



2020

Inspire policy making by territorial evidence

Outreach Strategy

ESPON 2020 Cooperation Programme/

Specific Objective 4: *Wider outreach and uptake of territorial evidence*

Revision - adapted version to the Operation Proposal

Version 28 July 2015

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Introduction

On the 1st of July 2015 the Managing Authority of ESPON 2020 Cooperation Programme invited the ESPON EGTC, in its role of Single Beneficiary, to submit an Operation Proposal for the implementation of Priority Axis 1 of the ESPON 2020 Cooperation Programme on the basis of the decision of the Monitoring Committee of 1st June 2015.

The Outreach Strategy is part of the overall Operation Proposal that will be submitted by 28 July 2015.

Being Single Beneficiary of a EU Funded Programme, the ESPON EGTC has specific information and communication responsibilities. The Outreach Strategy, therefore, covers also the communication requirements as defined in both the EU Regulations and the Communication Strategy of the Managing Authority.

I. Background and regulatory requirements

The legal basis for the role of the ESPON EGTC is established in the ‘Arrêté grand-ducal du 9 janvier 2015 autorisant la création du Groupement européen de coopération territoriale (GECT) «ESPON»’ establishing the ESPON EGTC as single beneficiary of the ESPON 2020 Cooperation Programme.

The ESPON 2020 Cooperation Programme adopted by the European Commission underlines the importance of the outreach and use of territorial evidence made available by ESPON. It is expected that,

- Specific Objective 4 ensures a wide outreach to potential users of European territorial evidence, stimulating interest for uptake of a European territorial perspectives at all levels of policy making.
- Effective, targeted and understandable communications towards clearly defined target groups shall be carried through providing relevant information and data on territorial structures, trends, scenarios and policy impacts at European as well as transnational, cross-border, national, regional and local levels to inform policy development.
- The outreach activities will be guided by an Outreach Strategy for the entire programme period both at European and transnational/national level. Transnational and national activities will in particular be assisted by a network of ESPON Contact Points nominated by EU Member States and Partner States, where translation of shorter documents into recognised national and regional languages shall be used to improve the outreach and uptake

The Operation Specification indicates that the Operation Proposal shall include:

- An Outreach Strategy covering European, trans-national and national levels including target groups and cooperation with the ECP network.

The Operation Implementation Guidelines indicates that

- Outreach activities - The Single Operation has the obligation to communicate and inform targets groups and the general public about the Single Operation and its achievement. This is envisaged via the implementation of the outreach strategy under strategic objective 4.

The ESPON EGTC information and communication responsibilities as beneficiary of ESPON 2020 are established in the Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 Annex XII, art. 2.2, “Responsibilities of the beneficiaries”, setting the following requirements:

1. All information and communication measures provided by the beneficiary shall acknowledge support from the Funds to the operation by displaying:
 - (a) the Union emblem in accordance with the technical characteristics laid down in the implementing act adopted by the Commission under Article 115(4), together with a reference to the Union;
 - (b) a reference to the Fund or Funds supporting the operation.
2. During implementation of an operation, the beneficiary shall inform the public about the support obtained from the Funds by:
 - (a) providing on the beneficiary’s website, where such a website exists, a short description of the operation, proportionate to the level of support, including its aims and results, and highlighting the financial support from the Union;
 - (b) placing, for operations not falling under points 4 and 5, at least one poster with information about the project (minimum size A3), including the financial support from the Union, at a location readily visible to the public, such as the entrance area of a building.
3. For operations supported by the ESF, and in appropriate cases for operations supported by the ERDF or Cohesion Fund, the beneficiary shall ensure that those taking part in an operation have been informed of this funding.

Any document, relating to the implementation of an operation which is used for the public or for participants, including any attendance or other certificate, shall include a statement to the effect that the operational programme was supported by the Fund or Funds.

The Communication Strategy of the ESPON 2020 Programme under the responsibility of the Managing Authority indicates that

- the communication activities of the MA shall be considered in the light of implementing framework of the ESPON 2020 Cooperation Programme, with one Single Operation and one Single Beneficiary and the outreach activities foreseen carried through by the ESPON EGTC.
- [...] close coordination will be ensured between the activities of the Communication Strategy and the outreach activities that are part of the obligations of the ESPON EGTC.

The Outreach Strategy presented below is conceived in respect of the framework regulatory requirements for communication and information activities of the ESPON EGTC and ensures that these requirements are met.

II. Mission and Aims of the Outreach Strategy

The overall purpose of ESPON 2020 Outreach Strategy is to provide appropriate, consistent, accurate and timely communications to all interested parties and stakeholders and to the public at large, based on the ESPON EGTC’s own evidence-based analyses supported by the wealth of territorial evidence produced within both ESPON 2006 and ESPON 2013 as well as new territorial evidence that will become available with the implementation of ESPON 2020.

The ESPON EGTC will communicate on all themes and topics within its mission and promote the territorial dimension in relevant policy processes, such as the EU 2020 Strategy, EU Cohesion Policy 2014-2020, the Territorial Agenda 2020 as well as other sectoral policies and ESIF programmes. The communication will address policy makers and stakeholders on all administrative levels involved in policy development with a territorial dimension in order to bring information and understanding of the larger context and the European perspective.

A critical success factor in achieving this goal lies in ESPON EGTC's ability to establish itself as an authoritative and trusted voice with regard to pan-European, comparable, systematic and reliable territorial evidence.

As indicated in the Statute, article 5, the main objective of the ESPON EGTC is to contribute to the overall mission of the ESPON 2020 Cooperation Programme and “continue the consolidation of a European Territorial Observatory Network and continue improving the provision and policy use of pan-European, comparable, systematic and reliable territorial evidence”.

By providing policy makers and experts with research results, analyses, indicators, data and tools of the highest quality and disseminating such advice and recommendations through effective communication in collaboration with the European Commission, 28 EU Member States, Iceland, Liechtenstein, Norway and Switzerland, the ESPON Managing Authority and interested bodies and stakeholders, the ESPON EGTC will strive to build confidence in the use of territorial evidence in policy development and process.

The specific overall aims for the outreach activities are as follows:

- Promote the use of European territorial evidence towards a larger group of potential users and enhance a targeted and direct involvement of stakeholders.
- Increase the impact and presence of ESPON territorial evidence and recommendations in policy debates at European, transnational and national levels.
- Ensure relevant and understandable messages and address all topics within its mission enhancing a European territorial dimension at all levels of policy making.
- Engage with policymakers, practitioners, stakeholders at transnational and national level in cooperation with the ECP Network.
- Continue cooperating with academics, scientists and researchers and contributing to the further consolidation of the scientific community in the field of territorial research in Europe.
- Communicate and inform all target groups and the general public about the Single Operation and its achievements in close cooperation with the Managing Authority, as indicated in the MA's Communication Strategy and the Operation Implementation Guidelines.

Territorial evidence resulting from scientific excellence is a prerequisite for the implementation of effective communications by the ESPON EGTC. The quality of the different outputs envisaged including the rapid analytical response to policy demands, are critical to ESPON attaining its outreach and communication objectives.

III. Key Objectives of the Outreach Strategy

The Outreach Strategy shall guide the implementation of activities of the ESPON EGTC which will be done pursuing the goals indicated in the following strategic key objectives:

1. Better integrate science in policy making

In developing communications and outreach actions, ESPON seeks to translate scientific evidence into clear, accessible and meaningful messages, addressing the needs of key audiences. The high quality of new territorial evidence, applied research, analyses, data, indicators and tools to be produced during the implementation period will be the main ingredient of the outreach actions.

In addition to explaining and “translating” scientific evidence and data, ESPON 2020 communications and outreach activities have also to provide clear advice and recommendation for policy considerations at all levels, from European level to Member States, their regions and cities.

2. Quick responses to increased demand for territorial evidence and analyses

ESPON shall produce short policy-relevant analyses, such as policy briefs, working papers or similar, based on the real needs of its target groups in a timely and responsive manner, being understandable and efficiently communicated. This new type of ESPON support to policy development shall enhance a rapid transfer and uptake of the territorial knowledge and tools produced and will be an important element in the outreach activities.

3. Engage closely with old and new key actors at all levels

In order to reach target groups with pertinent and effective messages and strengthen links and relations with main stakeholders and “ambassadors”, EU actors (EU Institutions, EU Presidencies), EU Member States, Partner States, regions and cities, ESIF programme authorities, academia and other stakeholders will be involved both in the formulation, development and dissemination of ESPON’s territorial evidence in order to ensure that messages address appropriately the needs of its target groups.

The ESPON EGTC will liaise closely with the Monitoring Committee through the Managing Authority and the Project Support Team to facilitate timely and consistent dissemination of messages across the network. The European Commission will be associated throughout this process. Other important actors and stakeholders that in the previous programming period have been strongly engaged with ESPON will be involved in the development and dissemination of outreach actions.

4. Build visibility based on original and high quality content

To build visibility content is king. Original content creates visitors to the website and social media, links, mentions, attendance to events and so on. The quality of ESPON’s outputs in terms of reports from applied research projects, targeted analyses and tools along with the production of own analyses to respond to policy demands are critical to the ESPON attaining its outreach and communications objectives.

5. Promote European and transnational uptake

Both the European and the transnational/national level are key strands for the outreach. In particular, the ESPON EGTC will ensure transnational uptake of results building on experiences from ESPON 2006 and 2013 and engaging external expertise. In order to ensure the highest possible level of impact in relation to national, regional and local policy makers the ESPON Contact Points nominated by EU Member States and Partner States (ECP network) will be a key cooperation partner in advising how best to involve this target group.

6. Strive for "less is more" in terms of printed material

The volume of printed material has today reached levels where the communication efficiency has decreased compared to earlier. At the same time the use of digital communication has increased and become a common channel for dissemination of information. The need for numerous printed reports and material is therefore less than before and the strategy is to produce less with higher quality and use more resources for digital dissemination. This will include a stronger use of web documents and e-books in the outreach activities.

7. Go digital and make ESPON more "sociable"



The digital revolution is progressing very fast; online communications in daily life play an ever increasing role.

Just to mention, in 2014 in just one minute the Internet records 204 million emails, 3.3 million Facebook posts, 342 thousand tweets, as visualised in the infographic, not to mention other activities such as

google searches, WhatsApp messages, YouTube video upload, voice calls in Skype, blog posts and photo upload, etc.. The Internet has been growing at a lightning-fast pace especially in the last two years, with social media as a huge part.

The Outreach Strategy shall respond to this development by more digital communication activities. The ESPON EGTC will fully engage with a more digital oriented approach, and increasingly address the target groups via digital channels and communication tools like the ESPON Website, Twitter, Youtube, Pinterest, Facebook, Instagram, Blogs and more depending on the use that its target audience make of other social tools.

IV. Reaching the Target Groups

The ESPON 2020 Cooperation Programme clearly defines key target groups for receiving and using the ESPON territorial evidence as follows.

The primary target groups:

- European policymakers, in particular in the field of Cohesion Policy as well as other relevant sectoral and thematic policies and programmes, particularly those currently not fully articulating their territorial approach.
- National policymakers and practitioners responsible for territorial cohesion, ETC programmes, macro-regional strategies and Cohesion Policy preparation and implementation at national level, as well as other relevant policy fields.
- Authorities implementing ESI Funding programmes and preparing periodical reporting.
- Regional and local policymakers and practitioners responsible for territorial development and planning and/or involved in cross-border, transnational and macro-regional cooperation.

Secondary target groups:

- Organisations promoting different regional/urban interests at EU level.
- The private sector and wider European audiences.
- University academics, researchers, teachers and students as future decision makers and practitioners. In their role of partners providing the research capacity and scientific excellence for ESPON, academics, scientists and researchers are important for reaching the output of ESPON 2020. Indirectly ESPON will continue contributing to the consolidation of the scientific community in the field of territorial research in Europe.

The Outreach Strategy in its implementation will fully comply with the priority of target groups set. However, in reaching out to the different target groups the following approaches will be used:

1. One size does not fit all

The basic approach for maximising the outreach will be to consider closely the target group for each outreach activity. In this context it is however clear that one size does not fit all.

Given the broadness of the target groups and, as consequence, different levels of awareness, interest in and attitudes towards the use of territorial evidence in policy development, it is neither possible nor desirable for ESPON to seek to address the resulting diverse and multiple information needs of policy makers and experts through a single and unique message disseminated across Europe. Here, more diversified and targeted means of communication will be used to ensure the outreach wanted.

For outreach at transnational/national level the cooperation with the ECP Network will play an important role to define the best means of communication as each ECP has knowledge and relations with national stakeholders. The ECP network will be used to make the transnational outreach efficient and to expand communications outreach and understanding of messages by policy makers and experts at transnational /national/ level.

2. Influencing the influencers

Obviously all members of all target groups cannot be covered or captured by ESPON's communications and outreach strategy. It will be necessary to make priorities that ensure

outreach to key policy makers and policy arenas and processes. Here it will be important for the ESPON EGTC to focus on providing partners with the information they require and with messages which can be further tailored to meet specific audience needs.

V. Framing the Outreach Actions and Activities

The Cooperation Programme and the Operation Specification sets the framework and mind set for the implementation of the Single Operation and the key achievements envisaged. This mindset will be governing the outreach strategy, its actions and activities to be carried through by the ESPON EGTC.

The outreach will therefore:

- Contribute to the Thematic Objectives and Investment Priorities of EU Cohesion Policy.
- Support policy development at EU level and in EU Member and Partner States.
- Meet demand and objectives of the target groups defined.
- Cover the geographical coverage of the ESPON 2020 programme, also in the location of its outreach activities.
- Respond to the needs and challenges of the ESPON 2020 in terms of ensuring a wide outreach.
- Support the consolidation of ESPON and its mission.
- Support the specific role of ESPON 2020 as provider of European territorial evidence.

Territorial evidence is essential to inform sound policy development at European, national, regional and local level. The outreach actions and activities detailed below are conceived in order to make a substantial and innovative effort to move significantly towards evidence-informed policy making.

VI. Outreach Actions and Activities at European Level

The ESPON 2020 Cooperation Programme indicates that the actions to be carried out related to SO4 shall be to (a) hold **events** and (b) produce **publications**.

In reaching out to all target groups, ESPON 2020 will host a **website** with additional means of web communication (such as social media, ‘apps’, interactive e-books, etc.), and which is friendly for policy use.

Publications shall be supported by **media related activities, such as PR and promotion activities**.

There is a clear need to (1) create **new type of products**, such as short policy briefs, working papers explaining territorial trends, to (2) manage **events in a more interactive way**, also with the use of **web streaming** and **webinars**, and to (3) use more **digital tools** for the dissemination.

At European level, strategic **cooperation and networking** with policy and scientific institutions will be further developed and the important contribution to the **EU Presidencies** will be enhanced with events and **policy recommendations**.

The good **cooperation with pan-European Programme**, Interreg Europe, Interact, Urbact, will continue building on the productive experience of joint activities such as events promoting European territorial evidence.

At the starting phase of the implementation of ESPON 2020, the outreach actions will be based on the wealth of existing results produced during the previous phases of ESPON and complementing with the in-house additional capacity to produce relevant products. Over time, the outreach actions will benefit of more results generated by new applied research projects, targeted analyses and tools.

Not only the moment of **final deliveries** of new projects under Specific Objectives 1,2,3 will be supported by campaigns using a wide range of dissemination tools, but also the **launch of new projects** will be an incredibly opportunity to communicate with academia and policy makers. In addition, to ensure that external partners get familiar with the new type of implementation, service contracts, some additional efforts shall be made by the ESPON EGTC, i.e. organising **webinar** open to all potential contractors.

As an example for the SO1- **Applied Research Projects**, the table below shows the relation between lifetime of a project and related communications and outreach actions that the EGTC shall implement:

| Year | Project Lifetime | Target Groups | Communications and Outreach Actions |
|------|---|------------------------------------|--|
| 2015 | 7 Applied Research Projects, Call for Tender – October 2015 | Academia | <i>Communicating the Calls for Tender to engage with the scientific community.</i> <u>Webinar</u> as scientists need to get familiar with the new management of projects <u>Dissemination channels</u> |
| 2016 | Selection and contracting – March 2016 | Primary and secondary target group | <i>Communicating the launch of the research</i> <u>Dissemination channels</u> |
| 2016 | First delivery-Report 1 – September 2016 | Primary target groups | <u>Workshop/discussion at ESPON events</u> <u>Dissemination channels</u> |
| 2017 | Second delivery-Report 2-January 2017 | Primary target groups | <u>Workshop/discussion at ESPON events</u> <u>Article/short report</u> <u>Dissemination channels</u> |
| 2017 | Third delivery-Final | Primary and secondary | <u>Workshop/discussion at ESPON events</u> |

| | | | |
|--|---------------------|--------------|--|
| | Report – April 2017 | target group | Article/short report Media relations <u>Dissemination channels</u> Political Process (use of ESPON results) |
|--|---------------------|--------------|--|

For the SO2 – **Targeted Analyses**, it will be necessary to implement also **targeted campaigns**, in order to directly involve stakeholders and create ownership of the results of the targeted analyses. The Reference Note for the Annual Work Plan, which is part of the invitation to submit a Operation Proposal, clearly states that “*Potential stakeholders shall as part of the outreach activities of the ESPON EGTC, and supported by the MC and ECP network, be informed about the option of using ESPON results for Targeted Analyses. The widest possible dissemination of information on the possibility for targeted analyses shall be ensured and a direct mailing to eligible stakeholders shall be part of this promotion.*”

The table below shows the relation between lifetime of a targeted analyses project and related communications and outreach actions

| Year | Project Lifetime | Target Groups | Communications and Outreach Actions |
|-----------------------------------|---|--|--|
| 2015 November - December | Stakeholders interest for targeted analyses | Primary Target Group, in particular policymakers at all levels and authorities implementing ESI Programmes | <i>Engaging with Stakeholders</i> <u>Dissemination channels including targeted Direct Mailing</u> <u>Webinar</u> as target group (stakeholders and service providers) needs to get familiar with the new procedure <u>Cooperation with MC and ECP Network to reach stakeholders at national/local level</u> |
| 2016 February | Selection and letter of intent with SH | Primary and secondary target group | <i>Communicating the selection</i> <u>Dissemination channels</u> |
| 2016 April | Call for Tender Targeted Analyses Projects | Academia | <i>Communicating the Calls for Tender to engage with the scientific community.</i> <u>Webinar</u> as scientists need to get familiar with the new management of projects <u>Dissemination channels</u> |
| 2016 | Selection and contracting | Primary and secondary | <i>Communicating the launch of the research</i> |

| July | | target group | <u>Dissemination channels</u> |
|------|---|------------------------------------|---|
| 2016 | First delivery-Report 1 | Primary target groups | <u>Workshop/discussion at ESPON events</u> <u>Dissemination channels</u> |
| 2017 | Second delivery-Report 2 | Primary target groups | <u>Workshop/discussion at ESPON events</u> <u>Article/short report</u> <u>Dissemination channels</u> |
| 2017 | Third delivery-Final Report – June 2017 | Primary and secondary target group | <u>Workshop/discussion at ESPON events</u> <u>Article/short report</u> <u>Media relations</u> <u>Dissemination channels</u> <u>Political Process (use of ESPON results)</u> |

As for SO3, it is worth mentioning that to stimulate the use of tools by policymakers in policy development processes through technical support, training and promotion, the EGTC will organise several activities including **workshop/training** by EGTC staff, also using **webinar**, and **information sheets** for all tools and the toolbox (ETMS, RIMAP, ONLINE MAP FINDER, FIT, ESPON DATABASE, HYPERATLAS, TIA).

According to the Multi-Annual Work Programme of ESPON 2020, the intensity of actions under the SO1, 2, 3 is very high in 2017; as consequence, the actions and activities under the outreach strategy will be particularly intense as, just to mention, the main deliveries and final reports of the first Applied Research projects, Targeted Analyses, Tools will be ready to be disseminated widely.

Communications and outreach strategies cover a broad spectrum including: timely provision of evidence, analyses, data and findings through publications on the web site; targeted campaigns and mailings to specific audiences; media relations; organisation of events to exchange points of view and debate findings; and depending on the nature of the activities, a more proactive dissemination through media related activities.

The sections hereunder outline the major components of ESPON's outreach at European level, which include Publications, Events and Promotion.

1. Publications

The production of publications during the first year of activity of the ESPON EGTC (2015-2016) will focus on short papers drafted in-house by the project experts. More substantial publications will be produced when the final results/reports from the projects will be available (from 2017). The output from the projects will consist of extensive research-based reports from the Applied Research and the stakeholder guided Targeted Analyses projects. In addition a variety of reports, tools, maps, handbooks etc. will be delivered from the Scientific Platform projects.

Based on the output from the projects different types of publications will be produced reflecting the strategic contributions of the ESPON Programme to territorial development and cohesion in terms of policy-making and development at European and national level, enhancement of knowledge and understanding of territorial development and dynamics, as well as the scientific development and progress in the field of territorial research.

All publications will display the EU and the programme logo set. Also, a clear reference to the ERDF funding needs to be made in each publication.

Target groups

In order to achieve this, the following target groups will be in focus:

- Policymakers at European, national and regional level involved in territorial development and cohesion policy
- Practitioners at national and regional level working with regional development, spatial planning etc,
- The scientific community involved in research on regional and territorial development as well as higher education academic institutions active in relevant areas,
- Stakeholders at European level active in areas related to territorial development,
- Other Structural Funds Programmes, particularly European Territorial Cooperation programmes.

In addition the following target groups could also benefit from ESPON findings:

- The private sector, e.g. in construction, transport, investments,
- The wider public as well as specific groups, such as European students in related areas of education, such as geography and political science.

Types of publications

The different types of publications that will be drafted by the ESPON EGTC and the contracted service provider for external expertise is anticipated to consist of:

- Territorial Monitoring Reports and Reviews, targeting policy makers and practitioners, related to policy orientations of the Cohesion Policy, the Territorial Agenda 2020 and other relevant policy issues, as well as territorial monitoring reviews on interesting findings for policy development.
- Policy Briefs, providing rapid input to the current policy debate and response to direct demand from policy-makers. E.g. Policy Briefs related to the EU Presidencies, e.g. scenarios (Luxembourg, 2015-2), urban agenda (Netherlands 2016-1) islands (Malta 2017-1).
- Working Papers on specific themes and topics based on ongoing projects, including territorial evidence for future programming of ESIF programmes, scientific developments in ESPON 2020 etc.
- Information *sheets for all tools and the ESPON toolbox*, targeting policy makers and practitioners as well as the scientific community.

Production

The production of the publications will be based on service contracts covering:

- ***External critical reading and language check***

External support may to a limited extent be necessary complementing the in-house capacity of the ESPON EGTC. This is particular foreseen in relation to critical reading of policy briefs and working papers as well as language check.

- ***Lay out services***

Lay-out services will be based on the ESPON Corporate Identity related to the various printed and digital publications. The current graphic design will get an overhaul during 2016, eventually involving external expertise, if needed.

- ***Printing services***

Although the use of digital channels to disseminate publications will increase significantly, traditional printing will still be required. A service provider for printing services will be found following a call for tender during 2016.

- ***Digital publications***

The move towards more digital publications (e.g. e-books) will require a digital publishing platform that most likely need to be established based on a service contract.

- ***Sending of publications***

Dissemination of printed publication around Europe, including those produced within the ESPON 2006 and 2013 Programmes, is important and will be part of the service contract for “Printed publications”, as well as carried out by the ESPON EGTC.

Indicators/target

The output indicator is in total 68 main publications: 45 publications related to Targeted Analyses (SO 2), 3 publications related to Tools and Monitoring (SO 3) and 20 related to outreach and transnational activities (SO 4). The result indicator is to increase by 15-25% the total number of potential users making use of ESPON publications.

2. Events

The ESPON EGTC will organise **events at European level** (seminar in cooperation with EU Presidencies, conferences, workshops and training sessions), **joint activities in cooperation with stakeholders** (EU Institutions, Macro regions, ESI funded Programmes, regions, cities, representative organisations, Pan-European Cooperation Programmes, scientific institutions and organisations, academia), **events and activities in support of the ESPON 2020 Managing Authority’s Communication Strategy**, participate in **events organized by other institutions** to further disseminate evidence, findings, analyses and promote the use of evidence to inform sound policy development.

To support the implementation of SO2-Targeted Analyses, **dedicated sessions at seminars** shall be organized to engage with stakeholders in order to create ownership of the results of the analyses. The good relations built overtime with key actors will be strengthened in the

development and dissemination of these events, for example with the Committee of the Regions in Brussels.

To facilitate dialogue and active participation of participants, more engaging format shall be supported, such as *fishbowl conversation* which allows groups in parallel workshops as well as plenary to participate in the dialogue and lessens distinctions between the speakers and the audience. The seminars may take the form of lunch to lunch event.

As the target group of ESPON 2020 is very broad and not geographically concentrated in one small area, the use of **web streaming** with active participation of online audience shall contribute to the key elements of the overall outreach strategy, in particular the shift to a more online/digital development.

Events shall also take the form of **Webinars** and **e-learning/online course**, following the same strategy of expanding ESPON's reach, engaging the audience, interact and connect with them in meaningful and modern ways. The online courses shall consist of videos, factsheets, live discussions with experts, infographics and suggestions for further reading; the courses shall be open to everyone interested in the ESPON works, but particularly for those who work on policy making and in the context of EU programmes.

Events outside the programme area - Some events may take place outside EU Member States, Iceland, Liechtenstein, Norway, Switzerland in order to implement the single operation and still for the benefit of the programme area. The budget allocated to these activities will not in any case exceed 20% of the total ERDF allocated to the operation.

The ESPON EGTC, as Single **beneficiary of ESPON 2020**, will comply with the information and communication responsibilities that are established in the Regulation (EU) No 1303/2013 of the European Parliament and of the Council of 17 December 2013 Annex XII, art. 2.2. In particular, at events, the ESPON EGTC shall place the EU flag and a poster or banner in a readily visible place ensuring visibility of both the EU and the ESPON 2020. The EU logo and the ESPON logo will be used on any agendas, list of participants, related hand-outs and presentations.

Target groups

Primary and secondary target groups.

Activities

- One seminar during the EU Presidencies, ideally in June and November/December each year, for a total number of **15 European seminars**;
- One workshop each year covering also more **scientific** related topic in order to engage with the community of practitioners and scientists, for a total number of **6 workshops**;
- **Workshop/training** and **online courses** for the tools (SO3) and other topics by EGTC staff, also using **webinar**;
- **One conference**, ideally in 2017, following the publication of the “European Territorial Review, related to the topic of the 7th Cohesion Report and potential policy priorities after 2020. This event will be primarily aim at presenting and discussing

territorial dimensions and inform and influence the political process by current territorial trends, dynamics, impacts and potential responses through Cohesion Policy;

- **One scientific seminar** in 2018, aimed at the academic and scientific community;
- **One high level conference**, ideally in 2019, inspiring the future cohesion policy after 2020 with dedicated session for the experience with stakeholders within SO2; the conference will be timed in order to make use of the report on the state of the European territory previewed to be published in 2019;
- **Activities in cooperation** with other institutions and **participation in external events**, including debates with policymakers, practitioners and academia, in particular in **2017** as important political moment where ESPON shall be able to feed the policy arena with evidence and reports and complement the discussion on the Cohesion Report of the EC DG Regio.

Implementation

The ESPON EGTC will open calls for tenders for the organisation and promotion of events, such as technical services, venues and caterings, e-mailing marketing, web-streaming, multimedia, speakers and moderators, online learning didactics (Massive Open Online Courses -MOOCs), etc.

The selection of the services will be made on the basis of the best value for money.

Indicators

The output indicator is 24 outreach events. The result indicator is to increase by 15-25% the total number of potential users participating at ESPON events. A detailed list of activities over the implementing period is available as annex in the work plans.

3. Promotion

a. Promotional Materials, stands and posters

Display stands and promotional material aiming at providing general information about the programme and its objectives, implementation, activities and results, will be as well produced.

Within six months after the approval of the Single Operation and for the whole duration of the Operation, the ESPON EGTC will display at the entrance area of the building hosting the EGTC a **poster** with information about the ESPON 2020 Single Operation (minimum size A3), including the financial support from the ERDF.

Target groups

Primary and secondary target groups, general public.

Implementation

The ESPON EGTC will open calls for tenders.

The selection of the services will be made on the basis of the best value for money.

b. Multimedia

Videos

In order to translate complex concepts and data into more understandable messages, the EGTC shall produce short videos to promote the use of ESPON evidence and tools towards the target groups. These videos shall feed the ESPON Youtube channel and the website as well.

Videos may also take the form of interview significant stakeholders that are experiencing the use of ESPON in policy making at all levels as well as representatives of the ESPON network (Monitoring Committee Members, Contact Point Network, Scientific Community, European Commission) that may act as ambassadors of ESPON.

When outputs are available from all SOs, the EGTC envisages producing indicatively **25 video clips** as follows:

- 3 videos on topics of applied research projects
- 3 videos on topics of targeted analyses projects
- 8 videos on tools
- 6 videos on events, publications and transnational outreach activities
- 5 videos on use of ESPON in policy making

The material collected for producing clips within the ESPON 2013 Programme may be useful for the production of new videos.

Target groups

Primary and secondary target groups

Implementation

The ESPON EGTC will open calls for tenders for the production of videos.

The selection of the services will be made on the basis of the best value for money.

VII. Outreach Actions and Activities at Transnational/national Level

The outreach strategy of ESPON 2020 has a clear transnational dimension and the related actions will be implemented in cooperation with the ECP Network. The role of the ECP Network is to support the transnational and national outreach of the territorial evidence produced by ESPON. In this context, the ECP has the capacity to reach and activate target groups at regional and local level, both in terms of their knowledge of the sub-national context and their possibility to communicate in the national language.

The ESPON EGTC will be invited to ECP meetings, of which the first shall take place in December 2015, to discuss further a close and fruitful cooperation in support of the outreach of ESPON evidence to transnational and national actors. An important base for the ESPON EGTC for this dialogue will be the experience from the “ESPON on the Road” project, based on the last TNA project in the ESPON 2013 project that brought together 19 ECP institutions in innovative transnational capitalisation activities.

The organisational set-up of the ESPON on the Road project will inspire the externalisation of transnational outreach activities of ESPON 2020. Here the participating ECPs were

organised into four transnational working groups with a macro-regional profile: North, South, West and Central. This allowed for more focused transnational outreach activities addressing themes and topics of particular interest to the identified target groups in the four "macro-regions".

The ESPON EGTC will also provide content support to the ECP institutions through the service provider for transnational and national outreach that will be contracted to organise events, provide translation of promotional material and shorter documents etc.

1. Events

The outreach activities at transnational level will include various events carried out by the ESPON EGTC in cooperation with the ECP Network. Normally, events will be arranged by the contracted service provider for transnational outreach. These events can include:

- Interactive workshops
- Training sessions on tools and methods
- Road show and exhibition at other events

In addition, the ECP institutions will be encouraged to play an active role in the ESPON seminars that will take place twice a year.

2. Translations

In order to enhance the access to and use of ESPON knowledge among the target groups, stronger efforts will be made to translate texts and short publications into national languages. The ECP institutions have an important role to play for achieving this ambition and will be asked to check language translations provided by the ESPON EGTC. In addition, the contracted service provider for transnational outreach may provide translation of shorter documents and promotional material that could benefit from a check by ECP network members.

Target Groups

The main target groups for the transnational outreach activities will include:

- Policy-makers from national, regional and local levels
- Regional development/ Spatial planning ministries and other sector ministries
- Department and government bodies involved in development of territorial strategies
- ESIF programmes and transnational cooperation programmes
- Academics and researchers

In order to reach a wider audience, the outreach activities will also target the following groups:

- Media
- Practitioners at national, regional and local level
- Providers of services of general interest

- Private sector (investment, infrastructure etc.)
- Knowledge multipliers: bloggers, specialised journalists, opinion leaders, consultants etc.

Implementation

The ECP institutions will be nominated by the ESPON Monitoring Committee members during autumn 2015. The first ECP meeting will take place in Luxembourg in December 2015. During the remaining period of the ESPON 2020 the ECP network is envisaged to meet bi-annually. The ESPON EGTC will open a call for tender in beginning of 2016 for the service provision of transnational outreach.

VIII. Dissemination Channels and Media Relations

As indicated above, one of the key elements of the outreach strategy is “Go digital and make ESPON more ‘sociable’”. The ESPON EGTC will fully engage with a more digital approach also when it comes to deciding the use of channels to address the target groups.

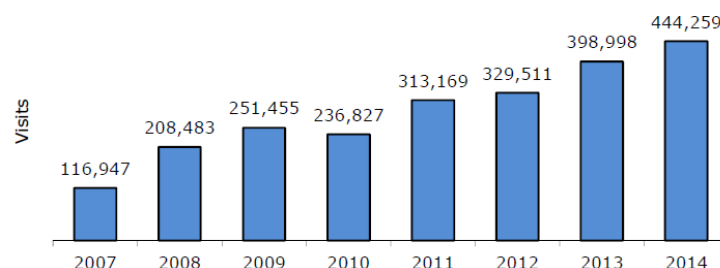
The channels include **Website, Mobile apps, Social Media, Email** covering everything from newsletters to direct mailings.

1. Website

The ESPON 2020 Cooperation Programme continues **the consolidation of a European Territorial Observatory Network and improves the provision and policy use of pan-European, comparable, systematic and reliable territorial evidence**. This will be principally achieved through the availability of evidence, information, analyses, data and advice provided to the target groups on the website.

The ESPON website to date

On average, the ESPON website receives approximately **40.000** visits per month (data of 2014). Its importance continued to increase in 2014, with visits increasing by more than 10% compared to 2013. In 2014 444.259 visits were counted; during the 2013 Programme’s implementation period (2007-2014) the ESPON Website has registered **2.299.649** visits (see chart below):



Thus for a large percentage of ESPON’s dedicated audience - European Union institutions, policy makers, experts, academia and other key stakeholders such as non-governmental organisations and the general public – the principle experience of ESPON is through the

Corporate website even though publications, events, conferences, meetings and other types of face-to-face contact with staff keep their importance in the outreach strategy. For this reason it is critical that the user experience, both for specialist and non-specialist audiences, is credible, informative, timely and accessible as well as modern.

Future web developments

The EGTC team aims to significantly improve the way in which information is delivered to its key audiences as well as the internal workflows and systems that support the online publishing process.

The EGTC will continue to adapt and update the website in order to facilitate public access to its work and documents, meet information requirements and ensure a more user-friendly interface.

Based on results from an internal review of current site performance, the information architecture of the site will be developed further and work will be carried out to improve the presentation and readability of content.

The website's principal **goal** will be to promote ESPON as evidence-driven reference point for policy use of pan-European territorial evidence in Europe as well as be accessible to both specialist and non-specialist audiences.

The website will include additional tools in order to be more interactive, such as **live chat box**, interactive **e-books**, **infographics**, images, etc.

The EGTC as beneficiary of the ESPON 2020 Cooperation Programme will publish **information about the Single Operation on the website** (description of the Single Operation, its aims and results and highlight the financial support from the European Union 'ESPON 2020 Programme/ ERDF', including the logo set in a visible place, meeting the general visibility and publicity requirements of the programme).

The website will host **webinars**, **web streaming** of events and a **digital publishing platform**, the ESPON Online Library featuring publications, papers, data, and analyses.

The main goal of the Library is to presents all content so users can find publications, maps, tables, databases, articles or chapters in any suitable format such as **PDF, WEB, XLS, ActiveChart, ePUB, READ**.

Target groups

Primary and secondary target groups, general public.

Implementation

The ESPON EGTC will open a call for tender for the hosting, maintenance and updating of the website; another tender will be open to re-design the website and implement new developments. The selection of the services will be made on the basis of the best value for money.

2. Apps

In line with the move to a more digital strategy, ESPON will launch a **"ESPON App"** to run on mobile devices such as smart phones and tablet computers and made available for

different platforms. The app will require constant updating, both in terms of content and technical development.

Target groups

Primary and secondary target groups, general public.

Implementation

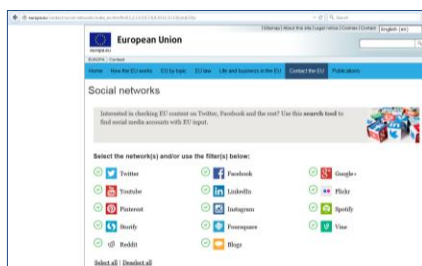
The ESPON EGTC will open a call for tender for development and maintenance of the app.

The selection of the services will be made on the basis of the best value for money.

3. Social Media

The social media's landscape is extremely wide with thousands of brands, tools, products in the market that can be grouped as follows: Social Networks (Facebook and LinkedIn), Blogs (i.e. WordPress), Multi-media sharing (i.e. YouTube, Flickr) and micro-blogging (Twitter).

The main deciding factor of selecting one social media tool instead of another is **where** ESPON's **audience**, including the **influencers**, is.



An external digital analysis can be done via the portal of the European Union which has an interesting search tool to find social media accounts with EU inputs. For instance, filtering the search by the topic “Regional Policy” brings the following result: **Twitter, Facebook, Youtube, Google+, Blogs, Flickr**. To this selection more tools can be added, such as **Pinterest, Instagram, LinkedIn, WhatsApp** and new more depending on the evolution of

the digital market and on the audience's digital experience, . Therefore the strategy is to keep the selection flexible over the implementation period of ESPON 2020.

Any updates and news will be shared, ideally on a daily basis, through the social media in a way that is coherent with the specificities of each tool, for example:

- Twitter> ESPON policy brief on accessibility out now
- Facebook>ESPON likes the Cohesion Report
- Youtube>Watch this video of ESPON Citybench
- Google+>ESPON works for regions and cities and has a new map on climate change
- Blogs>Comment or contribute to the latest ESPON policy brief on towns
- Flickr>here is a picture of ESPON conference on future of cohesion policy in Brussels
- LinkedIn>ESPON is very skilled in inspiring policy making by territorial evidence
- Pinterest>here is how to compare your city with others

The tools developed within the ESPON 2013 Programme will be kept and further implemented (in 2010 ESPON started the use of the Web 2.0 environment with Twitter, LinkedIn, RSS feed, Netvibes and Delicious).

Target groups

Primary and secondary target groups, general public.

Implementation

The EGTC staff will directly manage the social media tools.

4. News alerts/Newsletters, Direct Mailing

ESPON 2020 actions will be supported by proactive communications including news alerts/newsletter and direct mailing to specific target groups depending on the topic of the communication.

As for the email services and lists, there is a clear need to manage the lists and delivery of news in a more efficient way. To do so, the EGTC envisages using external marketing services.

In the life time of the ESPON 2020, the EGTC envisages producing indicatively **28 news alerts/newsletters**.

Target groups

Primary and secondary target groups, general public.

Implementation

The ESPON EGTC will open a call for tender for the email marketing campaigns.

5. Media related activities

In addition to the drafting of press releases and statements, the ESPON EGTC shall make available additional background information and Q&A's to further explain complex concepts and more technical scientific opinions to the media. In the context of future recruitment, the EGTC will pursue this work in order to better tailor information delivery to the needs of media target audiences.

In addition to the preparation of press materials, the EGTC dedicated staff shall handles media queries from general and specialised press, establish a comprehensive database of media contacts with an interest in ESPON's activities, actively sends out its press releases and other information, and organises interviews to convey ESPON positions on a wide range of issues.

In the life time of the ESPON 2020, the EGTC envisages producing indicatively **28 media activities**.

Target groups

Media.

Implementation

The ESPON EGTC staff will implement this activity.

IX. Roles, Responsibilities and External Services

1. ESPON EGTC

In the ESPON EGTC the Unit Evidence and Outreach is responsible for the sections *Outreach Strategy* and the *ECP Network Cooperation* which are a central parts of ESPON EGTC's implementation of the Single Operation. Two project experts experienced in outreach will be the main responsible of the implementation of the strategy. The communication capacity will in addition be ensured by the employment of a press officer/journalist.

By communicating on European territorial evidence in an open and transparent way, based on the scientific reports of its contracted experts and its own internal expertise, the ESPON EGTC will contribute to improving policy making at all levels. ESPON EGTC will communicate with policy makers and public authorities, including those responsible for the implementation of ESI funded Programmes, practitioners and experts, EU Institutions, academia, stakeholders using on and offline communications tools, such as the corporate website, publications and information materials and information for the media.

2. Project Support Team

A Project Support Team shall be established within this specific objective in connection to Transnational Outreach offering the ESPON MC and EC to take part providing advice to outreach activities at transnational and national level.

3. ESPON Contact Point Network

The ESPON Monitoring Committee members will nominate a national ESPON Contact Point institution with a specific contact person. Thus the profile and capacities of the ECP institutions will be a mix of mainly public authorities, academic and research institutions, which can activate key policymakers, scientists and other stakeholders in order to effectively communicate ESPON outputs in trans-national, national and sub-national contexts. There is no dedicated budget line for direct financial support of the ECP institutions in the ESPON 2020 programme. However, the ESPON 2020 Programme includes travel to ECP coordination meetings, up to twice annually.

The key tasks of the ECP institutions within the ESPON 2020 Programme are to act as agents in the national and transnational context to support the outreach and use of ESPON territorial evidence, collaborate with the ESPON EGTC regarding transnational and national activities, promote the territorial evidence of ESPON 2020 towards policy makers and practitioners at transnational, national and sub-national level in, and to support the dissemination of regular bulletins, promotional material and information on new European territorial evidence from ESPON to national policymakers, scientists and stakeholders.

In addition the ECPs are expected to support the service provider contracted by the ESPON EGTC to implement transnational outreach.

4. External Services

To implement the outreach activities and run the related communication channels and media relations, the ESPON EGTC will work with external providers supporting at least the following:

- Website-migration, hosting, maintenance, updating
- Website-redesign
- Graphic design update of Corporate Identity
- lay out and printing,
- web-streaming,
- e-mailing marketing,
- service supporting events,
- promotional materials,
- external critical reading and language check
- multimedia
- Transnational outreach

X. ESPON EGTC responsibility in implementing EU Publicity Requirements

As beneficiary of the ESPON 2020 Cooperation Programme, the EGTC will inform target groups and the general public about the Single Operation and its achievement, mainly via the website. A short description of the Single Operation, its aims and results and the financial support from the European Union (ESPON 2020 Programme/ ERDF) will be published.

As indicated above, under promotion, within six months after the approval of the Single Operation, the EGTC shall place one poster with information about the Single Operation (minimum size A3), including the financial support from the ERDF, at the entrance of its premises.

During events, the EGTC shall place the EU flag and the poster (or a banner) in a readily visible place (e.g. the front of the meeting room) ensuring visibility of the EU and the programme. The EU logo and the programme logo shall be used on any agendas, list of participants, related hand-outs and presentations.

All digital or printed material, such as booklets, leaflets, newsletters, studies, or presentations shall display the EU and the programme logo set.

The EGTC will follow the rules regarding the use of the logo of the European Union and the ERDF as indicated in the Regulation (EU) No 1303/2013 (Annex XII, Article 2.2) requires all beneficiaries to a number of in the case of the ESPON 2020 Programme. The EU logo will always be visible in a prominent place (on the first/landing page, visible, without scrolling, on all electronic and mobile devices) and of a comparable size to other logos.

XI. Resources and yearly financial allocation

| ESPON 2020 - Specific Objective 4 Budget Line- Proposal | | | | | | | | | |
|--|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|-----------------------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | TOTAL |
| Publications | | | | | | | | | |
| external critical reading and language check | 0.00 € | 5,000.00 € | 5,000.00 € | 4,000.00 € | 4,000.00 € | 4,000.00 € | 4,000.00 € | 4,000.00 € | 30,000.00 € |
| lay-out and corporate identity | 0.00 € | 10,000.00 € | 30,000.00 € | 30,000.00 € | 30,000.00 € | 40,000.00 € | 40,000.00 € | 20,000.00 € | 200,000.00 € |
| printing and delivery | 0.00 € | 3,000.00 € | 20,000.00 € | 20,000.00 € | 15,000.00 € | 15,000.00 € | 20,000.00 € | 7,000.00 € | 100,000.00 € |
| digital publishing | 0.00 € | 6,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 12,000.00 € |
| sending | 1,000.00 € | 2,000.00 € | 2,000.00 € | 2,000.00 € | 2,000.00 € | 2,000.00 € | 2,000.00 € | 2,000.00 € | 15,000.00 € |
| Subtotal | | | | | | | | | 357,000.00 € |
| Digital tools | | | | | | | | | |
| website-migration, hosting, maintenance, updating | 10,000.00 € | 43,000.00 € | 43,000.00 € | 43,000.00 € | 43,000.00 € | 40,000.00 € | 40,000.00 € | 38,000.00 € | 300,000.00 € |
| website-redesign | 0.00 € | 100,000.00 € | 0.00 € | 0.00 € | 0.00 € | 0.00 € | 0.00 € | 0.00 € | 100,000.00 € |
| apps | 0.00 € | 5,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 1,000.00 € | 11,000.00 € |
| webinars and e-learning courses | 0.00 € | 20,000.00 € | 3,000.00 € | 3,000.00 € | 3,000.00 € | 3,000.00 € | 3,000.00 € | 3,000.00 € | 38,000.00 € |
| webstreaming | 0.00 € | 16,000.00 € | 16,000.00 € | 24,000.00 € | 16,000.00 € | 16,000.00 € | 16,000.00 € | 16,000.00 € | 120,000.00 € |
| e-mailing marketing | 0.00 € | 1,300.00 € | 1,500.00 € | 1,400.00 € | 1,200.00 € | 1,200.00 € | 1,200.00 € | 1,200.00 € | 9,000.00 € |
| Subtotal | | | | | | | | | 578,000.00 € |
| TOTAL PUBLICATIONS | | | | | | | | | 935,000.00 € |
| Events | | | | | | | | | |
| European Conference and Seminars | 30,000.00 € | 60,000.00 € | 90,000.00 € | 90,000.00 € | 90,000.00 € | 60,000.00 € | 60,000.00 € | 60,000.00 € | 540,000.00 € |
| European Workshops | 0.00 € | 15,000.00 € | 15,000.00 € | 0.00 € | 15,000.00 € | 15,000.00 € | 15,000.00 € | 15,000.00 € | 90,000.00 € |
| Subtotal | | | | | | | | | 630,000.00 € |
| Transnational Outreach | 0.00 € | 340,000.00 € | 400,000.00 € | 410,000.00 € | 500,000.00 € | 400,000.00 € | 400,000.00 € | 310,000.00 € | |
| Subtotal | | | | | | | | | 2,760,000.00 € |
| Promotion | | | | | | | | | |
| promotional materials, stands, posters | 0.00 € | 15,000.00 € | 0.00 € | 0.00 € | 0.00 € | 0.00 € | 5,000.00 € | 0.00 € | 20,000.00 € |
| multimedia-videos | 0.00 € | 0.00 € | 25,000.00 € | 20,000.00 € | 20,000.00 € | 20,000.00 € | 20,000.00 € | 20,000.00 € | 125,000.00 € |
| Subtotal | | | | | | | | | 145,000.00 € |
| TOTAL EVENTS | | | | | | | | | 3,535,000.00 € |
| TOTAL SO 4 | | | | | | | | | 4,470,000 € |

XII. Evaluation

The ESPON EGTC will put tools in place to measure the impact of the different outputs and results, and to potentially improve the effectiveness of the outreach strategy, such as

- web traffic analysis,
- participants at events,
- news subscribers,
- downloads of publications,
- social media followers.

In some cases the evaluation may take the form of online survey.

Annex

- Annual working plan for 2015 and 2016

Annex - ESPON 2020 Annual work plan for 2015 and 2016

For 2015 and 2016 the ESPON EGTC shall implement the following activities under SO4.

| Operation Proposal phase and month | | Outreach European Level | | | | | | Outreach Transnational Level | |
|------------------------------------|---|--|--------|--|--|-----------|--|------------------------------|--------------|
| | | Publications | Events | External Events | Joint Activities | Promotion | Channels and Media | Events | Translations |
| Preparation | J | Policy Brief on Accessibility | | Participation@CoR WS Future Cohesion Policy Speech@AESOP Conference Prague | | | | | |
| Implementation (EGTC own risk) | A | | | | ESPON Session@E RSA Congress Lisbon | | | | |
| | S | Policy Brief EU Presidency on Scenario + Policy Brief on Migration | | EU Presidency Events/Mtg? Speech@CoR Bureau Meeting on Cross-border cooperation, Luxembourg Participation@25 years of Interreg Luxembourg Speech@RED Conference Rural Areas EP Participation@CoR WS Policy learning and transfer in EU Cohesion Policy Participation @ Conference «Nordic Edge – Smarter Cities, Smarter Homes» in Stavanger (Norway) | | | Website Social Media News | | |
| Implementation (Proposal approved) | O | Policy Brief on Cross border? | | EU Presidency Events/Mtg? Speech@CoR WS Future Cohesion Policy | ESPON-EC DG Regio WS @ Open Days Bxl ESPON-ETC Programm | | Campaign Launch ESPON2020 Website Social Media News Media | | |

| | | | | | | | | | |
|-------------------------|---|--------------------------|-----------------------------|--|--|--------|---|---|--|
| | | | | | es WS @ Open Days Bxl | | | | |
| | N | | | EU Presidency Events/Mtg? Lecture@ Central European University Budapest | | | Campaign Calls AR and Seminar Website Social Media News M edia | | |
| | D | | Seminar EU Presidency LU | EU Presidency Events/Mtg? | | | Campaign Seminar EU Pres New Website Social Media News M edia | Participation @ First ECPs mtg (MA) | |
| Implement ation 2016 | J | | Webinar Calls AR | EU Presidency Events/Mtg? | | | Campaign TA Stakeholders W ebsite Social Media News M edia | | |
| | F | | | EU Presidency Events/Mtg? | | Poster | | Campaign Call TNA Website Social Media News Media | |
| | M | | | EU Presidency Events/Mtg? | | | | | |
| | A | Policy Brief Urban | ESPON WS | EU Presidency Events/Mtg? | ESPON Session@R AS Conference Graz | | Campaign Policy Brief Website Social Media News M edia | | |
| | M | | | EU Presidency Events/Mtg? | | | Campaign Seminar EU Pres Website Social Media News M edia | | |
| | J | Policy Brief | Seminar EU Presidency NL | EU Presidency Events/Mtg? | | | Campaign Seminar EU Pres Website Social Media News M edia | | |
| | J | | | EU Presidency Events/Mtg? | | | Website Social Media News M edia | | |

| | | | | | | | | | |
|--|---|--------------------------|--------------------------|---------------------------|---|--------|---|--|--|
| | A | | | EU Presidency Events/Mtg? | | | Website Social Media News M edia | | |
| | S | | | EU Presidency Events/Mtg? | | Videos | Website Social Media News M edia | | |
| | O | Policy Brief | | EU Presidency Events/Mtg? | ESPON- EC DG Regio WS @ Open Days Bxl ESPON- ETC Programmes WS @ Open Days Bxl | | Campaign Seminar EU Pres Website Social Media News M edia | | |
| | N | Information sheets tools | | EU Presidency Events/Mtg? | | | Campaign Seminar EU Pres Website Social Media News M edia | | |
| | D | Policy Brief | Seminar EU Presidency SK | EU Presidency Events/Mtg? | | | Campaign Seminar EU Pres Website Social Media News M edia | | |