



URBACT II

Provision of Management Consulting

Organisation of the URBACT Secretariat in the perspective of the new programming period

1- CONTEXT

The URBACT Programme

URBACT II (2007-2013) is a European exchange and learning programme promoting sustainable and integrated urban development in line with the objectives of the Europe 2020 strategy.

URBACT enables European cities to work together and to develop effective and sustainable solutions to major key urban challenges. Each project brings together 6 to 12 cities or other partners during two to three years and focuses on a specific urban issue.

Specifically, URBACT aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners;
- Widely disseminate the good practices and lessons drawn from the exchanges and ensure the transfer of know-how;
- Assist city policy-makers and practitioners, as well as managers of Operational Programmes, to define action plans for sustainable urban development.

The URBACT II programme has enabled more than 500 cities in 29 countries in Europe to participate in thematic networks consisting of 10-12 cities involving more than 7,000 actors on the ground (local administrations, elected representatives, civil society, residents, etc.).

URBACT is jointly financed by the European Union (European Regional Development Fund) and the Member States.

For more information, visit www.urbact.eu

From URBACT II towards URBACT III

The principle of a new generation of the URBACT Programme (URBACT III) has been stated at the end of last year. The new programming period will run from 2014 to 2020.

To design the future Operational Programme, a Joint Programming Working Group (JPWG), composed of Member States on a voluntary basis, has been set up in November 2012. In this context, the URBACT Secretariat started considering its future organization in coherence with its assignments and missions.

2- SERVICE TO BE PROVIDED

As part of the developments for the future programming period, the URBACT Secretariat is looking for the provision of management consulting to review the URBACT Secretariat current organisation and to make recommendations for improvement.

Objectives

1. To improve the management, procedures and organisational capacity of the URBACT Secretariat in order to establish a more efficient, responsive and cost effective functioning of the Secretariat.
2. To improve the leadership capacities and internal functioning of the overall team dynamic (hierarchy)
3. To review the whole organisation of the Secretariat in the perspective of URBACT III

Tasks

1. Review the current roles and responsibilities – interviews with team members, pole managers, Managing Authority with a common questionnaire – to identify gaps or deficiencies
2. Clarify areas for improvement and highlight good working
3. Identifying strengths and capacity needs of members and providing appropriate recommendations
4. Make proposals to redefine the team job descriptions where necessary
5. Propose concrete actions to improve coordination
6. Propose ideas for improved management and increased productivity
7. Propose ideas for improved communication between team members
8. Propose a revised organisational structure for URBACT III bearing in mind the budgetary constraints

Prerequisites and service provider profile

1. Consultant or consulting firm
2. Strong persuasive and interpersonal skills (for interviews, focus groups, etc.)
3. Strong analytical skills
4. Bi-lingual English-French (some members of the team don't speak French while other don't speak English)
5. Desirable to have an understanding of European Programmes
6. Experience in HR issues as well as in team dynamics

Timeline

1. 14 August 2013: Launching of the call on the URBACT website
2. 9 September: Deadline for submitting an offer
3. 16 September: Selection of the provider and starting of the mission
4. 30 November: final report

3 - OFFERS

Offers can be written either in English or French. Offers shall include:

1. A methodological document that will explain how the candidate understands the mission and how the candidate intends to tackle it
2. CV of the consultant(s)
3. A financial proposal detailing the different phases, number of work days and work day unit cost. Our estimation of the work load is 10 days maximum.

Offers can not be submitted by experts, consultants or consulting firms currently involved in the URBACT Programme at any level.

Offers must be sent to the URBACT Secretariat via e-mail to Thierry PICQUART t.picquart@urbact.eu and Emmanuel MOULIN e.moulin@urbact.eu

Offers to be sent no later than Wednesday 4 September 2013