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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 Terms of reference****ESPON Targeted Analysis****“Mapping Priority Sectors to enhance cross-border economic cooperation****(MaPS)”****Technical and administrative****Terms and conditions****ESPON EGTC**

17 June 2026

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	Mapping Priority Sectors to enhance cross-border economic cooperation (MaPS)
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	17 July 2026 at 10h59 CET
Deadline for submission of tenders	24 July 2026 at 11:00:00 CET

Table of contents

1	What is to be done? (Purpose of the contract)	4
1.1	CONTEXT	4
1.2	OBJECTIVE	5
1.3	DESCRIPTION OF TASKS	6
1.3.1	<i>Task 1: Conceptual framework and mapping of priority cross border value chains</i>	6
1.3.2	<i>Task 2: Analysis of value-chain performance and territorial dynamics</i>	7
1.3.3	<i>Task 3: Identification of gaps and development opportunities</i>	8
1.3.4	<i>Task 4: Policy recommendations and strategic guidance</i>	8
1.4	EXPECTED OUTPUTS AND DELIVERABLES	9
1.4.1	<i>Expected outputs</i>	9
1.4.2	<i>Deliverables</i>	9
1.4.3	<i>Common requirements for all deliverables</i>	13
1.5	PROJECT MANAGEMENT	13
1.5.1	<i>Mandatory meetings foreseen during the contract implementation</i>	13
1.5.2	<i>Ad-hoc coordination meetings</i>	14
1.5.3	<i>Indicative time schedule</i>	15
1.6	TECHNICAL AND PROFESSIONAL CAPACITY REQUIREMENTS	15
1.7	CONTENT OF THE TECHNICAL OFFER	16

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 provide new territorial evidence in the framework of the [ESPON 2030 Programme](#). The call for tenders shall result in a Targeted Analysis “MaPS – Mapping Priority Sectors to enhance cross-border economic cooperation” being implemented within the framework of the Thematic Action Plan “[European territories in global interactions](#)”.

1.1 Context

The targeted analysis focuses on the cooperation area of the Italy–France Maritime Programme, covering Liguria, Corsica, Sardinia, the coastal provinces of Tuscany and the coastal Départements of Région Sud - Provence-Alpes-Côte d'Azur, as well as the remaining territories of Tuscany and the Region Sud. This extended geographical scope reflects the functional nature of economic systems and value chains, which are not confined to administrative or programme boundaries but operate across interconnected regions.

The cooperation area is characterised by a diverse territorial structure, including metropolitan areas, coastal zones, islands, and rural hinterlands. Despite its economic dynamism and strong sectoral specialisation, the area faces persistent structural challenges, such as limited accessibility to wider markets, fragmentation of economic activities, insufficient critical mass, and relatively weak transport and energy networks. These challenges are particularly relevant in insular and peripheral areas.

At the same time, the territory presents significant development potential, especially in strategic sectors such as the nautical and shipbuilding industries, blue and green renewable energies, blue and green biotechnologies and innovative and sustainable tourism. These sectors are supported by well-developed research capacities, innovation ecosystems, clusters, and public-private partnerships, as well as by regional strategies such as Smart Specialisation Strategies (S3).

In the context of evolving global value chains, increasing geopolitical uncertainty and a stronger policy focus on European strategic autonomy, there is a growing need to better understand the territorial configuration, interdependencies and vulnerabilities of regional production systems. In particular, the transition from globalised to more regionalised value chains calls for improved knowledge on how to strengthen regional self-sufficiency, enhance resilience and optimise cross-border cooperation.

Stakeholders involved in the Italy–France Maritime Programme require place-based and operational territorial evidence to support the implementation of the post-2027 Interreg programme, to better coordinate local, regional, national and EU funding instruments, and to design targeted policy interventions addressing identified gaps in priority sectors.

The project builds upon existing analytical work and previous mapping exercises but aims to go further by providing an integrated, cross-border and policy-oriented analysis of value chains, including their spatial organisation, governance structures, gaps and development opportunities.

Stakeholders' context

The targeted analysis is initiated by a group of regional authorities directly involved in economic development, innovation policies and cross-border cooperation. The lead stakeholder, the Managing Authority of the Interreg Italy–France Maritime Programme 2021-2027 (Tuscany Region), together with the participating regions (Liguria, Sardinia, Corsica and Région Sud), is actively engaged in shaping future programming and strengthening priority sectors within their territories, including the local level.

These stakeholders are initiating preparation of the next programming period and require timely analytical inputs to inform decision-making processes, and later on, the effective implementation of the new programme.

In particular, they seek to:

- better understand the structure and functioning of priority cross-border value chains;
- identify existing gaps and weaknesses in priority cross-border value chains;
- define cross-border strategies and initiatives to strengthen sectoral autonomy and resilience;
- attract new investments and economic actors in priority cross-border value chains;
- improve coordination between policies, funding instruments and territories.

The targeted analysis is therefore expected to play a crucial role in supporting ongoing strategic planning processes and in providing actionable recommendations for future policy design.

1.2 Objective

The overall objective of this targeted analysis is to deliver policy-relevant territorial evidence on the structure, performance and territorial organisation of priority cross-border value chains in the Italy-France Maritime area: nautical and shipbuilding industries, blue and green renewable energies, blue and green biotechnologies and innovative and sustainable tourism.

The analysis aims to support stakeholders in:

- strengthening the resilience, efficiency and competitiveness of priority cross-border value chains,
- improving cross-border coordination and integration of priority value chains,
- identifying gaps, bottlenecks and opportunities for investment and innovation,
- informing the design and implementation of future policy interventions, including the Interreg 2028–2034 programme and related funding instruments.

Specifically, the study will address the following key questions:

- What is the current structure and territorial organisation of priority cross-border value chains in the cooperation area?
- To what extent are these value chains self-sufficient and resilient at regional and cross-border levels?
- Where are the main gaps, bottlenecks and missing components within these value chains?
- What obstacles exist to cross-border cooperation across the value chains?
- How do geographical distribution, governance arrangements and regulatory differences affect value chain performance including their supply-chain dimensions?
- What types of policy interventions, investments and reforms are needed to encourage reform, strengthen these sectors and attract new economic actors?
- How can cross-border cooperation be enhanced to better support resilience and competitiveness of actors within the priority value chains?

Stakeholders' envisaged use of the Targeted Analysis

Stakeholders will use the results of the targeted analysis primarily to support the preparation and implementation of future policy frameworks and investment strategies.

In particular, the results will be used for:

- the design of the Interreg Italy–France Maritime Programme 2028–2034,

- improving the targeting and coordination of current ERDF and ESF+ interventions and potentially feeding into future National and Regional partnership plans for 2028-34,
- supporting local and regional development strategies and Smart Specialisation Strategies (S3),
- strengthening investment attraction strategies, particularly in blue and green sectors,
- fostering cross-border cooperation under frameworks such as the Quirinal Treaty,
- informing policy reforms aimed at increasing sectoral autonomy, innovation and resilience.

The analysis will also provide practical guidance for public authorities to support SMEs, enhance cross-border innovation ecosystems, improve cross-border governance of value chains and promote sustainable and digital transitions.

1.3 Description of tasks

In pursuit of the objective and answering the policy questions described above, the tasks outlined below shall be carried out within the framework of this targeted analysis. Tenderers are requested to include within their technical offer how they intend to implement these tasks – via a methodological framework and approach and including: (i) a description of their foreseen organisation and planning; (ii) proposed deliverables; and (iii) how the necessary research resources and effort shall be distributed between the different tasks.

It should be noted that while the tasks are intended to provide an overall framework for the achievement of the objective and answering the 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 questions outlined above. Therefore, while the description of tasks offers a suggested basis for the organisation of this territorial analysis, 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.

For successfully achieving the objectives of this study, the tasks below will be carried out in close collaboration with the ESPON EGTC and the steering committee.

Tenders must take into account that many documents will be available only in French and Italian and that they will have to engage with local data providers and stakeholders primarily in these national languages.

1.3.1 Task 1: Conceptual framework and mapping of priority cross border value chains

The main aim of this task is to define a common analytical framework and provide a comprehensive mapping of priority cross-border value chains. This task should be achieved through desk-research (*including use of interregional input/output tables and other regional datasets, economic reports and sector-based studies*), and interactions with the key stakeholders of the MaPS project (*working groups, interviews and interaction with local experts identified by stakeholders*).

This task will include:

- Updated analysis on the relevance of the priority cross-border value chains: nautical and shipbuilding industries, blue and green renewable energies, blue and green biotechnologies and innovative and sustainable tourism;

- Definition and operationalisation of key analytical concepts (e.g. value-chain structure, supply-chain dimensions, resilience, strategic autonomy, and cross-border integration);
- Systematic mapping of production components, actors and supporting ecosystems (e.g. research centres, clusters, infrastructure);
- Analysis of spatial distribution, functional linkages and cross-border interdependencies;
- Analysis of sectoral economic interdependencies within the cooperation area, including the identification of key economic activities and functional relationships across regions, where relevant using multi-regional input-output approaches;
- Review and integration of existing studies, datasets and policy documents at regional, national and EU levels;
- Development of a data framework ensuring comparability across territories.

The outcome of the task: A structured and visualised overview of priority cross-border value chains, including relevant supply-chain configurations and interdependencies.

1.3.2 Task 2: Analysis of value-chain performance and territorial dynamics

Main aim of this task is to assess the strengths, weaknesses and performance of the identified value chains. This task should be achieved by desk research (*as per task 1*), network analysis approaches, interaction with core stakeholders of the MaPS project and interaction with the wider stakeholder group and with projects funded by the Italy-France Maritime 2021-27 programme (*including interviews and working groups*).

This task will include:

- Evaluation of regional self-sufficiency and external dependencies, including exposure to global supply risks;
- Analysis of logistical, infrastructural and accessibility factors affecting value-chain performance and supply-chain efficiency;
- Assessment of regulatory, administrative and cross-border barriers influencing cooperation and integration;
- Identification and analysis of governance models and cooperation mechanisms among value-chain actors;
- Assessment of the structure and intensity of cross-border cooperation dynamics, using network analysis approaches where appropriate;
- Evaluation of innovation capacity, technological adoption and integration within value chains;
- Analysis of labour market dynamics, including skills availability and mismatches;
- Analysis of actions funded by the Italy-France Maritime 2021-2027 programme in support of the priority value chains, through documentary analysis, stakeholder input and interaction with projects.

The outcome of the task: an evidence-based assessment of value chain resilience, efficiency and territorial dynamics.

1.3.3 Task 3: Identification of gaps and development opportunities

Main aim of this task is to identify structural gaps and define opportunities for strengthening value chains. This task should be achieved by desk research (*as per Task 1, 2*), interaction with core stakeholders of the MaPS project and interaction with the wider stakeholder group (*e.g. Interact, JRC, other local experts that may be identified by stakeholders*) and with projects funded by the Italy-France Maritime 2021-27 programme (*e.g. interviews, working groups*).

This task will include:

- Assessment of gaps and opportunities in project funding from the Italy-France Maritime 2021-2027 Programme, through documentary analysis and stakeholder engagement.
- Identification of missing, weak or underdeveloped components within cross-border value chains;
- Analysis of bottlenecks related to production capacity, innovation, governance, skills or market access;
- Assessment of investment needs and opportunities to strengthen cross-border value chains;
- Identification of barriers to cross-border integration and potential solutions;
- Analysis of opportunities for attracting new economic operators, including SMEs and strategic investors;
- Exploration of opportunities related to nearshoring, reshoring and regionalisation of production systems;
- Identification of opportunities for cross-border smart specialisation and assessment of the alignment between economic interdependencies, innovation linkages and territorial knowledge bases.

The outcome of the task: a clear identification of critical gaps and actionable opportunities for policy intervention and investment.

1.3.4 Task 4: Policy recommendations and strategic guidance

The main aim of this task is to provide operational, policy-oriented recommendations tailored to stakeholder needs (to be collected in Task 1). This task should be achieved by desk research and interaction with stakeholders of the MaPS project, including regional and local level policy makers. It must be linked to the changing policy context, in view of the MFF for 2028-34, so will require interaction with European level stakeholders capable of verifying coherence and feasibility of the recommendations and guidance prepared in this task.

This task will include:

- Development of evidence-based policy recommendations for different levels of governance, aimed at strengthening cross-border value chains and improving their resilience, competitiveness, and efficiency;
- Proposals for enhancing cross-border governance, coordination mechanisms, and cooperation frameworks, supporting more effective collaboration and integration among stakeholders;
- Development of forward-looking scenarios or strategic pathways, illustrating:
 - possible future developments of priority value chains;
 - strategic directions for investment attraction and the development of key sectors;

- recommendations to inform future programming instruments (e.g. Interreg, ERDF, ESF+, NRRP, and local development policies), ensuring alignment with Smart Specialisation Strategies (S3);
- identification of potential policy reforms and strategic actions at regional, national, and cross-border levels.

The outcome of the task: A set of policy recommendations, cross-border governance mechanisms and strategic scenarios supporting policy-making.

1.4 Expected outputs and deliverables

The outcome of the various analysis resulting from section 1.3 shall be reported via 1) **static formats** - with a full report, supported by maps, graphs, infographics and figures where relevant and 2) **interactive formats in the ESPON Data and Knowledge Portal**¹ - visualisations like web maps, data stories, dashboards, apps, videos (as agreed with the ESPON EGTC). The tenderer shall provide details on the nature and format of these deliveries 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 shall be:

- A comprehensive mapping and analysis of priority cross-border value chains, including their structure, territorial organisation, key actors and functional linkages;
- An in-depth, evidence-based assessment of the performance, resilience and integration of the priority cross-border value chains;
- A structured identification of gaps, investment needs and development opportunities within priority cross-border value chains, including considerations related to innovation, skills, governance and cross-border cooperation;
- Operational and forward-looking policy recommendations and strategic guidance aimed at strengthening priority cross-border value chains, improving cross-border integration, supporting investment attraction and informing future programming and policy design.

Data and interactive maps and graphs resulting from the research and provided in the format compatible with the environment of the ESPON Data and Knowledge Portal.

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

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

The table presented in section 1.5.3 below indicates the time schedule for the predefined deliverables.

N.B. All reports and related deliverables (e.g. PPT, maps, posters, data delivery etc.) must use ESPON corporate identity and templates provided; specific instructions will be provided to the service provider during the kick-off meeting.

1. An inception deliverable containing at least:

- Report (approximately 30 pages, excluding annexes) including:
 - Description of the conceptual framework to be applied
 - Definition of the most important concepts and aspects of the research
 - 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.
- Work plan presenting the next steps foreseen in the project's implementation, including meetings with selected target groups
- Description of the format and content of the next intermediary deliverables.

2. One progress report

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

Such 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.
- 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 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).

3. A final deliverable containing at least:

Static formats:

- Final main report (40 to 80 pages) including:
 - Executive summary;
 - Final version of the analysis and evidence from the mapping and assessment of priority cross-border value chains, including their structure, territorial organisation and spatial distribution; (*Task 1*)
 - Final version of the analysis and evidence on the performance, resilience, governance and cross-border integration of the identified value chains; (*Task 2*)
 - Final version of identification of gaps, investment needs and development opportunities within the value chains; (*Task 3*)
 - Operational policy recommendations, governance mechanisms and strategic scenarios tailored to stakeholders' needs. (*Task 4*)
- Scientific annexes, detailing the methodology and the research results.
- Presentations (PPT, or similar - editable) of the research results: one technical presentation of the methodology, and one broader/policy-oriented presentation of the results, conclusions and recommendations adapted for the general audience.
- **All figures** (graphs, schematics, illustrations, and images) included in the final deliverables. These shall be submitted together with their source files, particularly when underlying data are involved (e.g. editable spreadsheet files such as XLSX, and editable vector formats such as PDF, EPS or AI). All images must also be delivered separately in high-resolution PNG format. Any externally sourced images must be properly credited and licensed.
- **All maps** included in the final deliverables. These shall be submitted together with their source files, including the map project files (e.g. from QGIS or ArcGIS). These project files must contain correctly linked spatial and attribute data (e.g. SHP, GPKG, CSV, XLSX, or geodatabases). All map layout exports must be provided both in editable vector formats (such as PDF, EPS, or AI) and in PNG format.

All maps must follow the layout design of the ESPON map templates (MapKits), and all associated data files must be saved within the designated folder structure of the template. Additional editing and finalisation in vector editing software is permitted and encouraged. The service provider must also be able to adapt the templates when necessary, for example to adjust the spatial extent of the map (e.g. zooming in on case study areas).
- **Structured data and metadata from** all maps and figures. These must be provided using the ESPON data and metadata templates. The service provider shall organise descriptive and statistical data in Excel spreadsheets, structured as one or multiple datasets depending on the project outputs. Relevant spatial data must be delivered as .shp, .gpkg, or geodatabases. The data delivery should constitute a standalone product and include the following:
 - **Well-defined metadata:** All data must be accompanied by metadata explaining and describing the dataset. Metadata should provide context and include details such as title, code, abstract, source, type, years covered, and geographic coverage. Detailed requirements for metadata are provided in the [ESPON Database documentation](https://database.espon.eu/doc/)².

² <https://database.espon.eu/doc/>

- **Replicability, modularity and reuse:** Data must be delivered in a way that allows analyses to be reproduced and facilitates reuse beyond the project. This includes providing sufficiently granular temporal data, ensuring a multilevel perspective (local/regional, national, EU27), and delivering background data together with any derived or aggregated datasets.
- **Good spatio-temporal coverage, high granularity and special attention to data gaps:** Data must cover selected regions, for the longest time-series and spatial granularity feasible, if not stated or agreed otherwise. Particular attention should be given to identifying and addressing data gaps. Where gaps exist, complementary data sources, interpolation, or other appropriate methods should be used where feasible. In addition to the ESPON Programme area, data for candidate and potential candidate countries, microstates, and the United Kingdom should also be included, whenever feasible (and if at marginal costs) and subject to prior agreement of the contracting Authority.

Interactive formats:

In addition to the static content, service providers must also develop interactive content for the ESPON Data and Knowledge Portal; this a platform that allows to develop and publish interactive webpages, atlases, handbooks interactive reports, web-based maps, data stories, dashboards and various content driven applications. The platform is based on ArcGIS Enterprise technology and all the proposed/requested interactive visualisations or solutions must be compatible with the system. The platform provides configurable widgets and templates to allow easy development of the abovementioned content even with no or basic programming skills. Access to the platform with a dedicated workspace will be provided to the service provider by the ESPON EGTC. The exact format and structure of the interactive content shall be agreed with the ESPON EGTC.

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 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.

The technical offer shall indicate the time schedule for all intermediary deliverables proposed by the tenderer.

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 reports and 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 3 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 and all relevant information concerning the proper application of the ESPON Corporate Identity; this includes guidance on the ESPON Data and Knowledge 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 on communicating results during the project implementation.

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 Steering

Committee shall consist of representatives of all stakeholder institutions and the ESPON EGTC. Other stakeholders and/or relevant organisations may also take part in the Steering Committee as observers, should the Steering Committee decide so.

The Managing Authority of the Italy–France Maritime Programme (Tuscany Region, Italy) is the lead stakeholder in this targeted analysis. The other partners in the stakeholder consortium are:

- Région Sud – Provence-Alpes-Côte d’Azur (France);
- Autonomous Region of Sardinia (Italy);
- Liguria Region (Italy);
- Collectivité de Corse (France).

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 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 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 Ad-hoc coordination meetings

Project coordination meetings are organised to discuss the service contract implementation: these **meetings** may be organised to discuss deliverables submitted and to provide related feedback, or other related issues to the organisation of the work and content, including also:

- **meetings** involving the data specialist of the ESPON EGTC, which may be organised to discuss the data strategy and collection, visualisations and a map-validation workshop.
- **meetings** involving the brand manager of the ESPON EGTC, which may be organised to discuss the communication strategy during implementation: presentation of intermediary results, informing the audience on the progress made during the project lifetime, etc..

Defined case by case, these take place on a regular basis when deemed necessary. The meetings are organised by ESPON EGTC, and the conclusions may be documented.

1.5.3 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 the 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 of the service contract - "Performance of the contract and subcontracting".

Meetings	Predefined deliverables	Indicative deadline ³
Kick-off		As soon as possible (and normally within 2 weeks) after the award of the contract
	Inception Deliverable	T +1 months
1st Steering Committee		T + 2 months
	Progress report	T + 4 months
2nd Steering Committee		T + 6 months
	Final Deliverable	T + 11 months
Final Steering Committee		T + 12 months

1.6 Technical and professional capacity requirements

The service provider must have proven, European/transnational scale research expertise and multidisciplinary experience relevant to the contract subject 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 **Error! Reference source not found.** and **Error! Reference source not found.**, as part of the verification of selection criteria.

³ The letter "T" in this table stands for the date of the kick-off meeting. Timeframes are indicative.

- Proven experience in studies addressing territorial development issues, including policy-relevant and comparative analyses, preferably with a European or transnational coverage and applying multi-disciplinary approaches.
- At least three of the proposed team members of the service provider shall have a minimum of five years of professional experience and a relevant academic background in territorial analysis, including functional territories, regional economic systems, and/or territorial governance mechanisms in a European or cross-border context. Strong economic expertise is required, in particular in analysing economic systems and dynamics. Experience in analysing cross-border territories and economic systems is required.
- Proven expertise in input-output analysis, value chain analysis, network analysis applied to territorial or cross-border economic systems.
- 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 both static and interactive digital formats (e.g. maps, figures, webmaps, dashboards, story maps, infographics, simple video clips, apps, etc.), in line with the requirements of the ESPON Data and Knowledge Portal.
- Advanced data management, data quality checking, statistics and statistical programming skills (R, Python or equivalent). ESPON emphasises the importance of data quality and acknowledges the complexity of data sourcing, harmonisation and gap filling, particularly when dealing with heterogeneous and cross-border datasets.
- At least two of the proposed team members shall have at least five years of experience and academic background in fields such as computer science, data collection and management, data quality assurance, web-based GIS and spatial data analysis.
- At least one team member with a communication/journalistic background and demonstrated experience in visualising and presenting complex research findings in a clear, accessible and policy-relevant manner.
- Team members shall demonstrate excellent linguistic skills in English for drafting and communicating high-quality research outputs.

*click to access the
"selection criteria"*



1.7 Content of the technical offer

The technical offer must cover all aspects and tasks required in section 1 and provide all the information needed to facilitate the subsequent evaluation of tenders against the qualitative award criteria (as described in **section** Error! Reference source not found.). The contracting authority will reject tenders where no technical offer is included.

Please consult **section** Error! Reference source not found. for the complete composition of the tender.

*click to access the
"award criteria"*



The technical offer *MUST NOT* include information related to:

- **competences, skills or experience of the economic operators or team members**
- **presentation of the economic operators, abstract of CVs or biographies**
- **price of the tender**

N°	Composition of the technical offer /chapters	
1	In reference to Sections 1.1 to 1.5 // A description of the concept for addressing the research and the policy needs and description of how objectives will be achieved.	approx. 5 pages
2	In reference to Section 1.1 to 1.5 // A description of the specific approaches and methods to be applied, the rationale behind, the sources and data to be used and the deliveries. Tenderers shall include: • Description of the main outcomes and results expected and their added value in policy making. • An outline of the conceptual and methodological framework proposed for the implementation of Tasks 1–4; • A description of the data strategy, including the main data sources to be used, collected and harmonised; • A description of the approach for stakeholder engagement and consultation, ensuring policy uptake; • A description of the proposed deliverables and outputs, including reports, maps, dashboards, and other interactive content compatible with the ESPON Data and Knowledge Portal; • A description of the expected analytical and policy outcomes of the research, including their contribution to strengthening cross-border cooperation, resilience, competitiveness, strategic autonomy and future policy programming in the Italy–France Maritime area. The above-mentioned main points must already address some of the proposed research content, covering: • Explanation on how the proposed approach will improve understanding of the structure, spatial organisation and interdependencies of priority cross-border value chains; • Explanation on how the research will assess value-chain performance, resilience, and integration of the priority cross-border value chains; • Explanation on how the research will identify gaps, bottlenecks, investment needs and development opportunities within priority value chains; • Explanation on how the research will develop policy recommendations, governance mechanisms and strategic guidance for future programming and investment.	approx. 20 pages (excluding visuals and ref.)
3	In reference to Section 1.1 to 1.5 and Annex D // Description outlining the intended organisation, milestones and management of the work including: • Detailed work plan and timetable with descriptions of the content of the deliveries proposed. • Allocation of human resources by task and by partner (details should be provided as part of the technical offer and not only in Annex D). Approach to ensure effective project management, quality review and risk assessment.	approx. 5 pages
4	Annex D - Allocation of Human resources - filled in for all team members, including Joint Tenderers and/or Subcontractors (if applicable)	template

(...)

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.

EXTRACT