

SPECIFICATION

ESPON Scientific Platform/Tools Project 2013/3/10

European Urban Benchmarking Webtool (2012-2013)

(o) Territorial challenges relevant for ESPON 2013 projects

The development of the European territory is facing several ongoing mega trends and impacts of policies:

- The integration of the EU in global economic competition is accelerating, offering more options for regions and larger territories in deciding on their development path as development is no longer a zero sum game for Europe.
- Interaction is growing between the EU territory and the surrounding neighbour countries as well as the other parts of the world, becoming apparent by e.g. migration pressure on more developed countries, which are themselves confronted with population decline and by access to and investment in new markets.
- Market forces and the evolution of society in general are supporting a geographical concentration of activities.
- The ongoing demographic change with an ageing European population and migration is affecting the regions differently and boosts the competition for skilled labour.
- The occurrence of hazards is increasing due to climate change while different parts of Europe experience different types of hazards.
- Increasing energy prices and the emergence of a new energy paradigm have significant territorial impacts, some regions being more affected than others, some of which have particular potential for production of renewable energy sources.
- The enlargement of the EU to 27 Member States, and at a later stage maybe to more, presents an unprecedented challenge for the competitiveness and internal cohesion of the Union.

ESPON results have revealed that territorial capital and opportunities for development are inherent in the regional diversity that is a characteristic of Europe. Consequently, different types of territories are endowed with diverse combinations of resources, putting them into different positions for contributing to the Europe 2020 Strategy as well as to EU Cohesion Policy. Territorial diversity, particularly in the economic base, implies that tailor-made strategies will be appropriate and most viable for European regions.

The ESPON 2006 Programme provided integrated analysis and long term spatial scenarios which enriched the European policy debate and knowledge base. The results and observations produced by ESPON on territorial structures, trends, perspectives and assessment of EU policy impacts had not been fully evident before and supported a better understanding of the European dimension of territorial dynamics. Therefore, interest is growing among policy makers and practitioners for the information, knowledge and understanding ESPON can offer.

The ESPON 2013 Programme shall bring this knowledge base one step further by carrying out applied research and targeted analyses, indicator development and data collection, capitalisation events presenting results, etc. All these actions will be related to an improved understanding of territorial structures, development trends, perspectives and policy impacts.

The European-wide evidence provided by the ESPON 2007-2013 Programme will potentially benefit stakeholders all over Europe at all levels. Policy makers dealing with territorial development require sound evidence and comparable regionalised information as well as medium and long-term development perspectives in order to draw up sustainable and efficient integrated policy responses for their territories.

All in all, the European process moves towards a more integrated approach to policy making which makes the territorial dimension important for policy makers. The aim of territorial cohesion included in the Treaty supports this approach by taking the territory as an explicit element in the framework for policy making. Due to its provision of evidence based on analyses of territorial units the ESPON 2013 Programme is of strategic importance for the European policy development and cooperation.

By further extending and deepening the existing knowledge and indicators, the ESPON 2013 Programme will play a strategic role in supporting the policy process of the current period 2007-2013 and contributing to the development of Cohesion Policy beyond 2013.

(i) General objectives of projects under Priority 3

The general objectives of applied research projects within the ESPON 2013 Programme are the following:

- Contribute to the consolidation of the scientific platform of the ESPON 2013 Programme and to the territorial knowledge base needed for informed policy formulation and application
- Ensure data, territorial indicators and tools that are usable for policy makers and practitioners at all administrative levels
- Respond to needs for public access to the ESPON data and tools
- Ensure availability of comparable and robust regional (and urban) data at as detailed geographical scale as possible as well as statistical quality control and data validation
- Ensure that European standards for spatial referencing and storage of data are respected (such as applying the ETRS1989 standard and the Inspire Directive).
- Support a concrete application and use of data for policy, strategy and planning processes, including tools and techniques for forecasting and modelling
- Continuously provide an updated basis for monitoring and assessing territorial development trends in relation to territorial policy objectives at European level based on relevant territorial indicators/indices.

This project shall contribute to these general objectives during its implementation, and in doing so make best use of existing ESPON results, new results in other ESPON projects as well as other research results and relevant studies.

(ii) Relation of this project to the ESPON 2013 Programme

The priorities describing the work-programme of the ESPON 2013 Programme are structured in four strands:

a) Applied research on territorial development, competitiveness and cohesion: Evidence on European territorial trends, perspectives and policy impacts

The applied research projects will opt for information and evidence on territorial potentials and challenges focusing on opportunities for success for the development of regions. Cross thematic applied research will be a major activity integrating existing thematic analysis and adding future analysis of new themes. Territorial impact studies of EU policies will be another focus under this priority.

b) Targeted analysis based on user demand: European perspective to development of different types of territories

This priority responds to a clear demand of practitioners for user and demand driven actions within the ESPON 2013 Programme. By convening an analytical process where ESPON findings are integrated with more detailed information and practical know-how, new understanding of future development potentials and challenges may arise, which could be transformed into projects and actions.

c) Scientific platform and tools: Territorial indicators and data, analytical tools and scientific support

The scientific platform and analytical tools built up within the ESPON 2006 Programme will be maintained and further expanded. New actions shall be undertaken to develop current achievements and make use of the indicators, data and tools.

d) Capitalisation, ownership and participation: Capacity building, dialogue and networking

Under this priority, actions are foreseen that will be aiming at making the evidence and knowledge developed operational through measures raising awareness and involving stakeholders in the results and their practical use.

This project plays the particular role of providing a tool and information on the pattern of risks and opportunities in European cities and is intended for use by practitioners, policymakers, as well as public and private investors. In doing so, it shall make best use of ESPON results as well as other research results and relevant data.

(iii) Thematic scope and context

Cities of all sizes can play a crucial role as creative, efficient and environmentally sound engines of smart, sustainable and inclusive territorial development. But there are threats and barriers to this in the form of demographic challenges, economic challenges, social disparities/polarisation and urban sprawl.

The Lisbon Treaty added territorial cohesion to the goals of economic and social Cohesion, with a view that post 2013 programmes will have a particular emphasis on the role of cities, functional geographies, areas facing specific geographical or demographic problems and macro-regional strategies.

The Territorial Agenda 2020 highlights the challenges and potentials for territorial development. It recognises that cities should look beyond administrative borders and with that not only to their functional boundaries but also to network with other cities, in a bid to add value and promote polycentric development and balanced development.

EU Member States and the European Commission is progressing urban policy at the European level. This process will require evidence about the urban reality, a task where several initiatives are taken, and where the joining of forces and cooperation can provide added value.

The proposed draft regulations for the Structural Fund programmes reflect this with the urban agenda likely to be more prominent than in previous programmes. In the draft regulations, to reinforce territorial cohesion there is a focus on Sustainable Urban Development in the next programming period (2014-2020) with at least 5% of ERDF resources earmarked to support this sector.

But alongside this increased focus on the urban component there is likely to be a change in the methods of supporting territorial cohesion 'on the ground'. For example, the conclusions of the fifth Cohesion Report identified that to enhance the European added value of cohesion policy, greater use should be made of financial instruments. The draft regulations outline how their role will be enhanced and cover all policy objectives, with such instruments likely to be available for Member States to contribute to at national and EU level.

Against, this backdrop of increased emphasis on the urban component and the use of financial instruments in territorial cohesion policy, this ESPON project will deliver the European Urban Benchmarking webtool. This webtool will help policymakers, practitioners and public and private investors to put economic, social and environmental sustainability of cities at the core of decisions. This webtool will allow them to benchmark their cities against other similar cities, around issues such as demographic challenges, economic challenges, social disparities/polarisation, urban sprawl and greenhouse gas emissions. This benchmarking webtool will create opportunities for the forming of innovative learning networks among cities. It will also provide a first indication of the suitability of financial engineering instruments in place-based policymaking for addressing risks and opportunities.

This project will be complementary with the ESPON European Territorial Monitoring project however it will provide much more detailed information at urban level.

(iv) General objectives

At the end of the project, the TPG will deliver a European Urban Benchmarking webtool, an easy-to-use 'quick scan' web application. It will make the ESPON knowledge base more available and useful in practice to practitioners, policymakers and public and private investors concerned with managing investment in cities. This 'quicksan' webtool will highlight both the risks and opportunities for cities, the potential aspects for investment and allow benchmarking of cities as well as comparisons using typologies.

The key target groups for using the European Urban Benchmarking webtool will include:

- Policymakers and practitioners (both at the Urban but also at the Regional level) concerned with attracting and managing the development in cities.

- Public investors, including the European Investment Bank in view of the potential relevance of the project for JESSICA (Joint European Support for Sustainable Investment in City Areas) and its traditional lending operations in sustainable urban projects.
- Private investors seeking to get a quick overview of European urban regions.

While private investors are potential end users, they will not be actively involved in the webtool's development. The project will be steered towards the needs of the target group in two ways:

- Policymakers and practitioners will be involved via the ESPON Monitoring Committee in feeding back on various stages of the webtool's development.
- The Municipal and Regional Unit (MRU) of the Technical and Financial Advice Department in the European Investment Bank will also be actively involved.

It is crucial that the views of these target groups are taken onboard in the webtool's development to ensure relevance, resultant use and long-term sustainability.

The main aim of the project is to develop the methodological concept of the 'quickscan' webtool and operationalise this into a fully functioning webtool ready for use by the target group. The objectives within this are:

- 1) The conceptualisation, design, testing and establishment of a ready-to-use practical webtool to benchmark and monitor European cities. The webtool will cover around 800 cities, including Urban Audit cities (approx. 888 cities, 50,000+ populations). The webtool should allow for modularity in implementation so that it is easy to expand in the future;
- 2) To provide instructional and explanatory text integrated into the webtool so that end-users understand both the function of the webtool but also its main strengths and weaknesses; and
- 3) To provide a "European Urban Benchmarking Webtool Demonstration Report" to illustrate what the resultant webtool can do in relation to the project's main objective and target group needs.

(v) Analytical framework and deliveries expected

This ESPON project, to be implemented during 2012-2013 shall be based on a clear planning with relation to its objectives.

Taking the thematic scope and the main objective for the ESPON 2013 Project on European Urban Benchmarking webtool, the deliveries are expected to target policymakers, practitioners and public and private investors.

The following aspects should also be taken into account in project proposals and during the project implementation:

- a) The support of a steering group: The successful implementation of the project will require the involvement of investors but also data providers. The ESPON Coordination Unit will fully support the TPG (Transnational Project Group) in this process and will coordinate a steering group to oversee the project involving the European Investment Bank (Municipal and Regional Unit) and EUROSTAT. The group will formally convene at the project's kick-off and at least two times more during the project's life to discuss the project deliveries. There is a close alignment of

indicator needs between those desired by EIB (MRU) and those outlined in the Reference Framework for Sustainable Cities. So, a representative of the latter may be involved as a sounding board to the project. More European partners dealing with urban policy might be included, if interested.

- b) Policy logic: The TPG should take into account the main European policy concepts, orientations and objectives related to the territorial development of cities as outlined under (iii) *Thematic scope and context*. In particular relevant policy orientations of the Fifth Cohesion Report, the Commission's Green Paper on Territorial Cohesion, the Territorial Agenda 2020 and the Europe 2020 Strategy.
- c) Geographical framework: The backbone for the European Urban Benchmarking webtool are the LUZ regions but other functional geographies could be used if the LUZ approach is not feasible. It is expected that users would be able to explore data for core and hinterland geographies of cities. It is also expected that context will be shown, including indicator rates for European, country and regional levels.
- d) Coverage: The geographical coverage of the project and the resultant European Urban Benchmarking webtool should encompass all the countries participating in the ESPON 2013 Programme. Within the ESPON programme countries, coverage should encompass not only Urban Audit cities (888 cities, as of early 2012). Some extra cities may need to be covered but this will be discussed on a case by case basis. To this end, the TPG will have to identify workable solutions to include cities which are not included in the Urban Audit. This is likely to include, for example, Lichtenstein and cities in Iceland but as importantly other cities currently not included in the Urban Audit. The ESPON 2012 project 'FOCI' (Cities and Urban Agglomerations) will provide a starting point in this regard.

The TPG should include the possibility to visualise data in Croatia, for which the accession negotiations were closed and the Accession Treaty was signed at the end of 2011, and in the EU Candidate Countries (i.e. The former Yugoslav Republic of Macedonia, Turkey, Montenegro) and/or the other countries of the Western Balkans (i.e. Bosnia and Herzegovina, Serbia, Albania, Kosovo under UN Security Council Resolution 1244).

- e) Integration of time-series: The European Urban Benchmarking webtool should integrate time series (ten years) in a selected number of indicators. This should support a better understanding of the territorial trends and in the short, medium and long term perspectives.
- f) Indicator selection and data: The webtool should contain a limited (maximum 15 to 20) number of indicators that respond to the needs of the target group around the themes of threats and opportunities to the balanced and sustainable development of European cities. The sources for these indicators should be the ESPON 2013 database, Urban Audit data as well as other datasets and sources. The Urban Audit is currently in the process of being updated and new data will become available in 2012. The aim is for total coverage of the indicators on the agreed cities for inclusion. Research to date has highlighted the following indicators areas as likely to be useful to the EIB: Population age; Education and Employment; Workforce Skills; Wealth; Business environment; Energy profile; Greenhouse gases; Transport/accessibility; Development demands; and Quality of life. The TPG are expected to scope these out with the target group and provide a feasible shortlist.

The geographical level used should be the Larger Urban Zone though it is recognised that a best fit approach may have to be adopted for some indicators and/or cities.

Overall, the project will require an innovative but pragmatic approach to identifying feasible indicators. Contact with one or two National Statistics offices may be necessary. There is an expectation that some data will be estimated or there will be a substitution (for example, NUTs 3 data) in some cases. The TPG are expected to show creativity in this regard and integrate other datasets and sources such as the Urban Atlas, Eurochambers and Eurocities. Datasets and sources should adhere to the European Statistics Code of Practice.

- g) The construction of the European Urban Benchmarking webtool: The TPG should develop the European Urban Benchmarking webtool recognising the following needs:
- End-users can access the webtool through their favourite Web browser without installing the application itself on their computer;
 - End-users will always have access to the most updated issued version of the software and as such to possible new functionalities in the webtool; and
 - End-users will always have access to the most updated data and indicator sets available.

The European Urban Benchmarking webtool will eventually be on the ESPON 2013 Programme website. As such, the homepage should be implemented as much as possible in line with the ESPON Corporate Identity and Lay-out. This means that it will have the same lay-out as the ESPON website and seem completely integrated in the website. In order to implement this, the project should coordinate its work with the contractor dealing with the ESPON web service. Moreover, the new ESPON Design, EC Publicity Requirements and a Terms and Conditions of use of the European Urban Benchmarking webtool should be integrated into the application. Specific details on these aspects will be provided by the ESPON CU during the project implementation.

The European Urban Benchmarking webtool should have links to the latest version of the ESPON 2013 Database as well as the Online Mapping tool to allow users to further explore ESPON data. It should also provide a link to the Reference Framework for Sustainable Cities and highlight how city stakeholders can use this to help develop, implement and monitor a sustainability strategy for their city.

The draft and final version of the European Urban Benchmarking webtool will be hosted on one of the for ESPON available servers (with operating systems Linux or Windows) and should be available via all of the commonly used Internet browsers. During the development of the webtool, it should preferably be hosted by the project and be made accessible via an external link so that the various draft versions of the webtool can be easily reviewed.

In general, open source approaches are encouraged by the European Commission and might give more freedom to ESPON as it makes possible that an application produced by a given research team at one moment can be transferred, further completed or expanded by the ESPON Programme later on. However, the choice for Commercial Off The Shelf (COTS) or open source applications should be made in function of the detailed requirements, and of technical and financial boundary conditions in order to identify which is the best solution for such a project.

Moreover, licences related to the use of COTS software in case of selection should be previously discussed with the ESPON CU and be granted to the ESPON 2013

Programme. Costs related to this issue shall be included in the project budget. The programme coding developed within the project should be given to the ESPON Programme by the end of the project so that it is possible within the ESPON Programme to adjust and/or expand as well as update the European Urban Benchmarking webtool in a later stage after closure of the project. In practice, this means that the final webtool will be on a shared ownership basis (ESPON MA and Lead Partner), with ESPON owning a copy for publication and updating.

- h) The webtool's interface: The resulting webtool should be simple and easy to use, pitched at a level that a motivated non-expert will be able to access, navigate and obtain the data they require, being able to choose cities from an interactive map and download charts/tables. Alongside the forthcoming ESPON Online Mapping Tool, there are some existing interfaces that can serve as inspiration for the European Urban Benchmarking webtool. In summary these are:
- MetroMonitor, which is a tailored made project/tool developed by the Metropolitan Policy Program at the Brookings Institution. The tool's main objective is to monitor the economic recession and recovery in America's 100 largest metropolitan areas on a quarterly basis and present it in a short report of less than 10 pages - <http://www.brookings.edu/metro/MetroMonitor.aspx>.
 - Policy Map, which is a project/tool developed by The Reinvestment Fund, a US non-profit community development financial institution - <http://www.policymap.com/>
 - fDi Intelligence has been developed by the Financial Times Group. It offers tools and indicators at different spatial levels for investors, including cities and urban regions - <http://www.fdiintelligence.com/>.
- i) The webtool's life after the project's end: Sustainability is crucial. The TPG should define a step by step procedure to allow ESPON to fully update the webtool on a regular basis, from finding the relevant data to inputting it into the webtool. Opportunities to align the webtool's update with EUROSTAT's plans should be exploited.

Outline tasks

The following suggested tasks are broken down against the project's objectives and are presented to aid TPG planning. *These are given on a purely indicative basis - the TPG are free to develop tasks and approach based on the analytical framework, the expected results and timetable and this overall project specification.*

- 1) Tasks related to the conceptualisation, design, testing and establishment of a practical webtool to monitor and benchmark European cities
 - Development of a logic framework based on needs of policymakers, practitioners and public investors who are concerned with managing and attracting investment to cities
 - Identification of target group needs vis a vis access and useability
 - Development and shortlisting of potential indicators
 - Definition of cities to be included, recognising issues of size but also representation
 - Gathering and assessment of available information from relevant ESPON projects, ESPON 2013 Database, as well as other Europe-wide public and private sources

- Identification of gaps between the target groups' indicator demands and data availability and implement workable strategies to address these
 - Development of a clear and simple webtool for visualising and analysing the indicators and integrating the data onto this webtool
 - Testing of the webtool with the target group and amendment if appropriate/necessary
- 2) Tasks related to the provision of instructional and explanatory text to integrate into the webtool
- Dialogue with CU and target group in testing to refine accessibility and further identify key information required alongside the webtool
 - Development of text sections in Plain English to populate key sections such as for example Home, About, How to Use, FAQ etc.
 - Possible adjustments to the text based on feedback from policy makers practitioners and investors
- 3) Tasks related to the development of a "European Urban Benchmarking Webtool Demonstration Report" to illustrate what the resultant webtool can do in relation to the project's main objective
- Proposal on the content and communication of the report based on the conceptualisation undertaken
 - Collection of information, analysis and drafting of the report
 - Possible adjustments to the report based on feedback from policy makers practitioners and investors
 - Finalisation, communication and dissemination of the report

Tasks outlined under 2) and 3) will aim to attract and support users from the target groups.

(vi) Expected results and timetable

This project is expected to last until the end of 2013. The implementation of the project for 2012-2013 shall include a flexible approach to the individual work packages proposed where frequent contact meetings with the ESPON CU will support the development of this project. The ESPON MC will be, as usual, involved in the development of this project and a steering group (ESPOON CU, EIB - Municipal and Regional Unit and EUROSTAT) will provide support in problem solving around the key issues of data availability and coverage, indicator selection and target group needs.

Taking into consideration the nature and the practical side of this ESPON project as well as the target group envisaged (policy makers at different geographical levels), skills in the communication of results in a simple and understandable way is an important element to be considered as part of the expertise of the TPG.

The project is supposed to follow, as far as possible, a timetable and specifications of outputs as presented below:

December 2012 (Inception Report)

- Detailed description of the conceptualisation of the project, taking into account the objectives envisaged, including the identification of priorities, resolution of problems and definition of delimitations
- An overview on the data availability, including statistical and geographical data is also necessary, as well as strategies to overcome possible shortcomings on this issue, such as coverage outside the Urban Audit cities
- First indication of the list of cities and indicators that could be successfully integrated into the webtool and geographical levels to be used, as well as the definitions/logic for these
- Detailed proposal on the overall approach envisaged to make the European Urban Benchmarking webtool highly communicative, and relevant and useful to the target group
- Proposed workplan, including all activities envisaged, key milestones, timetabling and time planning, with greater detail provided up to the intermediate deliveries and in outline to the interim report

February 2013 (Intermediate deliverables 1)

- Short paper outlining the results of dialogue with target group over accessibility, content and needs generally and a draft final proposal on the list of cities and indicators to be integrated in the webtool and geographical levels to be used
- Updated work plan

June 2013 (Intermediate deliverables 2)

- Short reporting of the activities, both planned and realised, resolution of problems and definition of delimitations
- Draft version and presentation of a European Urban Benchmarking webtool
- Draft version of the web text sections in Plain English to populate key website sections such as for example Home, About, How to Use, FAQ etc
- Proposed outline of Final Report, which will document the scientific work undertaken in developing and delivering the European Urban Benchmarking webtool, including:
 - Methodologies and concepts developed and used
 - Models used or developed
 - Overview of all indicators selected, each described in a structured way including the aspects given in the Annex
 - Future research avenues to consider, including further data requirements, filling of possible data gaps, building time series, improving weak aspects in the selected set of indicators and further developments linked to the webtool
 - Importantly, the practical steps required by the ESPON CU to update the European Urban Benchmarking webtool on an annual basis, described in a logical and user-friendly manner
- Proposed outline of a 'European Urban Benchmarking Webtool Demonstration Report'
- Work plan until the Draft Final Report

September 2013 (Draft Final Report and deliverables):

- Final web text sections
- Draft Final European Urban Benchmarking Webtool
- Draft Final Report

- Draft ‘European Urban Benchmarking Webtool Demonstration Report’

December 2013 (Final Report and deliverables)

- Final ‘European Urban Benchmarking Webtool Demonstration Report’ (maximum 10 pages)
- Final Report
- Handover to ESPON CU of final European Urban Benchmarking Webtool, with explanatory webtext integrated

Overall, during the life of the project, the TPG is expected to take part in at least three formal meetings with the steering group (ESPON CU, EIB - Municipal and Regional Unit and EUROSTAT) in Luxembourg. They are expected also to participate in ESPON Seminars, the first of the project’s life will be in Cyprus on the 5/6 December 2012 and in June and December 2013 (dates and locations to be finalised).

(vii) Budget

The maximum budget envisaged for this project amounts to €200.000. Proposals exceeding this value will not be considered.

All real eligible costs incurred for carrying out the approved project will be refunded 100% by the ESPON 2013 Programme.

(viii) Existing access points

The access points listed below can serve the purpose of providing the TPG useful information for preparing a proposal. It is by no means meant to be exhaustive, but should be considered as information that can be helpful in tracing additional useful background information.

Policy Documents:

- Europe 2020 Strategy
- Fifth Cohesion Report
- Green Paper on Territorial Cohesion
- Territorial Agenda 2020

Content oriented documents:

- ESPON 2013 Project 2013/3/1 “ESPON Database and Data development” (2008-2011)
 - Current ESPON 2013 Database: http://www.espon.eu/main/Menu_ScientificTools/ESPON2013Database
 - Results of the project so far: http://www.espon.eu/main/Menu_Projects/Menu_ScientificPlatform/espondatabas_e2013.html
- ESPON project 2013/3/4 “European Territorial Monitoring”
- ESPON Project 2013/1/1 “FOCI- Cities and Urban Agglomerations”
- ESPON Project 2013/1/5 “RERISK – Effects of Rising Energy Prices”

- ESPON Project 2013/1/6 “TIPTAP – Territorial Impact Assessment”
- EUROSTAT - http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1090,30070682,1090_33076576&_dad=portal&_schema=PORTAL
- Reference Framework for Sustainable Cities - <http://www.rfsustainablecities.eu>
- International Organisation for Standardisation (ISO) - <http://www.iso.org/iso/home.htm>
- URBACT – www.urbact.eu
- URBACT project ‘JESSICA 4 Cities’ <http://urbact.eu/en/projects/disadvantaged-neighbourhoods/jessica-4-cities/homepage/>
- GMES – Global Monitoring for Environment and Security - <http://www.gmes.info>
- European Association of Chambers of Commerce - www.eurochambres.eu/
- European Foundation for the Improvement of Living and Working Conditions - www.eurofound.europa.eu/
- Eurocities - <http://www.eurocities.eu/>

Good examples of other working tools

- Metromonitor - <http://www.brookings.edu/metro/MetroMonitor.aspx>
- Policymap - <http://www.policymap.com/>
- FDI Intelligence - <http://www.fdiintelligence.com/>