



URBinclusion

Combating poverty
in deprived urban areas

Newsletter

Issue 2 – April 2018

URBinclusion is a project funded by the EU **URBACT** programme and it is focused on the **co-creation of new implementation solutions to reduce poverty in deprived urban areas**. Integrated strategies addressing social inclusion will be implemented by the nine partners cities composing the Network.

This project second Newsletter contains a description of:

- URBinclusion project
- Past and future steps
- Different articles presenting specific steps and partner cities actions and situations



URBinclusion First Transnational meeting in Copenhagen 26-27th of September 2017

PROJECT PARTNERS:

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Copenhagen (Denmark)
Glasgow (UK)
Krakow (Poland)
Naples (Italy)
Timisoara (Romania)
Lyon (France)
Trikala (Greece)
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EUROPEAN UNION

European Regional Development Fund

The URBinclusion project

The proposal focuses on different compulsory and optional implementation challenges that are shared by all the partners of URBinclusion.

Compulsory challenges

1. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects.
2. Maintaining involvement of local stakeholders and organizing decision-making for delivery.
3. Setting up efficient indicators and monitoring systems to measure performance.

Optional challenge

1. Enhancing funding of urban development policies through financial innovation (urban development funds, crowd-funding, etc.).

Socioeconomic disparities and other form of inequalities are a major issue in European cities, which hinder citizens from achieving a **decent quality of life**. The economic and financial crisis has further intensified the concentration of poverty and social exclusion in cities. European cities are threatened by the increase of **social polarisation**, which is a consequence of many parallel processes: an increasing income polarisation since the 1980s, an **increasing volatility of employment** and a **huge recent increase immigration** to Europe and its cities. These factors are complemented by a progressively **retreating welfare state** and **privatisation of services** in several countries leading to higher costs for basic needs.

It has been increasingly observed that poverty does not only create **social differences** between people and groups; it also leads to **spatial differences**. The widening gap between rich and poor is **leading to social divisions and segregation** in more and more European cities. The rich and the poor are living at increasing distance from each other, and this can be **disastrous for the social stability and competitive power of cities**.

In this regard, URBinclusion Partners agree that the **level of integration and cross-fertilization of different approaches** is crucial to determine the suc-



Working Group Session, Copenhagen - 1st transnational Meeting

cess or failure of the implemented policies. Specifically, the common policy challenge addressed by URBinclusion is founded on an **"area-based approach"**, concentrated on specific (deprived) geographic areas, with essentially place-based policies. They do not focus on individuals but on a specific **geographical unit or a set of units**. This area-based approach is in some cases articulated, both **with a sectorial approach regarding different dimensions related with poverty** like employability, education, health care, housing, citizens' empowerment, social economy, and **with a demographic approach, regarding different social groups** like ethnic minorities, migrants, women, children, youth, elderly people, long term unemployed, Roma people, etc.

Some cities of this Network include **physical regeneration actions, linked to social inclusion measures**, mainly dealing with the recovery of public spaces and public buildings allocating social and cultural activities. Thus, **URBinclusion Partners plan to address the policy challenge through integrated strategies composed by different combinations of actions**, but always focused on the same aim: **fostering social inclusion and reducing poverty in deprived neighbourhoods of their cities**. In short, local actions included in the strategy should demonstrate their contribution in reducing poverty and improving social inclusion in the area.

URBinclusion 1st Transnational Meeting in Copenhagen

By Massimiliano Rumignani – URBinclusion Communication Manager

The URBinclusion Project held its **first Transnational meeting** for the project second phase in **Copenhagen** on the 26th and 27th of September. All the meetings and visits took place in the Sydhavnen area Copenhagen South Port Area. Apart from the large delegation from the hosting city of Copenhagen, 18 representatives participated in the meeting from the following partner cities: Barcelona, Glasgow, Krakow, Lyon, Naples, Turin, Trikala. Only one partner city was unable to participate in the meeting.

The first day meeting was held at the Cultural Centre “**Karens Minde Kulturhus**”. Following the welcome speech by Mr. Bjarne Winge, CEO of the Copenhagen Municipality Employment and Integration Administration, there was a presentation by Professor John Andersen focusing on “How to understand and analyse social inclusion and empowerment”. Following this introductory part, under the guidance of **project Lead Expert**, Mr. Fernando Barreiro, all city representatives and officers worked in small groups on the “**Operational Implementation Framework (OIF)**” and started to draw their own **Road Map and Time Line**. Moreover, the project communication officer presented and discussed with participants the future foreseen **internal and external communication activities**.

In the afternoon sessions, again under the guide of Mr. Barreiro, participants worked jointly to produce the **Implementation Plan** for the delivery of their local action plan, aiming to ensure coherence between strategies and actions.

After these working sessions, all participants took part in an interesting **guided tour of the South Harbour area** to visit some underground cultural sites and the new urban developments supported and implemented by public-private partnerships.

On the second day, the meeting started at the **AKB Common House** from where participants started another inspiring guided tour of different sites in **Sydhavnen**: the Civic Centre Kvartershuset, Fælles Skaberne (The Communitaizers), the Civic Entrepreneurs Sydhavns Compagniet and the AKB (local Social



Housing Association). During these visits, the participants had the chance to meet some stakeholders and managers of these initiatives. All participants were impressed by the level and the effectiveness of the activities and projects.

Civic Centre Kvartershuset: the neighbourhood house is an association funded by 12 AKB housing departments in Sydhavnen. The association is headed by a board consisting of residents from the membership groups. The aim is to create residential social activities that improve the quality of life and the local community

feelings. The house is working actively to reduce loneliness among residents in Sydhavnen.

This is done through different works and activities. Currently they have more than 900 participants in

their senior activities and since 2016 they have created activities for parents and their children.

Fælles Skaberne (The Communitaizers) is the name of the social housing initiative for the Sjøelør – Sydhavnen area in Copenhagen. It is part of the activities of **AKB, København**, which is a non-profit hous-



ing organization with more than 8,000 homes all over Copenhagen. AKB, København is owned by the tenants in the housing organization, which means that no one can profit from the rental. The rent is fixed so it covers the expenses of running the estates. Furthermore, non-profit estates are managed by an estate committee, which is elected by the tenants. The overall Fælles Skaberne plan focuses on the following four areas of action: Security and well-being; Education and employment; Prevention and parental responsibility; Crime Prevention. The Fælles Skaberne contribute, in close cooperation with the area's residents, to Sjælør & Sydhavn's development, as a living and safe area in Copenhagen. It is a 4-year social housing initiative that aims to strengthening the area's cohesion through involvement of citizens, municipalities, politicians and other stakeholders.

MedborgerCenter of the SydhavnsCompagniet. The Sydhavns Compagniet aims to ensure the effectiveness of social efforts supporting local employment and to promote networking and active citizenship among vulnerable citizens in the area. By motivating volunteering, they mobilize citizens' resources and thus support the framework for greater inclusion within the community. This resource mobilization is reflected in a social capital and integration that increases the security and development opportunities throughout the South Harbour. Overall, the organization's work can be seen as a value-based social (local) work focused on empowerment, active citizenship, networking and learning.

Opzoomerne in Danish, a local NGO inspired by the Dutch Opzoomer movement, that started in 1994 when the residents of Opzoomer Street got fed up waiting for local government to address problems of crime and blight. They came to realize that there was much that the neighbours themselves could do, and they decided to take action. In South Harbour,

Opzoomerne is engaging primarily vulnerable citizens in gardening and running The Neighbourhut (Kvartershytten). Opzoomerne in Danish is an example of the outcome of URBACT, because it finds its origin in a former URBACT project in South Harbour, when, 15 years ago, they went to Holland and it was presented to Opzommers.



Under the guidance and support of project Lead Expert and the **Project Coordinator**, Mr. Txema Castiella, the host **Business District Manager**, Mr. Øystein Leonardsen led an interesting session discussing the lessons learned during the visits, and then closed the two-day meeting.

The project coordinator for Barcelona sincerely thanked the Copenhagen delegation for their hospitality and for organizing such an **excellent meeting**. All participants expressed their appreciation for the organization of the meeting and the chance to **visit interesting and inspiring initiatives and sites**.

The next project meeting will take place in **Lyon on the 11th and 12th of January 2018**. It will be a **thematic seminar**, which will focus on one of the project Implementation Challenges: Monitoring and evaluation of interventions to tackle poverty and social exclusion problems.

How to create Urban Inclusion (and not exclusion, segregation or integration)?

By Øystein Leonardsen, Tabitha Burke and Aleksandra Galazka – URBinclusion Copenhagen Team

URBinclusion, an URBACT programme project, has one ultimate goal: to reduce poverty across European cities and create social inclusion. All nine of the participant cities agree that the solution lies in an integrated approach. It is time to break with silo thinking and sectorial division. Instead it is time for public, civic and private stakeholders to join efforts and work towards citizen participation and co-creation.

URBinclusion creates a unique possibility for the municipality of Copenhagen to support the city by generating local employment. The idea is to foster cooperation among different municipal departments and with local NGO's, businesses, social housing administrations and local activists. The hope is that this process can reinforce the sense of community by letting excluded citizens become part of a project. The key goals of this operation are assuring jobs at local level, creating connections among stakeholders and strengthening citizen participation.

How do we make this possible?

One of the key elements is to downscale the area both geographically and administratively. The Copenhagen approach is therefore focussed on the southwestern area, South Harbour or *Sydhavnen*.

South Harbour is one of six areas that the municipality of Copenhagen has characterized as socially compromised. Typical characteristics for this area are: A higher degree of unemployment, lower or no education, low income and a life lived in fewer square meters than the average Copenhagener. The living conditions of the residents are to a large extent determined by *Sydhavnen* location and history. The dynamic



development of housing in this area started at the beginning of the 20th century when AKB housing created the first social housing, taking over from the former shareholders organization. The buildings are



constructed with yellow and red bricks, unlike modern social housing and they greatly contribute to the areas nice atmosphere. Despite the value of the residential area, industrial production has affected the area. Major roads, high volumes of traffic and huge factories mean the old part of South Harbour is isolated. The area needed a helping hand.

As a way of approaching these inequalities, the municipality of Copenhagen has initiated a 5 year integrated urban renewal initiative – to make the area more liveable and most importantly empower the people of the area. The ultimate goal is to reduce poverty, promote job creation, enhance social cohesion and a vibrant urban life for a carbon free future. To address these issues the integrated urban renewal has three thematic targets: life between buildings; energy and resources; social and cultural life. The integrated urban renewal office is located in the local cultural civic centre, which helps create a sense of approachability and enhance direct contact with the area. All specific projects are proposed by the integrated urban renewal secretariat and further discussed in, and approved by, a steering committee consisting solely of active local citizens. The committee includes representatives from housing associations, civic institutions and commercial life. The specific initiatives and projects are organized in local workgroups also made up of local citizens.

Life between buildings

This target mainly concerns the urban spaces, roads and parks in South Harbour (*Sydhavnen*). Today the

neighbourhood is divided by large roads and many unsafe pathways. The urban spaces themselves are of low quality and badly maintained. The integrated urban renewal aims to turn these deficits into assets, by co-creating an organization of the social life actors (housing associations, shopkeepers and NGO's). This is key to create local anchoring – and ensure that the social life will keep generating new jobs and keep creating a stronger local community.



Energy and resources

This target addresses the physical renovation of buildings and waste/water management. Most of the residential and commercial buildings in South Harbour are old, with outdated installations, poor isolation and often have a neglected waste management system. The energy and resource theme therefore deals with health, economic and environmental issues. It is especially important for the excluded and poor residents, because of the potential to create jobs and to lower household expenses.

Social and cultural life

This target addresses the community buildings, cultural experiences and neighbourhood liveability. The aim is to encourage and increase co-operation between the cultural institutions and civic organizations, which are, more than often, low on resources. By organizing and empowering the different cultural initiatives, it creates more opportunities to participate in cultural and social activities such as theatre, community cooking, sports, scouting and urban gardening.

Fostering sustainable integrated urban development in South Harbour

A combination and cohesion of the physical and social initiatives from the municipal action plan paired with the insight from URBACT, had the integrated urban renewal secretariat set up a group of hand-picked actors. The aim is to create a local employment service and generate locally based job opportunities. The strategy is to facilitate a network between larger and smaller stakeholders in South Harbour. Larger stakeholders like Aalborg University Copenhagen and different administrations within the municipality of Copenhagen will act as anchors, whereas the local social organizations, like Opzoomerne and SydhavnsCompagniet will bring a unique insight into the immediate environment. This should create local employment by offering internships and voluntary work in e.g. the refurbishment of the physical area. It is hoped that local employment, internships and voluntary work will activate and mobilize the citizen resources. The vision is to reinforce a sense of community by letting excluded citizens become part of something. The key to this operation is local anchoring of work, creating interconnected stakeholders and citizen participation.



The hope and vision is that this project will help create more employment and shorter periods of unemployment. However, seen in a bigger picture, the project also functions as a prototype for reaching the larger European goal of social inclusion. It is therefore crucial that the project is open for evaluation and discussion with other cities, which have the same issues.

How Glasgow is using URBinclusion to drive its Thriving Place, Govanhill

By Marie McLelland - Glasgow Project Co-ordinator

Glasgow is not new to URBACT. Whether it be Roma Net, My Generation at Work or Resilient Europe, URBACT has been the foundation of many initiatives and methodologies we have used to take forward new ideas within urban planning and economic and social inclusion.

URBinclusion however is challenging Glasgow in a new way. It is giving us the space to explore how we implement existing plans and strategies and how we overcome the challenges we face. While this is something we may have done for some time, we now need to articulate, measure and monitor how we do it.

URBinclusion arrived at a perfect time for Glasgow. Since 2003, Community Planning Partnerships (CPP's) were the vehicle for local communities, stakeholders and public services to deliver positive change on a local level. At a Scottish level, the Community Empowerment Act (2015) made some changes to the way that municipalities delivered community planning and enshrined greater community involvement and decision making in these structures. The Act required Cities to develop targeted support in identified neighbourhoods with each area developing its own locality plan.

Govanhill

Nine areas of the city were identified as a priority under Glasgow's 'Thriving Places' commitment. This ten years commitment intends to combat inequality and poverty in areas that have consistent levels of inequality in comparison to other neighbourhoods, especially in relation to child poverty, health indicators and levels of unemployment. While not one of the nine *Thriving Places*, Govanhill was granted special status as a 10th neighbourhood due to the complex and diverse range of challenges there. Each area created a Local Plan, with Govanhill's 10 year strategy being "A Better Govanhill".

There have been many reports, articles and academic papers written about Govanhill. It is Scotland's most ethnically diverse community and also one of the most densely populated. It has been the first point of settlement for many arriving in the city, often described as 'Glasgow's Ellis Island' and hosts the larg-

est Roma community in Scotland, with an estimated 3,500 predominantly Romanian and Slovakian Roma calling it home.



The Scottish indigenous population in Govanhill are a mix of working class Scots who have lived in that area of the city for many years and in recent years a growing number of bohemian artists, students and social entrepreneurs who are attracted by cheap rental possibilities and easy access to the city centre. Govanhill is a youthful population and is becoming more so as there are many young children and families living in the area.

Family poverty is evident, but not fully quantified by available data. However, we know that child poverty level is above the national average and income poverty is evident, with resulting challenges for poor health, educational outcomes and the prevalence for crime and anti-social behaviours.

Govanhill was one of the few inner city areas to survive the policy of demolition and replacement with new buildings during the 1960s. A different approach included the establishment of a community-based Housing Association – Govanhill Housing Association – in 1974, run by residents. As an alternative to mass demolition, there was a steady programme of refurbishment of traditional tenement properties complemented by new built developments.

Govanhill has a distinctive collection of shops, including clothing, fresh food stores of many types, traditional shops, and an incredibly varied range of eating places and businesses supporting international con-

nections. The area has a thriving, and growing, creative arts community and a vibrant voluntary and faith-based sector where over 50 organisations are actively providing support services related to the environment, youth and inter-generational, promoting integration, tackling addictions, and a range of arts, education and leisure opportunities.

URBinclusion as a Tool to Address Challenges

As mentioned, URBinclusion has arrived at a critical time for Glasgow, and especially Govanhill. This is a neighbourhood on which we have historically focussed much attention, but unlike other areas of the city, it has not seen the benefits of inclusive growth, a key priority for Glasgow's Economic Strategy.



So what do we do? Well we need to change the way we engage with and develop local priorities. One of the mandatory challenges we have been asked to address is maintaining the involvement of local stakeholders in the planning, delivery and decision-making processes. This fits well with the Scottish Governments priorities for community empowerment but also helps us focus on how we empower the Govanhill community to take part in decision-making structures and improve their capacity to do so.

When the Glasgow team visited our URBinclusion partner City Copenhagen, we were captivated by the 'Sydhavnen Spirit', and how the community had come together to re-brand and transform the perception of the local area. We wondered how we could

take this back to Glasgow and help promote this idea locally in Govanhill.

Significant good work is being done in Govanhill by many public, private and third sector organisations, but it needs to be more cohesive and inclusive. We lack the bigger picture or map of how stakeholders interrelate and unfortunately, lack of communication generates rumours and negative perceptions among key stakeholders, instead of a sense of common purpose or 'sprit'.

Through our Operational Implementation Framework (OIF) we hope to address this challenge.

One of our key actions is to build a more common purpose and joined up vision to create 'A Better Govanhill' with organisations fostering a better understanding of each other's work, create connections and support a more participatory monitoring structure for the area.

In the first half of 2018, we intend to host a market place information sharing event, which will bring public, private and non-governmental organisations together to share information on the services they provide, create a services map for the area, discuss and agree a common purpose and vision for Govanhill and agree a more participatory structure for monitoring the Local Plan.

This participatory approach will not only help us address one of the mandatory challenges of the Implementation Networks, but it will greatly help us to tackle issues of engagement in the Govanhill Locality, that have historically been one of the biggest challenges for us to overcome. Methods we have used in other areas of the city have simply not worked and we need to adopt new ways of working.

URBinclusion, like all other URBACT projects, gives us an opportunity to focus, look at new ways of working and learn from other cities. We are hoping that the methods we use for our OIF can be transferred across the other nine Thriving Places in Glasgow and leave a more sustainable and participatory legacy.

URBinclusion 1st thematic seminar in Lyon - Monitoring & evaluation

By Corinne HOOGE - Grand Lyon Project Manager

The URBinclusion project held its first thematic seminar in Lyon on the 11th and 12th January 2018. This meeting gathered 23 members of the URBinclusion Cities, 2 Urbact experts, 2 local experts in evaluation and 16 members of the Lyon urban local group.

The meeting was about sharing a common culture and building capacity on monitoring and evaluation. Its objective was to enable partner Cities to go further with their Implementation plan.

DAY 1

On day1, we met in “le Centsept”, a social innovation centre facilitating the acceleration of projects responding to the inhabitants’ needs (jobs, mobility, disability, housing, health, environment ...). It gathers social entrepreneurs, companies, local authorities and experts.

Thibault Desjonquères and Domitille Hamard gave the network Cities a vibrant training session about evaluation and monitoring.

Following this section cities presented their experiences on monitoring and evaluation activities. *(For further details about this two previous sections, please refer to the URBinclusion following article)*

Study visit

Day 1 ended with the visit of the urban project in “the Guillotière” district in Lyon.

DAY 2

On day 2 the URBinclusion network was hosted by the municipality of Saint-Fons in the Town Hall. Nathalie Frier, Mayor of Saint-Fons, welcomed the delegation and insisted on how these European exchanges are important for the municipality that faces many social challenges. There are lots to learn from the other Cities, she argued.

The greater part of the morning consisted of the presentation of few local actions linked to URBinclusion

How to renew social work for a better relationship with families?

Fabien Trévisan, Social development special advisor, Lyon Metropolis and Pierre Vidal-Naquet (sociologist - Lyon 2 University) presented the action-research on



how to renew social work for a better relationship with families. Social workers face complex situations due to an increasing disparity of parenting styles. Indeed, they express difficulties in the exercise of their duties, especially for the support of the parenthood (the role of each parent varies significantly from one culture to the other).

Thanks to a fruitful dialogue between social workers and sociologists about problem situations, they produced a shared analysis of practices. This approach was completed by observation work and individual interviews. We made good use of this material to co-produce “stories” and draw up a comic book, in order to share difficulties and diagnosis with a larger audience (other social workers, hierarchy, partners ...). Simultaneously social-psychologists and social work-



Mazagran Square, a new public space for the
ers involved in the initiative co-produced innovative methods and operational tools to help the relationships between professionals and families. These tools are being “tested” for real in the Vénissieux Social Centre. If the experiment is a success it will be wider spread out.

Social clauses: a tool to integrate vulnerable people into working life

Denis Compingt, Director of social life in Grand Lyon Habitat, presented how public procurement is an efficient lever to help unemployed people to find a job. In 2015 the Lyon Metropolis adopted the Metro-



Former Citroën factory and garage. Now a building hosting schools, a co-working centre

politan Inclusion Programme for Employment. The core objective of this programme is to better link economic and employment strategies. Developing social clauses is one of the tools developed to reach this goal. Social clauses are aimed at people suffering from long-term unemployment (breaks in working career) but capable for work. This programme gives them a little help to renew with the labour market. In 2016 the Lyon Metropolis involved in the social clauses programme offered 499 473 working hours to 1810 people (328 full-time equivalent). The contract duration is in average 2 months.

Social housing companies are strongly involved in the social clauses programme. In 2016 the 3 companies offered 288 893 social working hours (165 full-time equivalent). Nevertheless, the housing companies' commitment has limits: the link is hard to establish between this kind of jobs and the poorest areas of the metropolis. It is also difficult to target the programme on specific social residence. Also, the kind of job they can offer is unrelated to the companies' core business, running social housing. However their commitment is continuing because the increase of precariousness brings many problems: housing eviction risk (unpaid rents), difficulties to manage the buildings, etc. Thus the 3 housing companies decided to set-up a common platform for jobs, in order to reinforce the impact of the initiative. This platform is

being currently developed in Vénissieux Les Minuettes.

Visit of the Social grocery

Cécile Fau, director of the "Espace créateur de solidarités" / "the Space for Solidarity Making", hosted the URBinclusion network for lunch and presented how the association offers a global social support for vulnerable people and generates solidarity links in the neighbourhood. Its objectives are to facilitate access to fundamental rights, to provide the means for greater autonomy and to reduce inequalities. The association relies on a team of multidisciplinary professionals, who implement a set of actions aiming at the development or consolidation of social ties through exchanges and sharing. It runs a social grocery, local community gardens, a recycling and up-cycling shop, and a tool library. Member families in needs can access to good food and products at a very low price (food banks donations ...). They can also join collective actions, like gardening workshops (to renew with raw products), DIY (tool library), cultural activities ... The association also offers social jobs for people in benefits. To enable these exchanges of ideas, knowledge and skills, the association is open to all. For instance, ordinary families can also buy local quality products, mainly organic, but at market price. Therefore, the Space for Solidarity Making seeks to encourage the emergence of solidarity initiatives among the inhabitants.

Conclusion and next steps

The project co-ordinator Txema Castiella, the Urbact lead-expert Fernando Barreiro thanked the Lyon Métropolis for the hospitality and for the design of this first thematic meeting. The format of the agenda, the quality of the presentations and workshop sessions facilitated by Thibault Desjoncquères and Domitille Hamard helped to gain in skills and share a common culture.

We also had fun! Two KAHOOT! sessions with some rewards for Naples, Copenhagen, Krakow, and Turin. And one birthday song for Theodora (Trikala).

The next meeting will take place in Krakow on the 19th and 20th of April 2018. It will be a transversal meeting.

Implementation Networks: Peer Review Session in Paris

By Fernando Barreiro – URBinclusion Lead Expert

The peer review session of 1-2 February 2018, organized by the URBACT secretariat, gave partner cities an opportunity to **share and discuss the Implementation Plans** they have been drafting over the past 4 months.

It was organized in a way to get concrete feedbacks on different key points concerning the plans, and it was also an opportunity for cities to ask peers from other networks for advice and examples.

The session was organized around 4 main points – ‘THE FOUR Cs’:

- **Completeness.** *Checking that all the parts have been considered*
- **Coherence.** *Does it all seem plausible and realistic? Is it likely that completing all the actions will lead to the desired results? Does the budget and resource for each action seem appropriate?*
- **Concerns.** *Listing the things that still need some attention.*
- **Continuation.** *The next steps for the reviewed city.*

A specific session was focused on “**The Operational Implementation Framework (OIF)**”. The following questions were highlighted: What is this key local output? What format should it take? How should it be developed and used? And when should it be drafted?

The OIF is essentially a way of illustrating what the city did, how it overcame the implementation challenges and describing the journey along the way. It will provide a framework for tackling future projects. The end version of the OIF will be a description of what challenges were faced and the approach used to overcoming them (successful or not; complete or not).

The OIF does not need to be in a set format, but does need to include certain information in a way that can be compared and used with OIFs from other cities.

OIF Contents

Introduction & Context

- *Local assessment of baseline position*

What Capabilities do you have locally (tools, methodologies, skills)? And how do you use those capabilities in implementation projects?

- *Outline Implementation Plan*
- *What the Implementation Challenges mean in practice for your city*

Response to the Implementation Challenges: How you plan to overcome the Challenge (in the final version this will become how you overcame the challenge, or tried to – success is not a prerequisite)



- *Where do you need to develop (new) capability/capacity? Where will you use existing capability?*
- *Learning Journey*

What works or doesn't work and WHY?

- What do you learn from others?
- What do you learn from your own (local) experience / practice?

Synthesis of this – which forms the basis for a future delivery approach or framework

- **Synthesis**

So what... what does all this mean for your city? Drawing out the most important parts of the Delivery Approach cities took to overcome the challenges, looking at how they were tackled in practice and what skills, methods, tools the city used in order to do so. What will this mean for the future? What have each City learnt and what may be relevant to other cities.

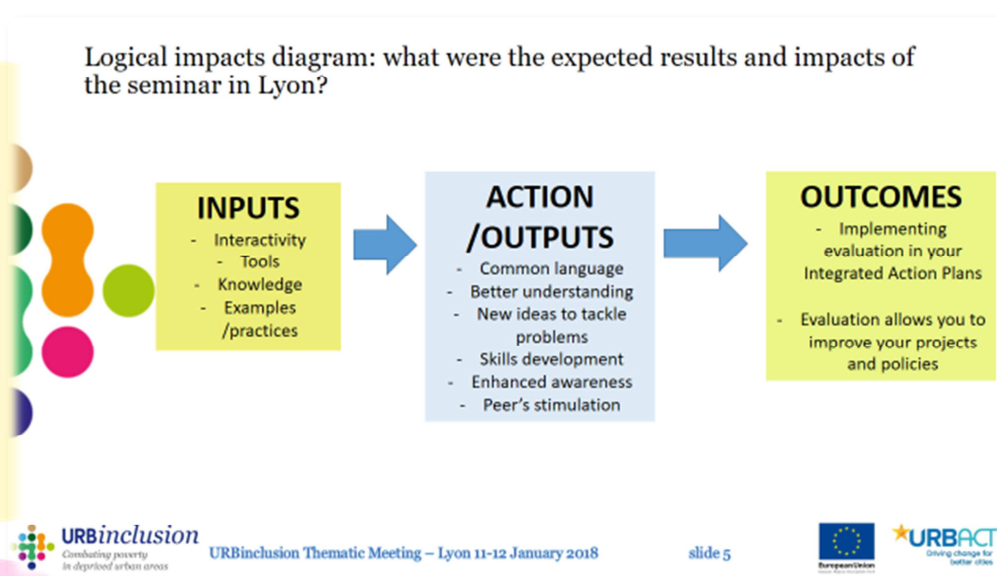
The final session was focused on the implementation Challenge IC 3:

Setting up efficient indicators and monitoring systems to measure performance. Objectives should be S.M.A.R.T.: Specific, Measurable, Achievable, Relevant, and Time-bound.

Monitoring implies a systematic collection of data about implementation of the action plan. **Performance management** is about using performance monitoring information to improve action plan im-

plementation and **Evaluation** entails an independent analysis of performance and achievements of the action plan.

A presentation of the Thematic Seminar held in Lyon within the **URBinclusion network** focused on Monitoring and Evaluation was presented as an example of sharing knowledge within a network.



Key messages

- No commitment of key decision-makers
- Scientific doubts about findings. Enhance credibility.
- Stakeholders not involved
- Additional effort
- The question of attribution
- Short time-frames programs and long-term impacts of social inclusion
- Evaluating the way local authority is organized (evaluation culture)

Steps already implemented

- ✦ URBinclusion Kick-off virtual meeting 26th of June 2017.
- ✦ Participation of member cities to the URBACT Programme Seminar on Capacity implementation in Paris on the 11th and 12th of September 2017.
- ✦ URBinclusion First Transnational meeting in Copenhagen on the 26th and 27th of September 2017.
- ✦ Preparation and improvement of the partners' cities Implementation Plans.
- ✦ Start of the preparation of cities OIF - Operational Implementation Framework.
- ✦ Since December 2017 the URBinclusion Network website was made available for publication on the URBACT website <http://urbact.eu/urbinclusion>. Several articles were published and advertised through the URBinclusion Twitter account [@URBinclusion](https://twitter.com/URBinclusion)
- ✦ URBinclusion First Thematic Seminar in Lyon on the 11th and 12th of January 2018.
- ✦ Boosting the URBACT Local Groups.
- ✦ Delivery of the URBinclusion Dissemination Plan.
- ✦ Preparation of the actions / interventions of all cities to be exchanged and shared among partner cities according to their different interests and priorities.
- ✦ URBinclusion Second Transnational Meeting in Krakow on the 19th and 20th of April 2018.

Next steps

- ✦ Creation of an Implementation Overview Matrix, which will be used as a Network Exercise. By Mapping activities, interests and challenges, the results will be used to establish proper and efficient links among partner cities.
- ✦ Preparation of cities Case Studies, which will focus on specific good practices and experiences successfully implemented in partner cities. They will clearly present the local context, the practices, the key enabling factors and actors. These cases (around 3 or 4) will be built around thematic issues related to social inclusion but also related to implementation issues and challenges.
- ✦ Implementation of bilateral sites visits among partner cities.
- ✦ Further Implementation of cities OIF.
- ✦ URBinclusion Second Thematic Seminar in Glasgow on the 19th and 20th June 2018: Enhancing funding of urban policies by exploring financial innovation.
- ✦ URBACT City Festival –Lisbon, 13-14 September 2018.
- ✦ URBinclusion Second transnational meeting in Turin, October 2018.