European Competition Programmer Handbook
GreenArch project results

APPENDIX

including a synopsis of the research

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## APPENDIX - TABLE OF CONTENTS

### APPENDIX 1  Glossary of Terms

2

### APPENDIX 2 GreenArch

7

1 GreenArch partnership and participants
- IAAC (Institute for Advanced Architecture of Catalonia) Spain - the Coordinator 7
- CCEA (Centre for Central European Architecture) Czech Republic 7
- CROAIF (Conseil Régional de l’Ordre des architectes d’Île-de-France) 8
- USE (Urban Social Enterprise) UK 9

2 Other organizations involved
- FOAT (Fondazione dell’Ordine degli Architetti pianificatori paesaggisti e conservatori della Provincia di Torino) Italy 10
- RIBA (Royal Institute of British Architects) UK 11
- Project Compass CIC UK 11
- Czech Chamber of Architects (Česká komora architektů) 12

### APPENDIX 3 - Case Studies

15

A. Design and Construction
- IAAC school visit and FAB LAB: future skills for young architects 15
- National Technical Library, Prague 16
- ZAC Clichy Batignolles, Paris 17
- Palais de Tokyo, Paris 19
- Saw Swee Hock LSE student centre, London 20

B. Competition Programming
- Refurbishment of the Slaughter House, Nice 21
- Topic summary - FOAT proposal for a course for Competition Programmers 22
- Draft Guide (& form for completion) for using & understanding the OJEU information available on TED 23

E. Other case studies
- The FOAT platform for digital procurement 24
- The Project Compass digital procurement portal 24
- The Fulcrum European digital portal 25
- UK construction trends report 2008-2014 by Project Compass 25

5. 2 young Architects approaching a competition: Competition mentoring pilot exercise 26

### APPENDIX 4 - Meeting Presentations

29

1. RIBA and Herman Miller, London, hosted by USE. 2015 06-11/06-12 29
2. CROAIF rue du Faubourg Saint Martin, Paris, hosted by CROAIF. 2015-03-05/06 29
3. Fondazione OAT Prague, hosted by CCEA 2014-10-09/10 29
APPENDIX 1  Glossary of Terms

“AGGREGATION” IN PROCUREMENT
Any supply, work or service contracts, or group of contracts otherwise that are drawn together (or aggregated), in the process of a procurement, the awarding of works, by multiple appointments to a variety of Lots, or by the locking together of consultancy services so as to provide contract awards to a single or reduced number of candidates - are referred to as aggregation. This can have significant impacts which can ‘lock out’ SME’s from their suitability otherwise to undertake contracts due to the multiplied scale of the contracts.

“CONTRACTOR”
This means any organisation or person offering contracted services, works or supplies to a ‘contracting authority’ whether as a building contractor or a professional design consultant. EU architects most typically provide only ‘Service’ contracts.

AN “ARCHITECTURAL COMPETITION”
Any competitive procedure of selection suitable for the appointment of architects allowable within Directive 2014/24/EU- Title 11 Chapter 1 Articles 25 – 32, and including Design Contests. Title V Chapter 11 Articles 78-82 which are a specific type of competition procedure.

“COMPETITIVE PROCEDURE WITH NEGOTIATION”
Means those procedures whereby the contracting authorities consult the economic operators of their choice and negotiate the terms of contract with one or more of these. (Directive 2014/24/EU Art 29)

“CPV CODE” (The common procurement vocabulary)
CPV codes have been developed by the European Union specifically for public procurement. Their main purpose is to help procurement personnel to classify their contract notices consistently and correctly and to help suppliers find the notices which are of interest to them, by using a standardized vocabulary.
CPV codes consist of a main vocabulary for defining the subject of a contract, and a supplementary vocabulary for adding further qualitative information. The main vocabulary is based on a tree structure comprising codes of up to 9 digits (an 8 digit code plus a check digit) associated with a wording that describes the type of supplies, works or services forming the subject of the contract. If a contracting authority inserts the incorrect CPV code in a notice, suppliers are unlikely to be able to find it directly according to search criteria based on their own trade. (Ref. Regulation (EC) No. 2195/2002 of the European Parliament and of the Council and as amended from time to time).

“DESIGN CONTEST”
Means those procedures which enable a contracting authority to acquire, mainly in the fields of town and country planning, architecture and engineering or data processing, a plan or design selected by a jury after being put out to competition, and having been submitted anonymously, with or without the award of prizes. Under the Directive where a particular professional qualification is required from contestants, at least one third of the jury shall have that or an equivalent qualification. (ref Directive 2014/24/EU Art 78-82. Art 80.1 is highlighted).

“e-PROCUREMENT”
Refers to the directives provisions for migrating to use of electronic systems. Communication should generally be by electronic means, including issuing of notices, and receipt of
tenders (Directive 2014/24/EU Art 22). Contracting authorities are required by electronic means to offer unrestricted and full direct access free of charge to procurement documents (Directive 2014/24/EU Art 53). The ESPD provides opportunity for professional institutes to hold and maintain digital registers evidencing compliances (Directive 2014/24/EU Art 59). Where electronic means are used time limits for the receipt of tenders may be reduced (Directive 2014/24/EU Art 27.4, 28.5).

“EU PROCEDURES” or “EU PROCESS”
A procurement process which requires that a notice is advertised in the TED supplement to OJEU, in accordance with procedures required under the Directive.

“EU THRESHOLDS”
In public procurement regulations defined within Directive 2014/24/EU apply to works, supplies and services above defined thresholds – these depend on the type of contracting authority, whether it’s a procurement for works, services or supplies and the estimated value of the individual procurement.

When procurements have a value not less than the relevant amounts and are not excluded by the regulations scope the procurement must comply with the requirements of these regulations and be advertised in TED (tenders electronic daily) the European portal. (Directive2014/24/EU Art.4 where the threshold amounts are specified).

“EU TREATY PRINCIPLES”
These fundamental principles will apply to all contracts that a public body enters into, regardless of whether the full EU procurement rules apply. The EU Treaty principles include the following:
Free movement and non-discrimination:
A duty not to discriminate between individuals or businesses because of the EU Member State from which they come, and not to inhibit the free movement of workers, goods and businesses within the EU. This includes accepting products and services from businesses in other Member States if they meet the contracting authority's legitimate requirements for the contract.
Fairness:
A duty to ensure that commissioning and procurement processes are fair, and do not unintentionally exclude potential suppliers.
Transparency:
A duty to ensure that commissioning, procurement and contracting processes are transparent and open. This means that any bidder for a contract should be able to see and understand the process that the contracting authority is following. For example, when a contracting authority invites tenders from interested bidders, it must make clear what it is evaluating, and how it will evaluate and score bidders' responses.
Proportionality:
A duty not to include contract requirements and terms that are disproportionate to the size or value of the contract. The EU Directive, Article 44 states... 'levels of ability required for a specific contract must be related and proportionate to the subject matter of the contract.'

For example, a contracting authority should not require technical capability, professional status or economic strength that is far beyond that needed to deliver a contract. The public body must accept technical specifications and qualifications if they are equivalent to the national specifications and qualifications the public body has specified.

These principles underpin all procurement law and contracting authorities should always consider them throughout their procurements.
“FRAMEWORK”
Means an agreement between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded over a given period (generally no more than 4 years unless specifically justifiable). (Directive 2014/24/EU Art 33)

“LOTS”
The division of the contracts invited under a single Contract Notice and being let by the award, into different multiple parcels (the Lots). Typically the requirements of the Lots will vary i.e. by size, or value of works to be undertaken, or the consultant’s professional skills.

They are commonly used in frameworks and such Lots might include e.g. architectural services, project management, structural services, surveying, QS, etc. construction services etc. Lots may also be provided for contracts across a range of different construction values, for different building typologies or for different geographic areas.

In awarding Lots onto a framework typically there will be a number of appointments awarded to each individual Lot. But any such appointment onto a framework Lot is no guarantee of a project commission. (Directive 2014/24/EU Art 46)

“LIGHT THRESHOLDS” or "LOW VALUE THRESHOLDS"
Where Member States apply their own light regime regulations for procurement transparency but only where the value of the contract is below the relevant EU thresholds. The low-value rules typically apply to public procurements having contract values above a low threshold e.g. euro 10k.

“MICRO BUSINESS”
A micro enterprise has a headcount of less than 10, and a turnover or balance sheet total of not more than 2 million.

Data for UK: The majority of the workforce is employed by SMEs and micro businesses. The vast majority of RIBA Chartered Practices are micro businesses. Statistics published by BIS (previously BERR) Small Business Service (SBS) Statistics Unit show that of 4.8 million UK businesses, 99.9% were SMEs (Small & Medium Sized Enterprise Statistics for the UK & Regions 2008, published 14.10. 2009).

“MS” Means Member states of the EU.

“NEGOTIATED PROCEDURE WITHOUT PRIOR PUBLICATION”
Member states may provide for use of this procedure for the award of contracts. It is a recommended practice of particular value following the end of a design contest assessment and used prior to the architects service appointment. Where design contests proceed to commissioning construction projects where there are concerns by the degree of exposure to undue risk or where fee bids and the terms of service/appointment are required these can be concluded by use of this negotiation procedure. (Directive 2014/24/EU Art 33 and in particular Art 26.6 & 32.4)

“NUTS ” codes (nomenclature of territorial units for statistics).
A geographical code provided within notices to define the location of a procurement with the EU; and providing valuable national, regional and sub-regional economic data. If a contracting authority inserts the incorrect NUTS code in a notice, suppliers are unlikely to be able to find it directly according to search criteria based on their own area of economic activity. Local Administrative Units (LAUs) allow a greater degree of local classification than the
NUTS geographic codes. The coding system is compatible with NUTS.
Contracting authorities preparing a procurement notice should insert NUTS with LAU codes consistently in all notices relating to a single procurement according to the location of the procurement contract (and not where the procurement might be prepared and/or issued from).

"OJEU" or "OFFICIAL JOURNAL OF THE EUROPEAN UNION"
A multi-language daily publication (Tues-Sat), The Official Journal of the European Union (OJ) is the official compendium of EU legislation (L series) and other official documents of the EU institutions, bodies and agencies (C series and its supplements).
Procurements are published electronically within a supplement called TED (tenders electronic daily).
In common language however ‘an OJEU’ used within procurement terminology has come to refer to any required procedure above the EU thresholds (an ‘OJEU Procedure’) with the publication of the procedure on TED (‘OJEU Notice’).

“OPEN PROCEDURE”
Means those procedures whereby any interested economic operator may submit a tender to be considered for an award. (Directive 2014/24/EU Art 27)

“PUBLIC WORKS CONTRACTS”
Public contracts having as their object the execution, or both the design and execution, of a work; or the realisation, by whatever means, of a work corresponding to the requirements specified by the contracting authority exercising a decisive influence on the type or design of the work; (Directive 2014/24/EU Art 2)

“PUBLIC SUPPLY CONTRACTS”
Public contracts having as their object the purchase, lease, rental or hire-purchase, with or without an option to buy, of products. A public supply contract may include, as an incidental matter, siting and installation operations.

“PUBLIC SERVICE CONTRACTS”
Public contracts having as their object the provision of services other than those referred to as public works contracts.

“RESTRICTED PROCEDURE”
Means those procedures in which any economic operator may request to participate and whereby only those invited forward by the contracting authority on the basis of compliance and assessment of a PQQ response (or in the case of Design Contests by other restrictions such as an ITT stage), may submit a tender that may then go on to be considered for an award. (Directive 2014/24/EU Art 28)

“SME” – (SMALL AND MEDIUM ENTERPRISES).
SME is the recognised abbreviation for ‘Small and Medium Sized Enterprises’.
A medium-sized enterprise has a headcount of less than 250 and a turnover of not more than euro 50 m. or a balance sheet total of not more than euro 43 m.
A small enterprise has a headcount of less than 50, and a turnover or balance sheet total of not more than euro 10 m.
The Commission has a third category called Micro Enterprises. (see above)

“THE DIRECTIVE” Directive 2014/24/EU
“TIER 1 CONTRACTOR”
A tier 1 contractor is ‘the prime’ or a main contractor,
where a Tier 1 construction works contractor may be bidding for a design and build, or design build
and finance contract where architectural design services are required, the following is noted.
Architects searching for services contracts in TED are unlikely to see these notices as they will be
defined as ‘works’ contracts and notices may not to contain CPV codes referencing architectural
design services.
The architect can also be a Tier 1 contractor when appointed as part of a consortia along with
others such as a developer, construction company and other design professionals, or when
commissioned in partnership with others.

“TIER 2 CONTRACTOR”
The tier 2 contractors are the sub-contractors to the Tier 1 contractor or (following the national
regulations) a co-contractor, and tier 3 contractors are the sub-contractors to the Tier 2 sub-contractors etc. For example, in Design and Build Contracts, the architect is employed by the main
contractor or is a co-contractor and becomes a ‘tier 2 contractor’ to the public client. Tier 2 and
below may effectively be synonymous with sub-contractor in members states were the function of
an architect is not protected.
Where Tier 2 services aren’t transparently advertised as having architectural design services, they
are not visible to architects - and hence neither accessible nor competitive.
APPENDIX 2 GreenArch

1 GreenArch partnership and participants

The project involved the following four partners, from four countries: Spain, Czech Republic, France and United Kingdom.

IAAC (Institute for Advanced Architecture of Catalonia) Spain - the Coordinator

The Institute for Advanced Architecture of Catalonia is a cutting edge education and research centre dedicated to the development of an architecture capable of meeting the worldwide challenges in the construction of habitability in the early 21st century. Based in the 22@ district of Barcelona, one of the world’s capitals of architecture and urbanism, IAAC is a platform for the exchange of knowledge with faculty and students from over 40 countries, including USA, China, India, Poland, Italy, Mexico and Sudan. Students work simultaneously on multiple scales (city, building, manufacturing) and in different areas of expertise (ecology, energy, digital manufacturing, new technologies), pursuing their own lines of enquiry on the way to developing an integrated set of skills with which to act effectively in their home country or globally.

IAAC has carried out research projects in Brazil, Taiwan, Croatia and Romania. In 2008 it was chosen to take part in the official section of the Venice Biennale with the project Hyperhabitat and in 2010 it presented a 1:1 scale house (entirely produced at IAAC) at the Solar Decathlon Europe in Madrid where it won the People’s Choice Award. IAAC has the most advanced digital production laboratory of any educational institution in southern Europe, with laser cutters, 3D printers, milling machines and a platform for manufacturing electronics.

IAAC organizes a Masters course in Advanced Architecture in conjunction with the UPC Polytechnic University. The Open Thesis Fabrication course is open to Masters Architect students from around the world. The Fab Academy is part of the global network of Fab Labs affiliated to MIT’s Center for Bit and Atoms.

IAAC website: www.iaac.net

Since 2004 the IAAC has run the Advanced Architecture Contest (Self-Sufficient City, Self-Sufficient Housing and Self-Fab House). This year IAAC and HP present the 5th Advanced Architecture Contest: CITY-SENSE: Shaping our environment with real-time data. City Sense will promote discussion and research that help us envisage what the city and the habitat of the 21st century will be like.

CCEA (Centre for Central European Architecture) Czech Republic
**CCEA** is an independent, non-profit organization, established in 2001 in Prague and dedicated to Central Europe and its culture.

**CCEA** aims to read, redefine and formulate the architectural identity of Central Europe, through long-term projects, which allow the creation of networks and stimulating other activities in the region.

For example, the organization worked in the project “Young Blood”, which raised the question of national architecture and organized a series of events, exhibitions and publications of the architectural reality in the region at the onset of the new century. It was among the first Central European projects after 1989 to focus not on history but on fostering the future, focusing on the notion of young people and studios in the reality of architectural profession. “Urbanity – Twenty Years Later” was another important project, which brought together mayors, schools of architecture, photographers and other professionals from the region to work together on alternative urban strategies for the Central European capitals (urbanityproject.eu). As a follow-up to “Urbanity”, the theme of a newly emerging suburbia was a starting point for the project CULBURB - Cultural Acupuncture Treatment for Suburb (culburb.eu). Most recently, “Lifting the Curtain” represents one of the networks that evolved out of CULBURB.

At the same time the core team of **CCEA** is composed of active architects participating in many architectural design contests, both local and international. This specific mixture of international networking, cross-border projects and longtime experience with architectural competitions led to a logical conclusion of getting behind the scenes of competitions and start organizing them. For the last few years **CCEA** is involved in all the parts of the process, from consulting the types of architectural competitions with the public authority, through programming, promoting, administration, jury selection, to assisting the public authority at the latter steps of designing and building.

**CCEA website:** [www.ccea.cz](http://www.ccea.cz)

Why **CCEA** participated in **GREENARCH**

> “The GreenArch project is in line with **CCEA**’s background and interests. Fostering integration of young professionals through architectural competition, international aspect of it, improved programming and sharing experience and ideas on these particular topics was a great motivation to take part in the project.”

**CROAIF (Conseil Régional de l’Ordre des architectes d’Île-de-France)**

The Conseil de l’Ordre des architectes d’Île-de-France **(CROAIF)** is a private structure with a public service delegation with 18 permanent employees and 24 architects elected by their peers composing the Council.

The institution is in charge of registering the architects regionally, controlling that they are well insured, overseeing professional conduct and organizing conciliations in case of litigations. It also has a role as a representative of the profession and takes part in the reflection on the conditions of practice, in all aspects, including public procurement.

In addition to that, **CROAIF** has also created a specific and separate structure dedicated to the training of architects, “Pôle de formation EVA”, which is an independent association.

**CROAIF** regularly organizes conferences and meetings with architects and others partners of the profession to debate and exchange on the conditions of architectural quality and innovation, the access to market for young architects, the conditions of public procurement, etc... The institution also participates at national level in work in this field.
CROAI F website:  http://www.architectes-idf.org/

Why CROAIF participated in GREENARCH

“This Leonardo project is a chance for our institution to meet other organizations in Europe, to create links and connections on various topics interesting the architect’s profession all over Europe. The different topics developed within the GreenArch team interest directly CROAIF and French architects. Indeed, it is important for us to bring back the architects in the programming’s field, a field in which they have natural skills acquired during their education, professional experience and vision in space. Programming in France is particularly important since all public contracting authorities must establish a detailed program before they start their construction operations. The integration of young architects (young in practice) is also an ideal subject for CROAIF, in order to enable them to diversify their activities and fulfil their order book. French law also requires more and more the use of green procurement to promote environmental and social matters. It is therefore necessary to prepare architects to be able to face these specifications.”

USE (Urban Social Enterprise) UK

USE is a Community Interest Company (CIC), with a strong design & technical background in educational, residential and commercial architecture and has specialisms in architectural work and master-planning. Its aim is to help communities improve urban areas, retrofit empty spaces and rejuvenate buildings. Its main activities are to design, manage and enable projects from the start, including help individuals or groups to develop a brief, to post-construction monitoring. USE works to identify stakeholders’ capacity to construct local taskforces that can promote local residents and wider communities’ interests.

USE aims to mentor young international Architects on how to procure work, raise finance, and go on to help build communities interested in engaging in urban development and executing projects in their area.

USE is a micro-company with the knowledge and experience to expand or contract accordingly to necessities and set up collaborations across all the fields connected to the architectural world. It participates and collaborates with others at locally and regionally delivering programmes and events for architectural students, architects and those interested in the subject.

USE website:  www.urbansocialenterprise.co.uk

Why USE participated in GREENARCH?

GreenArch furthers our interest in improving the provision of best practice support, guidance and mentoring for young and early career Architects engaging in projects, gaining a clear understanding of what is needed for each project, their procurement and execution, whilst advancing our knowledge and experience through professional collaborations. We are concerned to improve market access and opportunities locally, regionally and internationally for talented emerging architects as a foundation of future growth.
2 Other organizations involved

During the project, the following organizations have been directly involved in implementation of the activities.

**FOAT** (Italy), despite being the original Coordinator of the project were not funded. Notwithstanding, the funded partners invited FOAT to continue participation, which it has done on an equal footing through regular attendances, research inputs, insights and other knowledgeable contributions.

**RIBA** (Royal Institute of British Architects) was involved by USE as a silent partner.

**Project Compass**, a part of the fulcrum.eu digital network, participated and contributed research and digital outputs, policy engagements, experience of their competitions intelligence services towards the partnerships research and findings.

**CCA** the Czech Chamber of Architects (Česká komora architektů) participated and contributed extensively to the research and findings.

**FOAT** (Fondazione dell’Ordine degli Architetti pianificatori paesaggist i e conservatori della Provincia di Torino) Italy

The Board of Architects of Turin (OAT – Ordine degli Architetti di Torino) established the Foundation (FOAT) in November 2002, to foster an ambitious vision: improve social and environmental features through architecture and the work of architects. In order to implement this vision, FOAT is committed to promote architecture and knowledge sharing, to stimulate innovation and to demonstrate the economic, social and environmental benefits of architecture.

Through its activities, FOAT addresses the following targets and domains:

- **Architects**, working for their training so that they can take advantage of all the opportunities offered by the market;
- **Citizens**, stimulating the demand for quality architecture, to trigger economic, social and environmental virtuous processes;
- The **network**, being an active node of a network of public and private entities able to inspire and influence the improvement of buildings and environment at local, national and international level;
- **Knowledge, innovation and culture**, acting as a point of reference for knowledge, innovation, research and debate on the issues of spatial and environmental transformations.

The main areas of interest of the organization and on which FOAT could provide a contribution during the **GreenArch** project implementation are:

- **Training**: in more than 10 years of activity, FOAT has organized around 650 professional training courses for 22,000 participants, using different methods, like e-learning, workshops, free training sessions and actions in support of young architects;
- **Competitions**: FOAT opened a Competition Office to promote architectural competitions and in support of bodies entitled to issue competitions calls. Since 2005, around 20 competitions have been successfully programmed, some of which at international level;
- **Promotion of architecture**: FOAT promotes architecture through a number of initiatives addressed both to an audience of citizens and of experts, like meetings, conferences, awards, exhibitions, festivals and study trips. The organization also designed special projects addressing the education of children in schools. For its activities, all means of communication are used, and a magazine is published ([www.taomag.it](http://www.taomag.it));
- **Quality of buildings, city and territory**: through an intense network activity at local, national and international level, FOAT coordinates specific projects on the quality and innovation of buildings and acts as a point of reference in the debate involving citizens and territorial transformations.

For what concerns competitions, FOAT interest in this topic and the foreseen participation to the project as Coordinator, made relevant the involvement of the organization in the **GreenArch** project. In particular,
FOAT is interested in comparing different countries approaches to the design competition and, starting from there, create a new professional opportunity for architects to work as “competition programmers”. This project could represent an interesting starting point to discuss these topics, define new training methodologies, create innovative professional opportunities and test best practice throughout Europe in a shared framework.

FOAT website: www.to.archiworld.it/

RIBA (Royal Institute of British Architects) UK

The Royal Institute of British Architects champions better buildings, communities and the environment through architecture and our members. RIBA provides the standards, training, support and recognition that put its members – in the UK and overseas – at the peak of their profession. With government, RIBA works to improve the design quality of public buildings, new homes and communities.

RIBA website: www.architecture.com/

Project Compass CIC UK

Project Compass CIC is a UK not for profit organization that aims to professionalise outputs from competitive procurement so as to deliver sustained benefits for UK construction. It is run by architects and draws upon a wide range of their varied procurement backgrounds. Project Compass deliver procurement intelligence through a free easy access e-procurement service for architects and clients. This provides current UK construction related OJEU tender notices, data, research, publications and guidance.

The service is focused on:

- Increasing procurement access transparency and knowledge
- Improving access by architects to notices for competitive procedures.
- Providing architects interested in making a submitting intelligence about contracting authorities
- Providing architects, clients and industry procurement research outputs, analysis and data
- Supplying resources on the UK & EU legislative framework
- Supplying guidance for implementing best practice competitive procedures
- On-going capture of procurement data to inform policy and practice.
- Publishing reports, research and guidance

thefulcrum.eu has been established by Project Compass in partnership with Architectuur Lokaal. This nascent portal provides a platform and service that digitally links together construction procurement notices, data, exemplars and practices from the two national platforms that enable pan European practice and policy to be better informed.

The portal is an open access system available for others equivalent organization to join from other member states

Project Compass website: www.projectcompass.co.uk/
TheFulcrum.EU website: www.thefulcrum.eu
Architectuur Lokaal website: http://arch-lokaal.nl/
Czech Chamber of Architects (Česká komora architektů)

The Czech Chamber of Architects (CCA) is a self-administrated professional association. It was established as a public law entity with its official office in Prague and with authority throughout the whole country. It is responsible for the professional, thus practical and ethical performance of the profession of architect in the Czech Republic.

It is an association for all certified architects, urban planners, and designers of environmentally stable land-use systems. It also associates registered resident persons and carries out a disciplinary supervision over the work of registered resident and visiting persons. The CCA issues certificates to Czech architects and acts as an admitting authority for architects from the EU who decide to work in the Czech Republic as visiting or resident persons.

The main function of the CCA is to assist both architects and their clients and, ultimately, the general public. The CCA has always opposed any useless and unjustified curtailing of the rights of anybody on the market and has pursued the establishment of fair conditions on the architectural services market. Through its international activities the CCA advocates, in particular, equal rights for Czech architects on the global market and, at the same time, helps other Central and East European countries in establishing professional organizations for architects using its own, fairly developed professional legislation. CCA registers over 4500 authorized architects.

The Chamber supports the practice of architects with a number of activities, among them:

- Issuing professional regulations and carrying out disciplinary proceedings;
- Striving to ensure, together with the promoters of competitions, desirable and fair conditions;
- Monitoring the fairness of open competitions (tenders) relating to architecture and land-use planning;
- Co-operating closely with faculties and schools of architecture at universities and comparable educational institutions, including bringing the Czech educational standards in line with those valid in the EU;
- Co-operating with government bodies, particularly the Ministry for Regional Development, on the preparation of certain generally binding regulations;
- Co-operating with other professional organizations and institutions, especially the Society of Architects, the Czech Chamber of Chartered Engineers and Technicians Engaged in Construction, and the Czech Union of Civil Engineers;
- Maintaining contact with international professional institutions, i.e. the Architects' Council of Europe (ACE) and the International Union of Architects (UIA), a national section of which is formed jointly by the Chamber and the Society of Architects;
- Contributing to the support of its members through its own Endowment fund ARCUS, and its participation in the activities of the CFA Foundation.

CCA website: www.cka.cz/cs
3 GreenArch Stakeholders Analysis

Stakeholders are defined as individuals, groups or institutions who can – directly or indirectly, positively or negatively - affect or be affected by the project. Stakeholders may be identified as:

- **Beneficiaries**: groups or individuals who benefit in any way by the implementation of the project. Distinct beneficiaries include:
  - **Target group(s)**: Those group(s) / entity that will directly be affected positively by the project from the results achieved, i.e. who will immediately benefit by project outputs and results;
  - **Final beneficiaries** (or simply beneficiaries): The group(s)/entity who benefit from long-term project results in terms of impact, i.e. who will benefit from anticipated future project results. Impacts can only be imagined at this time, but must be kept in mind.
- **Silent partners**: The LLP (Lifelong Learning Programme) category, identified as groups or individuals who are or can be silent consortium partners (but on their own costs and ineligible to receive grant funding).

Upon commencement GreenArch partners analysed, evaluated and sifted individuals and groups likely to affect or be affected by the impact that the action would have on them. In particular, partners focused on:

- **Stakeholder types**;
- **Name and representatives** of the known stakeholders;
- **Geographical scope**: at which level they are involved (local, regional, national, European, ...);
- **Expectations**: what partners know or believe the expectations of this stakeholders are, identifying only those addressed by the project;
- **Contributions and potentials**: that specified stakeholder could bring to the project;
- **Means of involvement**: how each partners planned to involve the specified stakeholder or how he think they should be involved;
- **Role in the project**: covered by the specified stakeholder (beneficiary, silent partner, etc.);
- **Eventual notes**.

Stakeholder analysis is important for determining how relevant outputs and activities may be communicated and disseminated. Such activity might include seminars and workshops that each partner might organise locally.

From this work it was concluded that the main stakeholders to be addressed would be architects, citizens and local communities, municipalities, associations and foundations dealing with architecture, and its commissioning, trainees and students, competition programmers, universities and research centres, public authorities, private companies, partners staff, trainers, media. Other additional considerations which were also identified are detailed below.

Main identified **expectations** are:

- Support to sustainable development;
- Support to equal opportunities and social inclusion;
- Economic benefits through the development of an appropriate market analysis and trends forecast;
- Promotion of cooperation: share of resources and correct use of them;
- Development of new learning programmes for architects and competition programmers, more certifications and job opportunities, to be spread on different countries and enabling everybody interested to participate on it;
- Have an intermediary when dealing with competitions;
- Improve the capacity to propose competition and a new working methodology;
- Improve information and communication on the topic: in academic and working contexts, in local
areas, to public authorities and educational centres, in institutional activities of organizations dealing with architecture, with students, on media. Project partners could act as intermediary actor to disseminate, using virtual infrastructures and their power of attraction;

• Make SMEs project enablers.

Contributions and potentials of identified stakeholders could be summarized as follows:

• Identification of trends and opportunities
• Share knowledge and resources
• Keeping a constant and close relation with local communities, informing them;
• Influence and manage education centers and politics;
• Provide a way to open the market to architects and increase their placement in competition programming;
• Deliver training, funds and research;
• Create a specific training programme, to be applied at international level, and share results;
• Involve a wider number of actors.

Finally, main means to involve stakeholders are:

• Better use of the architecture firms offices to explain the challenge;
• Provision of local spaces and network of volunteers to disseminate the topic;
• Contacts and public authorities resources;
• Interviews;
• Facilities for universities;
• Webpages, blogs, forums, …;
• Publications.

Cooperation and sharing of experiences turned out to be one of the most relevant issues, as it is the best way to compare how different subjects face different parts of the same problem.

The importance that authorities have in defining the appropriate policies for training and labour market is also notable. Of course, this analysis was useful to remind to all partners the relevance that stakeholders outside the project could have. For this reason, they were involved in GreenArch through:

• The project website (http://GreenARCH-euproject.com/) and multimedia material uploaded in it;
• Press releases and newsletters;
• Round tables and workshops organized locally by partners.
APPENDIX 3 - Case Studies

A. Design and Construction

1. IAAC school visit and FAB LAB: future skills for young architects

Project Name:        FAB LAB, Barcelona
Organisation:       IAAC the Institute for Advanced Architecture of Catalonia
Function:          Digital construction design and fabrication research, prototyping and educational facility.

Abstract:
GreenArch toured the facilities of IAAC the Institute for Advanced Architecture of Catalonia and FabLab Barcelona, receiving an explanation of their activities and productions. FabLab Barcelona is a fabrication research, production and education establishment, using advanced integrated digital facilities to create prototypes and scale models for architecture, construction, industrial design and activities that can use programmable digital inputs for research into materials science, spatial construction and production. These advanced facilities for digital design, prototyping and manufacture are being used for innovative construction and advanced materials research into component costs along with individual decentralized production.

This centre has three main work scopes:

- **FAB LAB PRO**: serves as a resource for design professionals and companies for prototyping and the manufacture of scale models.
- **FAB LAB MASTERS** serves high level research, as a tutoring centre, mainly related to IaaC masters, for design professionals of national eminence and for other national or international organizations seeking to use the facilities to pursue specific research.
- **FAB LAB CENTRAL** serves as an education center for children and the young, aligned with the principles of the FAB LAB group of MIT’s For Bits and Atoms centre and forming a participatory part of this world-wide network.

The visit to FabLab Barcelona highlighted for GreenArch the revolutionary potential offered by change in the design, production, fabrication and construction of architecture currently under research at IAAC. And the impact this might have on empowering and opening up new job opportunities for the next generation of architects whether through local fabrication that can be individually customized or at the large scale (examples of some of the IAAC current research includes 3d printed houses, bridges and columns).
2. National Technical Library, Prague

Project Name: The National Technical Library, Prague
Development zone authority: the city of Prague
Architect(s) & designers: Projektil architekti, Prague
Competition type(s): Public Architectural Design Contest – 2 stage open design contest
Programme/Year completed: launched 2006 completed 2010

Abstract:
This winning entry in the design contest was subsequently procured using a design and build contract with the winning architects retained through the construction phase by novation.

When the building was on site during the 2008 crash significant budgetary savings were introduced which the architects managed in exemplary fashion allowing delivery of a building which retains outstanding quality and originality.

Notably the architects subsequently instigated an open international design competition for the popular interior graphics won by Romanian Dan Perjovschi. These and other graphics along with the signage throughout provide a bold, unique and exemplary counterpoint to the unadorned concrete interior.
3. ZAC Clichy Batignolles, Paris

Project Name: Parc Clichy-Batignolles, Paris
Development zone authority SPLA (public local society) Batignolles Amenagement and the city of Paris
Architect(s) & designers: François Grether, urbanist, coordinator architect / Jacqueline Osty, landscape / OGI, engineer.

Competition type(s): design contests
Programme/Year completed: In progress

Phase 1

Clichy Batignolles phase 1 - development lying to the east of Parc:
Developer/architect design build and finance public competition - restricted 2 stage with negotiation. Launched 2001

Abstract:
On land previously occupied by railway yards this comprehensive mixed use and phased urban masterplan is organised around the large new and popular Parc Clichy-Batignolles- Martin Luther King.

The regeneration aims to stitch together the locality to create a new high density urban quarter having a strong cohesive contemporary identity.

This is an example of public private finance/co-operation, having different procurements adopted for the multiple development lots and building typologies by different developer/architect teams output in different phases within the programme. Public finance has been focused on the significant infrastructure and public realm investment with tight control exercised over the master-plan outputs and processes. To attract private finance the park has been deliberately delivered early in the development programme.

The earliest (now completed) eastern phase comprising individual lots having well developed and defined briefs adopted restricted 2 stage architect developer competitive selection, with anonymous jury assessment of design solutions at stage 2 and negotiations. This phase has also been responsible for delivering at an early stage a significant portion of the social housing.

This project is a perfect illustration of a consultation work between a municipality, the inhabitants, architects, sociologists...
Programme: Dormitory housing 152 students + 1 caretaker housing, central production kitchen 1250 meals / day, comprehensive school of 12 classes and leisure center + 2 caretaker housings

Location: ZAC Cardinet Chalabre, Paris (75017)

Client: RIVP

Price: € 22,12 m ex-Tax

Surface area: 9065 m²

Programme/Year completed: Competition 2009 - Delivery 2013

Performance: BBC Effinergie project - NF HQE Commercial Buildings - H & E profile performance option

Architect: Phileas K
4. Palais de Tokyo, Paris

Project Name: Refurbishment of the Palais de Tokyo, Paris
Development: The city of Paris
Architect(s): Lacaton & Vassal architect.
Competition type(s): design contests
Programme/Year completed: 2012

Abstract:
Built for the 1937 Exposition Internationale in Paris to house the Musée National d’Art Moderne, the Palais de Tokyo has had a chequered history. Over seven decades of the history of the visual arts in France have come to be written through the openings, multiple renovations, and changing uses of the building. Since the beginning of the 21st century, the Site for Contemporary Art has occupied the Palais de Tokyo, left unfinished after the planned Palais du Cinéma was abandoned at the end of the 1990s.

In April 2012, an extended Palais de Tokyo opened its doors. With its 22,000 square meters of space renovated by the architects Lacaton & Vassal, it is broadening its mission to display the French scene in an international context.

This project is interesting because it’s the new opening of a former building after having been transformed in an establishment open to the public with a limited budget.

Picture from: http://artair.canalblog.com/ Picture from: http://architecture-durable.typepad.fr/
5. Saw Swee Hock LSE student centre, London

Project Name: Saw Swee Hock LSE Student Centre, Sheffield Street, London
Development zone authority UCL University College London, London School of Economics
Architect(s) & designers: O’Donnell + Tuomey Architects, Dublin
Competition type(s): Public Architectural Competition - restricted 2 stage procedure launched March 2009
Programme/Year completed: 2014

Abstract:
This is an awkward site set within an inner urban historic context with a variety of additional constraints on overlooking and light angles. The programme is resolved in a display of crafted brick planar facets, which deliver new public realm. Internally a diverse range of student facilities are sequenced around an appropriately informal and sculptural circulation core within a well-executed and highly crafted construction. Private donation supplemented the university (public authorities) funds. In stage 2 of the competition 6 schemes were shortlisted and invited to develop forward designs anonymously assessed by a jury.
B. Competition Programming

6. Refurbishment of the Slaughter House, Nice

Project Name: Refurbishment of the Slaughter House, Nice.
Client developer: The city of Nice
Programmer(s): Aubry and Guiguet agency.
Competition type(s): design contests
Programme/Year completed: 2012 - 2013

Abstract:
The appointment, process, management, research, analysis and preparation of the information required for the project and design contest briefings for this project were described and detailed. The presentation emphasised the need to ensure best practice appraising, analysis and preparation prior to the letting of the competition. This ensures the best outputs and aspirations of all stakeholders are achievable effectively and efficiently, resulting delivery of the highest possible standards and quality from the competition process.
The need to match exemplary detailed development of the project brief and its process with a well-considered design contest brief, including the level of information requested, the selection staging and payments to competitors was fully described in this highly professional exemplar.
7. Topic summary - FOAT proposal for a course for Competition Programmers

1. Reasons to start a competition
   1.1. Is a competition the right procedure for the task?
   1.2. What the regulations say
   1.3. Transparency in the selection
2. Players in the competition procedures
   2.1. The Commissioning Body
   2.2. The competitors
       2.2.1. Legal status
       2.2.2. Admittance
       2.2.3. Incompatibilities
   2.3. The competition programmer
       2.3.1. Skills and range of activities
       2.3.2. Impartiality
   2.4. Advisors of the Commissioning Body
   2.5. Prior examination advisors
   2.6. The jury
       2.6.1. Selection of the jury, skills, roles, impartiality, incompatibilities
3. Analyzing the topic of the competition
   3.1. Title of the competition
   3.2. Regulations for the topic
   3.3. Defining the goal
   3.4. Supporting the Commissioning Body
4. Choosing the competition procedure
   4.1. EU, National and local regulations for the specific procedure
   4.2. Timing, business plan
5. Main competition procedures
   5.1. Comparing features, pros and cons of procedures
6. Compiling the competition’s schedule
7. Estimation of costs of the procedure
8. Writing the competition announcement
   8.1. General competitions terms (from national regulations)
   8.2. Specific rules for the competition
9. Collecting data and documents for competitors
10. Endorsement of the competition by the Commissioning Body and other stakeholders
11. Publishing the call
   11.1. Regulations about publishing of calls
   11.2. Publishing of private competitions
12. Supporting the competitors
13. Supporting the jury
14. Supporting the Commissioning Body
15. Collecting questions and publishing answers for the competitors
   15.1. Collecting questions
   15.2. Minuting and publishing the answers for competitors
16. Defining the terms and conditions for delivery of materials
17. Preliminary inspection of application materials
   17.1. Writing minutes of the preliminary inspection of materials
18. Tasks of the competition programmer towards the jury
   18.1. Supporting the jury with outcome of preliminary inspection
   18.2. Timing of the jury tasks
   18.3. Writing minutes of the jury’s works
19. Publishing the outcome of the competition
20. Catalogue and exhibition
8. Draft Guide (& form for completion) for using & understanding the OJEU information available on TED

Project Name: GreenArch draft summary Guide
Programmer(s): W Menteth, Project Compass
Date: Oct 2014

Abstract:
- A draft summary guide produced for GreenArch participants by Project Compass covering how to use the information contained in TED, for those currently unfamiliar with accessing it directly.
- It shows how to access the site, set up an account, access, filter and search the information.
- It shows how for example to search procurement information for the services that an architect may provide, within the EU, the individual member states or by regional or local area.
- It provides guidance on understanding CPV (common procurement vocabulary) and NUTS codes (Nomenclature of Territorial Units for Statistics) for setting up search criteria.
- It provides a standard form to allow comparative analysis of procurement regimes in the participant nations, for completion by GreenArch participants to enable better understanding of the different country profiles and levels of activity in the architectural and construction sector.

All public Contract Notices issued from all EU member states are required by law to be published on TED. This is free and publicly transparent. It provides searches for contract opportunities and procurement analysis. TED can be used to search for any/all notices in the EU and setting up RSS feeds to automatically provide info about new opportunities as they are issued, according to the range of criteria and options selected and stored.

TED can also be used to explore info/metadata that is recorded within each individual notice and according to the range of criteria and options selected in the search fields. This info maybe output in a variety of ways for more detailed analysis. This is valuable for those looking for job opportunities and analyse of procurement and competition practices.

E. Other case studies

1. The FOAT platform for digital procurement

FOAT is experimenting with a new digital platform for design contest management. It has been developed with Ordine degli Architetti della Provincia di Milano (Board of Architects of the Province of Milan) in order to achieve a new paperless way to manage design contests. It is based on a specific designed content manager that completely separates the administrator side from the competitor side.

The goal is to have an anonymous procedure in two steps:
- 1st step: the competitors are asked to submit a very simple draft in two or three PDFs, (UNI A3 format) and one simple technical report (5 pages, UNI A4)
- 2nd step: the jury selects minimum 3 to maximum 5 ideas, and then these competitors are asked to apply for a preliminary project.

The winner of the design contest is then hired for the development of the project.

Every communication between the administrator (commissioning body) and the competitors is done by the platform, so everything is tracked and logged.

This link is an example of a competition that is active at the moment (1st step is closed): www.concorsomuseoscienzetorino.concorrimi.it.

An example for better understanding the way the platform works is available here: www.concorsomuseoscienzetorino.concorrimi.it/istruzioniEng

2. The Project Compass digital procurement portal

Project Compass CIC www.projectcompass.co.uk provides a digital portal supplying procurement intelligence for architects and clients. The portal has been set up to support reform and change in UK construction procurement practices.

The portal provides a free and easy access e-procurement service providing current UK OJEU tender notices, data, research and guidance. It has 3 core modules.

- **Fulcrum** presents a rolodex of current UK OJEU contract notices arranged from green to red ordered by the time available to submit responses. It provides filters for notice types, procedure, award criteria, project location and date. ‘Fulcrum’ links to: the full notice issued on TED, this reduces time and cost for competitors and improves transparency and accessibility; and a notice summary that also provides links permitting competitors to review a contracting authority’s procurement background and make informed judgement.

  The service delivers to your desktop free automatic alerts based on your search criteria with or without a calendar feed. By providing direct links to sector specific public contract notices’.

  In the links provided by **Fulcrum** ‘User comments’ can be applied when petitioning for pro-actively change (and before a notices’ deadline), whilst providing market feedback for future client guidance.

- **Sesame** provides transparent real time analysis, tables and visualisations of notice data since 2008, from our comprehensive database.

  Many but not all variables can be tracked and interrogated on line including client type, winning organisations, location, size, value, date and project type. This offers industry up to date market research covering processes, procurement histories and outputs. Metadata and scripting have both
been used to automatically capture content for the portals database from across the UK market which provides a unique insight into the market.

- **Compass** delivers clear recommended best practice resources and procurement guidance for competitive procedures, covering both UK & EU legislation. This supports better and more competitive access with simpler more intelligent commissioning processes. The on line Design Contests Guidance will shortly be supplemented by further publicly accessible software that enables the client to set out their procurement notices using a simple online format online. To increase understanding of their potential, simplicity, value and efficiency, the portal aims to highlight the many advantages and flexibilities various competitive procedures offer in ‘Compass’. Their appropriate use can lead to considerable benefits in cost, value, quality and time.

Project Compass also publishes reports and guidance and in future aims are to establish comprehensive digital tools for the online preparation, issuing and management of competitive procedures, starting with its design contest service. ProjectCompass CIC is a not for profit organisation.

## 3. The Fulcrum European digital portal

Thefulcrum.eu at [www.thefulcrum.eu](http://www.thefulcrum.eu) is the emerging independent, non-commercial European portal for tenders and contests in the field of architecture.

By increasing the transparency in the market for architecture and promulgating best practice, the Fulcrum intends to lower entry barriers to public contracts, to increase the efficiency and proportionality of public procurement and to stimulate cross-border trade. It aims to promote a healthy European building culture. The Fulcrum currently focuses on tenders and contests in the Netherlands and the UK, and draws together data from both services, to make it visible to all.

The Fulcrum is a joint initiative by Project Compass and Architectuur Lokaal. It automatically draws data together from both these services. The Fulcrum will dramatically raise market transparency for architects in Europe.

Other countries can join the Fulcrum initiative, which has been federally constituted, provided that they are represented by an independent, non-commercial legal entity.

## 4. UK construction trends report 2008-2014 by Project Compass

This Project Compass report published in December 2014 provides 64 pages of unique insight into UK public competition practice.

It evaluates the trends in UK public sector architectural design procurement for commissions that come within the remit of EU Directive 2004/14 and its threshold values over the last five years (2009-14).

Project Compass has captured over 12,000 OJEU notices, generating entities to cover all notice types in all procedures and under all instruments with frameworks, lots and their contents. This data has been interrogated and a range of concerns for the architectural profession in the UK, such as market access, evidenced.

Key headlines show:
- That a very small percentage of practices are winning the greater majority and value of project work year on year
The larger percentage of architects work is procured now through alternatively led multi discipline teams, engineers, surveyors, project and construction managers.

The large public sector organisations are aggregating projects under single notices, one example being an authority which grouped some 870 projects in a single OJEU Notice.

There is a vast tract of architectural work which is hidden i.e. it is not declared within notices save for the terminology 'design and execute', effectively laying open procurement to non professional routes.

Finally, it is clear from the pattern of notices that responsibility and the quality of the design of our built environment falls to non-professionals, contractors and those who’s driving interests are other than design standards and quality.

This report provides substantive evidence confirming long-standing concerns regarding public procurement. It highlights that much public procurement is bloated, expensive, slow and centralising. That it is not in the public interest and threatens every aspect of our lives. It evidences that there has been an increasing bias placed within the OJEU notices which has distorted equality of opportunity, which combined with an increasing lack of transparency is undermining confidence in them and making the procedures to participate ever more expensive.

This was the first of a number of publications, including guidance and reports, published by Project Compass CIC.

5. 2 young Architects approaching a competition: Competition mentoring pilot exercise

Davide Argentieri and Milda Bulotaite participated in an Architectural competition pilot exercise run by Paola Boffo of USE, to test the draft content and format for a short course in mentoring for competitions.

The description below provides a synthesis of what it was done during the pilot course delivered on 22\textsuperscript{nd} February 2015.

HOW TO ANALISE THE COMPETITION MARKET

Lead by our Mentor we started searching a suitable competition on the internet, taking into account many factors such as:

- Size and complexity of the project in relation to our design and work experience as young Architects at the beginning of their career
- The amount of time we had available
- The financial resources available.

Our research for a competition was carried out across many Architectural websites such as Europaconcorsi/Divisare. In this website we used the advanced search tool, which allowed us to filter the competitions according to category (official procurements, students competitions, creativity), location in the world, proximity of the deadline and language of the brief (in our case English).

At the end of this search we selected a competition for the design of a Visitor centre in Lisbon. We decided that this competition was suitable for us based on the facts that the description was short and easily readable; the request was for a conceptual project with no request for detailed design; the small amount of elaborates required.

HOW TO READ THE BRIEF

As soon as we selected the competition we immediately started to read the brief.
From Europaconcorsi we were linked to a website which was specifically dedicated for the competition. We spent almost 1 hour browsing the website, reading generic descriptions of the competition before being able to find the official pdf brief.

In this document we found important information which were not included in none of the descriptions we read before on Europaconcorsi or the website itself, such as the size of the design teams and age limit of their members.

We also found out that drawings had to be sent via post to Portugal and that was a considerable cost we didn’t take into account.

Among the many information we had to go through we found the names of the jury members: we try to look for information on the internet regarding these people, but we didn’t find any useful information, which we could have used to address our design.

The prize for the competition was approximately 1500 euros, we found this price completely insufficient to make our investment of time and resources financially viable, but as young Architects we had plenty of enthusiasm as an incentive.

**REQUIREMENTS TO DELIVER**

Before thinking about the project we had some thoughts on what we were able to deliver in terms of drawings and conceptual ideas.

We found some limits in our ability to deliver what was required:
- the brief was for a building in a park in Lisbon. None of us had ever visited the site and we couldn’t afford to travel to Lisbon for this purpose.
- the requirement for CGI: none of us had any experience in producing CGI, therefore a visualiser needed to be found.
- financial resources for printing and posting.

**HOW TO COMMUNICATE THE IDEA**

We didn’t have any toughs about the visual design and presentation of our proposal.

**DATES AND DEADLINE**

We didn’t planned a working flow. As full time professionals, we could only dedicate our spare time to the competition.

**TEAM ORGANISATION**

Before reading the brief we were planning to be in 3 participants. After founding out about the age limit, one of the team members had to be excluded, and a new one had to be found.

**RESOURCES EVALUATION**

We weren’t able to evaluate the amount of money required to complete the submission.

**LEGISLATION AND REGULATIONS**

As the competition was for a conceptual design, no knowledge of Portuguese building regulations was required. But if we were to participate the competition in order to win it and actually build it, a Portuguese partner would have to be sourced from the beginning.

**EXIT STRATEGY**

No thoughts were made about the possible outcome of the competition.

From this pilot we found that our approach to the competition was completely casual and erratic. A considerable amount of time was spent just for the purpose of finding information on the competition. The choice of that specific competition itself was made on wrong assumptions and impressions: As a result many difficulties and limits emerged during the examination of the brief which lead to poor planning choices and uncertain organisation and outcome.
By participating in a mentoring training, young Architects would get the knowledge to make sustainable and effective choices when approaching an Architectural competition. Making the right choices at the beginning of the process is of fundamental importance for a sustainable planning and use of energy, time and financial resources.
Knowledge would make a difference between competing to learn and competing to win.
APPENDIX 4 - Meeting Presentations

1. RIBA and Herman Miller, London, hosted by USE. 2015 06-11/06-12

GreenArch training program. Fernandez, Julie CROAIF (2015)
Abstract: Description of the Training Programme for European Architecture Competition Programmers defined during GreenArch project and definition of main assessment tools.

Mentoring training programme - from the mentor competences to the mentee assessment. Boffo, Paola USE and IAAC(2015)
Abstract: An outlook on mentor and mentee profiles, focusing on how the mentor could assist the mentees and transfer his competences and on which skills and knowledge the mentee should achieve and how they could be measured.

Abstract: Description of how the platform should work as a network and how its efficacy could be tested.
https://greenarcheuproject.files.wordpress.com/2014/11/co-co_platform_ccea.pdf

2. CROAIF rue du Faubourg Saint Martin, Paris, hosted by CROAIF. 2015-03-05/06

Developing Competition programmes and briefs. Sauzedde Florent - CROAIF (2015)
Abstract: Example of the competition brief and programme for the refurbishment of the Slaughter House in Nice, France – Aubry et Guiguet agency


Abstract: outline objectives & structure for early stage career training of architects to improve understanding in preparation for competition participation. Analysis of the market, reading & understanding the brief, & communicating the idea. Enhancing mentoring.

3. CCEA U Půjčovny 4, Prague, hosted by CCEA 2014-10-09/10

Abstract: What, Why + How. EU directive 2014/24/EU. 7 types of competition. EU Procurements-Time/Cost/Values; bids numbers. Micro and SMEs access; EU networking as a tool to reform;
Pathfinding with Project Compass and the fulcrum digital platforms based on international collaboration architects - the general benefit for better commissioning.


*Partners presentation; and Architecture competitions national and local context – Czech Republic.* Vašourková, Yvette, Kovačević, Igor and Grohmannová, Karin - CCEA/MOBA (2014)

**Abstract:** Czech regulatory framework, competition typologies for private commissions and public commissioning above and below EU thresholds; current practices, competition responses, times, evaluations, training and honorariums

https://greenarcheuproject.files.wordpress.com/2014/07/greenarch_ccea.pdf

*Partners presentation; and Architecture competitions national and local context – France. Fernandez, Julie and Laraqui, Ilham - CROAIF (2014)*

**Abstract:** French regulatory framework, competition typologies for private commissions and public commissioning above and below EU thresholds; current practices, competition responses, times, evaluations, training and honorariums

https://greenarcheuproject.files.wordpress.com/2014/07/greenarch_croaif.pdf

*Partners presentation; and Architecture competitions national and local context – UK. Boffo, Paola - USE–(2014)*

**Abstract:** UK framework, competition typologies for private commissions and public commissioning above and below EU thresholds; current practices, competition responses, times, evaluations, training and honorariums

https://greenarcheuproject.files.wordpress.com/2014/07/greenarch_use.pdf

*Partners presentation; and Architecture competitions national and local context – Spain. Brandi, Silvia - IAAC (2014)*

**Abstract:** Spanish regulatory framework, competition typologies for private commissions and public commissioning above and below EU thresholds; current practices, competition responses, times and evaluations

https://greenarcheuproject.files.wordpress.com/2014/07/greenarch_iaac.pdf

*Partners presentation; and Architecture competitions national and local context – Italy. Secci, Roberto - FOAT (2014)*

**Abstract:** Italian regulatory framework, competition typologies for private commissions and public commissioning above and below EU thresholds; current practices, competition responses, times, evaluations, training and honorariums

https://greenarcheuproject.files.wordpress.com/2014/07/greenarch_foat.pdf

*Lecture: The Art of the Opposition* Soler, Francis (2014) IAAC

**Abstract:** This lecture has been relevant to the Project since the most of the projects that The architect Francis Soler presented and reflected on a range of built projects won through various Public Competition, and the experiences arising. A debate with GreenArch stakeholders about the
effectiveness of the current system of competition for the adjudication of the projects followed the lecture.

**Lecture video at:**

www.youtube.com/watch?list=PL7D76F8DFCD373C5A&feature=player_embedded&v=U6H88ULSQu4