the role and responsibilities of partners are provided in Fact Sheet 2E of the [URBACT Programme Manual](#).

² These organisations can be involved in UIA Transfer Mechanism Pilot Networks as members of the URBACT Local Group (ULG) that each partner of a network will have to build.

SECTION 4 – UIA TRANSFER MECHANISM PILOT NETWORK APPLICATION PROCEDURE

4.1 UIA Transfer Mechanism Application Procedure

Networks shall be required to follow a structured application procedure. Each project shall be submitted to the URBACT III Monitoring Committee for approval in the form of an on-line application form. Decisions by the Monitoring Committee shall be final. The different stages of the application procedure are outlined in detail as follows:

0. Call for UIA Transfer Mechanism Pilot Networks	
1. APPLICATION PROCEDURE	
<u>Stage 1</u>	Lead Partner completes and submits an Application and all requested documents in English to the URBACT Joint Secretariat by 1st February 2021
<u>Stage 2</u>	URBACT Joint Secretariat performs eligibility check.
<u>Stage 3</u>	Independent Assessment Panel carries out assessment of eligible project proposals and issues recommendations.
<u>Stage 4</u>	URBACT Managing Authority submits proposal for the approval of up to 4 UIA Pilot Transfer Networks to the Monitoring Committee. Monitoring Committee approves projects. Approved UIA Transfer Mechanism Pilot Networks shall receive a subsidy contract that marks the final stage of approval of the project.
APPROVED UIA TRANSFER MECHANISM PILOT NETWORKS (March 2021 – September 2022)	

The independent assessment panel will be made up of:

- URBACT Programme Experts
- JS staff from URBACT and UIA

4.2 Eligibility check of UIA Transfer Mechanism Pilot Network applications

The URBACT Joint Secretariat will check all received applications against the eligibility criteria. Eligibility criteria are minimum requirements, all of which must be fulfilled before a project can be declared eligible. They cover organisational and administrative requirements. Only eligible projects can be submitted by the Managing Authority to the Monitoring Committee for approval.

The proposals submitted to the URBACT Joint Secretariat within the deadline and respecting the procedure outlined in the call will be checked for compliance with the eligibility criteria listed below:

UIA Transfer Mechanism Pilot Network - Eligibility Criteria

- The application package is submitted in English, respecting the procedure outlined in the Terms of Reference and within the notified deadline.
- The application package is complete including the required documents set out in the Terms of Reference.

- The proposal is complete in terms of information and data required in the documents (Application Form and letters of commitment have been properly filled in and signed using the official templates and according to the instructions).
- The proposal fulfills the partnership requirements bringing together 4 candidate cities from different Member/ Partner States including the UIA City as Lead Partner.
- The proposed partnership includes partners all coming from different Member/Partner States
- The proposed partnership includes at least 2 partners from Less Developed regions.
- The candidate partners are not involved in more than 1 project proposal.
- The UIA City is not involved in more than 1 project proposal.
- All candidate partners are eligible according to the URBACT Programme rules.
- The maximum budget (EUR 550.000 total eligible budget) has been respected.
- The maximum intervention rate of 70% has been applied for all partners

4.3 Assessment of UIA Transfer Mechanism Pilot Network applications

The independent assessment panel made up of URBACT Programme Experts and URBACT and UIA Joint Secretariat staff shall proceed to the assessment of eligible applications. The assessment criteria for the UIA Transfer Mechanism Pilot Networks are outlined below:

UIA Transfer Mechanism Pilot Networks - Assessment Criteria

Criterion A – Relevance of the UIA practice and Quality of Partnership (15%)
<p>For this criterion, assessors should consider the following dimensions:</p> <ol style="list-style-type: none"> 1) The UIA Practice has been well described and its policy relevance has been confirmed. (Q2.1) 2) The proposed partnership covers an appropriate mix of EU Member States, in cases where the geographical coverage is limited, this is clearly justified. (Q 1.3 and Q3.1) 3) The identified needs of the Transfer Cities are relevant to the UIA Practice and it is clear that the UIA Practice could have a positive impact on relevant policy in the transfer cities. (Q 3.3)
Criterion B - Transfer potential (45%)
<p>For this criterion, assessors should consider the following dimensions:</p> <ol style="list-style-type: none"> 1) The transfer potential has been well described and develops concrete ideas for real transfer. (Q2.1.1) 2) The risks and challenges linked to transfer of the practice are clearly explained and are comprehensive and realistic (Q2.1.2) 3) The expected transfer results are clearly defined and well presented. Transfer city partners have clearly identified sources of funding for the implementation of their investment plans. (Q 3.1 and

Q3.3)

- 4) The Transfer City partners have appropriate resources in place to facilitate the transfer of the UIA Practice (e.g. having appropriate knowledge and skills, financial resources for their participation in the network, political support and motivation). (Q3.2)
- 5) The lead partner demonstrates a clear motivation to transfer the UIA Practice and learn from this process using the tools proposed by URBACT. (Q3.4)

Criterion C - Quality of the Planned Activity and Outputs (20%)

For this criterion, assessors should consider the following dimensions:

- 1) The work plan is clearly presented with a detailed description of the planned activities and expected outputs. *(Section 4 and 5)*
- 2) The proposal shows a clear understanding of what is expected in terms of activities and outputs from UIA Transfer Mechanism Pilot Networks in all work packages. *(Section 4 and 5)*
- 3) The activities are logically interlinked between the transnational and local level and are in line with the objectives for UIA Transfer Mechanism Pilot Networks (appropriate number of transnational meetings, thoughts about network interim and final outputs etc) *(Section 4 and 5)*
- 4) The outputs are well described with details about how they will be developed and used during the project lifetime. *(Section 4 and 5)*

Criterion D – Quality of proposed Network Management and Budget (20%)

For this criterion, assessors should consider the following dimensions:

- 1) The Lead Partner demonstrates competency to deliver high quality network management. *(Section 6, 7 and 8)*
- 2) The named person to act for the Lead Partner as project coordinator has relevant experience with EU projects and/or the UIA practice. *(Section 6, 7 and 8)*
- 3) The project coordination at the Lead Partner is well organised and clearly presented. Sufficient resources are indicated for the lead Partner tasks. *(Section 6, 7 and 8)*
- 4) The proposed approach of using external expertise (Lead Expert, Ad-hoc Experts and UIA expert) is clearly explained and appropriate to the needs of the partner cities. *(Section 6, 7 and 8)*
- 5) The designated URBACT Lead Expert has relevant experience in supporting transnational exchange and learning activities as well as transfer of practice. *(Section 6, 7 and 8)*
- 6) The project budget is proportionate to the proposed work plan and the main outputs and results proposed. *(Section 6, 7 and 8)*
- 7) The project budget is well explained, justified, clear and realistic. *(Section 6, 7 and 8)*

4.4 Approval of UIA Pilot Transfer Mechanism Pilot Networks

Based on the final assessment, the URBACT Managing Authority shall submit to the Monitoring Committee a proposed list of projects to be approved. The Monitoring Committee shall decide on the approval of projects. Decisions by the Monitoring Committee shall be final.

All projects shall receive an e-mail notification of the outcome of the assessment and the decision of the Monitoring Committee.

Lead Partners of approved projects shall receive a Subsidy Contract which marks the final stage of approval of the project.

SECTION 5 – UIA TRANSFER MECHANISM PILOT NETWORK APPLICATION PACKAGE

Respect of the procedure outlined in this section is part of the eligibility criteria. Should any of the elements of this procedure not be respected, including deadlines, the application will be considered ineligible – please read carefully.

5.1 UIA Transfer Mechanism Pilot Network application package

To submit the application applicants shall complete and submit an application package composed of:

- The signed PDF of the Application Form completed and submitted through Synergie-CTE;
- The signed Letters of Commitment for the Lead Partner and ALL partners involved in the partnership, using the templates provided by the URBACT Joint Secretariat (annexes 2 and 3). Letters of Commitment shall normally be signed by an elected representative of the partner's institution;
- The CV of the Project Coordinator of the Lead Partner
- The CV of the proposed URBACT Lead Expert

Nota Bene: All documents as listed above are compulsory elements of the application package. Should any of the listed documents be missing, the application will be considered ineligible.

5.2 Procedure for the submission of applications

To submit the application applicants shall complete the following two steps:

- 1) Submit their Application Form through Synergie-CTE. Only applications submitted in English through Synergie-CTE will be accepted.

**The deadline for the online submission of the applications is
1st February 2021, 15:00 CET.**

After this deadline, the Synergie-CTE system will be closed

- 2) Send by e-mail to uiatm@urbact.eu the whole application package as described above.

**The e-mail shall be received by the URBACT Joint Secretariat no later than
2nd February 2021, 15:00 CET.**

Nota Bene: In order to avoid technical problems related to the size of the e-mail and attached documents, it is strongly recommended that the size of the e-mail shall not exceed 5Mo. Applicants are advised to scan all documents in PDF (not JPEG).

SECTION 6 – COMPLAINTS PROCEDURE

Lead partners of rejected project proposals are informed in writing about the reasons why an application was not eligible or not approved. Questions in relation to the assessment will be examined and answered by the Managing Authority/Joint Secretariat. Eligible projects that have not been selected for funding have the right to file a formal complaint on the decision of the Monitoring Committee.

In principle, complaints can only be lodged against the following criteria: (1) the assessment does not take into consideration information supplied in the application and (2) the project assessment and selection process failed to comply with the specific procedures laid down in the call publication which as a consequence may have affected the decision.

Only the project's lead partner can file a complaint. Potential partner complaints have to be passed through the lead partner. Complaints should be submitted electronically to the Joint Secretariat within 3 weeks after the official notification of the non-selection of the project by the Managing Authority. This deadline shall not prejudice the start of the other projects approved by the Monitoring Committee.

The complaints will be examined and answered by a complaint panel involving the chair of the URBACT Monitoring Committee, the URBACT Managing Authority/Joint Secretariat and the original assessors in an advisory capacity. If deemed necessary, the complaint panel may decide to submit a complaint to the Monitoring Committee of the programme for review.

SECTION 7 – CONTENT OF UIA TRANSFER MECHANISM PILOT NETWORK APPLICATION FORM

All applications shall be completed in English.

In Annex 1 applicants will find the outline structure and questions for the UIA Transfer Mechanism Pilot Network Application Form.

For the preparation of the application, applicants are requested to refer to:

- “Guide for UIA Transfer Mechanism Pilot Networks” for detailed information concerning the main activities to be implemented;
 - “Synergie-CTE Guide for UIA Transfer Mechanism Pilot Network applications” for practical instructions on how to complete and submit proposals through Synergie-CTE ;
 - The present Terms of Reference for information concerning the procedure (including deadlines) for submission of applications.
-

SECTION 8 – IMPORTANT DATES FOR APPLICANTS

Applicants are invited to take note of the following milestones:

- **Submission of UIA Transfer Mechanism Pilot Network Application Form**

The Application Form shall be submitted in the Synergie-CTE system by **1 February 2021, 15:00 CET latest³**, following the procedure outlined above.

- **E-mail submission of application package**

The application package shall be submitted by e-mail (uiatm@urbact.eu) **by 2nd February 2021, 15:00 CET latest**, following the procedure outlined above in sections 3 and 4.

- **Project Approval**

Eligible project proposals will be submitted to the Monitoring Committee for approval of funding. The Monitoring Committee meeting is scheduled on **9th March 2021**.

- **Training session at the beginning of UIA Transfer Mechanism Pilot Network**

Lead Partners and Lead Experts of approved projects will be requested to attend the training session organised in Paris on 23rd March 2021. **PLEASE SAVE THE DATE ATTENDANCE IS COMPULSORY.**

NOTA BENE: Lead Partners shall inform their Lead Expert of this date.

³ The online platform for submitting Proposals, Synergie-CTE, will close at 15.00 CET on 1 February 2021. After this time you will not be able to submit your proposal and your project will not be assessed.

SECTION 9 – USEFUL RESOURCES

- **URBACT Joint Secretariat**

Applicants may contact members of the URBACT Joint Secretariat for clarification related to the submission of applications. For all questions concerning the application for UIA Transfer Networks, applicants are invited to contact the URBACT Joint Secretariat at the following dedicated address: (uiatm@urbact.eu).

- **Useful Documents**

In preparing their Application, applicants are invited to refer to the following documents:

- URBACT III Operational Programme
- URBACT III Programme Manual
- Guide for UIA Transfer Mechanism Pilot Networks
- Synergie-CTE Practical Guide to the creation and submission of UIA Transfer Mechanism Pilot Networks

Key documents are available on the webpage dedicated to the call.

- **Database of URBACT III validated experts**

<http://urbact.eu/experts-list>

- **Partner Search Database**

<https://urbact.eu/marketplace>

ANNEX 1 – MAIN COMPONENTS OF THE APPLICATION FORM

APPLICATION FORM CHAPTERS
1. PROJECT SYNTHESIS
1.1. Project identity (incl. title and duration)
1.2. Summarized description of Good Practice to be transferred
1.3. Proposed partnership
1.4. Thematic objective
1.5. Total budget
2. PRESENTATION OF PROJECT PROPOSAL
2.1. Presentation of the UIA Practice including outline of the original policy challenge
2.1.1. Explanation of the Transfer Potential of the UIA practice
2.1.2. Explain the risks and challenges linked to transfer of the UIA practice
2.2. Shall the proposal contribute to the URBACT Specific Objective 3 (related to transfer networks)?
3. RATIONALE OF THE PROPOSED PARTNERSHIP
3.1 Please explain the rationale used for selecting proposed partners and explain the relevance for each partner individually. This section should include reference to Cohesion Policy instruments accessible to the network partner.
3.2 Please explain the resources in place for the Transfer Cities to successfully participate in the network (competences, financial resources, political support etc)
3.3 Please explain the expected results in each partner city
3.4 Please explain the motivation and expectations for the UIA city to transfer their experience.
4. ACTIVITIES AND EXPECTED OUTPUTS
4.1. Description of Work Package 1- Network management
4.1.1. Organisation of the project coordination
4.1.2. Activities to be implemented under WP1
4.1.3. Partners involvement in relation to WP 1 activities
4.1.4. Expected Outputs under WP1
4.2. Description of Work Package 2 – Transnational Exchange and Learning Activity
4.2.1. General structure for Transnational Exchange and Learning Activities
4.2.2. Activities to be implemented under WP2
4.2.3. Partners involvement in relation to WP 2 activities
4.2.4. Expected outputs under WP2
4.3. Description of Work Package 3 – The Local Dimension
4.3.1. General Framework for local activities (governance at local level, URBACT local group)
4.3.2. Short description of the methodology proposed to link transnational activities under WP 2 and local transfer activities under WP3
4.3.3. Expected outputs under WP3
4.4. Description of Work Package 4 – Communication and Dissemination
4.4.1. General framework for Communication and Dissemination Activities

4.4.2. Communication Strategy (objectives, target audiences, key messages, tools for communication and dissemination)
4.4.3 Partners involvement in the relation to WP 4 activities
4.4.4. Expected outputs under WP4
5. PROJECT WORK PLAN
6. NETWORK MANAGEMENT AND LEADERSHIP
6.1. Lead Partner experience (highlights of city's experience in EU projects)
6.2. Lead Partner management team (decision makers, project coordinator, UIA Practice leader, communication and financial officers)
6.3. Experience of proposed project coordinator
7. USE OF EXPERTISE
7.1. Proposed use of expertise resources allocated by the Programme
7.1.1. Proposed Lead Expert
7.1.2. Proposed ad hoc expertise and identified experts if applicable
7.1.3 Proposed use of UIA expert as part of this project if applicable
8. BUDGETARY PROPOSAL
8.1. Financial contribution by partner and source (incl. ERDF and local contribution)
8.2. ERDF per year
8.3. Expenditure per partner, per year and budget subcategory
8.4. Expenditure per year and budget category
8.5. Project cost per budget line
8.6. Project costs per budget category – Justification/Explanation
9. SIGNATURE
Signature of the Lead Partner/project coordinator

ANNEX 2 – TEMPLATE LETTER OF COMMITMENT FOR LEAD PARTNER

The text shall be inserted in the Lead Partner's headed paper with the relevant project data.

URBACT III Managing Authority
20, Avenue de Ségur
TSA 10717
75334 Paris Cedex 07
France

Dear Madam, Sir,

The city of [... *name of the institution*...] confirms its commitment to be the Lead Partner in the activities of the URBACT UIA Transfer Mechanism Pilot Network proposal entitled [...*project title*...]. The UIA Practice to be transferred in this Network is [...*brief description of the UIA Practice*.....].

If the proposal is approved within the framework of the URBACT III Programme, we will ensure the overall coordination of the network, take on roles and implement activities as indicated in the work plan. More especially we commit to organise transnational meetings and to coordinate the work at transnational level with our project partners. In addition we commit to exploring the improvement /sustainability options proposed by URBACT for our practice.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. The details of this contribution are outlined within the application form.

Yours sincerely⁴

Name in capital letters:

Function

Official stamp

⁴ The signing person has to be an elected representative with authority to sign for the Lead Partner. In case the Lead Partner institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.).

ANNEX 3 – TEMPLATE LETTER OF COMMITMENT FOR PROJECT PARTNER

The text shall be inserted in the Partner's headed paper with the relevant project data.

URBACT III Managing Authority
20, Avenue de Ségur
TSA 10717
75334 Paris Cedex 07
France

Dear Madam, Sir,

The city of [... *name of the institution*...] confirms its commitment to be the Project Partner in the activities of the URBACT UIA *Transfer Mechanism Pilot Network* proposal entitled [...*project title* ...]. The UIA Practice to be shared in this *Network* is [...*brief description of the practice*].

We are convinced that by working through this URBACT network, we will be able to improve the implementation of our policy challenge. In this context, if the proposal is approved within the framework of the URBACT III Programme, we will actively participate in the network activities, take on roles and undertake activities as indicated in the work plan. More especially, we commit to participate in the transnational meetings planned and to work with key stakeholders in an URBACT Local Group to co-produce an investment plan. We commit to explore options for funding the investment plan using Cohesion Policy instruments or other funding sources.

To this end we also formally commit to engaging the funds needed to co-finance ERDF. The details of this contribution are outlined within the application form.

Yours sincerely⁵

Name in capital letters:

Function

Official stamp

⁵ The signing person has to be an elected representative with authority to sign for the Project Partner. In case the Project Partner institution has no elected representatives, the signing person must be in the position of committing the institution's resources to be engaged in the project (staff, budget, etc.).