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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.

CORRIGENDUM:

NEW SUBMISSION DEADLINE: 18 April 2024 at 11h00 CET

Correction of Annex A – ESPD Part IV 1a) and 2a)

Call for tenders

Extract of the Terms of reference

ESPON European Research Project

“Re-Naturing Territorial Development for Climate Risk Adaptation (ReAdapt)”

ESPON EGTC

20 March 2024.

Implementation Framework: The Single Operation within the ESPON 2030 Cooperation 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 Cooperation 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	Re-Naturing Territorial Development for Climate Risk Adaptation (ReAdapt)
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	20 months (17 months for contract implementation + 3 months for administrative closure)
Maximum available budget	EUR 770.000,00 (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	11 April 2024 at 10h59 CET
Deadline for submission of tenders	18 April 2024 at 11h00 CET

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

The ESPON EGTC (Contracting Authority) is hereby launching an open call for tenders to prospective service providers to implement a European Research Project to build upon ESPON's existing stock of pan-European territorial research and to further enhance useable knowledge, evidence and data for policymaking in the framework of the [ESPON 2030 Programme](#) and its approved [Thematic Action Plan: Nature-based Adaptation to Climate Change](#)

The aim of this European Research Project is to deliver policy-relevant research on developing territorially sensitive and context-specific Nature-based Solutions for climate adaptation through integrated territorial governance at subnational scales.

1.1 Context

Adaptation to the inevitable, intensifying effects of climate change is a [top policy priority](#) for the European Union (EU). In support of this policy, in recent years there has been redoubled efforts to develop comprehensive pan-European knowledge of current and future climate risks and adaptive responses. [Nature-based Solutions \(NbS\)](#), which incorporate a wide range of integrated 'green' approaches for [re-naturing development pathways](#), are increasingly seen as critical for climate change adaptation, while also having [systemic co-benefits](#) for human wellbeing, economy and nature.

There have been [well over 50 EU-funded projects](#) (incorporating an investment of over half a billion euros) that have produced a wide range of research resources and initiatives on NbS. However, while there is now a resulting extensive body of knowledge, data and indicators available at the European and national scale, it is recognised that adaptation is required at the regional and local levels. Regions and their cities are at the forefront of the necessity to adapt to climate change and a key policy gap is the translation, simplification and downscaling of this knowledge so that it is practically useful for policy decision-makers and non-specialists 'on the ground'. The [Network Nature Horizon 2020](#) project, for example, has identified this policy transfer deficiency as *the* critical knowledge challenge for implementation. As further described in the European Commission Staff Working Document on the ['Evaluation of the EU Strategy on Adaptation to Climate Change'](#), local policymakers simply do not know where to find relevant research results or understand what to do with them, unless they have been involved in their creation.

Previous ESPON research has been working to bridge this gap, delivering associated evidence and data at the subnational scale. The [ESPON CLIMATE](#) (2022) European Research Project, for instance, produced evidence to show that climate change is already causing numerous adverse impacts on the European territory and is having, and will continue to have, regionally uneven consequences, placing significant strains on EU cohesion in the coming decades. The [ESPON TITAN](#) (2021) project further developed methodologies to analyse the territorial distribution patterns of the economic impacts of these climate risks. And the [ESPON GRETA](#) (2019) project produced a methodological approach to map the geographical distribution of potential Green Infrastructure (GI) networks and assess their capacity to deliver 'Ecosystem Services' to help adapt to compounding environmental risks.

Nevertheless, to date there has been no single, comprehensive ESPON project exclusively focussed on nature-based adaptation to climate change. A further issue associated with the rapid increase in research and policy interest in this topic is that there is now an often-confusing array of associated, hybrid and overlapping concepts e.g., 'Natural Climate Solutions', 'Green/Blue Infrastructure', 'Ecosystem Services' etc. Each of these concepts has their own specific definition and, consequently, there is no common understanding that encompasses a broad, holistic integrated territorial approach to nature-based climate adaptation. This is leading to slow, inconsistent and uncoordinated efforts at delivery, particularly under conditions of increasing uncertainty.

Similarly, the novelty and unfamiliarity of these concepts is also creating practical challenges for funding policy implementation, including via cohesion policy. It is widely acknowledged that the financing of NbS

needs to increase exponentially. The latest [UNEP State of Finance for Nature report](#) for example, states that to reach our climate and biodiversity goals, investment in NbS needs to double by 2025. However, a [recent report by the European Investment Bank](#) highlights the challenges involved in financing NbS and notes that, while climate mitigation is now an increasingly well-understood concept, climate adaptation through NbS is not similarly well-defined nor easily measurable. The complexities of combining adaptation policy funding across sectors are also very challenging and often equally confusing for policymakers.

With the signing of the [Kunming-Montreal Global Biodiversity Framework](#) and the proposal by the European Commission for a binding [Nature Restoration Law](#), the direction of travel for European policy is unmistakably towards re-naturing territorial development policy. A NbS philosophy has now been installed at the forefront of strategic climate adaptation and biodiversity policies, including the [EU Strategy on Adaptation to Climate Change](#) and the [European Green Deal](#), and is now also reflected in other EU policies, including [Cohesion Policy](#) and the [Territorial Agenda 2030](#) (TA2030)¹. This restorative approach is fundamentally territorial, necessitating an enhanced cross-sectoral, multi-level and integrated spatial governance perspective. Addressing the climate adaptation challenge will therefore require a rapid, urgent and [transformative paradigm shift](#) in conventional territorial development policy perspectives, which many policymakers have little or no past experience, recourse or knowledge.

1.2 Objective

While EU Cohesion Policy has traditionally been primarily concerned with investment in social and economic development and infrastructure to reduce territorial imbalances, policymakers will be increasingly tasked with the urgent challenge of restoring ecosystems to cope with the unavoidable effects of climate change, such as extreme floods, wildfires and droughts etc. Despite these adaptation policies being inherently spatial, coinciding within territories, and can only be effectively implemented through an integrated territorial perspective at a subnational scale, their visibility in conventional regional development policy remains limited and often subservient to other development goals.

This reflects their novelty and unfamiliarity within established policy vocabularies, which will require a radical mindset shift in mainstream policy approaches. However, such a fundamental reorientation from business-as-usual is also not uncontroversial. Significant policy tensions are increasingly becoming evident in, for example, debates over the [Nature Restoration Law](#), [Farm to Fork Strategy](#), [Biodiversity Strategy 2030](#) etc. This is revealing of the inevitable [land-use conflicts and competing interest tensions](#) that arise from such policies, which are often glossed over in strategic policy debates, but which subsequently emerge at a subnational scale, severely impeding their implementation in practice. A recent [EEA study](#), for example, concluded that, to realise the full potential of NbS, targeted governance and coordination are essential alongside more insights into the sociopolitical factors that enable local success and the barriers to scaling.

At the same time, it is recognised that less-developed and peripheral regions, particularly in southern Europe and in the outermost territories, are being hit first and hardest by climate change due to their higher vulnerabilities and reduced adaptive capacities, generating further territorial inequalities and tensions. [Recent research](#) has highlighted that these already 'left behind' regions are much more exposed to the costs of climate change adaptation and the 'green' transition, threatening to leave them further behind, with potential significant implications for growing political discontent and EU cohesion. This vulnerability is not of course confined to specific territories, but also has cascading, systemic implications which will profoundly affect the EU in ways which cannot yet be fully known, including in respect of critical infrastructure, industry, public services, agriculture, migration etc. For example, it is estimated that 40%

¹ Including, for example, a Pilot Action '[Climate Change Adaptation and Resilience through Landscape Transition](#)' and '[Climate Action in Alpine Towns](#)'

of the EU's fruit supply is produced in Spain, which is battling climatic conditions that is resulting in [increasing desertification](#), threatening EU food security.

Developing territorially sensitive and context-specific restorative pathways to help guide policy through this novelty and complexity is therefore an upmost priority facing the territorial policy research agenda. Accordingly, the objective of this call for tenders is to provide objective, accessible, useable territorial data alongside peer-to-peer learning and best-practice exchange via case study analyses to policymakers. This objective is critical for capacity building and the development of 'Communities of Practice' where regions and local authorities can collaborate and rapidly learn from each other's knowledge and experience to strengthen integrated territorial development, policy co-creation and local initiatives for NbS. As such, three key policy research questions can be identified:

- What is the current state of the art in NbS policy research, initiatives and peer networks for climate adaptation in Europe, and how could they be better advanced through an integrated territorial development perspective?
- How can territorial evidence and knowledge help the implementation of NbS for climate adaptation at sub-national regional/urban governance scales?
- How can the capacities, skills and agency of territorial development policymakers be strengthened and mobilised to incorporate NbS climate adaptation in their programming and policymaking processes through locally adapted interventions at different scales?

1.3 Description of tasks

In pursuit of the objective and research questions presented above, the following tasks shall be carried out within the framework of this European Research Project. Tenderers are requested to describe in their technical offer how they intend to implement the tasks and (i) to include a description of their foreseen methodological organisation and planning; (ii) to detail the proposed deliverables; and (iii) to explain how the allocated human and financial resources shall be broken down between the different tasks.

It should be noted, however, that while these tasks are intended to provide an overall framework foreseen for the delivery of the objective and policy questions, they can also be divided into sub-tasks or reorganised as the tenderer deems appropriate, consistent with their preferred methodological approach. Similarly, tenderers are free to add to, or elaborate upon, the policy research questions. Therefore, while this description of tasks offers a suggested basis for the organisation of this European Research Project, and should generally be followed, it is not intended to be inflexible. Tenderers are strongly encouraged to include innovative or exploratory proposals which could help distinguish their technical offer and how it provides a unique contribution to knowledge. The most innovative proposals will be most positively evaluated as per the qualitative award criteria.

Tenderers are also requested to include in their technical offer a short executive summary of no more than 1,000 words which succinctly captures the key highlights of their technical offer.

1.3.1 Task 1: Review of Existing Policies, Research Literature & Peer Network Initiatives

The first task is to carry out a comprehensive, systematic stocktaking review of existing policies, research literature and peer-network initiatives as they relate to NbS adaptation to climate change. As discussed above, there is an abundance of other ongoing initiatives; including via [Horizon Europe](#), the [Mission on Adaptation to Climate Change](#) and the [European Climate Risk Assessment \(EUCRA\)](#); and navigating through this volume and complexity of literature is a critical challenge for policymakers. The purpose of this task is therefore to identify and extract relevant knowledge that could support a better understanding of the territorial aspects of NbS climate change adaptation, particularly in its translation, simplification and scaling to be practically useful for policymakers at a sub-national level, including at urban/metropolitan scales.

It is for the tenderer to set out a coherent methodological proposal as to how this task shall be systematically organised and performed, including the parameters for the review. However, the aim shall be to create a state of the art authoritative repository that can be used as a foundation to further the practical implementation of NbS as a catalyst for transformative change in human-nature territorial relationships for climate change adaptation, as well as for other societal challenges, including:

- Mainstreaming NbS in territorial development policy and practice for the development of regionally attuned climate adaptation measures, with specific regard to overcoming barriers to implementation;
- Improving financing solutions to accelerate the uptake of NbS in territorial development policy, particularly through co-creation, co-governance and citizen engagement;
- Understanding and evaluating the ecological, social and economic benefits of NbS, and the synergies, conflicts and trade-offs between multiple, competing policy goals;
- Assessing the effectiveness and efficiency of NbS through systematic monitoring, reporting and evaluation; and,
- Addressing policy challenges associated with designing and implementing NbS, including challenges related to data collection and analysis.

This task should also be supplemented with insights and analysis from the case studies ([Task 3](#)) and how national, regional and local authorities currently govern the implementation of NbS, particularly having regard to the above factors.

1.3.2 Task 2: Indicators, Data & Mapping

Providing a common territorial evidence base for NbS will be critical to support their socio-economic cost-effectiveness and implementation for climate adaptation at subnational scale over the long-term. The ESPON GRETA, TITAN and CLIMATE ([updated in 2022](#)) projects have previously developed associated pan-European data and indicators. The aim of this task is to update, consolidate and further enhance these existing territorial datasets and indicators with new data in respect of climate change risk/vulnerability into a single, integrated pan-European mapped database with the capacity to interrogate the magnitude of climate hazards, risks and vulnerabilities in differing types of territories, together with their NbS adaptation potential.

This should include consideration of using data from third party platforms; such as the Joint Research Centre's [Regional Vulnerability Dashboard](#) and [Risk Data Hub](#), the [COPERNICUS Land Monitoring System](#), [EEA Emerald Network Database](#) and [Natura 2000 Database](#); to supplement and augment current ESPON territorial datasets. Specifically, the tenderer shall consider the outcomes of the [PESETA IV study](#) and the subsequent TRACE project on the Regionalisation of Climate Risk Impacts. The first results of the TRACE project will be presented in the upcoming 9th Cohesion Report scheduled for Quarter 1 2024. In addition, the publication of the first [EUCRA](#), also scheduled for Quarter 1 2024, should also be considered as potentially providing a major source of complementary data.

To achieve this task, the tenderer shall organise consultations with the key European institutions working on climate change adaptation analysis, such as DG Joint Research Centre (particularly Unit E.1 & Unit B.3), DG CLIMA and the European Environment Agency. The aim of these consultations shall be to establish, in practical terms, the scope of any updates and new data collection, considering the ongoing work by other institutions. Seeking complementarities, interoperability and avoiding duplication shall be a key aspect of this consultation.

Subject to the outcome of the consultations, the analysis, categorisation and presentation of data should result in systematic and generalisable typologies of territorial vulnerability and NbS adaptation to climate change, in different geographic contexts, including time series analysis covering at least the past decade. Tenderers should include in their technical offer detailed methodological proposals as to how this could

be best achieved with the aim of providing pan-European coverage of at least all [ESPON member and partner states](#) at the lowest possible geographical scale (preferably NUTS 3 at a minimum).

Ultimately the intention is that the data will be presented in an interactive, useable dashboard format that can scientifically support the [Mission on Adaptation to Climate Change](#) and other transnational, national, regional and local governance institutions in the evolving process of NbS implementation, monitoring and assessment, including potentially through the modelling of future climate risk/adaptation scenarios.

In this context, the tenderer is expected to deliver both static and interactive web-based maps and figures; and where relevant, dashboards, applications or similar; suitable for the [ESPON website](#). Technical proposals for dashboards and other interactive visualisations should be developed within the [ESPON Portal](#)². It shall be important to document and provide associated metadata together with all data that would allow the reproduction of the results, as indicated in the [ESPON Database Documentation](#). It shall also be important to keep the potential reuse of data in mind when collecting and structuring them. Accordingly, detailed spatiotemporal granularity is important. Visualisations need to be adapted both for static representation in published reports as well as interactive web-based content.

1.3.3 Task 3: Case Studies

Applied knowledge of how policymakers can improve the adaptive capacity of their territories through place-based policies will be essential for the adoption of NbS. More insights are therefore needed into the factors that enable local success and in overcoming barriers to implementation, and their potential for wider application.

Tender offers should therefore propose eight (8) case studies, composing different types of European territories, with the aim of gathering in-depth qualitative and quantitative evidence from the perspective of policy actors and other stakeholders in respect of, *inter alia*: (i) better understanding the climate adaptation risks they are confronted with; (ii) developing integrated territorial governance policies to be better prepared to cope with the changing climate; and (iii) implementing NbS solutions needed to build adaptive capacity, including through the use of territorial data ([Task 2](#)).

The aim is to deliver comparative case studies, transferrable to policymaking, which demonstrate experiences in cross-sectoral policy networking and involvement of civil society actors in their implementation, monitoring and assessment of NbS climate adaptation measures, including through the use of integrated territorial governance for overcoming land-use conflicts, together with lessons for how Cohesion Policy funding and other funding streams could be best mobilised to support such measures over the long-term. The key output of the case studies should be to provide national, regional and local governance with sources of good practices on how to efficiently and effectively implement NbS, tailored to their local contexts.

Tenderers are particularly invited to consider the question of how to incorporate diverse worldviews, alternative knowledge and multiple values into the case studies, including the actions that could contribute to [transformative change for climate adaptation](#) at the intersection of territorial, environmental and social justice. Accordingly, the approach to the case studies may cover a broad range of methodological approaches e.g. inclusion of alternative traditional/indigenous knowledge, interviews, focus groups, living labs, modelling, scenario development, quantitative and qualitative social science methods etc.

The selection of the case study territories should ideally be analysis driven and sequentially identified through the data following the classification of the typologies ([Task 2](#)). It is therefore not necessary for

² The 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 the ESPON EGTC.

technical offers to include the precise case studies to be implemented. Tenderers should, however, include a tentative list of criteria, that would need to be further elaborated and discussed and agreed with the ESPON EGTC, for the selection of case studies. Complementary criteria, such as motivated regional/municipal authorities as well as geographical coverage of different types of territories (e.g. urban, sparsely populated, cross-border, islands, mountainous etc.) should also be considered.

In the selection of the case studies, specific regard could be given to territories which are already signatories to the [Mission for Adaptation to Climate Change's Charter](#) or who have been previously involved in NbS climate adaptation projects. This will help ensure successful case study outcomes, drawing on the experiences of motivated participants and lessons learned from their involvement. Based on their preliminary analysis, tenderers are also free to propose a tentative list of possible case studies. The ESPON EGTC may also propose alternative case studies to be included in the analysis during project implementation.

Tenderers should therefore include in their technical offer their methodological approach for undertaking the case studies, such as:

- Practical organisation, timing and methodological techniques;
- Approach for the identification and active involvement of policy stakeholders;
- Stepwise sequencing, particularly how the case studies interact with [Task 1](#) and [Task 2](#) in delivering an overall integrated methodological approach; and,
- Ensuring effective stakeholder engagement and policy uptake.

The tenderer may wish to consider how they might utilise the [ESPON Contact Point](#) network to help identify and activate relevant stakeholders in case study territories. The ESPON EGTC can also assist in this process.

1.4 Expected outputs and deliverables

The outcome of the various analysis resulting from section 1.3 shall be reported in a textual way as well as in maps, graphs and interactive visualisations like [storymaps, dashboards, infographics, videos](#) (as agreed with the ESPON EGTC). The tenderer shall provide details on the nature and format of these deliveries already in its technical offer.

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

The main outputs of the service contract shall be:

- A comprehensive review of NbS policies, research networks and peer network Initiatives ([Task 1](#));
- Data and interactive maps and graphs resulting from the research and provided in a format compatible with the environment of the [ESPON Portal](#);
- Detailed policy analysis responding to the [objective and policy questions](#) of this call for tenders, including from insights arising from the case studies ([Task 3](#))

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 deliverable is referring to.

1.4.2.1 Predefined deliverables

The selected service provider is requested to submit at least 4 predefined deliverables, linked to foreseen payments in the contract (3 interim and 1 final payment):

- One inception deliverable
- Two progress reports
- One final deliverable

The table presented in section 1.5 below indicates the time schedule for the predefined deliverables.

1. An Inception Report containing at least:

- A report (approximately 30 pages, excluding annexes) including:
 - Updated description of the methodological and project management approach, including in respect of the stocktaking review ([Task 1](#));
 - Analysis of the validity and reliability of data to be gathered ([Task 2](#)) including, where necessary, plan of action for overcoming potential challenges in relation to data collection and/or missing data.
 - Status of the process for selecting case studies and identifying relevant contributing stakeholders ([Task 3](#));
- Work plan presenting the next steps foreseen in the project's implementation, including meeting and including response to any issues raised during the kick off meeting.
- Description of the format and content of the next intermediary deliverables.

2. A final deliverable containing at least:

- A main report (40 to 80 pages) including:
 - Systematic review of existing NbS policies, research literature & peer network initiatives as they relate to the territorial aspects of NbS adaptation to climate change ([Task 1](#));
 - Comprehensive scientific analysis of pan-European trends, indicators/typologies and data gathered in respect of climate change risk/vulnerability and NbS ([Task 2](#));
 - Summary report for each case study, including best practice results and lessons learnt ([Task 3](#)); and,
 - Recommendations for policy and future research.
- Scientific annexes, detailing the methodology and the research results including:
 - Description of the methodological approach applied; and,
 - Elaborated case study reports ([Task 3](#)), delivered in a format agreed with the ESPON EGTC.
- Presentation of the research results in digital formats and/or other specific formats agreed with the ESPON EGTC⁴ and – whenever related to maps and other interactive forms of data visualisation – compatible with the environment of the [ESPON Portal](#) and [ESPON Toolbox](#).
 - Data, maps and figures:
 - Source files for the maps and figures (incl. map project/design and vector formats);
 - Shapefiles, geodatabase(s), for all static and interactive web-maps, dashboards or apps; and,

- 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.

3. Two progress reports

In addition to the above, the service provider will be requested to submit two progress reports, corresponding to foreseen interim payments in the contract.

Those brief reports (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.
- the list the meetings held
- the list of the intermediary deliverables submitted since the previous pre-defined deliverable.

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

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:

- 1) intermediary deliverables shall be planned throughout the project's life cycle and are expected in between each of the pre-defined deliverables.
- 2) compulsory elements 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.

The technical offer shall 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 deliverables.

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 Portal³.

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.

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 deliverable, as relevant, should have gone through a thorough language check, preferably by an English native speaker.

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

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

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 European research projects and are prerequisites for ensuring useful results and effective policy uptake. The successful accomplishment of the objectives of this project will be achieved by proactive participation between selected stakeholders, the ESPON EGTC and the service provider at every stage of the implementation.

To allow for a framework that facilitates successful cooperation, a Steering Committee shall be established for the lifetime of this European research project. 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 deliverables from the service provider and provide guidance for the subsequent steps of the research and service contract implementation;
- To discuss and agree upon how to deliver - at each stage of the implementation - the results of the research to selected target groups.

The composition of the Steering Committee is defined by the ESPON EGTC and communicated to the service provider. It comprises at least stakeholders of the territories for which case studies are expected, the service provider and the ESPON EGTC. Other external stakeholders (e.g. representatives of the [ESPON Monitoring Committee](#)) and/or relevant organisations may also take part in the Steering Committee.

Indicatively, four steering committee meetings shall be foreseen.

- The first one shall take place ca. 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.

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 deliverables	Indicative deadline ⁴
Kick-off		As soon as possible (and normally within 2 weeks) after the award of the contract
	Inception Report	T +2 months
Steering Committee		T + 3 months
	Progress Report 1	T + 5 months
Steering Committee		T + 7 months
	Progress Report 2	T + 9 months
Steering Committee		T + 11 months
	Final Report	T + 16 months
Steering Committee		T + 17 months

1.6 Competences and skills required

The Service Provider must have proven European/transnational scale research expertise and multidisciplinary experience relevant to these terms of reference in order to ensure the successful implementation of the service contract. The competence and experience of the tenderer within the fields outlined below shall be clearly demonstrated and documented, as requested in [Sections 3](#) and [Section 4](#) of these terms of reference:

- 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 (3) of the proposed team members of the Service Provider shall have at least five (5) years of proven experience and academic background in the field of expertise and knowledge related to research relevant to this call for tender;
- Advanced GIS and web-based GIS, and data visualisation skills (QGIS, ArcGIS or equivalent) to carry out the necessary analytical work on the data resource, configure ESPON mapping templates when necessary, and present the research results in the digital format 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;

⁴ The letter "T" in this table stands for the date of the kick-off meeting. Timeframes are indicative.

- At least two (2) of the proposed team of Service Provider shall have at least five (5) years of experience and academic background in the fields of data collection and management, data quality check, web-based GIS and spatial data analysis;
- At least one (1) member with a communication/journalistic background and experience in visualising and communicating research findings in an easy-to-understand way;
- Team members shall demonstrate a very good linguistic ability to draft and communicate research findings in high-quality English.

(...)

End of extract

Consult www.pmp.lu for downloading the full tendering documentation from the Portail des marches publics and submit your tender via the same platform.

