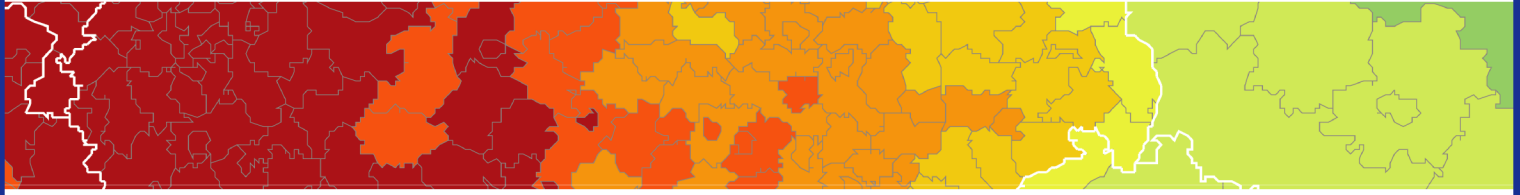


Inspire policy making by territorial evidence



ESPON

Transnational Outreach Support 2016-2019

**Delivery 1.1 – Overall Implementation Strategy for
Transnational Outreach, including needs analysis**

Version 13/07/2017

This Outreach activity is conducted within the framework of the ESPON 2020 Cooperation Programme, partly financed by the European Regional Development Fund.

The ESPON EGTC is the Single Beneficiary of the ESPON 2020 Cooperation Programme. The Single Operation within the programme is implemented by the ESPON EGTC, and co-financed by the European Regional Development Fund, the EU Member States, and by the Partner States, Iceland, Liechtenstein, Norway and Switzerland.

This delivery does not necessarily reflect the opinion of the members of the ESPON 2020 Monitoring Committee.

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ESPON – TNO 2016-2019

Table of Contents

List of Maps	3
List of Tables	3
List of Figures	3
Abbreviations	4
Executive Summary.....	5
1 Introduction.....	6
2 Objectives of the ESPON Transnational Outreach Strategy.....	7
3 Identification of target groups and engagement strategy	9
4 Target groups: needs-assessment approach.....	16
4.1 Survey	16
4.1.1 Survey dissemination	18
4.2 Interviews	18
5 Main Transnational Outreach activities and annual plan approach	20
5.1 Events.....	20
5.2 Organisation of four conferences at transnational level	26
5.3 Organisation of eight seminars at transnational level	27
5.4 Organisation of eight workshops at national and sub-national levels	27
5.5 Organisation of eight training sessions and four e-learning courses	27
5.6 Drafting, editing and translation of documents (transnational briefs and observations) .	28
5.7 Posters	28
5.8 Translations	29
6 Transnational groupings and geographical coverage of activities	30
7 Envisaged cooperation with the ECP network	32
7.1 Communication with ECPs.....	32
8 Overall communication activities and channels (including the use of the ESPON web-site).....	34
9 Indicative time plan for Transnational Outreach activities.....	38
10 Added value of ESPON Transnational Outreach activities	39
11 Annex 1: Survey questions.....	40
12 Annex 2: Interview Guidelines.....	44

List of Maps

Map 1: Four transnational groupings of European countries	31
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List of Tables

Table 1: Target groups, priorities and roles.....	11
Table 2: Target Groups and actions.....	12
Table 3: Potential barriers in implementation	13
Table 4: Overview of feedback guidelines.....	13
Table 5 Collection of feedback processes.....	14
Table 6: Target Groups for Transnational Outreach Activities	15
Table 7 Geographical distribution of Transnational Outreach activities	22
Table 8: Annual Plan Template for events and trainings	25
Table 9: Annual Plan template for documents and posters	26
Table 10: List of sample organisations for publication of information	37
Table 11: Distribution of the outreach activities per year	38

List of Figures

Figure 1: Stakeholders engagement strategy	10
Figure 2: Model 1 for the organisation of events	23
Figure 3: Model 2 for the organisation of events	24

Abbreviations

EC	European Commission
ESPON	European Territorial Observatory Network
EU	European Union
NUTS	Nomenclature of Territorial Units for Statistics
EGTC	European Grouping on Territorial Cooperation
ESIF	European Structural and Investment Funds
MC	ESPON Monitoring Committee
ETC	European Territorial Cooperation
TNO	Transnational Outreach
MS	Member States
AB	Advisory Board
ECP	ESPON Contact Point

Executive Summary

Among the objectives defined in the framework of the ESPON 2020 Cooperation Programme is “Wider Outreach and Uptake of Territorial Evidence” (Specific Objective 4). The overall ESPON Outreach Strategy rests on two legs: outreach at European level and outreach at transnational level, support to the latter being the subject of the current service contract. Therefore, Transnational Outreach (TNO) activities will be developed by the ESPON European Grouping on Territorial Cooperation (EGTC) with support of the TNO consortium, comprised of teams of INOVA+ and ERRIN, in close collaboration with other ESPON structures, in particular the ESPON Monitoring Committee and the ESPON Contact Points (ECPs).

The overall purpose of the Transnational Outreach Strategy is to engage closely with existing and new key stakeholders, namely from government organisations at national, regional and local level, academia and scientists, civil society and the private sector covering the territory of the 28 European Member States and the four Partner Countries. In order to evenly organize the outreach activities throughout Europe, four geographical groupings have been defined with appropriate communication channels for transmitting key messages to specific target audiences. TNO activities to be implemented include also the organisation of various events in innovative ways, drafting of shorter publications and language translations. The Transnational Outreach Strategy recognizes that different priorities and needs will exist in different transnational groupings and among various types of stakeholders and therefore a needs assessment process has been launched to better understand their expectations and collect additional information on stakeholders’ ideas about territorial development and policy implementation. This process is currently ongoing and once completed, its results will be presented in a separate document. Therefore, while the present Transnational Outreach Strategy defines the general framework for the TNO activities and presents key elements of the approach for their implementation, further details and exhaustive planning of all activities is a continuing process, which on a yearly basis will result in an Annual Plan for TNO.

At this stage the following chapters of this strategy document elaborate on the ESPON target audiences and plans for their engagement through different types of activities, present the envisaged approach to build cooperation between the TNO team and the ECP network, as well as to include an effective communication plan for a balanced and effective geographical coverage of the Transnational Outreach activities in all targeted countries. The Transnational Outreach Strategy does not provide yet every answer regarding the TNO activities until 2019 but is certainly an important starting point to engage all ESPON stakeholders in this process and in future ensure better integration of research and ESPON evidence in policy making across Europe.

1 Introduction

This document outlines the proposed Transnational Outreach Strategy. The objectives are presented in section 2, while sections 3 and 4 are dedicated to the target groups, and the needs-assessment analysis. Sections 5, 6 and 8 present further the Transnational Outreach activities, the approach to the annual plan and the geographical groupings, and overall communication support. Section 7 focuses on cooperation with the ESPON Contact Points, and how the TNO team will engage them in Outreach activities. Finally, in section 9, a three-year indicative plan is presented, while section 10 provides an overview concerning the added value of the transnational activities.

Overall, the document provides an early outline of all the efforts that will be put in place to implement the Transnational Outreach strategy, including all communication and dissemination activities that will be carried out in an effective, cohesive, and clearly-defined manner.

The overall process for implementing the Transnational Outreach Strategy is to:

- Identify the target audiences.
- Ensure that the message is clearly defined and addresses the needs of each target audience.
- Select / fine-tune the Outreach / communication activities.
- Focus on the following types of activities:
 - **Events-based** – organisation of conferences, workshops, seminars, and training at transnational, national and sub-national levels;
 - **Print-based** – transnational briefs and observation, posters, and other promotional material for event organisation;
 - **Web-based dissemination activities** – transnational briefs and observation, posters, reports, social networking presence;
 - **Press based dissemination;**
 - **Mailing operations** – Promotion of ESPON transnational activities will be supported by the efficient use of tools such as mailing/distribution lists, which can help raise awareness and facilitate regular contacts.

2 Objectives of the ESPON Transnational Outreach Strategy

The overall Transnational Outreach Strategy framework has been built on the following priorities:

- Assisting and implementing useful and effective promotion of the European perspective concerning territorial development and cohesion;
- Boosting awareness of the EU territorial dimension and the use of ESPON evidence and research results for policy-making processes;
- Expanding the current ESPON stakeholders' group, and involving new ESPON final users.

The TNO team works closely with the ESPON European Grouping of Territorial Cooperation (EGTC), the ESPON Monitoring Committee, the ESPON Contact Points (ECPs), and ESPON stakeholders, in order to garner input and collaborative support from key stakeholders. The implementation of the TNO Strategy follows these steps:

- Define target audiences, and their needs for tailor-made research evidence, and policy support;
- Define key messages and thematic priorities (based on the needs-assessment);
- Define four geographical groupings, and the respective distribution of TNO activities;
- Outline appropriate communication channels for transmitting key messages to specific target audiences;
- Draft an indicative plan of TNO activities.

In line with the above-mentioned priorities and implementation steps, the TNO activities (events, training, documents and posters) aim at achieving the following objectives:

- Translating the outcomes of ESPON research projects into accessible and usable support material for the policy makers, at national, regional and local levels.
- Expanding the users and stakeholders of ESPON research evidence and policy making support;
- Better involvement of established ESPON stakeholders and ESPON ECPs, and capitalisation of their experience and knowledge at national level in TNO activities;
- Increase the visibility of the ESPON research results and evidence, and their usability in the policy processes;
- Increase the use of digital documents, and social media dissemination, privileging short, high-quality documents mainly disseminated via online tools, with a special attention to social media dissemination;

The proposed Transnational Outreach Strategy places strong emphasis on the development of Transnational Outreach activities, and it will be built on the principles outlined below:

- It takes a **holistic approach** on the Outreach strategy by considering all available instruments for raising awareness, e.g. information campaigns, social media, awards, training, and education. It aligns the instruments with the corresponding awareness-raising objectives, and targeted groups.

- It aims at a **better integration of research in policy making**, and at establishing better links between different policy areas, and a better transfer of good practice experiences between targeted research projects.
- It promotes **success stories, showcases research activities**, and raises awareness about territorial research evidence, and the ESPON programme.
- It retains a flexible **approach** in terms of aligning the promotion and dissemination activities according to the initiatives and target groups to be supported, the outcomes to be expected from them, and their audiences of interest.
- It **engages closely with existing, and new, key stakeholders** and actors at all levels.
- It adopts an **integrated approach** by considering the synergies that exist in terms of time, sector, stakeholder group, and geographical area.
- It applies a **balanced approach between tailor-made actions and critical mass** by appropriately customising the content of the Outreach strategy to fit the needs of different stakeholders, country-specific cultural environments, and economic sectors. Content and messages will be appropriately and progressively (through the project-life) tailored and focused on various types of novel digital technologies (e.g. social, cloud, mobile, data analytics), economic sectors, different types / sizes of stakeholders / actors involved, as well as regional, country-specific environments.
- It places specific emphasis on the **early and continuous involvement** (throughout the project lifecycle) and commitment of all relevant stakeholder groups. Our approach seeks to develop a sense of ownership, of the project objectives and results, amongst the relevant stakeholders.
- It recognizes the **different priorities and needs of the stakeholders**, and considers them in the development of the awareness-raising strategy, and in the development of events and training activities. At an introductory stage, the current state of play will be assessed, while identifying available content / messages, instruments, actions, targeted groups, as well as objectives, synergies and priorities for reaching out to stakeholders, and raising awareness.
- It entails the development of **objective information** with creative content that will be rolled out via various communication platforms, and built into specific activities and events.

3 Identification of target groups and engagement strategy

The ultimate key to success in the ESPON programme relies on a permanent and active involvement of local, regional and national stakeholders. Therefore, identifying the Transnational Outreach Strategy actors has been considered a key element of the ESPON TNO Strategy, in order to define and plan the TNO activities for the next three years. In line with the ESPON 2020 Cooperation Programme, the following main target groups will be the focus for the Transnational Outreach activities:

- **National policymakers and practitioners** responsible for national and regional spatial planning, territorial cohesion, European Territorial Cooperation programmes, macro-regional strategies, and the preparation and implementation of Cohesion Policy. In addition, ministries of other sectorial topics relevant to territorial and regional development will be targeted, namely:
 - Ministries in the areas of transport, environment, health, employment and labour, social policies, economy, cultural heritage, tourism, education, etc.
 - Members of national parliaments and committees actively involved in topics relevant for territorial development.
 - In-house or external advisory structures or agencies, established by Ministries, or mandated by legislative bodies, to provide scientific advice to policy makers.
 - Government offices and General Directorates in charge of policy processes and programme development.
- **Authorities implementing European Structural and Investment Funding (ESIF)** programmes.
- **Regional and local policymakers** and practitioners responsible for territorial development and planning, and/or involved in cross-border, transnational and macro-regional cooperation. The following categories will be targeted:
 - Regional Parliaments and committees actively involved in topics relevant for territorial development.
 - In-house or external advisory structures or agencies, established by regional authorities in order to provide scientific advice to policy makers at regional level.
 - Local administrative units, cities, municipalities, municipal departments involved in community-led development;
 - Urban authorities, organised agglomeration- and municipal-agencies working in energy/waste management, urban mobility, economic development, tourism promotion, etc....
- **University academics and scientists** conducting research in the field of territorial and regional development and dynamics. This group includes:
 - Private and public universities;
 - Research centres and scientific foundations;
 - Learned societies and academic associations;
 - Research councils.

- The **private sector** involved in policy making and research, including private consultancy, think-tanks, individual advisors or advisory groups, associations and lobbying organisations working in the field of territorial and regional development.

In addition, a secondary target groups will be also addressed:

- **National, regional, and local media;**
- **Knowledge multipliers**, such as bloggers, journalists, networks, consultants, platforms, etc.

All Transnational Outreach activities will be tailor-made to the specific policy interests and needs of ESPON stakeholders and target groups in the concerned territories, and will make use of the evidence produced through the activities within the applied research and targeted analysis, as well as the monitoring activities and tools.



Figure 1: Stakeholders engagement strategy

Based on the above-identified target groups, the ESPON TNO team will build up an extensive database of stakeholder contacts covering the 28 Member States, and the four partner countries, to extend and broaden the Outreach of ESPON activities at transnational level. In parallel with this, the TNO team will use its own network and internal contacts to reach the target groups at national and regional levels, and to engage them in TNO activities. The TNO team has a horizontal view, and knowledge, of EU regional, research and innovation, and industrial policies. The TNO team (INOVA+ and ERRIN) has a strong relationship with the TNO actors at the regional / local level through INOVA+ branches and ERRIN members (over 120 regions, cities and universities) and their respective strategic partnerships.

Engaging closely with existing, and new, key stakeholders and actors at all levels plays an important role in creating and maintaining added value within the ESPON 2020 programme, and the research results produced. The TNO Strategy will support ESPON in developing a strategic and structured approach to stakeholder relations, adopting a five-step approach.

This approach will help in developing constructive relationships among the stakeholders over time, and creating shared value by engaging them in TNO activities:

- **Step 1: Set the goal and the vision.** The TNO goal is to promote an active involvement of all ESPON target groups at different levels, from the production of research evidence to the effective use of it in policy processes.
- **Step 2: Prioritise stakeholder groups, and select engagement mechanisms.** Stakeholders can participate in a variety of ways, and at different levels of influence, in identifying needs, generating solutions, proposing ideas and topics, planning new events, and providing feedback. The above-mentioned target groups can be assigned one of three levels of priority (high, medium and low) and allocated different types of roles and engagement mechanisms:
 - **Users and beneficiaries** of TNO activities.
 - **Advisers** to TNO activities through their involvement in consultations, working parties, and evaluations, which seek their guidance and feedback.
 - **Contributors to TNO strategy management**, primarily through the ECP network and the Advisory Board that will work alongside the TNO team, supervising and revising progress on certain TNO activities.
 - **Policy and decision-makers** responsible for the uptake of ESPON evidence in the policy-making processes.
 - **Deliverers of ESPON research evidence** (universities and research centres).
 - **Multipliers** of information.

Target Group	Priority	Different role and engagement mechanism
National policymakers and practitioners	High priority	Users and beneficiaries of TNO activities Policy and decision makers
Authorities implementing European Structural and Investment Funding	High priority	Users and beneficiaries of TNO activities
Regional and local policymakers	High priority	Users and beneficiaries of TNO activities Policy and decision makers
University academics and scientists	Medium priority	Users and beneficiaries of TNO activities Deliverers of research evidence
Private sector	Medium Priority	Advisers to TNO activities
ESPON Contact Points	High priority	Advisers to TNO activities Contributors to TNO Strategy management Users and beneficiaries of TNO activities
National, regional and local media	Low Priority	Multipliers of information
Knowledge multipliers	Low Priority	Multipliers of information

Table 1: Target groups, priorities and roles

- **Step 3: Preparation of the strategy and actions.** For each of the target groups identified above, a short-term goal is defined.

Target Group	Actions
National policymakers and practitioners	<ul style="list-style-type: none"> • Being informed about TNO events • Being asked to take part in events (as speakers and as audience) • Participate in the discussions and bring in their opinions and experiences • Make use of the documents and evidence produced • Promote ESPON and TNO activities at National level
Authorities implementing European Structural and Investment Funding	<ul style="list-style-type: none"> • Being informed about TNO events • Being asked to take part in events (as speakers and as audience) • Participate in the discussions and bring in their opinions and experiences • Make use of the documents and evidence produced
Regional and local policymakers	<ul style="list-style-type: none"> • Being informed about TNO events • Being asked to take part in events (as speakers and as audience) • Participate in the discussions and bring in their opinions and experiences • Make use of the documents and evidence produced • Promote ESPON and TNO activities and regional and local levels
University academics and scientists	<ul style="list-style-type: none"> • Being informed about TNO events • Being asked to take part in events (as speakers and as audience) • Participate in the discussions and bring in their opinions and experiences • Make use of the documents produced
Private sector	<ul style="list-style-type: none"> • Being informed about TNO Strategy events • Being asked to take part in events (as audience) • Participate in the discussions and bring in their opinions and experiences • Promote TNO events and produced documents
ESPON Contact Points	<ul style="list-style-type: none"> • Actively and concretely contribute to TNO events and documents (proposing ideas and speakers, policy themes, event formats, commenting on decisions, suggesting venues, chairing/co-hosting events) • Being asked to take part in events (as speakers and as audience) • Participate in the discussions and bring in their opinions and experiences • Validate the translations made by the TNO team (upon agreement with the EGTC) • Promote the TNO Strategy at National, Regional and Local level
National, regional and local media	<ul style="list-style-type: none"> • Make use of the documents and evidence produced • Promote the TNO Strategy at National, Regional and Local levels • Disseminating the results and outcomes of TNO Strategy
Knowledge multipliers	<ul style="list-style-type: none"> • Make use of the documents and evidence produced • Promote the TNO Strategy at National, Regional and Local levels • Disseminating the results and outcomes of TNO Strategy

Table 2: Target Groups and actions

- **Step 4: Implementation of the engagement strategy.** When implementing an engagement process, it is important to recognise diversity, be flexible, identify any potential barriers and design the process to minimise barriers where possible

Potential barriers to consider
The capacity and ability of different stakeholders to participate
Hard to reach groups
Gaps in information
Language issues
Techniques and engagement methods to be used
Location and accessibility of the venues / Transport requirements
Need for specialised facilitators
Format and content of communication and publicity materials
Use of translation/interpreters

Table 3: Potential barriers in implementation

- **Step 5: Collecting feedback and revising the action plan.** In parallel with implementation, it is very important to collect timely feedback to be used for the next steps of the TNO Strategy. ECPs in particular will have the opportunity to shape the next stages/events of the TNO Strategy by proposing topics, venues, co-hosting / chairing possibilities. This will help to reinforce participation, and encourage stakeholders to continue to be active in the TNO Strategy as the activities and the outreach evolve. It is also important to communicate how stakeholder input has influenced, contributed to, or improved the overall TNO Strategy outcomes.

<ul style="list-style-type: none"> • How and when feedback will be provided? • Other elements or strands of the engagement process. • How and when decisions will be taken? • Further opportunities for engagement.

Table 4: Overview of feedback guidelines

The TNO team proposes to implement a process for collecting feedback after the organisation of events, or the production of documents, depending on the target group involved in the TNO activity. The main feedback collection will be done by personal contact and by e-mail, e-mail being the best channel for enabling engagement and a more transparent exchange of views. However, other tools (survey, social media) can also help to reach different target groups, that might prefer to use a public space (e.g. social media) and/or a more formal exchange (e.g. surveys).

Target Group	Feedback collection
National policymakers and practitioners	<ul style="list-style-type: none"> • TNO team direct contact at national level, via INOVA+ branches and network, and ERRIN Regional Members • Events follow-up with satisfaction survey, via social media or mass-mailing
Authorities implementing European Structural and Investment Funding	<ul style="list-style-type: none"> • Events, followed-up with satisfaction survey, via social media or mass-mailing
Regional and local policymakers	<ul style="list-style-type: none"> • TNO team direct contact at regional level, via INOVA+ branches and network, and ERRIN Regional Members • Events, followed-up with satisfaction survey, via social media or mass-mailing
University academics and scientists	<ul style="list-style-type: none"> • Events, followed-up with satisfaction survey, via social media or e-mail exchange
Private sector	<ul style="list-style-type: none"> • Events, followed-up with short satisfaction survey, via social media or e-mail exchange
ESPON Contact Points	<ul style="list-style-type: none"> • Discussion with the ECPs in meetings • Exchange of views by e-mail • Collection of feedback through the ECPs
National, regional and local media	<ul style="list-style-type: none"> • Events, followed-up with short satisfaction survey, via social media or e-mail exchange
Knowledge multipliers	<ul style="list-style-type: none"> • Events, followed-up with short satisfaction survey, via social media or e-mail exchange

Table 5 Collection of feedback processes.

The feedback process will be built up against a set of indicators, defining the aspects to be evaluated, and how the data collected will be processed. The TNO team proposes to use the following evaluation criteria for the feedback collection:

- Did the event content/programme correspond to TNO objectives?
- Was the event quality satisfactory for the stakeholders involved? (Collection of opinions using survey, short follow-up e-mail, with the relevant stakeholders).
- Overall, was the participation and interaction in the event satisfactory? (Validation of numbers of questions, interventions, comments from the audience; level and quality of discussion, and interactions among speakers and participants).
- Were the expected target groups present at the event? (Validation of participants list against the expected target groups).
- Was the promotion / media coverage satisfactory? (Checking numbers of save the date / articles / posts published in platform, social media posting, Twitter comments and retweeting, Facebook sharing, etc....).

While following the five-step engagement approach, special attention will be also dedicated to the involvement of target groups with respect to the different Transnational Outreach activities proposed, namely events, training and shorter documents. Depending on the type of event,

type of document and corresponding promotion, different target groups will be addressed, as presented in the table below.

While everybody is welcome to participate to the ESPON TNO events (within limits of the venue capacity), our approach will target certain events for specific groups of stakeholders, in order to have a focused event with a coherent group of participants and a consistent topic. In particular, we believe that conferences are an excellent opportunity for policy makers, authorities administering ESI funds, researchers, and the private sector, to meet and to share ideas, while seminars and workshops should be more focused on one target group at each time.

Depending on the subject, and keeping in mind the importance of having small and coherent groups of participants coming from a similar background, training sessions and e-learning courses will also be targeted to specific target groups, having the main focus on the policy makers target group.

Overall, the shorter documents, and the posters, will evenly cover all the target groups, keeping in mind that the source of these documents will be ESPON projects and/or available research evidence, to be translated into shorter and more attractive material for the benefit of all the ESPON target groups.

	National policymakers and practitioners	Authorities implementing ESIF programmes	Regional and local policymakers	University academics and scientists	The private sector	National, regional and local media	Knowledge multipliers
Conferences	x	x	x	x	x	x	x
Seminars	x	x	x	x			x
Workshops	x	x	x	x			
Training Sessions	x		x				
E-learning courses	x		x				
Transnational Briefs	x	x	x	x	x	x	x
Transnational Observations	x	x	x	x	x	x	x
Posters	x	x	x	x	x	x	x

Table 6: Target Groups for Transnational Outreach Activities

4 Target groups: needs-assessment approach

The needs-assessment process aims to understand better, and collect additional information on, the stakeholders' ideas and requirements regarding territorial development, regional and urban policies. Additionally, it will provide relevant information about the needs for research evidence and policy support, as well training gaps, and desired collaboration opportunities.

The assessment and analysis of the needs of the target groups will complete information gaps and detail the activities and principles described in the overall implementation strategy.

The needs-assessment will include a three-step approach:

- Step 1: Desk research.
- Step 2: On-line questionnaires.
- Step 3: Telephone interviews.

The needs-assessment covers all primary target groups identified in section 3, and the four geographical transnational groupings presented in section 6, of this strategy (see below). This will enable the TNO team to collect information, views and agreement on major information and training gaps, desired collaboration opportunities, specific communication objectives, preferable media and communication formats, from all the ESPON EU Member States and partner countries.

The needs-assessment targets stakeholders' representatives of the following groups:

- **ESPON Contact Points (ECPs)**;
- **National policymakers and practitioners** responsible for territorial cohesion, European Territorial Cooperation programmes, macro-regional strategies and Cohesion Policy preparation and implementation at national level;
- **Authorities implementing European Structural and Investment Funding (ESIF)** programmes;
- **Regional and local policy makers** and practitioners responsible for territorial development and planning, and/or involved in cross-border, transnational and macro-regional cooperation;
- **University academics and scientists** doing research in the field of territorial and regional development and dynamics;
- The **private sector** involved in policy making and research.

4.1 Survey

While desk research is a good instrument to look for general information about the ESPON 2020 Cooperation programme, its target groups and the research evidence produced, the survey is an excellent tool to understand better the needs of the above-mentioned target groups with respect to the ESPON Transnational Outreach Strategy. In particular, the TNO ESPON survey will help to collect detailed information about the target groups' needs, in terms of the uptake of research results into the policy processes.

The main objective of the survey is to understand better the needs of stakeholders concerning the provision, and use in policy terms, of pan-European territorial evidence. At the same time, the survey tries to understand and to map how research evidence has been used within the policy-making processes, and to use identified best practices to show-case in TNO events and overall activities. Additionally, the survey seeks the views of the previously-mentioned stakeholders on their current policy priorities, future policy processes, and research evidence needs.

The survey comprises a number of questions targeted at policy makers, and their roles and activities, while other questions focus on researchers' views and the elaboration of research evidence. Finally, some questions are restricted to ESPON Contact Points, to collect their views and experiences on the type of Outreach activities that would better suit their organisational needs at national / regional / local levels.

The survey has been drafted with the support and agreement of the ESPON EGTC, and four sets of questions have been included under four different sections:

- **Contact information:** this section includes demographic information and details about the organisations represented.
- **Current policy priorities:** this section investigates the national policy priorities, and the respective agendas or action plans, for social, economic and territorial development.
- **Policy support:** this section focuses on the needs for policy support, and on the most useful topics in the policy-learning process and exchanges between countries. The responses from this section will also help to define the geographical coverage of the outreach activities, and the best timing for organising a specific activity in a certain country.
- **Future policy processes:** this section includes questions to understand better the upcoming policy processes, their timing, and the type of evidence support needed.
- **National /transnational territorial research evidence:** this section identifies possible research evidence produced at the national or transnational level, and how it was used in the policy-making process.
- **Types of outreach activities:** this section, restricted to ESPON Contact Points, inquiries about the type of support in terms of outreach activities, types of events, types of training, and potential cooperation opportunities with other EU / national / regional programmes.

Additionally, the survey examines the potential, and best timing, of the policy process, to align more effectively the TNO strategy with national and regional policy processes.

Overall, the ESPON Transnational Outreach survey, carried out on-line, in English, with the support of the Survey Monkey tool¹, comprises 22 questions and can be found in Annex 1.

¹<https://www.surveymonkey.com/r/ESPON-transnational-outreach>

The input provided by the survey responses will play a key role in serving the design and implementation of more effective outreach activities, and to support more tailor-made territorial evidence in line with policy priorities and linked to future policy processes.

4.1.1 Survey dissemination

The agreed approach for dissemination of the needs-assessment survey was multi-channel, capitalising on the networks of contacts and stakeholder databases of the various parties involved (TNO team, i.e. INOVA+ and ERRIN, but also ESPON EGTC and ECPs).

The survey has been disseminated to contacts among the following groups:

- **ESPON Contact Points (ECPs);**
- **ESPON Monitoring Committee Members (MC);**
- **National, Regional and local policymakers** and practitioners responsible for territorial cohesion, ETC programmes, macro-regional strategies and Cohesion Policy preparation and implementation at national level from the 28 Member States and the four Partner States;
- **Authorities implementing ESI Funding programmes;**
- **University academics and researchers**, in the field of territorial and regional development and dynamics, from the 28 Member States and the four Partner States;
- **Private sector players** involved in policy making and research;
- **Regions and their stakeholders' regional offices**, members of ERRIN, EURADA, METREX, AER and other networks.

The survey was disseminated through the following channels:

- **Mass mailing:** the first mass mailing (using Mail Chimp tool) was sent out on 2017-01-31 to about 1800 contacts (including ESPON Contact Points and Monitoring Committee, as well as to other target groups listed above). The first reminder was sent on the 2017-02-07, while a second reminder was sent out on the 2017-02-14.
- **Publication on social media:** a post about the survey has been posted in LinkedIn and Twitter
- **Dissemination via the INOVA+ and ERRIN networks**
- **Dissemination channels managed by ESPON EGTC.**

To date, 145 survey responses have been collected, from more than 20 EU countries. The analysis of the replies will be completed when the process finalises, so as to present comprehensive and conclusive results.

4.2 Interviews

In-depth interviews will be used in support of the needs-analysis processes, in order to complement the survey data. The interviews are taking place after a preliminary analysis of the survey responses to develop more incisive questions, and to focus on the key issues.

The objective of the interviews is to complement and explore further, and in more depth, the results of the survey, going into more detail in some questions, but also allowing the interviewee to explain in more depth his/her opinion. Considering the time-frame available, about 10-15 interviews will be conducted by telephone. The interviewee will be selected by applying the following criteria:

- A sample from the survey respondents (7/8 persons), covering all the target groups;
- Additional stakeholders who have not participated in the survey, covering all the target groups.

Two different sets of 13 questions have been prepared, depending on the profile of the interviewee. The questions are listed in the interview guidelines in Annex 2. The working language of most interviews will preferably be English, for reasons of efficiency, but in some specific cases the TNO team might also use other languages to facilitate engagement of interviewed stakeholders.

5 Main Transnational Outreach activities and annual plan approach

The TNO team will be responsible for the organisation of the following Outreach activities at transnational, national and sub-national levels:

- **Four conferences at transnational level:** 75-100 participants, 1-2 days, several sessions.
- **Eight seminars at transnational level:** 40- 50 participants, one day.
- **Eight workshops at national level:** 20-25 participants, half to one day.
- Eight training sessions at national and/or sub-national level: 20-25 participants, half to one day.
- Four e-learning courses at transnational level: 20-25 participants, half to one day.
- **Twelve transnational briefs.**
- **Eight transnational observations.**
- **40/50 posters.**

The TNO team will report to the EGTC on the above activities by means of annual activity reports. The first and second reports are to be delivered respectively in January 2018 and January 2019. The final report (due in January 2020) will also assess the overall experiences and achievements of the outreach activities carried out during the three years implementation period.

5.1 Events

The events are an important opportunity for presenting new and existing ESPON results and publications, and stimulating intensified dialogue between invited target groups at transnational, national and sub-national levels.

The events will enhance the involvement of the current ESPON 'community', but it is also important to reach new ESPON users, and to encourage and widen the take up of ESPON results and evidence. The TNO team has strong working relationships with a variety of multiplier contacts and networks and European institutions and organisations such as Interreg Europe (Lille) and the developing Interreg Europe Policy Learning Platform (InnoGroup and META Group) and the Smart Specialisation Platform (Seville) as well as the Committee of the Regions. This will ensure a wide publicity for events and thus the attraction of a wider audience.

The events will use, as much as possible, innovative and interactive formats, and encourage open debate, but the key success factors for events will be relevant themes, speaker quality, and the organisation of good agendas. The event themes should maximise linkages with the current and future ESPON policy orientations, and with key strategic debates on territorial development issues such as EU Cohesion Policy and its regional implications, the future Territorial Agenda post-2020, and the European urban and rural agendas. Where possible,

these overarching themes should be linked to scheduled national and regional policy activities.

The success of the events will depend on strong collaboration between the ESPON EGTC, the ESPON Contact Points (ECPs), and the TNO team. Active input for the event topics, themes and formats will be developed, based on the results of the needs analysis survey (see section 4), and with oral and written discussions with ECPs and the ESPON EGTC.

The ECPs will be consulted on:

- topics and themes of the event for each transnational country grouping;
- programme (structure, title and sessions, timing, keynote speakers, etc.);
- selection of speakers, moderators and rapporteurs;
- promotion of the event.

The organisers will deal with all logistical input including:

- organising travel and accommodation for the participating team members;
- preparing 'save the date' on the ESPON web-site, and sending out invitation mails;
- preparing the attendance list;
- validating and making presentations / speeches available (for the event and after);
- preparing support and promotional materials (publications, badges, delegate bags, etc.);
- launching and conducting promotional campaigns for the events, including flyers, leaflets, social media, etc.
- dealing with the event logistics (venue, catering, coffee breaks, registration process, technical services, etc.);
- coordinating the exhibition and exhibitors (if applicable, and only for the conferences);
- handling related media and communication activities;
- preparing the satisfaction / feedback questionnaire.

The main language of the events will be English. However, national or sub-national events (workshops and training sessions), and relevant promotional materials, might be delivered in national languages to stimulate and uptake of, ESPON evidence. In all cases, translation requests will be discussed and validated by the ESPON EGTC beforehand.

For the outreach activities, ESPON 28 Members States and four Partner Countries have been divided into four distinct territorial transnational groupings:

- Group I, Central Europe: Austria, Czech Republic, Germany, Hungary, Lichtenstein, Poland, Slovakia, Slovenia, Switzerland.
- Group II, Northern Europe: Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, Sweden.
- Group III, Western Europe: France (including the five French overseas departments of Guadeloupe, French Guyana, Martinique, La Réunion, Mayotte and the French overseas collectivity of Saint-Martin), Belgium, Ireland, Luxembourg, Netherlands, United Kingdom.
- Group IV, Southern Europe: Bulgaria, Cyprus, Croatia, Italy, Greece, Malta, Portugal (including the Madeira and Azores) Romania and Spain (including Canary Islands).

Within each transnational group the TNO team will organise one conference, two seminars, two workshops, two trainings, one e-learning course and produce three transnational briefs, two transnational observations and 10/12 posters over the lifetime of the project.

Overall, based on the forecast number of activities, at least one national activity per ESPON country should be organized, while in some cases, some countries could benefit from more than one activity (in the case of activities organized at the regional level).

The aim of the transnational grouping is to develop synergies between the events, the training sessions and the documents to develop and build a coherent block of knowledge and evidence for policy making and develop a stronger network of motivated participants within the transnational grouping. Thus, the activities per group should aim for synergies between events with specific attention to the complementarity, coordination and coherence between the events (see Figures 2 and 3 below).

		Group I, Central Europe	Group II, Northern Europe	Group III, Western Europe	Group IV, Southern Europe
Four Conferences		1	1	1	1
Eight Seminars		2	2	2	2
Eight Workshops		2	2	2	2
Eight Training Sessions		2	2	2	2
Four e- learning courses		1	1	1	1
Twelve transnational Briefs		3	3	3	3
Eight transnational observations		2	2	2	2
40/50 Posters		10/12	10/12	10/12	10/12

Table 7 Geographical distribution of Transnational Outreach activities

Based on the results of the needs-assessment, and on the discussions with the main representatives of each group and with ESPON EGTC, two different approaches are proposed by the TNO team to organise the ten activities:

- Model 1:** the conference is linked to four more in-depth events on specific topics. The conference can either start or finish the process by grouping all the topics in one event. The shorter documents and posters will complement the events presenting relevant and concrete material, while the training will follow the events cycle (See figure 2 below).

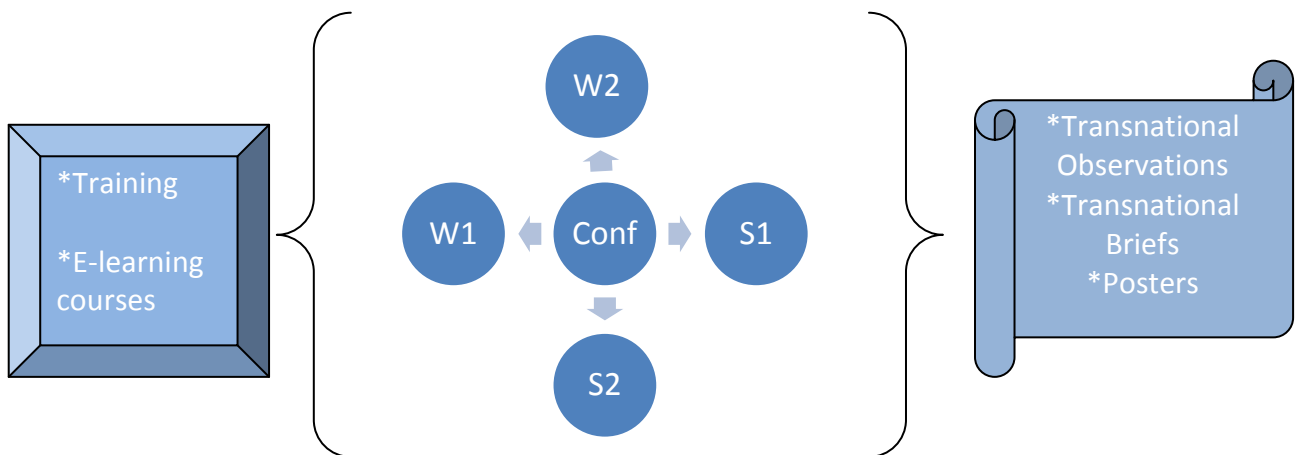


Figure 2: Model 1 for the organisation of events

- Model 2:** per each transnational grouping, the five events will be built on a more sequential knowledge and evidence based logic. The conference can start the process but can also be the end point of the linked topics. The shorter documents and posters will complement the knowledge and evidence shared in the event and provide concrete material to showcase in the events. Depending on the needs of each transnational grouping, the trainings and e-learning courses can provide capacity building and skills before the events organization (see figure 3 below)

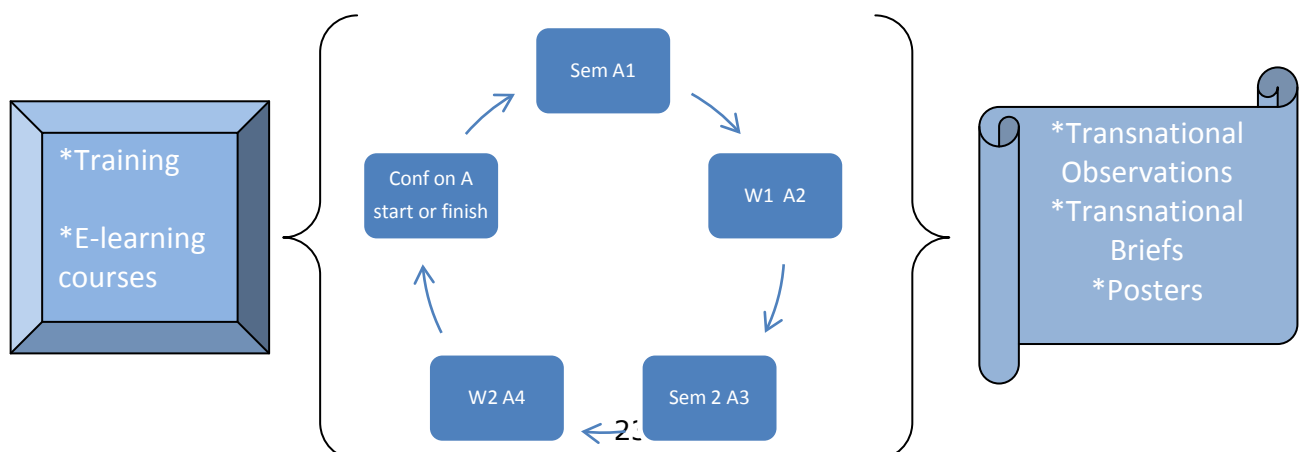


Figure 3: Model 2 for the organisation of events

The overall TNO activities will be organised over three years and each year, a detailed annual plan will be proposed. Three single annual plans (2017, 2018 and 2019) will be prepared in total. The first one, the Annual Plan for 2017, will be drafted based on the outcomes of the currently ongoing needs assessment process, as well as on the inputs provided by the ECPs, by the MC and by the ESPON EGTC. Although in the following years it is not foreseen to conduct the needs assessment process in the same extent and scope as in 2017, as soon as TNO activities kick off, regular contacts with ESPON stakeholders will be established at events and through other activities. Therefore feedback, suggestions and needs of various target groups will be constantly collected and taken into consideration when drafting the respective annual plans. Not to mention that regular collaboration with the ECP network (described in a separate chapter of this document) will be another valuable source of input for each annual plan. Each annual plan will be submitted to and approved by the ESPON EGTC.

Each annual plan will present the Transnational Outreach activities for each transnational grouping and with a list of events, trainings and documents. The TNO team proposes to use the 2 Annual Plan template for respectively presenting the TNO events and trainings (see table 8 below) and a separate template for presenting the TNO shorter documents and posters (table 9). In both cases, to complement the overview Annual Plan table of activities, a more detailed description of each activities will be included for each event / training/ document / poster (one/two-page description).

		Event Title	Event key words	Date	City/Country	Target group	Co-hosting organisation/s
TG I Central Europe	C1						
	W1						
	W2						
	S1						
	S2						
	T1						
	T2						
	E-L						
TG II Northern Europe	C1						
	W1						
	W2						
	S1						
	S2						
	T1						
	T2						

	E-L						
TG III Western Europe	C1						
	W1						
	W2						
	S1						
	S2						
	T1						
	T2						
	E-L						
TG IV Southern Europe	C1						
	W1						
	W2						
	S1						
	S2						
	T1						
	T2						
	E-L						

Table 8: Annual Plan Template for events and trainings

Legend: C: Conference, W: Workshop, S: Seminar, T: Training, E-L: E-learning course.

		Document/Poster Title	Document/poster key words	Delivery Date	Country (if applicable)	Target group	AB Reviser/s
TG I Central Europe	TB1						
	TB2						
	TB3						
	TO1						
	TO2						
	P1						NA
	P2						NA
	PX*						NA
TG II Northern Europe	TB1						
	TB2						
	TB3						
	TO1						
	TO2						
	P1						NA
	P2						NA
	PX*						NA
TG III Western Europe	TB1						
	TB2						
	TB3						
	TO1						
	TO2						

	P1						NA
	P2						NA
	PX*						NA
TG IV Southern Europe	TB1						
	TB2						
	TB3						
	TO1						
	TO2						
	P1						NA
	P2						NA
	PX*						NA

Table 9: Annual Plan template for documents and posters

Legend: TB: Transnational Brief, TO: Transnational Observation, P: Poster.

*for each of the 10/12 posters a line will be added.

5.2 Organisation of four conferences at transnational level

The conferences will be general events, attracting a wide range of ESPON stakeholders. A conference will be organised in each transnational grouping of ESPON Member States and partner countries (see section 6). They will be the opportunity to profile ESPON activities, and the corresponding community of practice. The conferences will seek to provide a general overview of ESPON activities for a wide audience, and involve a broad range of external speakers (e.g. EU institutions and relevant networks, organisations and institutions). The focus of the conference will be on 'learning' and policy dialogue. This will entail promoting ESPON results, outreach to a wider community, and the encouragement to use ESPON evidence for policy making as well as input from participants regarding territorial and spatial policies.

The conferences will be focused on an interactive approach, using panel sessions and brainstorming sessions based on world café or storytelling methodologies, and active use of social media. Poster sessions will also be possible around longer coffee breaks to encourage networking (see section 5.7).

Where possible, conferences will be linked to other large-scale relevant events, and thus, depending on these events, have either one full day or two half-days' programme from lunchtime to lunchtime. Lunches and networking events will be incorporated into the planning to encourage community building and networking.

The dates of the conferences will be fixed after consultation with the ECPs in each Member State Grouping.

After each conference, a full report will be made, linked to press releases and news items to be circulated around contact lists.

5.3 Organisation of eight seminars at transnational level

The seminars will be smaller events, and focused on targeted sharing of information. The seminars will have an approach based on the sharing of 'state-of-the-art' knowledge linked to opportunities for discussion in smaller and more dynamic sessions. The seminars will seek to engage experts both in terms of presentations of relevant case studies and in-depth discussions.

Where possible, seminars will be linked to other relevant events, and will last from a half to a full day depending on the topic and interest. Lunches and networking events will be incorporated into the planning to encourage community building and networking.

Following the seminar, a short report of 2-4 pages will be published and disseminated. These short reports will be grouped, at the end of the eight seminars, to produce an overview document.

5.4 Organisation of eight workshops at national and sub-national levels

The workshops will concentrate on specific themes, and will encourage bottom-up learning and investigation. The workshops will be more flexible, and will be open to varying methodologies to examine specific thematic areas and topics.

Where possible, workshops will be linked to other relevant events, and last a half-day. Lunches and networking events will be incorporated into the planning to encourage community building and networking.

Following the workshop, a short report of 2-4 pages will be published and disseminated. These short reports will be grouped, at the end of the eight workshops, to produce an overview document.

5.5 Organisation of eight training sessions and four e-learning courses

Eight training sessions and four e-learning courses (two per transnational grouping) will take place over the length of the strategy, according to the request(s) of services to be provided by ESPON ECTG, each gathering between 20 and 25 participants at national and/or subnational level, and focusing on specific topics. The sessions will have an average duration of 4/5 hours.

The training sessions will mainly focus on the following themes:

- Tools / toolbox and methods / methodologies developed by ESPON (e.g. using the ESPON Database, Territorial Impact Assessment);
- Policy communication;
- Use of social media;

- Use of research evidence.

The e-learning session will be implemented using b-learning (blended learning) methodologies with synchronous sessions and asynchronous collaboration tools (e.g. blogs, collaborative documents), possibly with some materials (e.g. videos, suggested reading, reports) in different languages (even if the communication language will be English).

The inputs from the ECPs will be essential for defining the training and e-learning courses, and for promoting these capacity-building activities at national and regional levels.

5.6 Drafting, editing and translation of documents (transnational briefs and observations)

According to the results of the need-analysis, and based on the agreement with the ESPON EGTC, the following types of documents will be produced: Transnational Briefs, Transnational Observations and Posters. Policy-oriented, geographically-targeted and thematic documents will be based on the final reports, and executive summaries, of selected ESPON projects (past and current). The aim of these documents is to show the key results of projects in an efficient and communicative way, making a wide use of visual graphics and images, and using also a journalistic writing style. Similar to the events, the main language of the documents will be English. However, documents with high relevance at national and sub-national levels might be delivered in national languages to stimulate a wider interest in, and uptake of, ESPON evidence. All translation requests will be discussed and validated by the ESPON EGTC beforehand.

For each document to be produced, the TNO team will complete the following tasks, and cover the respective costs for the production of the above listed documents, namely:

- Collecting input on the themes / topics to be chosen for document preparation;
- Making the final selection and validating it with ESPON EGTC;
- Drafting and editing;
- Incorporating input and revisions from the Advisory Board;
- Translating, when relevant, and upon agreement with the ESPON EGTC;
- Disseminating and promoting the documents, using mass mailing, social media and in the ESPON web-site and at relevant events;
- Printing of selected documents (upon agreement with the ESPON EGTC).

In terms of graphic design and layout of the publications/material, the ESPON EGTC will provide guidance, based on the existing ESPON Corporate Identity manual.

5.7 Posters

The TNO team will be in charge of producing 40-50 zoom-in, partly printed, partly on-line, digitally available posters, in English. These might be used in events, or in face-to-face training sessions. For example, posters can be printed and put on the wall at events, or can be used as e-posters in the exhibition hall. But the posters can be more widely used as well.

The maps to visualise concepts in the posters will be provided by the ESPON EGTC, depending on the topics and the themes of the transnational conferences and seminars. For each poster, once the topic is selected by ESPON, the TNO team will draft a first version that will be circulated to the ESPON EGTC for comments or suggestions for improvements. Following this first tier of comments, the TNO team will update this document and finalize it.

The ESPON EGTC will provide guidance for the graphic design, and the layout, of the documents based upon the existing ESPON Corporate Identity Manual.

5.8 Translations

English being the official language of ESPON, the Transnational Outreach activities will be delivered in English. However, a certain limited number of translations will be provided, upon previous agreement with the ESPON EGTC, on a case-by-case basis.

Overall, translations will be adapted to the specific transnational contexts covered by the various outreach activities to stimulate a wider uptake of, ESPON evidence. Translations might apply to documents, events (e.g. simultaneous translation at some part of the event, or for a specific session), event promotional materials, and other documents for the TNO web-page.

Each translation previously agreed with the ESPON EGTC will be draft by the TNO team and then revised by an experts, depending on the specific language of the translation. Following the revision and this first tier of comments, the TNO team will update the translation and finalize it.

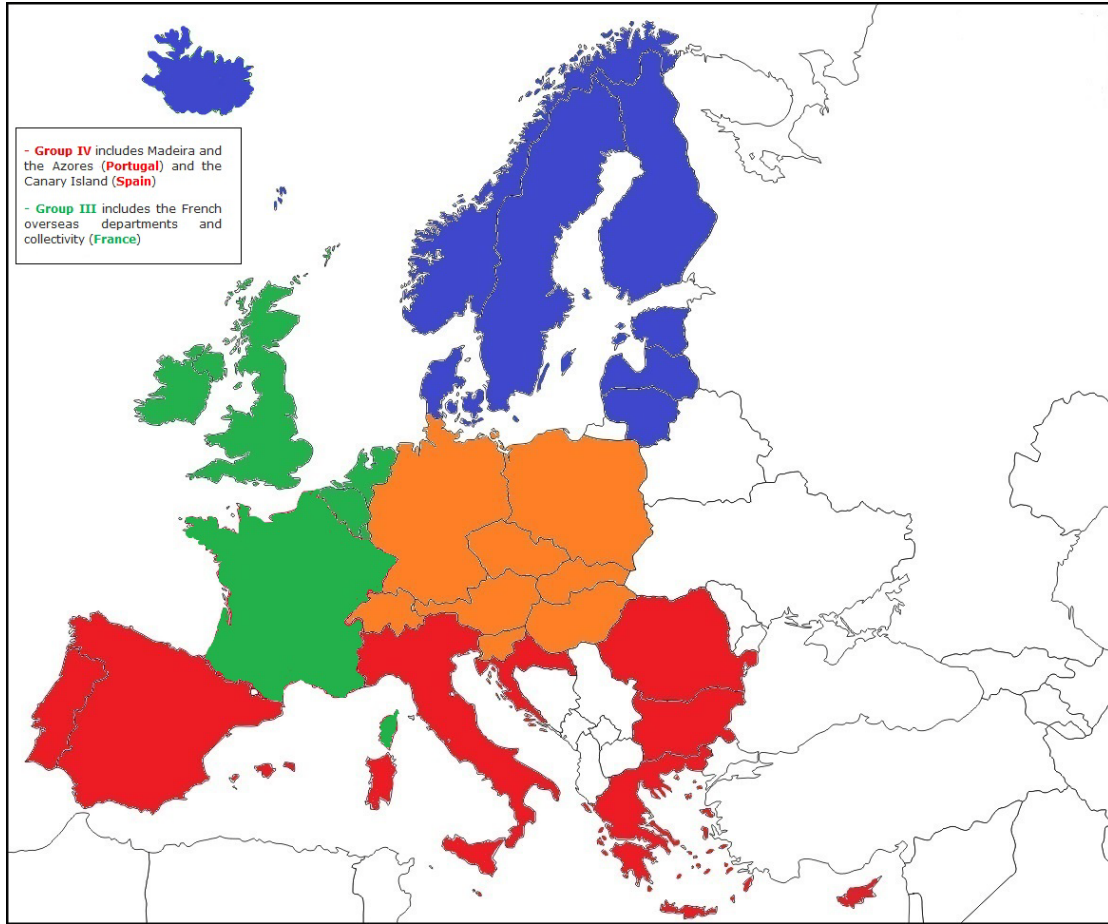
6 Transnational groupings and geographical coverage of activities

In order to ensure a balanced and effective European-wide geographical coverage of the Transnational Outreach activities, four geographical groupings are proposed regarding the allocation of the specific activities (events, training sessions and documents). This will allow themes and topics to be adapted and tailored to the specific interests and demands among target groups / stakeholders in each transnational grouping.

The definition of the geographical coverage took into account the entire EU territory and the territories of the Partner States, including transnational territorial contexts, such as macro-regions, cross-border regions, and the geographical specificities of the transnational territories (e.g. islands, low-density populated regions, mountainous areas, etc...). In principle, the geographical coverage of the Transnational Outreach activities is flexible and can be adapted (upon specific and motivated request) to the specific needs and demands of the target groups.

The proposed division of ESPON geographical transnational groupings has been inspired by the “*ESPON 2013 On The Road*” project.

- **Group I, Central Europe:** Austria, Czech Republic, Germany, Liechtenstein, Poland, Hungary, Slovakia, Slovenia, Switzerland.
- **Group II, Northern Europe:** Denmark, Estonia, Finland, Iceland, Latvia, Lithuania, Norway, Sweden.
- **Group III, Western Europe:** Belgium, France (including the five French overseas departments of Guadeloupe, French Guiana, Martinique, La Réunion, Mayotte and the French overseas collectivity of Saint-Martin), Ireland, Luxembourg, Netherlands, United Kingdom.
- **Group IV, Southern Europe:** Bulgaria, Cyprus, Croatia, Italy, Greece, Malta, Portugal (including the Madeira and Azores), Romania and Spain (including the Canary Islands).



Map 1: Four transnational groupings of European countries

7 Envisaged cooperation with the ECP network

The TNO Strategy is designed in a way that ensures transnational and national uptake of results through the use of the ESPON European Contact Points network. Success of the TNO activities will depend on the positive engagement of the ECPs in the Outreach strategy. Thus, the TNO team intends to establish a close cooperation with the ECPs.

The ECP network is one of key intermediaries between the national stakeholders and the TNO team. The ECPs past experience and lessons learned represent a legacy that shall be capitalised on in the current TNO Strategy. Altogether, the involvement of ECPs in the TNO Strategy would amplify involvement in ESPON from all parts of Europe, and help the ESPON EGTC and the TNO team to achieve effective outreach at transnational level, which will be vital in the current discussions on the future of the European project and key policy areas such as CAP, Cohesion Policy, and research and innovation policies, together with future territorial and spatial agendas.

Taking into consideration their important role, the broad experience, and the relevant knowledge, of the ESPON Contact Points in capitalising ESPON results in the transnational context, the TNO team envisages establishing strong collaboration with the ECP members and to involve them in the various outreach activities, namely by:

- Contributing, in a strategic and meaningful way, to the needs-assessment and to the drafting of annual plans;
- Playing an active role in planning outreach activities (i.e. proposing thematic focus and ideas for Transnational Outreach activities, providing input for the programme);
- Offering concrete support to the organisation of transnational events (recommending speakers, ideas for venues, co-hosting events, being a speaker or a moderator);
- Revising the translations made by the TNO team (upon agreement with the EGTC);
- Disseminating, at national and sub-national levels, events and documents, and increasing the visibility of ESPON achievements;
- Participating in training events and e-learning courses.

7.1 Communication with ECPs

The project acknowledges the crucial importance of positive engagement of the ECPs. Hence, by participation in the ECPs' meetings, direct communication between Transnational Outreach Project Manager and ECPs will be established.

The following communication channels will be established with ECPs:

- The TNO team will participate in the ECPs' meetings to present the TNO Strategy, the annual workplans, to report on progress, and to collect further input and relevant contributions.

- The ECPs will be in direct contact with the TNO project manager via e-mail and telephone.
- A dedicated list of ECP contacts will be created in the mass mailing tool, to allow them to receive specific, and frequent, information about the Transnational Outreach activities, and to monitor better the information flow.

8 Overall communication activities and channels (including the use of the ESPON web-site)

A vital component for the success of the Transnational Outreach Strategy is ensuring that all parties concerned are made aware of the TNO's activities and achievements, and further promote them. The TNO team will ensure that appropriate information reaches the defined target audiences in the most cost-effective manner. Stakeholders will be encouraged to visit, and to use, the web-site and social media for getting information, but also for sharing views and providing feedback.

In parallel to the organisation of events and editing of documents, the TNO team will ensure effective and integrated communication and promotion activities using the following tools:

- **ESPON web-site:** the TNO team will be responsible for providing content on the Transnational Outreach activities for the ESPON web-site. The contents to be uploaded will be verified by the ESPON EGTC.
- **Social networks:** the TNO team will be responsible for publishing content and pictures (when possible) relevant for the organisation and promotion of the Transnational Outreach activities in LinkedIn, Twitter, Facebook (not available yet for ESPON) and, if and when applicable, in YouTube. In particular, the social media will be used for the following purposes:
 - Social media enabling of ESPON web-site;
 - Social media as a distribution channel;
 - Social media community management and multiplier.

In particular, the following types of information will be published in social networks:

- Save the date, programme, registration reminder, and other information for promoting TNO events and training;
- Short reports / articles for presenting the results and outcome of the TNO events organised (including link to the event presentation, programme, picture and other relevant material);
- Article about the shorter documents prepared;
- Poster, or part of the poster, produced, and a short explanation of the poster content;
- Other relevant information regarding ESPON activities, and research evidence produced, that can be relevant for the Transnational Outreach Activities.

Prerequisite for such activity on the social media: ESPON EGTC provides the TNO team with the authorisation and the credentials to access the above-mentioned social media.

- **Mass mailings and database:** the TNO team will put in place a mass mailing system enabling the sending of attractive e-mail formats to an extensive list of contacts.
- In terms of **database**, the TNO team will create and progressively expand a database of stakeholder contacts covering all the previously-mentioned target groups. The database will be used for the mass mailing dissemination of all the ESPON Transnational Outreach activities, and the overall ESPON promotion.

- **Posting articles in relevant platforms, newsletters, blogs:** sharing information about the TNO events, training, produced documents, and posters, in the form of short articles / news / save the date items or pictures in other platforms or in newsletters relevant for territorial cooperation, which will act as multiplier at transnational, national and regional levels. In the case of the shorter documents, in order to increase their usability among existing and new ESPON stakeholders, the TNO team will promote their use as promotional, reference and awareness-raising material on the other relevant platforms (besides the ESPON web-site), also to trigger debates and comparative analysis between transnational groupings. The TNO team proposes to disseminate the ESPON Transnational Outreach activities in the following platforms and transnational and national organisations (see below non-exhaustive list).
- Concerning **media and journalists**, when and if relevant, the TNO team will disseminate information about the TNO events and/or the produced publications among a list of media contacts in order to multiply the impact of the ESPON Transnational Outreach strategy towards the different target audiences.

Name of the organisation	URL	Level (Transnational, National, Sub-national)
CESIE	www.cesie.org	National
AESOP	http://www.aesop-planning.eu/	Transnational
METREX	http://www.eurometrex.org/ENT1/EN/	Transnational
RTPI	http://www.rtpi.org.uk/	National
Town and Country Planning Association	http://www.tcpa.org.uk/	National
CGET	http://www.cget.gouv.fr/	National
BBSR	http://www.bbsr.bund.de/BBSR/DE/Home/bbsr_node.html	National
Conference of Peripheral Maritime Regions	http://cpmr.org	Transnational
Euro Cities	http://www.eurocities.eu	Transnational
The Budapest Platform	http://budapestplatform.eu	Transnational
Assembly of European Regions (AER)	http://aer.eu	Transnational
RSA	http://www.regionalstudies.org/	Transnational
The CECICN, Conference of European Cross-border and Interregional City Networks	http://www.espacestransfrontaliers.org	Transnational
Regional Development Bulgaria	http://www.bgregio.eu	National

Interreg VA France (Channel) England	https://interreg5a-fce.eu	Transnational
Regione Emilia Romagna	http://www.regione.emilia-romagna.it/	Sub-National
Regione Piemonte	http://www.regione.piemonte.it/	Sub-National
EURADA	http://www.eurada.org/	Transnational
PolisNetwork	www.polisnetwork.eu	Transnational
Regional Environment Center	www.rec.org	Transnational
ESPA	www.espa.gr	National
European Territorial Cooperation Greece- Bulgaria	www.greece-bulgaria.eu	Transnational
Eurocities	http://www.eurocities.eu/	Transnational
Atlantic Area Transnational Programme	http://www.coop-atlantico.com/	Transnational
Kinno	http://www.kinno.eu/	National
Energy Cities	http://www.energy-cities.eu/	Transnational
European Territorial Cooperation Hungary- Slovenia	http://www.si-hu.eu/	Transnational
Malta Territorial Cooperation	https://eufunds.gov.mt	National
Covenant of Mayors	http://www.covenantofmayors.eu	Transnational
Ireland Territorial Cooperation	http://www.seupb.eu/	National
ICLEI Local Government for Sustainability	http://www.iclei.org/	Transnational
European Policies Research Center at University of Strathclyde Glasgow	http://www.eprc-strath.eu/	National
European Territorial Cooperation 2014-2020 Hungary	http://egtc.kormany.hu/european-territorial-cooperation-2014-2020	National
CIVITAS	www.civitas.eu	Transnational

European Territorial Cooperation in Cech Republic	http://www.strukturalni-fondy.cz/	National
European Territorial Cooperation Greece-Italy	http://www.greece-italy.eu/	National
EURAC Research	http://www.eurac.edu/	National
European Territorial Cooperation in Romania and Hungary	http://2014.huro-cbc.eu/	Transnational
New Europe	https://www.neweurope.eu/	Transnational
North West Europe programme 2014 to 2020	http://www.nweurope.eu/	Transnational
Interreg Atlantic Area 2014-2020	www.atlanticarea.eu	Transnational
Royal Institution of Chartered Surveyors	http://www.rics.org/uk/	National
Smart Specialisation Platform	http://s3platform.jrc.ec.europa.eu/	Transnational
European Urban Knowledge Network	http://www.eukn.eu/	Transnational

Table 10: List of sample organisations for publication of information

9 Indicative time plan for Transnational Outreach activities

The calendar of Transnational Outreach activities is planned for the period of 2017-2019 and the main activities are indicatively distributed over the three years in the following manner.

Once the results of the needs-assessment are available, more details will be added in the annual work plan (envisaged dates / months and topics).

Outreach Activity	Year 1 (2017)	Year 2 (2018)	Year 3 (2019)
Four Conferences	1	2	1
Eight Seminars	1	4	3
Eight Workshops	1	4	3
Eight Training Sessions	0	4	4
Four E-learning sessions	0	2	2
Twelve Transnational Briefs	1	5	5
Eight Transnational Observations	2	3	4
40/50 Posters	6	18/20	16/18

Table 11: Distribution of the outreach activities per year

10 Added value of ESPON Transnational Outreach activities

The following list summarises the added value offered by the Transnational Outreach activities within the methodology and plan presented in the current strategy:

- The TNO Strategy will provide a unique entry point for Transnational Outreach activities;
- The TNO Strategy has been developed on the basis of the long and strong TNO team experience in dissemination and networking activities, and it will ensure a multifaceted outreach plan and an intercultural approach to implement it;
- TNO Strategy is very much objective-oriented;
- The TNO activities will be flexible enough in order to be adjusted in accordance with the results of the feedback received by the involved stakeholders, and take into consideration the revealed aspects such as cultural noise (e.g. lack of language skills may render a brochure useless, while a translation option can offer a valid support);
- The TNO Strategy will enable and explore synergies with other services, committees and initiatives, at national, regional and local levels, to ensure a broader promotion at transnational level;
- The TNO Strategy will make a strong use of on-line-based means and social media for redistributing content to other relevant stakeholders' portals, and expanding the ESPON network;
- The TNO Strategy will promote TNO ESPON events, publications and research evidence through direct contacts at national level, using the TNO team resources (i.e. INOVA+ branches and partners and the over 120 ERRIN members).

11 Annex 1: Survey questions

Policy needs for tailor-made territorial evidence support: ESPON seeks your views

(M) = Mandatory field

CONTACT DETAILS

1. Name:
2. Position/Job title:
3. (M) Country you represent:
Drop-down list with ESPON 32 countries
4. E-mail:
5. Telephone number:
6. (M) Please select the type of organisation you represent:
 - a. University, academia or research centre
 - b. National Government Organisation
 - c. Regional/local Government Organisation
 - d. Authorities implementing European Structural and Investment Funds (ESIF) programmes
 - e. Private sector
 - f. Other (please specify):
7. (M) Following the survey, would you be available for a telephone interview? Y/N

CURRENT POLICY PRIORITIES

8. (M) Has your country recently developed a strategy or action plan concerning economic, social and territorial cohesion? Y/N
If yes, please specify the title
9. (M) Which are your main economic, social and territorial cohesion policy priorities?
Please select up to five priorities from the list below.
 - a. Institutional capacity building & efficient public administrations
 - b. Promoting polycentric and balanced territorial development
 - c. Encouraging integrated development in cities, rural and specific regions
 - d. Territorial integration in cross-border and transnational functional regions
 - e. Ensuring the global competitiveness of regions based on strong local economies
 - f. Promoting Small and Medium-sized Enterprises (SMEs) and start-ups in regions and cities
 - g. Boosting employment and supporting labour mobility
 - h. Improving territorial connectivity for individuals, communities and enterprises

- i. Investing in transport infrastructure, removing bottlenecks and promoting sustainable urban mobility
 - j. Protecting territorial cultural and architectural heritage
 - k. Managing and connecting ecological, landscape and cultural values of regions
 - l. Protecting the environment, bio-diversity and increasing resource efficiency
10. (M) In your opinion, is there any policy question/topic that requires further support and research evidence to improve the quality of the current policy, the efficiency of implementation or the development of new policy?

If Yes, please list the policy questions

POLICY SUPPORT

11. (M) Could an exchange between countries (e.g. sharing best practices or research evidences) help addressing the previously mentioned policy questions?
12. What type of information would you like to see shared among ESPON countries?
- a. Policies
 - b. Support instruments for policy implementation
 - c. Policy evaluation reports (e.g. cost-benefit analysis)
 - d. Best practices in uptake of research results into the policy making process
 - e. Research projects outputs
 - f. Other (please specify):
13. ESPON provides a pan-European platform facilitating exchange of information among 32 countries. In this perspective, are there any policy topics you would like to learn more about and from which country?

Please provide up to three policy topics and for each one, please identify one ESPON country.

Policy topic	Countries
1 _____	
2 _____	
3 _____	

FUTURE POLICY PROCESSES

14. What are the foreseen policy processes in your country?

Please list the policy processes and indicate the foreseen timing of launching

	Future Policy Processes	Foreseen timing (month and year)
1		
2		
3		
4		
5		

15. In the context of the future policy processes, what type of evidence support would you need?

- a. Policy recommendations
- b. Data
- c. Monitoring tools
- d. Case studies
- e. Implementation mechanisms
- f. Cost-benefit analysis

NATIONAL / TRANSNATIONAL TERRITORIAL RESEARCH EVIDENCE

16. Have you/your organisation recently produced territorial evidence research results/outputs, which could be useful/of interest for other organisations?

If yes, please list the relevant information in the table below.

Title of the research results/output	Organisation responsible for preparation and partners	Main topic/key words	Was it used for the policy making process. If yes, where and how?

17. (M) Are you an ESPON Contact Point? Y/N

TYPES OF OUTREACH ACTIVITIES (ONLY ECPs)

18. (M) How could ESPON support you/your organisation in providing more visibility to the territorial evidence research results produced?

- a. Producing briefs and summarising research results
- b. Organising events
- c. Providing trainings for you and your team
- d. Other (please specify):

19. (M) In terms of events, which type(s) of high impact event would you recommend to promote the uptake of territorial evidence research results into the policy process in your country?

- a. Conferences - four conferences planned every 8-10 months (1.5 days, about 75-100 participants, several sessions)
- b. Seminars – eight seminars planned two per transnational grouping of countries (0.5-1 day, 40-50 participants)
- c. Workshops – eight thematic workshops planned two per transnational grouping of countries (0.5-1 day, 20-25 participants)
- d. Training sessions (0.5-1 day, 20 participants)
- e. Other (please specify)

20. (M) Which of the following training options would be the most useful for your work:

- a. Training on communication
- b. Training on social media
- c. Training on research evidence uptake
- d. Other, please specify

21. (M) Would you see some opportunities of cooperation in designing and implementing Outreach activities with...

- e. Other ESIF programmes
- f. INTERREG EUROPE Programme
- g. URBACT Programme
- h. INTERACT III
- i. Smart Specialisation Platform
- j. Smart Cities and Communities
- k. EU rural programmes
- l. Other National / regional programmes (please specify)

12 Annex 2: Interview Guidelines

CONTACTS DETAILS (This information can be pre-filled in the case of survey respondent)

1. Name:
2. Position/Job title:
3. Country/region you represent:
4. Email:
5. Type of organisations you represent:
 - a. University, academia or research centre
 - b. National/Regional/Local Government Organisation
 - c. National Agency/Authorities implementing European Structural Investment Funding (ESIF) programmes

Questions for all:

6. From a general point of view, what are the key policy priorities in your country about economic, social and territorial cohesion?
7. Does your country/government have a strategy for territorial development? If not, why?
8. In your opinion, what are the policy questions that need further support or research evidence?
Please identify them and explain what type of support would you recommend
9. Is there any specific thematic would you suggest to include in ESPON Outreach activities (event, training, publications)?

For university, research centre, academia and private sector:

1. Have you/your organisation recently produced territorial evidence research results/outputs, which could be useful/of interest for policy making process?
2. What would be necessary for these outputs to have a bigger visibility in the policy-making process?
3. How ESPON could support you/your organisation in providing more visibility and boosting the territorial research and evidence produced, for the uptake into the policy process?
4. Is there a specific topic or research theme would you like to learn more from another country?
Please specify the country

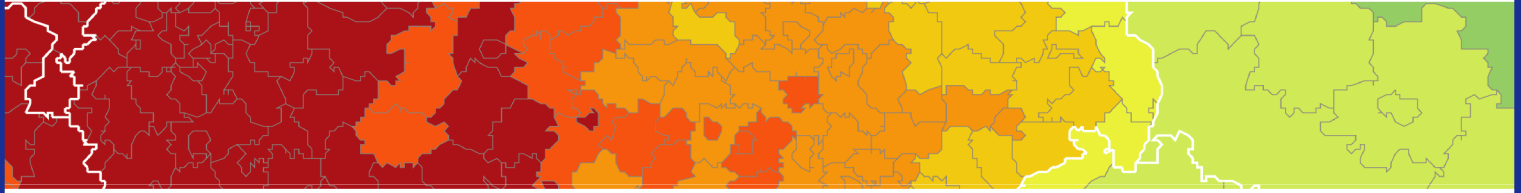
For Policy Makers and authority implementing ESIF:

1. From the areas you mentioned above, what type of activities would you like to see organised by ESPON for the benefit of your organisation (events, workshops, training, translations, etc.)?
2. What would be the best timing for receiving this support? (month/year)

3. Is there a specific topic or policy processes would you like to learn more from another country?

Please specify the country

4. Overall, what is your experience and opinion in the policy uptake of research evidence?



ESPON 2020 – More information

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The ESPON EGTC is the Single Beneficiary of the ESPON 2020 Cooperation Programme. The Single Operation within the programme is implemented by the ESPON EGTC and co-financed by the European Regional Development Fund, the EU Member States and the Partner States, Iceland, Liechtenstein, Norway and Switzerland.