



MULTIANNUAL WORKING PROGRAMME for the Urban Agenda for the EU - the Next Generation

Informal Meeting of Ministers responsible for Urban Matters

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1 Introduction

2 From the Pact of Amsterdam to the Ljubljana Agreement

3 The Working Programme of the Urban Agenda for the EU (UAEU) describes the Operational
4 Framework of the UAEU in detail: the working method, concrete actions and the themes of
5 the UAEU. It supports the Pact of Amsterdam (2016) for the period 2016–2021.

6 The New Leipzig Charter and its Implementation Document reaffirmed the Pact of
7 Amsterdam and call for continuation of cooperation, coherence and continuity within and
8 between Trio Presidency Programmes. A Multiannual Working Programme has therefore
9 been prepared for the period 2022–2026. It provides a framework for the planning,
10 implementation and monitoring of the UAEU. The DGUM can already suggest amendments
11 for approval by the Ministers responsible for Urban Matters before 2026 if relevant.

12

13 Three pillars of the UAEU

14 To enhance the impact of the UAEU at the EU level, the UAEU should be better linked with
15 EU agenda setting, policymaking and legislative processes at different levels. When
16 relevant, links to existing EU initiatives should be pursued on an ad-hoc basis, for example
17 bringing up cities' perspective in the Fit for Future Platform, encouraging cities to join
18 Horizon Europe's Mission for 100 Climate-Neutral and Smart Cities by 2030, and enabling
19 an active collaboration between Partnerships and the Regional Hubs of the Committee of the
20 Regions.

21 The participation of relevant sectoral Directorates-General (DGs) of the European
22 Commission and national or regional ministries is crucial and should be ensured, for
23 example by involving them in the set-up and work of the Partnerships and Other Forms of
24 Cooperation (OFC) from the beginning.

25 Systematic and early engagement from the European Investment Bank and European
26 Parliament and other stakeholders in future Partnerships/OFC will further strengthen the
27 UAEU.

28 For Partnerships it is recommended that all three pillars are addressed while, when focusing
29 on selected pillars, OFC should be the primary approach. The DGUM however can decide
30 differently.

31

32 **Strengthening the Better Regulation pillar**

33 In order to strengthen the Better Regulation pillar, knowledge and awareness of the EU
34 policymaking and legislative processes will be addressed more closely, using also the
35 outcomes and results of the Better Regulation Initiative. At the same time, the Better
36 Regulation pillar will be complemented by improving the knowledge of policymakers and
37 other stakeholders about urban challenges and territorial specificities through the Better
38 Knowledge pillar.

39 With the ex-ante assessment carried out prior to the start of work of the Partnerships
40 potential links to the EU policy cycle will be identified. It will help the Partnerships/OFC to:

- 41 a) Participate and contribute in ongoing policy processes and consultations on EU
42 legislation that are relevant for the UAEU priority themes.
- 43 b) Contribute to the ongoing and future priorities of EU policy.

44 The engagement of relevant European Commission DGs in Partnerships/OFC shall be
45 sought to facilitate early and informal exchange of views on regulatory issues in the pursuit
46 of simpler and better EU laws.

47 Partnerships/OFC are strongly recommended to use available EU feedback opportunities,
48 such as public consultations, to make their views on EU policies and legislation known to the
49 European Commission and the general public.

50

51 **Small and medium-sized cities and towns**

52 To stimulate the participation of small and medium-sized urban authorities in the UAEU
53 processes and multi-level cooperation:

- 54 a. Partnerships or OFC should consider, when relevant, the challenges of small and
55 medium-sized cities and towns;
- 56 b. Participation of national associations that represent local and regional governments
57 should be further encouraged by Member States;
- 58 c. National associations representing local governments can also be involved to foster
59 outreach to small and medium-sized cities and towns on national or regional level;
- 60 d. Selection criteria for partners should motivate and encourage small and medium-
61 sized urban authorities to get involved in the UAEU multi-level cooperation;
- 62 e. Challenges faced by small and medium-sized cities and towns could be addressed
63 specifically by the future UAEU multi-level cooperation.

64 To support the participation of small and medium-sized urban authorities in the UAEU
65 activities:

- 66 a. Voluntary support of mentor cities that were involved in the first Partnerships to
67 accompany small and medium-sized cities and towns in the process;
- 68 b. CoR, CEMR, Eurocities and Eurotowns can serve as mentor organisations to involve
69 cities with less resources and expertise;
- 70 c. The use of digital tools, for example part of the Partnership or OFC meetings could
71 be online meetings, to reduce travel costs;
- 72 d. Additional support for small and medium-sized cities and towns should, where
73 possible, be enabled by the European Commission and Member States, based on

74 available resources (for example as regards travel costs, overcoming language
75 barriers; outreach activities).

76 **1. Governance of the Urban Agenda for the EU**

77 **I / Delivering of the UAEU**

78 The UAEU parties involved are invited to continue to contribute to and support the UAEU
79 process and activities according to their commitments, competences and capacities. The
80 strategic orientation should aim to secure an efficient operationalisation of the UAEU
81 governance including continuous verification of the process according to urban development
82 priorities set in the New Leipzig Charter, EU policy priorities, in particular Cohesion Policy,
83 and global goals with a clear urban dimension.

84 In order to support European, national and urban leaders in defining further evolutions of the
85 Urban Agenda for the EU shared responsibilities and actions, a Cities Forum will be held
86 ideally every two years. This event gathers all levels of governance, and presents multiple
87 opportunities for discussing sustainable urban development, which makes it an important
88 milestone for communicating about the UAEU, and increasing its outreach.

89 The DGUM should seek to strengthen an early debate on relevant issues with an urban
90 dimension in the Council Working Parties using recommendations from the UAEU and
91 intergovernmental cooperation.

92 The best use of the knowledge already created within the framework of the UAEU should be
93 secured. For that purpose, first generation partnerships will be encouraged to support the
94 knowledge and experience dissemination process further, for example as mentors or active
95 partners in the next generation of Partnerships/OFC; ambassadors of the UAEU.

96 The content of the existing web page (FUTURIUM) should be kept and stay accessible to
97 enable the connections between past and future UAEU discussions and maintain a
98 transparent flow of information.

99 All UAEU parties involved will strive to:

- 100 • Ensure the further development of the UAEU via dedicated support to future
101 Partnerships and OFC under the UAEU;
- 102 • Secure coherence and continuity between (Trio) Presidencies on urban matters;
- 103 • Use the existing inter-governmental cooperation and decision-making bodies (UDG,
104 DGUM) to facilitate and enhance the policy dialogue on urban matters;
- 105 • Enable the equal involvement of cities of all sizes in the UAEU;
- 106 • Improve the coordination between the Territorial Agenda 2030, national urban policy
107 frameworks, the Urban Agenda for the EU and the urban dimension of Cohesion
108 Policy.

109 **The European Commission**

110 The European Commission, with the help of the European Urban Initiative secretariat (EUI
111 Secretariat), when it becomes available and based on available resources, will aim to
112 strengthen multilevel cooperation on urban matters in the EU by:

- 113 • Linking the UAEU to EU policymaking and funding cycles;
- 114 • Monitoring and assessing UAEU Partnerships/OFCs;
- 115 • Supporting UAEU Partnerships;
- 116 • Promoting the UAEU's results;
- 117 • Organising the Cities Forum.

118 For the future delivery of the UAEU, the Partnerships and OFC will need communication,
119 expertise, management, and organisational support. This support may contain:

- 120 • Organisational support to the Partnerships and OFC in their working phases
121 (duration, number of meetings, necessary consultations, dissemination, etc);
- 122 • Provision of dedicated expert support;
- 123 • External communication;
- 124 • Internal communication and cooperation within and between the Partnerships and
125 OFC and key actors;
- 126 • Monitoring of actions, when relevant.

127 The European Commission, with the help of the EUI secretariat, when it will be available and
128 based on available resources, will aim to support the intergovernmental cooperation on
129 urban matters in areas that bring EU added value and are relevant for the UAEU as well as
130 for the EUI by:

- 131 • Providing, upon request, expert support to the policy dialogue led by the UDG and
132 DGUM based on an analysis and synthesis of urban policy developments;
- 133 • Supporting Member States in exchanging experiences related to their national urban
134 policies and providing linkages with the broader European and global objectives, in
135 particular the Sustainable Development Goals;
- 136 • Providing, upon request, expert support to the coordination between urban and
137 territorial policy.

138 **Member States**

139 The UDG/DGUM are the ideal context to foster intergovernmental cooperation and
140 knowledge exchange on national urban policy and implementation practice, including forms
141 of communicating and translating the UAEU at the national level, successful examples of
142 policy initiatives and tools and national frameworks of multi-level cooperation on urban
143 development. Member States are invited to inform the UDG/DGUM on national urban
144 policies, implementation of the New Leipzig Charter and the UAEU related activities, as well
145 as to discuss urgent urban issues, searching for better solutions at all governance levels,
146 thus contributing to the overall EU wide debate on urban matters.

147 Opportunities to better explore the reciprocity and overlay between the UAEU and the
148 Territorial Agenda 2030 should be created. For this purpose, a dedicated event should be
149 jointly organised by the UDG/DGUM and/or NTCCP/DGTC at least once per Trio
150 Presidency, for example a joint session, workshop or seminar. The mutual connections

151 between the UAEU Partnerships/OFC and the Territorial Agenda 2030 pilot actions can be a
152 specific object of exchange. A joint form of cooperation could also be established especially
153 in relation to cross-cutting issues, for example climate adaptation, urban-rural relationships
154 or housing.

155 For the future delivery of the UAEU, the Partnerships/OFC, the Member States will strive to
156 continue to allocate or mobilise their resources, considering national circumstances and
157 opportunities¹:

- 158 • To the organisation of UAEU meetings or events in their country/region (e.g.
159 Partnership/OFC meeting or event);
- 160 • To minimise language barriers when required (e.g. translations of important
161 documents or their summaries, information);
- 162 • To support the implementation of the Action Plans especially when actions are
163 addressed to the national level;
- 164 • To stimulate and support the participation of cities and towns of all sizes in
165 Partnerships/OFC (e.g. technical or expert support);
- 166 • Support the information, dissemination and outreach of the UAEU on
167 national/regional level, possibly via National Contact Points or/and other
168 communication channels.

169 In order to facilitate European, national and urban leaders to define a common agenda,
170 shared responsibilities and actions, a regular high level political meeting on urban issues
171 should be held. The involvement of cities in policy making on urban matters, in line with the
172 partnership approach of the UAEU, should be part of this process. The European
173 Commission is invited to facilitate this within the Cities Forum.

174 **City organisations**

175 The Council of European Municipalities and Regions (CEMR), EUROCITIES, and other
176 bodies representing Urban Authorities at European and national level (e. g. Eurotowns) will
177 contribute to the further development of the Urban Agenda for the EU and the exchange of
178 good practices, and to make use of the outcomes of the Urban Agenda for the EU actions,
179 especially the work of the Partnerships/OFC.

180 **European Parliament**

181 As the key urban representative body in the European Parliament, the Urban Intergroup is
182 asked to play an advisory role in the UAEU process. The Members and the Committees of
183 the European Parliament are also invited to be informed and to follow the work of
184 Partnerships/OFC and to exchange on their recommendations.

185 **Committee of the Regions**

186 As the EU institutional body representing local and regional authorities, the Committee of the
187 Regions is asked to provide input and support, within its competences, to the next

¹ Member States have provided support to the first generation Partnerships in different ways and according to their capacity and availability of different resources. It is not expected of MSs that they contribute only financially and to all Partnerships/OFC. Resources can be human, financial, technical etc.

188 generation Partnerships/OFC established under the UAEU, through dissemination activities
189 aiming to involve a broader range of stakeholders in the process.

190 **European Investment Bank**

191 The European Investment Bank (EIB) plays an important role in the financing of investments
192 in areas covered by the UAEU, in grant-loan blending for urban investments, and in advising
193 Member States and cities about urban project preparation and financial instruments.

194 The EIB is invited to support the development of better funding approaches in the urban
195 context, including through financial instruments, through the existing and new
196 Partnerships/OFC.

197 The EIB is invited to reflect, where relevant, the principles and outcomes of the UAEU as
198 appropriate in its urban lending, grant-loan blending and advisory services approach in the
199 urban context, including in its activities in support of the European Green Deal and the
200 implementation of its Climate Bank Roadmap. This should take into account the need to
201 support sustainable urban development projects and strategies without jeopardising its
202 financial discipline.

203 **European Economic and Social Committee**

204 As the EU institutional body representing organised civil society (NGOs, employers'
205 organisations and trade unions), the European Economic and Social Committee (EESC) is
206 asked to provide input and support, within its competences, to economic and social aspects
207 linked to the UAEU and the territoriality of the development, to the next generation
208 Partnerships/OFC, and support for the dissemination to and involvement of a wide range of
209 stakeholders in the process, as well as to actively participate in the operational steering of
210 the UAEU.

211 **Others**

212 The URBACT programme is invited to continue to contribute to the priority themes with its
213 activities. It can especially contribute to the multilevel governance process with its expertise
214 via active participation of URBACT cities in Partnerships/OFC, direct participation as a
215 relevant actor in the UAEU process, supporting the Partnerships'/OFC work by using
216 URBACT knowledge and expertise, as well as by looking for the opportunities to support
217 better knowledge actions within URBACT IV programme.

218

219 **II / Urban Agenda Technical Preparatory Group (UATPG)**

220 a. Mandate: UATPG has the mandate to support operational steering of the UAEU by
221 providing technical guidance and support to the UDG and the DGUM. UATPG will
222 perform the following activities:

- 223 • Steer the UAEU operational workflow, including ex-ante assessments, calls for
224 Partners;
- 225 • Follow the delivery of the UAEU, its monitoring, and the provision of technical
226 guidance and support to Partnerships and OFC;

- 227 • Share information and discuss the UAEU outreach, communication and
228 dissemination activities of the different stakeholders;
229 • Support the rotating Presidencies and the European Commission in the preparation
230 of the documents to be submitted under the UAEU strategic steering agendas of the
231 UDG and DGUM, including Multiannual Working Programme proposal and review.

232 The DGUM can mandate the UATPG with additional activities.

233 **b.** Composition: The standing members of the UATPG are the following UDG members:

- 234 • representatives of the current Presidency;
235 • representatives of the two former Presidencies;
236 • representatives of the three future Presidencies;
237 • representatives of the European Commission (DG REGIO);
238 • representatives of the European Committee of the Regions (CoR);
239 • representatives of the Council of European Municipalities and Regions (CEMR);
240 • representatives of Eurocities.

241 The UATPG shall work as an informal and flexible structure. The Presidency and
242 European Commission can open meetings of the UATPG up to the representatives of
243 other Member States, EU institutions, cities and organisations, or regroup key
244 stakeholders in dedicated task forces/working groups, when needed and relevant.

245 **c.** Meetings/workflow: Meetings are called by the Presidency and the European
246 Commission. It is advisable that at least one UATPG meeting is arranged prior to the
247 UDG and DGUM meetings. Reporting on UATPG work to the UDG could elaborate on
248 the mobilisation required from UDG members and other UAEU or external stakeholders.
249 Reports from the UATPG meetings should be delivered to all UDG members after the
250 UATPG meetings.

251

252 **III / Monitoring and reporting**

253 Periodic reports on the state of play of the Partnerships or OFC actions on Better
254 Regulation, Better Funding and Better Knowledge will be submitted with a lower intensity
255 than stipulated in the Pact of Amsterdam. Partnerships or OFC should present their progress
256 to the UDG around midterm and at the end of their work.

257 Regular exchanges between the Partnerships and the UDG should continue and be
258 strengthened, to debate the UAEU's implementation and take stock of its policy
259 achievements. It should foster multi-level cooperation (and when relevant the place-based
260 approach) for coherent development and the reflection on the follow-up of the UAEU
261 recommendations' impacts on EU and national urban policies. The bottlenecks that a
262 Partnership/OFC experience can also be brought to the attention of the UDG and DGUM
263 outside reporting periods.

264 Exchanges with the relevant European Parliament committees and the Urban Intergroup
265 with the UDG and DGUM should be organised jointly.

266

267 **IV / Outreach, communication and dissemination of the UAEU**

268 Outreach, communication and dissemination of the UAEU will be improved to increase the
269 awareness, accessibility and uptake of information and outputs of the UAEU for external
270 stakeholders, as well as seeking their input and involvement. The UAEU stakeholders
271 should contribute to outreach, communication and dissemination activities. The European
272 Week of Regions and Cities and the Cities Forum will continue to provide opportunities to
273 communicate and disseminate the UAEU.

274 The future process of the UAEU should strive to reach out to a wider circle of cities and
275 stakeholders at local, regional, national and EU level to maximise benefits of the
276 Partnerships and the overall UAEU process results.

277 Outreach to relevant stakeholders in the UAEU (JRC, Eurostat, EIGE, ESPON, JPI UE,
278 EUKN, URBACT, EIB, EPRS, Urban Innovative Actions etc.) for their expert and other forms
279 of involvement should be continued and strengthened. When looking for external input
280 activities should be ad-hoc and flexible and should respond directly to the need of
281 Partnerships or OFC or UAEU governance structures.

282

283 **The National Contact Point (NCP)**

284 The UAEU dissemination and communication should take advantage of and be built upon
285 the urban networks and structures available on the EU level and in each Member State,
286 according to the principles of subsidiarity and proportionality, taking into account the
287 administrative arrangements and distribution of competences in each Member State.

288 The future network of NCPs could provide opportunities and channels to increase the overall
289 awareness and enhance the impact of the UAEU, EUI, URBACT and other urban related
290 information at national, regional and local levels.

291 **2. Priority Themes**

292 The fourteen UAEU priority themes remain valid: inclusion of migrants and refugees; air
293 quality; urban poverty; housing; circular economy; jobs and skills in the local economy;
294 climate adaptation (including green infrastructure solutions); energy transition; sustainable
295 use of land and nature-based solutions; urban mobility; digital transition; innovative and
296 responsible public procurement; culture and cultural heritage; security in public spaces.

297 The following four themes were added to the list of priority themes by the Ljubljana
298 Agreement on the basis of co-creative process lead together by the Slovenian Presidency,
299 Eurocities, CEMR, CoR and other urban stakeholders in 2021. The four themes are linked to
300 the New Leipzig Charter, EU policies, other emerging urban development trends and needs
301 of cities²:

² Descriptions of four themes are for illustrative and discussion purposes only. The descriptions will not in any way restrict the process of the ex-ante assessment or place limitation on future Partnerships.

302 • **Cities of Equality**

303 Despite the progress that has been made in protecting the fundamental and social
304 rights of citizens, inequalities persist based on characteristics such as gender, age,
305 disability, sexual orientation and identity, ethnicity, migration status. This is hindering
306 social inclusion which is an important part of the EU's vision. Focus could be on
307 education, labour market participation, service provision, safety, urban planning and
308 design, including accessible and safe public spaces.

309 • **Food**

310 Food production, distribution and consumption are all important sectors of the
311 economy, which are at the same time linked to complex social and ecological
312 challenges. Cities are the centres of food distribution and consumption which makes
313 local authorities key actors in the food supply chain. Focus could be on food
314 resilience and sustainability, fair and sustainable production, urban-rural linkages,
315 local food supply chains, innovative procurement, health and quality food.

316 • **Greening Cities**

317 Cities are at the forefront of the interlinked climate change and biodiversity crises.
318 They face frequent flooding, drought, heatwaves, intense rain events and other
319 climate-related hazards and are suffering increased air pollution, water scarcity and
320 growing food insecurity. Focus could be on urban forests and green space
321 development; providing carbon storage and sequestration; reducing air pollution;
322 purifying water; halting biodiversity loss; improving physical and mental health of
323 citizens.

324 • **Sustainable Tourism**

325 Cities are increasingly dealing with issues of unregulated (over-)tourism that has led
326 to unintended consequences such as the rise of a low-quality tourism industry,
327 undermining the resilience of the sector and bringing adverse consequences to the
328 quality of life in cities. Focus could be on challenges of unregulated and low quality
329 tourism, resilience and sustainability of tourism, impact on community and quality of
330 life, housing, digitalisation of the sector and use of data, new demands related to
331 COVID-19 pandemic, and the revitalisation of city centres.

332 Priority themes already explored by the Partnerships can be further addressed from a
333 different perspective, with challenges that have not been addressed yet, priority issues that
334 need to be further explored or issues shared by a cluster of several of the fourteen already
335 explored themes.

336 A "linking matrix" can be used as an instrument for defining the priority themes. It should
337 help cities, Member States and the European Commission to explore together the new
338 priority themes for the UAEU by linking them to the New Leipzig Charter principles and
339 dimensions (the just, green and productive city and the transformative power of cities for the
340 common good), EU policy priorities (for example European Green Deal, European Pillar of
341 Social Rights, European Digital Strategy, the Renovation Wave, Cohesion policy, Long-term
342 Vision for Rural Areas, New European Bauhaus), the Territorial Agenda 2030, other
343 emerging urban relevant policy trends and initiatives as well as global agendas (for example
344 2030 Agenda for Sustainable Development, New Urban Agenda). Suggestions for new
345 themes should be based on the identified needs of cities.

346 Besides the search for new priority themes, the “linking matrix” can help revise the existing
347 UAEU priority themes or cluster of themes according to new challenges and priorities and
348 revise them for future UAEU cooperation. The revision process should follow a bottom-up
349 and inclusive approach and should allow wider participation of European cities and other
350 stakeholders.

351 The process to determine new UAEU priority themes remains in line with the Pact of
352 Amsterdam. The DGUM can review the list of priority themes annually and provide guidance
353 based on contributions from the bottom-up approach. New themes or other amendments to
354 the list of priority themes are revised by the Ministers responsible for Urban Matters.

355 Cross-cutting issues should continue to frame the activities of the future UAEU multi-level
356 cooperation. The revision of the cross-cutting issues should be taken according to the
357 principles of the New Leipzig Charter and EU policies and priorities, together with the
358 revision of the priority themes in 2023. A “linking matrix” can be used for the revision.

359 **3. Working method of the Partnerships and Other Forms of** 360 **Cooperation**

361 Partnerships or OFC shall not be established on all agreed priority themes at the same time
362 but should be initiated sequentially through the whole UAEU process.

363 All forms of multi-level and multi stakeholder cooperation in the framework of the UAEU
364 need to be initiated by a well-reasoned proposal linked to an already determined UAEU
365 priority theme or cluster of themes. The proposal can be based on an initiative from cities,
366 regions and/or one or more stakeholders of the UAEU.

367 The proposal should be submitted to the UDG and DGUM. The DGUM can take a decision
368 to launch the ex-ante assessment on the basis of a proposal followed by an open call for
369 partners.

370

371 **I / Ex-ante assessment (EAA)**

372 The main aim of EAA is to enable the deployment of a pragmatic, effective and result-
373 oriented approach aiming at increasing the impact of future UAEU deliverables.

374 EAA will look at the proposal to help optimise focus, timing and activities of the multi-level
375 cooperation and safeguard suitable level of partners’ thematic and procedural expertise.
376 However, it should still allow the flexibility in the work and decision making of Partnerships
377 according to the spirit of the UAEU.

378 The purpose of the EAA is:

- 379 • To ensure the relevance and focus of the theme in the policy and regulatory context;
- 380 • To guide and ease the work of the Partnership in stocktaking and preparatory actions
- 381 phases;

- 382 • To secure suitable level of partners' expertise in Partnership;
383 • To optimise the workflow of the Partnership.

384 **Content of the assessment**

385 The EAA of the proposed theme will be carried out according to a series of criteria chosen to
386 establish its relevance in terms of scope and timing. The criteria are:

- 387 1. Multi-level governance;
388 2. Policy environment;
389 3. Regulatory environment;
390 4. Existing identified gaps and recommendations;
391 5. Trends and evidence from EU cities.

392 In a second part, findings and recommendations based on additional research and analysis
393 should provide the following elements:

- 394 • Deliver recommendations to help interpret and focus the thematic scope of the
395 subject;
396 • Identify the most suitable form of multi-level cooperation (Partnership/OFC);
397 • Recommend the timing for successful implementation;
398 • Identify the suggested type of expertise of the members;
399 • Identify potential institutions/stakeholders of interest, relevant and related to the
400 thematic issue, to be involved in the multi-level cooperation set-up;
401 • Identify the type of support that will be required for the implementation;
402 • Provide an assessment on the opportunity for a Partnership/OFC.

403 **Expected results**

404 The final report will provide a detailed assessment according to the proposed criteria as well
405 as recommendations. The results will serve as:

- 406 • Input for open calls for partners;
407 • Proposal of the most suitable form and outline of conditions to be met for successful
408 implementation of the multi-level cooperation (expertise, type of partners etc.);
409 • Proposal of institutions to be involved and secure involvement of relevant
410 stakeholders (EC DGs, relevant national ministries, other organisations);
411 • Guidelines for the Partnership for the Stocktaking and Preparatory actions phases of
412 the Working Method of the Partnerships as in Working Programme of the UAEU
413 (2016);
414 • Proposal for the type of support to the multi-level cooperation when established.

415 **Responsibility and process**

416 Member States and the European Commission are responsible for jointly conducting EAA.

417 To keep EAA as an open and collaborative process, the UATPG should steer its preparation
418 in active collaboration with the UDG and with expert support. The UATPG should consult
419 with the proposers of the new Partnership if required.

420 When relevant, the EUI secretariat should be available by request to support the EAA with
421 an expert support.

422 **Timing and duration**

423 The EAA process is launched by a DGUM decision and precedes the open call for partners.

424 An EAA should be performed within 6 months, starting with the designation of an expert.
425 Should the EAA not be concluded in due time, the process of selection of partners could be
426 launched and Partnership/OFC will be allowed to start its work on the basis of a DGUM
427 decision.

428 As this is a new experimental step, adjustments could be made in the future depending on
429 the experience and feedback on this new process.

430

431 **II / Selection of partners**

432 A balanced composition of Partnerships/OFC should be ensured continuously in terms of
433 geographical and institutional balance, between representatives of the Commission, Member
434 States, urban authorities and other stakeholders. A balanced and competent representation
435 of urban authorities of all sizes needs to be secured to account for the rich diversity of the
436 urban and regional fabric in Europe. It is recommended that at least one Coordinator of the
437 Partnership/OFC is an urban authority.

438 The selection of partners representing urban authorities will be based on an **open call** for
439 expression of interest³. EURO CITIES and CEMR may still each nominate one representative
440 of the secretariat of their own organisation.

441 Selection of the partners representing Member States will continue to be based on the
442 nominations by Member States. The nominations should be targeted to the relevant national
443 institutions as recommended in the EAA.

444 Selection of members representing other stakeholders should from now on also be based on
445 the EAA recommendations. This means that the nomination procedure as defined by the
446 Working Method of the Partnerships can be followed in the future (Working Programme of
447 the UAEU, 2016).

448 Criteria for selection of partners should be clear and part of the open call. Suggested criteria
449 for partners are expertise, capacity and motivation based on the outcomes of the ex-ante
450 assessment but all the following aspects should be considered:

- 451 • Interest of partner in participation;
- 452 • Commitment of partner to be actively involved;
- 453 • Capacity and readiness of partner to dedicate resources;
- 454 • Experience and sufficient expertise of partner on the topic (link with the EAA);
- 455 • Ability of partner to connect (e. g. membership of networks, organisation);
- 456 • Readiness of partner to assist in the debate about the topic and Partnership within
457 their territory (local, regional, national level);
- 458 • Geographically balanced composition of the Partnership;
- 459 • Balanced representation of urban authorities of all sizes in the Partnership.

³ Regions, Partner States, city consortiums or national city umbrella organisations can also apply at the open call and be selected instead of an Urban Authority as partner in the partnership (as was possible for nomination in Working Program of the UAEU (2016)).

460 To ensure more active involvement from small and medium-sized cities and towns, adjusted
461 criteria could be applied during the call:

- 462 • The readiness of partner to participate in the technical work with own resources
463 should not be the prevailing criterion (additional support by the European
464 Commission and Member States should be available if needed for small and
465 medium-sized cities and towns);
- 466 • Readiness of partner to participate with experience and expertise on one particular
467 aspect of the topic addressed should be sufficient.

468 If no small and medium-sized urban authorities are selected in the open call, a nomination of
469 small or medium-sized urban authorities can follow. Nominations can be proposed by
470 Member States, Committee of the Regions and URBACT (upon approval of the Monitoring
471 Committee) to the DGUM. The nominator has to present and explain that nominated urban
472 authority has the expertise capacity and interest to actively participate in the Partnership.
473 The DGUM can select a maximum of two additional partners from the nominated list.

474 The DGUM decides to start the open call for partners and is a decision-making body in the
475 following selection process.

476 The calls will be steered by the UATPG in close cooperation with the UDG.

477 The network of UDG members and National Contact Points, if established, and other
478 possible communication channels should be used for a dissemination of the call.

479 In case of institutional change within the Partnership/OFC, the Coordinators shall inform the
480 DGUM.

481

482 **III / Other Forms of Cooperation (OFC)**

483 When a more specific and targeted approach is needed, for example when an urban topic
484 requires a quicker response, targeted delivery or a specific focus on one pillar of the UAEU
485 and/or question/issue, OFC can extend opportunities for the UAEU multi-level and multi-
486 stakeholder cooperation besides Partnerships.

487 The OFC operational framework is to be kept limited and flexible, so there is room for
488 innovation and experimentation:

- 489 • Initiation of an OFC is by a justified proposal submitted to the UDG/DGUM,
490 explaining also why an OFC is more appropriate than a Partnership. The DGUM can
491 launch an EAA on the submitted proposal if needed. Establishing an OFC can also
492 be based on the recommendation of an EAA.
- 493 • The scope of the OFC should be a specific issue, one pillar of the UAEU, a cluster of
494 themes or a cross-cutting issue. The scope should link to the actions needed at the
495 EU, national, regional or local level and in underlining the benefits of multilevel
496 cooperation.
- 497 • The recommended timeframe for operation of OFC is less than 18 months; however
498 it should not exceed three years.

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- Organisation of OFC membership can follow the **nomination** of Urban authorities and others as in Working Programme of the UAEU (2016), or an open call can be organised based on the decision by the DGUM.
 - The recommended composition is less than 15 members. Membership should show high expertise, capacity and interest for cooperation, followed by geographical, institutional and size balance.
 - An OFC should also have a coordinator, chosen among members after establishment of the OFC. It is recommended that a coordinator is an urban authority.
 - The role of partners is the same as for members of Partnerships defined in the Pact of Amsterdam and Working Programme of the UAEU (2016).
 - Expected outputs are concrete recommendations, proposals, tools or actions related to the issues or questions addressed.
 - The OFC could benefit from support by the EUI Secretariat on ad-hoc basis. All parties involved should contribute according to available resources.

514 The DGUM has the mandate to establish OFC and agree upon the members of the OFC.

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516 **IV / Support to Partnerships and Other Forms of Cooperation**

517 Organisational elements that require support should be defined at the initial phase through
518 the EAA of each Partnership/OFC. Such support should be provided by all parties involved
519 according to their commitments, roles and available resources.

520 Requirements for technical support for Partnerships and OFC:

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- Providing templates of Action Plans, securing consultation method for draft Action Plan and facilitate reporting to UDG/DGUM;
 - Maintaining a website and social media communication effort for Partnerships/OFCs follow up;
 - Providing adequate expert support in cooperation with Partnership/OFC;
 - Providing specific support in defined cases, for example in regards to small and medium-sized cities and towns or deprived cities, in order to secure the participation of members in the Partnership/OFC;
 - Organising ideally an annual coordinators' – and if relevant – action leaders' meeting (CALM).

531 Other potential elements of technical support required by Partnerships:

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- Translation of finalised Action Plans into national language when organised by an individual Member State;
 - Calls for contributions, evaluations;
 - Administrative support for Partnerships/ OFC;
 - Support for communication and outreach activities, such as:
 - Providing a visual identity for UAEU and corresponding materials to be used by Partnerships/OFC;
 - Hosting webinars and online outreach activities;
 - Surveys and peer reviews;
 - Case studies.