

SPECIFICATION

ESPON Targeted Analysis Based on User Demand 2013/2/16

SMART INSTITUTIONS FOR TERRITORIAL DEVELOPMENT (SMART-IST) (2010-2012)

(o) Targeted analyses within the ESPON 2013 Programme

The ESPON 2006 Programme provided integrated analysis and long-term spatial scenarios which enriched the European policy debate and knowledge base. Tying in with the achievements of the previous programme period, the ESPON 2013 Programme continues conducting applied research on European territorial development, competitiveness and cohesion. At the same time, a new type of projects is carried out in the form of targeted analyses based on specific demands expressed by stakeholders and making use of existing ESPON results.

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

- 1. Applied research on territorial development, competitiveness and cohesion: Evidence on European territorial trends, perspectives and policy impacts**
The applied research projects will create information and evidence on territorial challenges and opportunities for success in 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.
- 2. Targeted analysis based on user demand: European perspective on 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 opportunities and challenges may arise, which could be transformed into projects and actions.
- 3. 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 existing indicators, data and tools.

4. Capitalisation, ownership and participation: Capacity building, dialogue and networking

Under this priority, actions are foreseen that will make the evidence and knowledge already developed operational through raising awareness and involving stakeholders in the results and practical application of them.

Targeted analyses under Priority 2 enable stakeholders to obtain customised and up-to-date information on their particular territorial context and opportunities for development which can be used for policy development. Given the targeted focus of these projects on specific territorial entities, targeted analyses will contribute to the use of ESPON results in practise and to the involvement of policy makers, practitioners and scientists in a joint synergetic process.

(i) General objectives of targeted analyses under Priority 2

The general objectives of targeted analyses within the ESPON 2013 Programme are the following:

- Provision of evidence and knowledge based on ESPON results on the strengths and weaknesses of individual regions and/or larger territories seen from a European perspective, or a global context, giving European regions the option to compare themselves to other regions and hereby finding competitive advantages for development and cooperation.
- Improvement of the usefulness of ESPON results by testing new, experimental and innovative options such as (1) analysis of themes of interest for groups of regions, partly based on case studies, (2) methodological frameworks for translating territorial development goals and policy aims into concrete actions and (3) technical, methodological and analytical support to territorial planning processes and spatial programming and visions.
- Provision of analytical support and evidence based on ESPON results on thematic priorities in cooperation with other Structural Funds Programmes.

The aim is to carry through targeted analyses in partnership with policy makers and/or practitioners showing an interest in gaining awareness of European evidence, information, experience and/or knowledge on common challenges related to their territorial and/or urban development.

The individual targeted analysis shall support better informed policy decisions by:

- Integrating ESPON findings with more detailed information and practical know-how, either from a territorial part of Europe or from a sector authority.
- Contributing to a sound knowledge of territorial development perspectives/trends through new understanding of future development potentials and challenges for the respective territorial and/or urban development.

This project shall contribute to these objectives during its implementation by ensuring a close cooperation and partnership with the stakeholders who expressed their need for this targeted analysis.

(ii) Types of Action under Priority 2

Projects under Priority 2 can have different foci and accordingly vary in their content. In order to have a clear distinction between the various possible project orientations, each project needs to be clearly allocated to one of the following types of action:

1) Integrated studies and thematic analysis

This type of action is foreseen to follow a “traditional” analytical approach using existing results of ESPON applied research and other studies. The analysis can integrate several themes relevant for certain types of territories, regions and/or cities or they can be less comprehensive in the approach by focusing on one or a few themes.

The main objectives are:

- a) To provide added value for territorial development of specific types of territories¹ by offering new comparative insight and understanding on territorial potentials and challenges from a European perspective;
- b) To ensure that other (similar) types of territories/regions can benefit from the output of the analysis.

2) Knowledge support to experimental and innovative actions

This type of action clearly allows for the implementation of projects that differ from the mainstream of the ESPON 2013 Programme by being more experimental and/or innovative in character. It is in a way a laboratory for developing ways of meeting main territorial challenges that Europe is confronted with.

The objectives are:

- a) To support experimental and innovative actions carried through in partnership with stakeholders with European knowledge on territorial structures, trends, perspectives and policy impact;
- b) To provide methodological support to experiments and innovative efforts.

3) Joint actions related to other Structural Funds Programmes

The joint actions related to other Structural Funds Programmes take a geographical starting point in the area covered by these programmes, be it transnational, cross-border, interregional, regional or urban territories. The content of these actions can be integrated and thematic analyses or they can be experimental and innovative of nature

¹ Types of territories codified for the territorial dimension, include urban, rural-mountains, rural-islands, rural-area (sparsely and very sparsely populated), rural-other, former external border, area dependant on fisheries, outermost regions, transnational cooperation areas, cross-border cooperation areas and interregional cooperation areas (as listed in the ESPON 2013 Programme, p. 9).

(as described above). A main prerequisite is that they are justified by supporting Structural Funds Programme implementation.

The objectives are:

- a) To provide information and analyses on the European position of these areas, their comparability with other similar areas, and their potentials and challenges, useful for Structural Funds Programmes (regional, cross-border, transnational, interregional and urban);
- b) To provide methodological support for strategic processes, including visions and scenarios for spatial development and planning.

Independent of the type of action, each project should have a European perspective (i.e. supporting the understanding of the wider European context), a clear transferable character and a concrete implementation part, focusing on specific territories.

The analytical approach can provide integrated, cross-thematic analyses, study individual themes or sectors, or focus on a specific type of territories. At any rate, ESPON findings shall be integrated and supplemented with more detailed information and practical know-how, either from a territorial part of Europe or from a sector authority. Analysis can include/be based on case studies. The geographical coverage will normally have a more limited territorial coverage than the entire European territory.

(iii) Scope and rationale of the targeted analysis

The targeted analysis will address the institutional factors explaining the efficiency of public institutions in designing and implementing successful territorial development strategies and policy in the framework of EU Cohesion Policy. The main objective of this targeted analysis is to develop a common methodology aiming at recognizing, assessing and enhance institutional efficiency. This methodology will also support the identification of technical assistance measures to be adopted at central and regional government levels in order to strengthen the administrative capacity for the implementation of Cohesion Policy. In this regard, the identification of successful experiences or methods seen as a benchmark for other regions in Europe, represent a relevant expected result of the analysis.

The targeted analysis will mainly address selected territories of France and Italy. However, it will be extended to two additional case studies selected according to their relevance in relation to the goal of the targeted analysis (likely including one of the Member States having joined in 2004 or one of the current accessing countries). The identification of the two additional case studies will be decided during the implementation phase in cooperation between the TPG and the stakeholders².

Main characteristics of the territory to be addressed

The in depth analysis will mainly focus on six selected NUTS 2 regions of Italy and France, two countries having a long lasting experience in conferring high relevance and

² The two additional case studies will address two additional NUTS II regions located in one or two different countries.

strategic importance to policy initiatives aiming at enhancing administrative capacity of institutions involved in the implementation of the Structural Funds. The central government of these two countries are also Managing Authorities of the Technical Assistance Programmes supporting the implementation of the Structural Funds.

In particular, the NUTS 2 regions proposed as case studies for an in-depth and closer look will be selected on the basis of their relevance for the analysis of those institutional factors that make the management and implementation of Structural Funds effective.

In Italy, the assessment of the institutional factors behind the implementation of Structural Funds programmes will consider two NUTS II regions belonging to the “Convergence Objective” (namely, Campania, Puglia, Calabria and Sicilia). These regions roughly show the same level of economic development, all of them lagging behind the national average, and common structural problems in the infrastructure and services endowment. They have been the main beneficiaries of Cohesion Policy in the current and in previous programming periods. Each of these regions is currently responsible for two Operational Programmes (financed by ERDF and ESF), for an overall amount of resources coming from the EU budget equal to 13.5 billion euro, representing the 46.8 per cent of the overall financial resources assigned to Italy. The targeted analysis will also consider another regional case study relevant for the project, possibly a more developed region (e.g. Toscana).

The enhancement of the institutional capacities in the implementation of Cohesion Policy is one of the 10 Italian priorities in the National Strategic Framework. This goal is crucial for “Convergence regions” for a number of considerations behind the focus on those regions as relevant case studies for the targeted analysis. In this regard, the following aspects can be mentioned:

- more important delays in the economic development and consequently the need to achieve more ambitious targets in terms of economic growth in relation to the rest of the Country (therefore requiring adequate administrative structures and professional skills);
- high concentration of financial resources on regional development coming from the European (and national) budget;
- complexity of the implementation system and the demand for high level of performance putting under pressure organization and personnel;
- the fact that the Italian Convergence regions have been the beneficiaries of technical assistance measures implemented by the Central government for the reinforcement of regional administrative structures and their respective planning, implementing and assessing capacities of development programmes and strategies targeting better services to the collectively.

As regards France, the three proposed NUTS 2 regions are Alsace, Aquitaine and Rhône-Alpes. In the current Cohesion Policy framework, these three regions benefit of interventions for regional development within the “Regional Competitiveness and Employment Objective”, for a total amount of funding equal to 878 million euro, corresponding to 15 per cent of total ERDF funds assigned to France. Differently from the Italian case, where the implementation of Structural Funds in the regions is under the

responsibility of Regional governments, the French ERDF Operational Programmes are managed by the representative of the Central government in the region (Préfet de région), with the exception of Alsace region where there is an ongoing experimentation of decentralisation. As for the ESF, France is implementing a national programme with decentralised implementation for part of it.

The three regions selected share specificities in terms of management and implementation of Structural Funds that make them interesting case studies for this targeted analysis. In particular, Alsace region, as mentioned above, is experimenting decentralization in the management of the Operational Programme (76 million euro coming from ERDF). This means that the Managing Authority for the programme is the Regional Authority (President of the Regional Council) and not the representative of the State in the region. The regional Authority is also Managing Authority for the Cross-border programme Upper Rhine, between France and Germany (43 million euro). As to Aquitaine, the regional Operation Programme (392 million euro as to ERDF funding) has the most developed priority and the biggest amount of ERDF funding dedicated to innovation. Although the Managing Authority of the programme is the Préfet de région, the Regional Authority benefits from a global grant under the innovation priority. The Regional Authority is also National Authority for the French part of the Cross-border programme between France and Spain. It means that Aquitaine is coordinating French interventions for the three French Regions involved in the cooperation programme (Aquitaine, Midi-Pyrénées, Languedoc-Roussillon). Finally, in Rhône-Alpes the regional Operational Programme has a very interesting priority dedicated to territorial cohesion, dealing mostly with urban areas. The total amount of ERDF funding for the programme is €34 million. The Préfet de région is Managing Authority for this programme and also for the multi-regional programme for the Rhône basin (33,8 million euro from ERDF funding). This is a French specificity for this programming period. Beside a programme for each region, France has four multi-regional programmes for river basins (Rhône and Loire River) and mountain massifs (Alps and Massif Central).

In each of these regions a more thematic approach will be pursued, as explained in the following section.

As previously mentioned, the project will also include two additional case studies which will be identified in other European countries according to their relevance in relation to the institutional environment in which Cohesion Policy measures and policies are designed and implemented.

Thematic scope for the targeted analysis

The link between long-term growth and high standard public institutions has been deeply analyzed in the economic literature showing that a modern and efficient public administration is critical for the competitiveness of a territory. This explains the great relevance given by the European Community and Member States to policy measures aimed at building capacities in the public sector. This form of public intervention has become particularly relevant as a consequence of the subsidiary principle and of processes of administrative decentralization which have emphasized the need to empower local governments in dealing with new competences and in restructuring their organizations.

Within the context of a multilevel and complex Cohesion Policy, the institutional capacity refer to all institutional prerequisites that enable the design and implementation of effective strategies and policies for territorial development, while ensuring the absorption of financial resources allocated to this objective. Therefore, this targeted analysis will analyse strengths and weaknesses of public authorities responsible for implementing Cohesion policy in European regions in order to recognize and measure those institutional prerequisites, internal and external, that are deemed essential to qualify these institutions as efficient organisations, so called “smart administrations”. Moreover, it aims at identifying practices and tools that can be employed to measure and enhance public administration efficiency (i.e: Technical assistance programme, systems of indicators; targets and benchmarking analysis, incentives).

In relation to the more internal conditions for an efficient and effective management of structural funds, we refer the administrative capacity to the ability of both central government and regional and local authorities to:

- i) prepare plans, project and programmes in a timely manner, including the efficient management of public tenders and the setting up of procedures for project appraisal and selection (*planning capacity*);
- ii) implement effectively Structural Funds, also by developing the professional skills of the personnel involved in the management of the funds (operational capacity); set up evaluation plan and updated monitoring information and reporting systems (assessment capacity, which is linked to performance and refers to each stage of the programme cycle, ex ante, in itinere, and ex post); organise efficient partnerships by improving cooperation among all institutions involved, vertically and horizontally (capacity to cooperate).

In this framework, structures, systems and tools are complementary elements. Structure refers to a clear division of responsibility and tasks in relation to a) programming b) management; c) implementation; d) evaluation and monitoring; e) financial management and control. Systems and tools are represented by methods, instructions manuals, monitoring/evaluation/management/control systems, evaluation/monitoring procedures, checklists, databases, reporting forms etc.

In addition, other crucial additional institutional conditions that might have an impact on Cohesion Policy will be analysed. For example, the partnership involvement, the level of coordination between Cohesion Policy and domestic policies for territorial development (also in relation to the integration and coordination of Structural Funds monitoring and evaluation systems with other national policies), the mechanisms to ensure vertical and horizontal coordination and improve the system of governance, the quality of market regulation, the efficiency of public service provisions, the policies for the human resources development in the public sector.

In all the selected NUTS 2 regions a more focused thematic approach will also be implemented. In this regard, the aim is to select typologies of public actions, either specific policy measures or tools, able to address a given policy goal and respond to a clearly defined plan of actions. It could be relevant to include experiences involving several institutional actors cooperating either horizontally or vertically. The thematic cases should refer to experiences already concluded or at an advanced stage of

implementation. The potential transferability of the actions to other European contexts should as well be taken into account for the selection. The selected themes will therefore give evidence of the relevance of some institutional pre-requisites for the effectiveness of territorial development policies as well as explain how, in different contexts, they have been put into action.

In particular, with regards to Italy, the analysis will focus on the institutional factors behind three typologies of experiences, which present the aforementioned characteristics, among the following:

- Policy interventions aimed at improving the capacity of planning and selecting effective projects, such as the setting up of technical bodies (i.e. the Evaluation Units) able to support the administrative structures in the assessment and selection of programmes and projects (either the case of Campania or Puglia or Sicilia region).
- Policy interventions able to build up territorial integrated development programmes, in particular in the field of urban development (either the case of Toscana or Campania or Sicilia region).
- Policy interventions aimed at improving the quality of collective services to citizens and firms. In this respect, the study may analyse both the technical assistance measures employed by the Central government to support regional governments in the implementation of reform processes and sectorial planning in the field of water and waste management and soil protection as well as the experience related to the use of an incentive mechanism (“performance reserve”) in the same fields (either the case of Puglia or Calabria).
- Policy interventions in the field of education at the regional level, in particular the measures aimed at increasing the competences of students in primary and secondary education and preventing school drops-out (either the case of Puglia or Calabria).

With regards to France, the thematic focus will be on those institutional factors behind the following experiences:

- Decentralization of the management of the Operational Programme to the Regional Authority (President of the Regional Council) with the aim to analyze strengths and weaknesses of this new approach to Structural Funds management and identify which institutional prerequisites are essential in order to make it effective (the case of Alsace region).
- Policy interventions in the field of innovation and solutions for an effective cooperation between the Managing Authorities of the Operational Programme (the Préfet de region) and the Regional Authority in this field (the case of Aquitaine region).
- Programming and implementation of multi-regional programmes, in particular in the field of management of river basins as well as policy interventions in the field of urban development and more generally territorial priority (the case of Rhone Alpes region).

Objectives of the targeted analysis

The following key policy questions are expected to be answered by this targeted analysis

- Can common institutional factors that are prerequisites for an effective management of Structural Funds programmes and for the success of policy interventions in this field be identified?
- To what extent have institutions met the challenges set by Cohesion policy (e.g. increased complexity, subsidiarity and decentralization, demand for performance)? Has this policy opened up a learning process in the public authorities involved in its implementation? To what extent have rules and methods of Cohesion policy stimulated spillovers effects on domestic regional policies?
- In which regions has the institutional impact of Cohesion policy been positive and permanent and where, on the contrary, has it not been internalized and thus remained unstable? What measures can be put into action to make the improvement in institutional environment permanent? Which Technical Assistance measures adopted at national and regional level can promote the institutional conditions that are necessary for the success of territorial development policies?
- How important is the national administrative institutional and government framework (highly centralized or based on a multilevel system of government) in explaining different degrees of administrative capacity?
- Can a common methodology be defined to identify, measure and enhance improvements in the performance and the institutional capacity of public authorities involved in Cohesion policy (e.g.: systems of indicators; targets and benchmarking analysis, incentives)?
- To what extent has good governance affected regional economic performance?

The analysis will concentrate on an integrated approach that will endeavour to combine the institutional dimension with the territorial dimension. It will concentrate on past programming periods and existing strategies and will draw recommendations for structural funds policy adjustments during the 2007-2013 programming period. The comparison of different case studies will allow identifying relevant aspects of good governance and will stimulate a learning process from successful institutions.

The development of a common methodology should be able to identify, measure and promote improvements in the efficiency of public institutions involved in the implementation of Structural Funds. This common methodology should also serve to analyse potential effects of incentives, both for institutions and human resources.

In particular, the targeted analysis is expected to be organized around three main components: i) a general analysis of the institutional environment that characterizes the selected NUTS II regions, which will allow identifying the institutional factors behind the management of structural funds in the regions; ii) an in depth study, through thematic approaches, of the institutional factors behind the implementation of some relevant policy measures for territorial development or tools; iii) the identification of an appropriate

methodology to measure and enhance institutional efficiency. More specifically, the analysis will include the following aspects/steps:

1. Identification, for the group of selected regions, of those institutional factors that are deemed necessary for an effective management and implementation of Structural Funds. In doing so, the project will assess whether regions have been able to meet the challenges set by Cohesion policy and will consider different approaches to capacity building initiatives supporting an efficient implementation of Cohesion policy. In order to assess whether Cohesion policy has been able to “raise the bar” of public sector efficiency, the diffusion of spillover on domestic regional policies will be an issue to be considered.
2. Focus on a number of thematic approaches regarding either significant capacity building initiatives or policy experiences of territorial development relevant in terms of institutional innovation.
3. Definition of a common and transferable methodology for:
 - a. the systematic measurement of the identified institutional factors, based on performance indicators of institutional efficiency of public authorities responsible for territorial development policies; aggregation of the available information into a synthetic indicator;
 - b. the identification of appropriate measures, actions, tools acting on the institutional setting or on the human resources and that can be implemented to improve institutional capacity and efficiency (e.g. Technical assistance measures, targets and benchmarking analysis, incentives, etc);
4. Analysis of cause-effects relations between economic performance of selected territories and institutional efficiency driven by Cohesion policy and domestic regional policies, including, as far as possible, econometric analysis able to identify those institutional factors highly correlated to economic performance.

Consultations and data collection through questionnaire surveys and fieldwork interviews with strategic and operational level stakeholders in each country will be required. The TPG will be supported by the Stakeholders for the implementation of the surveys and of the interviews.

(iv) Implementation methodology and project governance

Partnership in the project implementation is vital in order to achieve useful results. This applies to both, the partnership between the ESPON Programme and stakeholders, as well as between the team of researchers (TPG) and the stakeholder representatives.

Stakeholder involvement is essential throughout the project’s life-cycle and starts off with the definition and development of the specific theme for the targeted analysis. During the implementation phase of this targeted analysis, stakeholders will play an active role by offering practical knowledge and input on their experiences, by providing and giving access to information and data relevant for the project and not readily available, by providing support in fieldwork activities carried out by the research team, by actively participating in the discussion of the results in each stage of the project with comments on

the preliminary reports and the final report , as well as by steering and guiding the work of the TPG.

The interactive participation of national and local actors (in particular of representatives of the regions selected as case studies) is an essential element of the project. High level and operational policy makers, engaged in the daily implementation of structural funds programmes, will be the direct beneficiaries of the targeted analysis. Therefore, they will be involved as stakeholders in the steering of the project and will be interviewed to perceive which institutional factors they consider to be more relevant in their context and to understand their real problems, in the attempt to share with them possible recommendations and results Other stakeholders such as academic experts and practitioners will also be considered. Finally, enterprises and citizens will be involved either as recipients of questionnaires or as interview partners and will be invited to participate in the discussion of the project results during dissemination events.

In order to achieve an outstanding result and facilitate the mutual exchange and a natural learning process during the project implementation, a Steering Committee will be established with the aim of leading and supervising the overall development of the project, as well as of ensuring a close collaboration among the stakeholders and with the team of experts and the ESPON CU. The ESPON CU will participate in the Steering of the project, being responsible for the contract with the team of expert carrying though the targeted analysis, and will offer guidance and feedback to the experts conducting the analysis.

The Lead Stakeholder will be the Department for Development and Economic Cohesion of the Italian Ministry of Economic Development. The other stakeholder will be the Interministerial Delegation for the Development and Competitiveness of Territories (DIACT) of the French Government. It will be possible to extend the participation in the Steering Committee to representatives of the selected NUTS II regions. In this regard, each stakeholder will be in charge of the involvement of relevant representatives from the selected NUTS II regions in each stage of project implementation. It will also possible to extend the participation to other observer Authorities playing a role in the policy fields analyzed, as well as to other observer countries or regions.

The Lead Stakeholders will coordinate the Steering Committee and will facilitate, with the support of the ESPON CU, the interaction with the research team and among all participating stakeholders. In order to guarantee efficiency and coordination among the different analytical activities, all working documents will be accessible, at each stage of the project, for all stakeholders.

The Steering Committee will meet with the expert of the expert team three times during the project implementation. Meetings are envisaged at key stages of the targeted analysis, in particular at the launch of the project and after the delivery of the intermediate and draft final report. An additional forth Steering Committee might be foreseen, if needed.

(v) Envisaged results of the targeted analysis

The envisaged results of the targeted analysis are the following

1. Identification of common institutional prerequisites that are deemed essential for effective territorial development strategies and policies;
2. Impact analysis of Cohesion policy rules and methods on institutional performance;
3. Assessment of policy options that can be adopted to build capacities for an efficient implementation of Structural Funds (appropriate measures, actions, tools acting on the institutional setting, on the administration capacity and on the human resources that can be implemented to improve institutional capacity and efficiency).
4. Development of a common and transferable methodology based on homogeneous and comparable indicators, in order to measure, compare and promote improvements in the performance and institutional capacity of public authorities responsible for the implementation Structural Funds programmes.
5. Development of performance indicators on institutional efficiency (the stakeholders will complement data and information already available in the ESPON scientific platform).
6. Empirical evidence on the link between public sector efficiency and regional economic growth

(vi) Stakeholders' envisaged use of the targeted analysis

The evidence shown by the analysis will encourage consultation among stakeholders as to how best encounter their problems and develop appropriate policies. Once the main results are determined, stakeholders will be able to use them to conduct more informed decision making and readdress their current strategies. An added value of the research project will be the promotion of its methodologies and results among all the institutions responsible for managing and implementing Structural Funds that might draw from its evidence an implicit incentive to introduce actions/measures to improve their efficiency.

In this respect, the Steering Committee meetings will represent a first opportunity to discuss and spread out the results of the analysis. These meetings will be organized after the delivery by the research team of the Inception report, the Interim report and the Draft Final report, according to the project implementation timetable. It will be possible to open the Steering Committee meetings to representatives from the selected NUTS II regions and to all relevant observer Authorities playing a role in the policy fields analyzed, as well as to other observer countries or regions.

In order to having feedback from a wider audience, each representative stakeholders will be in charge of organizing one forum of discussion in the form of a seminar located in their respective country to present the final result to all institutions, national and regional authorities involved in Cohesion policy. Other European actors and regions will be invited to ensure a wider dissemination of the results. These events will be opened to policy-makers, academic and practitioners able to offer a valid contribution to the discussion, including all actor involved in these targeted analysis and the research teams

participating in the ESPON projects. Furthermore, the representatives from the selected NUTS II regions will as well organize workshops and seminars to spread out the results in their regions. The travel costs for the participation of the researches to these additional events will be covered by the stakeholders. The relevant messages and the final report will also be circulated through the partner stakeholders' websites.

The final output will be available in synthetic forms presenting the overall analytical results as well as a synthesis of the case study results to be used for capitalization and transfer of best practices. These syntheses will be translated into local languages by the stakeholders.

The participation in the ESPON networks is expected to secure to attract interest for the regions of concern at European level.

(vii) Outputs and timetable

The project is expected to start in October 2010 and shall result in a series of reports during the project lifetime. The timing foreseen for the targeted analysis looks as follows:

- Inception Report: January 2011
This report focuses on the elaboration of the analytical framework and the research approach of the project and shall in particular integrate the results of a further detailing of the user demand.
- Interim Report: August 2011
This report focuses on the presentation of intermediate project results and an insight on how the project is expected to formulate recommendations. The report targets the stakeholders behind the project and potential end users of the project results.
- Draft Final Report: February 2012
This report presents the final results of the project and focuses on relevant conclusions and recommendations. The report targets the stakeholders behind the project and potential end users of the project results.
- Final Report: April 2012
This report is in principle a revision of the Draft Final Report taking into consideration final comments and suggestions from the stakeholders and end users, the ESPON Monitoring Committee, the European Commission and the ESPON Coordination Unit.

The TPG is expected to give presentations of (intermediate) results at the occasions mentioned under “(v) operational use of the targeted analysis”³. The TPG is as well expected to participate at four ESPON seminars (end 2010, mid 2011; end 2011 and mid 2012).

³ Travel costs shall be foreseen for the participation to the Steering Committee meetings and to the two workshops organized in France and Italy respectively.

(viii) Budget for the targeted analysis

The maximum budget foreseen for this project amount to €350.000. Proposals exceeding this amount will not be considered.

The amount will include all costs for the TPG for completing the project including all travel expenses and the attendance at ESPON Seminars (taking place twice a year in June and December – June 2012 included) and Steering Group meetings as well as the events mentioned above.

Travel costs in relation to dissemination events organised by the stakeholders or for which participation of a representative of the TPG would be requested from the stakeholders will be covered by the latter.

This ESPON project requires a partnership of at least three partners EU Member and Partner States (from three different countries taking part in the ESPON 2013 Programme).

(xi) Existing access points

The ESPON results for the 2000-2006 period concerning the European Union territorial challenges, related to the impacts of both policies and thematic issues will be taken into consideration to set up this targeted analysis.

In particular, the ESPON Synthesis report III 2006 recognizes the important contribution given by Structural Funds programmes in boosting competitiveness of territories also by means of institutional capacity building initiatives at regional and local level.

ESPON 2006 Project 2.2.1. “The Territorial Effects of Structural Funds”

Additional existing access points:

Italian NSRF (in Italian) Ministry of Economic Development, Department for Development and Economic Cohesion (http://www.dps.tesoro.it/documentazione/QSN/docs/QSN2007-2013_giu_07.pdf);

Strategic Report 2009 (in Italian) Ministry of Economic Development, Department for Development and Economic Cohesion, 2009 (http://www.dps.tesoro.it/QSN/qsn_rapp.asp);

Report on the implementation of the performance reserve on Structural Funds Ministry of Economy and Finance, Department for Development and Economic Cohesion, (2005);

An agenda for a Reformed Cohesion Policy (Barca Report), Independent report for the European Commission, April 2009;

Integrated Urban Policies in Toscana Region, Pingitore, Rignanese, INU Edition;

National Operational Programme on Technical Assistance 2000-2006, final report, November 2006;

National Operational Programme on Technical Assistance for 2007-2013, ex ante Evaluation report, November 2006 (http://www.dps.tesoro.it/QSN/Pon_governance/qsn.asp);

French NSRF (in French)

<http://www.datar.gouv.fr/IMG/Fichiers/archives/CRSN%20version%20adoptee%204%20juin%202007.pdf>),

Strategic Report 2009 (in French only);

Websites of the 3 French regions:

- http://www.region-alsace.eu/dn_europe-et-international,
- http://www.aquitaine.pref.gouv.fr/politiques/progeurope/them_progeurope.shtml
- <http://www.europe-en-rhonealpes.eu>

Parliamentary reports on the implementation of the Structural Funds in France (in French only);

Horvat, A. “Absorption Problems in the European Union’s Structural Funds. Focussing on Administrative Absorption Capacity in the Candidate Countries”, Vienna University of Economics and Business Administration, Ph. D. Thesis, December 2006;

Country Reports, Assessing the Administrative Capacity Needed by the Candidate Countries to Effectively Manage the Structural Funds, NEI Regional and Urban Development, Rotterdam 2002;

EC Studies from DG REGIO:

- Analysis of the main factors of regional growth: an in depth study of the best and worst performing regions (launched in 2007)
- Governance methods for regional innovation strategies (launched in 2007)
- Distribution of competences in relation to regional development policies in the Member States of the European Union (launched in 2008)
- Regional governance in the context of globalisation (launched in 2008)
- Measuring the quality of government and sub-national variation (launched in 2009)