

SPECIFICATION
ESPON Applied Research Project 2013/1/21

Territorial Governance
Best Practices for New Perspectives
(2011 - 2014)

(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 achievement of the Lisbon and Gothenburg Agendas as well as to Cohesion Policy. Territorial diversity, particularly in the economic base, implies that strategies other than opting for a knowledge-based economy might be more appropriate and viable for some 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 analysis, 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 proposed by the Commission supports this approach by taking the territory as an 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, namely by contributing to the development of Cohesion Policy.

(i) General objectives of applied research projects under Priority 1

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

- Building new evidence based on comparable information about European regions and cities, including information on dynamics and flows, and covering the entire territory of EU 27, Iceland, Liechtenstein, Norway and Switzerland.
- Addressing major territorial challenges and political priorities providing comparable information covering the entire European territory, its regions and cities.

- Providing comparable regionalised information and possible policy options for making use of opportunities inherent in territorial structures; anticipating and counter balancing negative trends and structures, taking into account the diversity of the ESPON territory and considering institutional, instrumental and procedural aspects.
- Identifying types of territories, regions and cities that share common development challenges and are affected most (positively or negatively) by the identified structures, trends, perspectives and/or policy impacts.
- Contributing to the further identification of structures within the EU territory that represent options for exploring comparative advantages and provide synergy through territorial cooperation arrangements, involving regions and/or cities.
- Contributing to the improvement of the scientific platform for European applied territorial research by refining existing concepts, methodologies, indicators, typologies, European maps and models and by defining new ones.
- Providing the knowledge and competence capabilities needed to ensure scientifically validated results of the applied territorial research with the support of Sounding Boards¹.
- Supporting the use of and dissemination of results to an audience of policy makers, practitioners, scientist and experts.

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 create information and evidence on territorial challenges and 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

¹ For each applied research project a Sounding Board will be set up, accompanying the project throughout its life cycle and giving advice to the TPG on both, scientific issues as well as relevance for policy makers. Sounding Boards will normally be made up of one scientist and one practitioner. Their task will consist of assessing project proposals, giving continuous feedback to TPGs and commenting on their reports.

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.

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 belongs to the first priority and holds a key position in developing evidence and awareness on good practices on territorial governance. The project builds further on knowledge developed by former and other ongoing ESPON projects. Profound knowledge on territorial governance is vital for targeted policy development in the light of Cohesion Policy aiming at improved regional competitiveness and sustainable and balanced growth of the European territory.

Therefore a strong coordination and interlinkage with other ongoing ESPON projects is crucial for achieving comprehensive results. A close cooperation with the Sounding Board set up for following and advising the project and the Coordination Unit shall as well be established as part of the project implementation.

(iii) Thematic scope and policy context

Policymakers in the field of territorial development and cohesion recognise a clear need for coherent public action and allocation of public resources within the different territories across the European continent. Especially in times of restricted public budgets they feel a strong need to understand how policy action can become more effective in their daily practice and how synergies can be exploited through vertical and horizontal co-ordination of public policies, programmes and projects. In particular in complex policymaking contexts such as territorial development where different levels and sectors of policymaking are involved, practical advice and good examples providing inspiration for both policymakers and practitioners are needed. The aim of this project is to develop practical advice for territorial governance based on evidence from current practices.

The policy challenge

The Treaty on the Functioning of the European Union (consolidated version 2010/C 83/01) (Art. 174) mentions that in order to promote its overall harmonious development, the Union shall develop and pursue its actions leading to the strengthening of its economic, social and territorial cohesion. The Treaty (Art. 4) also states that in the principle area of (economic, social and) territorial cohesion the Union shall share

competence with the Member States. The recent establishment of territorial cohesion as shared competence has reinforced the ongoing political debate on how policies from different administrative levels can be coordinated in order to establish a spatially coherent materialisation of these policies within the different territories of the European Union. The concept of territorial governance denominates this political ambition to coordinate policies, programmes and projects in relation to territorial development.

The organisation of territorial development is complex as territories are shaped by a complex tissue of decisions taken at different administrative levels, for different sector policies and by different types of public and private actors. Territorial governance, defined in this project as the process of territorial organisation of the multiplicity of relations that characterise interactions among actors and different but not [necessary] conflicting interests (Davoudi et al, 2008), should allow for an effective organisation and implementation of territorial development policies, programmes and projects at different levels, including those effectuated under the Structural Funds.

Different approaches to territorial governance are in place in Europe. Depending on the (national, regional and local) policymaking context they may emphasise different elements of governance. In some European countries and regions spatial planning systems offer important instruments to co-ordinate decision-making likely to have territorial impact. In other countries other instruments may ensure this coordination. Approaches to territorial governance may not only look different but may also differ in effectiveness. Policymakers wish to increase the effectiveness of organising and implementing territorial development policies and Structural Funds in order to harvest the synergies between them. Therefore they require better methods and instruments to co-ordinate territorial relevant decision-making.

The project should therefore strive for a better understanding with regard to the following key policy questions for which it is expected to provide supporting knowledge and evidence:

- How is multi-level and cross-sector territorial governance organised throughout Europe and what are good mechanisms to ensure coordination between different public sectoral policies and cooperation between different levels of public government (including neighbouring areas)?
- What role can instruments of national and regional spatial planning systems play in creating better territorial governance? And what other effective models exist to obtain this aim? What happens if such instruments and models are not present?
- What are the main lessons for future Cohesion Policy, i.e. how can Cohesion Policy encourage stronger and more efficient forms of territorial governance at the different scales?

The project “Territorial Governance – Best Practices for New Perspectives” hence is asked to look at territorial governance practices in order to understand what factors shape territorial governance that leads to successful policy outcomes. The results should provide policymakers and practitioners at different levels with evidence to improve their policymaking practices. The project is also asked to identify potentials for spatial planning and other policy instruments at different territorial scales.

Political framework

The policy debate on territorial governance has materialised in several relevant documents that set the political framework conditions for this project. Janin Rivolin (2010) provides an extensive review on how the concept of territorial governance is embedded in institutional and official documents. The review could be worth reading when preparing your project proposal.

The following key elements of the political discourse on territorial governance are considered of particular importance for this project:

- The *European Spatial Development Perspective* (1999) recognizes the need for European co-operation regarding the spatial coordination of different sectoral policies. It promotes integrated spatial development and calls for a vertical and horizontal co-ordination approach as it identifies a “lack of mechanisms for spatial co-ordination” that “could substantially contribute to a more balanced distribution of economic activities. For this reason, increasingly, spatial typologies are being used to frame the interventions of the Funds (for example urban areas), in addition to traditional subsidizing.”
- The *White Paper on European Governance* (2001) indicates ways to improve policy effectiveness and to increase participation. In addition to subsidiarity and proportionality the White Paper mentions five principles for good governance: openness, participation, accountability, effectiveness and coherence of policymaking. In relation to territorial issues it states that “the territorial impact of EU policies in areas such as transport, energy or environment should be addressed. These policies should form part of a coherent whole as stated in the EU’s second cohesion report; there is a need to avoid a logic which is too sector-specific. In the same way, decisions taken at regional and local levels should be coherent with a broader set of principles that would underpin more sustainable and balanced territorial development within the Union.” The White Paper underlines a need for “adequate interaction in a multi-level partnership; a partnership in which national governments often feel that, in spite of their increased responsibility for implementing EU policies, their role as an elected and representative channel interacting with the public on EU policy is not exploited.”
- The *Territorial State and Perspectives of the European Union* (2005) defines territorial governance as “promoting horizontal and vertical policy coherence: It sees territorial governance as “the manner in which territories of a national state are administered and policies implemented, with particular reference to the distribution among different levels of government (supranational, national and sub-national) and the underlying processes of negotiation and consensus building. EU territorial governance is a special and growing challenge in this respect. It focuses on the impact of EU policies on territorial developments, especially with a view to strengthening EU territorial cohesion.” The document also states that effective territorial governance is an important prerequisite for strengthening territorial cohesion. The key challenge appears to be that EU sectoral and economic policies and territorial development policies in the EU Member States need to reinforce each other in order to secure effective exploitation of Europe’s territorial capital. Territorial governance should contribute to creating coherence between EU policies and national and regional spatial strategies.
- The *Territorial Agenda of the European Union* (2007) also emphasizes the need for territorial governance and underlines in this respect the cooperation process. It states that territorial cohesion can only be achieved through an intensive and continuous

dialogue between all stakeholders of territorial development. The *First Action Programme for the Implementation of the Territorial Agenda of the European Union* (2007) further elaborates this line of thinking and presents multi-level governance as one of the guiding principles for the action programme. It considers multi-level governance as a fundamental tool for balanced spatial development of the European Union. It underlines that the establishment of mechanisms for territorial governance is much perceived as a flexible way of cooperation between different territorial levels in order to foster a better integrated approach. It stresses that territorial governance should be in line with the subsidiarity principle and respect existing competences.

- The *Green Paper on Territorial Cohesion* (2008) states that “a shared understanding of many issues raised by territorial cohesion could assist in improving the governance of cohesion policy, making it more flexible, more capable of adapting to the most appropriate territorial scale, more responsive to local preferences and needs and better coordinated with other policies, at all levels in conformity with the principle of subsidiarity.”
- The *Sixth progress report on economic and social cohesion* (2009) reports on the outcome of the consultation on the Green Paper. It mentions “a clear consensus [...] that public policies at different levels need to take into account their territorial impact to avoid contradictory effect. This is particularly true for European policies with a territorial impact, such as cohesion, transport, energy, agriculture, environment, competition and research policies.” The report furthermore states that “all contribution agreed that coordination can also be improved through multi-level governance. For the vast majority, this does not change the distribution of competences, especially as regards spatial planning. The important role of regional and local actors – including representatives from the cities and towns, private sector and civil society – in formulation implementing and evaluating policies was emphasized by many replies. Contributions invite the EU to facilitate territorial governance across borders (e.g. urban rural partnerships, city-regions, networks of towns) so as to reach critical mass in providing public services or to develop project of common interest. A number of contributions stated that the EU has a role in supporting institutional capacity at various spatial levels through Cohesion Policy, which also increases the efficiency of non-EU funded policies.
- The European Commission mentions in its *Fifth Report on Economic, Social and Territorial Cohesion* (Preliminary Version, November 2010) that “well-established, efficient and effective governance systems are a pre-condition for the success of Cohesion Policy. This is not just a question of ensuring that the funds allocated are spent in the ways agreed, but also of ensuring that the strategy is well designed and coherent, the relevant participants are mobilised, high quality projects are selected and rigorous monitoring and evaluation systems are established to ensure that programmes are on track to achieve the objectives set.”

In order to conclude from the documents described above, the project is expected to focus on mechanisms to co-ordinate the territorial precipitation of EU sector policies and national and sub-national policies. The territorial contexts that will be considered are transnational and national territories, regions and cities. It shall in particular look at the establishment and functioning of multi-level and cross-sector partnerships and the extent in which these arrangements are able to deliver effective and coherent territorial policy action that meet the objectives of territorial cohesion. The project shall take

inspiration from spatial planning instruments and the coordination mechanisms behind good territorial governance. The project, finally, shall respect the principle of subsidiarity and the existing distribution of competences.

(iv) Analytical framework and deliveries expected

The project shall use the policy context described above as a reference framework for elaborating the project.

The project shall highlight good practices of co-ordinated formulation and implementation of different European territorially relevant sector policies and national, regional and local policy actions. It shall in particular focus on the mechanisms and instruments that create added to and support good territorial governance.

The project is expected to answer the following key research questions:

- What are recent trends in organising territorial development (for instance decentralisation, fusion of municipalities, tec.)?
- What are current good practices for territorial governance in Europe and why are they successful in achieving territorial development objectives?
- What are good examples of territorial governance to promote territorial development and and/or implement Cohesion Policy? Which are the main factors of success?
- What are barriers for territorial governance and how are they being overcome?
- What role do and/or might spatial planning instruments and other instruments play in establishing good territorial governance?

The project is asked (1) to develop a typology of current territorial governance practices in Europe, (2) to assess these current practices, (3) to develop a general framework for good territorial governance from a multi-level, a multi-sector and a multi-actor approach and (4) to extract best practices for territorial governance. In order to address Europe's cultural diversity the project shall take into account both common features of territorial policymaking traditions in Europe as well as differences in territorial policymaking traditions throughout Europe, noting in particular what practices operate at what scale.

On this basis, the project is asked to demonstrate policy relevant options for creating better performing mechanisms for territorial governance at and between different spatial scales. The project results should allow policymakers in the field of territorial development and cohesion to promote coordination mechanisms, amongst which spatial planning instruments, in order to establish a spatial coherent materialisation of (co-ordinated) EU (sector) policies and national, regional and local territorial policies. The project results address the national and regional level as they are expected to demonstrate how these instruments can be used effectively. The results should also address the European level as they are expected to indicate how future Cohesion Policy can support multi-level governance.

The project results should be representative and applicable for the entire ESPON territory. As the project is expected to focus on useful mechanisms for territorial governance a good balance is to be sought on collecting information covering the entire

ESPON territory and detailed information that is to be derived from in-depth analysis. The potential TPG is therefore asked to describe in the project proposal for what elements it considers it necessary to collect information that covers the entire ESPON territory and for what elements it considers is necessary to collect information deriving from a justified sample of between 8 and 12 in-depth case studies. The proposal is expected to describe how the project intends to determine this justified sample.

The case studies have as object the implementation of policies, programmes or projects² that involve at least two tiers of government and that have a clear territorial dimension. The total sample of case studies shall reflect the diversity in (1) level of the policy or project initiator (local, regional, national, European) also distinguishing top-down and bottom-up initiatives, (2) sectoral background of policy or project initiator (e.g. territorial, transport, environment), (3) policymaking cultures throughout the European continent, (4) administrative settings (national, cross-border, macroregional / transnational, metropolitan), and (5) types of territories (e.g. urban, rural).

The case-studies shall at least analyse include the following elements related to territorial governance:

- Description of the project, programme or policy including decomposition in terms of elements for collaboration and elements for competition;
- The distribution of responsibilities, powers and resources among different tiers of government;
- The matrix of the (juridical, financial and communicational) policy instruments that are effectively put into place by the different tiers of government and other (private) parties involved in the project, programme or policy;
- The negotiation process between the different levels of government and the use of partnerships with and the role of non-governmental and private organisations;
- The effectiveness and results (in relation to territorial cohesion) of programme management, implementation procedures and monitoring mechanisms;
- The ability of policymaking mechanisms to achieve integrated and place-based results as well as the role “territories” play in the governance mechanisms;
- Relations with community groups and the general public.

The OECD Territorial Reviews that already address many of these elements can function as an important starting point for the case study analyses.³

The case study analyses for rural areas are expected to build on the experiences in the framework of the LEADER Programme.

The project is expected to put a clear focus on the role of policy instruments in territorial governance. Policy instruments offered by spatial planning systems (from strategic plan to the delivery of the building permit) are expected to be given particular attention, though not exclusively.

² The project specification uses working definitions in which 1) a **policy** is described as a principle or rule to guide decisions and achieve rational outcomes, 2) a **programme** refers to the administrative mechanism used to pursue the objectives of the Structural and Cohesion Funds and 3) a **project** refers to larger physical investments having a substantial impact on territories, communities and budgets (e.g. bridges, tunnels, highways, airports, seaports). The working definitions provide a global idea what is meant.

³ The original research approach can be consulted in "OECD Territorial Outlook", 2001 Edition, 292 pages, OECD, Paris 2001, pp 143-144.

The project is expected to bring the most important results from the case studies together in a specific project delivery:

- Handbook with best practices for territorial governance. The handbook provides an overview of recent best practices of implementing (EU funded) territorial projects, programmes and policies in a multilevel governance setting. The handbook is expected to be a source of inspiration for both policymakers and practitioners from the local to the European level working in the field of territorial development and (sector) project management. The Handbook shall address the most relevant elements analysed in the case studies and is expected to include a brief summary of the policymaking context of the countries involved (e.g. centralised / decentralised).

The TPG is expected to present in the proposal an appropriate methodology and research approach that allows the project to answer the key policy and research questions mentioned above. The project is to be purposeful for policymakers that expect strong and convincing narratives on how to build good governance arrangements, how to increase the institutional capacity and how to use territorial development instruments more effectively. The methodology should take into account possible limitations in data availability. Limitations in data availability might require an innovative research approach.

Data, indicators and maps of the ESPON 2006 and 2013 Programme are important sources for this project. The project shall in particular be informed and make use of results from the following projects:

- ESPON 2013 Applied Research Project “Future Orientations for Cities” (FOCI)
- ESPON 2013 Applied Research Project “European Development Opportunities in Rural Areas” (EDORA)
- ESPON 2006 Project “Territorial effects of structural funds in urban areas” (2.2.3)
- ESPON 2006 Project “Governance of territorial and urban policies” (2.3.2)
- ESPON 2006 Project “Integrated tools for European spatial development” (3.1)

The following projects include targeted case study areas (cities regions and cross-border regions) for which governance structures have been analysed from a European perspective:

- ESPON 2013 Targeted Analysis Project “The Case for Agglomeration Economies” (CAEE)
- ESPON 2013 Targeted Analysis Project “Cross-border Polycentric Metropolitan regions” (METROBORDER)

This project on territorial governance may wish to build further on the research approaches that have been developed in these targeted analyses.

Ongoing projects under the ESPON 2013 Programme also might produce highly relevant knowledge for this project. The project is expected to create interrelations with the ongoing ESPON 2013 Applied Research Project “European Territorial Cooperation as a Factor of Growth, Jobs and Quality of Life” (TERCO).

In the analysis and where relevant, the project is expected to make use of the nine standard ESPON Territorial Typologies: urban-rural; metropolitan regions; border regions; islands regions; sparsely populated regions; outermost regions; mountainous regions; coastal regions; regions in industrial transition. The first six were developed by DG Regio and the remaining three were proposed in the ESPON project on Typology Compilation.

The project should strive for a comprehensive and integrated research approach, taking into account social, cultural, environmental and economic aspects. In addition a three-level approach (European, transnational/national, regional/local) to the analysis, commonly used by all ESPON applied research projects, should be applied in order to support a clear presentation of results, which might vary depending on the geographical scale.

The project shall also strive to deliver innovative results which can support the policy development in the field of territorial development, competitiveness and cohesion. It should demonstrate an inventive approach with regard to the scientific answers to the policy questions and should aim at showing new development opportunities for the European territory. There should be a combination and interrelation of various sectors and territorial insights on the development in order to contribute to the creation of new development paths and visions.

The project is expected to make use of the existing scientific platform and tools of ESPON which are accessible on the ESPON Website.

In order to create coherence with project findings of other ESPON applied research projects, the project should present the main final results in relation to different types of regions and cities, using, where applicable, existing typologies for the urban system, rural areas, mountain areas, islands, coastal areas and outermost regions. The final results should also be presented for transnational cooperation areas under Structural Funds, and - where appropriate and possible - also for cross-border cooperation area and inter-regional cooperation areas.

The geographical coverage of the project should encompass all the countries participating in the ESPON 2013 Programme. Furthermore, the TPG should assess the data situation within their field of research in the EU Candidate Countries (i.e. Croatia, The former Yugoslav Republic of Macedonia, Turkey) and/or the other countries of the Western Balkans (i.e. Bosnia and Herzegovina, Serbia, Montenegro, Albania, Kosovo under UN Security Council Resolution 1244), and report their findings in the Inception report (see below chapter (v)). Depending on the respective data situation these countries would then be included in the analysis.

The deliveries of the project should make use of and complement the existing scientific platform and tools of ESPON, which are accessible on the ESPON website.

The project may enhance the scientific platform of ESPON through the development of data and indicators and is in any case expected to develop:

- European maps revealing the typology of governance practices;
- Maps for the case study areas.

Regarding the development of new data and maps and/or the use of existing data, the TPG is expected to cooperate closely with the TPG being in charge of the development of the ESPON 2013 Database.

The results and conclusions of the applied research within the project should be formulated in relation to policy orientations present at European level and make use of the new typologies – if applicable – and maps resulting from the project.

Following the logic of the Territorial Agenda of the EU, orientations for policy makers should refer to the respective territorial development opportunities and the available options to mobilise these for the benefit of the cities, urban agglomerations and surrounding regions in question. In this respect, references to future policy options should take account of European Cohesion Policy orientations, in particular expressed in the Community Strategic Guidelines on Cohesion 2007-2013, the Fourth Report on Cohesion, as well as (the debate on the) Green Paper on Territorial Cohesion.

Project findings should make clear what impact the assessed directives could have on the competitiveness and socio-economic situation of European regions and cities as well as on the realisation of economic, social and territorial cohesion in Europe.

Finally, the project should consider avenues for further applied research on the theme.

(v) Outputs and timetable

One of the main objectives of the ESPON 2013 Programme is to focus on research with policy relevance and to contribute to the development of relevant policies. Therefore, the outputs of the research project should be highly operational and coordinated in time, as far as possible, to fit into the relevant political agenda.

The proposal for the project is expected to reveal individual work packages on project coordination, research activities, and dissemination, as well as a schedule for project implementation based on the following indicative⁴ timetable and specification of outputs:

November 2011 (Inception Report):

Twelve weeks after the kick-off meeting, a more in-depth concept should be submitted by the TPG allowing for a detailed overview on the research approach to be applied, the methodology and hypothesis for further investigation, as well as a review of the main literature, data sources, etc. The Inception Report also presents the final selection of case studies that will be in-depth analysed. It shall also include an overview of more detailed deliveries and outputs envisaged by the project as well as an indication of likely barriers that the project implementation might face. The report shall give clear orientation for the applied research previewed towards the Interim report. The research team should also report on the findings regarding the assessment of the data situation in EU candidate countries, the Western Balkans and Turkey and, on that basis, determine the geographical coverage of their research. Finally, the TPG should outline how it envisages making use of existing ESPON and other results that are relevant for this project.

May 2012 (Interim Report):

⁴ The final timetable for the project will depend upon the exact date of the project's Kick-off Meeting. At this meeting, the exact delivery dates for all project reports will be agreed upon with the Lead Partner.

The content of the Interim report shall reflect the orientations given in the Inception Report as well as the results of the discussions having taken place with the Sounding Board. The report is envisaged to include elements such as:

a) Main results on the basis of available data, developed indicators, typologies, and European maps, including:

- An overview on concepts and methodology on analysing territorial governance and possible final results.
- A detailed presentation of a hypothesis on the typology.
- Description of the methodology to be used to analyse the success of territorial governance practices and mechanisms.
- Preliminary results of the 8-12 case studies.
- Preliminary conclusions from the case studies.
- First indications on the conclusions and policy relevant options that could be the outcome of the project.
- Data collection achieved, including an overview on statistical and geographical data collected by EUROSTAT, the Joint Research Programme and national Statistical Institutes etc.

b) Table of content and outline of the Handbook.

c) Plan for the applied research towards the draft Final Report as well as the Table of Content envisaged for the Final report.

May 2013 (Draft Final Report and Draft Handbook):

The Draft Final report will take into account feed-back on the Interim Report from an ESPON seminar and by the Sounding Board. The report is supposed to include elements such as:

d) Main Report (max 50 pages) that includes:

- the key findings/analysis/diagnosis of the project bringing together the most relevant outcomes of the case studies;
- guidance for multi-level and cross-sector territorial governance (preconditions and success factors)
- policy options for future EC Cohesion Policy
- policy options for national, regional and local authorities

e) Executive Summary (max 10 pages) summarising the main results of the applied research that can be communicated to a wider audience of stakeholders. This summary should be based on the Report mentioned above.

f) Scientific Report documenting the scientific work undertaken in the applied research including elements such as:

- Literature and methodology/theory used.
- Typologies, concepts developed and used.
- Data collected and indicators used, including tables with the exact values of indicators.

- Maps produced in support of the results, covering the territory of EU 27, Iceland, Liechtenstein, Norway and Switzerland.
 - Models and other tools used or developed.
 - Detailed description of the case studies.
 - Roadmap for policy implementation and on the further research avenue to follow, including further data requirements and ideas of territorial indicators, concepts and typologies as well as on further developments linked to the database and mapping facilities.
- g) Appendices to the Scientific Report including detailed results of the separate case studies.
- h) Draft Handbook (max 50 pages) with best practices for territorial governance.

September 2013 (Final Report and Handbook):

- e) Revision of the Draft Final report on the basis of comments received.
- f) Revision of the Draft Handbook on the basis of comments received.

September 2013 – February 2014 (Dissemination):

- g) Dissemination of project results by the TPG in the framework of international conferences and seminars, e.g. transnational activities of the ECP Network, events organised by the CU. These activities need to be reflected in the budget proposed by the TPG for the implementation of the project.

The ESPON 2013 Programme foresees in Priority 4 also capitalisation of project results including events, printed reports, website facility, etc. The Programme includes, in other words, substantial dissemination activities at Programme level which all projects should make use of and support. This means that the project's dissemination activities shall ensure consistency and avoid overlaps with and repetition of respective activities organised at Programme level. The project team shall refer to the objectives of Priority 4 of the ESPON 2013 Programme "Capitalisation, ownership and participation: Capacity building, dialogue and networking" when considering dissemination activities and closely coordinate these with the ESPON CU.

Irrespective of the above mentioned reports to be submitted at certain stages in the project life cycle, the TPG is expected to give presentations on the state of their research or/and the results in the framework of internal and external ESPON seminars. Therefore, when setting up the project proposal, the TPG should also allow for travel expenses for the attendance of ESPON seminars.

The MC and the Sounding Board will address the draft Final report and eventually ask for clarifications.

(vi) Budget for the applied research project

The maximum budget foreseen for this applied research project is 750.000 Euro including VAT if applicable. Proposals exceeding this value will not be considered.

The printing costs for the Handbook are **not** to be included in the project budget.

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

(vii) Existing access points

The ESPON Website (www.espon.eu) provides access to all available project results from the ESPON 2013 and 2006 Programme. Synergies and use of results from outside the ESPON regime also shall be sought.

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:

- The OECD Website (www.oecd.org) provides access to the OECD Territorial Reviews.
- The COPTA Website (www.eu-territorial-agenda.eu) provides access to most relevant policy documents on territorial cohesion and also includes policy working papers on topics that can be of relevance for this project.
- The URBACT Website (www.urbact.eu) includes references to projects on metropolitan governance that could be of interest and inspiration for this project.
- The INTERACT Website (www.interact-eu.net) includes references to Interreg projects on governance that could be of interest and inspiration for this project.
- The LEADER Website (http://ec.europa.eu/agriculture/rur/leaderplus/index_en.htm) includes information on approaches for co-operation in rural areas.

The following document provides an instructive methodological framework in which the project could be developed:

- Davoudi, S., N. Evans, F. Governa and M. Santangelo (2008) Territorial Governance in the Making. Approaches, Methodologies, Practices, in: Boletín de la A.G.E.N, No 46 - 2008