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Please note that the information contained in this document is an extract of the Terms of Reference (ToR) and does not constitute the integral tendering documentation for this call for tenders.

The full tendering documentation (ToR and annexes) can be downloaded from the *Portail des marches publics* in the link available under the section for this call.

The only official tendering documentation (ToR and annexes) is the one published in the *Portail des marches publics*. The ESPON EGTC cannot be held responsible for any errors that may appear in the ToR published in its website or any other platform than the official *Portail des marches publics*.

In case of interest, you are invited to download the full tendering documentation from the *Portail des marches publics* and submit your tender via the same platform.

Call for tenders

Extract of the Terms of reference

ESPON Targeted Analysis

“Improving Local Intermediate Authorities’ crises preparedness and territorial Resilience (ResiLIAnce)”

ESPON EGTC

7 February 2024

Implementation Framework: The Single Operation within the ESPON 2030 Programme implemented by the ESPON EGTC. The ESPON 2030 Monitoring Committee approved the Single Operation on 26 September 2022. The Single Operation is co-financed by the European Regional Development Fund via the ESPON 2030 Programme.

This document details both the technical and administrative terms and conditions including its annexes and constitutes the dossier of this call for tenders. Its original is kept in the contracting authority's records and is the only version that is deemed authentic.

Key Information on the Procurement

Title	Improving local intermediate authorities' crises preparedness and territorial resilience (ResiLIAnce)
Procedure	EU Open
Contracting authority	ESPON EGTC 11, Avenue John F. Kennedy L-1855 Luxembourg Grand Duchy of Luxembourg
Type of contract	Service contract
Duration	15 months (12 months for contract implementation + 3 months for administrative closure)
Maximum available budget	EUR 250.000,00 (excluding VAT)
Place of delivery	Luxembourg
Lots	This tender is not divided into lots
Variants	Not permitted
Market access	Participation in this tender is open to all economic operators established in the European Union, the European Economic Area and third countries signatories to international agreements in the field of public procurement by which the EU is bound
Tender submission method	Electronic submission via the Luxembourg Public Procurement Portal (www.pmp.lu)
Deadline for sending requests for information And/or reporting errors, omissions, ambiguities, or discrepancies	19 April 2024 at 09h59 CET
Deadline for submission of tenders	26 April 2024 at 10h00 CET

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1 What is to be done? (Purpose of the contract)

The ESPON EGTC is launching an open call for tenders to further build up ESPON's stock of research and enhance the European territorial evidence production in the framework of the [ESPON 2030 Programme](#). This call for tenders shall result in a targeted analysis project being implemented within the framework of the [Thematic Action Plan "Places resilient to crises"](#). The geographical focus of this targeted analysis is on different European local territories represented by the European Confederation of Local Intermediate Authorities (CEPLI). These authorities play a key role in shaping their territories' resilience to natural disasters and social crises and in setting up prevention measures, the two key issues that this project will look at. The project will conduct a territorial analysis to assess territories' response mechanisms to natural and social crises with the ambition to improve territories' place-based resilience strategies.

1.1 Context

To implement this service contract, the ESPON EGTC will be supported by the CEPLI (Confédération Européenne des Pouvoir Locaux Intermédiaires / European Confederation of Local Intermediate Authorities), a non-profit organisation recognised under the Belgian Law, founded in 2008 on the 50th anniversary of the Treaty of Rome. CEPLI is a broad European network grouping seven national associations representing almost 900 public authorities of seven European Countries (Belgium, France, Germany, Italy, Poland, Romania, Spain) and two European networks of provinces:

- Assemblée des Départements de France (French Provinces Assembly)
- Association des Provinces Wallonnes (Walloon Provinces Association)
- Der Deutsche Landkreistag (German Provinces Association)
- Federación Española de Municipios y Provincias (Spanish Federation of Municipalities and Provinces)
- Uniunea Națională a Consiliilor Județene din România (National Union of County Councils of Romania)
- Unione Province d'Italia (Union of Italian Provinces)
- Związek Powiatów Polskich (Association of Polish Counties)
- and Partenalia networks

Around 70% of the European population is living in such local intermediate authorities which are categorised as NUTS 3 level units in the EU statistical system (e.g. province, département, Landkreis, județ, powiat, diputación...) and which cover nearly 90% of the European territory. Depending on the institutional framework of the member state they belong to, they are responsible for important infrastructure and public services such as schools, waste management, provincial roads, local public transport, social services, tourism, hospitals, or civil protection.

The territories to be covered by this targeted analysis are all predominantly or partly rural areas: **Aude Provincial Council (France), Var Provincial Council (France), Segovia Provincial Council (Spain), Jaén Provincial Council (Spain), Harghita Provincial Council (Romania), Maramureș Provincial Council (Romania), Province of Lucca (Italy), Province of Pesaro-Urbino (Italy), County of Karlsruhe (Germany), Poznan Provincial Council (Poland).**

All these territories are particularly exposed to natural risks and characterized by significant demographic dynamics. Floods, landslides, wildfires and droughts have increased in frequency and intensity due to climate change. Concerning demographics, these regions experience depopulation and out-migration due to limited accessibility and mobility (i.e. lack of digital and physical infrastructure).

These dynamics paradoxically lead to both a lack of workforce in key economic sectors and high unemployment rates in the local population. The development potentials of these territories lie predominantly in natural and cultural heritage, which foster the development of tourism and tourism-related services. The main economic sectors are agriculture and SME-based industries.

Some of these territories combine mountain and maritime-coastal areas (i.e. the Province of Lucca, the Province of Pesaro-Urbino, Aude Department, Var Department), others are located inland and made up of large rural areas (the Province of Segovia, the Province of Jaen, Harghita County, Maramureş County, Poznan County). Limited accessibility and mobility options, as well as a lack of infrastructure and public services have contributed to intensifying the sharp contrast between wealthy urban areas and less developed rural and remote areas. Consequently, some of these regions are affected by severe problems of depopulation, brain drain and unemployment (e.g. the provinces or counties of Segovia, Harghita, Aude and Maramureş).

Other territories are frequently affected by floods and landslides (in the case of Pesaro and Urbino even by earthquakes) because of their geographical location and topographical characteristics (i.e. the Province of Lucca, the Departments of Var and Aude, Maramureş County, the Province of Pesaro and Urbino, Karlsruhe County). The occurrence of these natural hazards has devastating effects on the landscape and the local economy. Paradoxically, in some of these territories (e.g. in the Province of Jaén, Karlsruhe County and Poznań County) climate change has also intensified drought problems. Alternating periods of heavy rainfall and dryness bring about serious economic repercussions. As parts of these regions are covered by forests, droughts increase the risk of wildfires. Considering the effects of water shortages on tourism, agricultural production and some industrial sectors like the paper industry, the socio-economic consequences of natural hazards on these territories are significant.

Occurrences of natural hazards and social crises have turned resilience into a political priority, thus far with varying degrees of effective absorption in public policies in the different local intermediate authorities involved in the ResiLIAnce project. Because of the public policies they are responsible for, they are therefore at the forefront of the response to natural disasters and social crises as they play a pivotal role in linking and coordinating public and private actors to harmonise responses throughout their territories.

1.2 Objectives

The overall purpose of this targeted analysis is to contribute to the integration of **resilience as an applied concept in local public policies**.

For the stakeholders involved in ResiLIAnce, the objective **is to improve their policy responses to social, economic, and environmental consequences caused by the aforementioned natural risks and social crises and to contribute to the emergence of a culture of risk management** within local intermediate governance and the population.

To foster the resilience of their territories, this targeted analysis will further **investigate the influence of the diverse factors¹ and dynamics² at play on the increased frequency of natural disasters (floods, landslides, fires) and on the effects of social crises** in order to improve risk prevention and management policies.

1 E.g.: unemployment, lack of training opportunities, soil use, water management, deforestation, biodiversity preservation, coastal erosion...

2 E.g.: depopulation, ageing, growing lack of skilled workforce, immigration, negative effects of climate change, agricultural production issues...

Against this backdrop, the ResiLIAnce targeted analysis shall focus on the following two types of territorial resilience policies:

- **Resilience to natural disasters** (particularly floods, landslides, droughts, and fires).
- **Resilience to social crises** (depopulation, outmigration, unemployment).

The project shall **identify a set of good practices and data** in the stakeholder territories which can be useful for **understanding how these territories have dealt with natural hazards and/or social crises**. In particular, the research shall integrate local quality analysis and data by focusing on a NUTS 3 level approach as the adequate level of policy intervention.

The following questions shall be answered by this targeted analysis:

1. What defines good management of risks and crises at the local intermediate level? In particular, what are efficient means of raising awareness/informing policymakers and citizens about risks and potential crises in their territories? What are the key data which need to be collected and shared for efficient crisis management?
2. Against that background, how effective are response mechanisms to crises currently in place in the stakeholder territories?
3. What are the best practices identified in the stakeholders' territories which could be transferable to other local intermediate authorities? What would be the key characteristics of a place-based action plan aiming at implementing an integrated preparedness approach?

This targeted analysis should consist of a quantitative as well as a qualitative analysis.

The quantitative part shall include **data collection in the stakeholder territories** which allows an assessment of the strengths and weaknesses of existing policy tools to prevent and manage crises. The qualitative territorial analysis shall **scrutinise the efficacy and preparedness of the stakeholder territories'** response mechanisms (e.g. monitoring, forecasting, emergency management) to help improve their place-based resilience strategies and thus contribute to increasing their socio-economic development.

Furthermore, the project shall **identify good practice examples of fostering a risk culture**, which shall feed into the **elaboration of an awareness-raising methodology** aimed at policymakers, local stakeholders and citizens (particularly the youth).

Finally, a **participatory communication methodology** involving citizens, rescue and emergency actors and the various levels of local authorities shall be proposed for a risk alert phase during an emergency.

Stakeholders' envisaged use of the Targeted Analysis

Local and intermediate authorities (LIAs) represent an essential safety net at the local level as they carry out a wide range of social policies while being in direct contact with the citizens. Moreover, they provide support to small and medium-sized municipalities which often lack administrative capacity. In doing so, they create not only linkages between small urban, peri-urban and rural areas but they also enforce the subsidiarity principle and encourage multilevel governance. Local and intermediate authorities have the capacities and skills to handle the daily needs of their communities and territories from both, an institutional and political standpoint.

By studying and benchmarking current good practices of risk prevention and management, the project will ultimately result in clear and innovative policy recommendations on how to foster resilience applied at the local intermediate governance level.

The study should contribute to illustrating **the crucial role of LIAs with regards to territorial resilience and crisis prevention** for the population of their territories. It should emphasize the specificity of this level of intervention in this context of global crisis, stressing its relevance for ensuring an effective and proportionate response that meets the actual needs of the population.

It will further contribute to raising awareness and promote information initiatives towards policymakers and citizens, for instance in Harghita, Maramureş, Aude and Segovia. Furthermore, the project results will be used by the stakeholders and local stakeholders to spark policy discussions on social issues related to depopulation and brain drain, paths to reducing unemployment, natural disaster prevention and relief.

The outcome of this project should give new impetus to resilience as an applied concept and the research findings could be integrated into new provincial strategic planning documents.

Indeed, the results of the ResiLIAnce targeted analysis shall allow either the adaptation of strategic resilience plans in territories with pre-existing plans (i.e. in Jaén, Lucca, Karlsruhe, Segovia) or the creation of such plans in territories where these are currently non-existent (e.g. Harghita, Maramureş).

In addition, the project will provide a replicable toolbox which other provinces will be able to make use of.

Once the toolkit with the best practices for risk and crisis prevention and management has been delivered/designed and the methodology for the awareness-raising/information of policymakers and citizens has been established, the stakeholders aim at sharing these outputs through their own organisations and relevant regional, national and European networks and institutional boards of which they are members at both the political and technical level. These initiatives should stimulate policy discussion on how to implement the project tools and promote cross-sectoral policy dialogue within different territories and at regional, national, or even European level.

Given that resilience is understood as a transversal concept that cuts across all areas of public intervention, the tools and methods resulting from this project will be integrated into the territorial development strategies of the stakeholders involved. They will equally enable the implementation of a global approach both to natural risk and social crises (anticipation, prevention, preparedness, and management) that will include all the relevant sectors represented by provincial competences.

These expected outputs shall enable stakeholders to orient local policies in a more efficient way and strengthen the role of local intermediate authorities as safety nets for their municipalities following the principles of multilevel governance and subsidiarity.

While this targeted analysis will focus on the specific territories represented by the stakeholders involved, the topics addressed by ResiLIAnce are equally relevant for many other territories throughout Europe. In the coming years, many European regions will be confronted with managing the impacts of unforeseen challenges and crises. Municipalities and local communities will be transformed by sometimes predictable, sometimes unexpected crises such as natural disasters and rising territorial inequalities with various dimensions related to, among others, innovation, education or accessibility to public services. Addressing these challenges is key to building a fairer, more cohesive, and more resilient society, strengthening the links/the bond between citizens and the democratic institutions that serve them.

Therefore, territories throughout Europe facing similar risk-related challenges as the territories covered by this targeted analysis should also benefit from the analysis to be conducted by this project and the methodologies/tools to be developed. The outputs shall be easily transferrable to other territories. The data to be collected and good practices that will be identified will help strengthen the administrative capacity of other authorities in Europe at the NUTS 3 level.

1.3 Description of tasks

In pursuit of the objectives outlined above, the following tasks shall be carried out within the framework of this targeted analysis. Tenderers are requested to describe how they intend to implement them, to include in their proposal a description of their foreseen organisation and planning, to detail the proposed deliverables and to explain how the necessary resources shall be broken down between the different tasks.

These tasks provide an overall framework foreseen for the delivery of the project objectives and answering policy questions but can be broken down into sub-tasks or reorganised as the tenderer deems appropriate, consistent with the preferred methodological approach.

Nonetheless, it is suggested that the tasks listed are not to be viewed in a linear way, but one feeding the other, being implemented in parallel and allowing for an iterative process and improving the final results.

In addition, tenderers need to consider that most of the policy/planning documents and communication with local/regional policy makers will only be possible in national languages of the stakeholder's countries (e.g. French, Spanish, Italian, Romanian, German, Polish).

1.3.1 Task 1: Collect and analyse data on natural and social risks in stakeholder territories

The purpose of this task is to get a good overview on the concrete risk situation of the stakeholder territories in terms of natural hazards and social/demographic crises.

Data to be collected on natural hazards shall include but not be limited to the following:

- Frequency /recurrence rate of natural hazards.
- Number of measures taken to mitigate natural hazards.
- Level of risk of a territory to be affected by a natural hazard.
- Exposure to a natural hazard and vulnerability of a territory in relation to that hazard.

Data to be collected on social/demographic risks shall include but not be limited to the following:

- Status of the local labour market (job opportunities, mismatch between available skills and job demand)
- Demographic indicators (brain drain, depopulation...)
- Low citizen and civil society participation and awareness.
- Availability of public transport.
- Availability of digital and physical infrastructure.
- Number of secondary and tertiary education institutions and lifelong learning opportunities.
- Low opportunities on vocational education training initiatives

Outcomes of the task

1. **Indicators related to the above-mentioned topics; collected at NUTS 3 level** or extrapolated from available regional/national databases (stakeholders will facilitate access to the relevant sources in their respective territories³). A first list of indicators shall be proposed already in the

³ In addition, the following ESPON projects could serve as references for the implementation of the service contract: YUTRENDS, GeoCov, TIPSE, ESPON Climate and ESPON TITAN (see www.espon.eu)

tender, then further elaborated and discussed with ESPON EGTC and the stakeholders at the inception stage.

2. The results of this data analysis shall be presented in **one single report** for all territories (examples and illustration for the different topics highlighting specific territorial contexts). This report shall be submitted in a written format and **accompanied by maps and visualisations** (e.g. storymaps, dahsboards, infographics) to be developed within the ESPON portal. The different forms of visualisation are to be agreed upon with the ESPON EGTC.

The tenderer shall provide details on the nature and format of these deliverables already in the tender.

1.3.2 Task 2: Analyse existing risk management and prevention policies in stakeholder territories

This task shall focus on analysing the policy tools and measures in place in stakeholder territories to prevent and manage the natural and social risks identified in Task 1. The tools and measures in place shall be assessed in terms of the **efficiency and the preparedness** of the different stakeholders to respond to crises.

Specific strengths and weaknesses shall be highlighted to allow for learning opportunities among the territories and for adaptation of relevant strategies/policies.

Outcomes of the task

1. **A participatory approach involving the stakeholders** for performing the review of the strengths and weaknesses of existing policies in their respective territories.
2. The above-mentioned review, presented in **one single report for all territories and accompanied by maps and visualisations** (as agreed at a later stage with the ESPON EGTC).
3. Short and effective summary intended for the presentation to the general public and decision makers.

The tender shall already provide details on how the stakeholders would be involved and, on the nature, and format of the deliverables.

1.3.3 Task 3: Identify good practices and develop a risk prevention and management toolkit

This task shall investigate factors and dynamics that can be conducive to fostering a risk culture in a given territory and to develop a tool kit for policymakers, local stakeholders and citizens.

At first, this task aims at developing a conceptual framework for a territorial risk culture. Indicatively, this could include the following:

- Lessons learned from the natural and social catastrophes on the stakeholders' territories (including their economic impact).
- Learning from potential risks.
- Transparent risk information flow across all stakeholders.
- Active and accessible training for risk management skills (administrative level, business actors, young people, etc.).
- Involvement of those citizens most impacted by natural disasters in the conception, elaboration, design of future prevention and preparedness policies and response mechanisms (testimonies from citizens experience who have lived through natural and social disasters.).
- Creating and demonstrating a positive attitude to risk management.

- Communication campaign to emphasize the existence of the risks and to justify the public spending related to risk prevention, preparedness and management policies.

This conceptual framework shall include not only lessons learnt and good practices from task 1 and 2 but investigate as well relevant examples from other territories⁴.

Secondly, building on this conceptual framework, the objective is to propose concrete policy recommendations and tools to better prevent and manage natural risks and social crises. To that extent, a series of modules shall be developed which will eventually constitute a toolkit for local practitioners and citizens.

These modules shall include:

- The assessment of the capacity and competence of local intermediate authorities to address social and territorial vulnerabilities.
- A set of proposals for territorial strategies: tailored action plans for each stakeholder and field analysed are expected (e.g., public investments, education and training, civic participation, impact of volunteering and social policies, communication, funding...). The conceptual framework and the good practices identified will lead to the development of proposals appropriate to each stakeholder (i.e. indicators, maps, charts and key results of tasks 1 and 2).
- The promotion of effective risk management and solutions for elaborating targeted programs/strategies that prevent or mitigate social/natural disasters
- Proposals to improve public communication and citizen participation and proposals to increase the capacity of LIAs to address social and territorial vulnerabilities.

Outcomes of the task

A practical toolkit, composed of different modules including at least (non-exhaustive):

1. **A methodological framework** presenting the key features of risk management at the local intermediate level (for facing both social crises and natural hazards)
2. **For each stakeholder, a template of a place-based action plan** aiming at implementing an integrated preparedness approach, including raising awareness and crisis management
3. **A handbook of good practices** addressing e.g. public investments, education and training, civic participation, impact of volunteering and social policies, communication, design of public/private partnership cooperation...
4. **A participatory methodology** that can be used by local intermediate authorities to develop effective information tools about natural hazards and social crises.

The tenderer shall provide details on the nature and format of these deliverables already in the tender. Special attention shall be given to presenting the results of this task through visual and communicative formats, targeting policymakers, local stakeholders, and citizens.

⁴ The CEPLI network can be activated to support in this task.

1.4 Expected outputs and deliverables

The following outputs and deliverables shall be provided covering the tasks of the requested service as specified above in section 1.3.

1.4.1 Expected outputs

By responding to the research questions (see section 1.2), the project contributes to enhancing local risk prevention and management. The main outputs of the service shall be:

- Data on natural risks and social crises, and interactive maps and graphs resulting from the research and provided in the format compatible with the environment of the ESPON Portal⁵.
- An analysis of existing policies and tools in the stakeholder's territories for monitoring and managing risks related to social crises and natural hazards.
- A risk prevention and management toolkit consisting of successful and suggested risk prevention measures for different types of territories and good management practices.
- A methodology for raising awareness about potential risks the territory is subject to, aimed at policy makers, local stakeholders and citizens.

1.4.2 Deliverables

The technical offer shall include a description of the format and the content of all deliverables according to the methodological concept the tenderer proposes to implement. The technical offer shall also indicate to which task(s) each delivery is referring to.

The table presented in section 1.5 below indicates the time schedule for 3 predefined deliverables. The technical offer shall also indicate the time schedule for all other intermediary deliverables proposed by the tenderer. During the contract implementation, based on the project's progress, risk assessment, stakeholders' inputs and service provider's performance, the contracting authority may request an adaptation of the time schedule and the content of the proposed intermediary deliveries.

1.4.2.1 Predefined deliverables

The selected service provider is requested to submit at least 3 predefined deliverables, linked to foreseen payments in the contract (2 interim and 1 final payment):

- One inception deliverable
- One progress report
- One final deliverable

1. An inception delivery containing at least:

- Report (approximately 25 pages, excluding annexes) including:
 - Overview and evaluation of validity and reliability of data and data sources to be used. A plan for overcoming potential challenges in relation to data collection and missing data.

⁵ <https://gis-portal.espon.eu/arcgis/apps/sites/#/espon-hub>

- Work plan for cooperating with the lead and participating stakeholders.
- Work plan presenting the next steps foreseen in the project's implementation, including meetings with the stakeholders behind the project.
- Description of the format and content of the next intermediary deliveries.

2. A final delivery containing at least:

- Final main report (40 to 80 pages) including:
 - Final key results and maps from the analysis of social and territorial vulnerabilities (Task 1),
 - Final key results on strength strengths and weaknesses of existing risk management and prevention policies in stakeholder territories (task 2),
 - Final methodological framework presenting the key features of risk management at the local intermediate level (task 3);
- For each stakeholder, a template of a place-based action plan aiming at implementing an integrated preparedness approach, including raising awareness and crisis management (task 3);
- Final handbook of good practices addressing e.g. public investments, education and training, civic participation, impact of volunteering and social policies, communication, design of public/private partnership cooperation... (task 3);
- Final participatory methodology that can be used by local intermediate authorities to develop effective information tools about natural hazards and social crises. (task 3);

The research results shall be presented in the format and specific form agreed with the ESPON EGTC⁶ and – whenever related to maps and other interactive forms of data visualisation - compatible with the environment of the ESPON Portal.

- Data, maps and figures:
 - Source files for the maps and figures (incl. map project/design and vector formats).
 - Shapefiles, geodatabase(s) for all the static and interactive web-maps, dashboards or apps.
 - Data gathered according to the ESPON metadata template, corresponding to the principles of ESPON data strategy and integration of the collected data in the ESPON database, in cooperation with the ESPON EGTC.

⁶ This involves the concise and easy-to-grasp summary of overall research findings in an analogue or digital format by means of (a non-exhaustive list of forms): **policy brief, infographics, dashboard, story map, simple video clip, apps, etc.**

3. One progress report

In addition to the above, the service provider will be requested to submit one progress report, corresponding to one foreseen interim payment in the contract.

This brief report (max. 10 pages) shall provide an overview on the progress of the implementation of the project, highlighting the status of the different tasks and the challenges and risks associated for the good achievement of the research. Furthermore, the report shall list the meetings held and the intermediate deliveries submitted between the progress reports.

The service provider will receive written feedback from the ESPON EGTC on each mandatory delivery (inception, final and progress report) including approval or request for revision and/or addressing identified challenges (indicatively within two weeks after receiving them and one month for the final delivery).

1.4.2.2 Intermediary deliverables

In addition to the predefined deliverables, service providers are expected to provide intermediary deliverables. These can take different forms, depending on the profile and content of the requested tasks. Their exact quantity, format and content shall be proposed in the technical offer, then agreed between the ESPON EGTC and the service provider at the kick off meeting. They shall be submitted on a scheduled basis corresponding to the progress of the implementation of the different tasks described above (see sections 1.3).

While leaving freedom to the tenderers to define the intermediary deliverables in their technical offer, the following shall be considered:

- intermediary deliverables shall be planned throughout the project's life cycle and are expected in between each of the pre-defined deliverables.
- compulsory element of the intermediary deliverables are: the data resource that shall be steadily acquired processed and submitted to the ESPON EGTC, a detailed overview of the data collection process and data structure, and adjustments related to the data strategy when necessary (see dedicated section about data deliverable process below).

The service provider will receive feedback from the ESPON EGTC on each deliverable.

1.4.2.3 Data deliverable process and digital deliverables

Data and data visualisations are an integral part of all the above-mentioned deliverables. When it comes to data deliverables, it is important to document and provide associating metadata and all the data possible that would allow to reproduce the results. It is important to keep the potential reuse of data in mind when collecting and structuring them, therefore, detailed spatiotemporal granularity is important. Visualisations need to be adapted both for static representation in reports as well as interactive web-based content. The project is expected to deliver both static and interactive web-based maps and figures, when relevant also dashboards, applications or similar, suitable for ESPON website and Portal⁷.

The delivery of data and (web)maps and/or any other relevant interactive content mentioned above shall be delivered and integrated throughout the implementation of the project as they are completed, finalised and agreed with the ESPON EGTC.

⁷See: <https://gis-portal.espon.eu/arcgis/apps/sites/#/espon-hub>

ESPON Portal is built upon a software system for web-based GIS, powering mapping and visualization, analytics, and data management. It is the backbone for creating and running the interactive web-maps, data stories, dashboards and any custom GIS applications the project may propose or what ESPON may request. Hence, all proposed/requested interactive visualisations or solutions must be compatible with the system. Access to the environment can be provided by ESPON.

1.4.3 Common requirements for all deliverables

All deliverables should be delivered in electronic (editable) format and the text, whatever the format of the delivery, should have gone through a thorough language check, preferably by an English native speaker. The ESPON EGTC will provide the generic templates for the maps, however, the service provider shall adjust the templates if necessary, depending on the geographic extent or the relevant peculiarities.

1.5 Project management

1.5.1 Mandatory meetings foreseen during the contract implementation

The service provider shall ensure participation (of at least with one team representative) in all mandatory meetings mentioned below. Costs related to these meetings must be included in the Annex B financial offer of this call for tenders. No other expenses will be paid by the contracting authority to the service provider.

Most of these meetings are held online. In case of a physical meeting (up to 4 physical meetings shall be organised during the lifetime of the project), it will normally take place at the ESPON EGTC's premises in Luxembourg. However, physical meetings may also take place at other suitable locations, upon agreement between the service provider, the involved stakeholders if relevant, and the ESPON EGTC.

Kick-off meeting

It will consist of a general presentation and dialogue regarding the objectives and tasks of the service contract. The kick off meeting will also address more precisely the organisation of the project and the plans for the intermediary deliverables. The service provider will receive guidelines on how to use the ESPON portal interface for data delivery and digital deliverables, on how to design the maps in line with the main elements of the ESPON layout, as well as all relevant information concerning the proper application of the ESPON Corporate Identity.

Coordination meetings

Project coordination meetings are organised to discuss the service contract implementation, the deliverables submitted and to provide related feedback. They take place on a regular basis (e.g. monthly basis or more frequently if deemed necessary) by a common agreement between the service provider and the ESPON EGTC. Their agenda and duration are agreed in advance. Written minutes are prepared by the service provider to document key decision points and shared with the ESPON EGTC after each meeting.

Steering Committee meetings

Partnership and cooperation are central to the implementation of ESPON Targeted analysis projects and are prerequisites for ensuring useful results and meeting stakeholders' research demands. The successful accomplishment of the objectives of this project will be achieved by proactive collaboration of

the group of stakeholders, the ESPON EGTC and the service provider at every stage of the implementation.

Stakeholder involvement commenced with the definition and development of the specific theme for this targeted analysis and will continue throughout the implementation of the research and beyond. Authorities of all stakeholder institutions are determined to continuously support the work on the project, providing all necessary documents and data they possess, as well as contacts that shall be consulted. As some of the documents to be considered for this targeted analysis might be available only in the languages of the stakeholder territories, the service provider should dispose of the relevant language skills.

To allow for a framework that facilitates successful cooperation, a Steering Committee shall be established for the lifetime of this Targeted analysis. The main purpose of the Steering Committee is to ensure the involvement and active participation of stakeholders in the implementation and steering of the project and to safeguard the policy relevance of project outputs for the stakeholders.

The goals of the Steering Committee meetings are, as follows:

- To closely follow and advise the implementation of the research, making sure that it meets both, research objectives and policy demands.
- To discuss and give feedback to deliveries from the service provider and provide guidance for the subsequent steps of the research and service contract implementation.
- To facilitate the information and data flow between the service provider's team, the stakeholders and the ESPON EGTC.
- To discuss and agree upon how to deliver - at each stage of the implementation - the results of the research to selected target groups.

Indicatively, three steering committee meetings shall be foreseen.

- The first one shall take place approx. 1 month after the kick-off meeting, preferably as a physical meeting.
- The timing and location of the other Steering Committee meetings will be discussed and agreed during the kick-off meeting and may be amended during the project implementation.

The Steering Committee shall consist of the European Confederation of Local Intermediate Authorities (lead stakeholder), representatives of the local intermediate authorities presented in chapter 1.1, the service provider and the ESPON EGTC. Other stakeholders and/or relevant organisations (e.g. JRC, Union for the Mediterranean...) may also take part in the Steering Committee as observers upon decision of the contracting authority.

The technical working group of CEPLI will ensure the successful implementation of this targeted analysis by supporting the service provider in the collection of data and best practices. In addition, each stakeholder institution involved in this targeted analysis will set up local meetings with key actors to ensure that the service provider can be adequately supported with information from their respective territories.

1.5.2 Indicative time schedule

The table below presents the indicative time schedule for the predefined deliverables and kick-off and steering committee meetings.

The exact deadlines for the predefined deliverables as well as indicative time schedule for all other intermediary deliverables and for coordination and steering committee meetings will be agreed during the kick-off meeting.

The minutes of the kick-off meeting, containing a record of the agreed dates, will be signed by the representatives of both, the service provider and the ESPON EGTC, and will be subject to article 4 - "Performance of the contract and subcontracting" of the service contract.

Meetings	Predefined deliveries	Indicative deadline ⁸
Kick-off		As soon as possible (and normally within 2 weeks) after the award of the contract
	Inception Delivery	T +1 months
1st Steering Committee		T + 2 months
	Progress report	T + 4 months
2nd Steering Committee		T + 7 months
	Final Delivery	T + 11 months
Final Steering Committee		T + 12 months

1.6 Competences and skills required

The service provider must have proven, European/transnational scale research expertise and multidisciplinary experience relevant to the contract matter in order to ensure the successful implementation of the service. The competences and experience of the service provider within the fields outlined below shall be clearly demonstrated and documented, as requested in Sections 3 and 4.

- Proven experience in studies addressing territorial development issues, including experience from policy-relevant and comparative analyses, preferably with a European or transnational coverage and including multi-disciplinary approaches.
- At least three of the proposed team members of the service provider shall have at least five years of experience and academic background in the field of expertise and knowledge related to research on territorial resilience and local intermediate authorities addressed by this targeted analysis.
- Advanced GIS and web-based GIS, and data visualisation skills (QGIS, ArcGIS or equivalent) to carry out the necessary analytical work on the data resources, configure ESPON mapping templates when necessary, and present the research results in digital formats both in static and interactive manner by means of the forms agreed with the ESPON EGTC (e.g. maps, figures, webmaps, dashboards, story maps, infographics, simple video clips, apps, etc.
- Advanced data management, data quality checking, statistics, statistical programming skills (R, Python or equivalent). ESPON emphasises the importance of data quality, and highlights the complexity of data sourcing, harmonisation, data gap filling, especially when dealing with innovative, non-conventional or multitude of sources.

⁸ The letter "T" in this table stands for the date of the kick-off meeting. Timeframes are indicative.

- At least two team members of the proposed team of experts shall have at least five years of experience and academic background in the fields of computer science, data collection and management, data quality check, web-based GIS and spatial data analysis.
- At least one team member with a communication/journalistic background and experience in visualising and presenting research findings in an easy-to-grasp way.
- Team members shall demonstrate a very good linguistic ability to draft and communicate research findings in high-quality English.

(...)

End of extract

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