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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 Territorial Study

“Integrating resilience into territorial planning (RE-SPACE)”

Technical and administrative Terms and conditions

ESPON EGTC

04 September 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	Integrating resilience into territorial planning (RE-SPACE)
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	9 months (6 months for contract implementation + 3 months for administrative closure)
Maximum available budget	EUR 100.000,00 (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	12 October 2026 at 14h59 CET
Deadline for submission of tenders	19 October 2026 at 15:00:00 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	7
	1.3.1 Task 1: Review of existing evidence	8
	Conduct a meta-analysis of existing evidence on spatial resilience	8
	1.3.2 Task 2: Analyse policy and practice approaches for integrating spatial resilience	8
	Identify existing policy and practice approaches across Europe for integrating spatial resilience in spatial policies and planning	8
	1.3.3 Task 3: Develop a framework for monitoring spatial resilience	9
	Propose a monitoring framework and relevant indicators to ensure long-term integration of spatial resilience in spatial planning	9
1.4	EXPECTED OUTPUTS AND DELIVERABLES	10
	1.4.1 Expected outputs	10
	1.4.2 Deliverables	10
	1.4.3 Common requirements for all deliverables	13
1.5	PROJECT MANAGEMENT	13
	1.5.1 Mandatory meetings foreseen during the contract implementation	13
	1.5.2 Ad-hoc coordination meetings	14
	1.5.3 Indicative time schedule	15
1.6	TECHNICAL AND PROFESSIONAL CAPACITY REQUIREMENTS	15

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 Territorial Study being implemented within the framework of the Thematic Action Plan (TAP) "[Places Resilient to Crises](#)".

This territorial study is being carried out at the request of the forthcoming Lithuanian Presidency of the Council of the European Union in the first term of 2027. The intention of this study is to clarify the meaning of the concept of spatial resilience in practice to better embed it in strategic planning documents at national and regional levels. Stakeholders engaged in spatial planning and related policy development shall benefit from the findings of this study by getting a clearer understanding of the types of spatial planning mechanisms that can be applied to improve their territories' resilience to climate change, geopolitical risk, as well as social and economic transformations.

1.1 Context

The concept of resilience is increasingly recognised as relevant in the Lithuanian spatial planning context. However, it is not fully articulated in a systematic way within existing spatial planning documents. The definition, practical understanding and effective translation of spatial resilience into planning policies and documents largely remains to be further developed.

One of the challenges for spatial planning in Lithuania lies in the insufficient reflection of newly emerging and increasingly pressing resilience-related development challenges in the currently valid national spatial planning document, the [Comprehensive Plan of the Territory of Republic of Lithuania](#) (CPTRL). This is particularly valid for challenges arising from the current geopolitical situation, but it equally goes for risks and potential disruptions related to climate change as well as social and economic transformations. While the Comprehensive Plan of the Territory of Republic of Lithuania is an important strategic framework, recent developments highlight the need for a more explicit and systematic consideration of resilience within spatial planning. In this context, it is particularly important to explore how, and to what extent, resilience considerations – including resilience to climate change, geopolitical risks, as well as social and economic transformations – can be meaningfully integrated into spatial planning documents. Given that the existing planning solutions are valid until 2030, there is a clear policy need to prepare in a timely and informed manner for the next generation of spatial planning decisions. This territorial study shall therefore explicitly support reflections on what planning solutions, governance mechanisms and monitoring approaches may be needed in Lithuania beyond 2030.

This need to address resilience-related issues is consequently taken up in the Lithuanian Government Resolution concerning the priorities of the Lithuanian Presidency of the EU Council, which addresses economic and social resilience as well as the resilience of EU democracy.

While a systematic integration of resilience in national spatial policies may still be missing, the Lithuanian context nevertheless shows increasing awareness of resilience-related challenges among public authorities, local actors and civil society. The case of the Žemieji Šančiai community illustrates spatial resilience emerging through civic engagement and place-based action outside formal planning systems. In 2019, the community received an [award for the best urbanism work](#) of the year for its efforts to defend the spirit and identity of the Šančiai district, preserving its uniqueness for future generations. The community's initiative, "[Genius loci: Urbanisation and Civic Community](#)", although not formally aligned with Lithuanian spatial planning legislation, functioned as a participatory expression of local values and development priorities. It demonstrates the community's ability to respond to spatial change by mobilising collective action and influencing spatial planning debates beyond institutional frameworks. Overall, the case shows that spatial resilience is not only state-led, but also shaped through bottom-up practices that protect place identity and contribute to more inclusive and adaptive spatial planning.

The specific interest of the Lithuanian EU Presidency 2027 in spatial resilience is reflected by similar considerations of different European transnational cooperation networks. The VASAB Committee on Spatial Planning and Development of the Baltic Sea Region, for instance, adopted the [Ministerial Tallinn](#)

[Declaration on Spatial Resilience](#) in 2025 to respond to “... increased natural and man-made hazards and mounting geopolitical instability in the Baltic Sea Region ...” (VASAB, 2025). The declaration underscores the commitment of the involved countries to spatial and territorial resilience while highlighting “... the role of spatial planning and territorial development in addressing emerging threats, enhancing regional security, and fostering sustainable development across all governance levels” (idem). The spatial preparedness of territories and communities is emphasised as a key aspect of spatial resilience.

By the same token, Ministers responsible for Cohesion Policy, Territorial and Urban Matters adopted a [joint declaration](#) in the same year to emphasise the importance of adequate spatial planning as it can “... contribute to more resilient economies, sustainability, and improved quality of life” (Ministry of Development Funds and Regional Policy Republic of Poland, 2025).

These developments provide a strong European policy rationale for the present study and support its relevance beyond the Lithuanian context.

The resilience concept has received increased attention of policy and research for more than a decade, with the European Commission alone earmarking almost 725 million EUR in the wake of the Covid pandemic as financial support to Member States to help them become more resilient, sustainable and better prepared in view of much needed economic and environmental transformations. In the field of research the Joint Research Centre (JRC) has been working extensively on putting resilience thinking into policy making, including the development of a [conceptual framework on resilience and vulnerability](#). In addition, various ESPON projects addressed the concept of resilience on a pan-European level as well as focusing on specific territories.

Against this backdrop, the intention of this territorial study is twofold:

- Firstly, it shall compile and analyse current European/international thinking and research on spatial resilience to help conceptualise it for the existing Lithuanian planning system and policy context.
- Secondly, the study shall analyse policy and practical approaches of integrating resilience in spatial planning in other countries and regions across Europe, enabling mutual learning.

Based on these two strands of the study, appropriate monitoring frameworks and indicators shall be proposed to ensure the long-term integration and adaptation of spatial resilience as a concept in spatial planning.

1.2 Objective

The primary objective of this territorial study is to provide conceptual clarity, comparative insights, and practical guidance on how spatial resilience can be operationalised in spatial planning documents, particularly in Lithuania but also in other countries and regions across Europe. Getting insights into these aspects will be particularly timely in view of the forthcoming revision of national spatial planning solutions in Lithuania, and the need to ensure that future policies are both, resilient and adaptable to long-term uncertainties. The comparative element of the analysis that shall look beyond Lithuania at other European regions and countries shall highlight good practices of integrating resilience into spatial planning and thereby enable learning for Lithuanian planners and policy makers. The study should not be limited to crisis response, but should also explore how spatial planning can contribute to prevention, preparedness, adaptation and long-term recovery, thereby moving from reactive risk management towards anticipatory resilience. The monitoring framework and indicators to be proposed shall help making sure that spatial resilience is appropriately operationalised in the long-term in spatial planning policies and practices in Lithuania and other territories throughout Europe.

Aligned with the ambitions of the TAP “Places Resilient to Crises”, this territorial study shall inform future spatial planning processes in Lithuania to allow for better preparedness and management of crisis impacts. At the same time, it should also identify how spatial planning may help reduce vulnerabilities before crises materialise, and support more robust territorial development pathways in the long term. By showcasing experiences of other countries and regions with integrating the resilience concept into spatial planning, the study will provide valuable insights and potential planning solutions for improving spatial resilience across the entire ESPON programme area.

The ESPON TERRES project links resilience with the governance of territories, i.e. *“... it requires the integration of hard governance tools such as land use planning, legislation, and regulation alongside soft governance mechanisms, including the creation of social networks, the promotion of mutual trust, and the development of shared visions, all brought together across multiple scales and sectors.”* This makes it clear multiple levels of governance with different actors need to be considered in the analysis.

The study shall address three building blocks with the following policy questions, but isn't limited to these:

Conceptualising spatial resilience

- How is spatial resilience defined, and what are the key components and thematic dimensions that constitute this concept?
- How can resilience to climate change, geopolitical pressures, and social and economic transformations be spatially expressed in planning and policy documents?
- What should spatial resilience mean within the Lithuanian spatial planning context?
- How can spatial resilience be conceptualised across different governance scales? What policy, governance, and methodological changes either already exist or are needed to operationalise spatial resilience, particularly but not exclusively, in Lithuanian spatial planning?
- Should spatial resilience become a guiding planning principle, a measurable planning objective, or a legally binding planning requirement?
- How should spatial planning in Lithuania move from reactive risk management towards anticipatory resilience?
- Which spatial planning components (strategies, policy frameworks, and governance instruments) are currently lacking to ensure comprehensive spatial resilience?
- How can spatial planning address potential trade-offs and synergies between different dimensions of resilience, such as climate adaptation, territorial security, economic development and quality of life?

Comparative policy and practice approaches from other European countries/regions

- Which spatial resilience strategies, practices and planning approaches in Europe are considered the most advanced and exemplary within the EU context?
- Which European experiences and planning practices are most relevant and adaptable to Lithuania concerning spatial resilience?
- To what extent and through which spatial planning mechanisms/instruments can spatial resilience be reflected in strategic documents at national and regional levels?
- How may future trends like energy transition, security pressures, defence policy, climate transition, digitalisation, etc. reshape spatial resilience?

Proposing monitoring frameworks and indicators

- What can a monitoring framework look like that helps to ensure that spatial resilience is adequately addressed in spatial planning policies and documents?
- Which indicators best capture spatial resilience on different levels of governance? What spatial or other data is required? How could these indicators be linked to planning, monitoring and review cycles?

1.3 Description of tasks

In pursuit of the objective and answering the policy questions outlined above, the tasks outlined below shall be carried out within the framework of this territorial study.

Important notice: The service provider shall consider in its offer that some of the policy/planning documents and studies to be analysed may only be available in Lithuanian, and interactions with relevant stakeholders may only be possible using Lithuanian language.

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 the 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 study and should generally be followed, it is intended to be flexible. 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 the purpose of this study, spatial resilience should be examined across at least the following interrelated dimensions: climate and environmental resilience; socio-economic resilience; geopolitical and security-related resilience; infrastructure and critical systems resilience; and community and governance resilience. This will help ensure that the study remains analytically focused while still covering the policy areas most relevant to Lithuania and to the broader European debate.

Rather than gathering and analysing new data, this territorial study shall usefully build on existing findings and data collated, among others previous ESPON studies that addressed the concept of resilience from different perspectives, particularly:

- [TERRES](#) – Territorialising resilience: Transforming Europe for an age of crisis
- [VREPO](#) – Vulnerability, resilience and recovery policies of the physical living environment
- [CHANEBO](#) – Challenges at EU's North-East external borders
- [ResiLIance](#) – Improving local intermediate authorities' crises preparedness and territorial resilience
- [RURALPLAN](#) – Innovative planning in shrinking societies (including the use of the related interactive tool(s) where suitable)

In addition, the study team shall follow the ESPON Targeted Analysis Baltic Resealand – Territorial Resilience of Land and Maritime Space in the BSR, currently under procurement, to explore synergies. Furthermore, [JRC's work on resilience](#) as well as relevant pilot actions within the [Territorial Agenda 2030](#) shall be taken into account.

In addition to drawing on existing evidence, this territorial study shall incorporate collaborative sessions with stakeholders in Lithuania to ensure practical applicability of the outcomes within the Lithuanian planning context. The envisaged approach should be twofold:

- Firstly, a sounding board with representatives of relevant stakeholders (e.g. spatial planners, infrastructure operators, environmental agencies, academia, civil society, emergency management institutions) shall be set up and involved in the reflection of the study's output at

appropriate points in time. Tenderers are requested to propose in their offer the composition of such a sounding board as well as a timeline for involving it in feedback rounds.

- Secondly, draft recommendations and especially practice examples intended as inspiration, shall be reflected upon with stakeholders, for instance in a workshop. The Lithuanian Ministry of the Environment can support by establishing contacts to relevant stakeholders.

Where relevant, tenderers should also consider the involvement of experts or stakeholders of previously conducted ESPON activities and/or selected case study countries to strengthen the comparative reflection and peer-learning dimension.

As this study is being prepared in support of the Lithuanian Presidency in the first half of 2027, it should generate interim findings that can directly support policy discussions and decision-making during key Presidency events, including NTCCP and DGTC meetings (see below).

The tasks outlined below shall be carried out in close collaboration with the ESPON EGTC and a project steering committee (see further below) to ensure that the objectives of this study can be successfully achieved.

1.3.1 Task 1: Review of existing evidence

Conduct a meta-analysis of existing evidence on spatial resilience

The main aim of this task is to provide a solid analysis of the current knowledge on the concept of spatial resilience. Resilience has been analysed by different organisations (see above) and from different perspectives, e.g. resilience to climate change, regional resilience to socio-economic transformations. The ESPON TERRES project proposes a conceptual framework for resilience. All of this work as well as the sources mentioned above shall be used as a starting point and be complemented by additional relevant academic and policy literature reviews.

The **expected outcome** of this task is:

- An analysis of how spatial resilience is currently framed in existing academic literature and policy documents in Lithuania and beyond.
- A structured conceptual framework for how resilience considerations in relation to climate change, geopolitical pressures, and socio-economic transformations can be integrated into spatial planning and related policy documents across different governance levels.
- Observations on missing spatial planning instruments and tools in Lithuania, including how they may relate to different dimensions of spatial resilience and levels of governance.
- Recommendations on what thematic priorities, governance mechanisms and planning issues linked to spatial resilience should be considered in Lithuania's national spatial planning framework beyond 2030.

1.3.2 Task 2: Analyse policy and practice approaches for integrating spatial resilience

Identify existing policy and practice approaches across Europe for integrating spatial resilience in spatial policies and planning

The main aim of this task is to gain an understanding of existing approaches in selected European countries and regions that manage to meaningfully integrate spatial resilience into their policy and planning documents. This comparative analysis shall include countries such as Finland (experience with resilience, security and spatial planning), Poland (regional development and cross-border dynamics), and Belgium and/or the Netherlands (advanced spatial planning, climate adaptation and territorial governance). Czechia could also be a relevant case given its territorial structure and planning framework in a Central European context. In addition to including approaches from these countries, two more examples from southern or western Europe should be included to broaden the comparative perspective. When proposing relevant exemplar cases for comparison, a fair geographical balance of cases across Europe needs to be considered. Likewise, the proposed exemplar cases should lend themselves well to being transferred to the Lithuanian planning context; hence, there need to be similarities in governance structure, territorial challenges or planning instruments used.

Tenderers are expected to propose concrete exemplars from different countries/regions in their offer. The **expected outcome** of this task is:

- An overview of existing policy and practice approaches, including spatial planning mechanisms, instruments and governance arrangements, both in Lithuanian and in other countries (as mentioned above and as approved by the ESPON EGTC in cooperation with the Lithuanian Presidency) that can help to integrate spatial resilience in related policy and planning documents in a meaningful way and that may be transferable to other territories.
- A proposal of concrete examples of governance models, enabling conditions and institutional arrangements that facilitate the integration of spatial resilience. Where relevant, examples may also include community-led, participatory or place-based approaches, provided that their relationship to spatial planning and territorial governance is clearly explained.
- An assessment of concrete policy and practice approaches (i.e. spatial planning instruments and tools) that are most transferable to the Lithuanian planning context, and an outline of relevant conditions that would need to be in place for such a transfer.

To validate the findings of this and the previous task, the tenderer is expected to organise interactive exchanges with stakeholders from different governance levels that play a role in ensuring spatial resilience. The inclusion of stakeholder knowledge and perspectives is essential to the proposal of concrete examples of how resilience can be integrated into spatial planning and policy-making. Accordingly, it is important that key stakeholders, including those in each of the exemplar countries, are actively involved in guiding the analytical work and validating the findings.

Tenderers are therefore invited to propose appropriate and proportionate activities for stakeholder engagement throughout the study (including, for example, surveys, workshops or expert interviews, preferably carried out in person where appropriate etc.) in line with their proposed methodological approach and within the overall budget and time programme available. Tenderers may also, where relevant, consider opportunities for policy dialogue afforded by key meetings being organised on Territorial and Urban Matters during the forthcoming Lithuanian Presidency, including:

- NTCCP: 16-18 March 2027, Vilnius (tbc)
- DGTC: 11 May 2027, Vilnius
- ESPON week: 14-18 June 2027, Kaunas (tbc)

1.3.3 Task 3: Develop a framework for monitoring spatial resilience

Propose a monitoring framework and relevant indicators to ensure long-term integration of spatial resilience in spatial planning

Based on the previous two tasks, this task shall focus on developing a framework for monitoring spatial resilience, including the proposal of relevant indicators, to make sure that the concept will be integrated in spatial planning in the long run and can be adapted to changing circumstances.

The **expected outcome** of this task is:

- A clear framework for policymakers and planners for monitoring the spatial resilience of their respective territory, including a description of purpose, territorial scale and intended use in planning and review cycles.
- A set of relevant indicators, together with possible data sources and data availability considerations, recommended update frequency, and possible institutional ownership.
- An interactive tool, to be developed within the ESPON Portal, that is easy to navigate and allows comparisons of the proposed indicators across the exemplar countries analysed in the context of this territorial study.
- Guidance on how the proposed monitoring framework could be embedded in Lithuanian planning practice and adapted over time.

1.4 Expected outputs and deliverables

The analyses, as expected to be carried out as described in section 1.3 above, shall result in a coherent set of outputs combining analytical text, maps, graphs and digital visualisations, as appropriate. Outputs are expected to be policy-relevant, methodologically robust and clearly linked to the objective, policy questions and tasks of the study.

Results can be reported through written outputs as well as through cartographic and visual materials, including static and interactive maps, graphs and visualisations such as story maps, dashboards, infographics or short video formats, as appropriate and agreed with the ESPON EGTC. The tenderer shall specify in its technical offer the proposed nature, format and level of interactivity of these outputs, ensuring compatibility with ESPON standards and the [ESPON Data and Knowledge Portal](#) environment. The expected outputs and deliverables shall collectively cover all tasks described in section 1.3 and support the synthesis of transferable policy-relevant conclusions.

1.4.1 Expected outputs

The main outputs of the service shall be:

- A practical guidance on how spatial resilience can be operationalised in spatial planning documents in Lithuania and in other European regions and countries.
- A set of concise, inspiring practice approaches applied in European countries and regions that showcase integration of spatial resilience in policy documents.
- A proposal for appropriate monitoring frameworks and indicators for spatial planning that places resilience at its core.
- A proposal for post 2030 CPTRL, including spatial planning solutions and thematic priorities that should be considered for strengthening spatial resilience in Lithuania's national spatial planning framework beyond 2030.
- A Policy Brief that communicates the key messages of the territorial study in a clear and targeted manner (in English and Lithuanian).

1.4.2 Deliverables

The technical offer shall include a description of the format and the content of all deliverables, in line with the methodological approach the tenderer proposed by the tenderer. For each deliverable, the technical offer shall indicate:

- its purpose and main content,
- the format (e.g. report, map, dataset, interactive visualisation),
- the task(s) to which it relates, and
- its role within the overall study logic, methodology and delivery timeline.

Deliverables shall be designed to support both analytical depth and policy uptake, ensuring clarity, accessibility and relevance for national, regional and European policy audiences.

1.4.2.1 Predefined deliverables

The selected service provider is requested to submit three predefined deliveries, linked to foreseen payments in the contract (1 interim and 1 final payment):

- One progress report (D1)
- One Interim Policy Paper (D2)
- One final report (D3)

The table presented in section 1.5 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.

The predefined deliverables shall collectively address the tasks specified in section 1.3 above as follows:

- **Progress report (D1)** (maximum 10 pages)

The Progress Report shall provide a short overview of the implementation of the study and shall include:

- A summary of the progress achieved in relation to each task, including the status of the meta-analysis (Task 1), the analysis of policy and practice approaches (Task 2), and the development of a monitoring framework (Task 3).
- Identification of any challenges, risks or constraints affecting the achievement of the study objectives, together with proposed mitigation measures.
- An overview of stakeholder engagement activities undertaken to date, including meetings, consultations, workshops, interviews or other forms of interaction.
- An outline of the next steps and adjustments to the work plan, where relevant.

The Progress Report shall support monitoring of the study's implementation and provide a basis for guidance by the ESPON EGTC and stakeholder representatives of the Lithuanian Presidency.

- **Interim Policy Paper (D2)** (maximum 25 pages)

The Interim Policy Paper shall present a policy-oriented synthesis of the study's emerging findings, specifically designed to inform territorial policy discussions during the second half of the study implementation, and shall be timed accordingly. It shall include:

- An overview of key emerging insights from the meta-analysis (Task 1) and the analysis of policy and practice approaches (Task 2), highlighting early implications for integrating resilience into spatial planning.
- Preliminary observations on missing spatial planning instruments and tools in Lithuania, and preliminary assessment of how they may relate to different dimensions of spatial resilience and levels of governance (Task 1).
- Preliminary proposals for relevant indicators and possible data sources to be used for monitoring spatial resilience (Task 3).
- Priority questions and areas for discussion to be further explored and validated in the final phase of the study.

The Interim Policy Paper shall be timed to support policy dialogue in the context of key events organised during the forthcoming Lithuanian Presidency, in particular the DGTC and ESPON Week, and shall provide a basis for feedback to inform the final conclusions and recommendations.

- **Final Report (D3):** Final Report (maximum 80 pages, excluding annexes)

- Main report, written in a format accessible to policymakers, comprising:
 - A concise presentation of the currently existing knowledge on the concept of spatial resilience in Lithuania and beyond, making concrete and actionable proposals for how resilience to climate change, geopolitical pressures, and social and economic transformations can be spatially expressed in policy documents across different governance levels (Task 1).
 - An in-depth analysis of existing policy and practice approaches across Europe for integrating spatial resilience in spatial policies and planning (Task 2).
 - An outline of a monitoring framework for spatial resilience, including relevant indicators and possible data sources (Task 3).
 - An interactive tool within the ESPON Portal to compare the spatial resilience of analysed territories within the framework of this study (Task 3).
 - Recommendations for future research.

- A Policy Brief communicating the key findings of this territorial study in a clear and communicative manner (in both, English and Lithuanian).
- Technical and scientific annexes (as appropriate and relevant), providing:
 - A description of the methodological approach applied.
 - Supporting analytical material and results underpinning the main report.
- Data, maps and visual outputs (as appropriate and relevant), including:
 - Source files for all maps, figures and visualisations (including map project/design and vector formats).
 - Shapefiles and geodatabases for all static and interactive maps, dashboards or applications produced.
 - Data collected and documented in accordance with the ESPON metadata template and data strategy and prepared for integration into the ESPON database in cooperation with the ESPON EGTC.

Summary presentation of results, in a format and specific form agreed with the ESPON EGTC and, where relevant, compatible with the ESPON Portal environment.

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

Static formats:

- A **presentation** (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, images) from all of the final deliverables - submitted with the source files, especially if there is data behind them (e.g. editable spreadsheet files - such as XLSX, and editable vector formats - such as PDF, EPS or AI). All images need to be delivered separately in PNG format in high resolution. All externally sourced images need to be correctly 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).

Interactive formats:

In addition to the static content, service providers must also develop interactive content for the ESPON Data and Knowledge Portal; this is 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.

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

1.4.2.2 Intermediary deliverables

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

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

- 1) Intermediary deliverables shall be appropriately planned throughout the project's lifecycle in line with the methodological approach proposed by the tenderer.
- 2) To feed into relevant ongoing policy processes, one intermediary deliverable shall be submitted sufficiently in advance of the first Presidency-related discussions at the NTCCP, DGTC or another relevant policy format, according to the final implementation calendar.

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, should have gone through a thorough language check, preferably by an English native speaker. The 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. It must be ensured that all links are active and working. The final report must already contain links to the ESPON Portal with the relevant data and the interactive tool.

1.5 Project management

1.5.1 Mandatory meetings foreseen during the contract implementation

The service provider shall ensure participation (of at least 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, 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.

For the purposes of this study, the Lithuanian Presidency of the Council of the European Union shall act as the primary representative stakeholder. To this end, the service provider is expected to participate in the following meetings:

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 study 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 projects and are prerequisites for ensuring useful results and meeting stakeholders' analytical and policy demands. The successful accomplishment of the objectives of this study will be achieved by proactive collaboration of the 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 territorial study. 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. Stakeholders 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 territorial study might be available only in the language of the stakeholders' territory, the service provider should dispose of the relevant language skills. The Lithuanian Ministry of the Environment is the initiator of this territorial study. The Lithuanian Construction sector development agency (SSVA), Urban development unit, is joining the steering committee as additional stakeholder.

The goals of the Steering Committee meetings are as follows:

- To closely follow and advise the implementation of the study, 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.

Tenderers are invited to propose an indicative approach to the timing and sequencing of steering committee meetings in their technical offer, in line with their proposed methodological framework and study milestones. Steering committee meetings are foreseen to be held in an online format in order to limit travel costs, time requirements and greenhouse gas emissions, unless otherwise agreed with the ESPON EGTC. The service provider shall prepare concise agendas and minutes for all steering committee meetings, documenting key discussions, decisions and follow-up actions, and shall submit these to the ESPON EGTC in a timely manner. Following the submission of each predefined deliverable, the ESPON EGTC may propose an additional steering committee meeting to discuss feedback and agree on the integration of comments into subsequent or revised deliverables. The timing and location of 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 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 meetings take place on a regular basis when deemed necessary. They are organised by the 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 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 ¹
Kick-off		As soon as possible (and normally within 2 weeks) after the award of the contract
	D1: Progress report	T + 2 months
	D2: Interim Policy Paper	T + 4 months
	Final Report	T + 6 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 4.3 and 5.2**, as part of the verification of selection criteria.

*click to access the
"selection criteria"*



- Territorial development and spatial planning expertise, demonstrated through an academic background and proven empirical research experience in territorial development, spatial planning and place-based policy analysis in a European context.
- At least 2 team members with proven experience in empirical work and academic background in the field of expertise and knowledge related to analysing spatial resilience and developing monitoring systems for territorial development.
- Proven experience in governance analysis, including experience in examining multi-level governance arrangements, planning frameworks, institutional capacity and stakeholder engagement processes relevant to regional development policies.
- Proven experience by at least 2 team members in compiling 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.
- 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

¹ The letter "T" in this table stands for the date of the kick-off meeting. Timeframes are indicative.

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.

- At least one member with a communication/journalistic background and experience in visualising and presenting research findings in an easy-to-grasp way.
- Team members shall demonstrate a very good linguistic ability to draft and communicate research findings in high-quality English.

(...)

End of extract

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