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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

“FUTERR – Supporting the Territorial Futures Forum”

Technical and administrative Terms and conditions

ESPON EGTC

21 July 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	FUTERR – Supporting the Territorial Futures Forum
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	30 months (28 months for contract implementation + 2 months for administrative closure)
Maximum available budget	EUR 275.000,00 (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	25 September 2026 at 10h59 CET
Deadline for submission of tenders	2 October 2026 at 11h00 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 strengthen ESPON's knowledge base within the framework of the ESPON 2030 Programme.

The purpose of this service is to support the strategic reflection process of the EU Member States towards a development of a shared territorial vision for Europe through facilitation of a better understanding and use of territorial evidence among its stakeholders. It will focus on the identification, compilation, consolidation, presentation and transfer of territorial evidence findings at five Territorial Futures Forum sessions organised, along this process, by EU Council presidencies.

1.1 Context

The ministers responsible for Cohesion Policy, Territorial Cohesion and Urban Matters, in the Joint Declaration adopted in Warsaw on 21 May 2025 under the Polish Presidency of the Council of the European Union, acknowledged the need to develop a shared, evidence-based territorial development vision for Europe and committed to approach ESPON to organise a foresight study to provide an evidence base for that purpose. As stated in the Declaration, a shared territorial development vision for Europe, indicating common objectives for the EU policies, should be developed in a collaborative manner by the European Commission and the Member States and adopted by the Council of the EU.

To accomplish the vision, Directors-General for Territorial Cohesion (DGTC) at the meeting in Copenhagen (November 2025) agreed to launch a strategic reflection process on Europe's long-term territorial development in the context of major global challenges. The process is organised and led by the rotating presidencies of the Council of the European Union. It was inaugurated during the Cypriot EU Council presidency in 2026 and should conclude under the Luxembourgish presidency in 2029.

The primary tool to sustain a strategic reflection process is the Territorial Futures Forum (TFF) – a regular meeting place between Member States' representatives (primarily DGTC and DGUM delegates), the European Commission and other European institutions, umbrella organisations, and high-level territorial thinkers (a TFF expert group composed of acclaimed researchers and practitioners with expertise in thematic areas of relevance to the strategic reflection process). The TFF will be realised through a series of TFF sessions organised by the respective presidencies with the requested support of ESPON.

The TFF sessions will be convened twice a year and held in conjunction with DGTC/DGUM meetings, unless decided otherwise by Member States.

The TFF sessions will feature research-policy dialogue focusing on strategic options resulting from the territorial impacts of policies designed to address major structural drivers and development challenges. The dialogue will be evidence-based and will combine policy-lens reflection on analytical findings and foresight-driven debates to explore possible territorial futures and their implications for governance and public policy.

1.1.1 Orientation of the strategic reflection process

A Roadmap for the Territorial Futures Forum 2026–2029¹, adopted by the Directors-General for Territorial Cohesion and the Directors-General for Urban Matters at the inaugural TFF session in Nicosia, Cyprus (April 2026), guides the strategic reflection process. It represents evolutive guidelines for structuring and preparing the different sessions, rather than fixed and pre-defined topics of discussion.

The TFF sessions are organised in successive phases that progressively structure the analysis of Europe's territorial futures. Each phase corresponds to a distinct step, moving from the examination of the

¹ See the document annexed in the tender documentation

evolving policy context and competitiveness strategies, through the functioning and resilience of Europe's territorial systems, to their adaptation and long-term orientation.

The phases are defined as cumulative analytical steps rather than as separate or competing themes: each builds on the diagnosis of the previous one. Each phase may be explored across one or more TFF sessions, depending on the presidency agenda and the progression of the analytical work supported by ESPON and the TFF experts. The phases therefore set a conceptual framework for the process, while individual TFF sessions represent the main moments of research-policy dialogue.

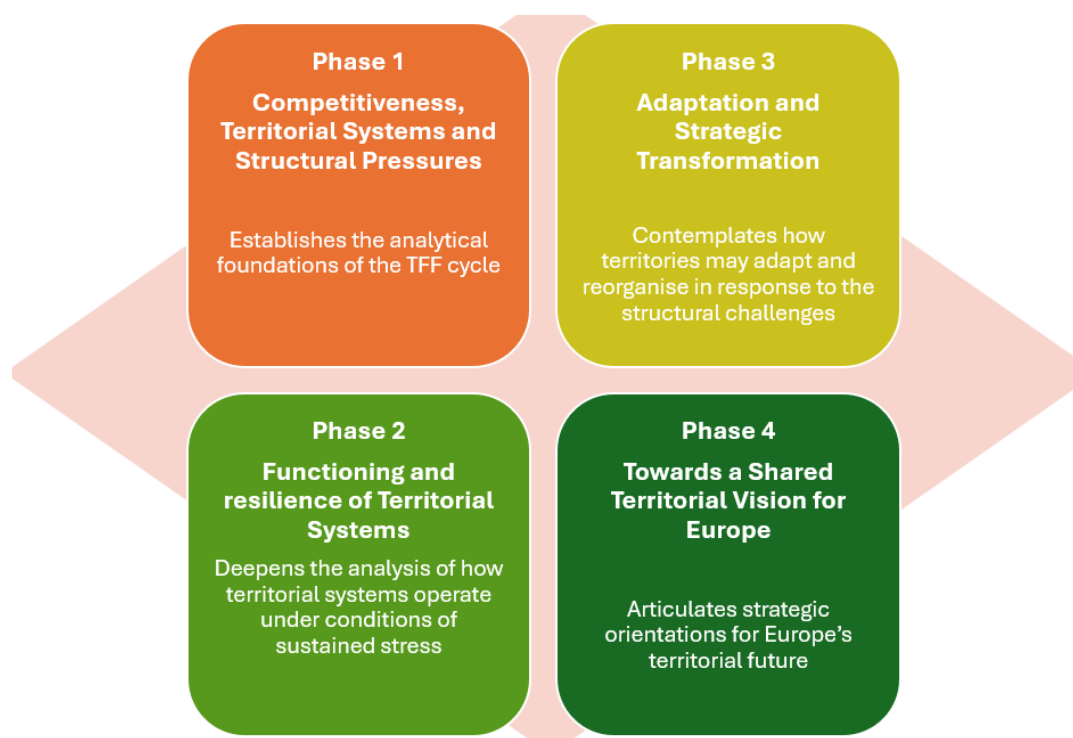
Rather than starting from predetermined policy solutions, the TFF sessions will seek first to clarify the structural conditions shaping Europe's territorial development and to explore how these conditions may evolve under conditions of uncertainty.

The first phase establishes the foundations of the TFF cycle. It examines how the evolving European policy context — including debates on competitiveness, innovation and strategic autonomy, but also on the green transition, environmental degradation, just transition, social cohesion and governance — interacts with the territorial organisation of Europe's economy and territorial systems. Particular attention is given to the evolution of EU Cohesion Policy, including the European Commission's proposals for 2028–2034, the unprecedented architecture of national and regional partnership plans, evolving budgets, eligibility and the balance between flexibility and predictability.

The second phase deepens the reflection on how territorial systems operate under conditions of sustained stress. Whereas Phase I frames the evolving policy context and its territorial implications, Phase II turns to the functioning and resilience of the systems themselves. Building on the diagnosis emerging in the first phase, it focuses on the capacity of Europe's interconnected territorial systems — economic, infrastructural, demographic, social and environmental — to remain functional when confronted with geopolitical uncertainty, environmental pressures and structural economic change.

The third phase focuses on identifying possible pathways for territorial adaptation and transformation based on the challenges identified in earlier phases. Rather than focusing primarily on vulnerabilities, this phase explores possible — and preferable — pathways through which territories can strengthen their adaptive capacities and contribute to the renewal of Europe's economic and territorial systems.

The final phase of the TFF cycle integrates insights from the entire process in order to contribute to the articulation of policy-relevant orientations for Europe's territorial development. Drawing on the evidence, analyses and reflections developed throughout the previous sessions, this phase aims to identify policy-relevant insights and governance approaches capable of sustaining competitiveness and territorial and social cohesion across different types of territories. It also allows for revisiting points that remained under-explored in earlier phases.



1.1.2 Roles and responsibilities in supporting the strategic reflection process

This iterative and interactive character of the strategic reflection process will allow the progressive accumulation and consolidation of insights across the TFF sessions cycle, contributing to a possible preparation of a territorial vision. The preparation and adoption of such a vision remain under the responsibility of the Directors-General for Territorial Cohesion and Directors-General for Urban Matters, with the coordinating role of the successive presidencies of the Council of the European Union².

Similarly, the potential use of key insights, takeaways and policy advice stemming from the strategic reflection process remains a sole responsibility of the Member States through conclusions and decisions of the Directors-General for Territorial Cohesion and Directors-General for Urban Matters.

In that regard, the role of ESPON is to support the EU Council presidencies by:

- Nurturing the research-policy dialogue taking place during the TFF sessions,
- Sustaining evidence-related discussions and exchanges during the TFF cycle according to the discussion questions, methods of stakeholder interaction, and expected outcomes to be defined by each respective presidency,
- Consolidating key takeaways for the policy process reflecting evidence-related exchanges.

Specifically, the ESPON EGTC will assist the presidencies in planning the TFF sessions. This will include, among others, consulting the proposed agendas, aligning timelines with ESPON's research activities and milestones, inviting experts to participate as speakers, and advising on the most appropriate methods for stakeholder engagement.

The methodological framing of the discussions in the research-policy dialogue falls to each respective presidency with the support of ESPON to ensure an overall consistency across the TFF cycle. In that regard, ESPON will advise on the participatory architecture, including the possibility of using scenarios or any other moderation techniques.

² Preparing a territorial vision is not within the scope of this activity.

Furthermore, the TFF expert group was established to provide assistance to the presidencies in their work to coordinate the Roadmap implementation. Chaired by Professor Elisa Ferreira, the former EU Commissioner for Cohesion and Reforms, and composed of 10-12 acclaimed researchers and practitioners with expertise in thematic areas of relevance to the strategic reflection process, the TFF expert group may, subject to confirmation of needs by the respective presidencies:

- Advise the presidencies on how to structure the debates during the TFF sessions.
- Provide written contributions (e.g. through briefs or discussion papers) addressing policy domains selected by the Member States for TFF debates.
- Make ad-hoc interventions at the TFF sessions e.g. on the analytical inputs and the plausible policy options resulting from the foresight-oriented research work.
- Reflect on the implementation of the Roadmap and the possible consequences on further stages of the foresight-oriented research work.

The TFF expert group will, before the strategic reflection process comes to an end, issue their own independent report proposing strategic orientations and policy options for EU and national decision-makers.

The service provider will be expected to work under the lead and in close cooperation with the ESPON EGTC to execute the tasks accompanying the strategic reflection process (see Section 1.3), with due attention to the roles and responsibilities explained above.

Bearing in mind the indicative timeline presented below, this involves active contributions to the TFF sessions, starting from the session under the Lithuanian presidency.

Tenderers should note that the strategic reflection process is under the direction of the successive Presidencies of the Council of the European Union and the Directors-General for Territorial Cohesion and Directors-General for Urban Matters. Decisions taken by these bodies may lead to changes in the objectives, scope, timetable, activities or outputs of the process.

Tenderers should therefore take into account that the services may need to be adapted during implementation. The Contracting Authority may amend, suspend or terminate the contract, in whole or in part, where required by developments in the strategic reflection process and in accordance with the applicable contractual provisions. The contractual provisions applicable in such circumstances are set out in Article 10 of the Annex C- Draft service contract.

Indicative calendar and themes of the TFF sessions

Session	Location	Date	Provisional theme (as laid down in the Roadmap)
First session (under the CY presidency)	Nicosia	14 April 2026	Structural conditions shaping Europe's territories
Second session (under the IE presidency)	Dublin	4-5 November 2026	Territorial Pathways for Europe's Economic Future
Third session (under the LT presidency)	Vilnius	11-12 May 2027	Resilience of the territorial and ecological systems
Fourth session (under the EL presidency)	TBD	Autumn 2027	TBD
Fifth session (under the IT presidency)	TBD	Spring 2028	TBD
Sixth session (under the LV presidency)	TBD	Autumn 2028	TBD
Seventh session (under the LU presidency)	TBD	Spring 2029	Towards a shared territorial vision for Europe

1.2 Objective and scope of service

Under the lead and coordination of the ESPON EGTC, this activity aims to support the strategic reflection process (Territorial Futures Forum - TFF) launched by Directors-General for Territorial Cohesion (DGTC) at the meeting in Copenhagen (November 2025) and described in the Road Map³ adopted by DGTC and DGUM (June 2026).

In practice, this activity shall inform the research-policy dialogue at five Territorial Futures Forum sessions organised by EU Council presidencies (LT, EL, IT, LV and LU).

It covers the identification, compilation, consolidation, presentation and transfer of territorial evidence and policy analyses suiting the themes and topics of TFF debates set by the presidencies⁴, and fitting needs expressed by the Member States.

The purpose of this service is not to deliver new evidence or policy recommendations but to facilitate the communication of reflections, research questions and emerging evidence needs raised during TFF discussions.

³ The Road Map presents the needs for evidence that could inform the development of a shared territorial vision of Europe, following the commitment of ministers responsible for cohesion, territorial cohesion and urban matters (Joint Declaration, Warsaw, May 2025). See the document annexed in the tender documentation.

⁴ Research findings by ESPON and other actors producing territorial evidence.

1.3 Description of tasks

In pursuit of the objective described above, the tasks outlined below shall be carried out within the framework of this service.

Tenderers are requested to include in their technical offer how they intend to implement these tasks, including:

- (i) a description of their proposed approach;
- (ii) the foreseen organisation and planning of the work;
- (iii) the proposed deliverables; and
- (iv) how the necessary resources and effort will be distributed across different tasks.

While the tasks are intended to provide an overall framework for achieving the objective and addressing the policy questions, they may be further specified, divided into sub-tasks or reorganised by the tenderer, where appropriate and consistent with their methodological approach. The description of tasks therefore provides a guiding structure for the organisation of this service but is not intended to be prescriptive.

The tasks shall be carried out under the lead of the ESPON EGTC whose staff will actively contribute to their implementation, and in interaction with relevant stakeholders involved in the Territorial Futures Forum process.

1.3.1 Task 1: Identification, compilation, consolidation and communication of territorial evidence findings to support their uptake and use

The main aim of this task is to prepare draft input material for each TFF session in the form of structured compilations of territorial evidence, corresponding to the themes and topics selected based on the content of the Roadmap and on specific presidencies' guidance.

Within this task, the service provider will be asked to: (1) identify relevant territorial evidence and policy analyses (done by ESPON and/or extracted from other sources); (2) review, compile and consolidate those findings; and (3) prepare draft information packages in a format and scope tailored to the needs of the presidencies, including maps and other visual material.

The preparation of each draft package shall start no later than immediately after the previous TFF session and be ready at the beginning of the term of each Presidency (January or July every year). Depending on the calendar of TFF sessions adopted by the respective presidencies, the timeline for designing the packages could be further adjusted.

In order to develop these packages, the service provider shall consider preparation meetings with the ESPON EGTC and, when relevant, with respective presidencies and members of the TFF expert group. These meetings will allow clarifying the themes and topics for the related TFF sessions and identifying relevant ESPON findings and other sources of territorial evidence.

The outcome of the task: For the TFF sessions in Lithuania, Greece, Italy and Latvia, draft presentation material with compiled and synthesised territorial research findings. This material shall be prepared, in a format and scope tailored to the needs of the presidencies, including maps and other visual material.

N.B. The last TFF session in Luxembourg will require a different type of input material, described further below under Task 4.

1.3.2 Task 2: Review of territorial evidence information packages

The main aim of this task is to conduct stakeholder consultations in order to review and finalise the input material for each TFF session.

Draft packages prepared under Task 1 should be consulted with and reviewed by national and EU experts so that the territorial evidence findings and resulting policy options are clear, relevant and usable for discussions during the TFF sessions. The selection of experts to be approached for consultation will be done by the presidency in charge of each respective TFF session.

The consultation may take the form of group meetings with representatives of countries or EU institutions, with the TFF expert group (in advisory role towards the presidencies), or of individual meetings with the specified national or EU experts.

In their offer, tenderers are expected to present how they will support and contribute to the organisation and facilitation of these consultations, considering the following:

- Time management is critical to both ensure timely delivery of the final package for the TFF session in question, and to anticipate the preparation of the subsequent sessions. TFF sessions will be organised generally in the periods of April-June and October-December, with the needs to deliver final packages for the upcoming TFF session in March or September. Against that background, the consultation period to review the draft package would generally last 2-4 months.



- The revised package, consulted with the specified national and EU experts, as well as with the TFF expert group, will generally be presented and validated at the meeting of National Territorial Cohesion Contact Points (NTCCP), which takes place on site in the country of each respective presidency⁵, generally one or two months before the TFF session takes place,
- Along the period of consultation, the service provider may be expected to present regular updates on the status of information package according to the development of the discussion questions, methods of stakeholder interaction and expected outcomes of the TFF session as defined by the presidencies. In that regard, the service provider may be invited to take part in the (online) meetings under the lead of the respective presidencies when draft agendas of the upcoming TFF session are to be discussed.
- Given the breadth of the themes pre-identified in the Roadmap and the territorial diversity of the challenges to be addressed, the service provider will have the possibility to propose names of additional national and/or EU experts to be approached for consultation or external speakers to contribute at the TFF session.
- In order to ensure continuity across the TFF cycle, to anticipate the preparation of subsequent sessions (beyond the preparation of the input material for the next to come), the service provider is expected to establish and maintain a detailed planning calendar covering all preparatory activities and milestones and to keep track record of all inputs received from representatives of Member States and consulted experts.

The outcome of the task: Revised presentation material for the next TFF session, aligned with the needs of the Member States.

1.3.3 Task 3: Knowledge transfer and feedback loops

The main aim of this task is to support the ESPON EGTC in the transfer and discussion of territorial evidence findings and related policy options during the TFF sessions, and the collection of emerging evidence needs.

⁵ Lithuania in spring 2027, Greece in autumn 2027, Italy in spring 2028 and Latvia in autumn 2028. For the NTCCP meeting in Luxembourg in 2029, the expected input is presented under Task 4.

This task covers the five following TFF sessions: in Lithuania, Greece, Italy, Latvia and Luxembourg. Each session is generally scheduled on site for half a day (usually in the afternoon).

Before each session, the service provider is expected to take part in preparatory (online) meetings with the ESPON EGTC and the related presidency.

During TFF sessions, the service provider is expected to support the ESPON EGTC as follows:

- Contributing to the facilitation of evidence-related exchanges on the consolidated territorial research findings (e.g. moderating some breakout sessions, presenting parts of the evidence and findings gathered in the information package), and
- Collecting feedback from exchanges, including reactions and reflections, to be taken on board for the next sessions in the form of a post-session report⁶.

The outcome of the task: Post-session reports reflecting exchanges on the presented evidence and resulting policy options, together with inventories of potential further research needs (when relevant) for the TFF sessions in Lithuania, Greece, Italy and Latvia. One page article summarising the insights of each post-session reports.

N.B. the last TFF session in Luxembourg will yield a different type of output (see below under Task 4).

1.3.4 Task 4: Communication and capitalisation for policy use

Finally, to ensure visibility and accessibility of territorial evidence tabled down during the cycle of TFF sessions, the service provider shall prepare a written ESPON report (“Shaping Europe’s Territorial Futures”). The report shall synthesise territorial research findings provided for the strategic reflection process and capture key insights and takeaways from the research-policy dialogue held at the TFF sessions.

A draft version of this final report shall be prepared for the beginning of the Luxembourg presidency (January 2029) and will replace the draft information package prepared for the previous presidencies.

The principle of the review as described in Task 2 remains the same with this draft report as the object of the consultations.

After the TFF session in Luxembourg, and following the feedback collected during the discussions, the service provider is expected to deliver a revised version of the report.

The outcome of the task: Final ESPON report: “Shaping Europe’s Territorial Futures”.

1.4 Expected outputs and deliverables

All deliverables (information packages and their various content, post-session reports, final report) shall be submitted via 1) **static formats** - in a textual way as well as maps, graphs, infographics, figures (to be used and repackaged in subsequent briefs, presentations, infographics, articles, leaflets, etc.) and 2) **interactive formats on the [ESPON Data and Knowledge Portal](https://gis-portal.espon.eu/arcgis/apps/sites/#/espon-hub)**⁷ - 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 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.

⁶ The service provider is not expected to draw policy conclusions, which is expected to be done by the respective presidencies

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

1.4.1 Expected outputs

The main outputs of the service shall be:

- Draft input material for each TFF session covered by this service, with compiled and synthesised territorial research findings at the beginning of the respective presidency term.
- Revised package aligned with the needs of the Member States, available for validation around one month before each TFF session.
- Four (LT, EL, IT, LV) post-TFF session reports.
- Final ESPON report: “Shaping Europe’s Territorial Futures”.

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.

1.4.2.1 Predefined deliverables

The selected service provider is requested to submit at least 5 predefined deliverables, linked to foreseen payments in the contract (4 interim and 1 final payment):

- One inception deliverable
- Three progress reports
- 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

This deliverable shall primarily refine the methodological proposal presented in the tender, be submitted shortly after the kick-off meeting of the project and take the form of a report of approximately 20 pages (excluding annexes). Its content will be further defined at the kick-off meeting, but it shall at least include:

- A revised methodological proposal for conducting the requested tasks, including approaches to stakeholder consultation.
- A detailed work plan, including the timeline for the preparation of information packages, consultation activities, post-session reporting and the final report.
- The proposed approach to coordination, communication and engagement with ESPON EGTC, the presidencies, Member States and other relevant stakeholders.
- A detailed proposal for the format, structure and visual presentation of the key outputs, including territorial evidence information packages, presentation materials, post-session reports and the final report on Shaping Europe's Territorial Futures.

2. A final set of deliverables containing at least:

Static formats:

- Final ESPON report, Shaping Europe's Territorial Futures (approximately 40–80 pages), including indicatively:
 - Synthesis of the territorial evidence compiled and presented throughout the TFF process;
 - Key insights and takeaways from the research–policy dialogue held at the TFF sessions.
- An executive summary of the final report.
- A scientific annex including:
 - Overview of the methodological approach applied for conducting the requested tasks, including approaches to stakeholder consultation.
 - Summary of identified knowledge gaps and emerging territorial evidence needs.
- Territorial evidence information packages (compiled set, in editable format of the input material for TFF), including the presentation materials prepared and updated for each TFF session, together with supporting maps, visualisations and other communication material.
- Post-session reports (compiled set), documenting the evidence-related exchanges held during the TFF sessions, including the main discussion points, policy reflections, feedback received and identified research needs.

Interactive formats:

Upon request of the ESPON EGTC, selected outputs shall be translated into interactive formats for the ESPON Data and Knowledge Portal (e.g. data stories, dashboards or visual summaries of the TFF process).

3. Three progress reports

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

Those brief reports (max. 10 pages) shall provide:

- An overview of the progress of the service implementation;
- Status of the different tasks and activities;
- Identification of challenges and risks, and proposed mitigation measures;
- Overview of meetings held and intermediary outputs delivered.

The service provider will receive written feedback from the ESPON EGTC on each mandatory delivery (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 delivery).

1.4.2.2 Intermediary deliverables

In addition to the predefined deliverables, the service provider shall produce intermediary deliverables supporting the implementation of the tasks.

These include at least, but not limited to:

- Draft territorial evidence information packages, including compiled and synthesised territorial research findings, maps, visualisations and other supporting material for the Territorial Futures Forum (TFF) sessions, prepared for stakeholders' review;
- Revised territorial evidence information packages, incorporating comments and feedback received from ESPON, the presidencies, Member States and other relevant stakeholders;
- Draft presentation materials and other communication products supporting the presentation and discussion of territorial evidence during the TFF sessions;
- Draft post-session reports summarising the evidence-related discussions, key policy reflections, feedback received and identified knowledge gaps or emerging evidence needs;
- One-page article after each TFF session and other preparatory, communication and follow-up materials necessary for the implementation of the tasks and the preparation of the final report "Shaping Europe's Territorial Futures".

In addition, tenderers are invited to reflect upon additional/complementary deliverables. These can take different forms and shall be proposed in the technical offer and shall be planned throughout the project's life cycle and are expected in between each of the pre-defined deliverables.

Their number, format and timing shall be proposed in the technical offer and agreed with the ESPON EGTC at the kick-off meeting.

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 report, 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.

Tenderers are expected to account for at least 12 physical meetings during the lifetime of the project. This includes, indicatively, the kick-off meeting (further described below), the TFF sessions (one per presidency term), or NTCCP meetings. They will take place either at the ESPON EGTC's premises in Luxembourg or in the country of each respective presidency.

Any further stakeholder consultations to shape up the input material for the TFF sessions, which could be potentially requested by the respective presidency, may also require physical meetings that tenderers might consider including in their financial offer.

Kick-off meeting

It will consist of a general presentation and dialogue regarding the objectives and tasks of the service contract, in particular the precise definition of the content and the deadline for submitting the inception report.

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.

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, generally held online, 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 meeting.

The exact deadlines for the predefined deliverables as well as the indicative time schedule for all other intermediary deliverables and for coordination 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 ⁸
Kick-off		As soon as possible (and normally within 2 weeks) after the award of the contract
	Inception Deliverable	T +2 weeks
	Progress report 1	T + 8 months
	Progress report 2	T + 14 months
	Progress report 3	T + 20 months
	Final Deliverable	T + 28 months

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

1.6 Technical and professional capacity requirements

The service provider must have proven, European/transnational scale 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.

- Proven experience and academic background in projects addressing territorial foresight and territorial development, including policy-relevant and comparative analyses at European or transnational scale.
- Proven experience in supporting multilevel governance policy processes, high-level expert groups or stakeholder platforms, through strategic analyses, forward-looking exercises, workshops or similar activities.
- Strong analytical and drafting capacity, including the ability to synthesise complex discussions into clear, structured and policy-relevant outputs (e.g. minutes, reports, briefings).
- Capacity to deliver high-quality written outputs and communication materials adapted to policy audiences, including at least one team member with experience in communication, facilitation or knowledge translation.
- Skills in data analysis and visualisation (e.g. charts, simple maps, dashboards or similar formats), where relevant for supporting analytical outputs and communication.
- Team members shall demonstrate very good linguistic ability to draft and communicate in high-quality English.

*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 // Description of the overall concept for addressing the objectives of the service and supporting the Territorial Futures Forum (TFF) process, including how the proposed approach will respond to the needs outlined in the Terms of Reference.	approx. 5 pages
2	In reference to Section 1.1 to 1.5 // Description of the specific approaches and methods to be applied, including the rationale and the proposed deliveries. Tenderers shall include: • A description of the approach to preparing, validating and updating territorial evidence information packages, including methods for evidence synthesis, quality assurance and the integration of stakeholder feedback; • A description of the approach to supporting the research-policy dialogue during the Territorial Futures Forum (TFF) sessions, • A description of the approach to coordination, communication and engagement with the ESPON EGTC, the Presidencies, Member States and other relevant stakeholders throughout the implementation of the contract; • A description of all proposed deliverables, including their format, structure and content, in particular the territorial evidence information packages, presentation materials, post-session reports, communication material and the final report <i>Shaping Europe's Territorial Futures</i>; • A description of the expected outcomes and added value of the proposed methodology in strengthening the uptake and use of territorial evidence and supporting the strategic reflection process towards a shared territorial vision.	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.