



D 8.2

## Task 8.2.2 Management and Operation of CGs

Responsible partner: **CENTOURIS**



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## TERMS OF REFERENCES OF COMPETENCY GROUP

### 1 ROLE AND PURPOSE OF THE COMPETENCY GROUP

The aim of the Competency Group is to

- form the core part of the Place Labs, which verifies tested NBS models and UPSURGE solutions by open innovation processes according to different criteria.
- bring science out to the institutional network dealing with air pollution and climate change in cities to articulate their experience-based knowledge as critical counterpoints to the scientific modelling of air pollution and climate change used by the local planning authorities.
- ensure that the project can flexibly integrate new information acquired throughout and implemented into the project as a result of the knowledge co-creation process
- bring local participants' knowledge into the formal decision making
- transfer the local findings in the respective demo cities to the UPSURGE Clearinghouse and Lighthouse

### 2 ESTABLISHMENT OF THE COMPETENCY GROUP AND WORKING SCHEDULE

- The process manager, who is coordinating the CG should be recruited from the already existing Upsurge project management team in each demo city.
- The CG will be established based on a public call for applications published in the local media/press/social media and other communication channels named in the Management Plan as well as on the stakeholder mapping already identified by the city representatives.
- Membership applications are collected through an application form, which will be provided on a sub-page on the UPSURGE website.
- Demo cities can contact stakeholders already identified by the stakeholder mapping to apply for the CG and integrate experts of the UPSURGE team, to set up a link to the UPSURGE Clearinghouse.
- Members of the CG (min./max. 3-9 persons) should represent with a balanced participation the different areas of the Quintuple Helix Model representing local government, private sector, civil society, academia and media.
- The incoming applications forms should be reviewed by the process manager and the UPSURGE city partner. The decision is made on the basis of the self-assessment of motivation, skills, personal and professional qualifications and the self-assessment in the Quintuple Helix Model.
- Membership in this group can also be dynamically adjusted in the course of the project.
- If a member leaves the group, a new member must be selected by a majority vote among the group members, again using the Quintuple Helix Model as a basis.

The timeline for the establishment of the Competency Group shall be as follows:

Date	Action
until 2023/05/31 at latest	Call for applications in various media at appropriate times, i.e., newspaper, radio, social media, etc.
until 2023/06/30 at latest	Application deadline
until 2023/07/31 at latest	End of selection process and send out invitations for the kick-off workshop



until 2023/09/30 at latest	Kick-Off Workshop and start of the CG work
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The approximate time frame for the work of the CGs shall be as follows:

Date	Action
until 2023/09/30 at latest	Kick-Off Workshop and start of the CG work
until the next meeting of the whole local CG	Local sub-meetings to fulfill the locally set tasks (sprints)
after 6 months (e.g. March/April 2024)	Meeting of the local CG and feedback to the general public
until the next meeting of all CGs	Local sub-meetings to fulfill the locally set tasks (sprints)
after 12 months (e.g. September/October 2024)	Meeting of five CGs with a specific agenda
until the next meeting of the whole local CG	Local sub-meetings to fulfill the locally set tasks (sprints)
March/April 2025	Meeting of the local CG and feedback to the general public
until the next meeting of all CGs	Local sub-meetings to fulfill the locally set tasks (sprints)
before the end of the project	Final meeting of all five CGs
2025/08/31	Official end of the UPSURGE project

### 3 RULES FOR MEMBERSHIP IN THE COMPETENCY GROUP

- Geographical reference of the participant to the demo-location/city is required.
- English language skills, both written and spoken, are required of all participants or an interpreter has to be guaranteed at all times who can translate instructions and results.
- Members should be willing to participate in the project on a long-term basis
- Members should participate in:
  - Kick-Off workshop
  - CG-meetings every 6 months
  - Further meetings of sub-working groups on different topics
  - Annual meeting of all five Competency Groups from Maribor, Katowice, Budapest, Breda and Belfast
  - Other visits to demo cities or travel activities in the line of the project
- If any of the CG members shares confidential documents, they should be treated confidentially and the CG should agree on it.
- The members undertake to act in the interests of the project or the stakeholders it represents, and not in their own interest.
- Each participant shall sign the following letter of commitment upon joining the team to indicate their intent to participate in the project on a long-term basis:



*This letter must be written on the official letterhead paper of the project.*

**UPSURGE („City-centred Approach to Catalyse Nature-Based Solutions through EU Regenerative Urban Lighthouse“)**

**Participation Commitment**

This letter is to confirm that (*name of participant*) is committed to participate in the Competency Group in the project entitled UPSURGE („City-centred Approach to Catalyse Nature-Based Solutions through EU Regenerative Urban Lighthouse“). As a member of the Competency Group, I understand that I have a *duty of care* to always work in the best interests of the Group, a *duty of loyalty* to put the good of the project first and a *duty of longer-term commitment* to the project. I commit to perform the following roles and tasks:

- create targeted local Place Lab Operation Plans with the CG
- note the goals of the UPSURGE project and help to achieve them:
  - support the creation of a targeted local Operational Plan the Place Lab in your city.
  - each CG should test the NBS pilot against the UPSURGE criteria (Eco-sensitisation, social benefits of NBS, Gender-based NBS, NBS economic opportunities, enabling NBS-supporting political capital) and to validate them.
  - explore future actions of the designing the lighthouse services
  - support the validation of new digital tools
- present the achieved results citizens and stakeholders and collect feedback from them
- participate in the scheduled meetings on a regular basis
- participates in travel activities, e.g., visiting other demo cities, joint CG meetings, etc.

Date and signature

**4 ROLES AND RESPONSIBILITIES**

The respective city authority, which is already a project partner of UPSURGE, acts as organizer of the Competency Group and the Place Labs. The external communication (publication of results, event information, call for application, etc.) is therefore carried out in the name of the city. The casting of the individual roles (process manager and Competency Group) is not influenced by this, but is based on the information from the "Terms of Reference" paragraph 2.

Position	Expected participation in project activities
<b>Competency Group</b> (min./max. 3-9 persons)	<ul style="list-style-type: none"> <li>• after the CG is formed, the CGs will work closely with cities and UPSURGE partners to create a targeted local Place Lab Operational Plan.</li> <li>• each CG should test the NBS pilot against the UPSURGE criteria (Eco-sensitisation, social benefits of NBS, Gender-based NBS, NBS economic opportunities, enabling NBS-supporting political capital) and to validate them.</li> </ul>



	<ul style="list-style-type: none"> <li>• explore future actions of the designing of the UPSURGE Lighthouse services <a href="https://www.upsurge-project.eu/lighthouse/">https://www.upsurge-project.eu/lighthouse/</a></li> <li>• support the validation of new digital tools (e.g. mobile App, AI digital system) created in the UPSURGE project within the Place Labs (see various tasks from the application text that require validation from citizen and stakeholders)</li> <li>• in order to achieve that, the CG:             <ul style="list-style-type: none"> <li>○ creates and prioritizes the tasks</li> <li>○ arranges and organizes necessary meetings to plan and conduct working steps (sprints)</li> <li>○ will inform local citizens and stakeholders after each sprint and will collect feedback from them.</li> <li>○ meet on a regular basis with the whole CG (every six months)</li> <li>○ participates in travel activities, e.g., visiting other demo cities and joint CG meetings (once a year)</li> <li>○ gives the results to the DAC and other project partners who need the results</li> </ul> </li> </ul>
<p><b>Process manager</b> (min./max. 1-2 person)</p>	<ul style="list-style-type: none"> <li>• defines the vision of the UPSURGE project in accordance with the Competency Group</li> <li>• arranges regular meetings (every six months) and coordinates and participates in travel activities with other city partners according to the travel budget (once a year) throughout the project</li> <li>• manages the task board by creating the list, prioritizing the items, continually updating the task board and clearly describing the items and next working steps</li> <li>• ensures that after each working step stakeholders will be informed about new outputs and that there is a feedback option for citizens and stakeholders</li> <li>• monitors the quality of the project in order to make sure that the set goals meet the stakeholders needs. Therefore, he maintains regular contact with each stakeholder to keep a good overview of their wishes</li> </ul>



- ensures the documentation of the activities done by the CG.
- makes sure that the rules are followed and removes blockers
- keeping an eye on scale, time and budget of the project
- transfer developments to the project level in the DAC meetings

## 5 ADVISORY BOARD

The Competency Group functions as an advisory board. The Process Manager moderates the CG. There is no hierarchy. All members of the CG have equal right and decision are made jointly in order to reach the best solution for the local circumstances.

## 6 OPERATIONAL IMPLEMENTATION

### 1. MEETING DETAILS

- Kick-off workshop for each CG in every demo city (preferably face-to-face): once in the beginning to provide a common ground for its operation and explaining the roles and responsibilities and the idea of co-creation processes
- Joint meeting of all five Competency Groups (online, after all kick-off workshops have been held): exchange of lessons learned after the kick-off, determination of where and when joint Competency Group meetings will be held
- Regular Competency Group meetings (Sprint Planning and Review) within a demo city (preferably face-to-face) every 6 months (according to Task 8.2.2 in the UPSURGE application text)
- In smaller working groups, more frequent meetings between the semi-annual meetings (Sprint Planning and Review) are recommended
- Protocols should be conducted for every meeting
- Annual meeting of all five Competency Groups (face-to-face): site visits to to present and validate results (according to Task 8.2.2 in the UPSURGE application text)
- In addition to the annual meeting with the other Competency Groups, other visits to demo cities or travel activities in the line of the project can be planned during the course of the project using the travel budget.

### 2. INTERNAL COMMUNICATION

The CG should agree on an internal information management and communication strategy and program. Various programs are available for effective information management in the Place Lab, such as platforms such as Dropbox, Google Docs or One Drive, on which information can be stored, or agile project management tools such as Trello, Asana, Atlassian or Miro. In addition, the CG should agree on an internal communication tool such as Zoom, Teams, Skype or Slack.

### 3. EXTERNAL COMMUNICATION: REPORTING AND FEEDBACK TO CITIZENS AND STAKEHOLDERS

- **On the demo city level:** Reporting to and direct feedback from citizens and stakeholders from different gender/age/status groups is essential in order to work as closely as possible to the needs of the local population. The Process Manager steers the external communication activities.



- To inform the end-users about interim results and outputs of the project, these results should be published regularly through the city and UPSURGE communication channels (websites and social media), other digital platforms, local newspaper etc.
- Besides that, there must be a possibility of direct feedback for the end-users. There are various methods to collect this feedback from the end-users: e.g. directly on the digital platform with feedback function, where the reporting is published. Breda, for example, a platform called Plan Breda provides an information and response opportunity. Other options are for example, on-site notices with QR codes, pop-up exhibitions, via door-to-door conversations, online or paper conversations, surveys and interviews.
- **On the project level:** The exchange between the UPSURGE Place Lab in the different demo cities is also fundamentally important in order to learn from each other and to be able to determine the transferability to other cities. Therefore, once a year, a joint open meeting of the CGs (sprint review) is organized to present and validate the results to the end-users, combined with site visits.

## 7 DOCUMENTATION AND REVIEWS

- All activities of the Competency Group and within the Place Lab must be documented and quantifiable through participant lists, website traffic, etc. in order to have material for a mandatory assessment for the Place Labs. The Process Manager is responsible for the documentation.
- Regularly transfer developments to the project level in the DAC meetings to exchange knowledge and give feedback opportunities.
- UPSURGE Task 8.3.4 will monitor and assess the operation of CGs and Place Labs themselves throughout its operation to check how the performed participatory innovation/experiments is implemented. Regular Reviews are conducted through review of implementation reports as well as structural interviews with Place Lab participants and CG members. Interviews with NBS users will be used to assess their acceptability and outcomes obtained at the socioeconomic level, including an analysis of behaviour change.

The requirements for a Competency Group can change over time and thus the terms of references can also be updated.