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1. Main objectives and expected results

The URBACT III Operational Programme foresees that the programme shall aim to “improve the implementation of integrated plans for sustainable urban development” in European cities (Specific objective n°3). To deliver on this objective, transnational exchange and learning networks shall be implemented, to foster the transfer of good practice in the field of sustainable urban development.

It is thus expected that, as a result of the adaptation and re-use of good practices successfully implemented, European cities improve their integrated urban policies and the delivery of these policies on the ground.

2. Creation of Transfer Networks

2.1. Open calls for proposals

Transfer networks shall be set up by means of open calls for proposals. The calls will invite cities to submit network proposals aimed at transferring a good practice, building on partnerships in which the “giving city” will be the Lead partner.

The call for proposals will normally be opened for cities to transfer a number of good practices that shall be identified ex ante by means of an open call for good practices in the field of sustainable urban development. The terms of reference of the call for good practices, including selection criteria and process, shall be approved by the URBACT Monitoring Committee.

2.2. A two-phase approach

In order to improve the quality of networks approved for funding, the URBACT Programme foresees a two-phase process for Transfer Networks. Following the publication of the call for proposals, applicants submit a first project proposal. If they are successful, they receive funding to develop a full project proposal. The process includes:

- ✓ **Phase 1:** a 6-month phase for the definition of the final partnership and the development of a complete project proposal in the form of a **Phase 2 application**
- ✓ **Phase 2:** a 24-month phase for the implementation of the activities foreseen by the network

In the framework of Calls for Proposals, interested beneficiaries are requested to submit a Phase 1 application, including information related to the good practice identified, the proposed partnership composed of 6-8 partners including the Lead Partner city, rationale about why and how partners are willing to transfer it in their own cities.

Following a first eligibility check and a qualitative assessment of Phase 1 Applications, the Monitoring Committee approves the best proposals for Phase 1.

The main aim of the **6-month phase** is to provide partners of Transfer Networks with time and resources to develop a common understanding of the good practice to be transferred, to explore the conditions and requirements for a successful transfer in the local context, and the definition of the methodology for transfer activities. This process has to be documented and feed into the phase 2 application to be submitted at the end of phase 1.

Phase 2 applications developed during phase 1 are subject to a new eligibility check and qualitative assessment to get the final approval by the Monitoring Committee and be funded for the 24-month implementation phase.

Detailed information on the application process is provided in Fact Sheet 2D while the activities to be implemented in the framework of the two phases are described in the section 4 of the present Fact Sheet.

3. Partnership

The following sections describe the eligible beneficiaries that can act as Lead Partners and provides information about the composition of the initial partnership for Phase 1 and the final partnership for Phase 2 for Transfer Network.

3.1. Lead Partner

In the context of URBACT III, for each project proposal, a Lead Partner shall be appointed by the beneficiaries among themselves. Only cities¹ from the 28 EU Member States and from Switzerland and Norway (Partner States) can be Lead Partner of a Transfer Network.

In the case of Transfer Networks, the Lead partner city shall be the city “holding/ giving the good practice” to be transferred.

Lead Partners are key actors of approved Transfer Networks. Beyond their key role in supporting the transfer of the good practice across the partnership, they are responsible for project implementation and financial management and for the coordination of the partnership. Further information on the roles and responsibilities of Lead Partners and partners is available in Fact Sheet 2E “Common Provision for Network Management”.

A city may not be Lead Partner in more than one project at a time whatever the type of network.

¹ As defined in the the URBACT III Operational Programme, under URBACT III, the beneficiary “city” refers to the public local authority representing:

- cities, municipalities, towns;
- Infra-municipal tiers of government such as city districts and boroughs in cases where they are represented by a politico-administrative institution having competences for policy-making and implementation in the policy area covered by the URBACT network concerned in which they are willing to get involved;
- Metropolitan authorities and organized agglomerations in cases where they are represented by a politico-administrative institution having delegated competences for policy-making and implementation in the policy area covered by the URBACT network concerned.

3.2. Partnership of Transfer Networks

The Transfer Network partnership shall include minimum 6 and maximum 8 partners (including the Lead Partner). The proposed partnership shall be composed right from the start, already at the stage of phase 1 application. Projects approved and funded for phase 1 shall make the most of the 6-month development phase to test the initial partnership, partners' commitment and capacity to transfer the good practice.

The partnership shall include the city where the good practice has been successfully implemented (Giving city) in the position of Lead partner, and partners willing to transfer the practice in their own local contexts (Receiving partners).

The Transfer Network partnership shall:

- be composed of partners from at least 3 different Member/ Partner States;
- be balanced with partners from More Developed, Transition and Less Developed² regions and include at least 3 partners from Less Developed regions;

Maximum 3 non-city partners³ may be included in the proposed partnership. Non city-partners must be public authorities or equivalent public authorities⁴.

Phase 1 shall be used to consolidate the initial partnership. Building on the baseline exercise completed across the partnership in phase 1, it may happen that partners withdraw from the projects. In any case, the partnership proposed for phase 2 shall be composed of minimum 6 and maximum 8 partners including the Lead partner city, and respect the above principles.

Eligible beneficiaries may participate in no more than 2 URBACT networks under each call for proposals.

Detailed information on the role and responsibilities of partners are provided in Fact Sheet 2E.

² Refer to the detailed [map](#) available in the DG Regional and Urban Policy website

³ As defined in the the URBACT III Operational Programme, the list of non-city partners includes:

- Local agencies defined as public or semi-public organisations set up by a city, partially or fully owned by the city authority, responsible for the design and implementation of specific policies (economic development, energy supply, health services, transport, etc.)
- Provincial, regional and national authorities, as far as urban issues are concerned;
- Universities and research centres, as far as urban issues are concerned

³ Based on EU Public Procurement Law, **public equivalent body** refers to any legal body governed by public or private law :

1. established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character (which does not exclude bodies partly having an industrial or commercial character), and
2. having legal personality, and
3. a) either financed, for the most part, by the State, or regional or local authorities, or other bodies governed by public law, b) or subject to management supervision by those bodies, c) or having an administrative, managerial or supervisory board, more than half of whose members are appointed by the State, regional or local authorities or by other bodies governed by public law."

⁴ Based on EU Public Procurement Law, **public equivalent body** refers to any legal body governed by public or private law :

1. established for the specific purpose of meeting needs in the general interest, not having an industrial or commercial character (which does not exclude bodies partly having an industrial or commercial character), and
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4. Activities of Transfer Networks

The activities to be implemented by Transfer Networks, in each of the 2 phases, are organized around work packages. Each work package has specific objectives, defined actions and related expected deliverables.

The organization of the activities in work packages allows partners to develop a shared understanding about the project's structure, activities, objectives and expected results; it increases the capacities of Lead Partners to follow up the implementation of the expected activities and facilitates the procedures for reporting and accounting of expenditure. The following sections describe the 2 work packages of Phase 1 and the 4 Work Packages of Phase 2.

4.1 – Work plan for Phase 1

During phase 1, partners involved in approved networks will work, with the support of the Lead Expert, on the development of the project final proposal (detailed description of the good practice to be transferred, baseline situations of all cities involved including first review of conditions for transfer, methodology for the transfer activities, expected results, etc.), the identification of relevant local stakeholders to be involved for an effective transfer of the good practice at local level and a consolidated partnership.

The duration of Phase 1 is 6 months, starting from the official notification of approval that follows the decision by the Monitoring Committee. Phase 1 of a Transfer Network shall be structured around 2 Work Packages:

- WP1 – Project Management and coordination
- WP2 – Project Development

- Work Package 1 – Project management and coordination

The activities to be developed under WP1 will be designed to achieve the following aims:

- To ensure a sound management and coordination of the project concerning both the overall project management and all aspects linked to the financial management.
- To organize the work between the partners by building a strong collaborative relationship. The organization of the partners' responsibilities shall result in the successful submission of all required document for the phase 2 application.

Activities to be implemented under WP1 shall include the following actions:

- To recruit appropriate staff to ensure efficient project management. For the Lead Partner, the staff required will be significantly more than for a project partner. The Lead Partner shall appoint, already in Phase 1, a project coordinator, a finance officer and a communication officer – these activities will require the equivalent of 2 full posts.
- To hold regular management meetings to ensure strong communication between partners concerning project coordination
- To submit the reporting documents requested for Phase 1
- To attend training sessions and other events organized by the URBACT Secretariat
- To receive and transfer ERDF funds to partners (responsibility of the Lead Partner).

- Work Package 2 – Project development

The activities to be developed under WP2 will be designed to achieve the following aims:

- To develop a shared understanding of the good practice to be transferred

- To identify, in each Receiving city, the conditions and requirements for an effective transfer of the practice in the local context (including the identification of relevant local stakeholders to be involved)
- To consolidate the partnership
- To design the methodology for transfer activities both at transnational and local level

Activities to be implemented under WP2 shall include the following actions:

- To organize at least 1 transnational meeting gathering all partners
- To complete the Baseline study presenting the good practice to be transferred, the baseline situation in each “Receiving partner organization” and the methodological framework for the transfer activities
- To complete and submit the phase 2 application including activities to be implemented by the network, expected outputs, work plan, financial plan, etc.

4.2 – Work Plan for Phase 2

Phase 2 shall be devoted to the implementation of the activities, at transnational and local level, aiming at the effective transfer of the good practice in each of the “Receiving partner organizations” involved in approved Transfer Networks.

Phase 2 of a Transfer Network shall be structured around 4 Work Packages:

- WP1 – Project management and coordination
- WP2 – Transnational transfer activities
- WP3 – Impact on local governance and urban policies
- WP4 – Communication and dissemination

The duration of Phase 2 shall normally be 24 months, starting from the official notification of approval that follows the decision by the Monitoring Committee.

- WP1 – Project management and coordination

As for Phase 1, the main aim of this work package is to ensure a sound management and coordination of the network concerning both the overall project management and all aspects linked to the administrative and financial management.

- WP2 – Transnational transfer activities

Partners involved in Transfer Networks work together at transnational level to facilitate the adaptation and transfer of the good practice in their own local context.

Transnational activities shall be planned and designed so as to allow “Receiving partners” to understand all dimensions of the practice to be transferred and to receive support from the “Giving city” for a possible adaptation of the practice and effective transfer at local level. The transfer activities should also allow the “Giving city” to reflect on their own practice and improve the way they have implemented it so far.

The activities to be developed under this work package will be designed to achieve the following aims:

- To foster the transfer of the good practice from the “Giving City” to the “Receiving partners”
- To strengthen the practical knowledge and skills of partners in the field of integrated sustainable urban development
- To draw lessons from the transfer activities on an on-going basis and identify key elements of success for the transfer, and possible implications of the good practice itself (possible improvements, specific dimensions related to specific local contexts, etc.)

The activities to be implemented under WP2 shall include the following actions:

- Organisation of transnational study visits to the “Giving City”
- Organisation of transnational transfer sessions in all “Receiving partners” (peer-reviews, living labs, etc.)
- Production of outputs that capture the learning from all cities involved in the Transfer Network in relation to the good practice transferred, including improvements to enhance the practice and recommendations for cities outside the partnership

- ***WP3 – Impact on local governance and urban policies***

The involvement of key local stakeholders is crucial to ensure an effective transfer at local level of the good practice identified.

Partners involved in Transfer Networks are requested to gather civil servants from different departments of the local administration, elected representatives as well as relevant stakeholders (representatives of other tiers of government, local agencies, NGOs, associations, etc.) linked to the policy area concerned by the good practice to be transferred.

The activities to be developed under this work package are designed to achieve the following aims:

- To foster the impact of transnational transfer activities on local policies ensuring an effective transfer and implementation of the good practice identified
- To strengthen the capacity of local stakeholders in integrated urban policies and participative action-planning
- To develop participatory processes for the transfer and implementation of good practices in the field of integrated sustainable urban development
- To ensure dissemination of lessons learnt (good practices, policy recommendations, etc.) to local stakeholders involved in urban development

Activities to be implemented under WP3 shall include the following actions:

- To set up and run a URBACT Local Group for the transfer and implementation of the good practice identified in each partner organisation
- To take part in the exchange activities at transnational level and contribute to these activities (participation to seminars with relevant delegates, organisation of study visits, production of inputs, etc.)
- To take part in the capacity-building activities organised by the URBACT Secretariat for local stakeholders involved in URBACT Local Groups.
- To build cooperation relationships with managing Authorities of Operational Programmes when relevant

- ***WP4 – Communication and dissemination***

URBACT projects have to share their results and outputs across their partners but also with urban practitioners and policy-makers across Europe. Therefore, communication and dissemination shall be key activities of the networks and their partners.

The activities to be developed under this work package will be designed to achieve the following aims:

- To ensure communication on the project’s activities on an on-going basis, both to network partners and to urban practitioners outside the network
- To ensure dissemination of the project’s results and findings, both among project partners and beyond, to the wider community of urban practitioners outside the network

Activities to be implemented under WP4 shall include the following actions:

- regular updates of the project mini-site on the URBACT website (every 2 month minimum)
- production and dissemination of communication material
- organisation of a final network event open to all target groups and organisation of local events at partners' level

5. Budget

5.1. General Budget Information

A Transfer Network shall operate in two phase as outlined in previous sections of this Factsheet. The total eligible cost for a Transfer Network combining phase 1 and phase 2 shall be between 600.000€ and 750.000€. The phase 1 total eligible cost shall not exceed 100.000 €.

The total budget shall be calculated based on the number of project partners and the specific identified needs of these partners. Transfer Networks requesting the higher budget allocation shall be required to justify this request by demonstrating a higher number of project partners or increased project activity. The Monitoring Committee can approve a lower than requested budget should they consider this is justified.

Transfer Networks shall be financed using European Regional Development Fund and local, regional or national contributions from city partners.

The ERDF co-financing rate for a Transfer Network is calculated at network level on the basis of the different co-financing rates for each partner.

- Partners from 'more developed' regions shall be co-financed at up to 70% by ERDF
- Partners from 'less developed' and 'transition' regions shall be co-financed at up to 85% by ERDF
- Partners from Norway shall be co-financed at up to 50% by Norwegian national funds
- Partners from Switzerland shall be co-financed at up to 50% by Swiss national funds

The calls for proposals shall provide detailed instructions for the creation of a Transfer Network budget and some examples to assist applicants. Further information related to the eligibility of expenditure can be found in [Factsheet 2E - Common Provisions for Network Management](#).

5.2. Transfer Network Budget

A Transfer Network shall operate in two phase as outlined in previous sections of this Factsheet. The total eligible cost for a Transfer Network combining phase 1 and phase 2 shall be between 600.000€ and 750.000€. The phase 1 total eligible cost shall not exceed 100.000 €.

Considering the foreseen workload dedicated in phase 1 to ensure a well balanced and coherent partnership and a high quality baseline study and final application form, the costs incurred for this first phase of work shall be considered eligible for refund regardless of the approval of the project into Phase 2.

The budgets for Phase I and II shall be presented using 5 budget categories as follows:

- i) Staff costs**
Expenditure on staff members employed by the partner organisation, who are formally engaged to work on the project
- ii) Office and Administration Costs**
Operating and administrative expenses of the partner organisation that support delivery of project activities
- iii) Travel and Accommodation Costs**
Expenditure on travel and accommodation costs of staff of partner organisations and associated partners that relate to delivery of the project. This category included travel costs, accommodation costs, costs of meals, visa costs, and/or daily allowances/per diems.
- iv) External expertise**
Expenditure for external expertise and services provided by a public or private body or a natural person outside of the partner organisation. This category covers costs paid on the basis of contracts or written agreements and against invoices or requests for reimbursement to external experts and service providers that are requested to carry out certain tasks or activities, linked to the delivery of the project. This category also includes all costs linked to the organisation of meetings.
- v) Equipment**
Expenditure for equipment purchased, rented or leased by a partner, necessary to achieve objectives of the project.

For each cost category, Fact Sheet 2F provides detailed information about the eligibility of costs, the methods for calculation and programme specific rules.

6. Expertise for Transfer Networks

6.1. General framework

The URBACT Programme provides each approved Transfer Network with an additional budget for the appointment of experts. These experts support partners in implementing their transnational activities with both thematic content and methods for transnational exchange, learning and transfer of good practice. They are expected to work in accordance with the URBACT networking framework and use the tools provided by the URBACT Programme. Dedicated training sessions shall be delivered to URBACT networks experts as needed.

6.2. Services to be provided by URBACT experts to networks

The expertise resource is meant to be made available to the whole partnership. More especially, the expertise envelope should provide partners with a package of services including:

1. Expertise for the design and delivery of transnational exchange and learning activities:

- Definition and delivery, in strong cooperation with the Lead Partner and partners, of the methodology for exchange activities at transnational level to ensure high level of sharing, mutual learning and transfer of knowledge. Appointed experts support the partnership with the definition of the main focus, design of the work plan to ensure efficient transfer of good practice, definition of the main expected outputs, and they play a key in the delivery of networks transnational activities (including preparation of input, collecting info from partners, designing agenda with appropriate methodology, moderating sessions during meeting, drawing lessons and reporting after meetings, etc.)

- Definition, in strong cooperation with the Lead Partner and partners, of the methodology for transfer activities at transnational level, building on a detailed description of the good practice identified and on a clear identification of the main conditions for an effective transfer in the local contexts of Receiving Cities
- Design and delivery of transfer seminars building on study visits in Giving cities and transfer workshops in Receiving cities (designing the agenda, identifying relevant local stakeholders to be involved, defining appropriate methodology to ensure high level of sharing and transfer, moderating sessions during meeting, drawing lessons and reporting after meetings)

2. Thematic expertise:

- Definition and delivery of thematic inputs that will nourish the exchange and contribute to the learning and transfer process among partners involved
- Production of thematic documentation and outputs in English that will capture and disseminate lessons learnt from the transfer experience, enhanced good practice, etc., both to network partners and to an external audience

3. Expertise support to local authorities and other stakeholders in transferring the good practice building on a participatory approach:

- Support to partners at local level in involving key stakeholders and in co-producing the main outputs expected at local level (identifying conditions for transfer, adapting the good practice to the local context, supporting the transfer process and ensuring learning from transnational activities is embedding in this transfer, etc.)
- Support to partners in making use of tools and methods for participatory transfer of good practice

6.3. Lead experts and Ad hoc experts

In order to improve the efficiency of the support provided by experts to URBACT Networks, expertise will be made available to approved networks as follow:

- A Lead Expert will assist the partnership over the entire duration of the network (phase 1 and 2) with expertise for the design and delivery of transnational exchange dedicated to support the transfer of good practice, and thematic expertise
- Ad-Hoc Experts may also be recruited to provide support on specific needs identified by the network concerning the methodology for exchange and learning activities, thematic expertise and local support to partners with the transfer of good practice

URBACT network experts are also expected to work in close collaboration with the URBACT Joint Secretariat and contribute to capitalization and dissemination of network results. They shall use the tools and guidance provided by the programme for effective delivery of activities and outputs (eg. related to transnational exchange learning activities, production of network outputs, organization of network seminars, etc.). In this perspective, they shall take part to dedicated information and training sessions organized by the URBACT Joint Secretariat for the network experts. These will be part of their main tasks and work programmes.

6.4. Budgetary elements for expertise

Each network shall have an allocation of € 127 500 maximum to cover the costs of expertise over the lifetime of the project (Phase 1 and Phase 2). This budget available for expertise is additional to the project budget. As the daily expertise fee for URBACT experts is set at 750 euros/ day all taxes included, this budget corresponds to an envelope of 170 days (including participation to training sessions and other activities at Programme level).

For phase 1, the expertise envelope available for each network shall be limited to 30.000 euros (40 days of expertise, including participation to information and training sessions organized by the URBACT Joint Secretariat). In Phase 1, only one single expert, designated as Lead expert, may be appointed. No additional ad hoc experts shall be appointed from the programme envelope. Days not used under phase 1 from the available envelope may be used during phase 2.

For phase 2, the allocation of days to the Lead Expert shall not exceed 80% of the days remaining in the expertise envelope after phase 1.

The allocation covers days of expertise only. Travel and accommodation costs for URBACT Experts shall be covered by the network budget.

Transfer Networks can contract additional experts for specific tasks (e.g. coordination of the URBACT Local Group, adapting the practice to local context, technical assistance, etc.) through the network budget under the category “External Expertise”.

6.5. Appointment of URBACT network experts

a) The pool of validated URBACT experts

The additional expertise budget allocated to network shall be used to appoint experts who have been validated in the pool of URBACT Experts. Network Lead partners and partners will have to select their Lead expert and potential ad hoc experts from this pool.

The pool of validated URBACT Experts shall be created by means of an open Call for URBACT Experts defining the services to be performed to support networks and assessment criteria. An external service provider, to be selected through an open Call for Tender, will support the URBACT Joint Secretariat with the assessment and validation of the applications received by candidates URBACT Experts, following the assessment criteria outlined in the Call for Experts.

The list of all validated URBACT experts will be available on the URBACT website, with a search engine (allowing a search per field of expertise, country of residence, etc.). In cases where network Lead partners and partners do not find the relevant expertise in the pool of validated URBACT experts, they may invite experts to apply for validation following the procedure defined in the open Call for Experts.

b) Appointment of URBACT expert by network Lead partners –Phase 1

When submitting their Phase 1 Application, applicants are requested to designate the Lead Expert they intend to work with if the network is approved for Phase 1 and who will be in charge of producing the project baseline study. Ideally, this expert shall continue supporting the network as Lead expert in phase 2 if the project is approved for phase 2. Yet this appointment will have to be renewed for phase 2 once the project is approved, based on the Lead partner and partners’ request.

The Lead Expert shall be proposed only from the pool of URBACT validated experts. No ad hoc experts may be commissioned during phase 1.

After the approval of the project proposal by the Monitoring Committee for phase 1, Lead Partners shall submit to the Secretariat an Expertise Request Form in which they confirm the expert they wish to commission for phase 1, building on discussions within the initial partnership.

The main tasks to be performed by the Lead expert under phase 1, the expected deliverables and work plan will be standard for all Lead experts supporting Transfer Networks, within the available envelope (40 days, 30.000 euros).

Following validation of the Lead partner's request by the URBACT Joint Secretariat, a contract will be established between the expert and the URBACT Managing Authority. The Lead partner shall be responsible for certifying the services performed by the Lead expert and validating the expert's activity reports (including deliverables, number of days claimed, etc.)

Lead Experts cannot be appointed to support more than one network at a time (whatever the type of network).

c) Appointment of URBACT expert by network Lead partners –Phase 2

After the approval of the project proposal by the Monitoring Committee for phase 2, Lead Partners shall submit to the URBACT Joint Secretariat an Expertise Request Form which defines the main tasks of the proposed Lead Expert, the deliverables expected, the work plan of the Expert and the number of days to be allocated. These components shall be discussed and agreed with project partners. Changes of Lead expert between phase 1 and 2 are possible, depending on phase 1 experience and achievements.

For Phase 2, the allocation of days to Lead Expert shall not exceed 80% of the days remaining in the expertise envelop after Phase 1.

Lead Experts cannot be appointed to support more than one network at a time (whatever the type of network).

Ad-Hoc Experts can be appointed by approved Transfer networks under phase 2, at the beginning of phase 2 or during the network life cycle as needs emerge. The procedure for appointment shall be similar as the one outlined above for Lead experts.

Lead experts and ad hoc experts shall be selected from the pool of validated URBACT Experts only. Following validation of the Lead partner's request by the URBACT Joint Secretariat, a contract will be established between the expert and the URBACT Managing Authority. The Lead partner shall be responsible for certifying the services performed by the Lead expert and validating the expert's activity reports (including deliverables, number of days claimed, etc.)

7. Capacity-building activities for Transfer Networks

In addition to the activities implemented by Transfer Networks, the URBACT Programme shall offer regular training and capacity-building schemes to local stakeholders of network partners in order to enhance the capacities of urban practitioners to manage sustainable urban policies and practices through integrated and participatory approaches. Doing so, URBACT intends to go beyond individual learning and to allow local authorities to improve the way they are working with their communities.

Partners of Transfer Networks will be invited to participate in the following capacity-building activities:

- National capacity-building seminars – this action developed at national level, in national language, aims to provide tools and methods to enhance capacities of local stakeholders to co-produce and implement integrated and participatory approaches to urban development. National Authorities are strongly involved in these actions, so as

to foster dialogue between national and local players on urban policies and allow project partners to better understand the national context in which they are operating.

- URBACT Summer Universities, which consist of a large transnational capacity-building event aiming to provide urban practitioners and local stakeholders with tools and methods to develop integrated and participatory approaches to sustainable urban development policies. Project partners from all URBACT networks come together to “learn by doing”, share good practices and test different tools they can apply at city level within their local partnership work.
- Other ad hoc capacity-building actions based on specific needs may be developed for specific stakeholder groups involved in the design and implementation of sustainable urban policies (e.g. elected representatives, Managing Authorities of Operational Programmes, national authorities, etc.).