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# UNIVERCITY ACTION LAB

## NETWORK ROADMAP

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# 1. INTRODUCTION: CONCEPT AND VISION

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**Within the framework of the project UCityLab, the Stakeholders Network Roadmap aims to serve as a platform to develop closer relationships between cities and universities in order to build joint action plans and strategies, aligning activities with local and regional urban development and innovation agendas to solve their common challenges collaboratively.**

In this context, the main objectives of the Network Roadmap are:

1. To recruit, motivate and involve the relevant urban stakeholders to endorse and agree with the aims of the project.
2. To work closely with the urban stakeholders to agree on defining a common vision and a set of concrete actions suitable for implementation in the respective cities.
3. To gain the commitment of the urban stakeholders by signing a joint “Collaboration Agreement” document.

This Network Roadmap has been developed as an intellectual output (IO2) within the framework of the UniverCity Action Lab project, which is co-funded by the Erasmus + programme of the European Union. The general goal of this document is to serve as a guideline for other stakeholders interested in creating and launching similar sustainable university-city relations initiatives.

## 1.1. The UCityLab Network Roadmap, an example of a crossed University-City collaboration

In 2017, the renewed Agenda on Higher Education made clear references to the responsibilities of the HEIs in contributing to both social and economic advancement in their regions. Given the great potential of HEIs to act as key actors in fostering dialogue among regional stakeholders to initiate and sustain joint actions in relation to smart and sustainable cities, UCityLab project proposal finds this transformation particularly necessary. Although it is an increasing demand by both modern industry and society, there is a lack of student exposure to real-life challenges in traditional setting, and skills mismatches experienced upon graduation.

Urban engagement is rarely an inherent component of HE systems, nor are they a part of ongoing academic programmes. At the same time, it could be stated that HEIs generally lack relevant strategies, tools, resources, and knowledge to apply to engage in city initiatives. This is largely due to the alignment of universities with national policies and funding frameworks, and their increasing efforts for international recognition, rather than adopting a ‘Glocalised’ approach to external engagement.

In this context, the HEI's involvement in urban development is vital for two main reasons. On the one side, within the framework of the 2030 Urban Agenda, and Smart and Sustainable Cities, it is crucial to expand the bottom-up support for the cities to co-develop, test and implement the solutions, and thus consolidate efforts. And here, HEIs might contribute in a significant way. And on the other side, in this changing context, Universities can exploit cities as living labs involving institutions, business companies and local community in their research and problem-based learning experiences aiming to foster the students' development of much demanded entrepreneurial skills.

Within this framework, **UCityLabs project proposes to tackle all these challenges with a relational and cooperative perspective** by setting up and consolidating a **Stakeholders Network**, in order to **generate inter-exchanges, share knowledge and resources, and innovate** by aligning HEI activities with local and regional urban development and innovation agendas.

It is worthy to highlight that although the leaders of these initiatives in the case of UCityLab project are HEIs, this approach can be adopted and replicated by other kind of institutions.

## 1.2. How to use the UCityLab Network Roadmap as a guiding tool

The UCityLab Network Roadmap is intended to support the planning and creation of a network of stakeholders for the development of urban sustainability challenge-based projects. In order to be used as a guide for possible and future application by other similar projects, this document is structured in three parts and provides the following insights:

### a. Description and explanation of concepts and ideas

From chapter 2 to 6, the general concepts and ideas related to the construction of the network are conceptually explained and described.

The chapter 6 explains how the collaboration relationship/partnership can be formalised. Some examples of collaboration agreements are included.

### b. Guidance step by step

The chapter 7 specifies and explains in more detail the different steps to create a Network Roadmap based on the experience of UCityLab.

### c. Resources for replication

Useful templates of Challenge Identification (per institution and general approach) are included in the Annex of resources.

In the UCityLab project, the four partner universities will follow and apply this Network Roadmap according their own contexts and project approaches. For other similar and future proposals, this Network Roadmap should be read as a guidance document. So, it should be adapted in each case, since it is not intended to be a prescriptive methodology.

## 2. CHALLENGE IDENTIFICATION: WHICH ARE THE MAIN URBAN AND SOCIAL PROBLEMS AT STAKE?

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Ideas for innovation are often sparked by new information or events that expose a social need, a societal challenger. Such prompts can mobilise groups of people and trigger action and innovation. Once you recognise a certain problem, it is crucial to understand its root causes. Often, what is identified as the problem in the first instance, turns out to be just the tip of the iceberg of the underlying causes. When addressing a social challenge, it is paramount to understand the fundamental dynamics. Therefore, **the most important task at this stage is identifying the right problem by framing or reframing the question at play** – even if great ideas are conceived at early stages (European Commission 2019).

Thus, to proceed to the challenge identification, two principal steps should be considered:

### 1. To create a common vision of the challenge at stake and the desired outcome

The first steps in any attempt to drive change is the creation of a shared understanding of the current state of the challenge at stake and the systems involved and thus define an initial shared vision towards the desired path and change that the local stakeholders want to achieve. As in any complex situation, there are likely to be differences in the way in which people perceive problems and solutions. There may be differences in opinion on which impacts should be prioritized, or what means / instruments to be used for achieving the desired change. Addressing these differences is key to steering the process efficiently and it permits to let all involved stakeholders see what their role is within the bigger picture and how they can contribute towards the realization of the shared vision.

Thus, it can be asserted that **both the concept of a shared vision and the shared understanding of the challenge are two interrelated concepts**, of equal weight that need to be considered in parallel and in a systemic manner. Before attempting to lay down a common challenge and/or vision, each involved stakeholder should perform the same procedure beforehand on an internal level and prepare an own version of the challenge and vision to be put on the table along with the rest of the stakeholders. Usually these definitions can be found in the strategic documents of diverse organizations, but in the case that any of the stakeholders have not performed this exercise on an internal level, it should be thoroughly accompanied in doing so. This will ensure that all partners involved are aware of the mental paradigms that drive the behaviour of people, departments, and offices within their organization and outside in relation with the respective behaviour of the rest of the partners.

Another point to be stressed is that **the respective resulting challenge-owners need to maintain a certain level of commitment during the execution of the whole process**. The level of involvement and collaboration of the challenge owner is key to the overall success of resolving the challenges and building a meaningful collaboration and experience.

## 2. To define the End-Goals and KPIs

Once a vision is clearly outlined, **specific goals need to be formulated, ideally accompanied by key-performance indicators that can measure progress** towards these goals. To achieve meaningful results, goals should be aimed at creating structural, lasting change. Thus, they should ideally not address symptoms at the events level, but rather structures (physical, or institutional) or mental models which are the root causes behind the impacts and the functioning of the system.

### 2.1. Types of challenges

The challenges that can be defined can also be categorized according to following criteria:

- **Internal challenges** of the same HEIs institution, for example, regarding the design and implementation of University Strategic Plans, the implementation of Specialisation Strategies, Ad-hoc procedures and others.
- **External challenges** that have influence on the same HEIs institution, for example, regarding Local strategic plans (urban, county, province), RIS3 Strategies, EU strategies, and so on.
- **Scale of challenge**, referring to the range of the challenge, in terms both of impact as well as execution time. In this respect we can talk of i) project-scale challenges (short-term), ii) programme-scale (medium term) or iii) strategic-scale (long-term)

In the Annex of resources (read Chapter 10), they can be found five template forms to identify the challenges according the type of institution. Methodologically, these forms are supposed to be provided to the collaboration entities/institutions aiming to register self-reflections about the challenges-at-stake from their own perspective. Afterwards, the promoting team might compile and summarise all the highlighted challenges to one single form to detect connections, points of encounter and shared interests within the network.

In order to better surface the stakeholder's thoughts and perspectives and achieve more efficient and specific results, **consider using some dynamization practices and exercises**. The collective challenge identification exercises may help to generate and come to surface shared concerns and foresee, from the very beginning, possibilities of synergies and collaborations which may be fostered through the proposed future project.

### 3. ECOSYSTEM IDENTIFICATION: WHICH ARE THE POTENTIAL URBAN STAKEHOLDERS TO WORK WITH?

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The complexity of urban and societal challenges implies the consideration of a wide range of different stakeholders. It is needed to involve all the know-how available in order to achieve the most transversal and crossed approach with which tackle those challenges and give them a response. Crossing diverse types of expertise with shared interests allows the generation of new synergies and the possibility of creating and develop new innovative projects.

The urban and societal challenges have impact in different scales, so it is necessary to **consider a variety of stakeholders with influence in different physical areas** (region, municipality, metropolitan area, neighbourhood, and so on). Mapping the stakeholders network connecting the different typologies and the spatial dimension might make visible possible synergies to take into consideration. In order to do that the mapping should identify the individual actors, their physical and organizational position, the challenges that they are facing on an individual and collective level as well as their capacity to provide solutions and facilitate the process at different stages according to their typology or position within the system.

#### 3.1. Types of potential stakeholders

In the framework of UCityLab project, and aiming to work with the quadruple helix scheme, we have considered four principal groups of stakeholders, each one with a different role (although these roles may be inter-exchanged depending on the moment of the process):

- **The institutional and public administration** are the principal organisms that manage the cities and territories. The fact that are organised in different areas of expertise brings to the institution a general knowledge of what are the urban main problems our society is tackling with. This means that they are key during the process of the challenge identification. Also, it is important to consider institutions of different scale or rank (regional, metropolitan and local, among others).
- **The industry** must be represented with different types of organisations, from start-ups and spinoffs to more consolidated industrial companies with capacity to invest in innovation and implement solutions. Other industrial structures like guild associations or strategic industrial clusters might provide information on specific sectors that may help to concretise and frame the challenge definition and include one of the economic dimensions.
- **The citizenship and local organisations**, as principal final users, are the collective whose engagement is fundamental to fulfil the challenge objectives. Their role is based on the challenge identification but especially, in the test and evaluation process. It is important to involve citizenship organised in collectives or organisations, since



they may mobilise a wider range of people. However, working in an open environment makes possible the engagement of individuals and non-organised collectives, broadening the idea of community.

- **The education sector**, with the HEIs as the principal stakeholders to involve. According to the dimension of the pilot project, it is possible to work solely with one institution. However, it would be recommended to increase complexity by working together with several HEIs. This last option provides different benefits like working from a more transversal approach, the possibility of creating interdisciplinary teams of students or crossing different grades and educational programmes to tackle the challenges proposed from different levels and scales. Education alliances are key for the knowledge transfer to society, and within the framework of UCityLab, their principal role lies on the core of the design process. Academic community, and especially students, are proposed to provide and test their innovative ideas. The HEIs can support anchoring innovation by raising interest in the urban areas they are based in, offer resources, and facilitate change.

Such organisations that could be included in the aforementioned categories can be (but not limited to):

- Urban design / architecture departments
- Representatives of smart and sustainable city initiatives
- Economic boards and Chambers of Commerce
- City governments focusing on urban matters (including water, energy, housing, mobility, social inclusion, and so on) that are closely connected to the Commissions' Urban Agenda items
- Local open access societies/networks/coalitions
- NGOs focusing on co-created innovation in urban matters (including water, energy, housing, mobility, social inclusion, and so on) that are closely connected to the Commissions' Urban Agenda items
- Independent research organisations and innovation labs, focusing on urban matters (including water, energy, housing, mobility, social inclusion, and so on) that are closely connected to the Commissions' Urban Agenda items
- Vocational education institutions (VET) and Independent Continuous Learning Institutions (e.g. Academies) in the same cities and regions interested in adopting similar engagement strategies.

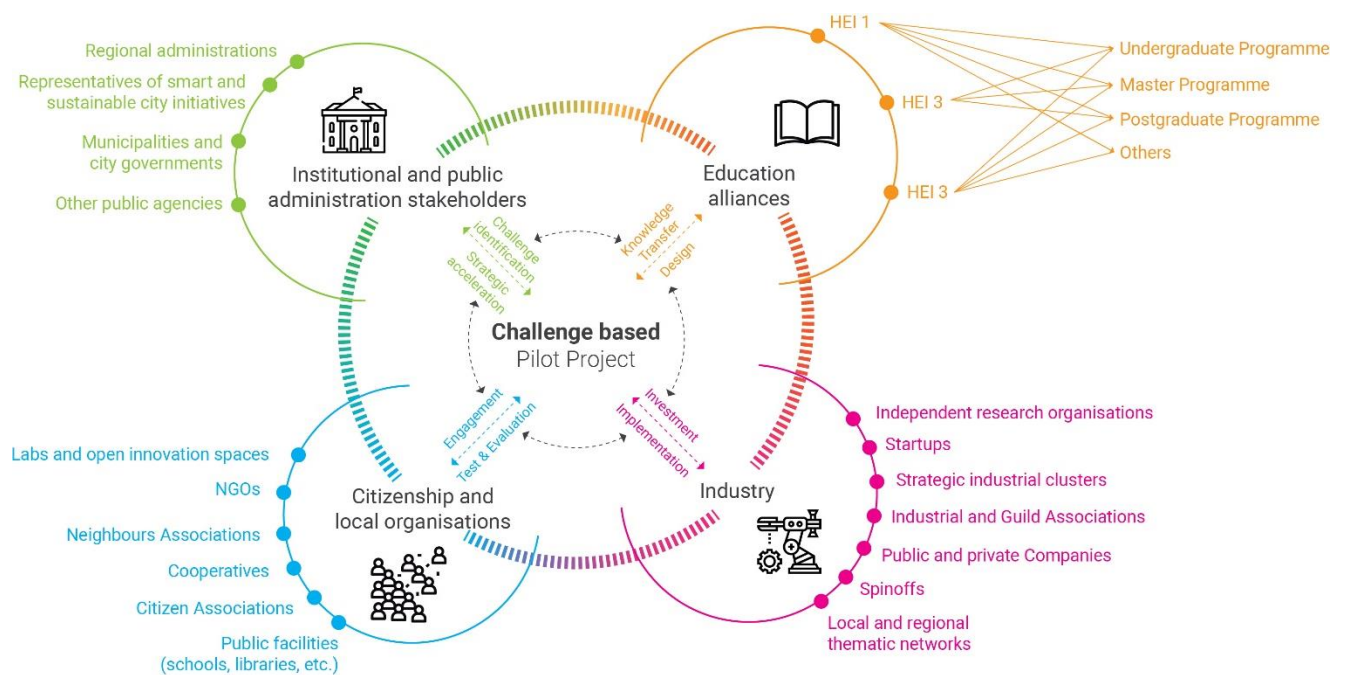


Image 1: Types of stakeholders according to the principal categories

### 3.2. Potential Role of network partners

Accordingly, the role of the different stakeholders during the execution of the programme can vary according to their typology, needs and commitment with the challenge and the programme itself. Some of the principal actions that the stakeholders can take are:

- Present the societal challenges or act as challenge holders.
- Participate in the co-design of the pilot project and its implementation strategy.
- Act as mentors during the programme for the design teams.
- Provide inputs into the design process and discussions.
- Participate in the co-creation processes.
- Test and validate the challenge-based pilot project.
- Promote the strategic acceleration for the implementation and/or continuation of the project.
- Provide feedback on the outputs.
- Provide necessary urban data and insights into processes and topics related to the challenge.
- Participate in events, meetings and workshops linked to the project, with different levels of implications.
- Provide content for the UCITYLAB Online Platform.

**The UCityLab project proposes an interdisciplinary and crossed approach to the programme and its development.** For this reason, it must be considered that **each stakeholder can take part of more than one action in different moments along the process.**

It is interesting to design the programme with this premise in mind in order to achieve the necessary encounters, crossings and exchanges between stakeholders.

For more detailed insights, read the chapter “6. Roles of Key External Stakeholders” in the document Intellectual Output 3 (IO3) UCityLab Challenge Teaching Toolkit.

## 4. ECOSYSTEM / NETWORK CONFIGURATION

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The aim of the roadmap is to structure the involved stakeholders and their participation into a collaborative network, an ecosystem that can address and resolve the challenges present in an efficient and feasible manner. In that sense, **all ecosystems, no matter their nature, can be described according to two basic characteristics, their *structure* and their *function***, which should be reflected upon when defining the local stakeholder group:

**Structure:** The structure of an ecosystem refers to the way that the relationships between different elements / actors of the system are articulated and can be understood as the result of the sum of these relationships. In this sense we can talk of open or closed systems depending on if they permit interaction and influence from external sources; hierarchical or non-hierarchical depending on the relations of power and decision making capacity among local actors; complex systems, depending on the number and nature of these interrelations; or in the case of innovation ecosystems we can talk of Triple or quadruple Helix ecosystems, depending on the number of sectors that they involve in their functioning.

**Function:** The function of an ecosystem on the other hand comes to describe the mission / objective of the sum of the stakeholders working together. The function can be set in a predetermined fashion, according to strategic challenges, or can be emerging as a result of natural interaction and collaboration among stakeholders with common interests. Thus, we can talk of the thematic focus of the ecosystem; the type of challenges that it addresses (social innovation, business innovation etc), or other qualitative characteristics of the ecosystem (competitive / collaborative / synergetic)

## 5. CALENDAR. DEFINITION OF INTERVENTIONS / ACTIVITIES

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Another important step is to define a calendar with a package of concrete activities and interventions (their order and timing) which can aid in reaching the defined end-goals while prioritizing impacts and addressing them by changing processes and behaviours through feasible and effective interventions. Obviously both effectiveness and feasibility are key characteristics to take into account when assembling a calendar of interventions, but the dynamics of complex systems mean that in addition to this, there are other issues which need to be taken into account when looking at the interrelationships between interventions, such as: trade-offs, dependencies, and reinforcing or weakening effects of interventions upon each other. **A system thinking approach can ensure that the measures selected reinforce each other, facilitate each other's implementation, and create cascades of changes throughout the system all throughout the duration of the process and even furthermore** (WWF 2018).

- **Select measures with a symbiotic advantage**; packages of interventions that reinforce each other's effect so that the whole package combined has a larger effect than the 'sum of its parts'.
- **Select 'enabling interventions' at an early stage**, so that the possible range of action in the future grows over time.

Once the optimal combination of interventions has been selected, one needs to think carefully about the sequence in which they should be implemented and plot their implementation orderly on a timescale defining their time of execution as well as their relationship with other interventions. Again, it is very important to think about the implications of implementing individual measures on the dynamics of the whole system and to avoid undesirable trade-offs, path-dependencies, and lock-ins. Furthermore, delays in individual interventions and within the system need to be considered and accounted for if possible (Stroh, 2015).

It is important to keep in mind that **the continuous re-evaluation of the roadmap is essential, and the roadmap should not be developed as a closed document, but instead as a dynamic and flexible document** that can guarantee the feasible execution of the end-goals. This continuous reflection permits and ensures that stakeholders can make necessary course corrections /adjustments in processes that are ultimately too complex and dynamic to fully predict when planning in the beginning (Stroh, 2015). **Continuous monitoring of the effectiveness of interventions that have been implemented, and continuous learning and observation** regarding the way in which the system behaves ensures that measures are adapted or dropped when necessary, and that new options for intervening in the system continue to be explored (WWF, 2018). This also implies that re-evaluation of end-goals, or even the vision and values underlying these goals may also be necessary at some cases and depending on the circumstances, although with less frequency and with special attention not to distort the momentum and work realized so far in the process.

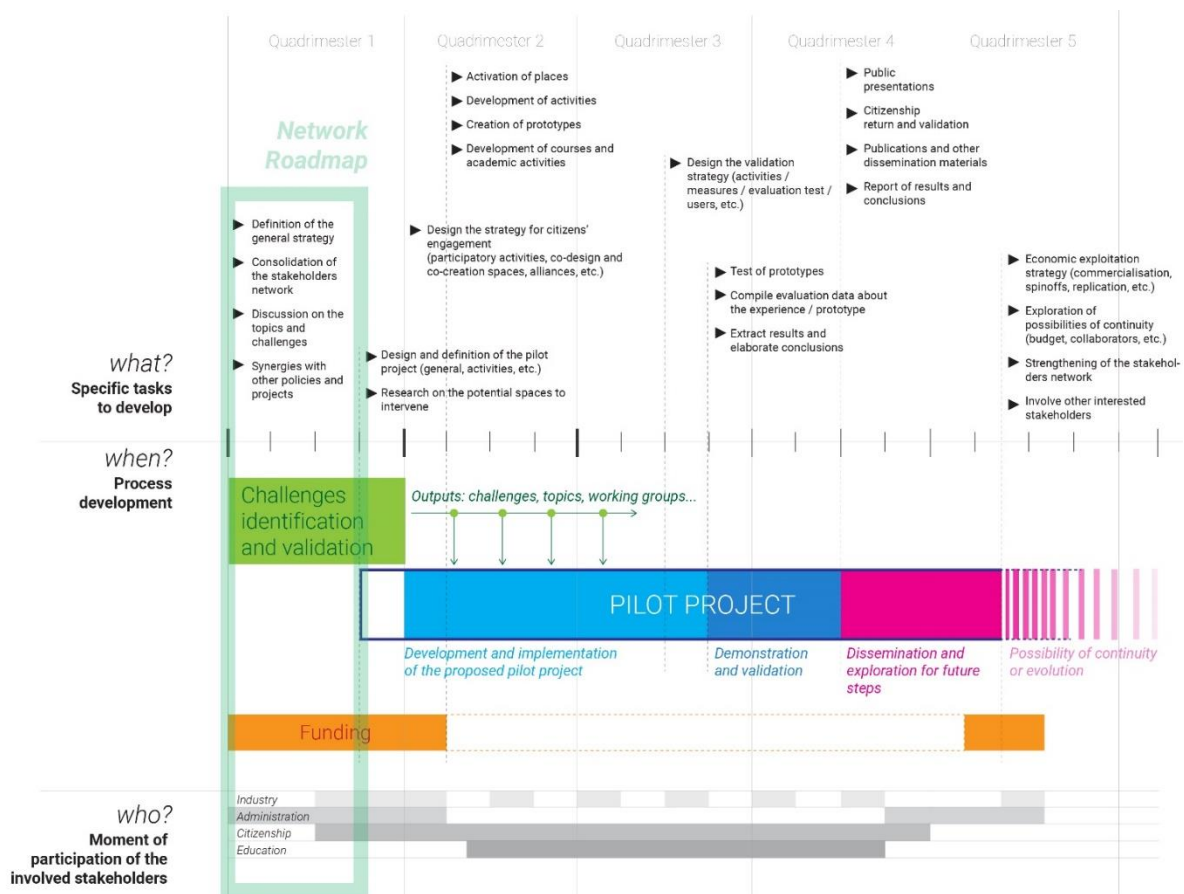


Image 2: Example of a calendar distribution showing demonstrating the phases, involved stakeholders, actions, outputs etc.

## 6. ARRANGEMENT OF LEGAL ASPECTS: COLLABORATION AGREEMENT AND OTHER DOCUMENTATION

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A collaboration agreement is a commitment document between at least two parties looking to work together on a project on a collaborative or cooperative basis. It must specify the terms and conditions between parties' working relationship, including the allocation of responsibilities for each part.

In this sense, an essential tool in a well-managed university-city strategy is to produce agreements that formalize the commitments between the parties. Each agreement needs to include details on some compulsory items:

- **Contracting parties:** information about the institutions and their legal representatives.
- **Object of the agreement:** the focus of the collaboration, e.g. the overall goal.
- **Description of the actions** to be made in order to achieve the object of the agreement: in detail, describe the actions and activities to be developed.
- **Duration of collaboration:** usually corresponds to the duration of the project or a part of it.
- **Contact persons:** institutional persons of reference, usually, the directors or heads of the project.
- **Standard clauses** such as jurisdiction, litigation, personal data, termination, modifications, etc. according to each national law.

Two types of agreements when setting up a proper roadmap methodology to create a University – city engagement process should be distinguished:

### 1st Phase: Institutional agreements

Following the phase of conversations at authorities' level.

An institutional declaration of the parties' will to cooperate in a broad sense, with no specific actions described and no economic commitments. It can be multilateral, for example in the case of the creation of a whole innovation System. It is signed at the highest level: Rectors and Majors.

[Annex document of example \(see in Annex of resources\):](#)

*"Institutional agreement template"*, based on the UAB's following developed Institutional agreements:

- Multilateral: Creation of the HUBB30 agreement
- Bilateral: Agreement between the UAB and the Municipality of Sabadell.

### 2nd Phase: Specific agreements

Following the phase of conversations at management level.

Under the umbrella of the institutional agreements, the Specific agreements formalize the specific actions that would give sense and contents to the former. The Specific agreements have a work programme and can contain economic and IPR clauses. It can be signed by secondary authorities, such as vice-rectors and city councilors.

Annex document of example (see in Annex of resources):

*"Specific agreement template"*, based on the UAB's following developed Institutional agreements:

- Multilateral: Development of the Metropolitan Lab of Ecology and Territory.
- Bilateral: Creation of the Archeological Campus of the UAB in Castell de Besora.

Apart from the general document of agreement, correctly signed by the legal representatives, the Collaboration Agreements may contain other specificities and annex documents like more detailed information about the institution, the project, the network presentation or other key documents.

Sometimes, the process of concretisation and formalisation of a Collaboration Agreement is not immediate. It requires both and internal and network consensus. It is an important process of negotiation where each party, internally and externally, must feel comfortable with and must be capable of accomplish the objectives, timings, etc.

Thus, within the framework of a project which will have a specific schedule, it should be considered a sufficient period of time to set up this agreement, also taking into consideration the bureaucracy times.

The **Letters of Adhesion** are other useful instruments to formalise a collaboration relationship. However, in this case, it is used to ask for permission to be part of a network, cluster, etc. The signing institution does not have the commitment to develop a collaborative specific project, it only must accomplish with the requested requirement to be part of the network.



## 7. THE UCITYLAB NETWORK ROADMAP STEP BY STEP

From the experience of UCityLab project, these are the meaningful steps to develop a network roadmap. See the graphic below for more detail.

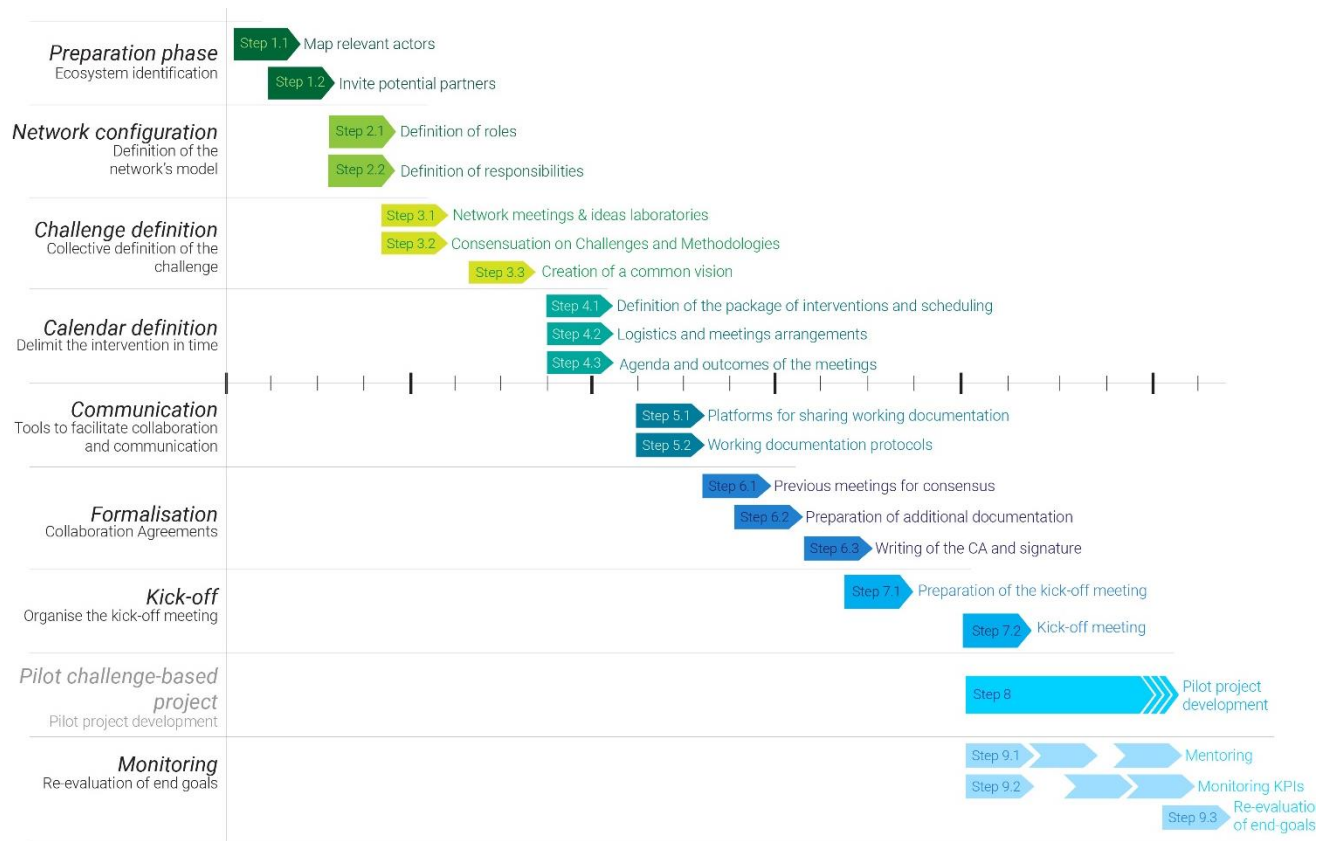


Image 3: Diagram of the Network Roadmap implementation step by step.

### 7.1. Preparation Phase / ecosystem identification

In the preparation phase the initial involved actors, will need to establish **actions, assign responsibilities and make the arrangement to organize**, prepare and set-up the local stakeholder network that will participate in the posterior phases by:

- Elaborating a map of relevant actors on a physical and/or organizational map (keeping an eye to identify the presence of a critical mass on certain thematics / topics)
- Selecting and inviting potential partners according to their typology / thematics involved / known capacities / activity / interests at-stake.

## 7.2. Network Configuration definition

Once the potential stakeholders have been identified and invited, it is necessary to proceed with the definition of the model of the proposed network / ecosystem, a definition that will condition the functioning and effectiveness of the processes realized later.

- Depending on the nature of the network the definition of roles and responsibilities of each stakeholder needs to be done accordingly.

## 7.3. Challenge identification and definition

Having the network of stakeholder in place, the next step is to proceed with the collective definition of the challenge/s that will be tackled.

- Network meetings & ideas laboratories.
- Consensuation on Challenges and Methodologies.
- Creation of a common vision.

## 7.4. Calendar definition / interventions

The definition of the calendar will help to delimit the intervention in time and set the order of concrete actions and their interrelations during the development of the pilot phase.

- Defining a package of interventions / Planning the order and timing of interventions.
- Logistics and meetings arrangement.
- Agenda and outcomes of the meetings.
- Definition of Key Performance Indicators.
- Key documents required for each meeting and participation of external actors (photographers, caterers, etc.).

## 7.5. Preparation of communication & collaboration channels

Before initiating any activities, it is also important to prepare the organizational / operational tools that will be utilized during the pilot and will facilitate collaboration between stakeholder as well as communication of results / outcomes.

- Online documentation (articles, photos etc) in sharing working documents platforms.
- Organisation protocols of the information/documentation.

## 7.6. Preparation of Collaboration Agreement & documentation

Another key step is the preparation of a Collaboration Agreement, a document that will serve as evidence of the stakeholders' commitment, their role and involvement during the various phases of the project. Also consider what other documentation is necessary for following up on meetings and the evolution of the process. The preparation of a Collaboration Agreement involves:

- Meetings for the Collaboration Agreement consensuation.
- Elaboration of project's specific initial documentation (briefing, etc.) and / or other documentation there might be added as an annex.
- Preparation of official documentation (redaction and signature of the Collaboration Agreement).

## 7.7. Kick-off and Collaboration Agreement

Once all the necessary preparations have been made, it is time to organize the Kick-off meeting to officially launch the pilot. During this event the participating stakeholders will be made public and presented to each other, the identified challenges and vision for the process at stake will also be known, and the whole process will be presented to the public. With that in mind, this event is also a good opportunity to open up the process and involve further stakeholders that were not initially identified or committed with the process. In parallel to that the collaboration agreement, prepared in anticipation, should be consensuated and signed, thus setting off the process officially.

## 7.8. UCityLab Network Roadmap Monitoring and re-evaluation

One of the key roles of the network of stakeholder is to monitor and re-evaluate the project and the process itself with the aim to identify those issues to improve in the future, especially those regarding the developed relations (organisation, communication, agreements, new synergies, etc.). The specific tasks performed to track the stakeholders work are:

- Participate directly in the UCityLab Challenge Programme development, to be involved from the very beginning.
- Regularly participate by providing inputs and feedbacks.
- Act as mentors in the implementation of the challenge-based pilot project.
- Monitor KPIs.
- Re-evaluate the end-goals, or even the vision and values underlying these goals.

## 8. CONCLUSIONS AND GENERAL FINAL CONSIDERATIONS

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One first consideration is that the co-creation/learning spaces proposed should be alternative to the academic ones. On the one hand, in order to achieve a higher engagement of the local community, it would be appropriate to search for spaces that are rooted in the urban local context and that are not directly associated to high level studies (which may seem elitist for some people). This way, the collaboration relations may be built from a more neutral space. And on the other hand, if the aim is to tackle urban and societal real challenges, it is beneficial for students and HEIs community to go beyond the academic comfort area and immerse in the urban space.

The second is related to the need of including a person that will work as a facilitator/coordinator, since not only should the conditions be created, but also it is necessary to activate the spaces, the people and the process. This person or team's profile should respond to the specific needs of the project, specifically, should have experience in interdisciplinary projects and in groups facilitation.

One third consideration would be about identifying the adequate interlocutor of the public administrations and companies. Usually it is not a question of reaching the adequate actor but involving the adequate people.

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European Commission (2019) Playbook for Social Innovation: Challenging Plastic Waste, written in collaboration with NESTA

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World Bank (2015) Citizen-driven innovation: A guidebook for city mayors and public administrations, written in collaboration with the European Network of Living Labs

## 10. ANNEX OF RESOURCES

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- 10.1. Institutional Agreement Template
- 10.2. Specific Agreement Template
- 10.3. Academic Partner template (information and challenge identification)
- 10.4. Business – Industry Partner template (information and challenge identification)
- 10.5. Public Administration Partner template (information and challenge identification)
- 10.6. Collaborating NGOs and Social Organisations Partner template (information and challenge identification)
- 10.7. Challenge Identification Form (multi-stakeholders and multi-scale compilation)

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*Include logo of HEI*



*Include logo of collab. institution*

## INSTITUTIONAL AGREEMENT TEMPLATE

### [TITLE OF THE COLLABORATION AGREEMENT]

[Location, Date]

### REUNITED

From one part, Dra./Dr; Ms./Mis./Mr. (complete name of rector) of the (name of University), in name and representation of this entity, headquarters (complete address) and V.A.T (number).

And the other part, Ms./Mis./Mr. (complete name of legal representative), (position) of the (name of institution), ), in name and representation of this entity, headquarters (complete address) and V.A.T (number).

### STATE THAT

#### FIRST. [About the University]

*Describe the attributed relational functions between university and local entities (public administration, other institutions, and so on) and the general aim of this relation. Add as numbered paragraphs as needed.*

#### SECOND. [About the other institution / public administration / entity]

*Describe the relational experience / background between the local entity and the aforementioned university, specifying the general aim of this relation and the benefits and contributions for this part. Add as numbered paragraphs as needed.*

#### THIRD. [About the collaboration aim]

*Summarise the will of both institutions / entities in the framework of this collaboration. Specify here the relation with the city. State benefits expected from participation and engagement in the local ecosystem.*

For this reason, the signing institutions formalise this contract subject to the following



*Include logo of HEI*



*Include logo of collab. institution*

## AGREEMENTS

### First. Object of collaboration

*Describe the object of the collaboration and the general purpose.*

### Second. Collaboration Objectives

*State any specific objectives expected as a result of the collaboration. Some examples are:*

1. *Share knowledge and monitor actions and projects that both institutions develop together in the municipality*
  - a. *Economy and Innovation*
  - b. *Social action and Culture*
  - c. *Territory and Sustainability*
  - d. *Public participation*
2. *Promote and enhance new shared innovative projects in the areas of:*
  - a. *Economic development*
  - b. *Territorial Planning*
  - c. *Education and Knowledge transfer*
  - d. *ICT*
3. ....

### Third. Year programming [or other issues]

*State any specific issue to consider in the agreement, for example, related to a general programming or schedule.*

### Forth. Specific agreements

*State the general conditions that each specific project or activity developed in the framework of this general agreement must consider. For example, that for each one there must be a signed collaboration agreement with the following information:*

- a. *Object definition, general purpose, duration and geographic area (if necessary).*
- b. *Description of the acting plan, terms and realisation modalities.*
- c. *Assumed obligations for each part.*
- d. *Budget and/or economic responsibilities assumed for each part.*
- e. *Other issues considered essential for the execution of this specific activity/project.*

### Fifth. Monitoring commission

*If the case is necessary a monitoring commission, describe the role, the general purpose and objectives, as well as other specific relevant characteristics (members, coordinator, general schedule/calendar)*

### Sixth. Funding

*State if the collaboration agreement implies the economic contribution of the different parts, and if yes, specify the economic responsibilities of each one.*





*Include logo of HEI*



*Include logo of collab. institution*

#### **Seventh. Actions dissemination**

*In the case of foreseen dissemination publications and other materials or means, specify the conditions in the use of logos and other sensible institutional image elements.*

#### **Eighth. Participation of other entities**

*State if it is possible the participation of other entities (public or private) in the specific agreements. In the case is necessary, specify the general conditions.*

#### **Ninth. Information confidentiality**

*State the confidentiality conditions of the collaboration (specifically about accessed information and personal data).*

#### **Tenth. Incompletion of the general Agreement or the specific ones**

*State the consequences of not fulfilling the conditions agreed. In this pint it is usually specified the available period to communicate these non-fulfilment.*

#### **Eleventh. Causes of anticipated resolution**

*Detail the causes for which the present agreement might be resolved. For example, consider including:*

- 1. Written mutual agreement between parts.*
- 2. Legal or material unexpected impossibility to fulfil the object of the present agreement.*
- 3. Disappearance of the agreement's object or any of its parts.*
- 4. Because of motivated complaint by any of the parts.*
- 5. Because of the non-fulfilment of any of the parts, according the previous clause.*
- 6. Any other general cause established in the current legislation.*

*In the supposition of anticipated resolution of the present agreement, the Monitoring Commission will previously set up the form, conditions and terms in which the initiated actions will accomplish.*

#### **Twelfth. Modification of the agreement**

*State the conditions in the case of make any modifications in the agreement during the period of validity. Usually it refers to the deal between parts and its formalisation (commonly using a subscribed addenda).*

#### **Fourteenth. Validity and extension**

*State the initial date of validity (usually the same date of signature) and if it could be modified. State the validity period of duration and if it will be possible any extension (indication number of possible extensions, conditons, etc.)*

#### **Fifteenth. Legal nature and competent jurisdiction**

*State any reference law of application for this agreement (e.g. law on the public administration procedures, the public sector law regime, etc.)*

#### **Sixteenth. Competent jurisdiction**

*State the legal procedures in case of any controversy that could not be solved by mutual agreement.*



*Include logo of HEI*



*Include logo of collab. institution*

And in proof of conformity with the content of this agreement, sign:

By **[High Education Institution]**

By **[collaboration entity]**

[signature]

[signature]

Name of representative  
Position

Name of representative  
Position

*Note 1: Sign in all the pages of the document.*

*Note 2: In continuation, as Annex, it can be added any relevant informative documentation.*



*Include logo of HEI*



*Include logo of collab. institution*

## SPECIFIC AGREEMENT TEMPLATE

### [TITLE OF THE COLLABORATION AGREEMENT]

[Location, Date]

### REUNITED

From one part, Dra./Dr; Ms./Mis./Mr. (complete name of rector) of the (name of University), in name and representation of this entity, headquarters (complete address) and V.A.T (number).

And the other part, Ms./Mis./Mr. (complete name of legal representative), (position) of the (name of institution), ), in name and representation of this entity, headquarters (complete address) and V.A.T (number).

### STATE THAT

#### **FIRST. [About the framing Institutional Agreement, if applies]**

*Describe the attributed relational functions between university and local entities (public administration, other institutions, and so on) framed in the general Institutional Agreement (if applies). Add as numbered paragraphs as needed.*

#### **SECOND. [Partners description]**

*Describe each institution as well as their specific capacities, objectives and strategic interests in pursuing engagement in the challenge resolution. Add as numbered paragraphs as needed.*

#### **THIRD. [About the collaboration aim]**

*Provide a brief description of the main collaboration aim. If linked to a challenge-based project, provide also a brief description of the project and how it relates with the challenge and the applied methodology.*

For this reason, the signing institutions formalise this contract subject to the following



*Include logo of HEI*



*Include logo of collab. institution*

## AGREEMENTS

### First. Object of collaboration

*Describe the object of the collaboration and the general purpose.*

### Second. Description of the work

*Related to the annex of the project description added at the end of this document. Specify any specificity (e.g. pilot project/test, etc.)*

### Third. Human team

*Specify the people responsible for each institution/entity, specifying the name and the position..*

### Forth. Economic remuneration

*Specify the total budget of the agreement and the division of budget between the signing institutions/entities.*

*Specify the number of payments and the percentage (e.g. 30% at the beginning of the project and 70% once the work has concluded).*

*Indicate the budget item, if applies.*

### Fifth. Duration

*State the initial date of validity (usually the same date of signature) and the ending date.*

### Sixth. Confidentiality

*State the confidentiality conditions of the collaboration (specifically about accessed information and personal data, scientific or technical informations).*

### Seventh. Intellectual property, industrial property and exploitation model

*State the exploitation conditions of the collaboration. For example:*

1. *In publications, the authors mention will always be respected.*
2. *In case the parts agree that the developed research will be protected by patents or other forms of industrial or intellectual property, its ownership will correspond to the signing parts in the proportion of their researchers' participation, as well as the maintenance and register costs.*
3. *The parts establish an exploitation model oriented to a software as a service that will allow the open and free access to this software.*
4. *The provision of services to third parties will require the previous agreements between the parts.*
5. *The signing parts mutually recognise the right to promote the provided free services through their channels and activities.*

### Eighth. Anticipated resolution and modifications

*Detail the causes for which the present agreement might be resolved, for example, consider including:*

1. *Written mutual agreement between parts.*
2. *Legal or material unexpected impossibility to fulfil the object of the present agreement.*
3. *Disappearance of the agreement's object or any of its parts.*



*Include logo of HEI*



*Include logo of collab. institution*

4. *Because of motivated complaint by any of the parts.*
5. *Because of the non-fulfilment of any of the parts, according the previous clause.*
6. *Any other general cause established in the current legislation.*

### **Nineth. Contentions**

*State the legal procedures in case of any controversy that could not be solved by mutual agreement.*

And in proof of conformity with the content of this agreement, the below institutions/entities proceed to sign:

**By [High Education Institution]**

[signature]

Name of representative  
Position

**By [collaboration entity 1]**

[signature]

Name of representative  
Position

**By [collaboration entity 2]**

[signature]

Name of representative  
Position

**By [collaboration entity 3]**

[signature]

Name of representative  
Position

*Note 1: Sign in all the pages of the document.*

*Note 2: In continuation, as Annex, it can be added any relevant informative documentation.*

## Collaborating Academic Institution



Institutions and entity's name

VAT

Area / Department / Unit

Contact details (Responsible person, E-mail, Web):

Short description (Year of foundation, main projects, size of company, etc.):

Keywords:

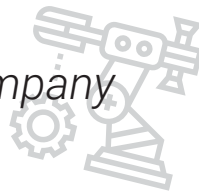
Capacities (Teaching and research areas) and Competencies or Services:

Objectives:

Challenges and future strategic lines:

Needs & opportunities for collaborations detected within the field of \_\_\_\_\_ and the local innovation ecosystem: *(add thematic challenge)*

## Collaborating Bussiness Company



Commercial company's name

VAT

Fiscal or legal company's name

Contact details (Responsible person, E-mail, Web):

Short description (Year of foundation, main projects, size of company, etc.):

Keywords:

Capacities and services:

Objectives and competences:

Challenges and future strategic lines:

Needs & opportunities for collaborations detected within the field of \_\_\_\_\_  
and the local innovation ecosystem: *(add thematic challenge)*

## Collaborating Public Administration Institution



Institutions or entity's name

VAT

Area / Department / Unit (if applicable)

Contact details (Responsible person, E-mail, Web):

Short description (Year of foundation, main projects, size of company, etc.):

Keywords:

Responsibilities (sector/levels):

Objectives and competences/services:

Challenges and future strategic lines:

Needs & opportunities for collaborations detected within the field of \_\_\_\_\_  
and the local innovation ecosystem: *(add thematic challenge)*



## Collaborating NGOs and Social Organisations



Organisation or entity's name

VAT (if applicable)

Contact details (Responsible person, E-mail, Web):

Short description (Year of foundation, main projects, size of company, etc.):

Keywords:

Responsibilities (sector/levels):

Objectives and competences:

Challenges and future strategic lines:

Needs & opportunities for collaborations detected within the field of \_\_\_\_\_  
and the local innovation ecosystem: *(add thematic challenge)*

## Collective challenge identification

Refer to ideas and problems related to smart & sustainable development, urban development goals, digital, social and open innovation, entrepreneurship, education & occupability, 2030 agendas, etc. that respond to different scales and sectors.

General data of participants:

Names and Institutions

Topics of interest



What are the problems?



What are the challenges?



According to the territorial scale:

|             |          |                     |  |
|-------------|----------|---------------------|--|
| MACRO LEVEL | Regional |                     | If related to a national strategy, please refer: |
|             | Province | Metropolitan area   |  |
| MICRO LEVEL | County   | City / Municipality |  |

According to the sector

|         |  |
|---------|--|
| PUBLIC  | Institutions and public administration |
| PRIVATE | Business and Industry                  |
| OTHERS  | Education and Research                 |
|         | Citizenship and social organisations   |

## 11. ANNEX OF PARTNER'S EXPERIENCES

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- 10.1. Porto Business School (PBS)
- 10.2. Institute for Innovation and Development of University of Ljubljana (IRI UL)
- 10.3. Universitat Autònoma de Barcelona (UAB)
- 10.4. Institut Mines Telecom Business School (IMTBS)

### Preparation Phase / ecosystem identification

Porto Business School has developed a comprehensive study program for individuals who believe that business innovation is on the critical path to transforming our social systems, going beyond simple technology and process automation - the **Postgraduation in Business Innovation**.

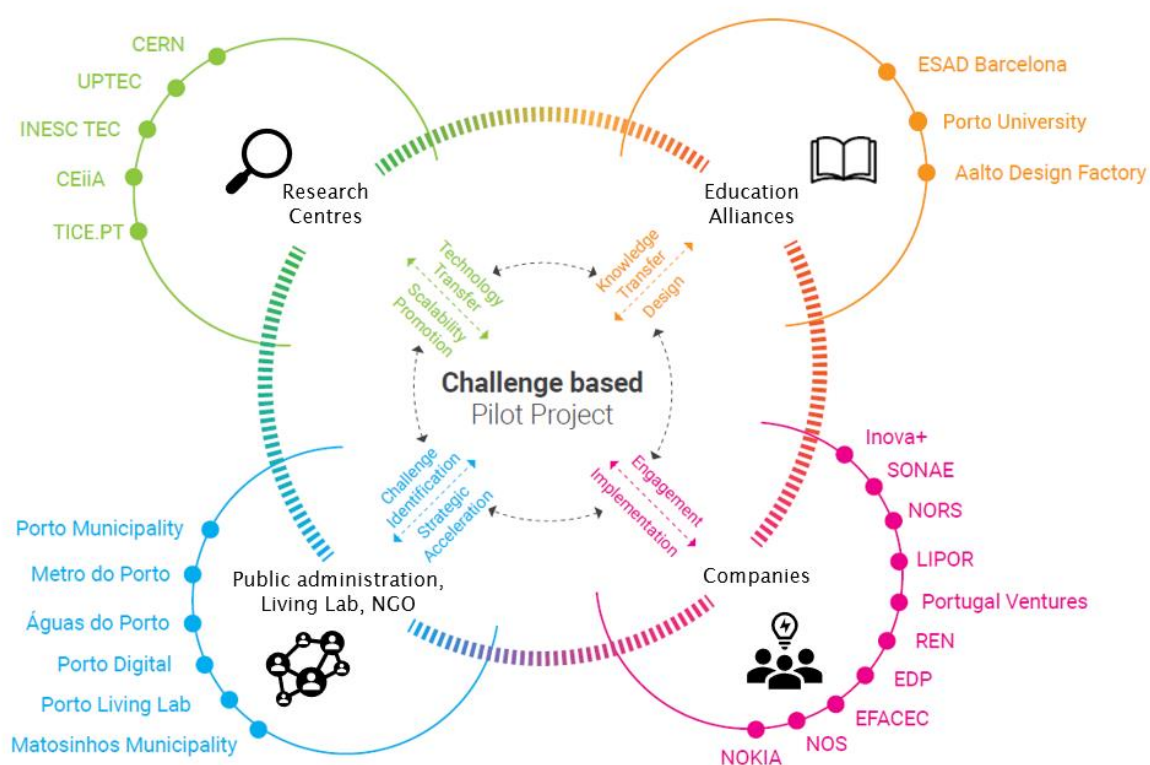
This executive part-time postgraduation is structured over **7 months**, divided into 3 parts, mimicking the real innovation flux, and takes place at **4 different European locations** (Porto, Geneva, Helsinki and Barcelona). Real-life hands-on projects, events and the management of a community around students' projects combine conceptual and experiential learning through discovery and practical application of the business innovation process.

Within the programme, there is a course called **Challenge Based Innovation Project** where multidisciplinary student teams and their instructors collaborate with researchers and scientists at CERN to identify and tackle urban challenges.

Student teams will work closely with public and private organizations in creating novel solutions to pressing problems and bridge the gap between science (HEI and research centres) and society (citizens and industry), with innovative business models.

During the project, the goal is to prototype new business models that showcase a deep understanding of real urban needs.

The following image is a map depicting the potential partners according to their role.



## Network Configuration definition

Porto Business School network is, according to its structure, **open**, as it permits interaction and influence from external sources, **non-hierarchical**, since members don't have different levels of importance and a **quadruple helix ecosystem**, as it includes members from the government, academia, industry and civil society.

Regarding the function, our urban network has a thematic focus on **societal needs**, addressing **business innovation** to solve those challenges. It can be defined both as **collaborative** and **synergetic**, as different industry sectors and areas of study are involved, allowing not only co-creation projects but also taking advantage of synergies and complementarities between entities.

Our stakeholders' network is composed by 14 entities with different typologies, activities and interests (refer to the map above). As a whole, the network is supposed to contribute on:

- Attendance at 3 Network Meetings
- Presentation of some societal challenges
- Acting as mentors
- Providing inputs into the discussions
- Providing feedback on the outputs during the progress of the project
- Providing spaces / resources for the implementation of the project
- Participation in events, meetings and workshops linked to the project
- Providing content for the UCITYLAB Online Platform and magazine
- Support with the diffusion of the results and practices of the project
- Participation in at least 1 Transnational Meeting
- Other relevant tasks

Nevertheless, not all stakeholders will support in all tasks. Some of them will be more directly involved in the Pilot Implementation Program, others will assist in the challenge identification, others will provide the technological basis, other will provide academic recommendations, among other roles.

## Challenge identification and definition

PBS network is composed by several entities indicated in the map above. As the figure illustrate, there are 4 main roles performed by 4 groups of stakeholders: (1) technology transfer and scalability promotion; (2) knowledge transfer and design of the program; (3) challenge identification and strategic acceleration; (4) engagement and implementation.

Nevertheless, there will be some specific tasks, for example mentorship during the Implementation Program, that were not assigned yet due to our methodology. First of all, a workshop with the public administration, Living Lab and NGO category of stakeholders will be organised by Porto Business School to identify the city challenges. Even the Porto Mayor, Rui Moreira, is expected to attend the workshop.

After the challenge identification phase, mentors from our network will be invited to provide support to the students' teams according to their area of expertise. In the same line of thought, companies will be invited to enable the real context approach. Thereafter, the

Executive Master's in Business Innovation (EMBI) will kick-off with CERN contributing with the technological part.

Thus, mentors guarantee the desirability of the solutions, CERN guarantees the feasibility and companies guarantee the viability through customer centric, design by default and triple bottom-line approaches.

#### Calendar definition and interventions

|   |                |
|---|----------------|
| Challenge identification workshop                                   | December 2019  |
| Invitation of mentors   | December 2019  |
| Kick-off network meeting  | January 2020   |
| Kick-off of the EMBI (Implementation Program)                       | January 2020   |
| Briefing from the city of Porto & matching with the partner company | January 2020   |
| Discovering CERN technology available                               | February 2020  |
| Ideate  | March 2020     |
| Customer development  | April 2020     |
| Network meeting #2  | April 2020     |
| Value proposition   | May 2020       |
| Network meeting #3  | May 2020       |
| Product market fit  | June 2020      |
| Scalability and impact  | July 2020      |
| Demo Day  | July 2020      |
| Final network meeting   | September 2020 |

#### Preparation of communication & collaboration channels

*Describe the organizational / operational tools that have been utilized during the pilot and that facilitated the collaboration between stakeholders.*

*Also the communication of the results / outcomes.*

To be done at the end of the pilot implementation program, in our case Executive Master's in Business Innovation.

#### Collaboration Agreement & Kick-off

Network members will be involved in the UCITYLAB project in two ways. First, will be involved in the Challenge Program providing coaching/ mentorship sessions to the students, guiding them through the field trips, idea generation, selection and application of research methods, idea presentation and implementation. Additionally, the network will offer input on the other project's deliverables.

#### Monitoring and re-evaluation plan

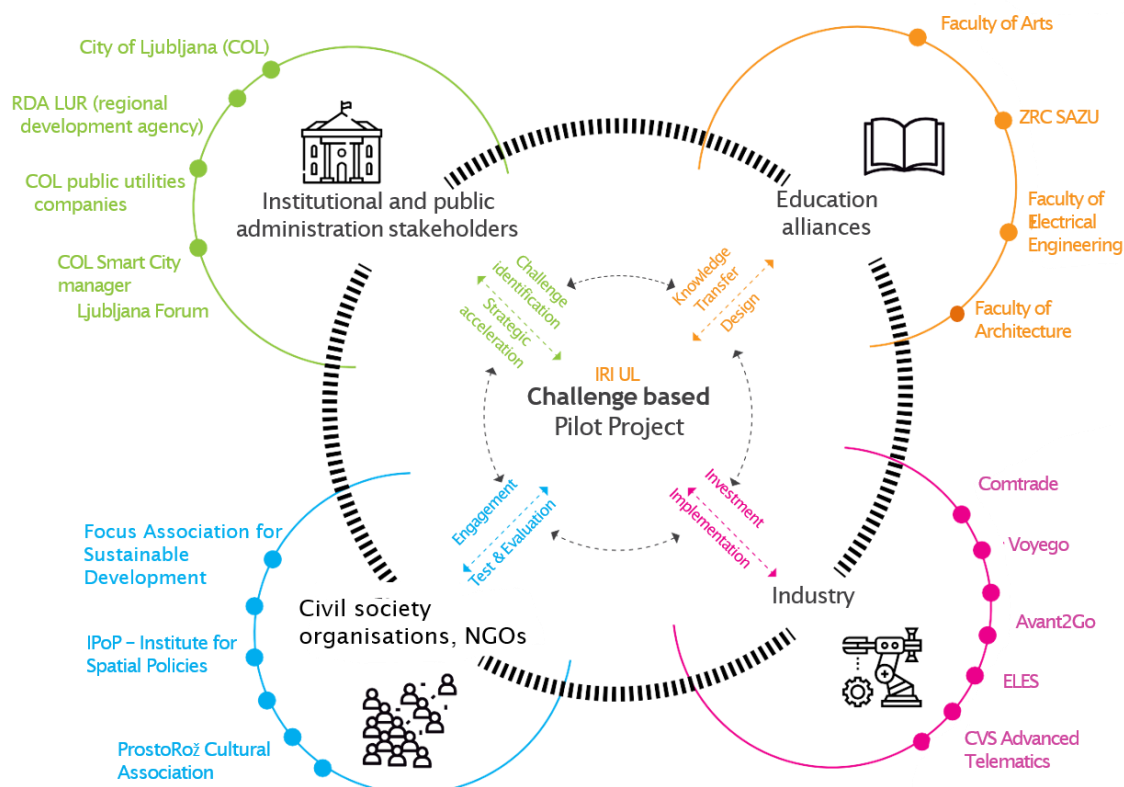
*Indicate the monitoring and evaluation role of the participant stakeholders*

To be done at the end of the pilot implementation program.

# INSTITUTE FOR INNOVATION AND DEVELOPMENT OF UNIVERSITY OF LJUBLJANA (IRI UL)

## Preparation Phase / ecosystem identification

The UCityLab Pilot Programme in Slovenia will be implemented in partnership between IRI UL and the Department of Ethnology and Cultural Anthropology, Faculty of Arts. The second cycle (MA) students involved in the course, within which the Pilot Programme will be embedded (*Epistemology of Everyday Life*), come from diverse social sciences and humanities (SSH) backgrounds, although in majority anthropology. The programme will run throughout the two semesters (study year 2019/2020), with two groups of students involved, combining practical team research assignments with theoretical and methodological inputs (complex systems, relationship between people and technologies, emerging technologies, interdisciplinarity etc.). The first group of students (international) will focus on exploratory qualitative research of selected urban topics, while the second group will follow up with qualitative research on narrower urban challenges. The Pilot Programme will involve a number of key city stakeholders, with different roles within the learning process and network building. The general aim of the Pilot Programme is to incorporate SSH expertise, research methodology, and theory into the development processes of diverse solutions (services, policy-making, products, or governance) for urban challenges, from which these are often absent – although they are crucial in the context of developing sustainable, people-friendly, and smart cities. The student projects will be implemented in the city of Ljubljana, the capital of Slovenia which also hosts the largest Slovenian university. The image below provides a map of identified potential stakeholders to be engaged in the network.



## Network Configuration definition

The proposed network will allow us to bring qualitative research approaches and SSH expertise into dialogue with key selected city stakeholders on urban topics, which are usually tackled and addressed through a predominantly technical or managerial approach. The network would provide a diversity of views on selected challenges, creating a quadruple helix innovation system between academia, governance, industry, and citizens (NGOs, civil society organisations, qualitative research participants). The network will be structured as a non-hierarchical and open alliance, potentially involving other organisations or individuals, if the need is identified or interest expressed. Network stakeholders will play diverse roles within the Pilot Programme, from participation in meetings and discussions, workshops, supporting the learning process with their expertise, guidance, and feedback on project's outputs and activities.

EDUCATION ALLIANCES: ensure an interdisciplinary approach, bridging between SSH, engineering, architecture etc. The role of stakeholders is to provide theoretical and methodological inputs to Pilot Programme, participation in joint student workshops, sharing relevant experiences in terms of research, teaching and learning, guest lectures.

PUBLIC ADMINISTRATION AND INSTITUTIONS: the proposed PA and institutional network ensures that the Pilot Programme is embedded in relevant regional, municipal, and local initiatives/policies/strategies etc. Their potential role is to provide access to relevant information and resources (policies, studies, human resources), contribution to challenge definition, challenge co-ownership, education process in the form of guest lectures, participation in network dialogues.

INDUSTRY: the selection of industry/business stakeholders is based on their active engagement in urban issues, previous successful cooperation, interest in establishing partnerships with University and incorporating qualitative research into development of solutions. Their identified roles are to contribute to challenge definition, to the learning process, participating in network dialogue etc.

CIVIL SOCIETY ORGANISATIONS (NGOs): provide the necessary complementary view on urban challenges, bridge between research and applied practice, between citizens and city policies. Their roles would be to contribute to the identification of relevant city challenges, exchange of knowledge, potential contribution to the learning process, participation in network discussions.

## Challenge identification and definition

Two broader key topics were identified to be in the focus of the Pilot Programme: urban mobility and waste management/reduction. These respond to the specifics of Ljubljana, current urban agendas, and ongoing city developments. Ljubljana has a relatively weak public transportation system, e-mobility is rapidly accelerating (e-charging stations, e-scooters, e-car sharing systems), which is affecting urban development on policy, social, and on technological levels (e.g. sustainable energy use, distribution, network). Likewise, while the city's waste policies and system have been key to Ljubljana's EU Green Capital award, waste reduction is high on the agenda – in this, we will be joining forces with an ongoing applied R&D project (Invisible Life of Waste, ZRC SAZU).



## Calendar definition and interventions

### Pilot Programme outline and plan of network building interventions

|                               |   |
|-------------------------------|---|
| January 2019 – September 2019 | Network roadmap preparation and setting up cooperation with key city stakeholders                                     |
| January 2019                  | Meetings and discussions with representatives of the City of Ljubljana  |
| July 2019                     | Meetup with industry, city, NGO representatives (with Comtrade company): urban mobility                               |
| August 2019                   | Meetup with industry, city, NGO representatives (with Comtrade company): urban mobility                               |
| September 2019                | Setting up the network of education alliances   |
| October 2019 – January 2020   | Pilot Programme, stage 1 (exploratory research projects on identified urban challenges)                               |
| October 2019– January 2020    | Meetings with individual stakeholders, workshops with student teams, guest lectures by network members                |
| January/February 2020         | UCITYLAB Network 1 <sup>st</sup> meeting, evaluation of exploratory project outcomes; student presentations (stage 1) |
| February–July 2020            | Pilot Programme, stage 2 (urban challenges research projects)   |
| June/July 2020                | UCITYLAB Network 2 <sup>nd</sup> meeting, evaluation of Pilot Programme and student projects                          |
| June–September 2020           | Strengthening of the network, participation at events, symposia etc.  |
| September / October 2020      | UCITYLAB Network 3 <sup>rd</sup> meeting, evaluation, exploration of future initiatives and cooperation potential     |

## Preparation of communication & collaboration channels

The collaboration between IRI UL and city stakeholders was initiated through individual meetings with selected organisations within the administration-industry-civil society triangle. Strengthening and widening of potential network stakeholders through participating in meet-ups between urban stakeholders (industry, city, public companies, academia) on selected topics. Continuous meetings with individual organisations, identified as the key potential network stakeholders.

## Collaboration Agreement & Kick-off

Pilot Programme kick-off: 8 October 2019, in collaboration between IRI UL representatives, Faculty of Arts, ZRC SAZU project Invisible Life of Waste, 20 students (international).

Collaboration agreements (pre-pilot programme kick-off): informal/verbal agreements with a number of identified network stakeholders (academic, industry, civil society, administrative), network set-up activities.

UCITYLAB network kick-off (1<sup>st</sup> meeting): planned for January/February 2020, collaboration agreements definition.

### Monitoring and re-evaluation plan

Selected key network stakeholders will have diverse roles in the monitoring and evaluation of the programme. These will play out through participation in meetups; participation in the learning process (presentations, guest lectures, joint workshops, team guidance); participation at network meetings; feedback on student research projects.

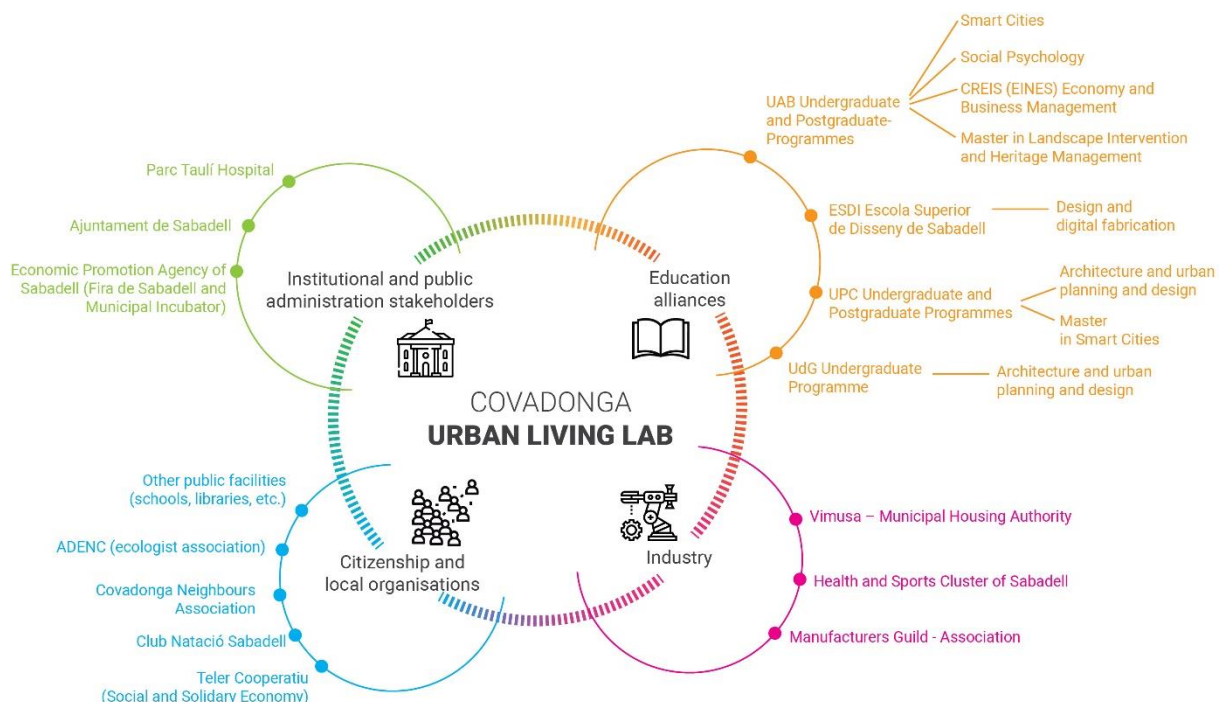
## UNIVERSITAT AUTÒNOMA DE BARCELONA (UAB)

*Previous note: This information has been written before the implementation of the pilot project. Although the aim is to keep the pilot within this framework, some new details and changes might be added*

### Preparation Phase / ecosystem identification

The **Covadonga Urban Lab** will be developed in the neighbourhood of Covadonga, in the municipality of Sabadell. The pilot project aims to create an urban lab where, responding to a quadruple helix framework, different stakeholders will be able to work together to create a common vision for the present and the future of the municipality.

The role of HEIs will be determinant in the whole process. Different HEIs institutions will participate with their undergraduate, master and postgraduate students of different fields (design, architecture, urban planning and design, landscape design, smart cities, social psychology and entrepreneurship and social economy) in a collaborative and interdisciplinary environment. With the objective of solving existing urban and societal challenges in different levels, this will be a co-creation, prototyping and validating space of the proposed solutions.



*UAB Network of Stakeholders within a quadruple helix framework.*

## Network Configuration definition

According to the **structure**, this network is based on a quadruple helix ecosystem scheme, since it involves actors of public administration, university, industry-economy and citizenship. Although each one's role will be different, the aim is to work collaboratively to co-create, test and validate the solutions proposed. It is a complex ecosystem, especially regarding the university area, which constitutes a network in itself.

The proposed pilot implies the need of maintaining open and flexible the configuration of the network of stakeholders. That is, at the very beginning it is designed a strategic network roadmap that is implemented but including the necessary changes and additions for the benefit of the project development.

Regarding the **function**, it responds to a collaborative and synergetic aim. The intention of the project is, on the one hand, to create a common vision for the municipality that could be extended and continued in the future for the involved stakeholders. And on the other hand, to create an encounter and exchange space that makes possible the creation of new synergies and possibilities of new collaborative projects between the different participant stakeholders.

## Challenge identification and definition

From different previous projects and similar opportunities, there have been developed four main challenges that serve as starting point from which tackle the urban reality of this case study. These four main challenges that will be detailed and outlined during the pilot process, are:

**Innovation and Knowledge District:** What are the necessary steps to articulate a vibrant innovation and knowledge rich ecosystem?

**Energy Transition Model:** How can we tackle environmental and climate change challenges by developing and testing innovative solutions?

**Health and sport District:** How can innovative urban design promote healthy and active lifestyles (in an individual and city level)?

**Social Spatial Justice:** How can innovative participative processes promote citizenship engagement and inclusivity in urban design and city making?

## Calendar definition and interventions

| Task / Activity  | Date                |
|--|---------------------|
| Year 2019  |                     |
| Pilot project:   |                     |
| • Preparation and challenges definition  | November-December   |
| Communication:   |                     |
| • Web launching  | December            |
| Stakeholders networking:   |                     |
| • first individual meetings with each stakeholder to present the pilot project   | October-November    |
| • collective meeting with the Local Interest Group to define the challenges  | December            |
| • collective meeting with the Academic Coordinators Group to agree the specificities of the pilot project implementation | December            |
| Year 2020  |                     |
| Pilot project:   |                     |
| • Formalisation of the Specific Collaboration Agreement  | January             |
| • Implementation process   | February – December |
| • Presentation of the results  | December            |
| Communication:   |                     |
| • web updating with events and news  | Jan - Dec           |
| Stakeholder's participation:   |                     |
| • Periodical monitoring meetings with the Local Interest Group   | March/June/Sept/Dec |
| • Periodical monitoring meetings with the Academic Coordinators Group  | January/April/June  |
| • Thematic events (academic activities, talks, visits to site, round-tables, etc.)                                       | February/May        |

## Preparation of communication & collaboration channels

During the pilot implementation process there will be several tools and channels used to communicate and collaborate:

**Multiplier events:** events of support to tackle specific topics. They might be conferences and talks, round-tables with the participation of different stakeholders involved or visits and walks.

**Unicorn:** UAB's Platform for facilitating collaboration around challenges creation/definition/solving between universities, organizations and industry ([unicorn.uab.cat](http://unicorn.uab.cat))

**Meetings and monitoring meetings:** different dynamics will be used to foster the collaboration and the face-to-face collective discussion on the topics proposed.

**Emails:** this is the main communication channel to inform stakeholders and arrange organisational matters with them. Emails, in the form of newsletters, will also be sent to inform of the multiplier events.

**UAB and Sabadell Municipality specific communication channels:** official webpages, social networks profiles and others will be used to inform the whole citizenship of Sabadell and the whole academic community.

**Covadonga Urban Lab Website:** for the project a website will be created in order to have a specific platform for the communication of the events as well as the whole implementation process (network involved, results, challenges, etc.)

### Collaboration Agreement & Kick-off

UAB and the Municipality of Sabadell have already signed an Institutional Collaboration Agreement since 2018. For UCITYLAB and the implementation of the Covadonga Urban Lab pilot project, a Specific Collaboration Agreement will be signed, with details concerning this project.

Regarding the kick-off, in the moment of writing this information, the kick-off was not designed yet.

### Monitoring and re-evaluation plan

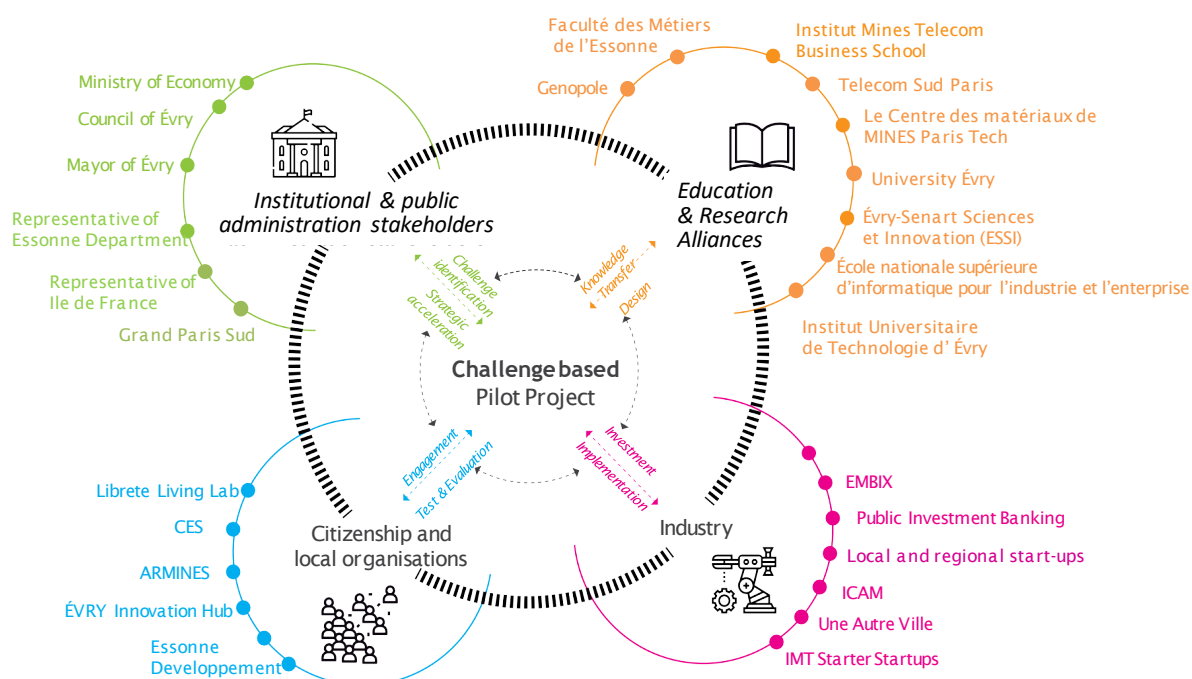
The principal stakeholders that will have the role of monitoring and evaluation will be the ones related to citizenship and local organizations, since probably they will be the direct users of the main solutions proposed. However, if there is some challenges specific of other sectors (like industry, for example), the stakeholders of this sectors will also be involved in the monitoring and evaluation plan. In all cases, it is foreseen to develop periodical meetings with different stakeholders.

Some participation indicators like the number of people involved, the number of projects developed, the number of affected people for the solutions, among others, will be used to determine and evaluate the results produced.

## Preparation Phase / ecosystem identification

The UCityLab Pilot Programme in Evry-Courcoronnes will be implemented in collaboration with students, HEI managers, local government, local community groups, and businesses. The programme intends to partner students from Institut Mines Telecom Business School with local representatives of the city in order to co-create solutions to the issues and challenges presented by the local government. This will give students hands-on experience, new insights and relationships, and access to in-kind resources. The municipality will gain a new perspective on current issues, a start to develop action plans and strategies, and strong connections with the local university. The university will gain opportunities for student projects, scientific publications, and PhD research. This collaboration will enhance the learning experience of all stakeholders and create the potential to continue working together in the future. Through joint curriculum design and delivery, apprenticeships or internships, and joint research, students, HEIs, local officials, and community businesses will find innovative solutions to current issues in Evry-Courcoronnes.

Following an extensive review of the environment within the Status Quo report, an array of important local network assets have been identified. The following image is a map depicting the potential partners according to their role.



## Network Configuration definition

The network of Institut Mines-Télécom Business School will provide students with an opportunity to conduct qualitative research through interviews with, and observation of, key stakeholders involved in the project. These stakeholders will come from various sectors, enabling a comprehensive and creative approach to problem solving, as well as giving students the opportunity to directly experience how things function on a municipal level. Stakeholders are involved at varying degrees, including some providing funding, such as from the local government, businesses, or HEIs, and some providing materials, equipment, and facilities. Stakeholders will support in various capacities ranging from the direct implementation of the programme, joint research activities, support in entrepreneurship ventures, involvement in regional development strategies, advising students, and more.

Some of the ways in which stakeholders will participate:

### Education Alliances

- Students as conduits of knowledge and skill
- Researchers as providers of scientific knowledge
- Researcher quality and quantity
- Lecturers as knowledge providers
- Students as facilitators of community engagement sessions
- Joint curriculum design and delivery
- Student mobility
- Lifelong learning

### Research Centres

- Joint research
- Professional mobility
- Commercialisation of research findings

### Public administration and civil society

- City managers as leaders
- Civil society as identifier of relevant issues
- Governance
- Development framework
- Shared services
- Sponsorship

### Companies

- Problem-solving
- Entrepreneurship
- Sponsorship



## Challenge identification and definition

Challenges are identified from research conducted about challenges existing in the region, interviews of local stakeholders conducted by students, and knowledge from those living and working in the region. One challenge is that these programmes already exist in Paris, but it is difficult to expand them to smaller cities. This is due to several barriers, such as competition between universities for municipal support, research and scientific support, and funding support. Another barrier is a lack of awareness about opportunities occurring in HEIs, local government, and local business, which can lead to a missed opportunity in collaboration. Even if these opportunities are identified, there is still a need for greater funding to support innovative ideas, projects, and co-creation problem solving strategies. There are challenges related to a short time frame and staff or student turnover, which impacts the implementation of the programme. Other barriers identified included a need to shift the mindset of both the municipality and the university- the municipality could be more open to working with universities and the universities could be more open to engaging businesses.

## Calendar definition and interventions

In developing the local network, a number of activities will be undertaken.

|   |            |
|---|------------|
| Identify relevant network stakeholders            | Nov-19     |
| Invitation of stakeholders                        | Jan-20     |
| Discovering resources and opportunities available | Feb-20     |
| Kick-off network meeting                          | Mar-20     |
| Kick-off of the Implementation Program            | Mar-20     |
| Common challenge identification                   | Mar-20     |
| Challenge options review                          | Apr-20     |
| Network meeting #2                                | May-20     |
| Challenge option investigation                    | Jun-Sep-20 |
| Network meeting #3                                | Sep-20     |
| Demo Day  | Dec-21     |
| Final network meeting                             | Jan-21     |

## Preparation of communication & collaboration channels

Institut Mines Telecom Business School has worked with the municipality in implementing previous projects and has a presence in the community. Therefore, the university can build on these existing relationships to execute this collaborative programme. Communication will take place in the form of qualitative interviews, stakeholder meetings, experiential learning opportunities, and status updates.

## Collaboration Agreement & Kick-Off

Stakeholders will be involved by providing opportunities of exchange- internships, joint research, representation, funding, and more. There will be a network kick-off in the beginning of 2020 to bring those involved together and initiate the programme.

## Monitoring and re-evaluation plan

Monitoring and evaluation will be consistent throughout the programme, ensuring that all stakeholders involved can provide feedback and be involved in the analysis of programme implementation. This can be conducted through surveys, dialogues, and general participation in the programme.