



IMPLEMENTATION OUTPUTS– DESCRIPTION AND GUIDELINES

COMPENDIUM OF IMPLEMENTATION

URBACT IMPLEMENTATION NETWORKS

This Guidance has been designed for the URBACT III Implementation Networks and it aims to provide a structure for outputs to be produced at local, network and programme level.

TABLE OF CONTENTS

TABLE OF CONTENTS	2
1. INTRODUCTION	3
1.1 What is the Compendium of Implementation?.....	3
2. CONTRIBUTING TO THE COMPENDIUM OF OUTPUTS.....	4
2.1 Local Level Outputs	4
2.2 Network Level Outputs.....	5
3. BRINGING IT TOGETHER AT PROGRAMME LEVEL	6
3.1 What Programme Level Output is planned?	6
3.2 Main sections of the Compendium of Implementation	6
4. CONCLUSION AND NEXT STEPS.....	8
4.1 What is expected from you?	8
4.2 Summary of Contributions	8
ANNEX 1 - CASE EXAMPLE	9

1. Introduction

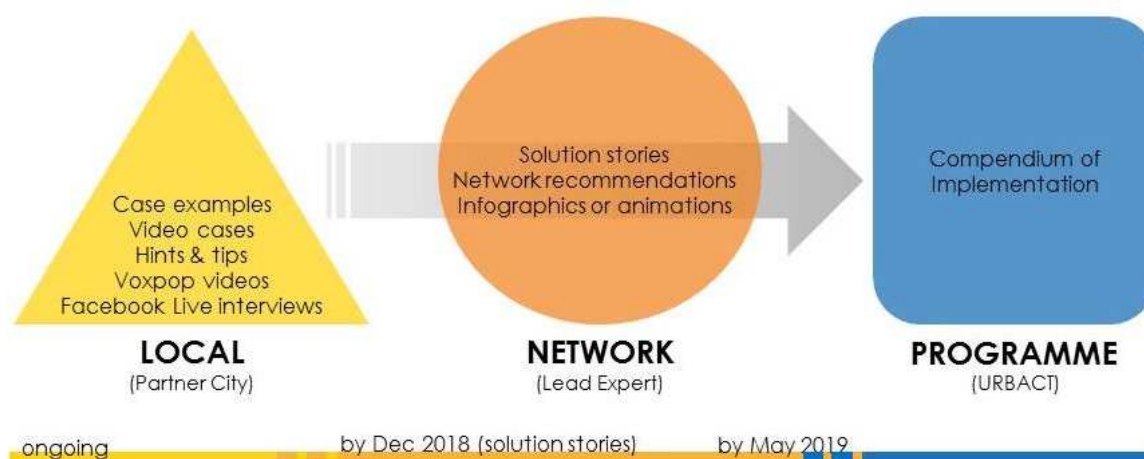
1.1 What is the Compendium of Implementation?

The URBACT Implementation Networks are a new initiative within the URBACT III Programme and the outputs from these networks need to be designed and developed in a coherent way. The ultimate objective of this compendium being to produce a programme level output bringing together material from the Implementation Networks in a modular way, allowing the user to have access to different elements or the whole product depending on their need.

This compendium will be a mix of text based elements, particularly articles, case studies as well as other more visual elements such as videos from cities or infographics and animations. In general the Lead Experts will be responsible for producing written contributions and cities will develop in a coordinated way other parts.

The outputs developed at local level will feed the outputs to be developed at network level. The network outputs should bring together common issues and lessons or solutions developed using the URBACT method of exchange and learning.

All of these outputs will feed into a programme level product which will showcase the work done in the partner cities, highlight the key lessons from the Implementation Networks and share solutions about improving implementation of sustainable urban development strategies and action plans with other EU cities and practitioners.



2. Contributing to the Compendium of Outputs

2.1 Local Level Outputs

The URBACT Implementation Networks are made up of city partners all seeking to improve the implementation of their sustainable urban development plans or strategies. The URBACT programme has provided this tool to exchange with other cities, share experiences and develop solutions to a number of implementation challenges.

City partners have produced an Implementation Plan as part of their network and they will track its implementation and keep a record of the barriers encountered as well as the solutions identified. They will work as part of an URBACT Local Group in their city to prepare an Operational Implementation Framework (OIF) which will be the main output for each city. The OIF will be built up over the course of the network lifetime and some of the outputs mentioned here below will form part of the OIF.

EXAMPLES OF LOCAL LEVEL OUTPUTS:

Case Examples – cities should draft a ONE PAGE summary using a template produced by the network (see example in Annex 1). At least one case example per city should be prepared with the help of the network lead expert. Case examples should demonstrate how solutions were found to the implementation challenges.

Video Cases – video descriptions can be prepared to visualise case examples on a local level. These videos should focus on how the implementation challenges were addressed, they should be short and to the point. Guidelines and examples can be found on the URBACT website www.urbact.eu

Hints and Tips – at local level lots of interesting things happen but they are perhaps not significant enough for a case example or a video. These hints and tips are short (single paragraph) ideas or experiences of interest to other cities. They can be about solutions, tools or methods and can be grouped together by the Lead Expert to make an interesting overview on one particular point.

Voxpop Videos/Facebook Live interviews – these videos are very short and often take the form of an interview of a key stakeholder and/or decision maker. They can be a series of short interventions showing different perspectives or viewpoints on one topic. They should be accompanied by a one paragraph summary and subtitled if in local language.

2.2 Network Level Outputs

The group of city partners working together in an Implementation Network do so to add value to their exchange, to develop common solutions and ideas for better implementation of sustainable urban development actions. The outputs produced by the network are coordinated by the Lead Expert of each network. The role of the Lead Expert is to have an overview of the work taking place in the cities and the common points coming from them in order to bring forward ideas to share between partners.

EXAMPLES OF NETWORK LEVEL OUTPUTS:

Solution Stories – a solution story should be longer than a case example and should describe how something was tackled in a particular city. They should be 2-4 pages long and can be written by the Lead Expert in close collaboration with the city in question. In the URBACT Guide on Writing about integrated Urban Development¹ **(add link)** further information about how to prepare a solution story can be found.

Network Recommendations – the final recommendation about how cities addressed the implementation challenges can take many forms and it is for the partners and the Lead Expert to work together to design this final network product. Taking into consideration that part of it can be used in the Compendium of Implementation at programme level. Networks will be asked to have this final product ready before the end of the network life.

Infographics or animations – some of the key messages can be delivered using infographics or animations. These visual aids can be developed to summarise the learning at network level.

All outputs should be prepared using the URBACT Graphic Charter and Guidelines. Other ideas for local or network outputs are also welcome – SHARE THEM WITH US!

¹ http://urbact.eu/sites/default/files/media/urbact_writing_guidelines_2nd_edition.pdf

3. Bringing it together at Programme Level

3.1 What Programme Level Output is planned?

The local level and network level components will be organised into a Programme level compendium drawing in experience from outside of URBACT to enrich this final product. The Compendium of Implementation will use the best examples of outputs from cities and networks and will summarise these in a format suitable for a wider public of local urban practitioners.

3.2 Main sections of the Compendium of Implementation

Introduction

Implementation is where policy ideas are turned into reality. Implementation can be harder than strategizing. Many things go wrong when trying to deliver projects, ranging from delays or refusals of planning consent, local opposition to projects, financial commitments collapsing and unexpected events such as archaeological discoveries or finding asbestos in a building about to be renovated. All of these factors and others make it difficult to coordinate different projects, each with its own timeline and often with different project leaders.

Improving performance during implementation is essential for cities to become more competitive, more inclusive and more sustainable. It involves far more than just good project management although this is a necessary condition. For the EU Cohesion policy, good implementation of integrated urban strategies can improve both the absorption of the funds and the quality and amplitude of the final results. There is a close link to the Urban Agenda of the EU and the need to understand the challenges in implementing different types of strategies with a range of objectives from making the economy more circular to combating poverty and integrating refugees.

The Integrated Approach during Implementation.

Practical examples of how integrated approaches can bring additional synergistic benefits and help to mitigate downside effects.

Working with Partners

- a) Maintaining involvement of local stakeholders and organising decision-making for delivery. How working in partnership needs to change during the implementation. Using the partnership to improve coordination, timetabling of project delivery and overcoming problems.
- b) Working with residents, parents and civil society organisations to achieve results (e.g. stay tuned, Urb Inclusion)
- c) Working with the private and third sector to deliver projects and manage them in the long term.

Moving from Strategy to a Realistic Implementation Plan

Creating a robust plan ready for implementation which is realistic, ready to go and operational.

Performance Management and Monitoring Systems.

Adapting results framework for measuring performance as the projects are rolled out. Setting up monitoring systems and managing performance of the overall plan.

Innovating in financing, and procuring your actions

Working with EU ESIF funds, finding co-financed from national/local sources. Using new sources of financing. Getting the most of procurement. Keeping funding sources warm and ensuring coordination of co-financing.

4. Conclusion and Next Steps

4.1 What is expected from you?

The local level and network level components will be organised into a Programme level compendium drawing in experience from outside of URBACT to enrich this final product. The Compendium of Implementation will use the best examples of outputs from cities and networks and will summarise these in a format suitable for a wider public of local urban practitioners.

4.2 Summary of Contributions

The table below provides an overview of the different kinds of output expected from Implementation Networks:

Output	Who?	How many ?	When?	
Case examples	City and Expert	1 per city	Ongoing	LOCAL
Video cases	City with Lead Partner	Up to 1 per city	Ongoing	
Hints and Tips	City	At least 1 per city	Ongoing	
Voxpop Videos	City	1 per city	Ongoing	
Solution Stories	Lead Expert with city	1 per city	Dec 2018	NETWORK
Network Recommendations	Lead Expert	1 for the network	May 2019	
Infographics and Animations	Lead Partner and Lead Expert	1 or 2 for the network	May 2019	

Annex 1 - Case Example

Ideas for content

1	Title and City
2	Case example Summary (8 lines max.)
3	Solutions offered by the case example (10 lines max.)
4	Building on the sustainable and integrated approach (10 lines max.)
5	Based on a participatory approach (8 lines max.)
6	What difference has it made? How did the result indicator shift? (10 lines max.)
7	Why should other EU cities use it? (10 lines max.)
8	Key Facts and Figures:
8.1	Start and end dates of case example
8.2	Date of preparation of this case example
8.3	Who prepared the case example?
8.4	Budget
9	Extra information and hyperlinks
10	Annex at least 2 good quality photos

