



**CONTRACT NO. 2014 URB 04 33**

**PROVISION OF THEMATIC REPORTS IN THE FRAME  
OF THE 2014-2015 CAPITALISATION PROCESS  
OF THE URBACT EUROPEAN PROGRAMME**

## **SCHEDULE OF SPECIAL CLAUSES**

### **AWARDING AUTHORITY**

**Agence nationale pour la cohésion sociale et l'égalité des chances (ACSE)**

Etablissement Public administratif de l'Etat

209-211, rue de Bercy - 75585 - Paris Cedex 12

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## CONTEXT

### A. The URBACT II Programme

URBACT II (2007-2013) is a European exchange 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](http://www.urbact.eu)

### B- Capitalisation Framework 2014-2015

Following the successful delivery of the URBACT capitalisation framework 2012-2013 (appendix 1) that comprised 6 workstreams:

- Shrinking cities: challenges and opportunities
- More jobs: better cities
- Supporting urban youth through social innovation
- Against divided cities
- Motivating mobility mindsets
- Building energy efficiency in European cities

And approval of 15 new thematic networks under the 3<sup>rd</sup> call, a new framework has been designed for Capitalisation activities in 2014-2015. This new framework aims to:

- Ensure proper capitalisation and dissemination of the knowledge, evidence and results coming from the 3<sup>rd</sup> call networks (Lead partners and Lead experts of the 15 ongoing networks have been involved in the reflection on the capitalisation framework 2014-2015 and already declared interest in contributing to and benefiting from the capitalisation actions that will be developed)
- Answer to the requests expressed by Member and Partner States
- Bridge the current thematic coverage of the programme with the thematic priorities that will drive the implementation of the URBACT III programme

This framework shall be structured around five thematic workstreams. These workstreams will gather evidence, good practices and issue policy recommendations on their dedicated challenges, building on knowledge and experience coming from URBACT networks and their partners on one hand, and on relevant experience and knowledge from other programmes/ projects/ organizations working with cities on similar issues. Their findings and deliverables will be widely disseminated to European urban practitioners and policy-makers (local, regional, national and EU levels) in order to support the design and delivery of integrated and sustainable policies and strategies in European cities.

URBACT II capitalisation framework for 2014-2015 will operate along many parallel activities and milestones of the URBACT Programme, out of which:

- A seminar on Members States' support to disadvantaged neighborhoods with the use of new territorial instruments (CLLD, ITI, etc)
- A study and three thematic seminars on new territorial instruments (April, June, September 2014)
- A series of national Seminars (November 2014 to January 2015)
- Workstreams launch event early 2015
- URBACT II ultimate conference in June 2015.

At the same time, the URBACT programme will participate in several external events such as Open Days workshops in October 2014 and other dissemination events to which the 5 workstreams may be invited to contribute.

## **ARTICLE 1: PURPOSE OF THE CONTRACT**

The purpose of the contract is the provision of 5 thematic capitalisation reports by implementing, coordinating and disseminating five URBACT workstreams. The themes of the 5 workstreams are:

- New urban economies
- More jobs for urban youth
- Social innovation in cities
- Sustainable regeneration of urban areas
- Sharing and circular urban economy

## **ARTICLE 2: CONTRACT-RELATED DOCUMENTS**

Each contract is made up of the contractual documents listed below in decreasing order of importance:

- the tender document (DC3);
- the present Schedule of Particular Clauses<sup>1</sup> (SPC);
- the schedule of General Administrative Clauses applicable to government procurement of Intellectual Services (GAC/GPIS), approved by the directive of 16/09/2009, option B;
- the successful bid.

Only original documents, stored in the agency's archives, shall be considered valid.

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<sup>1</sup> In case English and French versions of the tendering documents can be interpreted differently, the French wording will prevail.

## **ARTICLE 3: FORM OF THE CONTRACT**

### **3.1 The contract's procedure and form:**

The present contract is a service provision contract signed in the frame of an open call in compliance with the articles 33 and 57 to 59 of the government procurement code.

The present contract is composed of 5 lots in accordance to the article 10 of the government procurement code.

For each lot the requested service is the provision of a thematic capitalisation report by implementing, coordinating and disseminating an URBACT workstream.

Lot 1: on the theme of "New urban economies"

Lot 2: on the theme of "More jobs for urban youth"

Lot 3: on the theme of "Social innovation in cities"

Lot 4: on the theme of "Sustainable regeneration of urban areas"

Lot 5: on the theme of "Sharing and circular urban economy"

Each lot is a mixed contract including a fixed part and a part with purchase orders. This second part has no minimum and a maximum of € 15.000 VAT included in compliance with the article 77 of the public procurement code. This part of the contract is implemented as it goes along by issuing purchase orders during the contract validity period.

### **3.2 Form of notifications:**

The successful bidder will be notified of the awarding authority's decisions or information about deadlines:

- 1) either directly or through a duly qualified representative in exchange for a receipt submitted by hand;
- 2) or by letter (registered mail with acknowledgement of receipt);
- 3) or by dematerialised exchanges, electronic transmission (fax, e-mail or any other electronic means) or electronic materials (the means of transmission must make it possible to give a certain reception date);
- 4) or by any other means making it possible to attest the date the decision or information was received.

## **ARTICLE 4: TERM OF THE CONTRACT – DEADLINE FOR COMPLETION**

The contract will last a total of 16 months from the date of the successful bidder's notification. The deadline for completion is 30 June 2015.

However, the successful bidder may request a deadline extension by sending the awarding authority (ACSÉ) a request in writing, including the reason for the extension request and the new requested deadline, which must fall by the end of the contract's term. If the extension request is accepted the successful bidder will be notified in writing or by e-mail.

## **ARTICLE 5: SERVICES REQUESTED**

### **5.1 Common tasks for the 5 lots (fixed part of the contract)**

#### **a/ Design and organisation of the workstream:**

Building on previous URBACT workstream experience the contract holder shall adopt a participative approach and set up a multidisciplinary team composed of: a workstream coordinator, core group members and appointed witnesses in relation to the workstream theme. The workstream has to be geographically balanced and representative of Europe with core group members and witnesses coming from North and South, East and West. At least half of the core group members and witnesses should come from URBACT projects. Finally, the workstream coordinator should try to ensure as much as possible balance between experts and urban practitioners as well as gender balance within the group.

#### **b/ Coordination of the workstream:**

The contract holder shall be responsible for coordinating all workstream activities and outputs. In particular, he/she will engage with core group members, organise meetings, draft agendas, contact experts for hearings, draft notes during meetings, prepare participants lists, deliver all outputs on time according to the requested terms etc.

#### **c/ Liaison:**

The contract holder shall liaise i) with the URBACT Secretariat and the four URBACT Thematic Pole Managers (thematic experts at programme level) on the process and content of activities and outputs; ii) with the other four workstream coordinators to identify cross-cutting topics; iii) with the video team responsible for producing a video per workstream and contribution to the conception of the storyboard of the video; iv) with editor and layout designers of publications.

#### **d/ A minimum of three meetings/webinars for core group members including hearings:**

These meetings aim to organise work between the workstream members, coordinate activities and discuss deliverables. Parts of these meetings shall be dedicated to hearings for experts, policy makers, urban practitioners invited to input on the workstream theme. The location of the meetings will be proposed by the contract holder and will be decided with the URBACT Secretariat.

#### **e/ Up to six coordination meetings with the URBACT Secretariat:**

The coordinator designated by the contract holder shall participate in coordination meetings (including kick-off meeting), between the other four workstream coordinators, the four Thematic Pole Managers and the URBACT Secretariat to define thematic scope and outputs, review work progress, etc. Most of these meetings will take place in Paris region.

#### **f/ Maintain webpages on the workstream topic:**

Workstreams shall update workstream webpages on the URBACT website and share work in progress, discussions and interim findings.

#### **g/ Participation in dissemination events:**

The workstream coordinator or core group members shall be invited by the URBACT Secretariat to participate and contribute to sessions of several dissemination events related to the workstream themes such as:

- Open Days workshops (6-9 October 2014 in Brussels)
- National thematic seminars (combined with the launch of URBACT III activities) from November 2014 to January 2015
- Launch event/ presentation of the final results/outputs of the five workstreams (spring 2015), probably in Brussels
- URBACT II ultimate conference in June 2015, probably in Riga

## **5.2 Additional activities specific to each workstream (Purchase orders part of the contract)**

On its own initiative or upon request of the URBACT Secretariat, workstream will be allowed to undertake some additional activities, such as representation of the URBACT workstream in dissemination events not listed above, additional outputs such as infographies, etc. These activities shall be agreed beforehand by the URBACT Secretariat and will be commissioned by the URBACT Secretariat in the form of purchase orders.

## **5.3 Thematic content of the workstreams**

### **A- Lot 1: New urban economies**

Capitalisation actions in the workstream for new urban economies will explore the new economic drivers as part of an integrated sustainable development in cities.

#### **Rationale and conceptual framework:**

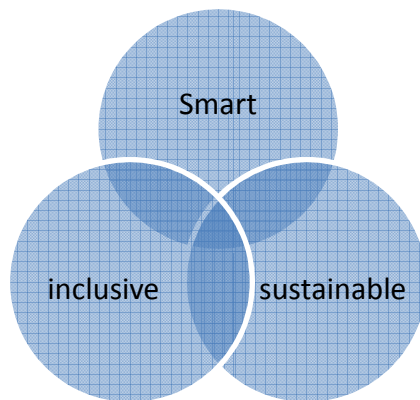
The crisis has destroyed jobs across both service and manufacturing industries in many cities. The old economic aspirations based on individual consumption (a job, a house, a car) are being challenged. The crisis has revealed the shakiness of the financial service sector dependent on permanent state guarantees. Despite the ending of the old certainties, the future is far from clear and in particular what type of growth will be possible, what types of enterprises will be the leaders of the new economy in which sectors and in which cities.

Urban economies will be central to achieving the growth needed to generate jobs and maintain standards of living. This workstream will examine the new trends in those urban economies which combine in an integrated way smart, sustainable and inclusive growth (see figure 1 below). These can include two-way combinations such as smart and sustainable, or smart and inclusive as well as three way combinations (in the centre of the diagram). These trends are likely to include:

- areas of the green economy such as retrofitting and smart solutions to urban management,
- the support economy for delivering integrated health and care services and which involve the patient as a co-producer of services,
- new smart services which exploit the potential of digital technologies,
- social economy such as social incubators and other social inclusion measures

In parallel, the workstream will explore the way these trends are developed in particular through triple and quadruple helix models that are working in these overlapping areas of sustainable development.

Figure 1: Three circles of smart, sustainable and inclusive growth showing the two and three way overlaps (shaded darker)



**The key questions to be explored by the workstream should include:**

- What are the new urban economic drivers and related good practices developed by cities?
- How do triple and quadruple helices contribute to these trends and to an integrated sustainable urban approach?
- What are the characteristics of these helices? How are they initiated by the city and in what format (institutional arrangements, intermediaries)? What are the examples of cities developing the civil society dimension of the quadruple helix and how are they doing this?
- Are these trends and helix models enough to build a resilient city?

**Scope of the workstream/ existing knowledge and resources to build on:**

1) URBACT as a priority, in particular:

- city partners of the 3rd call URBACT networks such as: EUNIVERCITIES, CITYLOGO, CREATIVE SPIN, 4DCities, JOBTOWN, Wood footprint;
- city partners of pilot networks: ESIMEC, Gastronomic cities
- findings of past Call 1 and Call 2 URBACT projects
- findings of six previous workstreams
- capitalisation outputs such as studies and other publications
- finding of the other four ongoing workstreams to identify cross-cutting themes

2) Interregional programmes such as ESPON, INTERACT, INTERREG IVC.

3) Other European or international organizations such as OECD, Social Innovation Exchange/EU social innovation initiative, European Business and Innovation Centre network <http://www.ebn.be/>, Living labs network

4) Other stakeholders from non URBACT cities, universities, private sector, NGOs, etc.

**B- Lot 2: More jobs for urban youth**

Given that 11% of Europe's labour force is unemployed with youth unemployment recording highest rates, this workstream will focus on what can cities do to create and sustain employment for young people.

**Key questions to be explored by the workstream shall include:**



- How can cities engage with employers on the quality of jobs and career progression agenda?
- Cohesion policy includes large investment in youth in the next programme period-how can we make sure that that money is spent well?
- Using the experience of the “More Jobs Better Cities” 2011-2012 workstream, how can URBACT knowledge add value?

The workstream shall bring concrete results and strong cases fully explored, with evidence and proof of concept

Capitalisation activities will build on the findings of the workstream “More jobs, better cities” developed in 2012-2013 to further explore concrete cases of cities fostering job creation (direct and indirect actions for entrepreneurship, human capital, green jobs, white jobs, etc.), using the framework developed. Capitalisation activities will also link with OECD-LEED e.g. to explore how their Job Creation Dashboard could be used at city level. There will be a special emphasis on HOW cities create jobs and growth.

### **Scope of the workstream/ existing knowledge and resources to build on:**

1) URBACT as a priority, in particular:

- city partners of the 3rd call URBACT networks such as: URBACT MARKETS, SUSTAINABLE FOOD, JOBTOWN, CREATIVE SPIN, MY GENERATION AT WORK, PREVENT; E-universities
- city partners of pilot projects: Gastronomic cities, ESIMEC
- findings of past Call 1 and Call 2 URBACT projects
- findings of six previous workstreams
- capitalisation outputs such as studies and other publications
- findings of the other four ongoing workstreams to identify cross-cutting themes

2) Interregional programmes such as ESPON, INTERACT, INTERREG IVC.

3) Other European or international organizations such as OECD LEED, etc

5) Other stakeholders from non URBACT cities, universities, private sector, NGOs, etc.

### **C- Lot 3: Social Innovation in cities**

Earlier this year, URBACT launched the workstream report “Supporting urban youth through social innovation”. This concluded that cities must adopt innovative approaches to major social challenges. Where cities are struggling with diminishing public resources, new design and delivery models are required. A key finding was that municipalities occupy a pivotal role here, both in re-building trust with citizens and in brokering cross-sectoral approaches.

The workstream report underlined the conditions required to create a social innovation ecosystem in Europe’s cities. These included the:

- Support for new ideas generation
- Value of unusual suspects
- Pre-requisite of a strong evidence base
- Importance of coproduction
- Potential of new service delivery models
- Impact of smart finance

Building on this, URBACT will continue its capitalisation work around this theme but with a universal application. In particular, this workstream will focus on two aspects of social

innovation which have been highlighted in discussions. The first is the concept of *new city leadership*. The second will identify the *tools and models* being developed and used by enabling public authorities to support social innovation.

Tackling the challenges most European cities face today requires exceptional leadership. City leaders – both elected and professional – are expected to drive and facilitate change in order to achieve better results with fewer resources. Some of the key questions to be addressed on this topic are:

- What steps are leaders taking to work differently with other city stakeholders?
- What are city leaders doing to promote what Won Soon Park calls ‘super sectoral collaboration’?
- Within their administrations, where do city leaders meet most resistance to social innovation and what are the effective ways of dealing with this?
- How are city leaders mobilising new technologies to engage differently with the public and encourage coproduction?
- To what extent can “New City Leadership” be learnt?
- How can URBACT support effective city leadership in future?

The initial workstream output underlined the changing role of municipalities. Faced with fewer resources, they have little option but to reinvent their modus operandi. This in itself is an opportunity from the Crisis. In relation to this, the workstream will explore the following questions:

- How are city authorities effectively assuming the brokerage role?
- What steps are being taken to build the capacity of the non-governmental sector
- How are public authorities engaging with residents and organisations to create new delivery models?
- What procurement steps are cities taking to widen the range of service providers?
- How are cities developing the capacity of their personnel to work differently?
- What steps are city authorities taking to ensure that legislative barriers are removed/addressed?
- How are city authorities using financial tools to stimulate social innovation?

#### **Scope of the workstream/ existing knowledge and resources to build on:**

1) URBACT as a priority, in particular:

- city partners of the 3rd call URBACT networks such as: 4D Cities, Active Age, Healthy Ageing, Together, Sustainable Food, URBACT Markets, USER
- city partners of pilot projects: Diet for a Green Planet, TUTUR, Placemaking
- findings of past Call 1 and Call 2 URBACT projects
- findings of six previous workstreams
- capitalisation outputs such as studies and other publications
- findings of the other four ongoing workstreams to identify cross-cutting themes cross-reference with other workstream activities

2) Interregional programmes such as ESPON, INTERACT, INTERREG IVC.

3) Other European or international organizations such as OECD, Eurocities, SIX, the Young Foundation, NESTA, Mindlab and Kennisland,

6) Other stakeholders from non URBACT cities, universities, private sector, NGOs, etc.

#### **D- Lot 4: Sustainable regeneration of urban areas:**

As a result of one years' work, in June 2013 the URBACT workstream report "Against Divided Cities in Europe" has been published. This concluded that in order to address the problems of their socially segregated deprived residential areas cities have to build up, in dialogue with citizens, long-term policies based on a careful mix of sectoral and area-based tools, implementation and evaluation. Planning and interventions across the whole city are needed, even if problems might concentrate on certain areas.

The original workstream activity focused on socially deprived residential areas as an entry point, while the concept of sustainable urban regeneration (aiming for low carbon and energy efficient regeneration of urban areas) has much wider application from environmental perspectives. Besides strategic and land-use planning many types of sectoral policies, such as housing, transport, energy, employment and food supply are also connected.

There is a rich information base existing in URBACT regarding different territories of cities (inner city neighbourhoods, large housing estates, markets and commercial places, peripheral brownfield areas, abandoned former transport areas, suburban territories, etc.). Similarly, broad knowledge exists about sectoral policies (housing, transport, energy, industrial development, commercial, etc.) which shape urban development. This workstream will explore practices of sustainable regeneration of different urban areas with a focus on low carbon and energy-efficient strategies.

### ***Focus***

The EU2020 strategy aims for integrated sustainable development of urban areas. Urban regeneration is of key importance for sustainable urban development. It is a condition to avoid uncontrolled urban sprawl, to use efficiently natural resources, to avoid a widening split between less and more affluent neighbourhoods. It is also a very important condition to maintain and enhance the attractiveness of cities making them liveable and attractive places for residents and investors.

Each city has areas which are in difficulties or can potentially turn into problematic areas. The reasons might be very different: high energy consumption, high carbon emission, access difficulties by public transport, concentration of poor people, monofunctional character and maintenance problems in large housing estates, declining market places and empty commercial units, unused peripheral brownfield areas, suburban territories far away from city centres, etc. Such areas need urban regeneration to avoid them to become critical problem territories. Sustainability of the regeneration means that the problem is approached not just as a task to immediately react on the largest, most visible problem but that it is considered from the perspective of the whole urban area (what can be the role of this area in the whole city taking also carbon emission, energy efficiency and social aspects into account) and from the perspective of what the residents of the area know and how they could contribute (what opportunities they have). Interventions should be based on the inherent potentials and assets of the people and the area, so as to optimally contribute to the sustainable development of the whole city.

As the initial workstream results show, the deterioration and/or inefficiency of urban areas is a complex process, whose drivers and challenges need to be properly analysed, so that appropriate and effective interventions can be developed. It is important to understand the types and problems of given areas and also the dynamics of the processes. This has to be followed by an analysis of the reasons behind the dynamic processes (changing energy priorities, mobility of population groups, changing market situations, etc.) A typical mistake cities make is to judge neighbourhoods on the basis of static measures, and to focus on policies which undermine the role the area might play in the city in a dynamic sense. Finally, interventions have to be part of the strategic planning and overarching management of the whole urban area, so as to achieve the most possible sustainable outcomes.

The main idea of the work is that the handling of the problem areas of cities needs horizontal and area-based policies alike and can only be approached on the basis of integrated

strategies developed in multi-level governance setup. Building on the initial workstream findings and on the discussion with the Round 3 projects, the following sub-themes have emerged as being of particular importance:

- Identification of problematic areas
  - How can cities develop long-term strategies towards more sustainable energy use, decrease of carbon emission and more equitable social development?
  - What are the methods for cities to continuously monitor their urban area to discover environmentally and/or socially deteriorating territories in time (avoiding the development of extreme difficulties)?
  - How can the problems be explored in static (comparative) and in dynamic terms?
- Development of sustainable urban regeneration plans
  - How can the existing assets of the areas and the potential skills/opportunities of their residents be explored and included into the planning of sustainable urban regeneration?
  - How can the plans for the problem areas become connected to the strategic vision and plans of the whole urban area and to its low-carbon and energy-efficiency aims?
- Governance and financing
  - How can the different aspects of integrated development (horizontal cooperation between sectoral departments, territorial cooperation between municipalities of the functional urban area, vertical cooperation to assure multi-level governance) be assured in the decision on and implementation of sustainable urban regeneration?
  - How can the problems of existing areas given enough attention as opposed to ideas based on new construction and further increase of built-up areas?
  - How can the environmentally preferable solutions (based on renewable energy sources and resulting in lower carbon emissions) be made also financially more attractive, with regard on their long-term advantages and taking social affordability in account.
  - How can the usual grant approach to regeneration be substituted by publicly funded financial instruments, providing below market rate loans?
  - What governance models could promote best financial flexibility and mixed funding responses while heading towards more equitable social development?

### **Scope of the workstream/ existing knowledge and resources to build on:**

1) URBACT as a priority, in particular:

- city partners of the 3rd call URBACT networks such as: Use-Act, CSI Europe, User, Re-Block, Urbact Markets, Enterhub, WOODFOOTPRINT
- city partners of pilot projects: TUTUR, Placemaking
- findings of past Call 1 and Call 2 URBACT projects such as : Reg-Gov, Co-Net, Lumasec, SURE, NODUS, SUITE, etc
- findings of six previous workstreams
- capitalisation outputs such as studies and other publications
- findings of the other four ongoing workstreams to identify cross-cutting themes cross-reference with other workstream activities

2) Interregional programmes such as ESPON, INTERACT, INTERREG IVC.

3) Other European or international organizations such as OECD, Eurocities, CEMR, green capitals, Covenant of Mayors, Energy cities etc.

7) Other stakeholders from non URBACT cities, universities, private sector, NGOs, etc.

### **E- Lot 5: The Sharing and circular economy**

This workstream will collect good practices from as wide a range of cities as possible of how they are intervening in the circular and sharing economy through practical projects and policies.

#### **Rationale**

It has been argued that the city itself was the first approach to the sharing economy. Cities allowed the sharing of outdoor spaces, of transportation, of leisure and culture.

The early cities also had examples of circular economies. Refuse and waste was recycled within the city, though sometimes at great risk to health (e.g. resulting in early cholera outbreaks). However, the industrial revolution increasingly broke these links as uncontrolled growth to house an industrial population led eventually to zoning as a way of reducing the effects of pollution.

Reproducing the USA's standard of living for all, the world's population would require us to have several more planets. Since we only have one there has been a growing interest in how our economic model can become more sustainable. Sharing and circular economies both open up new potential for a more resource efficient economy as well as creating new social relations in the ways that we consume. Sustainable growth is one of the three objectives of the Europe 2020 strategy and resource productivity is one of the thematic objectives for the new programme period.

Circular solutions have been developed for solid waste, for plastics and glass, for heat. But there are still huge gaps - the amount of electronic goods thrown away per person has reached record levels (e.g. 12kg per person per year in France) and many recycling operations are both inefficient and frequently linked to dangerous work practices in developing countries. Most electronic goods can no longer be repaired and are put in the bin at the first sign of problems. Rapid innovation leads to whole categories of consumer electronics such as phones, cameras, printers and televisions becoming redundant at record speed.

In a parallel evolution the shared economy has grown in status in the past decade. The notion of sharing material objects instead of individual ownership is an old concept. Many of our historic social innovations were based on sharing from the invention of the hotel to the creation of savings banks. Now the sharing economy can be turbo powered through the internet and smart phones. It is linked to related concepts around the collaborative consumption [http://en.wikipedia.org/wiki/Sharing\\_economy](http://en.wikipedia.org/wiki/Sharing_economy). The most commonly cited examples in cities include car sharing, co-working spaces, equipment sharing, time-sharing through time banks and local exchange trading systems, skill sharing, house sharing and new services for elderly and other vulnerable groups.

#### **The key questions shall include:**

- What examples are European cities generating for shared and circular economy approaches?
- How do EU examples compare with International best practice (e.g. Portland, Oregon and Seoul, South Korea)
- How are cities organising to support such initiatives (e.g. new agencies, support for social economy, joint ventures, challenge type competitions or crowd sourcing)?

- What results are shared economy approaches achieving in the most avant garde cities? How are results being measured?

### **Scope of the workstream/ existing knowledge and resources to build on:**

#### 1) URBACT as a priority, in particular:

- city partners of the 3rd call URBACT networks such as: 4D Cities, Active Age, Together, Sustainable Food, URBACT Markets, USER,
- city partners of pilot networks: TUTUR, Placemaking, Creative Spin, Diet for a Green Planet, Healthy Ageing, GENIUS OPEN
- findings of six previous workstreams;
- capitalisation outputs such as studies and other publications
- findings of the other four ongoing workstreams to identify cross-cutting themes cross-reference with other workstream activities

#### 2) Interregional programmes such as ESPON, INTERACT, INTERREG IVC.

3) Other European or international organizations such as Social Innovation Exchange (SIX) Shareable.net on a virtual basis, Transition towns network <http://www.transitionnetwork.org/>, Euro freelancers coalition for a sharing economy <http://www.euro-freelancers.eu/european-sharing-economy-coalition/>

#### 4) Other stakeholders from non URBACT cities, universities, private sector, NGOs, etc.

## **5.4 Common deliverables for the 5 workstreams**

### **a/ An inception report:**

Following notification and within 2 weeks, successful bidders shall submit an inception report outlining:

- the thematic approach proposed to frame the workstream issues, including key questions that will structure research and evidence gathering;
- a methodological framework, a related work plan and timeline;
- a list of potential good practices/ experiences to be explored as part of building evidence on successful ways to address policy challenges, resorb problems, etc. from the perspective of cities;
- a list of experts, practitioners, stakeholders to be involved in the workstream activities to gather evidence and confront identified approaches
- a description of the outputs to be produced by the workstream (building on expected deliverables listed in the terms of reference and possibly going further).

This report will be discussed and validated during the kick-off meeting that will be organised by the URBACT Secretariat with the five workstream coordinators and the thematic pole Managers.

### **b/ A “state of the art” synthesis on the workstream topic**

The workstream activities should start with the review of existing knowledge and material related to the topics addressed by the workstream. This baseline will inform further evidence gathering and frame the added-value of the workstream capitalisation exercise. The state of the art should consider EU level context as well as interesting national or even local practice.

It should focus on the role of cities and actions cities have tested to address the related challenges. It should back up the rationale of the workstream scope and the key questions that the workstream proposes to address. The state of the art should be conceived as a stand alone document suitable for dissemination purpose.

**c/ An article for the URBACT Tribune 2014 to be published for the Open Days 2014 (early October )**

The article should present the baseline on the topic, first findings of the workstream in terms of approaches/ policies developed by cities to address specific challenges that have been identified as central to the workstream topic. These should be illustrated by concrete practices. The article should be 3,000 to 4,000 words (around 8 A4 pages), including a short abstract, context, two detailed and structured city case studies coming from different countries (preferably but not exclusively from URBACT cities), conclusions and recommendations, quotes, footnotes and bibliography, acknowledgement to contributors and pictures/ photographs with copyrights. This article is to be provided by 18 August 2014 at the latest. The five workstream articles will be published within the URBACT Tribune 2014 under the supervision of the URBACT Secretariat, the URBACT Thematic Pole Managers and the layout designer.

**d/ A minimum of 2 case studies presenting good practice from cities (one at least from the URBACT community), using a common template provided by URBACT**

These case studies should be a product of the workstream activities (collection of data, interviews, hearings, etc.) and explore original context, action/ policy implemented, achievements, conditions for success, etc. These case studies should be produced by November 2014 at the latest. It is foreseen that videos will be produced on a selection of cases across the 5 workstreams.

**e/ Final report**

The workstream final report will consolidate all findings, evidence base, policy recommendations, good practices, etc. that will have been developed as a result of the capitalisation workstream. A common outline for all 5 workstream final reports will be designed and agreed with workstream coordinators during the inception phase. Final reports should be published in a single collection at the same time (see the publication Capitalisation workstreams 2013 – Cities of tomorrow: Action today, available in paper and e-book version - <http://urbact.eu/e-books/urbact2-capitalisation-key-messages/appli.html>). The publication gathering all 5 final reports shall be launched in a dedicated event normally in March 2015.

**f/ Participation in different events, including URBACT National seminars to be organised in Nov-Dec 2014 and URBACT II ultimate conference in May 2015**

## **ARTICLE 6: METHODS OF EXECUTION**

### **6.1 Working language**

All activities and outputs are to be delivered in proficient English

### **6.2. Methodology for delivery and coordination**

The methodology to be developed by the contract holders should take into consideration the following elements:

- combine hearings, interviews, peer-reviews, workshops with experts, practitioners, policy-makers, invited to provide inputs on the workstream topics, with a minimum of 3 physical meetings;

- confront approaches from “thinkers” and “doers”;
- ensure a balanced geographical approach to reflect EU diversity in terms of urban contexts and practices/ policies,
- ensure compliance with the milestones defined by the URBACT Secretariat for all 5 workstreams so as to allow a consistent delivery across all 5 workstreams.

### **6.3 Correspondents**

The successful bidder shall appoint a workstream coordinator - identified in the bid who will be the reference person responsible for:

- leading the workstream core group, allocating tasks, organising regular coordination meetings with the team, etc.;
- managing the workstream work plan and ensuring timely delivery of expected outputs (including ongoing communication through web, social media, participation in events, etc.);
- organising meetings as part of the workstream activities (hearings, workshops, etc.) in terms of content, logistics, follow-up, etc.;
- managing the financial resources provisioned for workstream delivery (incl. expertise fees, refunding of travel and accommodation expenses, etc.);
- liaising with the workstream coordinators appointed in the other 4 workstream to ensure consistency in the delivery, share progress, methods and possibly material/ findings on cross-cutting issues to avoid overlap among workstreams;
- liaising with potential service providers in relation to dissemination of outputs (e.g. video team for the production of workstream videos, editor and lay out designer for publications, etc.).

The person thus designated shall only be replaced in case of force majeure or gross misconduct or failure. The proposed replacement must have a level of expertise (skills and experience) at least equal to the person they are replacing. No replacement shall give rise to a change in the service price. The replacement must be approved in writing by ACSE – URBACT Secretariat.

The technical correspondent of the URBACT Secretariat for this contract shall be Melody HOUK, Projects and Capitalisation Manager, while the administrative and financial correspondent shall be Thierry PICQUART, Administration and Coordination Manager. The language of correspondence between the Contract Holder and ACSE – URBACT Secretariat shall be English or French.

Within the URBACT Secretariat, the Capitalisation officer will be in charge of coordinating the 5 workstreams. An “advisory group” will be set up, involving staff from the “Projects and Capitalisation” and Thematic pole managers. The “advisory group” will be in charge of providing support to the different workstreams, feedback on the scope, planned activities and outputs, existing URBACT knowledge/ background material (incl. possible good practices to be explored, experts or practitioners to be involved in the workstream activities, etc.). Members of the advisory group may also take part to workstream activities when relevant.

### **6.4 Kick-off coordination meeting**

A kick-off meeting shall be organised between all five workstream coordinators and the URBACT Secretariat once the contract has been notified. During this meeting, working procedures shall be set out and the work programme and timetable shall be set definitively.

This work programme shall be drawn up on the basis of the services requested in Article 5 hereof and shall be broken down into services and/or tasks to be performed by the Contract



Holder. It shall equally indicate the timetable needed to complete each of the services and/or tasks related thereto.




In addition to ongoing communication with the capitalisation officer via email, telephone, etc., it is foreseen to organise **6 coordination meetings** between the URBACT Secretariat and the 5 workstream coordinators over the entire period (normally in the URBACT premises).

**6.5 Coordination meetings**

In addition to ongoing communication with the capitalisation officer via email, telephone, etc., it is foreseen to organise **6 coordination meetings** (Kick-off meeting included) between the URBACT Secretariat and the 5 workstream coordinators over the entire period (normally in the URBACT premises).

**6.6 Indicative timeframe**

The following table presents a first estimation of standard (fixed) activities and outputs related to the workstreams. In particular:

Internal coordination and meetings	
Outputs	
Standard (fixed) events	

The list is not exhaustive as it does not include any extra activities (i.e. participation to external events, additional outputs, etc) to be foreseen by WS coordinators and members.

	2014							2015			
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	May	June
US-WS coord meetings	1 <sup>st</sup> (KO)	2nd		3rd		4th		5th		6th	
workstream meetings											
Interim outputs	Case studies+ videos										
Participation in Open Days											
Final outputs						Final reports					
National Seminars											
WS launch event											
URBACT II Conference											

## ARTICLE 7: DOCUMENTS TO SUBMIT AND VERIFICATION

The documents to be submitted are identified under the term “Deliverables” in article 5. The documents provided by the contract holder must be written in English.

The ACSÉ-URBACT Secretariat shall validate written forms (e-mail, fax or mail) of the documents listed in article 6 within two weeks after receiving them. Requests for changes may be submitted as needed before the final validation of the documents. The successful bidder agrees to make them within the deadlines set by the ACSÉ- URBACT Secretariat.

The services are considered received only upon final validation of the documents by the ACSÉ-URBACT Secretariat.

## ARTICLE 8: PRICE

### Fixed part of the contract

The price is firm, flat and total throughout the length of the contract.

It includes the completion of the entire requested services, in particular the costs linked to the workstream meetings and hearings (catering, travel and accommodation, room renting, expertise for external speakers, etc), secretariat, reprography, etc.

### Part of the contract with purchase orders

Based on an estimate including the entire requested services, in particular catering, travel and accommodation, expertise fees, etc, a purchase order is issued by the Secretariat.

## **ARTICLE 9: INVOICING AND PAYMENT METHODS**

### **9.1: Invoicing methods**

Payment will be made according to public accounting rules after the ACSÉ verifies the service provided and receives the invoice. The only payment method is by bank transfer to the bank or postal account corresponding to the bank statement/IBAN provided by the successful bidder.

The government accountant in charge of payments is the ACSÉ accountant located at 209 rue de Bercy, 75585 Paris Cedex 12.

Invoices relating to the payment (one original and one copy) must be drafted in French or English and bear the following information:

- The contracting parties' names and addresses,
- The reference to the present contract,
- The invoice date and number,
- The services billed,
- The total amount of the service excluding tax,
- The VAT rate and amount and/or, if necessary, the intracommunity VAT number of the successful bidder's country,
- The total amount including tax.

Invoices must be accompanied by an activity report detailing the work done and the deliverables provided. Invoices must be sent to:

L'ACSÉ - Secretariat URBACT  
5, rue Pleyel  
93283 Saint-Denis cedex

Reminder: the currency is the euro and the price remains unchanged in the event of exchange fluctuations.

### **9.2: Overall payment deadline**

In compliance with the amended decree of 21 February 2002 on the maximum payment deadline for government contracts and with article 98 of the Government Procurement Code, the public corporation must pay the amounts due within a maximum of 30 days from the date the ACSÉ-URBACT Secretariat receives the request for payment.

If the contract deadline is not met, the applicable deferred interest rate is equal to the main refinancing interest rate the ECB applies to its most recent main refinancing operation prior to the first calendar day of the semester of the calendar year during which the deferred interest started accruing, plus seven points.

### **9.3: Payment methods**

#### Fixed part

Payment will be made according to the following schedule:

- A 1<sup>st</sup> payment of 20% is made to the contractor upon presentation of an activity report and after validation of the inception report by the URBACT Secretariat
- A 2<sup>nd</sup> payment of 40% is made to the contractor upon presentation of an activity report and after validation by the URBACT Secretariat of the URBACT Tribune article
- A 3<sup>rd</sup> payment of 20% is made to the contractor upon presentation of an activity report and after validation by the URBACT Secretariat of the workstream final report.
- The remaining 20% is paid to the contractor after the URBACT II final conference upon presentation of an activity report and presentation of the final invoice

#### Part with purchase orders

Payment will be done upon reception of the invoice corresponding to one or several purchase orders, the corresponding activity report and validation that the service requested to the provider was rendered.

#### **9.4: Advance**

In compliance with article 87 of the government procurement code, the successful bidder may receive an advance payment equivalent to 5% of the fixed part of the contract.

In the bid the successful bidder must specify whether he or she waives the right to that advance. Payment of the advance is made in compliance with the provisions in article 88 of the government procurement code.

#### **ARTICLE 10: THE SUCCESSFUL BIDDER'S OBLIGATIONS AND RESPONSIBILITIES**

The successful bidder appoints a team leader to carry out the service on behalf of the ACSÉ-URBACT Secretariat.

The successful bidder agrees to replace any team member in charge of executing the present contract who fails to adequately carry out his or her tasks. The proposed replacement's qualifications must be at least equal to those of the team member he or she replaced and no replacement may result in a change in the services' price.

The ACSÉ-URBACT Secretariat must approve any change of the team leader and members on the successful bidder's initiative beforehand.

#### **ARTICLE 11: SUB-CONTRACTING**

During the execution of the contract the successful bidder can present one or more sub-contractors to the ACSÉ-URBACT Secretariat. However, the sub-contractor cannot begin performing the services the successful bidder has requested him/her to carry out without first obtaining the awarding authority's acceptance of the sub-contractor and approval of his/her payment terms.

#### **ARTICLE 12: CHANGES AFFECTING THE SUCCESSFUL BIDDER'S STATUS**

During the contract's period of validity, the successful bidder is required to inform the ACSÉ-URBACT Secretariat, in writing and without delay, of any changes affecting the company's

status, including changes to the name of the account to which payments of the amounts due on the present contract are to be paid.

If the successful bidder neglects to comply with that provision, he or she is informed that the ACSÉ will not be held responsible for late payment of invoices containing an anomaly compared to the instructions in the bid, due to changes occurring in the company or involving the company's status of which the ACSÉ has not been made aware.

### **ARTICLE 13: CONFIDENTIALITY – OWNERSHIP OF THE RESULTS**

The successful tenderer commits to abstaining from disclosing any information of which he might have knowledge during the execution of his service.

In the framework of this contract, the contractor exclusively waives all his property rights related to the results, partial or not, to the Acse- URBACT Secretariat, enabling it to freely exploit them for the legal duration of the intellectual property.

The "results" signify all the components, regardless of the form, type and medium that are consequent to the execution of the services covered by the contract.

In compliance with copyrights, these intellectual property rights include all the property rights to reproduction, representation and distribution, notably the right to use and permit use of, to incorporate, integrate, adapt, arrange, correct and translate the results, even partial, of all or a part of them, as they are or modified, by any means, in any form and in any medium. The Acse-URBACT Secretariat, who is owner of all the documents related to this contract, may use the results, even partial, of the services, reproduce the results and transmit them to a third party, in compliance with the regulations defined by the CNIL. Prior approval from the URBACT Secretariat should be received for these uses. The Acse- URBACT Secretariat reserves the right to publish the results of services; this publication should mention the contractor and the URBACT financing.

The price of this transfer is included in the contract amount.

This transfer is applicable in France and the entire world, notably in case of publication on the Web.

This transfer covers the results, even partial, as of receipt of the services requested.

For this use and publication of the results, even partial, by authors or third parties, there should be a prior agreement with the Acse- URBACT Secretariat.

This request for authorisation is sent by post addressed to the URBACT Secretariat.

Any authorised publication should mention URBACT financing and be sent to the Acse-URBACT Secretariat for information purposes.

The contractor is required to ensure that the title of the contract and the name URBACT appear on all the documents concerning the services of this contract (minutes of meetings, reports, etc.).

### **ARTICLE 14: PENALTIES**

#### **Late fees**

If the successful bidder fails to meet the deadlines stipulated in the contract and the delays are not attributable to ACSÉ or a force majeure, a late payment penalty of €100 including tax per day of lateness will be charged.

However, the successful bidder may request a deadline extension by sending the awarding authority a request in writing, including the reason for the extension request and the new requested deadline, which must fall by the end of the contract's term. If the extension request is accepted the successful bidder will be notified in writing.

### **Penalties for poor execution**

In keeping with Article 25 of the General Conditions of the Contract, where upon request from the ACSE-URBACT Secretariat, the quality of a service remains unsatisfactory given that it fails to comply with the services listed in the contractual documents, the Contracting Authority shall reserve the right to review the price depending on the extent of the defects observed, except in any cases of force majeure. Such a decision must be justified and the Contract Holder must be in a position to present his/her own observations.

### **Penalty for undeclared work**

In accordance with article L.8222.6 of the Labour Code, penalties may be imposed on the contractor if it does not carry out the formalities stated in articles L. 8221-3 to L. 8221-5 of the Labour Code relating to undeclared work.

## **ARTICLE 15: TERMS OF CANCELLATION**

The ACSÉ may cancel the contract in compliance with the provisions of chapter VII of the GAC/GPIS as well as in the following conditions:

### **15.1 Cancellation due to the successful bidder's fault**

If the ACSÉ establishes that the successful bidder has poorly carried out the services or not at all, it will send him or her a registered letter with acknowledgement of receipt listing the defaults and asking him or her to present his or her observations and, if necessary, meet the obligations described in the letter, within 15 days of the notification date.

If the ACSÉ receives no reply or the services remain unsatisfactory by the end of the 15-day period, the ACSÉ may cancel the contract due to the successful bidder's fault without warning by registered letter with acknowledgement of receipt. In the event of cancellation for breach of contract, the successful bidder will not receive compensation for services performed.

In addition, and in application of article 47 of the government procurement code, in the event that the information required by articles 44 and 46 is inaccurate, the awarding authority, after prior warning, may decide to cancel the contract due to the contracting party's fault without compensation.

### **15.2 Unilateral cancellation by the public corporation**

The public corporation may at any time end the execution of the services required by the contract before the term of the latter for on grounds of the public interest. The successful bidder will be notified of the decision to cancel by registered letter with acknowledgement of receipt. Compensation for the cancellation will be calculated in compliance with chapter VII of the GAC/GPIS.

## **ARTICLE 16: SETTLEMENT OF CONTRACT-RELATED DISPUTES**

In no case can the successful bidder invoke disputes with the ACSÉ as a reason to permanently or momentarily stop providing the services called for in the contract.

The present contract is governed under French law. Only French courts are competent. Failing an out-of-court settlement, any dispute stemming from the application of the present contract will be submitted for referral to the Paris administrative court.

In compliance with article 127 of the Government Procurement Code, any dispute may be brought before the consultative committee of friendly settlements of disputes relating to government contracts.

## **ARTICLE 17: EXCEPTIONS TO THE GAC**

Article 7, "verification of submitted documents", is an exception to chapter VI GAC/GPIS, "establishment that the services have been carried out".

Article 14, "Late Fees", is an exception to article 14 of the GAC/GPIS.

## **Appendix 1**

### **Capitalisation framework 2012-2013**

In 2012-2013 the URBACT programme built its capitalisation framework around the urban threats identified in the "Cities of Tomorrow" report, with the aim to bring forward cities' responses and experiences to modern challenges. Six working groups (workstreams) were set up on:

- Shrinking cities: challenges and opportunities
- More jobs: better cities
- Supporting urban youth through social innovation
- Against divided cities
- Motivating mobility mindsets
- Building energy efficiency in European cities

Workstreams brought together a wide range of stakeholders from all around Europe, including URBACT thematic experts and URBACT city partners, project partners of other interregional programmes such as ESPON, INTERACT, INTERREG IVC; academics from different European universities or research centers; other international and European organizations such as OECD, Energy Cities, EUROCITIES, CECODHAS, CIVITAS, and others.

Each workstream was led by a *coordinator*, in charge of setting up a core group, coordinating activities, co-producing and delivering outputs. The *core group* composed by the stakeholders from different corners of Europe met and discussed about the workstream orientations, work in progress and delivery of activities and outputs. *Witnesses* (thinkers and doers) were invited to hearings to share their experience and give advice on the work produced by the group.

The activities of the workstreams included six coordination meetings with the URBACT Secretariat, three two-day meetings with core group members including hearings, preparation of workshops for the URBACT annual conference, participation in the workstreams launch event in the European Commission, participation in Open Days workshop and other external dissemination events.

The workstream outputs count:

-An article per workstream in the [URBACT Tribune 2012](#)

-A series of reports "[Cities of Tomorrow-Action Today, URBACT II Capitalisation, May 2013](#)"

## Appendix 2: URBACT resources and bibliography:

- **URBACT project results-second edition**  
[http://urbact.eu/fileadmin/general\\_library/Urbact\\_Project\\_Results\\_web.pdf](http://urbact.eu/fileadmin/general_library/Urbact_Project_Results_web.pdf)
- **URBACT project results- first edition** (including thematic articles on Active Inclusion, Human Capital, Innovation, Disadvantaged Neighbourhoods, Metropolitan Governance, Cultural Heritage, Quality Sustainable Living, Low Carbon Urban Environments):[http://urbact.eu/fileadmin/general\\_library/Rapport\\_Urbact\\_II.pdf](http://urbact.eu/fileadmin/general_library/Rapport_Urbact_II.pdf)
- **Results from URBACT completed projects** (1<sup>st</sup> Call) 2011:  
<http://urbact.eu/en/results/project-results/>
- **More detailed information on URBACT projects:**  
<http://urbact.eu/en/header-main/our-projects/list-of-the-projects/>
- **URBACT cities facing the crisis: impact and responses**, Nov2010:  
[http://urbact.eu/fileadmin/general\\_library/Crise\\_urbact\\_16-11\\_web.pdf](http://urbact.eu/fileadmin/general_library/Crise_urbact_16-11_web.pdf)
- **Previous URBACT Thematic Tribunes:**

Tribune 2011 dedicated to URBACT Local Support Groups:

[http://urbact.eu/fileadmin/general\\_library/URBACT\\_16\\_08\\_11\\_pre\\_BAT-3.pdf](http://urbact.eu/fileadmin/general_library/URBACT_16_08_11_pre_BAT-3.pdf)

Thematic Tribune 2010 "Can European cities grow smarter, sustainable and inclusive?": [http://urbact.eu/fileadmin/general\\_library/TRIBUNEweb\\_.pdf](http://urbact.eu/fileadmin/general_library/TRIBUNEweb_.pdf)

Thematic Tribune 2009: [http://urbact.eu/fileadmin/general\\_library/TRIBUNE.pdf](http://urbact.eu/fileadmin/general_library/TRIBUNE.pdf)