

## Operation Summary

### A.1 Project identification

Cooperation programme name	<input type="text" value="ESPON 2020 Cooperation Programme"/>	
Cooperation programme CCI number	<input type="text" value="2014TC16RFIR004"/>	
Programme Priority	<input type="text" value="1"/>	
Is this operation a major project?	<input type="text" value="No"/>	
Is this operation a joint action plan?	<input type="text" value="No"/>	
Intervention field	<input type="text" value="096. Institutional capacity of public administrations and public services related to implementation of the ERDF or actions supporting ESF institutional capacity initiatives"/>	
Territory type	<input type="text" value="07. Not applicable"/>	
Form of finance	<input type="text" value="01. Non-repayable grant"/>	
Territorial delivery system	<input type="text" value="07. Not applicable"/>	
Thematic objective	<input type="text" value="Enhancing institutional capacity of public authorities and stakeholders and an efficient public administration"/>	
Economic activity	<input type="text" value="Not applicable"/>	
Location	<input type="text" value="Inter regional"/>	
Operation acronym	<input type="text" value="ESPON 2020"/> <small>10 / 500 characters</small>	
Operation title	<input type="text" value="ESPON 2020 Operation Proposal"/> <small>29 / 500 characters</small>	
Project number	<input type="text" value="ESPON 001"/>	
Name of the Single Beneficiary organisation/original language	<input type="text" value="ESPON EGTC - European Node for Territorial Evidence"/>	
Project duration	Start date	<input type="text" value="29/07/2015"/>
	End date	<input type="text" value="30/06/2022"/>
	Months	<input type="text" value="84"/>

### A.2 Short description of the Operation

Please give a short overview of the operation and describe:

- the overall objective of the operation and the expected change the operation will make to the current situation;
- the main outputs you will produce and who will benefit from them;
- the approach/strategy it is planned to take
- what is new/original about it

The overall objective of the ESPON 2020 Single Operation (hereafter the 'Operation') is to implement Priority Axis 1 of the ESPON 2020 Cooperation Programme (CP), as approved by the European Commission, and to promote the use of territorial evidence and a territorial dimension in policymaking at all scales in support of the Lisbon Treaty's objective of harmonious and balanced development of the European territory; the European 2020's strategy for smart, sustainable and inclusive growth; Cohesion Policy's aim of economic, social and territorial cohesion; and the Territorial Agenda 2020's place-based policy orientations towards specific types of territories, regions and cities.

The strategy for the implementation of this Operation is closely informed by these policy processes and has been specifically designed to positively respond to the ESPON 2020 CP's selected thematic objective, and associated investment priority within EU Cohesion Policy 2014-2020, to contribute to strengthening the territorial evidence base in order to reinforce the effectiveness of Cohesion Policy through enhancing the institutional capacity of public authorities and targeted stakeholders, particularly European,

national and regional policymakers involved in the implementation of territorial development policy.

The ESPON 2006 and 2013 programmes have considerably improved the pan-European knowledge base related to territorial development, trends, impacts and dynamics. This Operation aims at taking a significant further step in this progress and to take additional proactive steps to deepen the territorial dimension in policymaking through positively contributing to evidence informed policymaking and governance across the EU territory, regions and urban centres.

In this respect, the Operation will be devoted to implementing the strategic ambitions of renewing, refocusing, innovating and upgrading the specific role of ESPON as set out in the ESPON 2020 CP. It will be fully dedicated towards the evolution of ESPON as the European Territorial Observatory Network through proactively responding to the call in the Operation Specification (OS) to consolidate, strengthen and deepen the role of ESPON in policy development. The primary expected change of the Operation in comparison to the existing situation is a more direct influence of territorial evidence in policy arenas resulting in policy making processes much better informed and alert on key territorial issues. Key target groups at all levels will be more familiar with ESPON applied research, targeted analyses and territorial analytical tools (such as the ESPON Database, Territorial Impact Assessment etc) and will integrate their use in their working routines for decision making.

In pursuit of this, the Operation will deliver the actions, activities and outputs envisaged under each Specific Objective (SO) of Priority Axis 1 as defined in the ESPON 2020 CP, including as follows:

- SO 1: Enhanced European territorial evidence production through applied research and analyses: Implement at least twenty-two (22) applied research projects based on policy demand which shall contribute to the European territorial and analytical evidence base. These activities are original to ESPON and necessary for essential knowledge evolution and evidence production. An innovation of this Operation is to engage external senior expertise to ensure scientific quality.
- SO 2: Upgraded knowledge transfer and use of analytical support: Implement at least twenty-five (25) targeted analysis projects supporting the use of territorial evidence in partnership with groups of stakeholders and providing evidence support to other European funding programmes; and forty-five (45) thematic papers in form of policy briefs and working papers on specific themes in response to policy demand. These activities with stakeholders from national, regional and local levels are a continuation of successful activities within the ESPON 2013 programme. More emphasis is given to evidence support to ESIF programmes, including cross border and transnational, and a major innovative action will be rapid evidence responses tailored to policy demand.
- SO 3: Improved territorial observation and tools for territorial analyses: Create and/or maintain at least eight (8) territorial observation, monitoring and analytical online tools and publish three (3) major territorial monitoring reports at significant moments over the programme period in order to inform and support important policy development processes. These activities will take a further step in monitoring territorial dynamics vis-à-vis policy priorities, also in macro-regions, and moreover, result in a more integrated and easy to use toolbox of ESPON.
- SO 4: Wider outreach and uptake of territorial evidence: Deliver at least sixty (60) capitalisation activities (including at least forty (40) events and twenty (20) publications related to European, transnational and national levels) in order to support outreach to users and the widest possible use of European territorial evidence in practice. These activities will include dedicated outreach at European level as well as profound transnational outreach. A shift towards digital media and communication and less printed material will constitute a major modernisation.

During its implementation this Operation has been designed so as to aim at surpassing these minimum outputs. This shall be achieved by the enhanced institutional structure and capacity established and expressed as a specific objective for the entire ESPON 2020 CP:

- SO5: Leaner, more effective and efficient implementation provisions and more proficient programme assistance: The establishment of the Single Beneficiary, the ESPON EGTC - European Node for Territorial Evidence, has been specifically designed as a bespoke vehicle for the sole purpose of acting as a European Territorial Observatory Network and efficiently implementing the objectives of the ESPON 2020 CP. This is a major innovation in the history of the ESPON programme and its ongoing mission to improve the European territorial dimension of policy-making. The new ESPON EGTC will ensure a much improved, streamlined and strengthened institutional setup with increased in-house specialist staff and scientific capacity which will ensure prompt and efficient delivery of evidence to policymaking processes and, as a consequence, a much higher profile for ESPON as a reliable and authoritative body on European territorial dynamics, trends and patterns.

6,573 / 15,000 characters

### A.3 Operation budget summary

Operation budget			
Source of funding	Currency	Amount	Co-financing rate (%)
ERDF	EUR	39276145.00	81.77%
MS	EUR	6931089.00	14.43%
PS	EUR	1825000.00	3.80%
<b>Total</b>	EUR	<b>48032234.00</b>	<b>100.00%</b>

## Single Beneficiary Information

### Single Beneficiary information

Name of organisation in original language	ESPON EGTC - European Node for Territorial Evidence	51 / 500 characters
Abbreviation of organisation	ESPON EGTC	10 / 15 characters
Department / unit / division	N/A	3 / 500 characters

### Localisation

Address	4, rue Erasme, Luxembourg - Kirchberg	38 / 500 characters	Country	LUXEMBOURG
Postal Code	L-1468	6 / 500 characters	NUTS1 code	LUXEMBOURG
Town	Grand Duchy of Luxembourg	26 / 500 characters	NUTS2 code	Luxembourg
Website	www.espon.eu	13 / 500 characters	NUTS3 code	Luxembourg
VAT number (if applicable)	Registration process for VAT number on-going	44 / 500 characters	Category of region concerned	more developed region
Other national identifying number (if no VAT number is not provided)	2015 8200 024-99	16 / 500 characters	Co-financing source	Public
Type of identifying number (e.g. registry number, tax no)	National social security employer number (CCSS)	47 / 500 characters	ERDF Co-financing %	81.77%

### Contact Information

Legal Representative		Contact Person			
Position	Chair of the ESPON EGTC Assembly	32 / 500 characters	Position	Director of the ESPON EGTC	26 / 500 characters
Given name	Frank	6 / 500 characters	Given name	Peter	6 / 500 characters
Family name	Vansteenkiste	13 / 500 characters	Family name	Mehlbye	7 / 500 characters
Email	frank.vansteenkiste@mat.etat.lu	31 / 500 characters	Email	peter.mehlbye@espon.eu	24 / 500 characters
Phone	24 786 936		Phone	4 259 914 700	
Mobile	621 615 662		Mobile	621 491 051	

### Partner Description

Legal status	1) public
Is your organisation entitled to recover VAT based on national legislation for the activities implemented in the project?	No

## Multi-Annual Work Programme

### C.1 Operation Strategy

#### Operation strategy

The overall strategy for this Operation Proposal is to fully comply with the Operation Specification (OS) and Operation Implementation Guidelines (OIGs) received from the ESPON Managing Authority (MA), including the various annexes.

The Operation will therefore follow a Multi-Annual Work Programme (MAWP) 2015-2022 with a detailed Annual Work Plan (AWP) for each year to be approved in advance by the ESPON Monitoring Committee (MC). The Operation will carefully and efficiently make use of all of the available funding and to fully maximise the potential impact of the Operation in accordance with the objectives of the ESPON 2020 CP.

An innovative and integrated MAWP has been developed to ensure the efficient achievement of the objectives of the Operation. The overall strategy is sequenced around key programme milestones in order to ensure coherent internal coordination and to ensure that deliveries are in step with major outreach activities which will focus on:

- Maximising synergies between activities under SO 1-4.
- Ensure a close correspondence to policy demand.
- Continuous attentiveness to analysing the territorial dimensions of policy development.
- Ensuring correctly timed and prompt communication of territorial evidence to policy processes.
- Ensuring an authoritative and reliable source of territorial evidence, results and data.
- Stimulating the use of territorial evidence by stakeholders, including other European funding programmes and stakeholders at transnational/national levels, through cooperation with the ESPON MC and ECP network as well as with stakeholder organisations.
- Seeking closer cooperation with other institutions (EUROSTAT, OECD, JRC, EEA, etc.) and continue the established cooperation with academic organisations (RSA, ERSA, AESOP, EUGEO, etc.)

The rationale for the overall strategy has been developed in order to ensure coherent internal coordination and to ensure that deliveries are in step with major outreach activities. In this way the Operation Proposal responds fully to the Operation Specification in an innovative way and follows a clear overall rationale which is internally and externally consistent, maximises complementarities, synergies and impacts of different outputs throughout the entire life-cycle of the Single Operation. For example, all Applied Research activities (SO1) have been selected following a comprehensive filtering process and which fully reflect the policy demands of the MC. These activities will be frontloaded early on in the lifecycle of the Operation (2015-2018) in order to maximise policy relevance and use in other activities. The first seven Applied Research activities to be launched have been discussed with the European Commission so that they are also considered highly relevant to the forthcoming Cohesion Report 2017. This will be complemented with extensive ESPON Outreach Activities (SO4), including Policy Briefs and a major conference on ESPON territorial research scheduled for 2017 and 2019. The same is true of Targeted Analyses (SO2) projects which are also frontloaded so as to maximise synergies with SO1 and tools (SO3) which will provide the analytical foundation for all actions/activities.

Throughout the entire period of the Operation there will also be active management of the activities of the ESPON EGTC via each AWP and Progress Reporting requirements to ensure fully integrated approach where the MC will have a key involvement. This will also ensure an optimum geographic reach and mix of activities and will ensure that all activities reflect the policy demands of stakeholders and key results as elaborated in the OP and are aimed at the correct target groups. The EGTC every year through the development of the AWP in cooperation with the MC will ensure that the content of the activities proposed has a sufficient degree of coherence and balance. Calls for Targeted Analyses and analyses upon request might be targeted year by year (for example, by adding extra relevant evaluation criteria as specified by the AWP) in order to ensure a balanced coverage of type of stakeholders, geographical areas and /or themes.

The implementation of the Operation will be closely guided by stakeholder policy demand and deliver requested territorial evidence, analysis and tools to the defined target groups of the ESPON 2020 CP and a more efficient outreach. The renewed administrative setting and delivery mechanisms of the ESPON 2020 CP will ensure prompt delivery of high-quality and relevant territorial evidence to targeted stakeholders and into key policy arenas to inform policy development processes.

In comparison to the ESPON 2013 Programme, the implementation of the Operation by the ESPON EGTC includes innovative and novel aspects as follows:

- More timely and rapid delivery of relevant territorial evidence to important policy processes designed to improve the uptake and outreach of territorial evidence.
- Closer policy advice and involvement of MC members and the EC as members of Project Support Teams (PSTs) for applied research and other activities, where relevant.
- Shorter lead times and delivery of applied research and analyses (SO1 and 2) with an average of eighteen months for research and twelve months for targeted analyses.
- Stronger scientific quality control of applied research (SO1) through the engagement of external senior scientific expertise.
- More integrated and accessible online analytical tools (the ESPON 'Toolbox') interlinking closer to the ESPON Database.
- A dedicated Outreach Strategy with strong focus on the target groups offering tailor-made and increasingly digital communication at European and transnational/national levels.
- Intensified cooperation and involvement with other European funding programmes and European institutions.
- A lean and efficient administration as envisaged (SO5) by the ESPON 2020 CP by contracting external expertise activities by way of service contracts following public procurement.

6,022 / 15,000 characters

### C.2 Operation objectives and expected outputs

#### C.2.1 Specific Objective

##### Specific objective

SO1: Enhanced production of territorial evidence through applied research and analyses

##### Description

There is one (1) type of action proposed under SO1 – the production of European territorial evidence through applied research and analyses. The

ESPON EGTC's objective is to promptly deliver first-class and relevant territorial research, analyses and territorial impact assessments to policymaking processes relevant to the territorial goals of Cohesion Policy and the policy orientations of the Territorial Agenda 2020. Scientific excellence is a prerequisite for achieving this mandate and the ESPON EGTC's goal of continuing and improving to be widely recognised as an authoritative voice with respect to pan-European territorial evidence production. Accordingly, in order to ensure a consistent output of solid research and updated evidence on European territorial dynamics, the largest share of the Operation budget has been allocated to activities under this action. The output for these activities will provide the necessary primary evidence base for all activities carried out under SO2, SO3 and SO4.

1,007 / 7,500 characters

C.2.1.1

European wide, comparable information and evidence on territorial potentials and challenges focusing on opportunities for success for the development of regions and cities

Type of action

European wide, comparable information and evidence on territorial potentials and challenges focusing on opportunities for success for the development of regions and cities

171 / 7,500 characters

Description

There are twenty-two (22) activities proposed under this action which will be carefully phased and managed over the duration this MAWP to maximise impact, as follows: Twenty-two (22) Applied Research projects: Applied Research projects will involve the procurement, via an open EU wide tendering procedure and service contracts, of highly qualified transnational project teams to undertake Applied Research on thematically defined policy questions. The thematic scope and policy questions to be addressed by each Applied Research project will be selected and determined by the ESPON EGTC in consultation with the MC as part of the preparation of each AWP and will broadly address the following thematic areas:

- European wide, comparable information and evidence on territorial potentials and challenges focusing on opportunities for success for the development of regions and cities defined by the demand of policymakers.
- Cross-thematic applied research integrating existing thematic analysis and adding future analysis of new themes in areas including, for example, climate change and energy; demographic and migratory flows; economic crisis and resilience; spatial indicators for European policy priorities; territorial analysis; impact of globalisation for Europe and its regions, green economy, territorial foresights, scenarios and visions for Europe, EU enlargement, etc.
- Territorial impact assessment of EU policies.

In defining the thematic scope and policy questions to be answered by Applied Research projects, the ESPON EGTC will also consider the specific types of territories mentioned in the Lisbon Treaty such as islands, mountain areas, sparsely populated areas and cross-border regions etc. The ESPON EGTC shall seek to ensure that all activities will thematically respond to policy needs expressed by stakeholders through intensive outreach efforts and feedback loops, address the territorial dimension, be trans-disciplinary, and involve transnational networking on research and expertise. For example, the ESPON EGTC will hold regular seminars and conferences where researchers, academics and scientists from across Europe shall be actively invited to attend, exchange ideas and network (e.g. 'Partner Cafes' etc) and be inspired to positively collaborate on ESPON calls for tender. Terms of reference for projects can either indicate specific case studies (following consultation with the PST, as relevant) which imply that service providers should include expertise related to that country/region or seek service providers to suggest and provide insight for case studies with a strong geographical focus which fully meet the evaluation criteria for pan-European territorial evidence. Furthermore, service providers will be required, in accordance with the terms of reference for each external expertise contract, to attend ESPON seminars, conferences and events, as appropriate, in order to actively foster collaboration and exchange of ideas.

The key results to be achieved from the enhanced European territorial evidence production through applied research and analyses shall include scientifically solid reports (including maps, indicators and data) on the research themes undertaken that can support the dissemination, uptake and use of the research, including in respect of:

- Better understanding of medium and long term European territorial trends, potentials and challenges of a wide range of territorial dynamics and possibility for benchmarking regions in their European context, including in respect of demography, migration, economic development, regional imbalances, climate change, energy etc.
- Better understanding of future perspectives for Europe through forecasting and territorial scenarios, especially in terms of the future evolution of the European territory in terms of regional balance, polycentric development, urbanisation and demography
- Improved pre- and post-legislative and regulatory territorial impact assessments of EU policies, in particular in order to ex ante evaluate the likely impact of relevant European level policies on the European territory
- Options for policy decisions and development and proposals for future research in order to consistently deepen and develop the ESPON territorial evidence base.

Target Groups

The main target groups to be addressed by the ESPON EGTC under SO1 activities shall be as follows:

- Policymakers and practitioners at European and national level dealing with territorial development, planning, policies and perspectives, including authorities implementing European funding programmes e.g. DG Regional and Urban Policy, European Parliament, Committee of the Regions, national ministries and regional authorities with responsibilities for territorial development and cohesion, spatial planning policies, etc

Moreover, the results of applied research activities will also be of interest to the secondary tier target groups as defined in the ESPON 2020 CP, in particular to policy officers and planners in regional and local authorities as well as to EU organisations and an important source of analytical data and evidence for academia in the field of territorial development and research.

The ESPON EGTC's proposals for how the outputs of SO1 activities shall be disseminated to ensure a significant impact in policy development processes is fully elaborated in the Outreach Strategy (see C.5). The results indicator target is to increase the number of potential users within these target groups affirming the use of ESPON Applied Research results and outputs in policy and programming processes by 15-25% over the baseline.

5,663 / 7,500 characters

Output indicator

OI01

Number of applied research outputs

34 / 7,500 characters

Result indicator

RI01 Number of potential users within selected target groups affirming use of ESPON applied research outputs and results in policy and programming processes

**Result indicator name**

RI01 Number of potential users within selected target groups affirming use of ESPON applied research outputs and results in policy and programming processes

**Activities**

Number	Name	Description
C.2.1.1.a	<p>Applied Research projects</p> <p>25 / 500 characters</p>	<p>The ESPON EGTC propose to front-load the implementation of Applied Research projects with a strong weighting towards the early part of the programme period in order to ensure that outputs and results are available to inform key policy processes and other activities under each specific objective of the Operation. The following schedule for the launch (contracting) of Applied Research projects is therefore proposed:</p> <ul style="list-style-type: none"> <li>• 2015/2016 – seven (7) projects</li> <li>• 2017 – seven (7) projects</li> <li>• 2018 – five (5) projects</li> <li>• 2019 – two (2) projects</li> <li>• 2020 – one (1) project</li> </ul> <p>(Note: For operational reasons, the above schedule is indicative and may be subject to minor adjustment during the implementation of the Operation and may be redefined as part of the preparation of each AWP).</p> <p>Outside of the AWP 2015/2016, it is not possible or desirable to predetermine the thematic scope/policy questions for each Applied Research project at this stage. These will be selected by way of focussed engagement with the MC through the annual process of preparing and approving each AWP. This will ensure that that the ESPON EGTC is highly responsive and sensitive to the evolving evidence needs of the target groups.</p> <p>The first AWP 2015/2016, which is annexed to this Operation Proposal, details the selection of the first seven Applied Research projects to be launched during 2015/2016. For each subsequent year, in tandem with the submission of the first Progress Report to the MC, the ESPON EGTC shall include a report outlining its initial ideas and proposals for Applied Research projects for the following year's AWP. These initial ideas will be prepared after a general screening of demand from stakeholders and an overall assessment of the policy environment. After an initial 'brainstorming' with the MC proposed for Quarter 2/Quarter 3 each year, the ESPON EGTC shall prepare a further paper developing the thematic scope/policy questions for proposed Applied Research projects which shall be circulated by the MA to the MC for further and final feedback. Following receipt of this feedback, the ESPON EGTC will develop a scoping note for each Applied Research project and annex it to the Draft AWP to be assessed by the MC as part of the approval process for each AWP. The process for interaction between the EGTC on the preparation of each AWP is fully elaborated at Section D.4.</p> <p>It is proposed that the following general selection criteria, which have also been applied in the selection of themes for AWP 2015/16, should be applied in prioritising the thematic scope/policy questions in the selection of each Applied Research project:</p> <ul style="list-style-type: none"> <li>• Prominence of the theme in the current European policy context.</li> <li>• Relevance for development in mid/long-term perspective (e.g. 7th Cohesion Report, Investment Plan for Europe, EU Cohesion Policy after 2020, Europe 2020 Strategy and Territorial Agenda 2020);</li> <li>• Data availability for European coverage; including analytical outputs from SO1, SO2, SO3 activities.</li> <li>• Existence of similar or recent research activity ongoing outside of the ESPON programme;</li> <li>• Relevance to specific types of territories mentioned in Article 174 of the Lisbon treaty and for the understanding of the territorial impact of the implementation of EU policies, including cross-border territories.</li> </ul> <p>The annual process of preparing each AWP and selecting the thematic focus/policy questions will also determine the composition of the PST which shall be established to provide continuous involvement of the MC in steering and providing policy advice in the implementation of each Applied Research project, including the preparation of the terms of reference and the setting of selection criteria. It is the ESPON EGTC's objective that, in order to ensure that outputs best reflect policy demand, a PST will be established for all Applied Research projects. Upon submission of each Draft AWP, the ESPON EGTC will await information from the MC and EC on the interest/availability of members to join the PST for each proposed Applied Research project. The composition of each PST shall be agreed and communicated as part of the approval of each AWP by the MC (see D.3).</p> <p>Following the selection of the thematic scope/policy questions, each Applied Research project will be implemented by the ESPON EGTC by way of an external expertise service contracts of highly qualified service providers procured via an open EU wide tendering procedure. Comprehensive terms of reference shall be developed by the ESPON EGTC for each service contract. The transparent and fair selection criteria used to evaluate applicants during the procurement procedure will ensure that the selected service providers have appropriate capacities to guarantee continuous and satisfactory performance throughout the envisaged lifetime of the contract. The timely arrival of high-quality deliveries will be ensured through sound</p>

Number	Name	Description
		<p>and efficient project and financial management (see D.2). In order to ensure the most qualified, suitable and appropriate researchers and experts in the field are contracted, key award criteria will be applied in the assessment of all tender offers received adapted to each tender thematic subject. Tenders will therefore have to prove that they possess the multidisciplinary skills and pan-European/transnational knowledge required to implement the services as per the selection criteria (including, where relevant, reference to macro-regional strategies). The winning bidder will be identified by strictly applying the published award criteria assessing the most economic advantageous tender and the best value for money as a balance between price and quality.</p> <p>The quality offered will be evaluated on the technical specification according to criteria such as:</p> <ul style="list-style-type: none"> <li>- Understanding the context and series (e.g. concepts, methodologies and research issues)</li> <li>- Quality and appropriateness of the methodology proposed.</li> <li>- Organisation, planning and management of the contract</li> </ul> <p>Criteria will include weighting and thresholds for each criterion to ensure a minimum quality and will be tailored to the services requested. The Project Support Teams will be involved in the definition of the specific tender related criteria, when setup. The results of the qualitative evaluation of the bids will be then weighted with the price according to a formula specified in each terms of reference.</p> <p>Typically, in order to ensure swifter implementation, service contracts will generally run for up to eighteen months with a maximum of three deliveries. However, the precise duration of projects and the number and nature of deliveries will always depend on the specific project scope. The terms of reference for Applied Research projects will also often include a requirement for in depth case study analyses and policy options in order to ensure a greater focus on concrete real-world examples and to bring Applied Research projects closer to actual policy processes.</p> <p>The specific timing for the launch of the calls for tender and contracting of each Applied Research project shall be determined by the ESPON EGTC as part of internal operational management. However, the objective shall be to ensure that each Applied Research project delivery, including interim deliveries, will be carefully sequenced in order to fully contribute to: (i) ongoing policy development and key moments in policy processes, (ii) informing Targeted Analyses activities and Policy Briefs/Working Papers under SO2; (iii) populating the ESPON Database and producing tools under SO3; and, (iv) underpinning communication and outreach activities under SO4. The efficient and integrated management of all Applied Research projects will be ensured by the new institutional setup of the ESPON EGTC, with its enhanced in-house scientific, analytic, communication and administrative capacity and enhanced project management coordination (see D.1 &amp; D.2).</p> <p style="text-align: right;">7,928 / 15,000 characters</p>

**C.2.2 Specific Objective**

<b>Specific objective</b>	SO2: Upgraded knowledge transfer and use of analytical user support
<b>Description</b>	<p>There are two types of actions proposed under SO2: (a) undertake targeted analyses using ESPON territorial evidence in practise; and (b) produce thematic papers on specific thematic areas, upon demand.</p> <p style="text-align: right;">201 / 7,500 characters</p>
<b>C.2.2.1</b>	Targeted analyses
<b>Type of action</b>	Targeted analyses
<b>Description</b>	<p>Targeted Analyses: Two separate types of activities are proposed under this action, as follows:</p> <p>(i) Targeted Analyses Projects: These activities involve the implementation of twenty-five (25) Targeted Analyses projects. Stakeholder-led Targeted Analyses projects were introduced as a new activity in the ESPON 2013 programme and offered a European perspective to national, regional and local policy development. These were very well received by stakeholders as a powerful means to transfer knowledge, share experience and facilitate the use of European territorial evidence rooted in real place-based policy development processes. It is proposed that the ESPON EGTC will build on this success and continue to embed Targeted Analyses projects as a key feature of the Operation. These projects involve stakeholders proposing practical ideas for analysis to the ESPON EGTC based on their defined policy needs and actively participating in the implementation of the project. Results should be targeted to the needs expressed by stakeholders, cover their territories as cases and be capable of being transferred to their particular policy contexts as well as being of benefit to other countries, regions or cities. Following positive selection of a stakeholder proposal, the ESPON EGTC will implement the Target Analyses projects through the procurement of external expertise, via an open</p> <p style="text-align: right;">17 / 7,500 characters</p>

EU wide tender procedure and service contracts, of highly qualified service provider(s).

(ii) Targeted Evidence Support: As a separate activity within Targeted Analyses the ESPON EGTC shall offer bespoke territorial evidence support to European funding programmes. This activity takes up the positive response during ESPON 2013 on the evidence and facts delivered to many programme authorities. The evidence support will take the form of 'Territorial Evidence Packs', 'Fact Sheets', 'Working Papers' or similar, targeted to the needs expressed by European funding programmes following dialogue and surveys. It will provide territorial evidence and benchmarking indicators for specific programme territories, including regional, crossborder and transnational. The evidence support will, depending on demand, be provided by the ESPON EGTC using own resources or as external expertise, if appropriate.

The key results achieved from upgraded knowledge transfer and use of analytical user support shall be to:

- Extend the use of European territorial evidence in concrete policy development at national, regional and local level including, for example, national territorial development plans and regional spatial strategies
- Integrate further the territorial dimension in other European funding programmes, in their implementation and in the future generation of EU Cohesion Policy programmes after 2020 such as, for example, operational programmes for regional, macro-regional, transnational and cross-border bodies.

Target Groups

The main target groups to be addressed by the ESPON EGTC under SO2 activities shall be as follows:

- Policymakers at European, national, regional and local level as well as authorities implementing European Funding programmes, in particular, policy officers and practitioners from transnational, national, macro-regional /regional and local authorities selected for Targeted Analyses projects who will become actively engaged in activities and outputs actively tailored to their policy needs. The same will be the case for officers working in European funding programme Managing Authorities and programme secretariats. Likewise, EU Presidencies and European policymakers will become a special target group for Policy Briefs/Working Papers.

The ESPON EGTC's proposals for how the outputs of SO2 activities shall be disseminated to ensure a significant impact in policy development processes is fully elaborated in the Outreach Strategy (see C.5).

The results indicator target is to increase the number of potential users within these target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support by 15-25% over the baseline.

4,100 / 7,500 characters

Output indicator

OI02

Number of targeted analysis

27 / 7,500 characters

Result indicator

RI02 Number of potential users in selected target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support

Result indicator name

RI02 Number of potential users in selected target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support

Activities

Number	Name	Description
	<p>Targeted Analyses Projects</p> <p>26 / 500 characters</p>	<p>Targeted Analyses projects involve stakeholders proposing practical ideas for relevant analysis to the ESPON EGTC targeting their defined policy needs including a European perspective and actively participating in the implementation of the project. In order to determine stakeholder demand, it is proposed that twice yearly (typically April and October) the ESPON EGTC will widely disseminate the invitation/opportunity to submit stakeholder proposals for targeted analytical support. The proposals received will be considered by the ESPON EGTC for implementation as Targeted Analyses projects pursuant to defined criteria, as further specified below.</p> <p>A standard predefined 'Targeted Analysis Project Specification' template (and accompanying guidelines) for stakeholder proposals shall be developed which will require stakeholder proposals to include the following main content elements:</p> <p>(i) Purpose of the Targeted Analyses project, for example:</p> <ul style="list-style-type: none"> <li>• Proposed stakeholder use of ESPON territorial evidence and tools.</li> <li>• Bring a European territorial perspective to groups of stakeholders.</li> <li>• Provide analysis that can be taken up by other European stakeholders.</li> <li>• Ensure the usefulness through interaction between stakeholders/analysts.</li> <li>• Provide synergy between different interests and cross-sectoral policy dialogue.</li> </ul> <p>(ii) Main content of stakeholder proposal, for example:</p> <ul style="list-style-type: none"> <li>• Executive Summary of proposal.</li> <li>• Stakeholders and geographical area covered by the proposal.</li> <li>• Main characteristics /features of the territory/region in need of a European approach.</li> </ul> <p>(iii) Specification of the Targeted Analysis proposed, for example:</p> <ul style="list-style-type: none"> <li>• Scope and rationale of the proposed targeted analysis.</li> <li>• Policy themes and/or methodological issues to be addressed.</li> <li>• Relevant ESPON results to be considered useful.</li> <li>• Analytical results envisaged.</li> <li>• Operational use, in concrete practices, foreseen of the Targeted Analysis results.</li> <li>• Previewed contribution and involvement of the stakeholders.</li> <li>• Process foreseen between stakeholders, analysts, umbrella organisations, etc.</li> </ul>



Number	Name	Description
C.2.2.1.a		<p>The opportunities for participation in Targeted Analyses projects and for the submission of stakeholder proposals shall be open to the wide range of potential applicants from national, regional and/or local authorities. As discussed above, the ESPON EGTC shall twice yearly publicise this open process towards all potential stakeholders in order to inform all interested parties of the opportunity to submit a stakeholder proposal. This will be non-exhaustive and open to the widest possible range of stakeholders and actors. Transparency will be achieved through a range of communication means e.g. direct email; ESPON website; social media etc. (see Section C.5 – Outreach Strategy) and via the MC and ECP network. In order to better reach identified target groups and achieve key results, the ESPON EGTC also intends to specifically focus concentrated dissemination efforts through EU level stakeholder organisations (e.g. cross-border associations, transnational organisations and macro-regional groupings representing urban, rural and regional interests, etc.) which naturally provide vehicles for increasing awareness of the openings and in bringing stakeholders together across borders to act as intermediaries in activating and developing stakeholder proposals. Furthermore, as part of all dissemination efforts the ESPON EGTC shall advise potential stakeholders to attend networking events (e.g. ‘Partner Cafe’ or similar) which will normally be scheduled as part of the twice yearly ESPON seminars. This will provide potential stakeholders a potential opportunity for potential stakeholders to network on potential project ideas while also widening the participation at ESPON events.</p> <p>The standard predefined ‘Targeted Analysis Project Specification’ template (and accompanying guidelines) for stakeholder proposals which will be developed by the ESPON EGTC and published to guide stakeholders through the process and made available for download on the ESPON EGTC website. This will also include an indication on when proposals should be submitted in order to be considered for the next round of implementation and who to contact within the ESPON EGTC for further advice. Staff will remain constantly available to field any queries from potential stakeholders. However, potential applicants will also be advised that the opportunity to submit proposals will remain open continuously throughout the Operation. (Note: The OS proposes that the screening of stakeholder demand should be carried out as part of every second AWP. However, for operational reasons the ESPON EGTC shall provide for continuous opportunity for stakeholders expressing their demand throughout the Operation.)</p> <p>A transparent process shall be ensured and applicants shall be instructed to submit their interest digitally via the template and the ESPON EGTC will publish a brief list of all submissions received on its website. The submission of a proposal by stakeholders shall also include a confirmed commitment to proceed with and make use of a Targeted Analyses project should it be selected. The widest possible publicising of the opportunity to submit proposals shall be ensured through the Outreach Strategy (see C.5), and could be supported by the ECP network, and direct and targeted contact with potential stakeholders. A specific online forum (e.g. ‘Linked in’ or similar social networking tools) will be considered to allow potential stakeholders to seek out other potential interested parties.</p> <p>The ESPON EGTC will also specifically promote Targeted Analyses towards relevant European stakeholder organisations, such as AEBR, CEMR, CPMR, EuroCities, MOT, etc. as levers or catalysts for this activity.</p> <p>Within the new modalities for the swift processing Targeted Analyses projects, the process of selecting and launching calls for tenders for the implementation of Targeted Analyses projects shall generally be limited to no more than six months. Following receipt of stakeholder proposals, twice per year (typically January and June) the ESPON EGTC will undertake a technical eligibility check and apply selection criteria to all proposals received. In order to achieve a significant reduction in the time needed to implement Targeted Analyses projects, the evaluation of proposals and the selection process will be undertaken directly by the ESPON EGTC. The following selection criteria will be applied by the ESPON EGTC in assessing stakeholder proposals:</p> <ul style="list-style-type: none"> <li>• Presence of a European perspective/dimension in the targeted analysis.</li> <li>• Degree of added value and transferability expected of the Targeted Analysis.</li> <li>• Realism in analytical terms of the Targeted Analysis proposed.</li> <li>• Use of the analytical results in policy making envisaged by the stakeholders involved.</li> <li>• Relevance to integrated place-based development strategies.</li> <li>• Competent involvement by stakeholders in the analytical process and project steering.</li> <li>• Relevance and complementarity to existing ESPON territorial evidence.</li> </ul> <p>All Targeted Analyses stakeholder proposals will be assessed and selected with reference to the criteria specified. As a general principle, in applying the selection criteria, the ESPON EGTC shall actively monitor the geographic spread and thematic balance of all Targeted Analysis projects selected with the aim to ensure balance of the resulting ESPON territorial evidence across the entire EU territory and within thematic areas. The geographic distribution of selected Targeted Analyses shall be reported to the MC in each Progress Report so this can be</p>

Number	Name	Description
		<p>considered in the preparation of each AWP. Where it is decided by the MC that the geographic spread and/or thematic balance of the Targeted Analyses projects is not in line with the optimum pan-European reach of ESPON Territorial Analyses, further selection criteria shall be agreed with the MC and applied in the selection of future stakeholder proposals so as to ensure the appropriate geographical balance and thematic mix.</p> <p>Proposals which have been deemed to satisfy the eligibility and selection criteria shall be informed and, on the basis of a ranking of the best stakeholder proposals and positive selection related to number envisaged in each AWP, the ESPON EGTC shall proceed to develop detailed terms of reference for a Targeted Analyses project. Stakeholders of submitted proposals which have not been selected shall be informed and, where appropriate, provided feedback from the evaluation process and encouraged to resubmit.</p> <p>Following the selection of the stakeholder proposals, each Targeted Analyses project will be implemented by the ESPON EGTC by way of an external expertise service contracts of highly qualified service providers procured via an open EU wide tendering procedure. Comprehensive terms of reference shall be developed by the ESPON EGTC for each service contract. The transparent and fair selection criteria used to evaluate applicants during the procurement procedure will ensure that the selected service providers have appropriate capacities to guarantee continuous and satisfactory performance throughout the envisaged lifetime of the contract. The timely arrival of high-quality deliveries will be ensured through sound and efficient project and financial management (see D.2). In order to ensure the most qualified, suitable and appropriate researchers and experts in the field are contracted, key award criteria will be applied in the assessment of all tender offers received adapted to each tender subject. Tenders will therefore have to prove that they possess the multidisciplinary skills and pan-European/transnational knowledge required to implement the services as per the selection criteria (including, where relevant, reference to macro-regional strategies). The winning bidder will be identified by strictly applying the published award criteria assessing the most economic advantageous tender and the best value for money as a balance between price and quality.</p> <p>The quality offered will be evaluated on the technical specification according to criteria such as:</p> <ul style="list-style-type: none"> <li>- Understanding the context and series (e.g. concepts, methodologies and research issues)</li> <li>- Quality and appropriateness of the methodology proposed.</li> <li>- Organisation, planning and management of the contract</li> </ul> <p>Criteria will include weighting and thresholds for each criterion to ensure a minimum quality and will be tailored to the services requested. The Project Support Teams will be involved in the definition of the specific tender related criteria, when setup.</p> <p>The results of the qualitative evaluation of the bids will be then weighted with the price according to a formula specified in each terms of reference.</p> <p>The ESPON EGTC shall aim to launch two rounds of calls for tender per year (typically March and August). The evaluation of all tenders received will be undertaken directly by the ESPON EGTC. Stakeholders shall be included in the evaluation of offers received by way of giving advice. Following the evaluation of tenders received the EGTC will select the preferred offer and launch (contract) the implementation of the Targeted Analyses project. The precise timing of the contracting of each Targeted Analyses project will be subject to internal operational management of the ESPON EGTC. In order to ensure prompt deliveries, the implementation of selected Targeted Analyses projects shall generally be no more than 12 months (although some may have a longer duration, depending on the thematic scope). The implementation will normally involve a steering group composed by the stakeholders, analysts and experts selected, the ESPON EGTC and, if agreed, relevant European stakeholder organisations, such as AEBR, CEMR, CPMR, EuroCities, MOT, etc., may participate depending on the scope of the Targeted Analysis.</p> <p>A total of twenty-five (25) Targeted Analyses projects are proposed to be implemented. Similar to Applied Research projects under SO1, implementation will be front-loaded with a strong weighting towards launching activities in the early years of the programme in order to ensure that results are available to inform policy development processes and other activities under each specific objective of the Operation. The following schedule for the launch of applied research projects is therefore proposed:</p> <ul style="list-style-type: none"> <li>• 2015/2016 – six (6) projects</li> <li>• 2017 – six (6) targeted projects</li> <li>• 2018 – six (6) targeted projects</li> <li>• 2019 – six (6) projects</li> <li>• 2020 – one (1) project</li> </ul>

Number	Name	Description
		<p>Given the potential variability as to the number and quality of stakeholder proposals and thematic focus which may be received in any year, and which is outside of the control of the ESPON EGTC, the precise number of activities to be launched in any year may vary from the schedule presented above. The ESPON EGTC shall advise the MC retrospectively, by way of each Activity Report, on the progress on implementing these activities; the results of the eligibility checks and the rationale behind the selection and/or non-selection of stakeholder proposals; the level of stakeholder interest received; and any modifications that may be required to the above schedule in the subsequent AWP in order to ensure the efficient and timely implementation of these activities.</p> <p style="text-align: right;">13,334 / 15,000 characters</p>
C.2.2.1.b	<p>Targeted Evidence Support 25 / 500 characters</p>	<p>Based on demand expressed by stakeholders, the ESPON EGTC shall continue to provide tailor-made territorial evidence support to European funding programmes commenced during the ESPON 2013 programme in the form of 'Territorial Evidence Packs', 'Fact Sheets', 'Working Papers' or similar. The ESPON EGTC shall specifically promote Targeted Evidence Support towards European funding programmes, including cross-border and transnational programmes, as a tool for understanding and benchmarking their territory, region or urban centres within a broader European perspective. This will be achieved through targeted engagement with European funding programmes to understand their needs for support of territorial evidence from ESPON.</p> <p>These programmes are well placed to benefit from ESPON territorial evidence and benchmarking in a European/global context. Uptake of territorial evidence in programme implementation can support project ideas and implementation as well as closer to 2020 considerations on programme strategies and priorities for EU Cohesion Policy programmes after 2020. Tailoring Targeted Analyses projects specifically towards the evidence needs of this specific group of stakeholders will help create better synergies between the ESPON EGTC and other EU level partners.</p> <p>The ESPON EGTC will launch a transparent stakeholder consultation process in 2015 to ascertain the level of demand from European funding programmes for customised territorial evidence to help support their programme implementation. The consultation process shall be complete by Quarter 2 2016 and a report submitted to the MC together with the first Activity Report in 2016. The report shall be designed to inform the consultations with the MC on the preparation of the AWP 2017 and the activities requiring external expertise to be progressed under this action. The level of implementation for this activity and the use of external analytical capacity shall depend on demand from stakeholders and will be fully elaborated in the AWP 2017 and subsequent AWPs.</p> <p style="text-align: right;">2,046 / 15,000 characters</p>

C.2.2.2	Thematic papers, on specific thematic areas in response to stakeholder demand
Type of action	<p>Thematic papers, on specific thematic areas in response to stakeholder demand</p> <p style="text-align: right;">77 / 7,500 characters</p>
Description	<p>Thematic Papers: Activities proposed under this action will involve the production of forty-five (45) Policy Briefs/Working Papers. The purpose of the Policy Briefs/Working Papers is to support:</p> <ul style="list-style-type: none"> <li>(i) the use and capitalisation of ESPON territorial evidence in ongoing policy processes,</li> <li>(ii) the outreach of ESPON outputs; and, (iii) building a stronger reputation, profile and impact of the ESPON EGTC as an authoritative voice in supporting and advising policy.</li> </ul> <p>Policy Briefs/Working Papers will typically be short (4-10 pages) non-technical documents incorporating text, maps and data in attractive printed and/or digital formats, focusing on key messages and specifically designed and timed to influence important ongoing policy processes. The input for preparing each Policy Brief/Working Papers will be elaborated by the ESPON EGTC gathering from the outputs produced under SO1, SO2 and SO3 together with wider analytical research undertaken in-house by ESPON EGTC staff from other external sources.</p> <p>The key results achieved from upgraded knowledge transfer and use of analytical user support shall be to:</p> <ul style="list-style-type: none"> <li>• Improve the uptake and use of ESPON 2020 results in relevant policy processes, in particular at European and intergovernmental levels such as EU Presidencies, DG Regional and Urban Policy, other sector DG's, European Parliament committees, Committee of the Regions, etc.</li> </ul> <p>Target Groups</p> <p>The main target groups to be addressed by the ESPON EGTC under SO2 activities shall be as follows:</p> <ul style="list-style-type: none"> <li>• Policymakers at European, national, regional and local level as well as authorities implementing European Funding programmes.</li> </ul> <p>In particular, it is expected that EU Presidencies and European policymakers will become a special target group for Policy Briefs/Working Papers.</p> <p>Likewise, it is expected that EU Presidencies and European policymakers will become a special target group for Policy Briefs/Working Papers. The ESPON EGTC's proposals for how the outputs of SO2 activities shall be disseminated to ensure a significant impact in policy development</p>

processes is fully elaborated in the Outreach Strategy (see C.5). The results indicator target is to increase the number of potential users within these target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support by 15-25% over the baseline.

2,359 / 7,500 characters

Output indicator

OI03

Number of thematic focus papers

31 / 7,500 characters

Result indicator

RI02 Number of potential users in selected target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support

Result indicator name

RI02 Number of potential users in selected target groups affirming they are satisfied with ESPON knowledge transfer and analytical user support

Activities

Number	Name	Description
C.2.2.2.a	Thematic papers (Policy Briefs & Working Papers) 48 / 500 characters	<p>As a new innovation of the Operation, the ESPON EGTC, with its enhanced in-house staff and scientific resources (see D.1), shall seek to continue its development as an authoritative voice on European territorial evidence and to more actively track and engage with policy processes in order to promptly deliver relevant territorial and analytical evidence to selected policy processes, priorities of EU Presidencies and current debates related to territorial development and cohesion policy.</p> <p>It is proposed to produce forty-five (45) Policy Briefs over the lifetime of the programme – approximately 7 per year. These will be short non-technical documents of 4-10 pages in order to allow for flexibility and comply with the Operation Specification. The length of each Policy Brief shall be considered and the quality and meaningfulness maintained at a very high level. Policy Briefs shall incorporate text, maps and analytical data in attractive printed and/or digital formats, incorporating key messages and specifically designed to inform and influence policy. The input for preparing each Policy Brief shall be gathered from the outputs produced under SO1, SO2 and SO3 together with wider analytical research undertaken in-house by EGTC staff from other external sources. Each Policy Brief may, as required, be based on a longer background Working Paper which shall be made available for download on the ESPON website by interested stakeholders and widely disseminated via the Outreach Strategy (see SO4 &amp; C5). Policy Briefs/Working papers shall be prepared in-house by ESPON EGTC staff. However, specialist input from external expertise may be procured, as needed, via call for tender and service contracts to assist in the preparation. The requirement for the procurement of external expertise shall be based on the operational requirements of the ESPON EGTC and shall, where possible, be indicated in each AWP.</p> <p>Policy Briefs/Working Papers will be progressed on the initiative of the ESPON EGTC following interest expressed from stakeholders. As part of the preparation of each AWP, the ESPON EGTC shall widely canvass the views of stakeholders to determine the key thematic areas which should be examined. The consultation with the MC prior to the proposal of an AWP shall also gather the demand from the MC and EC level. A prospective list of Policy Briefs/Working Papers shall be included in each AWP which are proposed to be carried through, in so far as they are known, for each year. Moreover, demands from institutions, bodies and organisations at EU level will be considered.</p> <p>In selecting among requests for Policy Briefs/Working Papers to be progressed as part of each AWP, the ESPON EGTC shall apply the following selection criteria:</p> <ul style="list-style-type: none"> <li>• Relevance for key policy debates at EU level relating to, for example, Cohesion Policy, the Europe 2020 Strategy, the Territorial Agenda 2020 etc.</li> <li>• Relation to territorial development policy priorities of current and forthcoming EU Presidencies.</li> <li>• Availability of data and evidence, including outputs from SO1, SO2, SO3 activities.</li> </ul> <p>In situations where the AWP does not include specification of all Policy Briefs/Working papers envisaged for the year, the ESPON EGTC shall use its flexibility to feed the best possible into policy processes and shall inform the MC retrospectively, by way of each Activity Report, on the progress on implementing this activity, including how requests for ad hoc Policy Briefs/Working Papers were treated.</p> <p>For additional ad hoc queries, stakeholders can contact the ESPON EGTC at any time via a designated contact email address. Requests shall be evaluated based on the selection criteria outlined above and on a 'first come first served' basis subject to the resources available to the ESPON EGTC. All requests received, and how the ESPON EGTC evaluated them, will be included in the subsequent Progress Report.</p>

3,910 / 15,000 characters

**Specific objective**

SO3: Improved territorial observation and tools for territorial analyses

**Description**

There are three types of actions proposed under SO3: (a) undertake territorial observation/reporting; (b) develop tools for territorial analysis; and (c) stimulate use of tools.

For all activities proposed under each action of SO3, consideration will be given as to whether a PST should be established to give policy advice on the implementation of specific activities during the course of the preparation of each AWP.

420 / 7,500 characters

**C.2.3.1**

Territorial observation/ reporting

**Type of action**

Territorial observation/ reporting

34 / 7,500 characters

**Description**

Territorial Observation & Reporting: Activities proposed under this action will include the publication of three (3) major territorial observation reports at key junctures in the programming period in order to influence important policy processes.

The key results achieved from the improved territorial observation for territorial analyses shall be:

- Continuous time-series information at European level on territorial dynamics related to policy orientations, including consistent monitoring of the EU territory in respect of a range of policy relevant topics.
- Improved territorial monitoring of macro-regional and transnational territories based on a further developed European monitoring system and customised to European macro-regions upon demand.

**Target Groups**

The main target groups to be addressed by the ESPON EGTC under SO3 activities shall be as follows:

- European, national, regional and local public authorities as well as authorities implementing European funding programmes for regions, cross-border and transnational areas (including macro-regions) e.g. DG for Regional and Urban Policy, European Parliament committees, Committee of the Regions, JRC, EEA, European Presidencies, national ministries and regional authorities with responsibility for territorial development and cohesion, spatial strategies etc

The results indicator target is to increase the number of potential users within these target groups affirming the use of ESPON territorial observations and tools for territorial analyses in policy and programming processes by 15-25% over the baseline.

1,593 / 7,500 characters

**Output indicator**

OI07

Number of Territorial Observations/Reports

42 / 7,500 characters

**Result indicator**

RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes

**Result indicator name**

RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes

**Activities**

Number	Name	Description
	<p>Territorial Observations &amp; Reporting</p> <p>36 / 500 characters</p>	<p>It is essential that the ESPON EGTC produces high-quality and relevant territorial indicators, data and evidence at key moments in major EU policy processes to bolster its standing as a reliable, relevant and authoritative platform for territorial evidence. The ESPON EGTC therefore proposes to produce three (3) Territorial Observation Reports at the following key milestones in the programme, implemented as follows:</p> <ul style="list-style-type: none"> <li>• 'European Territorial Review' to inform the 'Cohesion Report 2017': By early 2017, the ESPON EGTC shall produce a 'European Territorial Review' focussing on key thematic areas in different European territories designed specifically to report on current territorial trends and dynamics. The purpose of the report shall be to relate to inform and influence the European Commission's 7th Cohesion Report which is currently scheduled for publication in late 2017. It shall also aim at informing and influencing the political discussion around mid-term review of Cohesion Policy and potential policy priorities after 2020. The ESPON EGTC will liaise closely with European Commission DG Regional and Urban Policy to ascertain key evidence needs. The ESPON EGTC will commence preparation of this review in Quarter 2 2016 and it will be implemented by support of an external expertise service contract procured by open EU wide tender procedures following detailed terms of reference prepared by ESPON EGTC staff. In-house ESPON EGTC staff will also actively contribute to the production of the review. The objective shall be to publish this review prior to the holding of a major ESPON conference late 2017 focusing on major European territorial dynamics and prospects in support of the discussion of EU Cohesion Policy (see SO4).</li> <li>• 'State of the European Territory' Report: In 2019, the ESPON EGTC will produce a major 'State of the European Territory' report designed to impact on the debate for Cohesion Policy post-2020 and the strategic considerations of priorities/themes for</li> </ul>

Number	Name	Description
C.2.3.1.a		<p>future programmes. This report will draw upon the outputs and territorial evidence produced under SO1, SO2 and SO3 at that stage in the implementation of the Operation. The ESPON EGTC will commence preparation of this report during 2018 and it will be implemented by support of an external expertise service contract procured by open EU wide tender procedures following detailed terms of reference prepared by ESPON EGTC staff. In-house ESPON EGTC staff shall also actively contribute to the production of the review. The objective shall be to publish this report prior to the holding of a major ESPON conference on Cohesion Policy during 2019 (see SO4).</p> <ul style="list-style-type: none"> <li>• 'Territorial Atlas of Europe 2020 - 2050': In 2021, the ESPON EGTC will publish a 'Territorial Atlas of Europe 2020 - 2050' as a resource for policymakers on the achievements made in implementing the Europe 2020 Strategy, and subsequent reviews, and with a key future-orientated focus looking to the future of the EU territory, regions and urban centres beyond 2020. The ESPON EGTC will commence preparation of this report during 2020 and it will be implemented by support of external expertise service contract procured by open EU wide tender procedures following detailed terms of reference prepared by ESPON EGTC staff. In-house ESPON EGTC staff will also actively contribute to the production of the atlas.</li> </ul> <p>In order to ensure the contracting of highly qualified service providers for all required external expertise in respect of Territorial Observations &amp; Reporting, comprehensive terms of reference shall be developed by the ESPON EGTC for each service contract. The transparent and fair selection criteria used to evaluate applicants during the procurement procedure will ensure that the selected service providers have appropriate capacities to guarantee continuous and satisfactory performance throughout the envisaged lifetime of the contract. The timely arrival of high-quality deliveries will be ensured through sound and efficient project and financial management (see D.2). In order to ensure the most qualified, suitable and appropriate researchers and experts in the field are contracted, key award criteria will be applied in the assessment of all tender offers received adapted to each tender subject. Tenders will therefore have to prove that they possess the multidisciplinary skills and pan-European/transnational knowledge required to implement the services as per the selection criteria.</p> <p>The winning bidder will be identified by strictly applying the published award criteria assessing the most economic advantageous tender and the best value for money as a balance between price and quality.</p> <p>The quality offered will be evaluated on the technical specification according to criteria such as:</p> <ul style="list-style-type: none"> <li>- Understanding the context and series (e.g. concepts, methodologies and research issues)</li> <li>- Quality and appropriateness of the methodology proposed.</li> <li>- Organisation, planning and management of the contract</li> </ul> <p>Criteria will include weighting and thresholds for each criterion to ensure a minimum quality and will be tailored to the services requested.</p> <p>The results of the qualitative evaluation of the bids will be then weighted with the price according to a formula specified in each terms of reference.</p> <p style="text-align: right;">5,294 / 15,000 characters</p>

C.2.3.2	Tools for territorial analyses
Type of action	Tools for territorial analyses 30 / 7,500 characters
Description	<p>Develop Tools for Territorial Analysis: Activities proposed under this action will include the creation and/or update of at-least eight (8) interactive online tools and develop an interactive suite of user-friendly analytical resources (ESPON 'Toolbox') to assist policymakers, practitioners and experts in freely accessing and interrogating territorial indicators and data.</p> <p>The key results achieved from the tools for territorial analyses shall be:</p> <ul style="list-style-type: none"> <li>• An improved ESPON MapKit to enhance the visibility of smaller countries, such as small countries and island territories and states</li> <li>• Improved, coherent and reviewed set of tools for territorial analyses offering better targeted user support to analyses aimed at all governance levels and to ESI Funding programmes, such as user friendly interactive online maps and databases</li> </ul> <p>Target Groups</p> <p>The main target groups to be addressed by the ESPON EGTC under SO3 activities shall be as follows:</p> <ul style="list-style-type: none"> <li>• European, national, regional and local public authorities as well as authorities implementing European funding programmes for regions, cross-border and transnational areas (including macro-regions) e.g. experts and analysts of DG for Regional and Urban Policy, European Parliament,</li> </ul>

Committee of the Regions, JRC, EEA, EUROSTAT, European Presidencies, national ministries and regional authorities with responsibility for preparing for decisions on territorial development and spatial strategies etc.

Due to the online access to the ESPON database and other tools, which will be publicly available free of charge, all actors in the second tier target group as defined in the ESPON 2020 CP, and even the wider public and the private sector, will be able to benefit directly from the activities.

The results indicator target is to increase the number of potential users within these target groups affirming the use of ESPON territorial observations and tools for territorial analyses in policy and programming processes by 15-25% over the baseline.

2,010 / 7,500 characters

Output indicator

OI04

Number of ESPON tools maintained and created

44 / 7,500 characters

Result indicator

RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes

Result indicator name

RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes

Activities

Number	Name	Description
C.2.3.2.a	<p>Develop Tools for Territorial Analysis</p> <p>38 / 500 characters</p>	<p>The development of an integrated suite of user-friendly and interactive web-tools (ESPON 'Toolbox') to assist policymakers in freely accessing and interrogating key territorial data and to monitor the dynamics of the European territory, regions and urban centres has been a major innovation of the ESPON 2013 programme (see <a href="http://www.espon.eu/main/Menu_ToolsandMaps">www.espon.eu/main/Menu_ToolsandMaps</a>). Online interactive mapping, rather than the production of static maps, is current best-practice with major advances in technology assisting usefulness for policymakers. It is therefore proposed that the ESPON EGTC will continue to innovate and create/maintain at least eight (8) tools through continued development of the ESPON 'Toolbox' as a cutting-edge suite of online interactive resources for territorial analysis, and implemented as follows:</p> <ul style="list-style-type: none"> <li>• The ESPON Database will continue to be developed as an up-to-date, reliable and user-friendly online platform with accurate time-series data and indicators at as fine-grain geographical detail as possible. The core objective for the ESPON Database shall be to provide the analytical infrastructure for all actions/activities carried out under SO1, SO2 and SO3. It will also serve as a repository for indicators and data collected during the implementation of the Operation. It is therefore proposed to contract external expertise to manage and maintain a regularly updated and reliable ESPON Database procured as service via an open EU wide tender procedure. For procedural reasons, this service contract is likely to take the form of two (2) three-year contracts over the duration of the Operation, each with a possibility for a one-year extension. It is considered important to ensure the contracting of the ESPON Database at an early stage of the Operation as one of the basic infrastructures. Detailed terms of reference for this service contract will therefore be developed by ESPON EGTC during Quarter 3 2015 with a view to launching implementation in Quarter 4 2015 or Quarter 1 of 2016. Efficient management of the service contract will be ensured by the recruited in-house specialist IT staff resources within the ESPON EGTC (see D.1).</li> <li>• Further high-quality indicator development, innovative data solutions, tools for territorial benchmarking and monitoring and user-friendly GIS map interfaces shall be developed and/or existing tools will be updated. These activities shall be progressed following a comprehensive review of existing online tools developed under the ESPON 2013 programme to consider: (1) the continuation of useful tools (2) the winding up of less useful tools, and (3) a coherent and integrated approach to new tool development and/or improvement. This review will be carried out initially through an in-depth survey of stakeholders carried out by ESPON EGTC staff. The survey will be launched in Quarter 2 or 3 of 2016 in order to allow sufficient opportunity for extensive outreach efforts and for stakeholders to become familiar with tools which have been developed towards the end of the ESPON 2013 programme. As part of the survey, the ESPON EGTC will canvass the opinions and input of other relevant EU institutions (e.g. Eurostat, EEA, JRC, EIB etc) in order to ensure ESPON tools are fully compatible and complementary with best-practice European standards and operability. Following the completion of the survey, external expertise service contracts will be launched during 2017 to reorganise and revamp the ESPON 'Toolbox' as a cutting-edge integrated platform taking account of all the feedback received.</li> </ul> <p>It is foreseen that new interactive tools and/or updates of existing tools and data updates (e.g. MapKits, macro-regional monitoring tools, indicator development etc) will be progressed throughout the Operation in order to consistently innovate the quality and enhance the offer of ESPON services to stakeholders. Each AWP will set out precisely the tools which will be developed for each given year of the programme and how they will be implemented. The results of the review described above, the priorities of forthcoming EU Presidencies and current policy demands will all be key considerations in determining the updates and tools to be progressed in each AWP.</p> <p>In order to ensure the contracting of highly qualified service providers for all required external expertise in respect of Tools for Territorial Analysis, comprehensive terms of</p>

Number	Name	Description
		<p>reference shall be developed by the ESPON EGTC for each service contract. The transparent and fair selection criteria used to evaluate applicants during the procurement procedure will ensure that the selected service providers have appropriate capacities to guarantee continuous and satisfactory performance throughout the envisaged lifetime of the contract. The timely arrival of high-quality deliveries will be ensured through sound and efficient project and financial management (see D.2). In order to ensure the most qualified, suitable and appropriate researchers and experts in the field are contracted, key award criteria will be applied in the assessment of all tender offers received adapted to each tender subject. Tenders will therefore have to prove that they possess the multidisciplinary skills, and pan-European/transnational knowledge required to implement the services as per the selection criteria (including, where relevant, reference to macro-regional strategies).</p> <p>The winning bidder will be identified by strictly applying the published award criteria assessing the most economic advantageous tender and the best value for money as a balance between price and quality.</p> <p>The quality offered will be evaluated on the technical specification according to criteria such as:</p> <ul style="list-style-type: none"> <li>- Understanding the context and series (e.g. concepts, methodologies and research issues)</li> <li>- Quality and appropriateness of the methodology proposed.</li> <li>- Organisation, planning and management of the contract</li> </ul> <p>Criteria will include weighting and thresholds for each criterion to ensure a minimum quality and will be tailored to the services requested.</p> <p>The Project Support Teams will be involved in the definition of the specific tender related criteria, when setup. The results of the qualitative evaluation of the bids will be then weighted with the price according to a formula specified in each terms of reference.</p> <p style="text-align: right;">6,330 / 15,000 characters</p>

<b>C.2.3.3</b>	Stimulate the use of tools
<b>Type of action</b>	Stimulate the use of tools <span style="float: right;">26 / 7,500 characters</span>
<b>Description</b>	<p>Stimulate Use of Tools: Activities proposed under this action will include technical support, training and promotion of ESPON online tools.</p> <p>The key results achieved from stimulating the use of tools for territorial analyses shall be:</p> <ul style="list-style-type: none"> <li>• Systematic promotion and application of the tools, such as the ESPON Database, TIA tools, etc towards target groups.</li> <li>• Better uptake of ESPON data, indicators and maps in policy processes and documents, e.g. EC Cohesion Reports, etc..</li> <li>• Stronger inclusion of a territorial dimension at all levels and policy sectors e.g. in transnational, national, regional territorial development strategies, etc.</li> </ul> <p>Target Groups</p> <p>The main target groups to be addressed by the ESPON EGTC under SO3 activities shall be as follows:</p> <ul style="list-style-type: none"> <li>• European, national, regional and local public authorities as well as authorities implementing European funding programmes for regions, cross-border and transnational areas (including macro-regions), e.g. DG for Regional and Urban Policy, Committee of the Regions, JRC, EEA, European Presidencies, national ministries and regional authorities with responsibility for territorial development and spatial strategies etc, in particular experts and analysts working for these authorities.</li> </ul> <p>Due to the online access to the ESPON database and other tools, which will be publicly available free of charge, all actors in the second tier target group as defined in the ESPON 2020 CP, and even the wider public and the private sector, will be able to benefit directly from the activities.</p> <p>The ESPON EGTC's proposals for how the outputs of SO3 activities shall be disseminated to ensure a significant impact in policy development processes is fully elaborated in the Outreach Strategy (see C.5). The results indicator target is to increase the number of potential users within these target groups affirming the use of ESPON territorial observations and tools for territorial analyses in policy and programming processes by 15-25% over the baseline.</p> <p style="text-align: right;">2,009 / 7,500 characters</p>
<b>Output indicator</b>	<p>OI08 N/A</p> <p style="text-align: right;">3 / 7,500 characters</p>
<b>Result indicator</b>	RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes
<b>Result indicator name</b>	RI03 Number of potential users in selected target groups affirming use of ESPON territorial observations and tools for territorial analyses in policy and programming processes



Activities	Number	Name	Description
	C.2.3.3.a	<div style="border: 1px solid black; padding: 2px;">Stimulate use of tools</div> <p style="text-align: right; margin: 0;">22 / 500 characters</p>	<p>A key objective of the ESPON EGTC will be to stimulate the use of the ESPON 'Toolbox' by stakeholders in policy development processes through technical support, training and promotion. Promoting the use of tools will be particularly important during 2015/2016 as part of the review process scheduled for 2016. This will ensure that stakeholders are sufficiently familiar with the ESPON 'Toolbox' in order to usefully provide feedback to the review process. The promotion of the ESPON 'Toolbox' will be carried through in close cooperation with activities proposed under SO4 and include:</p> <ul style="list-style-type: none"> <li>• Information Sheets for all tools and the ESPON 'Toolbox' which will be produced by ESPON EGTC staff and made available for download on the ESPON EGTC website. This will be accompanied by an in-house reorganisation of the current ESPON 'Toolbox' as part of the development of the new ESPON EGTC website.</li> <li>• Ongoing workshops/training on tools, such as webinars which will be regularly offered by ESPON EGTC staff, as required. It is proposed to have at least one training webinar/seminar during 2015/2016. It is also proposed to have further regular webinars, as required, throughout the Operation which will be detailed in advance as part of each AWP to the extent possible. Moreover, support in the use of tools at external workshops can be offered, if requested, such as facilitation related to the use of TIA tools (including external expertise if required).</li> <li>• Technical support on tools to all interested will also be continuously offered by ESPON EGTC staff. This will be facilitated via a special online enquiry form/dialogue box on the new ESPON EGTC website which will provide the opportunity for rapid response to technical queries.</li> </ul> <p style="text-align: right; margin: 0;">1,734 / 15,000 characters</p>

**C.2.4 Specific Objective**

<b>Specific objective</b>	SO4: Wider outreach and uptake of territorial evidence
<b>Description</b>	<p>There are two types of actions proposed under SO4: (a) hold events; and (b) produce publications.</p> <p>Outreach, capitalisation, communication and promotion will be a major priority of the Operation in order to: (i) stimulate interest in European territorial evidence; (ii) the widest possible use in practice of ESPON outputs; and (iii) to drive further demand from new and existing stakeholders. A critical success factor in achieving these goals lies in the ESPON EGTC's ability to establish itself as an authoritative and relevant voice with regards to high-quality pan-European territorial evidence production. This will be achieved through high-quality and outputs, correctly timed and a comprehensive Outreach Strategy for the entire programming period. The Outreach Strategy details a range of coordinated, effective and targeted activities which will promptly deliver evidence to the policy sphere. In order to ensure persistent innovation, maximise impact and reduce costs, the Outreach Strategy will have a very strong digital orientation. Moreover the ESPON EGTC will increase its internal capacity to address media and communicate efficient and convincing by engaging a press officer/journalist by beginning of 2016 (see D.1).</p> <p>Where relevant, outreach activities will be undertaken in close cooperation with the ECP network, who could act as key outreach support bridging to agents at the national and sub-national scales. The ESPON EGTC shall attend ECP meetings organised by the MA, foreseen up to twice per year, to assist in coordinating ESPON outreach activities. ESPON EGTC staff will also actively participate in events organised by other programmes and organisations. The events to be attended (in so far as they are known) by the ESPON EGTC will be described in the AWP for each given year. ESPON EGTC staff costs for travel to external events will be accommodated via the travel budget line. ECP institutions in each Member and Partner State are envisaged to support the ESPON EGTC with advice when organisation and hosting of local events at national and sub-national level and through the provision of publications, content support, etc.</p> <p>The outreach activities 2015-2022 will be based on an efficient and modern Outreach Strategy that can support a high level of transfer and uptake of territorial evidence in policy development (see C.5).</p> <p style="text-align: right; margin: 0;">2,368 / 7,500 characters</p>

C.2.4.1	Events
<b>Type of action</b>	Events
<b>Description</b>	<p>Hold Events: Activities proposed under this action will include: (i) the organisation of twenty-four (24) European outreach events by the ESPON EGTC, including, conferences, workshops and seminars, to capitalise ESPON outputs and results; (ii) the implementation of one (1) transnational outreach project (implemented by way of two separate service contracts) to organise ten (10) activities per annum across Europe, supported by ancillary promotional material (including partly in national languages). (Note: The combination of in-house European outreach activities and external expertise will achieve the target output indicator of forty (40) outreach events.)</p> <p>The key results to be achieved from outreach events shall be:</p> <ul style="list-style-type: none"> <li>• Higher level of outreach to a larger group of potential users of European territorial evidence, partly supported by exploring complementarities with the other pan-European European Funding programmes (e.g. URBACT, INTERACT and INTERREG EUROPE).</li> <li>• Greater presence and impact of a territorial dimension based on territorial evidence and arguments, in policy debates at European, transnational and national levels e.g. DG Regional and Urban Policy, European Presidencies, etc</li> <li>• Increased reach of policymakers, practitioners, stakeholders, researchers, experts and citizens, and building capacity at transnational, national,</li> </ul> <p style="text-align: right; margin: 0;">6 / 7,500 characters</p>

regional and local level supported by strong cooperation with the ECP Network.

**Target Groups**

The main target groups to be addressed by the ESPON EGTC events shall be as follows:

- National, regional and local policy makers and public authorities e.g. ministries and regional authorities with responsibility for territorial development and spatial strategies.
- European policy makers, EU Presidencies, European Institutions and European Funding programmes (including macro-regions), including the Committee of the Regions, URBACT, INTERACT, EEA etc
- Organisations, practitioners, policy officers and planners, such as within programme bodies as well as regional and local authorities
- University academics, scientists, researchers and students.
- Wider public and the private sector

For more details on outputs and envisaged impacts please consult the Outreach Strategy (see C.5).

The results indicator target is to increase the number of potential users within these target groups participating at ESPON events by 15-25% over the baseline.

2,418 / 7,500 characters

**Output indicator**

OI05

Number of ESPON outreach events

31 / 7,500 characters

**Result indicator**

RI04 Number of potential users within selected target groups participating at ESPON events

**Result indicator name**

RI04 Number of potential users within selected target groups participating at ESPON events

**Activities**

Number	Name	Description
C.2.4.1.a	<p>European Outreach Events</p> <p>24 / 500 characters</p>	<p>It is proposed that twenty-four (24) outreach events (typically three (3) per year) will be organised directly by the ESPON EGTC. Outreach events will be especially timed for key policy defined moments during the Operation in order to maximise the impact of ESPON outputs and coordinated with ongoing important policy development processes. It is typically proposed to hold two seminars each calendar year (May/June and November/December) following the sequence of and co-hosted by EU Presidencies. Normally a further larger workshop or seminar will also be organised annually, generally in Brussels, depending on key ongoing policy processes. One of these events will be devoted to a scientific seminar, probably in 2018.</p> <p>All events will be structured so as to ensure the maximum active participation of stakeholders and experts using innovative interactive settings. Shorter and more concise formats will be used with more time allocated for discussion. Events will also be widely advertised amongst stakeholders, experts and the general public via direct emailing, the ECP network and social media, and will include web-streaming in order to maximise attendance and impact. Specialist ESPON EGTC staff with respect to public relations will actively promote events. Ad hoc webinars on territorial evidence themes, as foreseen for the training on tools as described under SO3, will be organised as adequate and required. The precise nature, scope and timing of annual events will be further elaborated in each AWP to be approved by the MC. However, the following key events are foreseen to correspond with key milestones in the Operation:</p> <ul style="list-style-type: none"> <li>• In 2017, following the publication of the 'European Territorial Review' (see SO3), it is proposed to host one major high-level conference in Brussels related to the topics of the 7th Cohesion Report and potential policy priorities after 2020. This event will be primarily aim at presenting and discussing territorial dimensions and inform and influence the political process by current territorial trends, dynamics, impacts and potential responses through Cohesion Policy.</li> <li>• In 2018, it is proposed to host an academic/scientific seminar in Luxembourg, principally aimed at the academic and scientific communities.</li> <li>• In 2019, it is proposed to host one major high-level conference in Brussels to look ahead to Cohesion Policy post-2020, harnessing all of the territorial evidence produced by the ESPON 2020 programme up to that point, including futures research. The conference will be timed in order to make use of the 'State of the European Territory' report previewed to be published in 2019 (see SO3).</li> </ul> <p>If appropriate, and where possible events will be held jointly with (and/or include the participation of) other EU and national level institutions, programmes and other organisations to maximise synergies, promote integration and share knowledge. The procurement of venues, catering, events supporting services and ancillary costs for events organised by the ESPON EGTC will be contracted through open EU wide tendering procedures.</p>

3,095 / 15,000 characters

Number	Name	Description
C.2.4.1.b	<p>Transnational Outreach Project</p> <p>30 / 500 characters</p>	<p>The ESPON EGTC will launch a call for tender for a three-year service contract (with a possibility for a one-year extension) twice during the Operation for transnational outreach activities to boost the awareness and use of European territorial evidence and ensure the organisation and hosting of transnational/national events around Europe and the production of ancillary publications. (Note: For operational reasons, this project will take the form of two three-year service contracts over the duration of the programme but will be counted as one (1) activity for the purposes of the Operation).</p> <p>The clear objective of this activity shall be to fully harness local, regional and national knowledge and make a major push in all parts of Europe to more consistently and effectively promote ESPON knowledge to policy makers, practitioners and experts at trans-national, national and sub-national scales.</p> <p>The initial call for tenders will be launched in Quarter 1 2016 and will seek a consortium of appropriate and experienced institutions/organisations with the widest possible pan-European coverage to assist in organising creative outreach events and for the production of ancillary short-format publications, including the use of official national languages to maximise dissemination opportunities. Detailed terms of reference shall be prepared by ESPON EGTC staff and shall require a single lead partner to coordinate and manage overall project implementation based on a common strategy closely coordinated with the overall Outreach Strategy (see C.5) and focussed on specific territorial contexts. At a minimum the service contract will be required to organise at least ten (10) outreach activities per year. These may include workshops, seminars or conferences and shall be supported by media activities and short format publications and promotional material, including relevant translation. The terms of reference for the service contract will ensure a geographical coverage and set-up will be inspired by the 'ESPONontheRoad' project which was successfully carried through during the ESPON 2013 programme. It is anticipated that project implementation will commence in Quarter 2 or 3 of 2016.</p> <p>The Transnational Outreach Project will be implemented by the ESPON EGTC by way of an external expertise service contract of highly qualified service providers procured via an open EU wide tendering procedure. Comprehensive terms of reference shall be developed by the ESPON EGTC for the service contract. The transparent and fair selection criteria used to evaluate applicants during the procurement procedure will ensure that the selected service provider has appropriate capacities to guarantee continuous and satisfactory performance throughout the envisaged lifetime of the contract. The timely arrival of high-quality deliveries will be ensured through sound and efficient project and financial management (see D.2). In order to ensure the most qualified, suitable and appropriate researchers and experts in the field are contracted, key award criteria will be applied in the assessment of all tender offers received. Tenders will therefore have to prove that they possess the multidisciplinary and technical skills, and pan-European/transnational knowledge required to implement the service as per the selection criteria (including, where relevant, reference to macro-regional strategies).</p> <p>The winning bidder will be identified by strictly applying the published award criteria assessing the most economic advantageous tender and the best value for money as a balance between price and quality.</p> <p>The quality offered will be evaluated on the technical specification according to criteria such as:</p> <ul style="list-style-type: none"> <li>- Understanding the context and series (e.g. concepts, methodologies and research issues)</li> <li>- Quality and appropriateness of the methodology proposed.</li> <li>- Organisation, planning and management of the contract Criteria will include weighting and thresholds for each criterion to ensure a minimum quality.</li> </ul> <p>The Project Support Teams will be involved in the definition of the specific tender related criteria, when setup.</p> <p>The results of the qualitative evaluation of the bids will be then weighted with the price according to a formula specified in the terms of reference.</p> <p style="text-align: right;">4,293 / 15,000 characters</p>

C.2.4.2	Publications
Type of action	Publications
Description	Produce Publications: Activities proposed under this action will include:

12 / 7,500 characters

- (i) the contracting of printing, layout and editorial services for publications, and
- (ii) digital tools revamping existing and ensuring cutting-edge communication and media tools.

The ESPON EGTC shall publish at least twenty (20) publications during the Operation. This will be achieved through a mix of in-house activities and external expertise service contracts.

The key results to be achieved from outreach publications shall be:

- Greater presence and impact, with territorial evidence and arguments, in policy debates at European, transnational and national levels.
- Better understanding and uptake of ESPON 2020 Operation results based on clear, understandable communication towards clearly defined target groups.

Target Groups

The main target groups to be addressed by the ESPON EGTC publications shall be as follows:

- National, regional and local policy makers and public authorities e.g. ministries and regional authorities with responsibility for territorial development and spatial strategies.
- European policy makers, EU Presidencies, European Institutions and European funding programmes (including macro-regions) including the DG Regional and Urban policy, the European Parliament, Committee of the Regions, URBACT, INTERACT, etc
- Organisations, practitioners, policy officers and planners such as within regional and local authorities
- University academics, scientists, researchers and students, including the EEA and JRC.
- Wider public and the private sector.

For more details on outputs and envisaged impacts please consult the Outreach Strategy (see C.5).

The results indicator target is to increase the number of potential users within these target groups making use of ESPON publications by 15-25% over the baseline.

1,847 / 7,500 characters

Output indicator OI06 Number of ESPON outreach publications

37 / 7,500 characters

Result indicator RI05 Number of potential users within selected target groups making use of ESPON publications

Result indicator name RI05 Number of potential users within selected target groups making use of ESPON publications

Activities

Number	Name	Description
C.2.4.2.a	Publication Printing, Layout and Digital Publishing 51 / 500 characters	The activities proposed under each SO will yield an extensive volume of new territorial evidence and knowledge which need to be communicated through short and easy-to-read and user-friendly publications and promotional material (both physical and digital formats). It is proposed as mentioned under SO2 and SO3 to produce at least forty-five (45) Policy Briefs/Working Papers (SO2) and three (3) longer Territorial observation Reports (SO3) which will be published in printed format. Additional promotional material, event programmes and other short format publications will also be required. It is also proposed that online publications will have a standard format, layout and corporate identity. It is therefore proposed to procure external services to support the preparation of printed and digital publications (i.e. graphic design, layout, printing etc) which will be contracted by way of an open EU wide tendering procedure. This may involve a number of individual service contracts, as required. 1,002 / 15,000 characters
C.2.4.2.b	Digital Tools 13 / 500 characters	A comprehensive digital strategy has been developed as part of the Outreach Strategy (see C.5) to include the extensive use of web-based communication, social media, e-books, videos, webinars, e-learning web-streaming, e-mail campaigns/newsletters. This will require the re-design and configuration of an entirely new ESPON website to act as a platform for digital communication. Digital services (to include web-streaming, e-mailing marketing, multimedia) will be implemented by way of external expertise service contracts procured by way of open EU wide tendering procedures and supported by specialist in-house EGTC staff. This may require a number of individual service contracts, as required, including cutting edge web design capacity to ensure a web presence of high quality and impact. 793 / 15,000 characters

Outputs

Specific Objective	Type of Action	Output Indicator	Measurement Unit	Quantification (target)
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SO1	<ul style="list-style-type: none"> <li>European wide, comparable information and evidence on territorial potentials and challenges focusing on opportunities for success for the development of regions and cities</li> </ul>	OI01	Number of applied research outputs	Number	22.0000
SO2	<ul style="list-style-type: none"> <li>Targeted analyses</li> </ul>	OI02	Number of targeted analysis	Number	25.0000
SO2	<ul style="list-style-type: none"> <li>Thematic papers, on specific thematic areas in response to stakeholder demand</li> </ul>	OI03	Number of thematic focus papers	Number	45.0000
SO3	<ul style="list-style-type: none"> <li>Tools for territorial analyses</li> </ul>	OI04	Number of ESPON tools maintained and created	Number	8.0000
SO4	<ul style="list-style-type: none"> <li>Events</li> </ul>	OI05	Number of ESPON outreach events	Number	40.0000
SO4	<ul style="list-style-type: none"> <li>Publications</li> </ul>	OI06	Number of ESPON outreach publications	Number	20.0000
SO3	<ul style="list-style-type: none"> <li>Territorial observation/ reporting</li> </ul>	OI07	Number of Territorial Observations/Reports	Number	3.0000
SO3	<ul style="list-style-type: none"> <li>Stimulate the use of tools</li> </ul>	OI08	N/A	N/A	0.0000

### C.3 Expected results by specific objective

Specific Objective	Result indicator	Measurement unit	Baseline value	Target value (target)
SO1	Result indicator 1	% change	0	15
SO2	Result indicator 2	% change	0	15
SO3	Result indicator 3	% change	0	15
SO4	Result indicator 4	% change	0	15
SO4	Result indicator 5	% change	0	15

### C.4 Performance Framework

Indicator Type	ID	Indicator / Implementation Step	Measurement Unit	Milestone for 2018	Final target 2023
F	FI01	Absorption of Priority Axis 1 Programme Budget	Euro	18,530,000.00	45,758,109.00
I	OI01	Number of applied research outputs produced under SO1	Number	14.00	22.00
I	OI02	Number of targeted analysis activities undertaken under SO2	Number	15.00	25.00
I	OI04	Number of ESPON tools maintained and created under SO3	Number	4.00	8.00

### C.5 Outreach Strategy

**Outreach strategy**

**Mission and Aims of the Outreach Strategy**

The overall purpose of ESPON 2020 Outreach Strategy is to provide appropriate, consistent, accurate and timely communications to all interested parties and stakeholders and to the public at large, based on the ESPON EGTC's own evidence-based analyses supported by the wealth of territorial evidence produced within both ESPON 2006 and ESPON 2013 as well as new territorial evidence that will become available with the implementation of ESPON 2020.

The ESPON EGTC will communicate on all themes and topics within its mission and promote the territorial dimension in relevant policy processes, such as the EU 2020 Strategy, EU Cohesion Policy 2014-2020, the Territorial Agenda 2020 as well as other sectoral policies and European funding programmes. The communication will address policy makers and stakeholders on all administrative levels involved in policy development with a territorial dimension in order to bring information and understanding of the larger context and the European perspective.

A critical success factor in achieving this goal lies in ESPON EGTC's ability to establish itself as an authoritative and trusted voice with regard to pan-European, comparable, systematic and reliable territorial evidence.

A main objective of the ESPON EGTC is to contribute to the overall mission of the ESPON 2020 Cooperation Programme and "continue the consolidation of a European Territorial Observatory Network and continue improving the provision and policy use of pan-European, comparable, systematic and reliable territorial evidence".

By providing policy makers and experts with research results, analyses, indicators, data and tools of the highest quality and disseminating such advice and recommendations through effective communication in collaboration with the European Commission, 28 EU Member States, Iceland, Liechtenstein, Norway and Switzerland, the ESPON Managing Authority and interested bodies and stakeholders, the ESPON EGTC will strive to build confidence in the use of territorial evidence in policy development and processing.

The specific overall aims for the outreach activities are as follows:

- Promote the use of European territorial evidence towards a larger group of potential users and enhance a targeted and direct involvement of stakeholders.
- Increase the impact and presence of ESPON territorial evidence and recommendations in policy debates at European, transnational and national levels.
- Ensure relevant and understandable messages and address all topics within its mission enhancing a European territorial dimension at all levels of policy making.
- Engage with policymakers, practitioners, stakeholders at transnational and national level in cooperation with the ECP Network.
- Continue cooperating with academics, scientists and researchers and contributing to the further consolidation of the scientific community in the field of territorial research in Europe.
- Communicate and inform all target groups and the general public about the Single Operation and its achievements in close cooperation with the Managing Authority, as indicated in the MA's Communication Strategy and the Operation Implementation Guidelines.

Territorial evidence resulting from scientific excellence is a prerequisite for the implementation of effective communications by the ESPON EGTC. The quality of the different outputs envisaged including the rapid analytical response to policy demands, are critical to ESPON attaining its outreach and communication objectives.

**Key Objectives of the Outreach Strategy** The key strategic are:

**Better integrate science in policy making**

In developing communications and outreach actions, ESPON seeks to translate scientific evidence into clear, accessible and meaningful messages, addressing the needs of key audiences. The high quality of new territorial evidence, applied research, analyses, data, indicators and tools to be produced during the implementation period will be the main ingredient of the outreach actions. In addition to explaining and "translating" scientific evidence and data, ESPON 2020 communications and outreach activities have also to provide clear advice and recommendation for policy considerations at all levels, from European level to Member States, their regions and cities.

**Quick responses to increased demand for territorial evidence and analyses**

ESPON shall produce short policy-relevant analyses, such as policy briefs, working papers or similar, based on the real needs of its target groups in a timely and responsive manner, being understandable and efficiently communicated. This new type of ESPON support to policy development shall enhance a rapid transfer and uptake of the territorial knowledge and tools produced and will be an important element in the outreach activities.

**Engage closely with old and new key actors at all levels**

In order to reach target groups with pertinent and effective messages and strengthen links and relations with main stakeholders and "ambassadors", EU actors (EU Institutions, EU Presidencies), EU Member States, Partner States, regions and cities, European funding programme authorities, academia and other stakeholders will be involved both in the formulation, development and dissemination of ESPON's territorial evidence in order to ensure that messages address appropriately the needs of its target groups.

The ESPON EGTC will liaise closely with the Monitoring Committee through the Managing Authority and the Project Support Team for Transnational Outreach to facilitate timely and consistent dissemination of messages across the network and to relevant media. The European Commission and other EU bodies such as the Committee of the Regions, will be associated throughout this process. Other important actors and stakeholders that in the previous programming period have been strongly engaged with ESPON will be involved in the development and dissemination of outreach actions.

**Build visibility based on original and high quality content** To build visibility content is king. Original content creates visitors to the website and social media, links, mentions, attendance to events and so on. The quality of ESPON's outputs in terms of reports from applied research projects, targeted analyses and tools along with the production of own analyses to respond to policy demands are critical to the ESPON attaining its outreach and communications objectives.

**Promote European and transnational uptake**

Both the European and the transnational/national level are key strands for the outreach. In particular, the ESPON EGTC will

ensure transnational uptake of results building on experiences from ESPON 2006 and 2013 and engaging external expertise. In order to ensure the highest possible level of impact in relation to national, regional and local policy makers the ESPON Contact Points nominated by EU Member States and Partner States (ECP network) will be a key cooperation partner in advising how best to involve this target group.

Strive for "less is more" in terms of printed material

The volume of printed material has today reached levels where the communication efficiency has decreased compared to earlier. At the same time the use of digital communication has increased and become a common channel for dissemination of information. The need for numerous printed reports and material is therefore less than before and the strategy is to produce less high quality, long reports and more short high quality material, and to use more resources for digital dissemination via the ESPON website. This will include a stronger use of web documents and e-books in the outreach activities.

Go digital and make ESPON more "sociable"

The digital revolution is progressing very fast; online communications in daily life play an ever increasing role.

The Outreach Strategy shall respond to this development by more digital communication activities. The ESPON EGTC will fully engage with a more digital oriented approach, and increasingly address the target groups via digital channels and communication tools like the ESPON Website, Twitter, Youtube, Pinterest, Facebook, Instagram, Blogs and more depending on the use that its target audience make of other social tools.

Reaching the Target Groups The ESPON 2020 Cooperation Programme clearly defines key target groups for receiving and using the ESPON territorial evidence (see the ESPON 2020 CP and OS).

The Outreach Strategy in its implementation will fully comply with the priority of target groups set. In reaching out to the different target groups the following approaches will be used:

One size does not fit all

Given the broadness of the target groups and, as consequence, different levels of awareness, interest in and attitudes towards the use of territorial evidence in policy development, it is neither possible nor desirable for ESPON to seek to address the resulting diverse and multiple information needs of policy makers and experts through a single and unique message disseminated across Europe. Here, more diversified and targeted means of communication will be used to ensure the outreach wanted.

For outreach at transnational/national level the advice and cooperation with the ECP Network will play an important role to define the best means of communication as each ECP has knowledge and relations with national stakeholders. The ECP network shall be involved to make the transnational outreach efficient and to expand communications outreach and understanding of messages by policy makers and experts at translational /national/ level.

Influencing the influencers

Obviously all members of all target groups cannot be covered or captured by ESPON's communications and outreach strategy. It will be necessary to make priorities that ensure outreach to key policy makers and policy arenas and processes. Here it will be important for the ESPON EGTC to focus on providing partners with the information they require and with messages which can be further tailored to meet specific audience needs.

The ESPON EGTC has developed the Outreach Strategy in more detail in a separate document. This document can be made available to the MC upon request.

10,270 / 15,000 characters

## C.6 Activities outside the Programme Area

### Activities outside programme area

No activities or events are currently proposed outside the programme area. However, in the ongoing globalisation it is highly probable that ESPON will be involved or invited to activities outside the programme area. Should a request be received, or should the implementation of the Operation call for this, the ESPON EGTC have made a budget reserve of 10.000 Euro and will administer these as follows:

- Justifying such activities will depend on whether the activity/event (i) will benefit the programme area and (ii) is essential for the implementation of the Operation.
- Relevant requests for financing events or presenting ESPON territorial evidence and tools at events organised by other bodies and organisations located outside the 32 countries participating in ESPON 2020 will as far as the timing allows be included in the AWP and decided by the MC.
- Ad hoc requests for participating in or financing such events will be considered by the Director. If considered justifiable and sufficiently important for ESPON, the Director will consult the MA for acceptance of the participation of the ESPON EGTC. Each Activity Report will inform the MC about event attendance requests and the decision to participate.

In justified cases the ESPON EGTC will ensure to respect the financial management rules of Art. 20 of Regulation (EU) 1299/2013 as described in the OIG.

1,379 / 7,500 characters

Budget outside programme area	10,000.00
ERDF outside the programme area (indicative)	8,177.00
% of total ERDF (indicative)	0.02

## C.7 Durability of the operation outputs and results

**Operation output and result durability**

The outputs and results of the Operation are considered having an inherent lasting effect. The applied research and analytical undertakings related to territorial evidence is gradually building up European territorial knowledge and a community that in line with all academic activity can benefit the societal development and future generations. More concrete, experience on relevant typologies, scenario techniques, impact assessment tools, indicator constructions, data collection for time series etc. all represent durable outputs of the Operation. Also the outreach and events will contribute to the building of European cooperation and mutual understanding.

In terms of keeping the output and results alive after 2022, this is depending of a political decision as the ESPON 2020 Programme is closely connected to and for the majority financed by EU Cohesion Policy. However, the mission for the programme calls for consolidating a European Territorial Evidence Network which is behind the renewal of outputs and the re-organisation of the institutional structure with the establishment of the ESPON EGTC. The Operation will strive to move ESPON in the direction of the programme mission and the ESPON EGTC will seek to perform as a prominent European node for territorial evidence and thereby provide a solid spring board for a durable continuation.

By 2022 the ESPON EGTC will leave a vast improvement of the European territorial evidence base to the 32 countries being the owners of the ESPON 2020 Cooperation Programme. This will include at least the result of 22 Applied Research project; 25 Targeted Analyses; evidence support provided to other European funding programmes; a toolbox with at least 8 tools, upgraded monitoring systems for Europe and macro regions, a database with unique datasets and indicators; a wealth of printed and digital material and a network of policy makers, stakeholders, experts and scientists informed about territorial dynamics, policy impacts and perspectives.

The Operation is programmed to keep this resource operational until the end of 2022 at which moment the financial resources for the Operation will be spent. Hereafter the challenge of a committed continuation taking the next step in consolidating ESPON lies with the MA.

2,282 / 7,500 characters

**C.8 Horizontal principles**

Horizontal principle	Type of contribution	Description of the contribution
<b>Equality between men and women</b>	neutral	The neutral effect of the Operation is due to its very nature of basically ensuring evidence through external expertise found via procurement and open EU wide competition where quality of deliveries will be considered independent of the gender of experts. The ESPON EGTC will apply the principle of equal gender in its recruitment of staff.

340 / 1,000 characters

**C.9 Evaluation**

**Evaluation**

The approved ESPON 2020 CP includes a series of results and output indicators for each of the SOs of Priority Axis 1. The indicators are routed in the intervention logic of the ESPON 2020 CP reflecting the main measurable outcomes expected for each SO. The continuous monitoring and evaluation of the performance of the ESPON EGTC in achieving its objectives is acknowledged to be an essential element of the Operation. The MA has elaborated a detailed Evaluation Plan at programme level which is intended to set out how ongoing evaluations will be organised. The Evaluation Plan devolves certain tasks to the ESPON EGTC in order to ensure the collection of the essential data is available for the MA to meet its obligations.

The ESPON EGTC will by the 30th April each year produce and submit an Evaluation Report to the ESPON 2020 MA which shall be included in the first Activity Report or each year and will include, at a minimum, the following information:

- An introduction outlining the rationale, background, coverage and main approach to the Evaluation Report.
- A detailed review of evaluation activities undertaken during the preceding year and methods used to capture data (e.g. surveys, questionnaires, number of respondents etc) taken together with those of earlier years.
- The results of the evaluation activities vis-à-vis the baseline set in the ESPON 2020 CP and the cumulative progress towards achieving the targets set.
- A commentary on the results of the evaluation process and progress towards achieving targets together with recommendations for future evaluation activities (including any recommended changes to programme management).

For each AWP, the ESPON EGTC will fully set out a list and timetable of planned evaluations for the subsequent year.

A staff member within the ESPON EGTC will be assigned the responsibility for the consistent monitoring of indicators throughout the life cycle of the Operation together with the management and preparation of the Evaluation Reports. A "four eye-principle" will be applied and there will be an internal independent review by other staff before communicating to the MA.

2,157 / 7,500 characters



## Management of the Operation

### D.1 Description of the Single Beneficiary

#### Single beneficiary description

The ESPON EGTC was formally established in Luxembourg on 9 January 2015 by Decree of the Grand Duchy of Luxembourg. The Assembly governing the EGTC includes Luxembourg and Belgium, represented by their three Belgian regions, Brussels Capital, Flanders and Wallonia.

The ESPON EGTC is staffed by experienced staff members from the ESPON Coordination Unit of the ESPON 2013 Programme that was transferred to the ESPON EGTC on 1 July 2015. They include senior experts, experienced in project development and management and in financial and administrative management related to the EU Structural Funds implementation. The large majority of staff have more than 7-8 years length of service related to ESPON and are behind the successful implementation of the former ESPON programmes.

A total of eighteen (18) staff are foreseen to be employed in the ESPON EGTC. The current permanent staff of the ESPON EGTC (as of 28th July 2015) includes the following:

- The Director.
- Six Project Experts, of which five are at senior level.
- One Financial Expert.
- One Senior Office Administrator/Financial Officer.
- One Administrative Officer.

In addition, two temporary assignments are currently in place until 1st September 2015:

- One Temporary Project Expert.
- One Administrative Officer (Half -Time).

By 1st January 2016, one Project Expert specialised in financial management and administration and with coordination experience and one Financial Expert, both senior (by 1 August 2015), who currently are assigned to the ESPON MA to support the closure of the ESPON 2013 Programme, will be transferred to the ESPON EGTC.

In addition, the ESPON EGTC is currently in the process of employing additional staff in accordance with the intentions of the ESPON 2020 CP and in order to fine-tune the capacity and skills of the organisation to meet the requirements of the ESPON EGTC:

- Three new posts as 'Project Expert/Policy and Projects', 'Project Expert/IT and Tools' and as 'Lawyer/European and Luxembourg law' have been advertised Europe wide. The selection process is ongoing and the new staff are expected to be appointed by Quarter 3 2015.
- Two posts as 'Head of Unit', one 'Project Expert/Press Officer (Journalist)' and 'One Administrative Officer' will be published during Quarter 3 or Quarter 4 of 2015 (see D.2).

Once the set-up is complete, the ESPON EGTC is envisaged to include eighteen (18) full time-equivalent permanent staff.

The ESPON EGTC will then include the necessary mix of relevant expertise, skills and capacity to deliver on the innovative elements to be implemented and to act as a legal entity with a substantial responsibility for sound management and administration.

The educational disciplines of staff include economics, regional and urban economy, geography, territorial management, spatial planning, mathematics, communication, modern history, marketing and management. Two staff members carry a PhD. The present thematic competences will become further widened by the recruitment of additional staff as described above.

3,079 / 15,000 characters

### D.2 Management structure

#### Management structure

The 'Organigram' approved by the ESPON EGTC Assembly and organisational structure envisaged for the ESPON EGTC implies that the Director takes the overall responsibility for the Operation supported by two Head of Units (See Annex 1). It is previewed to also assign specific administrative resources to the Director. Two separate but integrated units are proposed which will comprise the ESPON EGTC as follows:

- Administration and Management Unit: This unit shall be responsible for issues related to the Grant Agreement and the activities to be implemented related to the Operation. The tasks include public procurement, budget, human resources, administration and accountancy, legal advice, contracting of staff and activities, office administration as well as the secretarial support to the ESPON EGTC Assembly. This unit is envisaged by Quarter 4 2015/Quarter 1 2016 to include six staff of which one will be Head of Unit with responsibility for operational management of the unit. A key objective of the Administration and Management Unit shall be to contribute to SO5 - the leaner, more effective and efficient implementation provision and proficient programme assistance.
- Evidence and Outreach Unit: This unit shall be responsible for the content and outreach activities related to the Operation and the actions/activities to be implemented under SO 1-4 of the ESPON 2020 Cooperation Programme. The tasks here will include formulation, processing and managing Applied Research projects, Targets Analyses and evidence support, monitoring and tools development and outreach towards the European as well transnational/national levels. This unit will be responsible for maximising the synergy and consistency of the content of the Operation, and in particular for using the in-house ESPON EGTC capacity to deliver rapid analytical responses to policy processes and for the involvement of external senior capacity to ensure scientific quality. This unit will by Quarter 4 2015/Quarter 1 2016 include eleven staff of which one will be Head of Unit with responsibility for operational management of the unit .

For daily management, the Head of Unit shall be responsible for leading and managing the Project Experts dedicated to the Unit. Guidelines for internal procedures at the ESPON EGTC shall be developed and made available for all staff. Both Heads of Unit together with the Director will have regular coordination meetings to ensure that the activities are being implemented in accordance with each AWP and in monitoring progress. At project level, for each activity a Project Experts will be paired with a Financial Expert who will share the responsibility for an impeccable project and contract management as well as deliveries in accordance with the Terms of Reference. This process will be overseen by the Head of Unit and with the input of the in-house lawyer, as required.

During the transition period until end 2015/beginning of 2016, during which time new staff will be recruited and new management structures are being established, the ESPON EGTC will apply the basic principles of the new organisational setup described above in so far as possible and gradually move towards its full implementation. This will be ensured through particular management efforts by the Director as well as substantial support and commitment by the EGTC staff.

In accordance with the Operation Implementation Guidelines, the ESPON EGTC will run a public procurement Quarter 4/ 2015, as soon as the contracting is confirmed, in order to identify the independent controller, compliant with the first level control system set up in Luxembourg, in accordance with Article 125 of Regulation (EU) No 1303/2013 and Article 23 of Regulation (EU) No 1299/2013. The designated First Level Controller of the ESPON EGTC will have to be approved by the Central Approbation Body, appointed by Luxembourg, to check if he/she holds the qualifications required, laid down in the regulatory and national legal frameworks.

The ESPON EGTC will make sure that the FLC will receive the approved version of the Operation Proposal and the Grant Agreement as well as the Operation Implementation Guidelines. The FLC will control the ESPON EGTC in order to provide a guarantee for the programme authorities that costs co-financed under the ESPON 2020 programme are accounted for and claimed in accordance with the legal and financial provisions of the grant agreement, the approved Operation Proposal, the ESPON 2020 programme rules, national rules and EU regulations. Timely submission of each Progress Report to the FLC and then to the MA will be strictly monitored by the ESPON EGTC. Progress Reports will be prepared and finalised by the ESPON EGTC and certified by FLC in accordance to reporting periods defined in the Grant Agreement and to meet the reporting deadlines of 30 April and 31 October every year in order to provide the MA with the necessary information to comply with EC reporting requirements.

As regards reporting procedures, each Progress Report has to be verified and confirmed before submission to the MA by the FLC. The ESPON EGTC will submit each Progress Report via the online monitoring system of the programme, the e-MS (together with the required supporting documents) to the controller in order to have its expenditure validated. The first level controller will verify that the reported activities have taken place and that the delivery of subcontracted supplies, work and goods is in progress or has been completed. In accordance with Regulation (EU) No 1303/2013 Article 125 (5), the FLC verification will be done on the spot, at least once during the implementation of the Single Operation. Once the FLC finalises its control, the ESPON EGTC will submit to the MA, via the online e-MS platform of the programme, the Progress Report, which shall be composed of (1) a Financial Report sections, and (2) an Activity Report together with the control certificate, the control report, the control checklist. The MA has ensured that MC members will have full reading access to these documents via the eIMS platform.

As for the Evaluation procedures, the ESPON EGTC has developed an Evaluation Plan (See C.9 and D.3.). By 30th April each year, the ESPON EGTC will submit its first Progress Report to the MA which will include a comprehensive review of the activities undertaken in the previous AWP, including information on activities and outputs under SO1-SO4, and an Evaluation Report reporting on progress towards achieving outputs and results indicators. The Evaluation Report will be included in the Activity Report.

6,641 / 7,500 characters

**D.2.1 Management of the Single Operation**

Will management of the single operation be externalised?

Name   
0 / 500 characters

E-mail address   
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**D.2.2 Finance management**

Will finance management be externalised?

Name   
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**D.2.3 Communication & outreach management**

Will communication & outreach management be externalised?

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### D.3 Quality management

Quality management

The requested minimum quality standards for the Operation will be ensured by the ESPON EGTC through several measures (see below).

In terms of geographical coverage the Operation shall ensure the European dimension and perspective of territorial evidence which will be the starting point for all activities. However, in targeted analysis and case studies it is envisaged to zoom-in on subsets of national territories.

The measures taken to ensure a high quality level of outputs include in particular :

- **Expanded In-House Staff Capacity:** (see also D.1) The ESPON EGTC will expand its in-house staff capacity in order to host a critical mass of highly qualified, experienced and specialist personnel dedicated exclusively to research and project management with high-quality working conditions to attract senior researchers with a high profile. The ESPON EGTC will host a total of nineteen full-time staff equivalent which, in addition to the Director, will include eleven (11) staff dedicated to activities foreseen under Specific Objectives 1-4 and six (6) staff dedicated to administration and management related issues. The Director of the ESPON EGTC will assume overall responsibility for internal coordination, steering and quality management. The Director will be assisted by two Heads of Unit for each unit who will have operational responsibility for progress and quality in relation to the output and performance of their respective units. This includes all tasks related to the organisation of work, ensuring timely deliveries and quality control of the outputs produced.

- **Internal Coordination and Management:** (see also D.2, D.4 and Annex 1) Internal management and coordination is essential to ensure high quality and timely delivery of outputs. The internal management and coordination of the ESPON EGTC is foreseen at two levels. Firstly, the Director and the two Heads of Unit will perform 'Operation Coordination' to ensure high-level oversight, strategic coordination and steering of the Operation. Secondly, at project or activity level there will be close coupling of staff to ensure close coordination of project management, including regular meetings, in particular in relation to sound project and financial management. An internal manual, currently being prepared for the ESPON EGTC, will support a quality management.

- **Senior Scientific Quality Management:** Scientific excellence and impeccable analytical standards is one precondition for the ESPON EGTC to be recognised as the benchmark for European territorial evidence production. Senior scientific Quality Management will be contracted as external expertise to enhance the effectiveness, reputation and standing of the ESPON EGTC for producing pan-European territorial evidence and analysis and to help ensure all project outputs are scientifically rigorous, realistic and relevant. The senior scientific quality management will be procured following an open EU wide call for tender and engaged on a service contract basis. The key role of the senior scientific quality management will be as follows:

- Provide strategic direction and scientific supervisory support to the ESPON EGTC, including to the director and the head of unit responsible for content and, where necessary, to PSTs.
- Give guidance on scientific matters to ESPON EGTC project experts responsible for project development and implementation, in particular related to applied research projects.
- Offer scientific feedback on key deliveries from relevant project activities, as requested.
- If relevant, participate in ESPON events and assist in developing the transnational cooperation around ESPON research.

Comprehensive terms of reference detailing the precise activities of the senior scientific quality management will be developed by the ESPON EGTC in Quarter 4 2015. It is anticipated that the procurement process will commence in Quarter 4 of 2015 or Quarter 1 of 2016 and that the senior scientific quality management will be in situ in Quarter 2 of 2016 for an initial three year contract. As part of the contracting it will be ensured that no conflict of interest occurs to project activities.

- **Project Support Teams:** PSTs are a major innovation of the ESPON 2020 Cooperation Programme and will ensure that representatives of the ESPON MC and the European Commission can actively participate in tracking, advising and steering the progress of individual activities and shaping the outputs and in the preparation of terms of reference and the setting of selection criteria for the related external expertise contracts. PSTs will play a key role in ensuring the high-quality and policy relevance of outputs. As part of the preparation of each AWP, the ESPON EGTC, in consultation with the MC, will give consideration for the need to establish a PST under the relevant activities proposed. The AWP proposal will include activities where a PST could benefit quality. The ESPON EGTC expects the MC to decide and inform on members of the PST when adopting the AWP. The PST will be managed by the ESPON EGTC where the responsible project expert for the activity will perform the secretarial role. PSTs shall be active in the full life-cycle of a project and will be involved in the ToR and in all subsequent steps including the final delivery. The involvement of MC members and representatives from European Commission nominated to provide policy guidance will normally include 3-4 meetings with the research team. However, digital communication within the PST might lower the need for travel.

- **Monitoring and Evaluation:** (see also C.9) The ESPON EGTC will implement a comprehensive evaluation plan. The key objective of the evaluation plan is to monitor the usefulness and satisfaction of ESPON outputs amongst key target groups. Feedback will be regularly collected and evaluated to continually monitor the performance of the ESPON EGTC in achieving a high-quality level of outputs. An Evaluation Report will be submitted to the ESPON MC and MA annually as part of the first Activity Report which will report on both output and results indicators. This will allow the ESPON EGTC to remain continuously sensitive to stakeholder feedback throughout the implementation of the Operation in order to ensure each AWP is meeting the evolving demands of target stakeholders.

- **Efficient Administration and Financial Management:** (see also D5 & D.5.1) Efficient internal administration and financial governance arrangements has been set up as essential for quality control. This will be achieved by the appropriate level of qualified and experienced staff present in the ESPON EGTC with a sufficient level of administrative and financial management capacity to deal effectively with EU and Luxembourg administrative rules, in particular related to public procurement. Legal expertise will be part of the in-house capacity. Bi-Annual Progress Reports will be submitted to the MA every six months which will include (1) a Financial Report and (2) an Activity Report and provide control points of the quality of administration and financial management.

7,129 / 7,500 characters

### D.4 Interaction between the Single Beneficiary, the MA and the MC

Interaction

Continuous interaction and good lines of communication between the ESPON EGTC, the MA and the MC is considered of paramount

importance to ensure the smooth implementation of the Operation. To ensure a proper implementation of the Operation, the ESPON EGTC will implement efficient and reliable management and coordination system with programme authorities and stakeholders of the CP. The Director of the ESPON EGTC will be the contact person for the MA regarding all question related to Coordination and will have overall responsibility to promptly inform the MA on project implementation including any amendments required to the budget.

The overall flow of interaction with the MC for each calendar year of the Operation is proposed organised as follows:

(i) First Progress Report: By 30th April each year the ESPON EGTC will submit its first Progress Report to the MA. This will include (1) a Financial Report and (2) an Activity Report which will include a comprehensive review of the activities undertaken in the previous AWP, including information on activities and outputs under SO1-SO4. An Evaluation Report reporting on progress towards achieving outputs and results indicators will be submitted as part of the first Activity Report of each year. In tandem with the submission of the first Progress Report, the ESPON EGTC will also submit a report with commentary and recommendations towards the following year's AWP.

(ii) First MC Consultation: Following the submission of the first Progress Report, it is proposed that a first consultation be held with the MC be held in Quarter 2 to discuss the first Progress Report and 'brainstorm' possible activities to be included in the following years AWP. The first Progress Report will be prepared by the ESPON EGTC to assist the MA in its preparation for each Annual Implementation Report (AIR) at programme level.

(iii) Drafting the AWP: Over the period July-October each year the ESPON EGTC shall work on preparing a draft AWP. The drafting of the AWP will be based on the MAWP and feedback received from the first consultations with the MC. During this period there may be a need for additional ad hoc communication with the MC (e.g. via MA written procedures or face-to-face meetings with the Assessment Committee) to discuss certain elements of the draft AWP.

(iv) Submission of the Draft AWP and Second Progress Report: By the 31st October each year the ESPON EGTC will submit the Draft AWP to the MA for distribution to the MC. The ESPON EGTC shall also, at the same time, submit its second Progress Report. Thereafter the MC and the Assessment Committee shall evaluate the content of the Draft AWP. The Draft AWP will be submitted online via the eIMS online system.

(v) Second MC Consultation: Following the submission of the Draft AWP and second Progress Report, it is proposed that a second consultation with the MC to provide feedback and recommendations to the ESPON EGTC on the content of the Draft AWP. As required, this may include consultation with the entire MC or the Assessment Committee established to undertake the evaluation of the AWP. It is anticipated that this second consultation could be held in November/December in order to provide an opportunity for the ESPON EGTC to make any further amendments and resubmit in good time before the deadline for approval of the AWP. This will also be the moment to nominate members of the proposed PSTs.

(vi) Approval of the AWP: It is proposed that the approval process for each AWP year shall be concluded by 31st December each year. Following the second MC consultation there may be a requirement for the MA organising a written procedure in order to approve any amendments made to the Draft AWP following feedback from the Assessment Committee.

It should be noted that, in addition to the process outlined above, there should also be continuous ad hoc interaction between the ESPON EGTC, MA and MC. The ESPON EGTC will be available to attend all MC meetings as required.

4,013 / 7,500 characters

## D.5 Anti-fraud risk management

### Anti-fraud risk management

The ESPON EGTC will prevent any conflict of interest and fraud that could occur in the implementation of the Operation by implementing internal management measures as requested in the Operation Implementation Guidelines (OIGs). The approach to managing the risks of fraud and conflict of interests will be considered on three levels: prevention, detection and correction of irregularities, including fraud. The Risk Analysis (see Annex 3) presents key potential risks identified, the potential consequences of control failure and the mitigating factors and controls in place at the ESPON EGTC. This analysis will be updated at least every second year, preferably during the preparation of the AWP. As requested by the MA, in relation to public procurements and purchase of services, an independent revision (internal) of the terms of reference by the lawyer recruited late 2015 and the evaluation of the offers received will be undertaken. A second level review mechanism shall be implemented as follows: the terms of reference are prepared by experts (content and administrative), a senior level manager shall approve the terms of reference (Director / Head of Unit). In relation to the evaluation and selection of the stakeholder interest and the services upon requests under SO2, the MAWP has established clear selection criteria which are elaborated at C.2.1.

For the opening and evaluation all tender offers received, the ESPON EGTC will adhere to all Luxembourgish legislative requirements. For SO1, SO3 and SO4 activities, the members of the PST (where applicable) will be invited to participate and give advice in the assessment process. For SO2 Targeted Analyses projects, the relevant stakeholders will also be invited to give advice.

The anti-fraud risk management will be specifically elaborated in one section of the ESPON EGTC Internal Manual (which is currently in progress). In addition to the current mitigation measures in place presented in the risk analysis, fraud prevention techniques (procedures, training etc) will be documented and continuously updated to meet the changes in risk. On the detection side, control processes designed to identify fraud or misconduct will be described in the internal manual and adapted. In accordance with the SO5 of administrative leaning, the ESPON EGTC will implement anti-fraud measures that are cost-effective to put into practice. As part of all activities the ESPON EGTC shall put in place specific measures to ensure no conflicts of interest or breaches of confidentiality arise.

The ESPON EGTC is aware of obligations to report irregularities and suspected fraud under the regulations in force. It will comply with requirements of fraud investigations by the programme authorities and implement any required corrective actions following audits and/or on-the-spot checks according to deadlines set in an approved action plan.

The guidance of OLAF for identifying conflicts of interests in public procurement procedures for structural actions will be followed. The 'whistle blowing' system of OLAF will be used by the ESPON EGTC when necessary and communicated to programme authorities, potential tenderers, and the public at large.

3,206 / 7,500 characters

### D.5.1 Public procurement specific measures

**Public procurement specific measures**

During the implementation of the operation, the EGTC will implement the requirements set in the Operation Implementation Guidelines (OIGs) in order to demonstrate the good use of public funds. The principles of transparency, non-discrimination, equal treatment, economic proportionality, fair and effective competition will be respected all along the procurement process. The EGTC will take into consideration the five levels of compliance with public procurement (EU, national, programme, internal and anti-fraud rules).

The public procurement procedures will be fully described in the Internal Manual of the ESPON EGTC. All documentation related to public procurement procedure (terms of reference, requests for offers, procurement notices, offers received, report on assessment bids, letter of acceptance, contracts etc.) will be subject to an independent revision (internal) by the in-house lawyer recruited in late 2015 and approved by the financial and administrative Head of Unit. All of these documents will be made available to the programme authorities via the e-MS system. The ESPON EGTC will ensure that the audit trail for procurement is complete (public procurement notes, terms of reference, offers / quotes, evaluation reports, order forms, etc.). The ESPON EGTC will be available to respond to all administration verifications by the MA, on-the-spot verifications and audits by AA.

A first specific risk assessment in relation to fraud in public procurement procedure has been made by the ESPON EGTC (see section above). Fraud conflict of interest prevention is specifically targeted in the measures taken by the ESPON EGTC in public procurement procedures. Among others, the ESPON EGTC will require:

- Signatures of declarations of absence of conflict of interest.
- Rotating evaluators in evaluation committees.
- Communication of information on service providers contracted to the programme authority for checking.
- Transparent and complete audit trail on procurements, etc.

The three main phases of procurement (preparation for a call, selection/award procedure and implementing stage) will be strictly monitored. A comprehensive service contract template will be developed incorporating all procedural requirements and internal rules. The ESPON EGTC will also comply with legal and programme framework for the subcontracted activities purchased below the approved financial thresholds. The ESPON EGTC will respect the provisions indicated in the OIGs for programme procurement rules. As regards, the service implementation, the ESPON EGTC will also take care that any changes to the contracts to comply with the public procurement rules and must be documented and a specific article has been included in the service contract template.

2,771 / 7,500 characters

## Budget of the Single Operation

### E.1 Overall budget

Budget line	Total (EUR)
Staff	13,187,626.00
Administration	1,672,000.00
Travel	631,000.00
External expertise	32,384,112.00
Equipment	157,496.00
<b>Total</b>	<b>48,032,234.00</b>

### E.2 Detailed budget for external expertise

Specific Objective	Total (EUR)	TOT in % of total budget
SO1: Enhanced production of territorial evidence through applied research and analyses	15,450,000.00	32.17 %
SO2: Upgraded knowledge transfer and use of analytical user support	7,119,705.62	14.82 %
SO3: Improved territorial observation and tools for territorial analyses	3,412,256.38	7.10 %
SO4: Wider outreach and uptake of territorial evidence	4,470,000.00	9.31 %
SO5: Other external expertise	1,932,150.00	4.02 %
<b>Total</b>	<b>32,384,112.00</b>	<b>67.42 %</b>

### E.3 Forecast payment

Reference Period	Total in EUR	Of which ERDF
Reporting period 1	1,000,000.00	817,703.90
Reporting period 2	1,050,000.00	858,589.09
Reporting period 3	3,750,000.00	3,066,389.62
Reporting period 4	3,750,000.00	3,066,389.62
Reporting period 5	3,750,000.00	3,066,389.62
Reporting period 6	4,250,000.00	3,475,241.57

Reference Period	Total in EUR	Of which ERDF
Reporting period 7	4,250,000.00	3,475,241.57
Reporting period 8	4,410,000.00	3,606,074.19
Reporting period 9	4,410,000.00	3,606,074.19
Reporting period 10	4,375,000.00	3,577,454.56
Reporting period 11	4,375,000.00	3,577,454.56
Reporting period 12	3,350,000.00	2,739,308.06
Reporting period 13	3,350,000.00	2,739,308.06
Reporting period 14	1,962,234.00	1,604,526.39
<b>Total</b>	<b>48,032,234.00</b>	<b>39,276,145.00</b>

**E.4 Revenue generation**

Does the partner organization foresee to generate net revenue after the project implementation?

Is it objectively possible to estimate the revenue in advance?

**E.5 State Aids**

**E.5.1 Economic activity**

Is your organization engaged in an economic activity in the project?

**E.5.2 Advantage**

Does your organisation gain an advantage from the project that it would not have had otherwise?

**E.5.3 Conclusion**

Conclusion

Your organisation is NOT considered as an Undertaking in the framework of this project.