



EUROPEAN COMMISSION  
DIRECTORATE-GENERAL FOR EDUCATION, YOUTH, SPORT AND CULTURE  
Directorate Culture and Creativity  
Cultural Policy Unit

## **European Commission**

### **Call for tenders N° EAC/21/2019**

#### **Peer-learning scheme on cultural heritage for cities and regions**

#### **Open procedure**

## **TENDER SPECIFICATIONS**

### **Part 2: Technical specifications**

## TABLES OF CONTENTS

1. General background and references .....	3
2. Objectives of the action.....	4
3. Topics .....	5
4. Tasks.....	8
5. Deliverables and progress reports .....	14
5.1. Deliverables.....	14
5.2.1. Inception report .....	14
5.2.2. Progress report.....	15
5.2.3. Final report .....	15
6. Indicative timetable .....	15
7. Requirements for publication on the internet.....	16
8. Graphic requirements .....	16

## **1. General background and references**

Across the European Union, culture and cultural heritage constitute important assets for regional competitiveness and social cohesion, while shaping identities of cities and regions as well as affecting residents' well-being and quality of life. Funding for regions and cities is available through [a number of EU programmes](#), also supporting culture in regional development. At the same time, the work carried out at the European Union level can considerably help national, regional, urban and rural authorities to share best practices on culture, cultural heritage and regional/urban development.

The strategic objectives of the [New European Agenda for Culture](#), adopted [by the European Commission in May 2018](#), focus on the power of culture for social cohesion, well-being and boosting economic growth as well as strengthening international cultural relations. This new strategic document recognizes that cities and regions across EU are at the forefront of culture-led development and constitute natural partners for experimentation, anticipating trends and exploring models of social and economic innovation. The importance of working on the EU level alongside regional and urban key actors is also exemplified in the [Work Plan for Culture 2019-2022](#), adopted [by the Council of the European Union in November 2018](#). This document, defining specific actions for EU cultural cooperation, foresees a number of peer-learning activities on cultural heritage, to be initiated by the European Commission in coming years.

Furthermore, 2018 constituted a special occasion for culture across Europe, with [European Year of Cultural Heritage 2018](#) – the only thematic year organised under the Juncker Commission – held in order to [raise awareness](#) of the social and economic importance of cultural heritage and to celebrate Europe's cultural richness and diversity<sup>1</sup>. The Year, in parallel to its celebratory aspect, allowed to carry out specific policy work on the European level around 10 selected themes (so-called the [10 European initiatives](#)). These included, among others, the topics of [engagement and accessibility](#), [participatory governance of cultural heritage](#), [adaptive reuse of cultural heritage](#) as well as [quality of conservation and contemporary interventions](#) on cultural heritage.

In order to ensure the legacy of the Year can go beyond 2018, the [European Commission released in December 2018](#) a [European Framework for Action on Cultural Heritage](#). The Framework regroups 65 concrete actions and projects that are going to happen on the European level on topics related to cultural heritage, while putting the emphasis, among others, on the need for evidence-based policy making in this field. The activities proposed are grouped within thematic clusters – with few of them also announcing peer-learning and study visits for regional and city-level policy makers, organised by the European Commission.

The abovementioned recent political developments remain also closely linked to policy work carried out in recent years by EU Member States together with the European Commission on a number of topics previously defined as relevant, within the framework of the [Open Method of Coordination](#). Furthermore, they also connect with a number of peer-learning projects

---

<sup>1</sup> Decision (EU) 2017/864 of the European Parliament and of the Council of 17 May 2017 on a European Year of Cultural Heritage (2018); see the full text here: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32017D0864>

financed and co-financed by [the Cross-sectoral Strand](#) of the [Creative Europe](#) programme in years 2014-2020. Selected most pertinent examples are referenced in sections 2.2 and 2.3 of this document.

## **2. Objectives of the action**

As foreseen by the [2019 annual work programme for the implementation of the Creative Europe programme](#) and as announced in the EU strategic documents mentioned above (Work Plan for Culture 2019-2022 and European Framework for Action on Cultural Heritage), the objective of the present action is to support peer-learning activity for urban, regional, local and national experts (where relevant) on the topics of:

- **A: Participatory governance of cultural heritage;**
- **B: Adaptive reuse of built heritage;**
- **C: Quality of interventions on cultural heritage.**

The three topics are further described in Section 3 of this document.

The present action aims at:

- **a) flagging most pertinent best practices from EU cities/regions on the abovementioned topics**
- **b) supporting exchange of experiences** via facilitating direct contacts between city/rural/regional/national administrations as well as experts (civil society, NGOs and local associations, urban planners and architects, etc.) **by in-depth, thematic peer-learning visits on the topics mentioned above.**

Direct observation, on site, of relevant initiatives, and the possibility to discuss thoroughly, honestly and with the assistance of qualified facilitators about issues and details of implementation with those responsible for their development, is the best way to achieve real and meaningful peer-learning, going beyond rigid and one-way format of “regular” study visits that are aimed at “advertising” a city/region.

The peer-learning visits shall facilitate discussions, sharing good and bad practices, mentoring and exchanges of views among the participants, but also reach out further to a larger number of interested parties through a broad dissemination of information (development of an online catalogue, website, newsletter, use of social media). The action shall build upon previous experiences of EU projects, in particular [Culture for Cities and Region](#) peer-learning initiative as well as other potential relevant projects to be identified by the tenderer (both for their topics as well as methodologies used), for instance:

- [Cultural and Creative Spaces and Cities](#)
- [European Capitals of Culture](#)<sup>2</sup>
- [European Heritage Awards](#)
- [EU Prize for Contemporary Architecture](#)

---

<sup>2</sup> Attention can be given to both cities that received the title and those cities that although were unsuccessful in the bidding process, benefitted from the experience in order to introduce long-lasting change in their cultural policy and local development strategies.

- [European Heritage Label](#)
- [REGIOSTARS Awards](#)
- [Access City Award](#)
- [URBACT](#)
- [Urban Agenda for the European Union](#)
- [European Creative Hubs Network](#)
- [EU Policy Lab of Joint Research Centre](#)
- [Cultural and Creative Cities Monitor](#)

In particular, the present initiative shall facilitate exchanges among European Union’s cities and regions as well as EU Member States with the aim to visit good practice examples, exchange views and produce documentation of the actions carried out. The action shall also identify selected best practices from across the European Union on the three topics above and disseminate them in an accessible, user-friendly and engaging manner.

### **3. Topics**

The following three topics have been identified by the European Commission for the current action – they are explained more in detail below, together with further references relevant for the topics and the current action. Please note that the references provided are non-exhaustive and tenderers are requested to carry out their own research and identify relevant projects and synergies, in close collaboration with the European Commission.

#### **A. Participatory governance of cultural heritage**

Participatory governance is an innovative, people-centred and forward-looking approach, introducing a real change in how cultural heritage is managed and valued. As described in the [Council of the European Union conclusions on participatory governance of cultural heritage from 13 November 2014](#), it means seeking “the active involvement of relevant stakeholders in the framework of public action — i.e. public authorities and bodies, private actors, civil society organisations, NGOs, the volunteering sector and interested people — in decision-making, planning, implementation, monitoring and evaluation of cultural heritage policies and programmes to increase accountability and transparency of public resource investments as well as to build public trust in policy decisions”.

Under mandate of the Council of the EU ([Work Plan for Culture 2015-2018](#)), a group of EU Member States’ experts operating in 2016/17, produced a [Report on participatory governance of cultural heritage](#). The group analysed 47 good practices across Europe, extracting lessons learnt and producing recommendations for policy-makers and cultural heritage professionals “to move the concept of the participatory governance of cultural heritage from simply an abstract notion to concrete action”, mainstreaming participation in the ordinary and everyday governance of cultural heritage.

One of the 2018 European Year of Cultural Heritage (EYCH) initiatives was dedicated to “[All for heritage: citizen participation and social innovation](#)”. In the spirit of the [Council of Europe Framework Convention on the Value of Cultural Heritage for Society](#) (Faro convention, 2005), it aimed at promoting a wider understanding of heritage as a common good by placing people and communities at the centre and increasing civic participation in managing cultural heritage.

The initiative also highlighted the participatory and people-centred approaches to heritage in existing EU schemes, such as [the European Capitals of Culture](#), [the European Heritage Awards](#), [the European Heritage Label](#) and [the European Heritage Days](#).

In cooperation with the Council of Europe, the European Commission has jointly implemented [the pilot project STEPS](#), which is engaging communities in Lisbon and Rijeka in the heritage mapping of their neighbourhoods. The project has examined viable models for participative governance and measured the impact of these approaches to cultural heritage as a resource for community development and cohesion.

Within the context of the EU Framework for Action on Cultural Heritage (see section 2.1), Multi-stakeholder cooperation is one of the key principles, and some actions mainstream the participatory governance approach:

[“The Faro Way”](#), a joint action of the Commission and the Council of Europe, was launched in June 2018 in order to encourage the role of civil society in heritage governance, increase the number of ratifications of the Faro Convention in Europe and promote its implementation. The project will produce a study on the lessons learnt with the promotion and implementation of Faro so far, policy guidance as well as documentary films.

Participatory governance of cultural heritage has been addressed by two projects funded by Horizon 2020, the EU Framework Programme for Research and Innovation:

- The social platform [‘REACH’](#) is currently mapping research and practice in participatory preservation, reuse and management of cultural heritage. The platform will evaluate bottlenecks and opportunities and will create European networks that help heritage communities to connect.
- The research project, [‘Culturelabs’](#), which is assessing the current state of cultural institutions and focus on how to support them to become cultural service providers and hubs of social innovation, in cooperation with the Council of Europe.

### ***B: Adaptive reuse of built heritage***

With the evolution of our societies, many heritage buildings and sites have lost their original functions. Through smart rehabilitation and transformation these places can find new, mixed or extended uses. As a result, their social, environmental and economic value can increase, while their cultural or historical significance is enhanced.

One of the 2018 **European Year of Cultural Heritage** (EYCH) initiatives was dedicated to [“Heritage in transition: re-imagining industrial, religious and military spaces for the regeneration of urban and rural areas”](#). It aimed at promoting the quality transformation of Europe’s industrial, religious and military heritage for new uses. Significant exchanges of knowledge and experience were organised among stakeholders (architects, heritage experts and local/regional authorities) and networks.

As part of this EYCH initiative, the [Architects Council of Europe](#) (ACE) organised a conference in November 2018 in Leeuwarden, which led to the adoption of the [Leeuwarden Declaration](#) by the following stakeholders: ACE, [Europa Nostra](#), [Future of Religious Heritage](#) (FRH), the [European Route of Industrial Heritage](#) (ERIH) and the [European Federation of Fortified Sites](#) (EFFORTS). The Declaration highlights the possible benefits of adaptive reuse

of heritage sites and lists quality principles to reconcile heritage values with contemporary architecture.

Within the context of the **EU Framework for Action on Cultural Heritage** (see section 2), the European Commission commits to "disseminate the Leeuwarden Declaration and support its implementation among relevant authorities and stakeholders" and "support peer learning for local, regional and national policy makers on the re-use of heritage buildings".

During the Year it became clear that adaptive reuse can also benefit other types of heritage buildings, including public housing complexes, and thereby make a major contribution to urban regeneration and the circular economy. The present scheme shall thus also aim at showing local and regional authorities how quality refurbishment and reuse projects can contribute to the circular and green economy thanks to better land use, energy/material savings and ultimately the safeguarding of biodiversity.

Due to its cross-cutting nature, the issue of adaptive reuse has also been addressed by other Commission programmes or initiatives:

- [Horizon 2020](#) is funding a number of projects on the adaptive reuse of built heritage in a regenerative and circular perspective: [ROCK](#), [CLIC](#), [OpenHeritage](#), [Ruritage](#). CLIC is developing a database of case studies in the field of adaptive reuse.
- [URBACT](#) has supported (action planning or transfer) networks dealing with the potential of [abandoned spaces as a driving force for urban regeneration](#). In this context the following projects are worth mentioning: [2nd Chance](#), [Refill](#), [MAPS](#), [Alt/Bau](#)
- [Urban Agenda for the EU](#): two Partnerships (the [Partnership on Circular Economy](#) and the [Partnership on Sustainable Land Use and Nature-based Solutions](#)) are drafting a Handbook on Sustainable and circular reuse of spaces and buildings. The handbook should be ready by November 2019.

### **C: Quality of interventions on cultural heritage**

The way cultural heritage is preserved and enhanced, is a major factor in defining Europe's place in the world and its attractiveness as a place to live, work, and visit. According to [a 2017 Eurobarometer survey](#), a large majority of Europeans think cultural heritage is important to them personally, as well as to their community, region, country and the EU as a whole. Most respondents think public authorities should allocate more resources to cultural heritage, and that public authorities including the EU should do the most to protect cultural heritage.

The European Union supports cultural heritage through several programmes and actions, including Creative Europe, Erasmus+, Horizon 2020, COSME and the European Structural and Investment Funds. But investments can also put heritage in danger, especially when, in attempting to give heritage a "second life", issues of reconstruction and authenticity are not properly addressed, damaging irreplaceable historical elements, their environment and related intangible heritage practices.

During the European Year of Cultural Heritage, an expert group coordinated by the International Council on Monuments and Sites (ICOMOS), mandated by European Commission, worked to identify quality principles (with a focus on EU-funded interventions) in the European historical environment and cultural heritage sites. The work was carried on in the framework of the flagship EU Initiative of the European Year of Cultural Heritage 2018,

[“Cherishing heritage: developing quality standards for EU-funded projects that have the potential to impact on cultural heritage”](#).

As a result, on May 2019, ICOMOS published [a document to provide guidance on quality principles for all stakeholders directly or indirectly engaged in EU-funded heritage conservation and management](#) (i.e. European institutions, managing authorities, international organisations, civil society and local communities, private sector, and experts).

The document outlines the environmental, cultural, social and economic benefits resulting from the application of appropriate conservation measures and provides a summary of key concepts, international charters, European and international conventions, standards and changes in understanding and practice of heritage conservation. A step by step guide looks at how to implement the quality principles during the entire life cycle of the project (Programming, Project briefs and tenders, Design, Procurement, Implementation, Monitoring and evaluation), and outlines the importance of quality drivers such as governance, risk assessment, research, education and training. The document also presents key research outcomes, specific recommendations, and a set of selection criteria, as a tool for decision makers to assess the quality of projects with potential impact on cultural heritage.

As of 2020, [a platform set up via Horizon 2020](#) will also bring together researchers, professionals, stakeholders and policy makers to map problems, practices and policy gaps relating to the impact assessment and the quality of interventions in the European historical environment and cultural heritage sites.

The tenderer shall keep in mind that these three abovementioned topics are indicated as main themes of the current project and shall seek to strike a balance between all of them. Given the transversal nature of some of the topics discussed (in particularly in relation to the first topic), certain flexibility shall be allowed, however, the “predominant” topic shall be indicated for each of the selected good practice and visit, in order to guarantee the thematic focus and to steer potential exchanges and discussions between the participants.

#### **4. Tasks**

The contract will cover all charges (including travel and subsistence).

##### **Task I Identification of good practices and creation of a catalogue**

Taking stock of previously identified good practices (in Open Method of Coordination reports or other expert work at the EU level, via other peer-learning projects, etc.), the tenderer shall identify a number (**at least 30**) of initiatives/projects related to **participatory governance of cultural heritage, adaptive reuse of cultural heritage and quality of conservation and contemporary interventions of cultural heritage** that are worth disseminating and sharing at European Union level.

They should be selected on the basis of reasoned criteria, which shall include:

- strategic vision
- relevance with regard to EU policies development (relation to strategic documents described in sections 1 and 3)

- innovativeness
- transferability
- geographical balance and urban/rural balance (i.e. making sure that cases from both urban and rural settings are included)

The selection of initiatives should be based both on the direct expertise and knowledge of the contractor and on calls to cities and regions through different channels.

- The bid should contain an outline of the criteria for the selection of initiatives/projects to be highlighted, and a description of how the selection will be implemented in practice.

The final list of initiatives shall be gathered in an analytical catalogue, which for each initiative will contain a short description, an extensive outline and a list of contacts so as to obtain further information. The catalogue should be a learning tool for other city/rural/region/national administrations/other actors that would like to take their inspiration from the described initiatives. Therefore, it should be clear and pedagogical. The information should be structured in a thematic way and easily searchable. The European Commission shall be closely involved in the process of proposing case studies and have a decisive role in approving the final list, based on the preselected long list submitted by the tenderer (see **deliverable 1** and **deliverable 3** – Section 5.1. Deliverables).

- The bid should contain an initial proposal of three different initiatives/case studies that could be inserted in the catalogue, in relation to the three topics. It should also contain an indication of how initiatives may be described and classified, **with one fully written practical example (max. 2 pages, with full layout) of how this could be done in relation to one out of the three proposed initiatives/case studies (Task I practical example, see 3.4 Award criteria in Part 1: Administrative specifications).**

### *Task II Organisation of peer-learning visits*

Based on a selection of initiatives from the catalogue, the contractor will organize **during the course of 16 months:**

- **at least 12 peer-learning visits in cities/regions**
- involving the participation of policy-makers (city, rural or regional administration) from **at least 8 cities and regions** from countries other than the country of a given hosting city/region
- and **maximum 4 individual participants representing civil society organisations, cultural initiatives/projects, local/regional organisations, thematic associations or other relevant stakeholders** with thoroughly demonstrated interest and expertise in a given topic and coming from countries other than the country of a given hosting city/region

A balance should be sought in order to allow various categories of participants to take part in the visits. The selection of both host cities/regions and participants shall cover all European Union Member States.

### **Task II.1. Selection of cities/regions for peer-learning visits**

Among the initiatives identified in the catalogue, a smaller number of cities/regions to host peer-learning visits will be preselected by the contractor and then submitted for final decision to the Commission (see **deliverable 2** and **deliverable 4** – Section 5.1. Deliverables).

Criteria for the selection of sites for peer-learning visits may be, for instance, considerations on the transferability of the example, the availability and interest by cities to host the visit, the thematic and the geographical balance. The cities and regions should also specify what their specific learning needs are and what they would like to get out of organising the visit, plus what kind of participants they would like to host in order to guarantee that the visit constitutes a two-way learning process.

- The bid should specify which criteria will be proposed to the Commission to choose the cities hosting the peer-learning visits.

### **Task II.2 Call for participants**

The contractor shall issue a call among local and regional policy-makers as well as other potentially relevant stakeholders (see above) to ensure the participation in the peer-learning visits. Travel and accommodation expenses will be covered **for 20 participants per visit** as an average (**8\*2+4**, see explanation below).

Participant cities and regions should be represented both at political/decision-making and technical levels (that is, two representatives per city/region, i.e. **8\*2**). In addition, **maximum 4 places** for civil society, cultural projects, thematic experts or other potential stakeholders should be planned per peer-learning visit, in order to bring additional expertise to visits and make sure that non-administration participants can also take part and share their insight.

Prospective participants should outline their learning objectives and explain how they intend to take inspiration from the visit to find solutions for their own context as well as how they can contribute to a peer-learning visit with their own knowledge and expertise. In order to reach a maximum number of beneficiaries, participants cannot take part in more than one peer-learning visit. In addition to the fully funded places, there is a limited number of non-funded places (**possibly maximum 5**) that can be allocated to administrations (in particular national governments) who wish to send participants **at their own costs**. These should also be accompanied by presentation of specific learning needs on behalf of prospective additional participants and decided on an ad-hoc basis, in close consultation with the European Commission.

The contractor will select participants to the visits on the basis of explicit criteria such as the quality of applications, thoroughness of presenting the existing learning needs and expertise than can be shared, the likelihood of transferability of results (similarity of context/size/issues), the linguistic requirements, etc. For transparency reasons, the contractor will keep documentation of applications and of the selection procedure, inform the European Commission and ensure that the European Commission shall have a decisive role in approving the participants to each of the visits.

The tenderer shall ensure communication with participants, by confirming to the selected ones the dates for the visit **at least 45 days in advance**, and by sending to them a draft programme

and details at least one month in advance. In case some selected participants could not attend, the contractor will promptly ensure that other participants are given the possibility to attend.

- The bid should contain a detailed description of the methodology that will be used for the selection of participants.

### **Task II.3. Preparation and organization of the visits**

Well in advance to the visit, the contractor will work with the host city/regions for the preparation of the programme, by helping them make the best selection of practices to be shown and to define a balanced schedule.

Such preparation may involve, if needed, a preliminary onsite visit.

In advance to the meeting, they will send to participants

- a detailed programme, containing a thorough description of the initiatives that will be visited
- an issue paper of about **4-8 pages outlining the main learning**, in terms of issues and solutions that were devised, which can be derived from the initiative
- a presentation of participants, summarizing their reasons to take part in the visit.

As a rule of thumb, **the visits shall last three days/two nights each**, starting around noon on the first day and ending in the early afternoon of the third day, so as to allow participants to travel in the day. However, different arrangements could be envisaged, if justified by the programme, the location and the requirements of participants.

The visits should include three main moments:

- 1) an introduction, consisting of an overall presentation, outlining the strategy which supports the initiative and its origins and development, involving the participation of authorities and stakeholders;
- 2) a series of onsite visits; and
- 3) meetings/collaborative workshops on broader thematic issues related to the topic of the visit.

As a rule of thumb and as far as the agenda/timing are concerned, elements 1 and 2 shall constitute roughly 50% of a visit and 50% shall be reserved for element 3, within different formats possible: informal exchanges with facilitators, discussions in sub-groups, world café method, specific tasks assigned to each of the participants before the visit, etc. The tendered can naturally propose additional ideas and improvements, aimed at ensuring that meetings and workshops are as interactive and innovative as possible. The right balance should be ensured between time for discussion and structured exchanges between participants as well as on-site visits, in order to avoid that visits become “beauty contests” for hosting cities/regions. Furthermore, given the specific thematic focus on participatory aspects of cultural heritage, the hosting cities/regions shall also ensure that a number of different local stakeholders (local/regional administration, cultural managers, academia, experts, activists etc.) have the occasion to interact with the participants and benefit from exchanges.

Visits could take place in different languages, depending on the host and the participants. The contractor shall try to match, whenever possible, the language skills of participants with the language of the visit.

The contract will cover charges linked to the preparation and organization of the visits including:

- the organization of travelling arrangements and the travel and hotel expenses for participants;
- the provision of expertise and support to the host city/region in preparation and during the visit as well as follow-up of the visit with the participants;
- the preparation of support documents for the visit;
- interpretation to and from English or a language spoken by the group - if appropriate;
- a contribution to the costs of organization (meals, local transportation)

It is expected that host cities/regions provide meeting facilities.

Commission representatives, or external experts appointed by the Commission, may decide to take part in the visits at their own cost.

- The bid should contain a thorough description of the arrangements that will be put in place to ensure the smooth organization of the visits, including organization of travel arrangements, communication with participants, the solutions for interpretations, as well as a clear analysis of risks and of measures that will be put in place to reduce them.

After the visit, the contractor will develop an analytical document, which summarizes the debate and the main lessons learnt during the visit.

It will consist of a short executive summary (1-2 pages) outlining the main findings and discussion of the visits, and of a more analytical part (about 8-10 pages) describing the visit and detailing the main points of the discussion and of the presentations during the visit.

This document, completed with photographic documentation, will be sent to participants (and for information to the Commission) not later than one month after the visit. It will also be published on the Internet, after appropriate editing which should take into account privacy requirements and possible sensitive issues in the discussion.

- The bid should contain an indication of the type of expertise that will be provided to carry out the work; a suggestion for a possible structure of the report, and an indication of how the contractor will ensure similar quality standards for all peer-learning visit reports.

#### **Task II.4. Follow up to each visit**

Following the visit, the contractor will evaluate the satisfaction of participants and hosts. The results of such evaluation should be used to improve following visits.

- The bid should contain an indication of criteria for evaluation, and of the way they will ensure that the results of the evaluation of each visit will contribute to improving the remaining ones.

After the visit, participants will be asked in writing to explain what they learnt and how this could be transferred to their own context, as well as to evaluate what kind of information and coaching they would still need in order to be able to build upon the lessons learnt. About 45 days after the visit, they will be contacted again in order to assess whether the visit led to some development and whether they would need further assistance or information.

- The bid should contain an indication of an efficient procedure for this individual follow-up and, by means of example, a suggested possible template (max. 4 pages, with full layout) for a participant's report from a peer-learning visit attended (Task II.4 practical example, see 3.4 Award criteria in Part 1: Administrative specifications)

### **Task III Analysis and dissemination of the project**

All through the project cycle, the contractor shall ensure systematic communication on the project.

They will advertise the project at least through a set number of specific pre-identified channels, including relevant social media outlets (to be preliminarily identified by the tenderer in the application and then complemented upon launch of the project, in close cooperation with the European Commission at the start of the project). They will also issue a short electronic newsletter (at least 5 issues for the duration for the contract), containing news and information on the project, to be disseminated through the same channels.

They will set up a specific website for the project, which will at least contain the catalogue of initiatives, the schedule and description of peer-learning visits, the peer-learning visits reports as well as a news section containing possible relevant information linked to culture and urban development.

Towards the end of the contract, the contractor will develop a thematic analysis, consisting of a report of about 15-20 pages which will cluster the findings of the visits on the basis of a thematic structure.

Such thematic analysis may be presented at a closing event that will be organized by the European Commission, if possible in correspondence with some key European Commission event in the field of cultural heritage (such as, for instance, the [European Culture Forum](#)).

The financial offer (see Annex 6 of Tender Specifications Part 1) of the tenderer should include the tenderer's costs related to its participation in the kick-off, progress and final report meetings organised by the Commission.

## **5. Deliverables and progress reports**

All final deliverables produced for the European Commission and Executive Agencies shall conform to the corporate visual identity of the European Commission by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo<sup>3</sup>.

The contractor must deliver the different deliverables (1-4) and reports as indicated below. Further information on the timeframe for their delivery can be found in the Section 6.

### **5.1. Deliverables**

Not later than three months after the signature of the contract, the contractor shall submit to the Commission **provisional long list of identified good practices/initiatives (deliverable 1)**, and a **provisional long list of cities/regions where peer-learning visits could be hosted (deliverable 2)**.

**The catalogue of good practices/initiatives (deliverable 3)** will be produced not later than four months after the signature of the contract and sent to the Commission.

**The calendar of visits (deliverable 4)** will be presented not later than five months after the signature of the contract. It will contain an indication of the dates and content of the visits. The dates for the first six visits should be already confirmed at this stage, while the dates for the following visits may be provisional and confirmed at a later stage, always at least three months before the visit will take place.

#### **5.2.1. Inception report**

The inception report must be drafted in English and submitted at least one week before the Kick-off meeting with the Commission (see Section 6. Indicative timetable).

The report must include at least:

- Detailed work plan and timetable for implementing the work;
- Details on the approach to be followed for each task;
- A precise indication of the repartition of tasks among the experts, in support to peer-learning visits.

The inception report shall not exceed **20** pages, annexes excluded. It shall be provided electronically.

---

<sup>3</sup> For details see [https://ec.europa.eu/info/resources-partners/european-commission-visual-identity\\_en](https://ec.europa.eu/info/resources-partners/european-commission-visual-identity_en)

### **5.2.2. Progress report**

One **progress report** must be drafted in English and submitted **nine months** after the signature of the contract.

It will contain:

- Complete information on the activities carried out in pursuit of the results set out in the technical specifications;
- Complete information on the progress achieved towards the results;
- Problems encountered, solutions found or proposed, and impact on future work;
- A detailed timetable and methodology for completion of the work.

The progress reports shall not exceed **15** pages, annexes excluded. It shall be provided electronically.

### **5.2.3. Final report**

The final report must be written in English and shall be submitted within 16 months after the entry into force of the Contract. The final report should not exceed 25 pages and it should be completed by annexes (including at least all final reports of peer-learning visits organised).

It should include an Executive Summary of 2 pages maximum. The Executive Summary should be provided in English and in French.

The report must include at least:

- Comprehensive information on all the activities and approaches carried out in pursuit of the results set out in the technical specifications;
- Problems encountered, solutions found and their impact on the outcomes achieved;
- Conclusions and recommendations to the European Commission;
- The following disclaimer:

**“The information and views set out in this report are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”**

## **6. Indicative timetable**

T0	Contract start
<b>T0 + 2 weeks</b>	<b>Submission of inception report</b>
T0 + 3 weeks	Kick-off meeting with the Commission

<b>T0 + 3 months</b>	<b>Provisional long list of identified good practices/initiatives (deliverable 1) + provisional long list of cities/regions where peer-learning visits could be hosted (deliverable 2) submitted to the Commission</b>
<b>T0 + 4 months</b>	<b>Catalogue of good practices/ initiatives submitted to the Commission (deliverable 3)</b>
<b>T0 + 5 months</b>	<b>Calendar of visits (deliverable 4) submitted to the Commission</b>
T0 + 7.5 months	Start of peer-learning visits
<b>T0 + 9 months</b>	<b>Progress report submitted to the Commission</b>
T0 + 14.5 months	Submission of draft final report (ahead of the final meeting with the Commission)
T0 + 15 months	Final meeting with the Commission
<b>T0 + 16 months</b>	<b>Submission of the final report</b>

## **7. Requirements for publication on the internet**

The Commission is committed to making online information as accessible as possible to the largest possible number of users including those with visual, auditory, cognitive or physical disabilities, and those not having the latest technologies. The Commission supports the Web Content Accessibility Guidelines 2.0 of the W3C.

For full details on the Commission policy on accessibility for information providers, see: [http://ec.europa.eu/ipg/standards/accessibility/index\\_en.htm](http://ec.europa.eu/ipg/standards/accessibility/index_en.htm)

For the publishable versions of the Project Report and Executive Summary, the contractor must respect the W3C guidelines for accessible pdf documents as provided at: <http://www.w3.org/WAI/>.

## **8. Graphic requirements**

The contractor must deliver the study and all publishable deliverables in full compliance with the corporate visual identity of the European Commission, by applying the graphic rules set out in the European Commission's Visual Identity Manual, including its logo. The graphic rules, the Manual and further information are available at: [http://ec.europa.eu/dgs/communication/services/visual\\_identity/index\\_en.htm](http://ec.europa.eu/dgs/communication/services/visual_identity/index_en.htm)