



UIA Experts – Kick-off meeting

14-16 April 2021



AGENDA

14 April	Introduction, framing and explanation of outputs
14-15 April	Capturing and advising – 1,5 hour bilateral exchange between project manager and UIA Expert
15 April	Collective debrief on projects' implementation challenges
16 April	Administrative and Contractual management

Ice-breaker questions

- Where are you joining us from?
- What is your current workspace? *office, living room, garden, other*
- What temperature is it in your home town?
- Are you a project manager or an expert?



UIA Knowledge – overall framework

The UIA journey



Behind you: design and selection phase



- Agreed on the need to radically change the way policies and services are delivered
- Agreed on the need to test the new approach on a real urban scale
- Recognized UIA as the right funding scheme and testing environment
- Co-designed the final proposal with the relevant local stakeholders
- Projects selected and funding awarded



The UIA journey



Ahead of you: Implementation phase



- Co-implement the planned activities
- Coordinate the efforts of all partners involved (ecosystem manager)
- Involve target groups and end users
- Monitor, analyze, draw lessons to continuously improve your project

Exciting but challenging phase



Challenges to implement innovative projects



- Challenges specific to each project depending on the policy field, local context (e.g. regulatory framework, administrative culture, etc.) and degree of risk taken with the project (appetite for risk)
- Overarching challenges identified at Initiative level:
 1. How to **lead** an innovative urban project?
 2. How to organise a **smart public procurement** process to leverage and support innovation?
 3. How to maintain a **participative approach** during the implementation phase, ensuring an active involvement of key local stakeholders?
 4. How **to re-organise municipal services** to ensure a cross-department and integrated management and implementation?
 5. How to set up and implement an effective process of **monitoring, evaluation and measurement** of the actions implemented and results achieved?
 6. How to effectively **communicate** with local partners and beneficiaries
 7. How to plan the **scaling up** of the solution proposed, if successful?

Your resources for implementation



- ✓ Human resources
- ✓ Financial resources
- ✓ Knowledge resources
 - Internal knowledge (partners' collective intelligence)
 - External knowledge
 - Knowledge generated by the project for external audience

UIA Experts



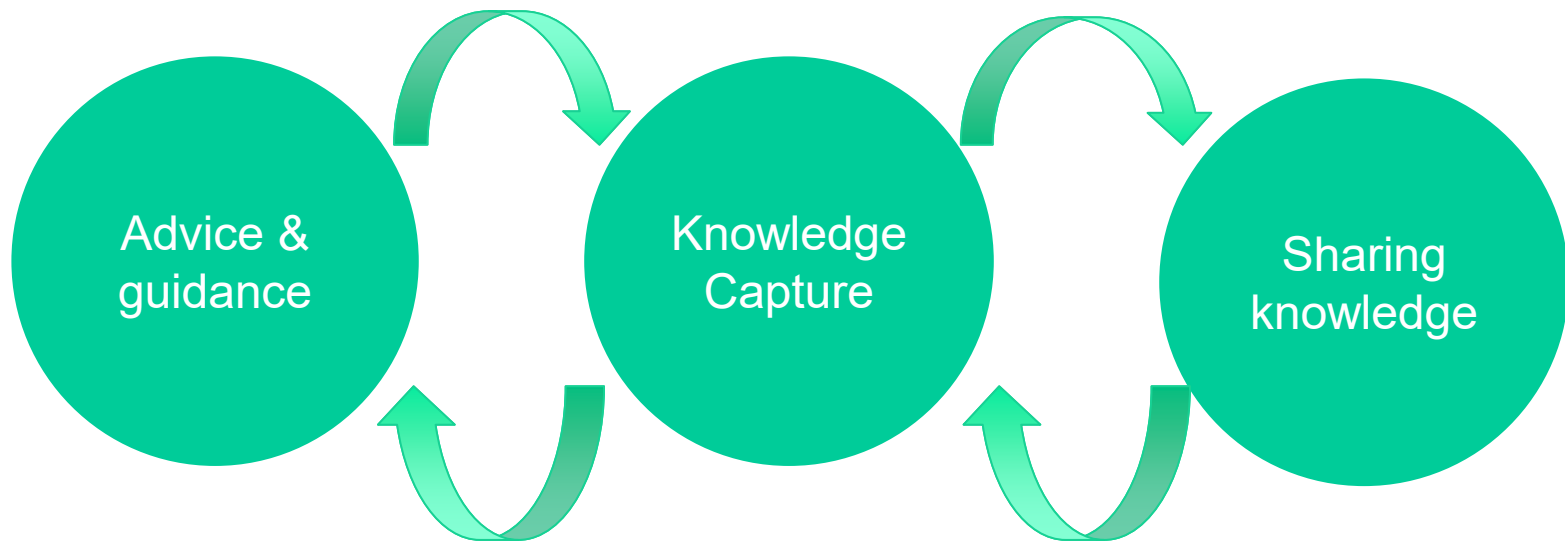
3 main tasks with strong focus on implementation (and related challenges):

- Task A: Advice and support (bringing external knowledge to projects)
- Task B: Capturing knowledge generated by the project
- Task C: Sharing the knowledge generated with external audience

Tasks clearly interlinked – part of a common journey



A reinforcing journey



Q&A



UIA Experts

Task 1 - Advice and support

Rationale



- During implementation, UIA cities may/will face challenges at:
 - **Operational level** (public procur., M&E, participative approach etc.)
 - **Strategic** (sust & business model, risk taking etc.)
- UIA Experts may provide advice and support in terms of:
 - External critical friend ('external' perspective)
 - Own knowledge of the topic
 - Examples/good practices from other EU cities
 - Contacts and networks



How? What?



MUA to send questions/requests in advance where a need for support is identified

Experts' advice and support provided through:

- Regular on-going contacts with project managers
- Site-visits
- Any other specific support task (e.g. moderating)
- At least, 6-monthly internal feedback between project and Expert (to be documented in the Activity report)



To keep in mind!



- UIA Experts \neq Project's Technical Assistance (*external expertise and service BL available*)
- Limited number of days allocated to this task
- UIA Experts are not experts of ALL aspects
→ *Crucial to discuss and identify the areas where the Expert can bring the most added-value for the project*





UIA Experts

Task 2 – Capturing knowledge

Capturing and sharing knowledge – Basic principles

- Wealth of experiences, practices, lessons learnt and recommendations generated by UIA projects while implementing the main activities (and facing the main implementation challenges)
- Focus on the implementation process with a thematic clustering (thematic and operational knowledge)
- To be captured in:
 - ✓ An analytical format: **Journal, Zoom In** and Final Qualitative Reports
 - ✓ A storytelling format: Webarticles and news by project



Urban Innovative Actions Knowledge Management Strategy

2020-2023

Objectives

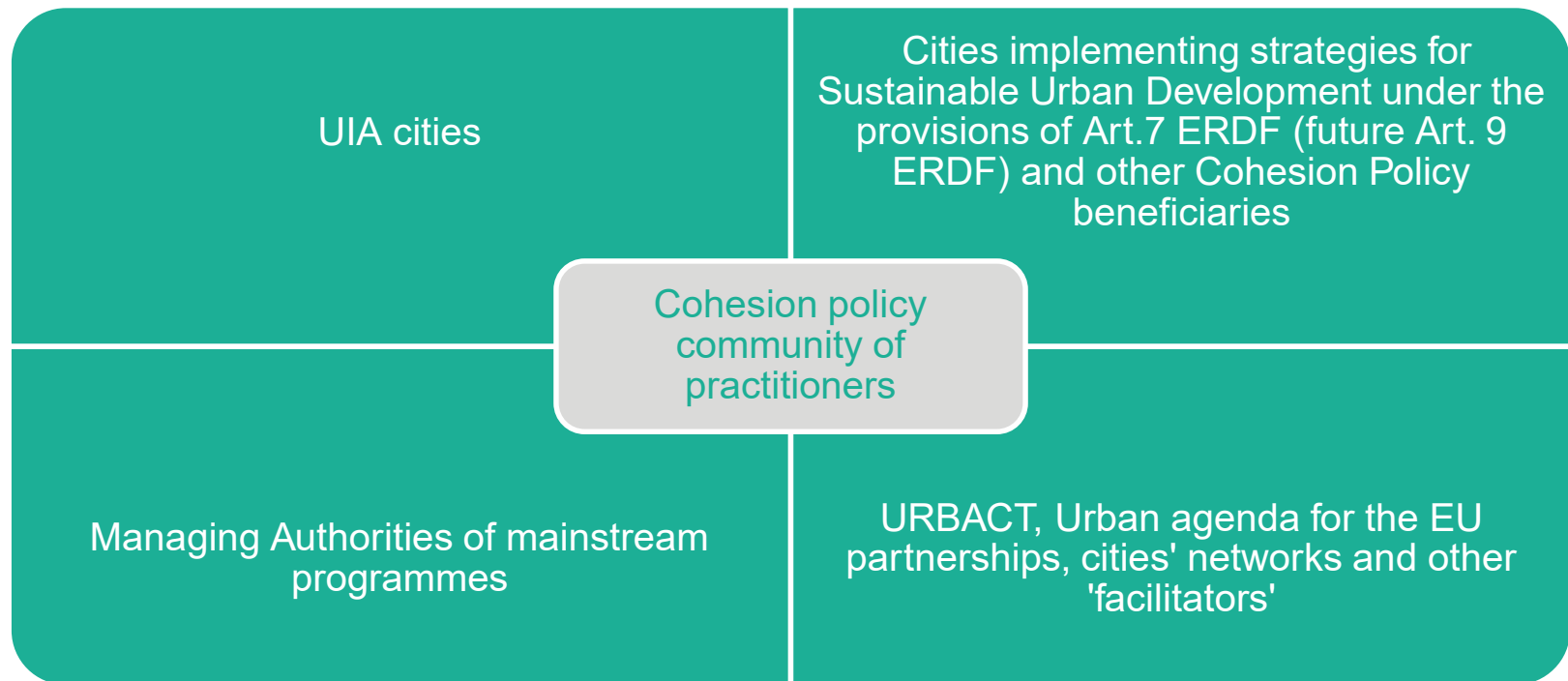


To capture the knowledge generated by each single UIA project during the the implementation phase

To capture, analyze and systematize the dissemination of the knowledge generated across different UIA projects clustered around common policy areas and/or operational challenges

To make the knowledge generated by single projects and at the level of the Initiative more accessible for urban practionners in Europe and to explain how it can be mobilized and by whom

UIA Knowledge – Target audiences



UIA Knowledge – 3 main components



Thematic capitalisation

- providing evidence based contents, policy findings and recommendations around the main policy areas covered by UIA (i.e. often UAEU themes)
- setting up thematic workstreams, with groups of experts and cities in order to gather evidence, share experiences and good practices on specific topics

Operational knowledge – capacity-building

- providing good and innovative practices, exploring the why and what way with regard to a particular operational challenge
- conducting studies, gathering evidence and sharing good practices on operational challenges most valid under Cohesion policy

Transfer

- identifying the most suitable transfer mechanism to facilitate transfer (and re-use) of UIA practices in other cities in Europe
- initiating pilot action using REGIO TAIEX Peer 2 Peer to apply transfer networks; Connecting with existing mechanisms (e.g. URBACT)

UIA Knowledge activities – 2020-2021



Thematic Knowledge

2020 Thematic activities

- [Cities engaging in the #right2housing](#)
- [Innovation for Urban Mobility](#)

2021 Thematic activities

- Just Transitions

Operational Knowledge

2020 Capacity building activity

- [Monitoring and Evaluation study](#)

2021 Capacity building activity

- Integrated Approach
- COVID related Activity

Transfer of Knowledge

URBACT transfer mechanism
for UIA practices

UIA Knowledge Lab

Q&A



UIA Experts

Capturing knowledge
Introduction to the 3 main outputs

| CAPTURING

- ✓ By providing advice and support – experts will be able to capture a wealth of knowledge from UIA projects
- ✓ Focus on IMPLEMENTATION which sets UIA projects apart from other EU funding programmes/initiatives
- ✓ Assist in development of documents and outputs to **capture** and **disseminate** lessons learnt as well as good practices for a wider audience

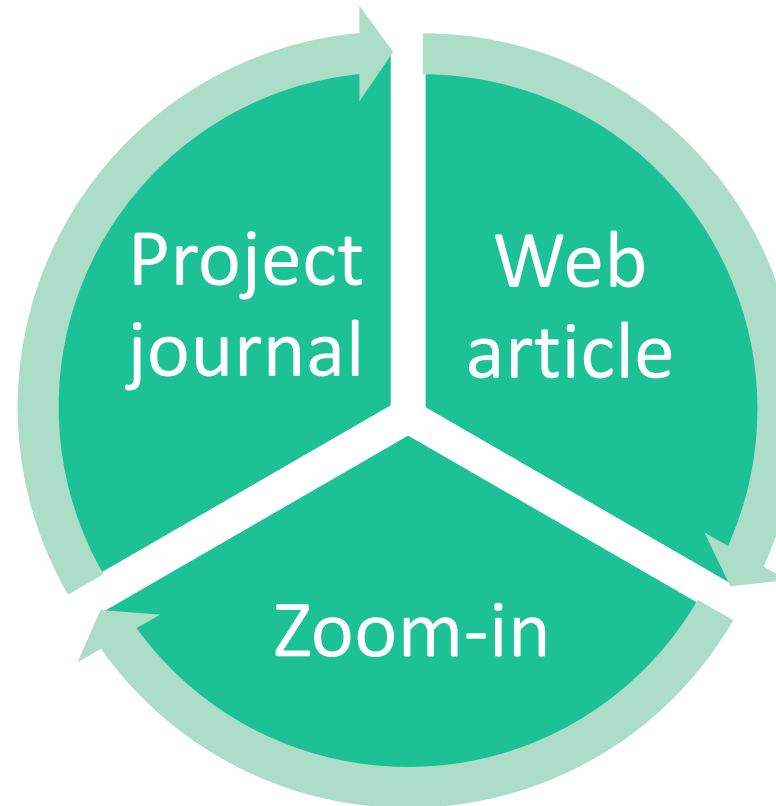
| CAPTURING - HOW

- ✓ Through Site-Visits
- ✓ Regular contacts
 - On demand
 - When discussing the outputs
- ✓ Advice provided by the Experts will be captured in the [web articles](#), [journal](#) and [zoom-in](#) as well as contributing to internal working documents



| CAPTURING – 3 OUTPUTS

Analysis of the project through the lens of the seven implementation **challenges**.



Story-telling, narrative of the project's lifetime, analysis on the project implementation **progress**.

Focus on a specific project aspect less visible but important, analysis of a cross-cutting dimension or a **specific component**.



UIA Experts

Capturing knowledge
The Project Journal



What is it?

- ✓ *The main report analysing the development of the project through the lens of the 7 implementation challenges*

Objectives:

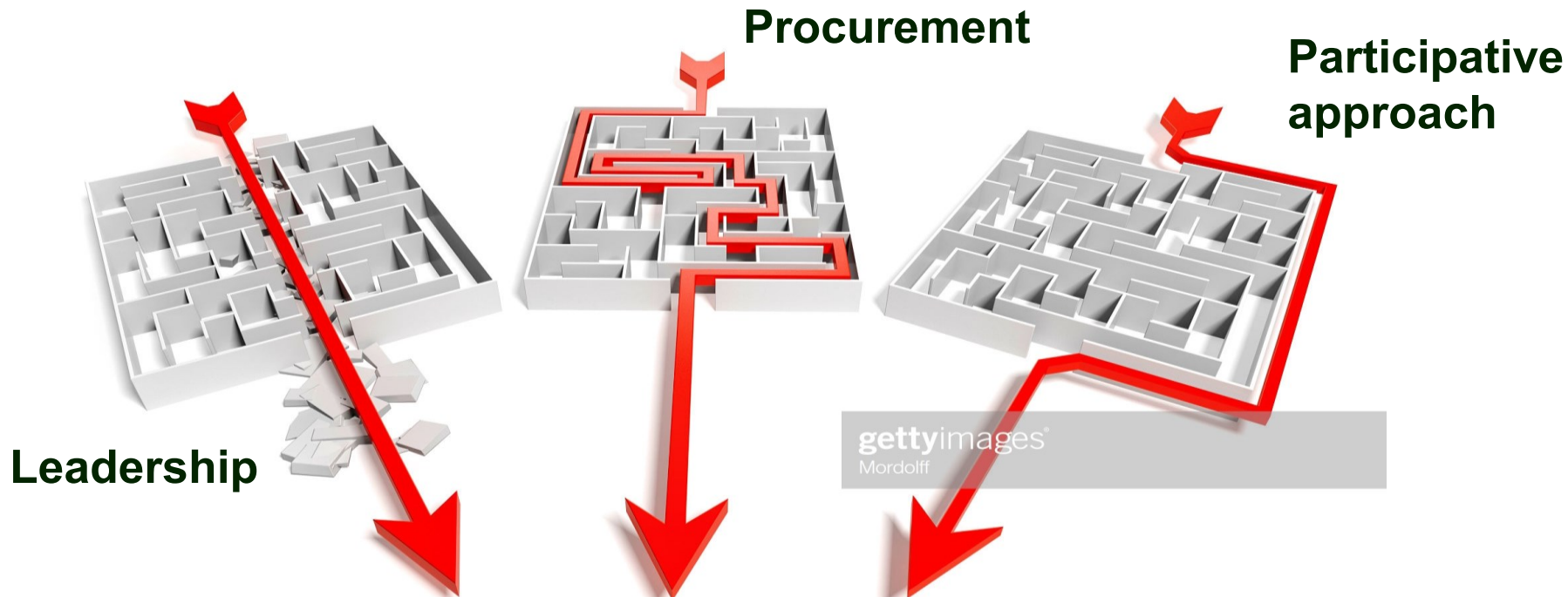
- Showing how an innovative and integrated project is *addressing/overcoming* a certain challenge
- Analyse the process generating the *project's capacity* to continue with its development (alternative solutions)
- Grasp the continuous “*learning curve*” offered by the implementation of a complex urban project
- Isolate learning points for other urban stakeholders

What is it NOT?

- ✗ *It is not a progress report describing the mere development of activities of the project.*

Leading questions

- ✓ *Which challenges have been faced?*
- ✓ *Why the project has encountered that particular challenge?*
- ✓ *How did the project manage to overcome them and implement a certain activity?*
- ✓ *What the city has learned?*



Content

1. An executive summary
2. A short update about the project: Where does it stand in its implementation?
3. A section addressing all the seven challenges, one by one*. For each challenge, the expert should present:
 - a) A critical analysis anchored to the project activities development.
 - b) The lessons learned from that specific challenge, in the respective implementation period.
4. A Conclusion summing-up the main aspects addressed

*** If not all challenges are relevant, please include a brief paragraph explaining why it is not significant as well as the “maturation process”**

Format

- Posted online!
 - Between 8 and 15 pages
 - Ensure a adequate level of English (please check the grammar and typos mistakes before delivering)
- ✓ *Journals represent an essential starting point for wider activities of knowledge capitalisation and dissemination*

Delivery Dates

Journal number	Date of delivery
Journal 1	31/10/2021
Journal 2	31/10/2022
Journal 3	31/10/2023
Journal 4	30/04/2024

Q&A



UIA Experts

Capturing knowledge The Web Article

The Web article

What is it?

- The starting point of everything → all the things you cannot put in the journal but all the teasers to attract them to the journal and zoom-in!
- The **narrative** of the project's lifetime
- An unofficial, lighter touch on the project implementation progress.
- Is a **standalone** tool presenting **what** the project does, **why** it does it and **how** it does it.
- Objective: make the reader further explore the project!
- You have an **exclusive access** to an innovation lab where scientists are testing ground-breaking hypotheses: the blog post should reflect this **unique position**.
- To be produced indicatively **4+4+4 times (12 in total until 30/06/2024)**

|

The Web article

What is it not?

- References to journal and zoom-in with the use of hyperlink are possible but it is **not a diary of the project activities**.
- It is **not dry, nor pointless**; it has the right balance of storytelling and analysis behind it.
- The leading questions should not be “*What are the project activities realised?*” but “what is the progress made”, “what are the key moments in implementation”, etc.
- Is **not** a tool to disseminate **expert’s other work**.

|

The Web article

What type of content should it include?

- **Updates on the progress of work:** beginning of a key activity; important milestones reached; outputs achieved; culmination of important and interesting activities; interviews with key players from the partnership
- Project outreach to the world;
- **Perception** of the project from **someone not implementing it**;
- **Fears and ambitions** of partners; ways the partnership is working together, communicating to each other, or serving the common goal;
- **Important changes** the project is going through.

|

The Web article

What should the format be?

- Short and frequent text entries are recommended. Each entry should be between 1,000 and 2,500 words. A blogpost should be composed of:
 - *at least one picture (top of the page); possible embedded videos from online videos platform such as Youtube or Vimeo*
 - *possible interviews and/or quote*
 - *key figures when relevant*
 - *possible slideshow of pictures / documents in jpg format*
- The chances of your work to be read and shared are increased if you:
 - *Use compelling headlines*
 - *Add subheadings, use bullet points*
 - *Avoid plain text: use images*

Q&A



UIA Experts

Capturing knowledge The Zoom-in

The Zoom-in

What is it?

- A type of output that goes **into the details** of a specific project aspect
- **Complementary** to the information included in the Journals and Web articles
- To be produced **once a year**
- Experts, together with the projects, are supposed to **identify key elements**, on which they should focus

|

The Zoom-in

What is it not?

- **Not a generic** presentation of the project
- **Not an overall** picture of its different activities
- ✓ Experts are requested to “**dig deep**” into the details of a specific issue around the project’s implementation
- ✓ **Consult** the topic and the format with UIA before you start drafting

|

The Zoom-in

What type of content should it include?

UIA Experts and projects have the **freedom to choose** the specific topic. For example, it could be focused on:

- ✓ challenges of reusing materials from building blocks ([Kerkrade](#))
- ✓ how the project transforms a specific neighbourhood ([Athens](#))
- ✓ the relations between the MUA and one of the partners ([Coventry](#))
- ✓ how the project creates a new public attitude towards refugees ([Utrecht](#))

|

The Zoom-in

What should the format be?

- **Different formats:** case study, infographic, interview, video, podcast, etc.
- In case of a video or podcast – the necessary quality requirements need to be met
- It is possible that the project ensures funding for a professional video/podcast and UIA Experts draft the script
- In case of a Word document – around **seven pages**

Super Circulair Estate Kerkrade



EUROPEAN UNION
European Regional Development Fund

*This project is co-financed by the European
Regional Development Fund through the Urban
Innovative Actions Initiative.*

Zoom IN

Elma Durmisevic,
UIA Expert



0:00 / 18:36

CC BY-NC-SA



Zoom-in I

February 2019

How an exemplary city/university partnership gives birth to a wellbeing FabLab

A bottom-up dominated adaptation to the needs of migrants and refugees in building a 'Coventry for all'

Author: Peter Wolkowinski



Urban Innovative Actions
Les Arcuriales, 45D Rue de Tournai, 59000 Lille, France
www.uia-initiative.eu - info@uia-initiative.eu - +33 (0)3 61 76 59 34

4 The FabLab – the magnifying glass of this partnership

This Zoom-in is an in-depth deep dive into this very local reality and will show that the partnership of Coventry with Coventry University is unique, but reproducible, as these two very large institutions are complementary. As stated by Peter Barnett (CCC, Head of Libraries, Health & Info Service (Migration)) “the city becomes more friendly because it understands whom it is befriending” and this is due to the capacity of Coventry University to help the city to understand itself.

The ensuing chapters will try to show the developments of this complementarity, through the lens of the FabLab, co-created by both institutions. The process starts with an analysis of the relations built in the FabLab, according to the author, and goes into the conditions for success in creating the ‘Coventry for all, West Midlands for all’ reality.

5 The analysis

What is most important? Our origins, or what we do together at the present moment in order to create our common future?



The Zoom-in

Delivery dates?

Two Zoom-ins are expected:

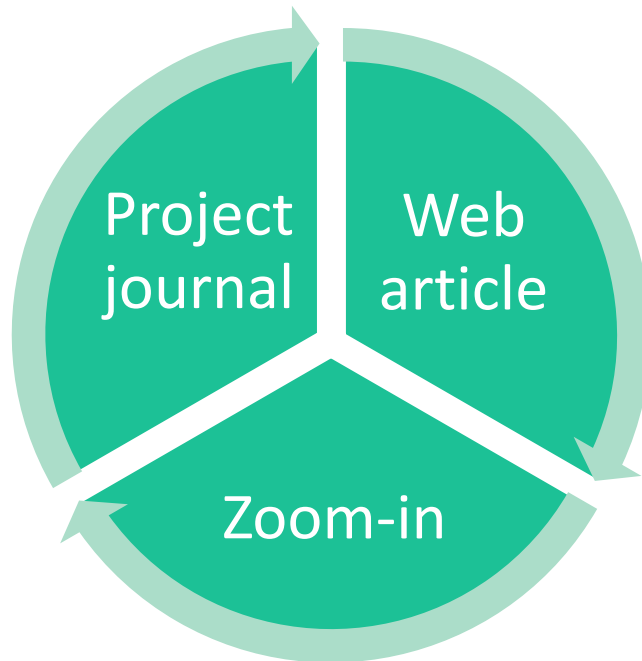
- July 2022
- July 2023

As a reminder:

- **Consult** the topic and the format **with UIA** before you start drafting

Q&A

| Online publication – 3 OUTPUTS



1. Access granted to the CMS (Content Management System)
2. Connect to the CMS with the user name and password. <https://www.uia-initiative.eu/user>
3. Add text/ pictures/ tables/ audio/ videos/ hyperlinks
4. Guidance will be provided by mail, training sessions will be organised
5. Any issue, contact:
 1. The UIA project officer in charge of validating your output
 2. knowledge_communication@uia-initiative.eu

Q&A

Instructions for the bilateral discussion on challenges

Urban authorities and experts discuss together the main implementation challenges with a focus on **meaning, intensity, likelihood and temporality**

- What do these challenges mean in the context of your project?
- When and how do they "translate" in the local context, in terms of stakeholders involved, in terms of calendar, resources needed, areas concerned, etc?)

Experts capture discussion for each challenge and fill in the table available [here](#)

Thursday 15th – reporting session

AGENDA

14 April	Introduction, framing and explanation of outputs
14-15 April	Capturing and advising – 1,5 hour bilateral exchange between project manager and UIA Expert
15 April	Collective debrief on projects' implementation challenges
16 April	Administrative and Contractual management

Q&A



Administrative and contractual management

Roles & responsibilities

- ✓ Ecorys: contractual management, incl. the reimbursement of fees + T&A costs
- ✓ UIA Permanent Secretariat & MUA: quality control of the activities and deliverables of UIA Experts

Days of expertise



- ✓ Total of **50** days: implementation phase of UIA projects
 - two years for the project implementation (Y2&Y3)
 - one final year for knowledge transfer



Days of expertise



✓ Indicative breakdown:

18 days per year for the two years of project implementation

- 9 days for advice and guidance (site visits, online meetings)
- 6 days for journal, zoom-in and web articles
- 3 days for knowledge sharing

14 days for the final year (knowledge transfer)

✓ Additional allocation of days - up to an additional **15** days commissioned by the Permanent Secretariat



Invoicing

UIA experts outputs,
activity report and template
for certificate of rendered
services

At least 2 weeks before the
deadlines (outputs and
invoicing DL)

MUA: feedback and
comment on outputs, check
activity report, sign
certificate of rendered
services

Reasonable timing!
2 weeks for the certificate

UIA expert: activity report
filled and signed, certificate
signed, invoice incl. fees &
reimbursable costs

Incl. Original supporting documents

UIA PS
Quality control of the
outputs, check and
validation of the Activity
report and invoice

ECORYS check and
validation of T&A costs and
invoice

UIA + ECORYS
experts@uia-initiative.eu;
kim.groenewegen@ecorys



ECORYS
Payment to UIA experts

Invoicing periods

Invoicing Period	Dates
1st	Start of UIA contract – 31 December 2021
2nd	1 January 2022 – 30 June 2022
3rd	1 July 2022 – 31 December 2022
4th	1 January 2023 – 30 June 2023
5th	1 July 2023 – 31 December 2023
6th	1 January 2024 – 30 June 2024

Q&A