

**CALL FOR PROPOSAL
URBACT 2012 – 3rd Call**

An Exchange and learning programme for cities contributing to the European Commission Initiative

PROPOSAL DEVELOPED BY LUDEN



‘Micro-initiatives for a CHange in Paradigm’ – Micro CHiP

The overall aim of this project is to empower households and small businesses for the adoption of innovative micro-initiatives towards a low carbon and resilient economy.

The innovative key elements are:

- ✦ the focus on ‘micro-initiatives’ which have proved -in other sectors- to provide ‘macro-results’
- ✦ the focus on ‘behavioral change and empowerment’ of citizens, households and small businesses in the production and consumption of energy, resources and food at the community and neighborhood level
- ✦ the use of ‘participatory methods’ to enhance local learning, management capacity, and skills

The project seeks to exchange experience, support the transfer of good practices on local micro- initiatives in addressing some of the following key issues:

- I- Tools and best practices available at the micro-level for encouraging micro initiatives**
- II- The rationale for spreading the use of micro-initiatives and the need for addressing behavioural change and empowerment of stakeholders at the micro level**
- III- The role of local, national/supra-national authorities, in the support, replication, adaptation and up-scaling of micro-initiatives**



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URBACT II Programme – 3rd Call

‘Micro-initiatives for a CHange of Paradigm’ – Micro CHIP Project Overall Description

<p><u>OBJECTIVE</u></p>	<p>The overall aim of this project is to empower households and small businesses for the adoption of innovative micro-initiatives towards a low carbon and resilient economy.</p> <p>The innovative key elements are:</p> <ul style="list-style-type: none"> ✦ the focus on ‘micro-initiatives’ which have proved -in other sectors- to provide ‘macro-results’ ✦ the focus on ‘behavioral change and empowerment’ of citizens, households and small businesses in the production and consumption of energy, resources and food at the community and neighborhood level ✦ the use of ‘participatory methods’ to enhance local learning, management capacity, and skills <p>The project seeks to exchange experience, support the transfer of good practices on local micro- initiatives in addressing some of the following key issues:</p> <ul style="list-style-type: none"> I- Tools and best practices available at the micro-level for encouraging micro initiatives II- The rationale for spreading the use of micro-initiatives and the need for addressing behavioural change and empowerment of stakeholders at the micro level III- The role of local, national/supra-national authorities, in the support, replication, adaptation and up-scaling of micro-initiatives
<p><u>EXPECTED OUTCOMES</u></p>	<ul style="list-style-type: none"> A) Exchange of good practices B) Production of 5 Base Line Study Reports C) 5 action/implementation plans that will mainstream future ESF/ERDF programmes D) The establishment of Three Transnational Workshops during the lifetime of the project E) 3 sub-theme reports F) An online programme of support relating to the specific sub-themes. G) Establishment on online interactive platform which will also host an ongoing community of practice at local/regional/national and EU levels H) Dissemination of results at European and regional level
<p><u>PROJECT OFFICER</u></p>	<p>To be defined</p>
<p><u>PARTNERSHIP</u></p>	<p>Minimum of 9 partners from 8 different countries.</p>

<u>STATES</u>	Member State of the European Union or of the European Economic Area
<u>CONTACT</u>	Morgane Lassaux, tel:+32 25244545, m.lassaux@ludenet.org
<u>PROJECT'S LENGTH :</u>	6 months , from the starting date of activities.(1/5/2012) for the Phase I - Development 27 months , following the 6 months of Phase I for the Phase II – Implementation
<u>COFINANCING FIRST PHASE</u>	70% for non-convergence regions, with a cofinancing at €6.000 80% for convergence regions, with a cofinancing at €4.000
<u>WORKING LANGUAGE</u>	English
<u>TEMPORARY BUDGET</u>	Total budget of the project : €100.000
<u>DEADLINE AND NEXT STEPS</u>	<ul style="list-style-type: none"> • End Of February 2012 for submitting interest in joining the partnership • Deadline for Submission is 15 March 2012.

PUBLICATION REFERENCE

DECEMBER 2011

LUDEN REFERENCE: 4/12/2011

Background of the Call

Overview of the programme

Urbact is an EU funded programme which **supports the creation of “thematic networks”** of cities.

The **thematic networks have to consist of:**

- between 9-12 cities(two partners can in fact be non city partners BUT they have to be public bodies)
- The cities must be from different EU member states(in exceptional cases there can be two cities from the same member state)
- The mix of cities must be 50% from Competition regions and 50% from Convergence regions

The thematic networks have to focus on one (or more) of the following priorities:

1. Promoting innovation and the knowledge economy (e.g. local economic development, open innovation, etc.)
2. Promoting social innovation (e.g. innovative services, human capital, etc.)
3. Promoting employment and supporting labour mobility
4. Promoting entrepreneurship
5. Developing Low carbon and energy-efficient urban economies (e.g. sustainable transport, housing, climate change adaptation, and mitigation, protecting the environment brownfields redevelopment, etc.)
6. Enhancing urban planning performance and an efficient public administration (e.g. shrinking cities linkages urban-rural, city-centers management, etc.)
7. Promoting the active inclusion of specific groups (e.g. young people, the elderly, immigrants, women etc)
8. Fostering regeneration of deprived neighbourhoods and combating poverty

The overall objectives of Urbact are to:

- Facilitate the exchange of experience and learning among city policy makers and practitioners in the field of sustainable urban development among local and regional authorities.
- Disseminate widely the experiences and examples of good practice collected by the cities, and especially the lessons drawn from these projects and policies, and to ensure the transfer of know-how in the area of sustainable urban development;
- Assist policy-makers and practitioners in the cities and managers of operational programmes under the Convergence and Competitiveness Objectives to **define action plans on sustainable development of urban areas**, which may be selected for Structural Funds programmes.(ERDF/ESF)

Practicalities

The procedure for application is a two stage one:

- Stage One – Development Phase: 6 months, €100,000 fixed budget
- Stage Two – Implementation Phase: 27 months; €700,000 fixed budget)

The process requires the completion of a Declaration of Interest (DOI) to be initially submitted. The DOI has to have:

- A lead partner city
- Four other cities
- Letters of commitment/co-financing(intervention rate is 70% for Competition regions and 80% Convergence regions
- The five initial partners have to be from at least 3 member states AND also have 3:2 ratio in terms of being cities from Competition and Convergence Regions.

Closing date for submission of the DOI is 15 March 2012 (14:00 GMT)

If the DOI is approved then there is funding (€100,000) provided for the Development phase. During this phase the following tasks have to be undertaken:

- The partnership has to be expanded to include at least 4 other partners (two of these can be “non-city “ partners BUT have to be public bodies.
- Each of the 9 partners has to undertake the production of a base line study and establish a Local Support Group
- The lead expert has to visit each of the partners and write a base line report and the phase two application.

Once the final application is submitted then (if approved) funding will be provided for a programme of 27 months for the Implementation Phase. During this phase, the main activities will be:

- Three transnational exchange workshops
- Partners undertaking up to two specific bi-lateral visits linked to the development of their Local Action Plan
- Each partner to produce their Local Action Plan linked to funding from their ESF/ERDF programmes
- Final dissemination event

What is LUDEN?

LUDEN is a network of EU cities/towns/district councils as well as strategic Ngo's, all of whom are connected by being involved in national, regional and EU policies and programmes concerned with **area based regeneration**. Area – based regeneration programmes are one of the success stories in term of mainstreaming across the EU. The areas designated for area- based regeneration programmes have certain common characteristics:

- Low economic activity rates
- High levels of unemployment
- Poor levels of educational attainment, or low attainment for certain groups
- Rising economic development potential
- High levels of social exclusion
- High interest in micro-entrepreneurship
- Key agencies failing to reach needs of marginal groups
- High presence of immigrants and “economic migrants”

LUDEN is a **unique network** which involves local/regional politicians, technicians and residents in the process of area based regeneration. It was established in 1989 and is one of the longest established networks in relation to the theme of urban regeneration and remains committed to being at the leading edge in relation to the changing realities experienced by regeneration areas.

LUDEN has developed an excellent track record in project development and management, particularly within the URBACT Programme in which out of 4 applications 3 were received in the last call. We developed a wide range of project in various programmes and topics, such as women entrepreneurship, participatory democracy, urban planning, health communities, social inclusion and innovation.

LUDEN has adopted a global strategy during its last General Assembly held in June 2010. This strategy, known as “**A New Paradigm for Urban Local Development**” LUDEN has the desire to play a major role in the future EU policy. After having focused during more than twenty years over integrated approaches in urban areas, LUDEN has the will to shape the EU2020 Strategy to the local expectation and realities. The table hereafter represent LUDEN's goal in this shift that currently occurs throughout Europe in various forms, and more widely over the world and the last G20 discussions. While certain issues will only be solved at an EU or a global scale, some others need further attention on the ground. Our perception is that, through different European Funds combined with a step-by-step approach, we will be able to operate the shift by respecting the local expectation while fulfilling the European objectives, and by driving our members and project partner from the World War 2 paradigm into the New 2020 Paradigm

Current paradigm	New paradigm
Integrated approach in terms of process and objectives	Integrated also in terms of Outcomes
Growth model based on GDP	Progress based on social justice, equity and wellbeing
Infrastructure led	People led and focussed
Product innovation	Social innovation
Project focussed	Public Service focussed
Green growth	Sustainable bio-capacity
Competivity	Co-operation and mutuality
Mega cities	Medium and small urban centres
Privatisation	Social Economy
Social Integration	Inter-culturalism
Representative democracy	Participatory democracy
Administrative based governance	Functional Urban areas

Further details about the network can be found on our website: www.ludenet.org

Policy Background

This proposal has a number of key background/ contextual factors:

The priority 2 on '**Sustainable cities**' and sub-theme 5 '**Developing low carbon and energy-efficient urban economies**' of the URBACT II programme provides the project framework for the partner regions to collect best practices implemented in Europe on micro-initiatives, analyse them jointly and find common guidelines and recommendations for a wide replication across Europe. The partners of the project are expected to address and explore sub-themes 1 and 2 on "**promoting innovation and the knowledge economy**" and "**promoting social innovation**", and sub-themes 8 on "**fostering regeneration of deprived neighbourhood and combating poverty**".

Flagship initiative on innovation and energy efficiency

Taking into account the targets set out by the Commission Communication COM(2010) 2020 of 3 March 2010 presenting the Europe 2020 strategy, this project will contribute to the Flagship initiative on "**Resource efficient Europe**" and '**Innovation Union**'

European cities facing unprecedented challenges

Cities in the 21st century are facing unprecedented challenges. General agreements among scientists assert that our planet is going under rapid **climate change**, which is considered one of the most serious problems of mankind. In the fourth IPCC Assessment Report released in 2007, one of the central findings of the Working group II ("Impacts, Adaptation and Vulnerability") is that Climate Change is with high confidence not preventable anymore. IPCC scenario studies show that without additional climate mitigation measures, global mean temperature change could range from 1.1°C to 6.4°C by the end of the century compared to 1980-99 (IPCC, 2007).

Another key issue resides in the **looming peak oil**, which could be attained by 2035. The EU Energy Commissioner Andris Piebalgs pointed out in 2008 that global energy demand is expected to more than double by 2030, and questioned whether the provision of oil can be sustained in order to keep up with demand in this period. The IEA, in its 2010 World Energy Outlook, alleged that conventional crude oil production had already peaked and would flatten out in the next 10 years.

Those Climate/Energy issues are on the EU Agenda and have been clearly addressed by the European Institutions. In 2007, the European Council adopted ambitious energy and climate change objectives for 2020, the so-called '**20-20-20 climate/energy targets**', in order to reduce greenhouse gas emissions by 20%, to increase the share of renewable energy to 20% and to make a 20% improvement in energy efficiency. Two years later, the European Council adopted a climate-energy legislative package to enforce these measures and set out a new mandatory national target of 10% share of energy from renewable sources in the transport sector.

Meanwhile, the progress report on EU 2020 strategy (COM(2011) 815), suggests that, in spite of CO₂ emission reductions due to the economic crisis, additional policies will be necessary in several Member States to achieve their binding national emission reduction

targets. Similarly, efficient measures will be needed to achieve the remaining renewable energy and energy efficiency targets.

Cities are directly affected by the effect of climate change as well as the energy and natural resources depletion. However, they largely contribute to these adverse effects. Today, the anthropogenic impact of urban areas on global warming cannot be denied any longer. UNFCCC definition clearly refers to an anthropogenic origin of the Climate Change, which is described as “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods”. (UNFCCC Article 1)

Nowadays cities are usually considered as being responsible for 75 % of the world’s energy consumption and for 80% of GHG emissions. The number may vary depending on the source but cities always appear as a major source of GHG emissions. In Europe, Eurostat Urban audit on ‘measuring the quality of life in European cities’ pointed out that 74% of Europe’s citizens live in cities and are responsible for 75% of energy consumption and 75% of CO2 emissions.

Hence, **cities are widely impacting** on climate change and energy resources. At the same time, concentration of resource and human capital are occurring in cities. Thus, those environments can allow great initiatives and **represent an important potential to develop low carbon and long-term sustainability measures** as emphasised in the 5th cohesion policy report. The Covenant of Mayors, adopted in 2007, which brings together the mayors of more than 1,900 local authorities representing some 126 million citizens committed to contributing to the EU’s CO2 reduction objectives by 2020.

However, as rightly pointed out in the DG REGIO publication ‘Cities of tomorrow’ (EC, 2011), simply **reducing GHGs emissions** brings few direct benefits for cities and **should not be considered as the sole target**. Cities are concerned with a **wide range of environmental issues**. They need to manage quality of air and water, energy, waste and natural resources, and secure food provision in a context of shorter, more local consumption-production chain.

At the local level, efforts have to be directed on the sustainable use of energy and natural resources, the appropriate use of renewable energy and the adoption of sustainable modes of production and consumption. **The sustainable use of energy and natural resources** will eventually contribute to reduce the negative externalities produced by the transportation sector. Besides GHG emissions (accounting for 20,3% of total emissions in 2011 according to EEA), transport is also responsible for air pollution, particulate matters and noise. The effects of transport infrastructure on the nature, landscape and biodiversity are also adverse. In the residential and business sectors effective solutions are to be implemented such as the use of the 3Rs ‘reduce, reuse, recycle’ through rain water harvesting, recycling/reusing water and waste along with the adoption measures targeting the reduction of energy consumption.

The **appropriate use of renewable energy** requires the adoption of low or carbon neutral heat and energy supply at a micro scale. It includes among others practices, the use of combination of wind, solar and mini-hydro, solar photovoltaic, micro Combined Heat Power (CHP), solar thermal, water and air source heat pumps. Micro-renewable technologies and micro-cogeneration options represent an important potential to reduce GHGs emissions in

residential sector and are recognised as being key devices for addressing **fuel poverty**. Small businesses and community buildings may also widely benefit from generating energy from renewable sources, for their own consumption. This 'micro' generation reduces their dependency on energy suppliers, thereby providing financial savings and at the same time reducing GHGs emissions.

The adoption of **sustainable modes of production and consumption** is another key issue. According to DG AGRI (2008), agriculture is an important contributor to climate change, with the emissions of two powerful GHGs: nitrous oxide (N₂O) and methane (CH₄). A 2006 study of the impacts of the food production chain across the European Union found it accounted for 31 per cent of all EU's GHGs emissions (Climate Neutral Network, UNEP). In the production, manufacturing, transport, storage, selling and consumption of food, considerable amounts of GHGs are emitted.

Food waste makes a major contribution to GHGs emissions. According to the EC Commissioner Janez Potočnik, European Households throw away about 25% of all the food they buy, that is 76 kilos per person per year. 24 to 35% of school lunches end up in the bin. Most of this food waste ends up in landfill where it is prone to create methane. WRAP, a UK organisation committed to the move towards a zero waste economy, published in 2008 a Food Waste Report highlighting that UK households that are committed to recycling waste less food than the ones that are not. And those that have never composted at home waste more food than households that either currently compost or used to compost.

Hence, combinations of recycling, composting, and consuming local products are often stated as sustainable practices. Many food producers and consumers are increasingly encouraged to reduce their carbon footprint via their production and consumption choices (e.g. buying locally to reduce food miles). Urban Agriculture (UA) also appears as a possible option in the development of sustainable strategies to produce food *and (re)use natural resources and urban wastes,*" (UNDP, 1996.) UN-HABITAT, at the FAO summit in 2002, widely supported UA in developing countries. The local authorities need to assess whether this strategy can be widely replicated in European Countries in order to provide a complementary strategy to reduce urban poverty and food insecurity and enhance urban environmental management.

European households and businesses can **benefit economically from tackling these energy/climate and environmental challenges**. As acknowledged in the EU 2011 progress report on EU2020 strategy, the Union's energy efficiency target of saving 20% of energy by 2020 could reduce consumers' bills by up to €1000 per household a year. Business could achieve important savings (around € 25 billion per year in the UK only) from resource efficiency measures that are either no or low cost, using raw materials more efficiently and generating less waste.

The widespread adoption of micro- renewable technologies, energy efficient and water saving devices, as well as tailored modes of consumption, production and waste management could have **positive externalities on households and small businesses' resilience**. To increase the impact of such sustainable practices, the initiative must clearly be supported and initiated by **bottom-up approaches**.

There need to be **broad and sustained engagement and participation of empowered local stakeholders at the micro level**. Effective and long-term solutions must be anchored in an empowered local governance approach, which acknowledges the respective role and contribution of a wide array of actors: households, micro-businesses, SMEs and their employees, local associations and key stakeholders.

The **positive outcomes of micro-initiatives** defined as *'individual and collective actors who by means of interventions in public space contribute to the development of their cities from the bottom-up'*, **are manifolds**. Apart from bringing private or localized benefits to those who undertake them, the role of micro-initiatives is clearly relevant for addressing environmental challenges and represents an important potential for fostering social cohesion and intergenerational solidarity at the neighborhood, community and local level.

It is increasingly acknowledged that many of the solutions to major social, economic and environmental challenges need to be tackled at the local level. Micro initiatives are expected to be very effective, as they reflect the needs of specific communities and engage citizens in taking action. Moreover, they are often cost-effective, since they provide a conduit for the resources of citizens, charities or social enterprises to complement those of the state.

Although the necessity to switch to renewable energy supply and rationalised production and consumption habits is widely acknowledged at the macro level, it is ignored by large parts of the local population when it comes to concrete implementation in their neighbourhood. **Behavioral change within societies and communities depends largely on awareness** of the problem. Citizens and actors may not yet be aware of the scale and magnitude of what is to come as well as their impacts on their activities. Awareness should be raised among a number of different local stakeholders, such as households, small businesses, local organisation and educators.

It is of paramount importance to better understand the reasons for local reluctance and implement new approaches to successfully communicate with the local population. The main **challenges** for the adoption of micro-initiatives by households, micro-businesses and SMEs and their wide replication include:

- ✦ the difficulties to address behavioural change among households, micro-businesses and SMEs
- ✦ the upfront cost of new technologies and installation,
- ✦ the lack of knowledge on the best technology for each situation;
- ✦ the lack of knowledge on how to maintain the technology over time;
- ✦ the lack of availability of impartial advice at the local level.
- ✦ the lack of affordable or "clean" energy available
- ✦ the low penetration of efficiency technology in housing and the unexploited use of much of the related business
- ✦ the need to avoid 'one-sized fits all' solutions in developing tailored solutions according to the local specificities
- ✦ the lack of recognition of knowledge generated by micro-level initiatives

A better coordination of local actions at the community, neighborhood, and household level, as well as the share of knowledge about innovative and cost efficient micro solutions developed across Europe would definitely give better chances to reach energy/climate and

environmental targets. Providing these local actors with a wide range of tools, knowledge (ranging from micro-renewable technologies to energy, water-saving devices, waste management methods), would empower them in the development of innovative micro-initiatives.

Proposal Aims and Objectives

Given the above context, the overall aim of this project is to empower households and small businesses for the adoption of innovative micro-initiatives towards a low carbon and resilient economy.

The innovative key elements are:

- ✦ the focus on 'micro-initiatives' which have proved -in other sectors- to provide 'macro-results'
- ✦ the focus on 'behavioral change and empowerment' of citizens, households and small businesses in the production and consumption of energy, resources and food at the community and neighborhood level
- ✦ the use of 'participatory methods' to enhance local learning, management capacity, and skills

The project seeks to exchange experience, support the transfer of good practices on local micro- initiatives in addressing some of the following key issues:

I- Tools and best practices available at the micro-level for encouraging micro initiatives

- 1) How defining a micro-initiative?
- 2) How increasing knowledge, understanding and awareness of households and small businesses on micro-initiatives to move towards a low carbon economy?
- 3) What micro-initiatives can be adopted for a sustainable use of energy and natural resources, renewable energy and rationalised mode of production and consumption?
- 4) What cost-effective and energy-efficient micro-renewable technologies are available on the market?
- 5) What water- saving and energy-efficient devices are available at the micro-level?
- 6) What cost-effective devices, tools, best practices are available for rationalising food production, consumption and waste management at the micro-level?
- 7) What devices, tools, best practices are available for fostering change in transportation practices at the micro-level?

II- The rationale for spreading the use of micro-initiatives and the need for addressing behavioural change and empowerment of stakeholders at the micro level

- 1) What are the benefits and positives outcomes of the adoption of micro-initiatives?
- 2) What are the challenges for the wide replication of such measures?
- 3) How encouraging and sustaining empowerment of households and small businesses in the adoption of micro-initiatives?
- 4) How encouraging changing consumption and production habits among households and small businesses?
- 5) What behavioural change is needed for addressing fuel poverty?

- 6) How fostering eco-friendly ways of travelling in building on micro-initiatives (i.e. development of CSR businesses schemes for encouraging the spread of car-sharing among commuters, development of door-to-door transportation services, innovative and eco-friendly home to school transport such as 'pedibus'/ walking bus)
- 7) In what ways local micro-initiatives could promote social cohesion and intergenerational solidarity at the neighbourhood and community levels (i.e. development of local tenant associations, development of community facilities addressing locally tailored issues, micro-initiatives for accessibility...)

III- The role of local, national/supra-national authorities, in the support, replication, adaptation and up-scaling of micro-initiatives

- 1) How increasing local authorities understanding on the benefits of micro-initiatives?
- 2) In what ways local authorities could enforce them by initiating public-private partnerships?
- 3) What incentives and support schemes are available for supporting micro-initiatives? What specific measures are accessible for developing assistance and favouring micro-initiatives?
- 4) In what ways local authorities can promote the empowerment of local inhabitants and small businesses and encourage their active participation to the decision-making process?
- 5) How complementing micro-level initiatives by enabling policies? How fostering a shift in the elaboration of policies from a top-down to a bottom-up approach building on successful local micro-initiatives?
- 6) How encouraging local authorities' commitment to the replication, adaptation and up scaling of successful approaches at the micro-level?
- 7) How favouring the dissemination and transferring of the achieved results in the regional development policies in both the involved countries and, in general, at the EU level, by means of horizontal and vertical mainstreaming actions?

Proposal Outcomes

This proposal will realise the following projected results/outcomes/outputs:

- A)** Exchange of good practices
- B)** Production of 5 Base Line Study Reports
- C)** 5 action/implementation plans that will mainstream future ESF/ERDF programmes
- D)** The establishment of Three Transnational Workshops during the lifetime of the project
- E)** 3 sub-theme reports
- F)** An online programme of support relating to the specific sub-themes.
- G)** Establishment on online interactive platform which will also host an ongoing community of practice at local/regional/national and EU levels
- H)** Dissemination of results at European and regional level

Approach and Methodology

The proposal will use an Action Learning Methodology. Action Learning is inherently based on ensuring that the personal and social capital that participants bring will form part of the exchange and learning process. Action Learning is an organisational, problem-solving technique, which encourages participants to learn with and from each other, in pursuit of the solutions to real-life, work - related problems. It uses problem-solving as a means towards both individual and organisational change. Action Learning also provides external inputs which reflect the needs of participants. The methodology aims to achieve two key goals:

- ***Maximise impact at a local level and ensure that the eventual local action plan has wide ownership***
- ***Facilitate the effective trans-national exchange of experience and learning***

Action Learning is a structured way of working in groups on complex and difficult issues of practice. It is a powerful method for deepening understanding of complex problems of practice and working on ways forward. Action Learning (AL) is based on an experiential approach to learning - that is, it works with real problems and activities as raw material for analysis and reflection.

The methodology aims to achieve two key goals:

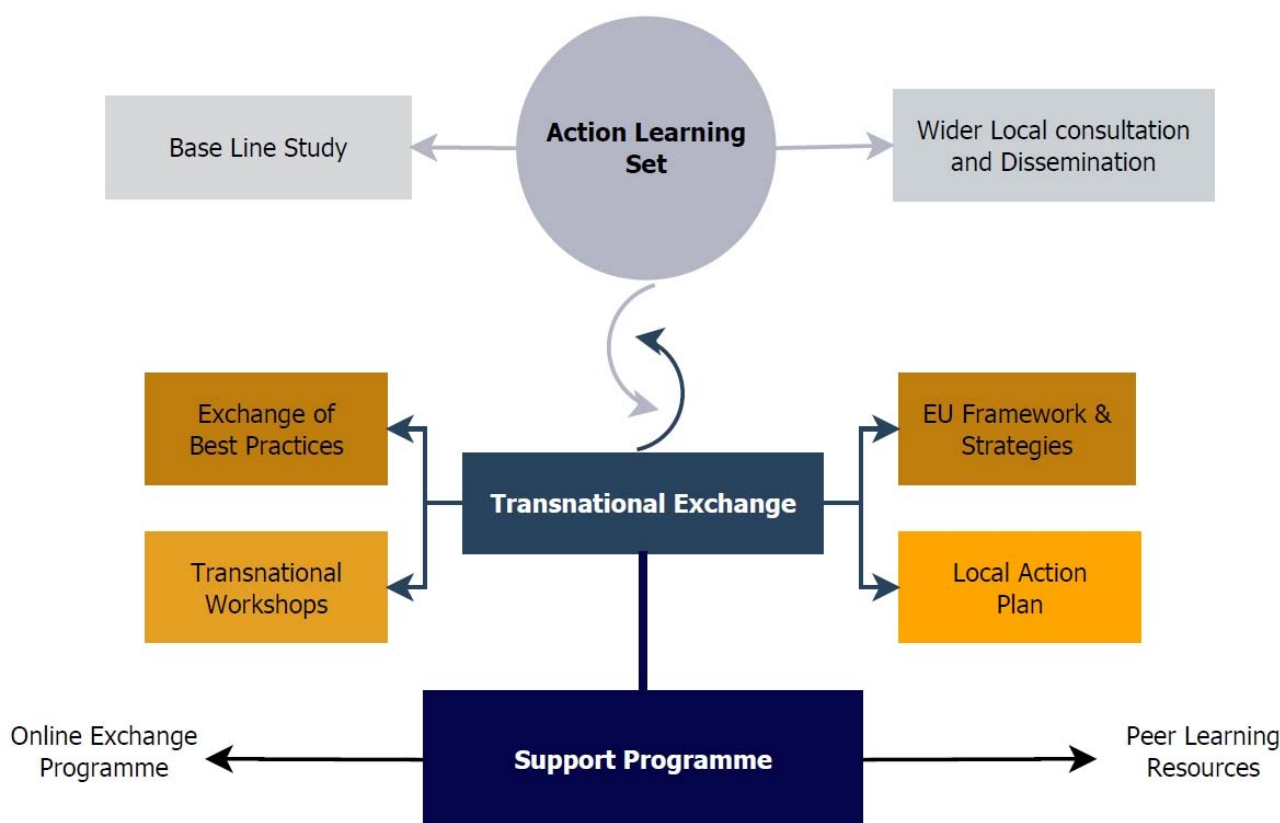
- Maximise impact at a local level
- Facilitate the effective transnational exchange of experience and learning

Each LAG will establish two “action learning sets” (ALS). These two action learning sets would focus on one of the above two challenges. Each ALS would bring together a group of three key actors from the respective LAG’s and they would take part in the transnational programme.

1. Overview of Action Learning Set Cycle

Each Action Learning Set cycle would have duration of between 5-6 months. The diagram below provides a “mental map” of the project in terms of the transnational exchange programme. The levels portrayed in the diagram are all linked to the key goal of maximising the local impact of transnational work. The levels are also interrelated and form part of what needs to be seen as an “integrated approach”.

Overview of the Action Learning Set Cycle



In addition, the project also seeks to develop a more evidence based approach to policy making. The base line studies that will be undertaken would help partners identify the key challenges they face in common and allow them to learn from each other in the areas that concern them the most. This work could also feed into other Community policies, and through this channel there would be more evidence-based policy making also in other areas. In this way, the positive interaction with other policies would be strengthened.

The methodology underlying this proposal is one that seeks to enable change by using a participatory approach which mobilises policy/decision makers and stakeholders in identifying best practice to assist them in improving policy-making and policy implementation

Maximising the Impact at the Local Level



Note One: A Territorial Cooperation Group (TCWG) will be established by each partner. The TCWG will consist of between 10-12 members who will be selected on the following basis:

- Membership has to include participants from public and third sector organisations. Where desirable, private sector involvement should also be included.
- Participants have to be actively connected to the theme of the network at a local level.
- There should be a gender balance in the TCWG.
- Include one local politician responsible for the theme of the network. This politician will also be required to participate in the final trans-national event of the network.

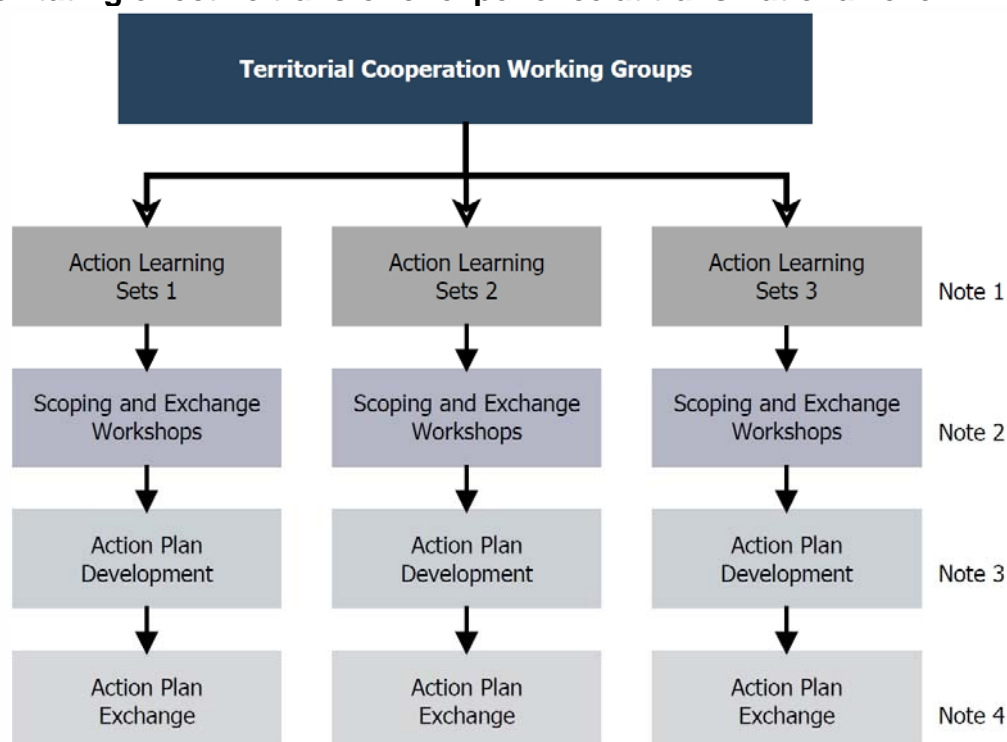
Note Two: The TCWG will meet at least 3 times per year. One of these meetings will be linked once a year to a consultation and dissemination event which will attract at least 30-40 other local stakeholders. The goal here is to make sure that the results of the trans-national exchange programme are shared.

Note Three: Participants of the TCWG will take part in at least one of the trans-national exchange workshops. This will ensure that the LSG members are all actively connected to the exchange programme and can thus ensure that there is adequate dissemination at a local level. This step is further elaborated below.

Note Four: The TCWG will be required to produce a regional action plan as one of the obligatory requirements of the programme together with locally identified “coaches/mentors” who can advise and guide the TCWG in its development of the regional action plan. The local dissemination and consultation events will form part of the action plan development process, thus ensuring that the end product has a wide ownership and a greater chance for implementation.

Note Five: An online interactive Web 2.0 platform will be established for the project. Each TCWG will be required to ensure that all TCWG member profiles are placed on the platform. The aim will be to facilitate exchange between TCWG members from other TCWGs established by partner organisations in the project. The platform will seek to create a “community of practice” related to the theme of the project. The platform will also provide an online conferencing (telephonic/video) facility and this will be used to offer TCWG members(sub-groups) moderated telephone discussion workshops on key issues related to the theme of the workshop. Finally, the platform will provide access to relevant case studies and resources that can assist TCWGs in their action plan development.

Facilitating effective transfer of experience at trans-national level



Note One: Each Partner would identify 3 participants who would form the Action Learning Set (ALS) for the specific sub-theme. This would mean that each Action Learning Set would consist of 24 key actors plus external experts and the Management Team.

- Action Learning Sets will be formed for each of the sub-themes. Whilst there will be some overlap in membership between the ALSs, the intension is also to ensure that membership of each ALS is directly linked to the sub-theme, thus ensuring a close involvement with the issue at regional level. For each sub-theme the composition of the ALS will remain fixed.

Note Two: Participation of the 24 members in a trans-national scoping and exchange workshop. This workshop would focus on mapping of practice and identification of need of all partners in relation to the sub-theme as well as show casing good practice.

Note Three: This is the action plan development phase. This will involve each local action learning set undertaking a number of activities:

- Participation in an online module which would focus on providing support and coaching/mentoring in developing local action plans.
- Undertaking local consultation and dissemination in order to share the outcomes of the trans-national workshop and clarify local needs/priorities in relation to the sub-theme.
- Liaise with other ALS members via the online platform in order to stimulate peer learning
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Note Four: This would be the final workshop for each ALS at which all of the ALSs will present their action plans and thus provide a means for further exchange of good practice and good ideas.

The work of each ALS would be undertaken over a 6 to 7 month period thus enabling participants to develop good relationships that will enable ongoing working with each other beyond the life of the group.

Alongside the work of the ALS, the project will create the online resource consisting of:

- Case Studies
- Sub-Theme reports
- Links to relevant websites
- Publications / Reports
- Contacts with regional/city/national/European actors

Budget

Please Refer to the budget excel table

Next Steps

If you agree on taking part on this project, please contact LUDEN's Office, Mrs Morgane Lassaux m.lassaux@ludenet.org

Deadline for joining the partnership: 29th February 17:00 CET