1. **IDENTIFICATION**

<table>
<thead>
<tr>
<th>Title of the action</th>
<th>Support to Urban Action Planning – EU International Urban Cooperation Programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country(ies)/Region</td>
<td>Global</td>
</tr>
<tr>
<td>Total cost</td>
<td>Total estimated cost: EUR 1 400 000</td>
</tr>
<tr>
<td></td>
<td>Total amount of the EU budget contribution: EUR 1 400 000</td>
</tr>
<tr>
<td>Total duration¹</td>
<td>30 months</td>
</tr>
<tr>
<td>Method of implementation</td>
<td>Direct management</td>
</tr>
<tr>
<td></td>
<td>Grant – direct award</td>
</tr>
<tr>
<td>Markers (from CRIS DAC form)</td>
<td>Rio convention markers</td>
</tr>
<tr>
<td></td>
<td>Not targeted</td>
</tr>
<tr>
<td>Biological diversity</td>
<td>☑</td>
</tr>
<tr>
<td>Combat desertification</td>
<td>☑</td>
</tr>
<tr>
<td>Climate change mitigation</td>
<td>☐</td>
</tr>
<tr>
<td>Climate change adaptation</td>
<td>☑</td>
</tr>
</tbody>
</table>

2. **RATIONALE AND CONTEXT**

2.1. **Summary of the action and its objectives**

This action aims to strengthen the impact of international city-to-city (C2C) cooperation on sustainable urban development put in place by the EU's International Urban Cooperation (IUC) programme funded under Partnership Instrument (PI).

¹ Maximum duration of the operational implementation period of individual contracts upon their signature.
Intended as an auxiliary support to the IUC programme, the action will reinforce its methodological basis by drawing upon the EU’s existing URBACT programme to develop tailor-made sustainable urban development action planning methodology. Ultimately, the action and the IUC programme will support delivery on the EU voluntary commitments to the New Urban Agenda.

2.2. Context

Cities have a key role in tackling global challenges, such as climate change, and in promoting sustainable development. The urbanisation process, efficiently managed, can contribute not only to economic growth but also to environmental sustainability, social inclusion and citizen participation. Through cooperation between different cities facing similar challenges and with shared interests, effective urban solutions and new knowledge can be identified and transferred. Not least, by involving the private sector in C2C cooperation, new business opportunities, particularly for EU businesses, can be increased.

The EU’s International Urban Cooperation (IUC) programme builds on this type of 'win-win' logic. Adopted under the PI-AAP 2015 and launched in end-2016, the programme is putting in place an annual cycle of cooperation through pairing between cities in the EU and cities in key partner countries in Asia and the Americas which focuses on sharing of best practices, knowledge and solutions to urban challenges, involving also business and other urban stakeholders in the cooperation. The IUC represents one of the mechanisms which allow the EU to develop and lead on urban development issues on a global scale in response particularly to the New Urban Agenda but also to the 2030 Agenda for Sustainable Development and the COP-21 Paris agreement. Working bilaterally, the IUC programme underpins policy dialogues between the EU and targeted partner countries and regions. It is fully in line with the Urban Agenda for the EU, which shares the same vision for balanced, sustainable and integrated urban development with the "New Urban Agenda" adopted by the Third United Nations Conference on Housing and Sustainable Urban Development (known as Habitat III held in Quito, Ecuador, in October 2016).

The Council Conclusions 8824/16 of the 12/05/2016 on "HABITAT III: The European Union and its Member States' objectives and priorities for the 3rd UN Conference on Housing and Sustainable Urban Development", encourages fostering capacity building, including through exchange of knowledge. It considers in particular city to city cooperation as a beneficial contribution to long term partnerships that can facilitate a shared engagement.

The EU has developed a successful model for C2C cooperation within the EU context. The European Territorial Cooperation programme URBACT fosters integrated urban development through support to EU cities in developing integrated urban policies through networking, sharing knowledge, and capacity-building for urban practitioners on different urban policy themes. To maximise the benefits to

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2 The integrated approach to urban development includes two main elements: first, integrating different policies like economic, social, environmental and spatial when dealing with urban issues (horizontal integration); second, bringing together different stakeholders from citizens, to municipal staff, regional and national authorities in the design and implementation of local policies (vertical integration)
cities participating in the IUC programme also in view of implementing the New Urban Agenda, there is value added to draw upon this EU model as a basis for local action planning in the on-going external cooperation action.

A solid local action planning methodology which draws upon the URBACT expertise is expected to provide a strong basis for mutual understanding and cooperation between partner and EU cities. In the longer-term, the resulting cooperation could extend the reach of URBACT city networks beyond the EU, thereby contributing to strengthen the role of the EU as a global actor.

2.3. Lessons learnt

No similar cooperation with URBACT has previously been undertaken, so there are not yet any specific lessons learnt. In general, the use of successful EU internal approaches in cooperation with third countries can enable these approaches to develop further and bring value also to the EU stakeholders already involved.

2.4. Complementary actions

The action is designed to support delivery on the EU International Urban Cooperation Programme. It complements the EU's political commitment to deliver a New Urban Agenda on a global scale by putting forward a concrete tool for improved urban policy in the context of the IUC programme. In addition, as an auxiliary action to the IUC programme, the action will benefit from the overall synergies and complementarity established by the IUC programme with other initiatives. This includes EU funded programmes for development and cooperation on urbanisation in Asia and the Americas. Moreover, the proposed action will interact with the wider climate change cooperation component of the IUC programme, supporting the design and implementation of the Covenant of Mayors for Climate and Energy, to foster coherence in the way cities are encouraged to plan their climate action policies.

3. Detailed Description

3.1. Objectives

The overall objective of this project is to enhance the impact in qualitative terms of C2C cooperation on sustainable and integrated urban development within the context of the EU's programme on International Urban Cooperation.

The specific objectives are to develop a methodological basis for the elaboration of local action plans for sustainable urban development under the EU's IUC programme (SO1); and to build and strengthen capacities of IUC programme and city networks to implement local plans under the EU's IUC programme (SO2).

3.2. Expected results and main activities

The expected results of the action are:
R1 A fit-for-purpose, integrated, specific local action planning methodology for the IUC programme is developed

R2 Capacity for implementing local action planning methodology by the IUC programme and participating city networks is strengthened

R3 Quality backstopping support for local action plans under the IUC programme is provided

R4 Networking between stakeholders in the IUC and in the URBACT programmes is enhanced

Main indicative activities:

- **Development of action planning methodology (A_1.1)**

  This methodology will guide the action planning undertaken by cities under the IUC programme and be based on the URBACT experience. The methodology will be continuously updated based on feedback received in the roll-out of the IUC programme.

- **Development of guidance materials (A_2.1)**

  Methodological support like guidelines, toolkits on integrated and participative action-planning, reference papers on results framework, self-assessment tools, monitoring tools, templates, stand-alone tools, surveys and questionnaires will be developed to guide the action planning process under the IUC programme.

- **Training (A_2.2)**

  Trainings /capacity-building seminars will be organised yearly for the IUC programme implementers on integrated urban development in general and the action planning methodology and tools specifically. The trainings will explore the "train the trainer's approach to allow for further multiplication effects including among city networks.

- **Implementation of continuous support through professional resources (A_3.1)**

  The action will establish a mechanism for continuous support of IUC programme implementers in complement to the trainings and guidance materials described above. IUC programme implementers will also benefit from direct expert support in the form of missions undertaken to support concretely the roll-out of the action planning methodology to IUC cities.

- **Organisation of networking and exchange and learning activities (A_4.1)**
Networking, exchanges and learning activities will be organised between cities participating in the IUC and URBACT programmes in view of further supporting and adding value to existing C2C cooperation.

### 3.3. Risks and assumptions

**Assumption**

The main assumption of this action is that IUC programme implementers transfer adequately know-how on the C2C local action planning methodology to cities.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk level (H/M/L)</th>
<th>Mitigating measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The adapted methodology will prove to be ill-suited to all or part of the non-EU contexts target by the IUC programme.</td>
<td>H</td>
<td>At the core of the action is the principle that the URBACT methodology will have to be adapted, developed and tailored in such a way as to provide the necessary flexibility for each country covered by the IUC programme.</td>
</tr>
<tr>
<td>Different timelines of the IUC programme and the proposed action</td>
<td>H</td>
<td>Flexibility in IUC programme implementation, allowing cities that have already begun cooperation to take part of adapted methodology once available.</td>
</tr>
<tr>
<td>URBACT as a methodology to improve public policies may not be able fully to integrate the business dimension which is important in the IUC programme</td>
<td>M</td>
<td>Adaptations to the methodology aim specifically to take this aspect into account.</td>
</tr>
<tr>
<td>Alignment between adapted methodology and the monitoring framework of New Urban Agenda</td>
<td>L</td>
<td>Recognition of the need to ensure coherence between the IUC action planning methodology and the New Urban Agenda.</td>
</tr>
</tbody>
</table>

### 3.4. Stakeholders

The main stakeholders of the proposed action are the cities participating in the IUC programme as well as the stakeholders responsible for IUC implementation. Important benefits are expected to spill over into URBACT itself.
4. IMPLEMENTATION ISSUES

4.1. Method of implementation

4.1.1. Grants: Direct Award (direct management)

(a) Objectives of the grants

The project will be implemented exclusively through the signature of a grant agreement. As a result, objectives, expected results and main activities are those defined above under section 3.1 and 3.2.

(b) Justification of a direct grant

Under the responsibility of the Commission’s responsible authorising officer, the grant may be awarded without a call for proposals to the Agence Nationale pour la Rénovation Urbaine.

In accordance with the provisions of article 190(1) (f) of the RAP, characteristics of this action require a particular type of body, notably the Agence Nationale pour la Rénovation Urbaine, on account of its technical competence, its high degree of specialisation and administrative power. In the case where the grant is awarded directly to the Agence Nationale pour la Rénovation Urbaine, this will be justified by the Commission’s authorising officer responsible in the award decision, in line with Article 190(1) (f) of the RAP.

Given the high political relevance for the EU of promoting a successful EU model of sustainable urban development in its external action, it is judged as most appropriate to select as implementing partner of this project the Agence Nationale pour la Rénovation Urbaine which is in charge of the administrative, financial and HR management of the URBACT Programme.

UBRACT is a programme of the EU financed under the EU's Structural and Investment Funds. As such, and in accordance with the principles of shared management, it has a Managing Authority located in France under the authority of the General Committee for Territorial Equalities (CGET) with responsibility for the day-to-day oversight of the programme. The administrative, financial and HR management of the URBACT Programme is delegated by the CGET to the Agence Nationale pour la Rénovation Urbaine.

In view of its position, the Agence Nationale pour la Rénovation Urbaine offers a unique combination of technical expertise of the URBACT programme and contacts with relevant URBACT stakeholders. As such, the Agence Nationale pour la Rénovation Urbaine has the necessary convening power and legitimacy vis-à-vis URBACT stakeholders to implement this action.

(c) Essential selection and award criteria
The essential selection criteria are the financial and operational capacity of the implementing partner. The Agence Nationale pour la Rénovation Urbaine has sufficient sources of funding and the technical competencies and qualifications to carry out the action.

The essential award criteria are relevance of the proposed action to the objectives of the project; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for grants under this call is 100% of the eligible costs of the action.

In accordance with Articles 192 of Regulation (EU, EURATOM) No 966/2012 if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission’s authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

4.2. **Indicative budget**

<table>
<thead>
<tr>
<th>Method of Implementation</th>
<th>Amount in EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1 – Grants - Direct award (direct management)</td>
<td>1.4</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>1.4</strong></td>
</tr>
</tbody>
</table>

4.3. **Performance monitoring**

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partners' responsibilities.

To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports and final reports. FPI and DG REGIO will closely supervise the implementation of the action.

The progress and final reports shall provide quantified and qualitative data in relation to the logical framework indicators which will include relevant indicators from the list of common Partnership Instrument indicators.

To ensure proper project governance and strategic orientation a steering group consisting of, at minimum, the relevant European Commission services and URBACT will be constituted.
The Commission may undertake project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews.

4.4. **Evaluation and audit**

For this action the Commission may carry out interim and/or final/ex-post evaluation(s) via independent consultants contracted by the Commission based on specific terms of reference.

Without prejudice to the obligations applicable to the contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments.

As the "N+1" applies for contracting under this decision, external evaluations and audits, as well as additional external monitoring referred to under section 4.3 above, will be funded from sources other than those allocated to this specific action.

4.5. **Communication and visibility**

Communication and visibility will be an integral part of the action. A communication plan shall be prepared by the implementing partners and implemented in line with relevant guidelines that, inter alia, will define the key messages and specific communication/EU visibility actions to be taken.

All documentation and promotional material produced in the framework of the project shall bear the EU flag and mention that it is financed by the EU. Exceptions to this rule may be considered on a case by case basis for duly justified reasons.