



## CYCLE-FRIENDLY EMPLOYER CERTIFICATION FRAMEWORK

# CFE Consortium membership 2018-2020

# Call for applications 2018

### INTRODUCTION

The Cycle-Friendly Employer Certification Framework - <https://cfe-certification.eu/> - established a European standard for cycle friendly companies. The certification helps European companies to improve the situation for employees that cycle to work. A Long-Term Management Agreement was established by founding members of the CFE Consortium to provide a solid basis for the implementation of the CFE initiative on the trans-national level and an opportunity for further developments in order to:

- build a cycle-friendly employer culture at European level;
- implement the CFE Certification Framework at European level, beyond the countries represented in the Bike2Work Consortium;
- promote the CFE Certification Framework (website, PR, social media, answer information requests etc.);
- manage the activities to achieve the aforementioned objectives (meetings, planning, reporting, accounting etc.) and support the financial needs of the Secretariat with an annual contribution (from now on 'contribution to the Common Pot').



## Relevant documents

CFE Consortium membership 2018-2020 - Call for applications is published on the CFE website (News) and ECF website (Tenders and Vacancies). The main documents relevant to the call are the following:

- [Guidebook "Bicycle-friendly employer - made easy"](#)
- [Description of CFE certification process](#)
- CFE Long Term Management Agreement (Annex I to this document)
- Workplan 2018-2020 (Annex II to this document)
- CFE website <https://cfe-certification.eu/>

## CALL FOR APPLICATIONS 2018-2020

In 2017 organisations from Denmark, Austria, United Kingdom, Germany, Slovenia, Malta, Bulgaria, France, Croatia, Romania, Italy and the Netherlands, by exploiting the legacy of the Bike2Work project (<http://www.bike2work-project.eu/en/>) decided to establish the Cycle-Friendly Employer Certification Consortium (as of now CFE Consortium) in order to implement the CFE Certification Framework at national level. The European Cyclists' Federation is the Secretariat of the CFE Consortium.

In 2018, the Steering Committee decided to open a call for proposals for new Consortium members with the aim to extend the CFE Certification Framework at European level. The Consortium is considering to include organisations from the following countries as members of the European Union and EFTA:

Belgium	Liechtenstein
Cyprus	Lithuania
Czech Republic	Luxembourg
Estonia	Norway
Finland	Poland
Greece	Portugal
Hungary	Slovakia
Iceland	Spain
Ireland	Sweden
Latvia	Switzerland



## ELIGIBILITY CRITERIA

Applicants must be:

- ❖ legal entities or
- ❖ a national consortium of legal entities. Eligible consortia must have at least 2 members from the same country;
- ❖ based in the country for which it applies.

A non-exhaustive list of types of entities that can participate in the consortium includes:

- ❖ non-profit organisations (private or public);
- ❖ public authorities (national, regional, local);
- ❖ profit making entities.

## Applicants must demonstrate:

- that the organisation has considered its operative and financial capacity to implement the CFE Framework scheme;
- that the organisation has considered its capacity to implement the CFE Framework scheme at national level;
- that the organisation has considered to ensure the financial and operative sustainability of the implementation for at least a 3-year period.

## RIGHTS AND OBLICATIONS OF THE SELECTED ORGANISATIONS

- Selected organisations become full CFE Consortium members and have voting rights at the General Assembly.
- Selected organisations commit to implement the CFE Certification Framework in their own country.
- Selected organisations shall pay annual contribution to the Common Pot for each of the 3 years membership (refer to the Budget and Funding section below).
- Membership of the CFE Consortium is effective as from the payment of the membership contribution. Contributions feeds the Common Pot, the communal fund that allows the Secretariat to carry out the activities as set up in Art. 9 of the Long Term Management Agreement.
- CFE Consortium members commit to submit a 3-year and annual work plans and estimated budgets.



- CFE Consortium members are responsible on the trans-national level for providing all necessary information and data to the Secretariat; notifying the Secretariat of any factors that may adversely affect the implementation of the long-term management in accordance with the work plan.
- No CFE Consortium member shall have the right to transfer its rights and obligations under this Agreement, except where differently provided by the Long Term Management Agreement.
- CFE Consortium members are obliged to use the Cycle-Friendly Employer Certification logo. The corporate design can be modified by the Steering Committee.
- The membership is intended to last 3 years (period 2018 – 2020) and it gives the selected organisations the right to use the CFE license for the aforementioned period. The open competition is national.

## AWARD CRITERIA

The selection process is composed of 2 steps: 1) the submission of the application form; 2) the submission of a detailed business plan. For both documents, the award criteria are defined below:

*Please take into consideration that for 'Step 1 – Application form' you will provide an overall description of the points defined in the award criteria as the template will not allow you to exceed 1 page in A4 for each section.*

- 1) **BUSINESS IDEA AND SERVICES:** How clear, coherent and ambitious is the work plan? How coherent, appropriate and practical are the overall implementation and the activities proposed in view of the effective recruitment, assessment and certification of cycle-friendly companies, follow-up and appropriate reporting? How unique and innovative are your services in your country? Who are your competitors and which their strengths and weaknesses? Does the proposal include a proper training for CFE auditors? Describe how your proposal adequately covers all activities as outlined in the call for application and its supporting documents. Describe how the proposed action has a tangible impact on the diffusion of the CFE Framework scheme. Clear, realistic and practical impact indicators must be defined as well as an estimation of a real, measurable impact on the target groups concerned in the period 2018-2020
- 2) **MARKETING AND PROMOTION STRATEGY:** How does the marketing and promotional strategy support the implementation the CFE Certification scheme? Which are the target groups? Is your strategy able to approach companies in the whole country and from all employment sectors? How do you explain the importance of the CFE Certification to companies, what is the value for them? How should it be positioned in the marketplace? Where do companies look to get more information and apply for the CFE certification? Where can you find companies (consider geography, marketplace, online tools, etc.)? What promotion channels do you need to pursue?



How effective, innovative and convincing are the promotional and communication activities to attract companies and to demonstrate successful results?

- 3) **OPERATIVE CAPACITY:** Does your organization have the professional competencies as well as appropriate qualifications necessary to complete the proposed implementation? Please, provide the following information: curriculum vitae or description of the profile of the main persons primarily responsible for managing and implementing the different activities of the action; a list indicating the persons that will make up the core team responsible for the pilot with their qualifications and competences. List previous actions/activities performed and connected to the cycling friendliness, in particular those regarding the management of bike-to-work schemes and/or company certification. Explain which risks will be faced during the 3-year period and outline an exit strategy to mitigate them.
  
- 4) **FINANCIAL SUSTAINABILITY:** Applicants must have stable and sufficient sources of funding to maintain their activity throughout the 3-year period during which the action is being carried out. To what extent is the detailed budget coherent with the work plan of the proposal? To what extent is the budget clear and detailed, as well as effective, to implement the action? Does the breakdown of the budget offer a way of ensuring that the amount is reasonable in relation to the expected results? To what extent is the proposed expenditure necessary for the implementation of the project? Do the expected results stand in a reasonable relationship to the estimated budget? Does the budget seem justified when compared to the expected impact? Does the estimated budget provide a clear overview of the costs and incomes during the 3-year period and ensure the financial sustainability?

## BUDGETS AND FUNDING

Selected organisations shall pay annual contribution to the Common Pot for each of the 3 years membership. The amount of the contribution is determined by the General Assembly. The annual contribution for selected organisations is calculated depending on the number of months to be covered.

The **annual contribution** is calculated with a system of shares based on the GDP of each country and for 2018 they result as follows:

Belgium	€ 2,267.50	Liechtenstein	€ 1,133.75
Cyprus	€ 1,133.75	Lithuania	€ 1,133.75
Czech Republic	€ 2,267.50	Luxembourg	€ 1,133.75
Estonia	€ 1,133.75	Norway	€ 2,267.50
Finland	€ 2,267.50	Poland	€ 3,401.25
Greece	€ 2,267.50	Portugal	€ 2,267.50
Hungary	€ 2,267.50	Slovakia	€ 1,133.75
Iceland	€ 1,133.75	Spain	€ 3,401.25



Ireland	€ 2,267.50	Sweden	€ 2,267.50
Latvia	€ 1,133.75	Switzerland	€ 2,267.50

## APPLICATION PROCEDURE

### Step 1 – Deadline 25<sup>th</sup> February 2018

The application form duly filled out should be sent to Marco Ciarrocchi to the e-mail address [m.ciarrocchi@ecf.com](mailto:m.ciarrocchi@ecf.com) by Sunday the 25<sup>th</sup> February 2018.

### Step 2 – Deadline 8<sup>th</sup> April 2018

The 3-year and annual work plans and estimated budget should be sent to Marco Ciarrocchi to the e-mail address [m.ciarrocchi@ecf.com](mailto:m.ciarrocchi@ecf.com) by Sunday the 8<sup>th</sup> April 2018.

**A SECOND ROUND OF THIS CALL FOR APPLICANTS WILL BE PUBLISHED IN MAY 2018 IN ORDER TO INVOLVE NON-EU/EFTA EUROPEAN COUNTRIES.**

## TIMETABLE

STAGES	DATES
Publication of the CFE Consortium membership 2018-2020 - Call for applications	29 January 2018
Deadline for submission of the applications	25 February 2018
Publication of the evaluation results of the applications	2 March 2018
Deadline for the submission of the 3-year and annual work plans and estimated budget	8 April 2018
Approval of 3-year and annual the work plans and estimated budget	13 April 2018
Signature of the Accession Statement to the CFE Long Term Management Agreement	15 April 2018
Start of certifications procedures	15 April 2018

## Questions

To Marco Ciarrocchi: [m.ciarrocchi@ecf.com](mailto:m.ciarrocchi@ecf.com)



## **Cycle-Friendly Employer Certification Framework**

### **LONG TERM MANAGEMENT AGREEMENT**

The long term management governs the license to use the Cycle-Friendly Employer Certification Framework as defined in the Bike2Work Ownership Agreement, Art. 3, signed by the members of the Bike2Work Consortium.

With the signature of the Long Term Management agreement the members of the Bike2Work Consortium vest the license to use the Cycle-Friendly Employer Certification Framework to the members of the CFE Consortium as defined in this document.

#### Signatories:

**European Cyclists' Federation Asbl**

Rue Franklin 28 – 1000 Bruxelles, BELGIUM

Represented by: Mr Kevin Mayne

**Forschungsgesellschaft Mobilität - Austrian Mobility Research GMBH**

Schönaugasse 8a, 8010 Graz – Austria

Represented by Karl-Heinz Posch

**Cycling UK**

Parklands, Railton Road – Guildford, Surrey GU2 9JX, UNITED KINGDOM

Represented by Matt Mallinder

**Allgemeiner Deutscher Fahrrad-Club e. V.**

Bundesgeschäftsstelle, Mohrenstraße 69 - 10117 Berlin, GERMANY

Represented by Burkhard Stork

**Urbanistični inštitut Republike Slovenije**

Trnovski pristan 2, Ljubljana, SLOVENIA

Represented by Igor Bizjak



## **CYCLE FRIENDLY EMPLOYER CERTIFICATION**

## **Annex I**

### **Bulgarian Cycling Association**

zhk Izgrev, 3 Malchika str, bl. 96 Burgas, BULGARIA

Represented by Evgeny Apostolov

### **Sindikát biciklista**

Ribnjak ul. 3, 10000, Zagreb, CROATIA

Represented by Tena Saric

### **Asociatia Green Revolution**

Floreasca, Intrarea Valului nr. 2, sector 1, Bucuresti, ROMANIA

Represented by Raluca Fiser

### **Federazione Italiana Amici della Bicicletta onlus**

Via Caviglia, 3/A - 20139 Milano, ITALY

Represented by Francesco Baroncini

### **Fietzersbond**

Nicolaas Beetsstraat 2A, 3511 HE Utrecht, The Netherlands

Represented by Saskia Kluit





## **SECTION 1 - DEFINITIONS**

### **Cycle-Friendly Employers Consortium (hereinafter CFE Consortium)**

The CFE Consortium is established by this agreement, formed to implement the CFE Certification Framework.

### **CFE Consortium Membership**

Belonging to the CFE Consortium group by accepting rights and obligations as defined in this Agreement. CFE Consortium memberships requires both operative and financial contribution. Special privileges are granted to the Founding Members (see definition below) for the first 3 years. The organisation nominated as Secretariat has special rights and obligations as defined in Article XX.

### **Founding Member**

Every member of the Bike2Work Consortium is defined as Founding Member of the CFE Consortium. Each Founding Member, except international organisations, is automatically granted the license to use the Cycle-Friendly Employer Certification Framework for the first 3 years under the condition that it signs the Long Term Management Agreement.

### **New Entrant**

Every organisation outside the Bike2Work Consortium can be granted the license to use the Cycle-Friendly Employer Certification Framework. External organisation may apply according to the rules set up in the Long Term Management Agreement.

### **Common Pot**

It is the communal fund where financial contributions from the CFE Consortium members flow into in order to allow the Secretariat to carry out the activities as set up in Art. 9. The Common Pot is fed with contributions according to the needs defined by the General Assembly. Total contribution is divided into shares, one for each CFE Consortium member.

## **SECTION 2 – OBJECTIVES AND DURATION**

### **ARTICLE 1: Objectives of the Long-Term Management Agreement**

The project BIKE2WORK was co-financed by the INTELLIGENT ENERGY EUROPE Programme and it developed the Cycle-Friendly Employer Certification Framework to establish a European standard for cycle friendly companies. The certification is intended to help European companies to improve the situation for employees that cycle to work. The CFE Long-Term Management Agreement provides a solid basis for the sustainability of the project results on the trans-national level and an opportunity for further developments in order to:

- build a cycle-friendly employer culture at European level;



- implement the CFE Certification Framework at European level, beyond the countries represented in the Bike2Work Consortium;
- promote the CFE Certification Framework (website, PR, social media, answer information requests etc.);
- manage the activities to achieve the aforementioned objectives (meetings, planning, reporting, accounting etc.)

## **ARTICLE 2: Subject of the Long-Term Management Agreement**

By this Agreement, the CFE Consortium shall define the rules of procedure for the work to be carried out and the relations that shall govern them within the transnational partnership set up in order to sustain the aforementioned initiative.

The activities and financial need are defined in the Annexes to this Agreement. Annexes comprise:

- ANNEX I - WORKPLAN: overview description of the annual and long-term management tasks;
- ANNEX II - BUDGET: indicative financial plan for the annual and long-term management.

All annexes are an integral part of this Agreement. A revision of the annual workplan and budget will be agreed every year by the CFE Consortium members within the month of February.

## **ARTICLE 3: Duration of the Agreement**

This Agreement shall take effect on 1st January 2018. The Agreement is of indefinite duration. Rights and obligations have legal soundness for every CFE Consortium member unless:

- the owners of the CFE Certification Framework withdraw the right of use from the CFE Consortium;
- a CFE Consortium member leaves the CFE Consortium under the terms of Article 5.

## **SECTION 3 - The CFE Consortium Membership**

### **ARTICLE 4: CFE Consortium members**

**4.1** CFE Consortium members are the organisations responsible for carrying out activities on the national level in order to implement the CFE Certification Framework. Membership gives the exclusive use of the license in the country in which the organisation is based for 3 years.

**4.2** Founding Members are defined as the full members of the Bike2Work Consortium at the 26<sup>th</sup> March 2017 and who vest the ownership of the CFE Certification Framework.



**4.3** A New Entrant may become a CFE Consortium member after the positive assessment of an application to the call for proposal published by the Steering Committee (Art. 8.4) and the signature of an Accession Statement to this Agreement.

**4.4** All CFE Consortium members (Founding Members and New Entrants) are granted a 3-year license for the use of the CFE Certification Framework name and endorsement. The license allows use of the framework and brand for commercialization purposes.

**4.5** The European Cyclists' Federation, as owner of the CFE Certification Framework, is an international organisation and full member of the CFE Consortium membership even if it does not implement the CFE Certification Scheme at National level. Other international organisations can join the CFE Consortium as supporter; their membership is approved by the General Assembly as well as their specific role.

## **ARTICLE 5: Acquisition, renewal and withdrawal of the CFE membership**

### **Acquisition and renewal of the CFE membership**

**5.1** As of the 26<sup>th</sup> March 2017, memberships are granted to the CFE Consortium Founding Members in their respective countries unless they decide to enforce the Art. 6 of the Ownership Agreement to withdraw it.

**5.2** Members can set up national consortia to implement the CFE Certification Framework.

**5.3** The membership is automatically renewed after the 3-year period if the member receives a positive evaluation by the Steering Committee of the implementation during the previous period and its business plan for the next 3 years.

### **Withdrawal of the CFE membership**

**5.4** CFE Consortium members who do not receive a positive evaluation by the Steering Committee of the work carried out in the 3-year period will not be granted with the use of the CFE license for the following period.

**5.5** CFE Consortium members who do not use the CFE license can be requested to withdraw the CFE Consortium and eventually removed by the General Assembly.

**5.6** CFE Consortium members who do not adequately promote the CFE framework in their country and register the number of companies in their business plan may have their membership reviewed before the end of the 3-year period.

**5.7** Any CFE Consortium member can withdraw the CFE Consortium by resigning. Written communication (by mail or email) must be sent to the Steering Committee with a notice period of at least 6 months.



**5.8** A member who leaves the CFE Consortium through removal or resignation remains liable for financial contribution for the 6 months as of the receipt of the resignation communication by the Steering Committee or the removal decision (Articles 5.4, 5.5, 5.6, 5.7).

**ARTICLE 6: Rights and obligations of the CFE Consortium members**

**6.1** All CFE Consortium members implement the CFE Certification Framework in their own country.

**6.2** All CFE Consortium members have voting rights at the General Assembly.

**6.3** CFE Consortium members shall pay annual contribution to the Common Pot for each of the 3 years membership as set up in Art. 11.1. The amount of the contribution is determined by the General Assembly. A New Entrant can join the CFE Consortium during a business year they will pay both a joining fee and the annual contribution calculated depending on the number of months to be covered.

**6.4** Membership is effective as from the payment of the membership contribution

**6.5** CFE Consortium members have to provide the Steering Committee a 3-year and annual workplans and budgets.

**6.6** CFE Consortium members are responsible on the trans-national level for providing all necessary information and data to the Secretariat; notifying the Secretariat of any factors that may adversely affect the implementation of the long-term management in accordance with the work plan.

**6.7** No CFE Consortium member shall have the right to transfer its rights and obligations under this Agreement, except if one of them set a National consortium according to Art. 5.2 of this Agreement which must be approved by the Steering Committee

**6.8** CFE Consortium members are obliged to use the Cycle-Friendly Employer Certification corporate design. This corporate design can be modified by the Steering Committee.



## **SECTION 4 – GOVERNING BODIES AND PROCEDURES**

### **ARTICLE 7: General Assembly**

**7.1** The General Assembly is composed by all the CFE Consortium members. Each CFE Consortium member appoints and communicates to the Steering Committee a representative entitled to attend and vote at the General Assembly.

**7.2** The General Assembly convenes at least once per year (face-to-face or by conference call). The General Assembly can be called by the Steering Committee or upon request by the 25% of the CFE Consortium members.

**7.3** Reserved to the competence of the General Assembly are, in particular:

- amendments to the Long-Term Management Agreement;
- the approval of annual and multi-annual workplans and estimated budgets of the CFE Consortium;
- the approval of annual and multi-annual reports and financial statements of the CFE Consortium;
- the voluntary dissolution of the Long-Term Management Agreement;
- the exclusion of member organisations;
- every 3 years to vote the composition of the Steering Committee and decide the number of its members.

**7.4** Resolutions are passed by simple majority of the votes present or represented except in the case when it is decided otherwise by the present Agreement. Abstentions are excluded.

### **ARTICLE 8 - Steering Committee**

**8.1** The Steering Committee is body responsible for monitoring and steering the implementation of the CFE Certification Framework in each represented country.

**8.2** The Steering Committee shall meet on at least one occasion a year.

**8.3** The Steering Committee is composed of a total not lower than 3 and not higher than 6 persons. The number of members of the Steering Committee in each period is decided by the General Assembly. Representatives of the Steering Committee are voted by the General Assembly every 3 years (Art. 6.3). The Steering Committee has the authority to delegate specific tasks or responsibilities to such sub-committees as it shall deem appropriate to establish.

The Steering Committee selects a Chairperson and a Treasure amongst its Members. They have the following responsibilities:

- The Chairperson acts as spokesperson and contact person for the Steering Committee, especially in its contact with the Secretariat. The Chairperson also chairs the meetings of the Steering Committee and



the General Assembly. He/she can delegate his/her functions to another member of the Steering Committee in case of absence.

- The Treasurer will control the financial administration of the Secretariat.

**8.4** Reserved to the competence of the Steering Committee are, in particular:

- approving the 3-year and annual workplans and budgets submitted by the CFE Consortium members;
- approving the evaluation of the 3-year work carried out by each CFE Consortium member at national level;
- publishing the calls for proposal to grant the CFE licenses;
- submitting the annual and multi-annual action plans and budgets to the General Assembly;
- deciding the withdrawal of the CFE Consortium members according to Art. 5.5 and Art. 5.6 of this Agreement.

**8.5** The Steering Committee resolutions are passed by simple majority of the votes present or represented. Abstentions are excluded. The Steering Committee shall only deliberate validly if at least 50% of the members are present or represented or voted by mail or email. In case of equal votes the Chairperson decides.

**8.6** The agenda together with supporting documentation and the detailed program of sessions will be sent by ordinary letter or by email at least fifteen days before Steering Committee. The first steering Committee meeting should take place before 31st January every year.

**8.7** The minutes of the Steering Committee meeting will be prepared and circulated by the Secretariat to all of the project partners within 15 days of the meeting.

**8.8** The Steering Committee members do not vote on matters concerning their own membership in the CFE Consortium.

## **Article 9: Secretariat**

**9.1** The Steering Committee is empowered to assign the daily management of the CFE Consortium to a Secretariat. The assignment is made according to the procedures set up by the Steering Committee.

**9.2** Any organization, including CFE Consortium members, can be appointed as Secretariat under the condition that it replies to the call for tender published by the Steering Committee.

**9.3** If the appointed organization as Secretariat is a CFE Consortium member, it does not exercise voting right at the General Assembly and its representatives cannot be in the Steering Committee.

**9.4** The daily management of the Secretariat can include the overall coordination, management and implementation of the Long-Term Management Agreement on the trans-national level as follows:



- Newsletters and social media presence;
- Marketing, promotion, best practices, Public Relations;
- Website, registration maintenance and upgrade;
- Travel and attendance at international events and bi-lateral meetings with potential New Entrants;
- Recruitment and building the contact point for New Entrants;
- Organising the CFE Consortium meetings (Steering Committee, General Assembly, etc.);
- Managing the Common Pot;
- Operative and financial reporting to the Steering Committee;
- Managing application procedures for New Entrants on behalf of the Steering Committee;
- Managing evaluation procedures for CFE Consortium members on behalf of the Steering Committee;
- drafting the 3-year and annual workplans and budgets on behalf of the Steering Committee.

**9.5** The Secretariat should appoint a project manager who has operational responsibility for the implementation of the overall initiative. To implement the marketing and communication tasks the Secretariat should appoint a communication expert with a good knowledge of the companies' mobility needs and excellent language skills.

**9.6** The Secretariat shall notify the CFE Consortium members of any factors that may adversely affect implementation of Long term Management Agreement and/or financial plan.

**9.7** The Secretariat is reimbursed for its costs associated to the implementation of the assigned tasks and provided services.

**9.8** The CFE Consortium members appoints the European Cyclists' Federation as Secretariat for the first 3-year period as of the signature of this Agreement.

#### **Article 10: Periodical Assessment of the activities**

**10.1** An assessment procedure is implemented by the Secretariat and validated by the Steering Committee. Membership will be revoked or continued according to the results of a fair review process.

**10.2** A re-application procedure is applied every 3 years to renew the license or to grant the license to other organisations. An independent procedure will be devised by the Secretariat and validated by the Steering Committee.

**10.4** Renewal process consists of 2 stages:

- Stage 1: the Secretariat invites existing members to re-apply. The license is granted for 3 additional years if the applicant meets the criteria for selection and results of the previous implementation equals or exceed the expected standards.



- Stage 2: if the applicant does not meet the criteria, an application procedure is opened for new organisation. Existing members can re-apply again in the second stage. Open competition applies to countries in which the CFE Certification is implemented for the first time.

**10.5** For applications, re-applications and reviews of membership, the Steering Committee ensures an independent verification and avoidance of conflicts of interests. External experts may be required and their costs are included in the budget.

## **SECTION 5 – FINANCIAL PROVISIONS**

### **Article 11: Financial regulations**

**11.1** Each CFE Consortium member contributes to the collective financing arrangement which provides a Common Pot that is used to meet expenses. The individual contribution is proposed by the Steering Committee and decided by the General Assembly by approving the annual and multi-annual budgets.

**11.2** Payments are sent to the Secretariat's bank account within 30 days after the approval of the annual budget by the General Assembly.

**11.3** The contributions are used with the sole purpose of implementing activities as established in the 3-year and annual workplans.

**11.4** Any residual amounts in the Common Pot at the end of each year will be carried forward to carry out additional tasks or reduce contributions in future years. Any potential overspend on budgets not covered by the contributions must be agreed by the Steering Committee.

**11.5** The General Assembly seeks additional funds for the implementation of the activities as established in the workplans, including co-funding, grants, donations and sponsorship. The fundraising strategy is defined in the annual workplan and it must ensure that no conflict with national business plans arises.

**11.6** The financial rules concerning the eligibility of expenditures, additional incomes, management and procedures shall be defined in the Appendix to this Agreement.

### **Article 12: Reporting, planning, accounting**

**12.1** The Secretariat is responsible for submitting the annual report and financial statement to the Steering Committee by 31st January every year.

**12.2** The Secretariat must keep and file all accounting documents and other documents for a period of three years from the date of the affected year.





**12.3** The Secretariat is responsible for the project's overall accounts, to be distinguished from its own accounts.

## **SECTION 6 – LEGAL AND ADMINISTRATIVE PROVISIONS**

### **Article 13: Communication, dissemination and Intellectual Property Rights**

**13.1** The Secretariat and the CFE Consortium members shall take note of the fact that the results of the implementation may be made available to the public and they agree that its results shall be available for all interested parties.

**13.2** The Intellectual Property Rights are ruled by the CFE Ownership Agreement signed by the Bike2Work Consortium members.

**13.3** Although the nature of the implementation of the CFE Certification Framework is public, it has been agreed that part of the information exchanged in the context of its implementation between the CFE Consortium members themselves or with Secretariat can be confidential. Only documents and other elements explicitly provided with the statement “confidential” shall be regarded as such.

### **Article 14: Modifications, Withdrawals and Disputes**

**14.1** Any modification to the present Agreement shall be approved by General Assembly.

**14.2** In case of any disputes among themselves, the CFE Consortium members are obliged to work towards an amicable settlement. Disputes will be referred to the Steering Committee. If efforts to achieve an amicable settlement should fail, the CFE Consortium members are obliged to seek an out-of-court arbitration procedure.

### **Article 15: Non-fulfillment of Obligations or Delay**

In cases where the non-fulfilment of a CFE Consortium member's or the Secretariat's obligations has financial consequences for the funding of the long-term management as a whole, the CFE Consortium members or the Secretariat may demand compensation to cover the sum involved.

### **Article 16: Working Language**



The working language of this CFE Consortium shall be English. In case of translation of this document into another language, the English language version shall be the binding one.

#### **Article 17: Legislation**

This Long-Term Management Agreement is governed by Belgian Law, being the law of the country of the Secretariat.

### **SECTION 7 – ACCESSION STATEMENT**

#### **Art 18: Signature of the Long Term Management Agreement**

**18.1** The statement for the accession to this Agreement is signed on first instance by the signatories of the Bike2Work Ownership Agreement as Founding Members. The rights and obligations of this Agreement are accepted by each signatory.

**18.2** New Entrants shall grant the membership by signing an additional accession statement that will fully integrate this Agreement as part of it.



# **CYCLE-FRIENDLY EMPLOYER CERTIFICATION FRAMEWORK**

WORK PLAN 2018 – 2020

and

WORK PLAN 2018



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## INTRODUCTION

The Cycle-Friendly Employer Certification Framework establishes a European standard for cycle friendly companies. The certification is intended to help European companies to improve the situation for employees that cycle to work. Main objectives of the Cycle-Friendly Employer Certification Framework are:

- to build a cycle-friendly employer culture at European level;
- to implement the CFE Certification Framework at European level, beyond the countries represented in the Bike2Work Consortium;
- to promote the CFE Certification Framework (website, PR, social media, answer information requests etc.);
- to manage the activities to achieve the aforementioned objectives (meetings, planning, reporting, accounting etc.).

According to the *ARTICLE 2: Subject of the Long-Term Management Agreement* of the CFE Long Term Management Agreement that establishes the CFE Consortium, activities and financial need are defined in the following Annexes:

- ANNEX I - WORKPLAN: overview description of the annual and long-term management tasks;
- ANNEX II - BUDGET: indicative financial plan for the annual and long-term management.

All annexes are integral part of the Agreement. A revision of the annual workplan and budget will be agreed every year by the CFE Consortium members within the month of February.

This WORK PLAN 2018-2020 is defining the strategy, activities, expected results and financial needs of the CFE Secretariat in order to implement and manage the Long Term Management Agreement.



## LONG TERM STRATEGY 2018-2020

The Cycle-Friendly Employer Certification Framework establishes a European standard for cycle friendly companies. The CFE Consortium, launched in January 2018, is initially composed by the members of the Bike2Work partners that signed the Long Term Management Agreement. The strategy of the CFE Consortium will help to create a wider network of implementers, stakeholders and institutions to promote the scheme at European level and worldwide. The main objective of this document is to support all those actors in building a cycle-friendly employer culture in the companies. As detected within the Bike2Work project, the combination of bike-to-work schemes and cycle-friendly measures in the workplaces leads to a mutual enforcement of both initiatives, amplifying their effects and contributing to the healthier employees, increased productivity, better accessibility to the company, less space and less complex infrastructure, relieved congestion especially in peak hours and, in a long term view, to the climate protection, energy and CO2 saving.

The Work Plan 2018-2020 aims at achieving an effective, efficient and sustainable implementation of the CFE Framework in the European Union. To do that the Secretariat will cooperate with the Steering Committee in order to provide the CFE Consortium members with all the instrument and the necessary visibility at European level. Those instruments include a CFE Certification Framework to be implemented at National level, clear and agreed processes and procedures for the daily management, well defined evaluation criteria, a EU-level support on communication and promotion of the CFE Certification towards international stakeholders, institutions, companies' and workers' organisations, etc.

The strategy 2018-2020 will allow ECF and members of the Steering Committee to extend the implementation of the CFE Certification Framework to European countries not yet involved in the activities. This will be done with a recruitment process that has the double value of enlarging the operational scale and to lower the individual contribution to the Common Pot. To achieve this, the Secretariat and the other governing bodies will bring the CFE framework to the attention of the European entities through the participation in conferences, thematic events, bilateral meetings, recruitment meetings with the aim of involving one implementing organization per EU country.

Communication, marketing and promotion will be essential in the deployment of an effective strategy. The role of the CFE website will be central as well as a social media strategy and communication flow through press releases, newsletters, articles and paper-based materials and gadgets.

Furthermore, the Secretariat will work towards the acknowledgment of the Framework as an important tool to promote a cycling culture in the workplaces and to comply with the Bke2Work general objectives 'more people cycling to work'.



Finally, the Secretariat will be committed to carry out the daily activities to ensure the regular and smooth implementation: main tasks will be the evaluation of the 3-year implementation by each implementer, the assessment of sustainable business plan, publishing call for proposals for new entrants and providing first-hand information concerning the application and evaluation processes and procedures.

## ACTIVITIES 2018-2020

The Steering Committee of the CFE Consortium will appoint and assign the daily management of the CFE Consortium to a Secretariat. According to the assignments decided by the Steering Committee, Secretariat's role and responsibilities can be grouped into 2 main activities: Management and Marketing & Promotion.

**Management** includes the daily activities that ensures the overall coordination and the implementation of processes and procedures.

- Daily management: supporting CFE members, maintaining the website updated, managing the Common Pot.
- 3-year evaluation process: implementing the procedures for the evaluation in each participating country according to the evaluation criteria; communicating with national implementers, requesting clarifications and evidences.
- Support in the assessment of business plans: both for founding members and new entrants.
- Managing calls for proposal for new entrants: implementing the procedures for the publication and appointment of new entrants.
- Updating the Framework, procedures and processes: in accordance with the decision taken by the General Assembly.
- Info point and support: concerning the overall coordination and implementation.
- Supporting the Steering Committee: technical support in publishing calls for proposals for new entrants, taking decision on the 3-year evaluation, organising the General Assembly, approving the business plans.

**Marketing & Promotion** includes a portfolio of activities that aim at raising the awareness over the CFE Certification Framework at European level as well as extending the CFE Certification Framework Europe-wide.

- Recruitment: presenting the CFE Framework to potential implementers in non-represented countries.



- Sharing best experiences: organising webinars and meetings for national implementers to exchange experiences and improve the implementation.
- Marketing and promotion: raising the awareness over the CFE Certification Framework through promotional activities, presentations, online communication, articles and other tools.
- Conferences and other events: participating in relevant events, workshops, conferences to introduce the CFE Framework at employees' and employers' organisations and other audiences.
- Website: updating the CFE website with news, latest development, best practices and results from implementing countries. Updating the shared database of certified companies.
- Media and social media: updating Facebook, LinkedIn, Twitter and approaching traditional media to promote the CFE Certification Framework.

## EXPECTED RESULTS 2018-2020

The aim of the Long Term Management Agreement is to promote and implement the CFE Certification Framework at European level, beyond the countries represented in the Bike2Work Consortium. It also aims at supporting national members to create a sustainable implementation both under the operative and financial points of view.

In accordance to those purposes, this document identifies 3 main expected results that will be achieved by implementing the activities as defined above:

- 1) All countries represented in the CFE consortium in 2018 (managed by both founding members and new entrants) will continue to implement the CFE Certification Framework for the next 3-year period 2021-2023 and beyond. This objective will be achieved through the organisation of workshop and webinars for members that will allow them to share their experiences, best practices, weaknesses and threats: those events will help CFE Consortium members to implement the scheme more effectively and efficiently.
- 2) In the 3-year period 2018-2020 the CFE Certification Framework will be extended to other European countries not yet represented in the CFE Consortium. This objective will be achieved through promotional and marketing activities and by direct meeting with potential new entrants.
- 3) Acknowledgement of the CFE Certification Framework by the European stakeholders as the main tool to support and improve the employers' cycle-friendliness. This objective will be achieved through networking activities such as participating to conferences and workshops.





**CYCLE FRIENDLY  
EMPLOYER  
CERTIFICATION**

## INDICATORS

With reference to the expected results above, the Secretariat will be committed to:

- 1) At least 3 webinars/workshops addressed to the CFE Consortium members to share experiences, best practices, weaknesses and threats.
- 2) At least 10 new entrants in the period 2018-2020.
- 3) At least 5 European/international conferences attended.



**ESTIMATED BUDGET 2018-2020**

<b>Management Costs 2018-2020</b>	<b>Staff days</b>	<b>STAFF</b>	<b>SUBCONTRACTING</b>	<b>TRAVEL</b>	<b>OTHER COSTS</b>	<b>TOTAL</b>
<b>MANAGEMENT</b>	80	€ 24,000.00	€ -	€ -	€ -	€ 24,080.00
<b>Back-end system website management</b>	0	€ -	€ 17,550.00	€ -	€ -	€ 17,550.00
<b>MARKETING AND PRMOTION</b>	80	€ 24,000.00		€ 6,000.00	€ 6,000.00	€ 36,080.00
<b>Indirect costs (25%)</b>	na	€ 12,000.00		€ 1,500.00	€ 1,500.00	€ 15,000.00
<b>TOTAL</b>	160 *	€ 60,000.00 *	€ 17,550.00 **	€ 7,500.00	€ 7,500.00	€ 92,710.00

\* Staff days are increasing with the increase of number of CFE Consortium members

\*\*Subcontracting: is calculated as the sum of € 450 for 10 members in 2018, 13 members in 2019 and 16 members in 2020.



## WORK PLAN 2018

### OBJECTIVES 2018

Since its launch, the Secretariat will be committed to extend the implementation of the CFE Certification towards non-represented countries and to broaden the network of stakeholders and institutions to promote the scheme at European level and worldwide.

The main objective of the work plan 2018 is to support the CFE Consortium member in their first year of activity as it is expected to be critical both financially and concerning the involvement of a critical mass of companies. The Work Plan 2018 aims at achieving an effective, efficient and sustainable implementation of the CFE Framework: the Secretariat will cooperate with the Steering Committee in order to provide the CFE Consortium members with all the instrument for the sustainable implementation of the CFE scheme. Those instruments include clear and agreed processes and procedures for the daily management, a EU-level support on communication and promotion of the CFE Certification towards international stakeholders, institutions, companies' and workers' organisations, etc.

The strategy 2018 will allow the Secretariat to recruit new entrants in non-represented countries: this will contribute to lower the individual contribution to the Common Pot for the following years and to amplify the operational scale and the impact of the implementation at European level.

Communication, marketing and promotion will be simultaneously carried out to strengthen an effective strategy. Updating the CFE website will be central as well as feeding social media communication through press releases, newsletters, articles and paper-based materials and gadgets.

Finally, the Secretariat will be committed to carry out the daily activities to ensure the regular and smooth implementation: main tasks will be the evaluation of the business plans for both founding members and new entrants, publishing call for proposals for new entrants and providing first-hand information concerning the application and evaluation processes and procedures.

### ACTIVITIES 2018

According to the assignments decided by the Steering Committee, Secretariat's role and responsibilities in 2018 can be grouped into 2 main activities: Management and Marketing & Promotion.

**Management** includes the daily activities that ensures the overall coordination and the implementation of processes and procedures.

- Daily management: supporting CFE members, maintaining the website updated, managing the Common Pot.



- Support in the assessment of business plans: both for funding members and new entrants.
- Managing the call for proposal for new entrants: implementing the procedures for the publication and appointment of new entrants.
- Info point and support: concerning the overall coordination and implementation.
- Supporting the Steering Committee: technical support in publishing the call for proposals for new entrants, organising the General Assembly, approving the business plans. Operative and financial reporting to the Steering Committee.

**Marketing & Promotion** includes a portfolio of activities that aim at raising the awareness over the CFE Certification Framework at European level as well as extending the CFE Certification Framework Europe-wide.

- Recruitment: presenting the CFE Framework to potential implementers in non-represented countries.
- Sharing best experiences: organising webinars and meetings for national implementers to exchange experiences and improve the implementation.
- Marketing and promotion: raising the awareness over the CFE Certification Framework through promotional activities, presentations, online communication, articles and other tools.
- Conferences and other events: participating in relevant events, workshops, conferences to introduce the CFE Framework at employees' and employers' organisations and other audiences.
- Website: updating the CFE website with news, latest development, best practices and results from implementing countries.
- Media and social media: updating Facebook, LinkedIn, Twitter and approaching traditional media to promote the CFE Certification Framework.

Specifically, recruitment and communication activities will include:

- Publication of a newsletter every 3 months;
- Posts on social media and social media presence;
- Articles on the CFE and ECF websites;
- Press releases;
- Production of paper materials and gadgets (according to the budget availability);
- Travel and attendance at international events and bi-lateral meetings with potential new entrants.



## EXPECTED RESULTS 2018

In accordance to the aforementioned objectives, the work plan 2018 identifies 3 main expected results that will be achieved by implementing the activities as defined above:

- 1) A successful implementation of the CFE Certification Framework in the countries represented in the CFE consortium in 2018 (managed by both founding members and new entrants). This objective will be achieved through the organisation of workshops and webinars for members that will allow them to share their experiences, best practices, weaknesses and threats: those events will help CFE Consortium members to implement the scheme more effectively and efficiently in the following years.
- 2) In 2018 the CFE Certification Framework will be extended to other European countries not yet represented in the CFE Consortium. This objective will be achieved through promotional and marketing activities and by direct meeting with potential new entrants.
- 3) Start thinking to the best strategy for the acknowledgement of the CFE Certification Framework by the European stakeholders as the main tool to support and improve the employers' cycle-friendliness. This objective will be achieved through networking activities such as participating to conferences and workshops.

## INDICATORS

With reference to the expected results above, the Secretariat will be committed to:

- 1) At least 1 webinar/workshop addressed to the CFE Consortium members to share experiences, best practices, weaknesses and threats.
- 2) At least 4 new entrants in 2018.
- 3) Publication of a newsletter every 3 months;
- 4) 1 post on social media per week;
- 5) 12 articles published on the CFE and ECF websites;
- 6) 4 press releases in national and international media;
- 7) At least 1 European/international conferences attended.



ESTIMATED BUDGET 2018\*

Management Costs 2018	Staff days	STAFF	SUBCONTRACTING	TRAVEL	OTHER COSTS	TOTAL
MANAGEMENT	22	€ 6,600.00				€ 6,600.00
Back-end system website management			€ 4,500.00			€ 4,500.00
MARKETING AND PRMOTION	18	€ 4,500.00		€ 2,000.00	€ 1,800.00	€ 8,300.00
Indirect costs (25%)	na	€ 2,775.00		€ 500.00	€ 450.00	€ 3,725.00
<b>TOTAL</b>	40	€ 13,875.00	€ 4,500.00	€ 2,500.00	€ 2,250.00	€ 23,125.00

\* More details in the file attached as Annex. The estimated budget is calculated considering a CFE Consortium with 10 implementing members.