Coherent Policy Development for High-Quality and Sustainable Living Environment

Inception Report

Final

20 January 2023

Trinomics SEI Stockholm Environment Institute HENDRIKSON & KO SWECO TAL TECH

This project is carried out with funding by the European Union via the Technical Support Instrument and in cooperation with the Directorate General for Structural Reform Support of the European Commission

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Date

Rotterdam, 20 January 2023

Acknowledgement

This project is funded by the EU via the Technical Support Instrument in cooperation with the Directorate General for Structural Reform Support of the European Commission, and implemented by Trinomics, SEI Tallinn, Hendrikson & Ko, SWECO and TalTech, in cooperation with the European Commission.

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Trinomics

Rotterdam, 20 January 2023

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In association with:

SEI Stockholm Environment Institute

HENDRIKSON & KO

SWECO

TAL TECH

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1 Status and next steps

1.1 Current status

This revised inception report (Deliverable 1) presents, amongst others, an updated methodology and work plan for the study project.

This report presents, in Chapter 2, an update of the methodology for Deliverable 4 and 7, following the discussions that have been exchanged between the Project Team, the Client and the Beneficiary of this project. It also includes an updated timing of the different deliverables. In Chapter 3, agreements with regards to the study project's governance and communication, as well as an updated timeline for the overall project are provided.

1.2 Next steps

Following the submission of this updated inception report, the steering group will be given **two (2) weeks** to review the report and to provide further comments, if any. Should there be no major comments, this inception report will be considered as final.

2 Updates to the deliverables

This section provides the updates with regards to the approach for each deliverable compared to the proposal submitted.

2.1 Deliverable 1: Inception Report

2.1.1 Objectives and scope

The objective of the inception report is to fine-tune the understanding of the assignment and to agree on the methodological approach for the various deliverables, the overall work plan, as well as communication and governance practices. The inception report covers all deliverables of the assignment.

The inception report contains a proposal for indicators to:

1. Monitor the project implementation;
2. Monitor the results and impacts following the project conclusion.

2.1.2 Indicators for monitoring the project implementation

The monitoring of the project implementation will employ the following indicators:

- ✓ Agreed outputs completed (**Yes/No**)
- ✓ Work completion status for each deliverable (**%; completed/in-progress/not started**)
- ✓ Updated risk register per deliverable (**high**/medium/low)

The next table presents the suggested format for communicating the project implementation indicators, which will be included as part of the progress reports.

Table 2-1 Project implementation monitoring indicators, risk identification and mitigation strategies

	% of work completed	1st output: Draft report	2nd output: Final report	Current status / Remarks	Risks	Mitigation
Deliverable 1: Inception report	100%	✓	✓	• Draft inception report submitted on 26 May 2022 • Physical meetings with key stakeholders were held in Tallinn from 13-15 June 2022 • An inception meeting was held on 01 July 2022 which provided inputs for this report	• Scope of study not clearly defined	• Project team will lead discussion during inception meeting to clarify scope • Physical meetings with key Estonian stakeholders were carried out between 13-15 June 2022 • Several discussions and exchanges were made between the project team and the beneficiary
Deliverable 2: State of play of the development of the built environment in Estonia	**95%**	✓		• Addressing the latest comments of MEAC and DG REFORM	• Limitation of the available data/information to describe the state of play	• Tap on the local knowledge of project team and Steering Group • Surveys / questionnaires with relevant stakeholders
Deliverable 3: Policy Recommendations	**70%**			• Processing feedback received during the regional working seminars • Preliminary policy recommendations were agreed on 11 Nov	• Feedback cycles with stakeholders lead to delays	• Stakeholders will be involved early in the analytical process to prevent delays • Experience of project team in carrying out similar studies for the MEAC

	% of work completed	1st output: Draft report	2nd output: Final report	Current status / Remarks	Risks	Mitigation
Deliverable 4: Proposal for the preparation of a spatial development strategy concept	**30%**			• Planned workshops with stakeholders in Jan • Processing feedback received during the regional working seminars	• Governance bottlenecks: the strategy concept cannot be implemented due to poor coordination and cooperation among the implementation actors • Overlap with the National Spatial Plan will reduce the effect of both documents • Stakeholder fatigue, trying to engage the stakeholders simultaneously for the regional working seminars required for this project, and for the development of the National Spatial Plan • Limited time for carrying out participatory planning process needed for a strategic document • The scope of the strategy wider than indicated in the TOR, Annex 1, Request for Service, for example the request to include development scenarios that was brought up during first bilateral meeting with the MEAC on May 5th • Different and possibly conflicting perceptions of the topics and format by the MEAC, National Plan team from the Ministry of Finance and Government Office • Feedback cycles with stakeholders lead to delays	• Strategy will be accompanied by recommendations on the governance structure and policy and institutional framework • Agreements about creating a synergy and harmonizing the processes between the strategic documents are to be corroborated in the progress meeting between Ministry of Finance (responsible for the preparation of national plan), the MEAC and government office. • Optimizing the workload by using the relevant input from existing strategic documents (development scenarios from the Estonian Human Development Report and strategic documents prepared by the Government Office) • Being mindful about the possibility of conflicting perceptions between the MEAC and the Ministry of Finance, also from the beneficiary's side • Stakeholders will be involved early in the analytical process to prevent delays • Experience of project team in carrying out similar studies for the MEAC • Regular meetings and constant exchange of documents between the MEAC and the Ministry of Finance, ensuring high-level representation in working meetings as reasonable to promote buy-in and sufficient mandate.
Deliverable 5: Recommendations to improve the governance and coordination system for spatial decisions	**10%**			• Processing feedback received during the regional working seminars	• Feedback cycles with stakeholders lead to delays • Several previous attempts have failed to create a consensus on the desired governance framework • Possible objections from stakeholders to proposed governance framework (e.g. varying views of different ministries, local municipalities and political parties). (Project cannot guarantee agreements between stakeholders / implementation of recommendations)	• Stakeholders will be involved early in the analytical process to prevent delays • Experience of project team in carrying out similar studies for the MEAC • Actively engage stakeholders throughout the process to ensure buy-in

	% of work completed	1st output: Draft report	2nd output: Final report	Current status / Remarks	Risks	Mitigation
					• Lack of political will to implement solutions developed	
Deliverable 6: An action plan for the further development of the e-construction services	10%			• Internal discussions on report structure and scope has begun • Scope discussion with MEAC pending	• Incomplete collection and/or unavailability of data and information for defining the status quo of the e-construction platform and its further development	• Collaboration with local experts • Involvement of stakeholders familiar with the national landscape of relevant documents and initiatives
					• Being comprehensive while keeping the scope of our research manageable (we cannot track down all relevant tools) as there are several different e-services, tools and databases used in planning and construction and these are spread out across different stakeholders, and several developments (digital twins, IoT etc) that are part of digital data flow for planning and construction.	• The scope of this task needs to be further defined and agreed upon with MEAC.
					• Difficulties to vision long-term developments in that sector	• The expectations regarding this element need to be agreed upon with MEAC.
					• Difficulty to reconcile between the current e-construction services, which focuses on the construction sector / processes as a primary focus and e-solutions that will have a broader scope to support development of a high-quality and sustainable living environment	• We will map out the existing relevant e-services and will complement this with the expert, local knowledge within the consortium to look at where work is already on-going to bridge these two.
					• Action plan not getting implemented	• Stakeholder involvement to ensure that the ambition of the actions and goals under the objectives are realistic and achievable. • Use working seminars to record interest of the stakeholders and work out potential responsibilities and roles for the development and implementation of the platform. • Inclusion of a chapter in the action plan that is dedicated to the necessary institutional arrangements.

	% of work completed	1st output: Draft report	2nd output: Final report	Current status / Remarks	Risks	Mitigation
Deliverable 7: Communication plan	**20%**	✓		• This report is under continuous development • MEAC provided feedback to draft outline on 28 Dec	• No specific risk identified at this stage	• N/A
Deliverable 8: Final report	**0%**			• Awaiting results of Deliverables 2 to 7	• No specific risk identified at this stage	• N/A

2.1.3 Indicators for monitoring the project outcomes

The goals and intended outcomes to be achieved within the duration of the project includes the following:

1) To provide **recommendations for a spatial development strategy concept** to be considered in the upcoming revision of the Estonian national spatial plan;
2) To **develop an action plan for the development of integrated data and digital services** to support high-quality and sustainable spatial development in Estonia;
3) To provide **recommendations for institutional arrangements,** including the policy framework and coordinating system, to support the adoption of the spatial development strategy concept and the implementation of the action plan. There should also be a clear understanding of all stakeholders as regards their roles and responsibilities.

Following the conclusion of the project, indicators can be used to monitor its long-term impacts beyond the project period. We present here a preliminary approach to the indicators, which can be refined closer to the project conclusion.

We propose to organise the indicators for monitoring project impacts according to the impact / outcomes categories indicated in Chapter 1.3 of the Request for Service, which are:

1) The **adoption of a spatial planning development strategy concept**;
2) The **adoption of an action plan for the development of e-construction services** to support high-quality development by the Estonian government;
3) **Having in place the appropriate institutional arrangements** (including the policy framework and coordinating system) to support the implementation of the spatial development strategy concept and for the action plan for e-construction services.

Other associated outcomes of this project should also contribute to having long-term impacts such as:

- ✓ Maximising social benefits such as improved quality of living, and economic benefits.

Based on the intended outcomes as listed above, it would be appropriate to use qualitative rather than quantitative indicators to measure the impact of this project. The monitoring indicators for measuring the **shorter-term impacts** can comprise the following:

- ✓ The recommendations developed in the proposal for spatial development strategy concept are adopted by the Estonian government and implemented in the Estonian national spatial plan;
- ✓ The recommendations regarding the governance and coordination system for spatial decisions are implemented;
- ✓ The recommendations regarding the governance, policy and regulatory frameworks for e-construction services will be adopted.

For the **medium to longer-term**, the monitoring indicators can comprise:

- ✓ Improvement in the quality and sustainability of the Estonian living environment, which could include indicators based on surveys carried out on life satisfaction via Eurobarometer; surveys carried out by the Estonian government to understand the level of satisfaction of the living environment; others such as physical indicators for e.g. distance of households to various public amenities etc;

- ✓ Improvement in certain macro-indicators such as health indicators, re-population of least populated areas, increase of employment and contribution to GDP of certain areas – these indicators are already routinely collected by Statistics Estonia;
- ✓ Replication of the Estonian model to other EU countries.

2.1.4 Progress of Deliverable 1

Date	Output	Requires client feedback/approval?
26 May 2022	Draft inception report	Yes
05 August 2022	Final inception report	Yes
12 January 2023	Revised final inception report	Yes

2.2 Deliverable 2: State of play of the development of the built environment in Estonia

2.2.1 Objectives and scope

The objective of this deliverable is to:

- ✓ Assess the current development of the built environment in Estonia;
- ✓ Give an overview of good international practices;
- ✓ Map key challenges and draw lessons learnt.

2.2.2 Methodology updates

Deliverable 2.1 Desk research

Desk research will be carried out across various deliverables of this study. The table below provides an overview of the different aims of the desk research to be carried out and into which deliverables it will feed. However, to clarify, the report for Deliverable 2 will remain focused on content that informs the current state of play of the development of the built environment in Estonia.

Table 2-2 Overview of desk research required to support outputs across deliverables

Relevance to Deliverable	Aim of desk research	Area of understanding
2-6	• To identify and clarify how 'high-quality' and 'sustainable' living environment is interpreted by various key stakeholders	Definition
	• To understand the current situation with regards to spatial development, and to have a broad assessment of the quality and sustainability of the living environment	Current state of play of spatial development
2, 4, 5	• To outline the roles and responsibilities of all key actors that have an impact on the spatial environment in Estonia. These stakeholders could include, for example, national, regional, sectoral and civic society levels • To map and review the current institutional and governance framework • To understand the interactions and the degree of coherence amongst the various actors	The actors of spatial development in Estonia
6	• To provide an overview of the purpose and services of the available, and any upcoming / ongoing development in the area of data and digital services that are related to spatial development in Estonia • To identify the potential / barriers / challenges of these e-services to contribute to a high-quality and sustainable living environment • To understand the current governance framework of these e-services	
2	• To summarise the flow of current decision-making and approval process for spatial development	The process and influencing factors
2, 5	• To understand the key parameters for decision-making and approvals for spatial development	
2-6	• To identify the key barriers and challenges to achieve coherence through the evaluation of previous reports, plans, and actions, as well as through surveys / interviews	Issues faced

Relevance to Deliverable	Aim of desk research	Area of understanding
2-6	• To identify actions to mitigate identified barriers and challenges, in particularly from the legal / institutional perspective; including international good practices	Possible solutions
5	• To identify EU and non-EU examples where a dedicated spatial agency has been set up, including their scope of work	

In the process of conducting the desk research, a detailed literature log will be maintained in a MS Excel file. This document will be maintained on Trinomics' SharePoint and will remain accessible for all project partners within the consortium. For all literature sources we will record two levels of information:

- **Generic** elements, including author, type of document, language, year of publishing, link to source etc.
- **Specific** information to be captured, i.e. the general topic of the document and the key findings.

The information collected will be summarised and synthesised to produce a report for Deliverable 2. In addition, some of these findings will also be validated and clarified during stakeholder engagement activities e.g. survey and interviews.

Deliverable 2.2: Questionnaire and interviews (Stakeholder consultation)

A first draft of a tailored questionnaire will be developed with the intention to:

a. Fill the information gap following the desk research of the documents reviewed for Deliverable 2;
b. Gather insights into granular views across different stakeholders on identified policies, public and private initiatives aimed to enhance the quality and sustainability of the living environment in Estonia, providing further details, clarity and validation to the desk research carried out for Deliverable 2;
c. Gather the views of stakeholders with regards to the policy and governance frameworks, which will inform Deliverable 3.

The questionnaire will be fine-tuned in consultation with the client within the first two weeks of August and made available to the respondents both in English and Estonian languages.

An updated list of stakeholders to be included for consultation was presented in the Inception Meeting, and a final list has been provided by the beneficiary on 20 July 2022. In addition, the research on relevant actors in the spatial development of Estonia, conducted in Deliverable 2.1, could also identify additional stakeholders to be consulted. The relevant actors identified in this way will be shared and discussed with the beneficiary for their inclusion in the consultation.

Depending on the profile and number of stakeholders we are expected to engage, we may then consider to carry out either interviews, or a combination of interviews and surveys. For interviews, these should be carried out online using preferred platforms such as Microsoft Teams or Zoom. For deploying the survey, we suggest using the Alchemer survey software.[1] We have successfully launched many surveys

[1] https://www.alchemer.com/

and carried out analysis using this software. The survey link will be shared through a direct e-mail to the stakeholders identified.

It was agreed during the inception meeting that a draft e-mail will be prepared by the project team for distribution by MEAC to inform stakeholders on the background of the project, as well as introducing the project team that will be conducting the survey and/or interviews. Thereafter, the project team was meant to take over the communication and proceed to contact stakeholders directly. Eventually, MEAC continued the communication with stakeholders while the survey was still open – forwarding the project team any comments / feedback received, and also sent follow-up emails to encourage more responses.

Deliverable 2.3 Best international practices

A list of possible international benchmarks has been provided in the proposal. This list will be further developed using a search and selection methodology along with any specific suggestions or resources provided by the beneficiary. A multi criteria analysis (MCA) selection framework will be developed and agreed with the client on the parameters representing key impacts of best practice on national, regional and municipal scales. These parameters will include but not necessarily be limited to:

- Circularity
- Ecosystem services
- Resilience
- Inclusion
- Strategic communication
- Governance & digitalisation
- Productivity & green growth

The search will be conducted first and foremost through a structured web-based process and a shortlist of maximum 10 benchmarks will be subjected to the MCA mentioned above. Sources are likely to include academic journals, and reports produced by NGOs and professional networks.
Thereafter, we propose to conduct interviews with international stakeholders to gain a deeper understanding on the context, approach and critical success factors pertaining to each of the shortlisted examples.

2.2.3 Proposed deliverable report structure

A detailed draft report structure for Deliverable 2 has been shared with the beneficiary and DG REFORM on 6 July 2022 and feedback was received on 20 July 2022. A high-level structure is given below:

1. Introduction
2. The current state of the “built environment” in Estonia
3. Current initiatives for improving quality and sustainability of the living environment in Estonia
4. Governance and institutional setting of spatial development in Estonia
5. Monitoring and management of built environment (digital services)
6. International practices and trends
7. Conclusions
8. Annexes (e.g. list of stakeholders interviewed, questionnaire, survey results, references)

2.2.4 Required data and information

✓ Both the list of documents for review and the list of stakeholders to be engaged have been received from the beneficiary in end-July 2022.

2.2.5 Progress of Deliverable 2

Taking into consideration that many of the stakeholders are on holiday during the month of July, it was agreed to postpone the survey and interviews to August. Eventually, the survey was open from 3 October to 4 November.

The first draft of the Deliverable 2 report that was submitted in September 2022 mainly presented the results arising from literature review. The results of the survey and interviews was included in the final draft that was submitted on 24 November. The team has received comments from DG REFORM and MEAC, and are currently addressing them before the submission of the revised final draft, expected to be sent by mid-January 2023.

Proposed submission date	Actual submission date	Output	Requires client feedback/approval?
08-2022	09-09-2022	State of play report (draft)	Yes
09-2022	24-11-2022	State of play report (draft final)	Yes
01-2023	Mid-01-2023	State of play report (final)	Yes

2.3 Deliverable 3: Policy Recommendations

2.3.1 Objectives and scope

The objective of this deliverable is to develop policy recommendations, in consultation with stakeholders, based on the assessment report on the state of play of the development of the built environment in Estonia. Through the regional working seminars, possible solutions, synergies, and gathering of feedback on initial proposals would be discussed. Where appropriate, examples of foreign (best) practices will also be brought up to discuss with relevant stakeholders and experts. The outcome of these discussions which will help to clarify the scope of the spatial development strategy concept for Deliverable 4 (EE: elukeskkonna arengukava) and the new national spatial plan (EE: üleriigiline planeering) that is currently in the process of being prepared and coordinated by the Ministry of Finance. The discussions on policy recommendations can also lead to discussions on the institutional setup within the national strategic framework for spatial planning and development.

The table below provides an overview of the updates to the original scope that was provided in our proposal.

Original scope	Updated scope
Writing a draft report on policy recommendations	No change
Organisation and conduct of first consultation with the steering group	No change
Organisation and conduct of consultation with stakeholders	This has been incorporated as part of the programme in the Regional Working Seminars which was held in November – December 2022, as part of an event organised by the Ministry of Finance.
Organisation of at least three meetings to discuss policy recommendations	The project team will organise and facilitate at least three expert meetings to discuss proposed policy recommendations. These discussions will be held with the Ministry of Finance to ensure coherence between the "Built Environment Development Plan" (EE: Elukeskkonna arengukava koostamise ettepanek) and the new national spatial plan.
Organisation and conduct of a follow-up consultation with the steering group.	No change
Writing a final report on policy recommendations	No change

2.3.2 Methodology updates

In the proposal, there was not a link between the barriers and enablers that will be identified in Deliverable 2 and this deliverable. To clarify, policy recommendations will be designed to tackle the barriers and harness the enablers identified in Deliverable 2, and will account for feedback on draft recommendations from the steering group and stakeholders.

The survey and/or interviews planned for Deliverable 2 inform this deliverable on policy recommendations. The inputs received from the stakeholders via the survey and/or interviews are used as a basis to prepare for the discussions held during the regional working seminars. In addition, the

outcomes of the expert meetings, and the follow-up consultation with the steering group will also provide relevant inputs for the final report on policy recommendations.

2.3.3 Proposed deliverable report structure

The preliminary proposal for the structure of the report on policy recommendations is as follows:

1. Introduction
2. Methodology
    a. Desk research
        i. Synthesis of key information learned in the conduct of Task 2, including key barriers and enablers, and best practices
        ii. Further policy research, as needed (e.g., based on feedback from steering group and stakeholders) on applicable policies within and outside the EU27
    b. Steering group consultations
    c. Stakeholder consultations
    d. Formulation of draft options (includes feedback from steering group and stakeholders)
    e. Finalisation of policy recommendations
    f. Reporting
3. Policy recommendations
    a. Policy name
    b. Policy description
    c. Which barriers the policy tackles and how
    d. Which enablers the policy harnesses, and how
    e. Links and cohesion between policies
    f. National v. regional dimensions and impacts
4. Annexes (e.g. steering group minutes, stakeholder consultation minutes, etc.)

2.3.4 Required data and information

- ✓ Data and information from Deliverable 2 on barriers, enablers, and best practices
- ✓ Feedback and key takeaways from steering group meetings and stakeholder consultations conducted in Deliverable 2
- ✓ Additional secondary policy research as needed

2.3.5 Progress of Deliverable 3

The proposed submission date of Deliverable 3 has been adjusted to take place after the conclusion of the regional working seminars which took pace between 15 November to 12 December 2022.

Previously proposed submission date	New proposed submission date	Output	Requires client feedback/approval?
09-2022	31-01-2023	Report on policy recommendations (draft)	Yes
11-2022	02-2023	Report on policy recommendations (final)	Yes

2.4 Deliverable 4: Proposal for the preparation of a spatial development strategy concept

2.4.1 Objectives and scope

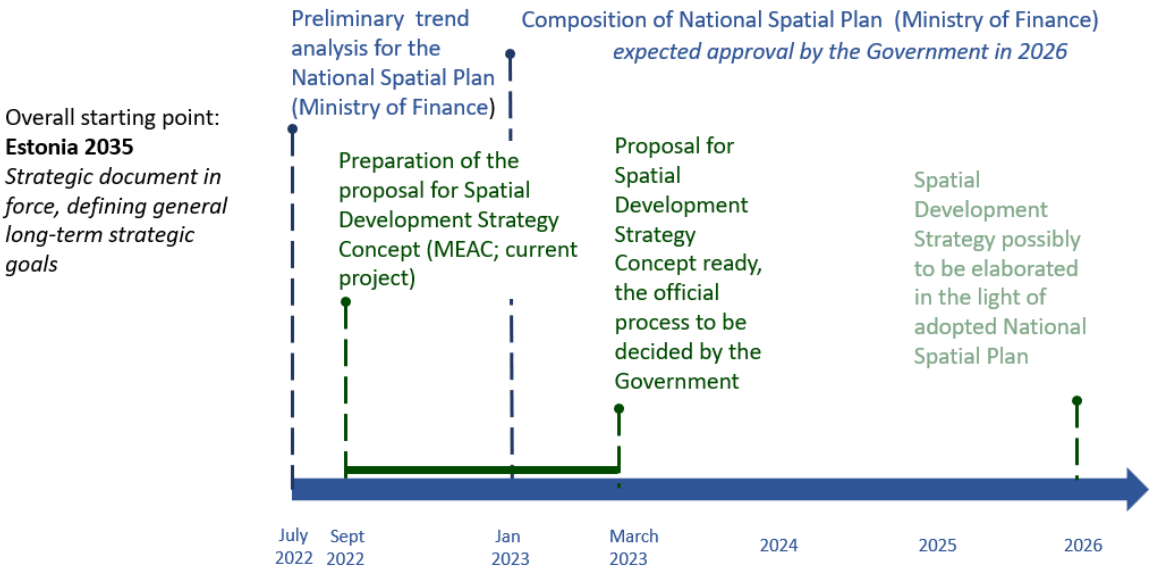
The objective of this deliverable is to prepare a proposal with a *functional concept* which will support the preparation of a high-quality living environment development strategy (EE: Kvaliteetse elukeskkonna arengukava) that will be included in the Estonian strategic documents. The proposed concept will address topics listed in the ToR and provide an input to the spatial development scenarios to be developed in the national spatial planning process (if applicable to the national spatial plan timeframe), relying on the previous strategic documents. The objective and scope of deliverable 4 could be refined based on the outcomes of the previous deliverables, but the specifications in the ToR will be followed.

As per Annex I Request for Services, the following topics will be covered, **based on the input of Deliverables 2 and 3 and regional seminars**:

1. Public space (including the principles of high-quality space);
2. Buildings and housing (SDG11: Sustainable cities and communities);
3. The development of settlements in coordination with efficient infrastructure;
4. Energy efficiency in buildings and climate change adaptation including green transition;
5. Spatial investment strategy and cost analysis (including counter-cyclical policy);
6. Required resources (materials, circular economy, workforce);
7. Process improvements e.g. digitalisation using the e-construction platform and its services, legislative and governance improvements;
8. The organisation of spatial policy at state level (policy making and implementation);
9. Based on international best practices, proposals for monitoring and policy evaluation. For instance – integrating land use changes monitoring or satisfaction with living environment into national policy making.

The development strategy as a strategic development document is expected to provide directions and specific actions in guiding future investments in the building and housing sector. That is why we see that this deliverable should tackle the issues related to this field in particular. The first 6 points in the list are also in the focus of National Spatial Plan, prepared by the Ministry of Finance. As the initiation of National Spatial Plan process is being prepared right now, the overall aim is to avoid duplication and to create synergies between the two documents with the intended outcome of improving the quality of spatial development in Estonia. Ideally, the National Spatial Plan should state the overall spatial development strategy beforehand, followed by the proposal for development strategy together with specific actions for building and housing sector. This way the development strategy will work as an implementation plan and provide concrete links with the state budget. As the processes are led by different ministries, maximum effort should be made to specify the focal points of both documents and align both the preparation processes (joint seminars for stakeholders) and overall directions. Due to the known timeline of the processes of these two documents (see figure below), there is a possibility that the living environment spatial development strategy concept should be elaborated after the National Spatial Plan is approved.

Figure 2-1 General timeline of preparation of National Spatial plan and Proposal for Spatial Development Strategy



2.4.2 *Methodology updates*

The proposal of a spatial development strategy concept will be prepared in close cooperation with the National Spatial Plan team from the Ministry of Finance. The idea is to have synergies between the spatial development strategy concept and the national spatial plan. The focus is on how to empower spatial development with building environment development plan and how to finetune the topics which are subject to one or another document.

Regional seminars (Western Estonia in Lihula, Central Estonia in Rapla, Southern Estonia in Kääriku, Eastern Estonia in Kiviõli, capital region in Tallinn) were held between 15 November and 12 December 2022, as part of an event organised by the National Spatial Plan team from the Ministry of Finance. During the regional seminars, the results of desk research, questionnaire and policy recommendations will be briefly introduced as well as the envisioned structure of the proposal of a spatial development strategy concept based on international best practice (building on meetings held during Deliverable 3, in particular, the expert meetings with Ministry of Finance and meetings with the Steering Group). Presumably, the National Spatial Plan team should be able to share the results of the preliminary study (analysing trends and development needs from a spatial planning point of view).

As the time frame for composing the proposal of a spatial development strategy is quite limited, we propose a series of regular workshops with both the Core and Extended Steering Groups and invited experts. We need maximum input from the members of both Groups in order to prepare a relevant and meaningful proposal for a spatial development strategy concept. The agenda of the workshops will follow the topics listed in Annex I, Request for Services. The workshops should take place in January to February 2023.

2.4.3 Proposed deliverable report structure

The concept will be structured into 3 sections:

1. **Key takeaways** from D2, D3 and regional seminars, including the statement about the necessity of coherent development strategy for high-quality living environment;
2. **Challenges** based on D2 and results of regional seminars;
3. **Initial strategy quidance** – choices and strategic decisions to be made during official development strategy process (after the Government's initialisation), including preliminary strategic goals.

As the task of the current project is to prepare a proposal for the development strategy, no final decisions about the strategic goals will be made. The concept will reflect on possible strategic aims based on previous deliverables, workshops and international practice.

The focus of the strategy concept will be placed on high-quality public space, sustainable settlements, buildings and housing.

2.4.4 Required data and information

To work hand-in-hand with the National Spatial Plan team (lead by Taivo Tali/Ministry of Finance), as regular exchange of information is needed between the two teams. For that, we propose a shared web folder for input documents as well as preliminary reports. The preliminary drafts of the spatial development strategy and the preliminary study for National Spatial Plan prepared by the Ministry of Finance should be made available in the shared web folder and jointly discussed. Also, regular (at least monthly) progress meetings will be used to coordinate the joint regional seminars in October and finetune the focal points of both documents.

2.4.5 Progress of Deliverable 4

The proposed submission date of Deliverable 4 has been adjusted to take into consideration that the regional working seminars were only conducted in November and December 2022 (instead of in October 2022), following the consensus from all parties to hold this event together with MoF due to the synergies between projects.

Previously proposed submission date	New proposed submission date	Output	Requires client feedback/approval?
01-2023	28-02-2023	Spatial development strategy proposal (draft)	Yes
03-2023	04-2023	Spatial development strategy proposal (final)	Yes

2.5 Deliverable 5: Recommendations to improve the governance and coordination system for spatial decisions

2.5.1 Objectives and scope

The objective of this deliverable is to:

- ✓ To discuss current governance framework of spatial decision making in Estonia;
- ✓ Provide recommendations on how the current lack of coordination among Ministries and institutions on spatial decisions could be addressed, in view of the implementation of the spatial development strategy developed under Deliverable 4.

2.5.2 Methodology updates

Used methodology will be updated in the beginning of commencing the analysis to fully take into account the results of Deliverables 2, 3 and 4.

After the KoM, the beneficiary has expressed their specific interest in indicators to measure the quality of space and the progress of the sustainability of the environment to be developed in Deliverable 5. While this was not part of the scope detailed in the ToR, we will try to develop these recommendations by taking into account and made based upon already existing indicators, with additional ones proposed for missing topics.

There was also a request to evaluate whether or not a separate agency for spatial planning is justified. For these tasks, close cooperation with the beneficiary is necessary to better understand current questions and hesitations regarding previous recommendations made regarding the strategic framework. The evaluation will be based on the previous recommendations provided in Spatial Development Expert Groups analysis, that will be compared to the results and needs retrieved in Deliverables 3 and 4 and analysed, whether a separate agency would provide the expected results.

The main steps of the analysis methodology are:

- Map the current institutional framework, including responsibilities of all actors;
- Describe the current governance framework (including a description of roles and mandates of all actors in the existing organisational framework);
- Analyse the challenges of the current institutional set up including the identification of possible gaps/ overlaps in the existing structures, and inefficiencies;
- Propose recommendations for the formulation of a strong institutional framework, with the aim of enhancing the implementation of the spatial development strategy (including evaluation of having a separate agency for spatial development);
- Propose relevant indicators to measure the quality of space.

2.5.3 Proposed deliverable report structure

To be finally decided in March 2023 in the beginning of commencing the deliverable together with the beneficiary. The main components to be:

1. Introduction
2. Methodology
3. Current governance framework of the spatial development governance system in Estonia, including overview of previous recommendations
4. Assessment of the main barriers and bottlenecks in the current system

5. Recommendations for enhancing the current institutional framework or to create a new one
6. Monitoring indicators
7. Annexes

2.5.4 Data and information

Open communication is crucial for producing this deliverable and reaching proposals that would also be implemented after the project. Therefore, it is also relevant that the beneficiary provides information on any internal studies/documents or information on ongoing discussions related to recommendations in the current governance system, including feedback from e-construction contacts (MEAC) and spatial data team from the Ministry of Finance. To understand better why previous recommendations have not been taken on board, open feedback on the topic needs to be gathered during stakeholder engagement stages in Deliverables 2 and 3.

2.5.5 Progress of Deliverable 5

Deliverable 5 is closely linked with the outcomes of Deliverables 3 and 4. With the delay of the stakeholder engagement process (as explained earlier in D3), and the resulting delay in D3 and D4, it is highly likely that the timeline for Deliverable 5 has to be pushed backwards. However, this is to be discussed again in end Feb/early March, i.e. after the submission of the first draft of Deliverable 4.

Previously proposed submission date	New proposed submission date	Output	Requires client feedback/approval?
04-2023	24-04-2023	Report on recommendations to improve governance and coordination system for spatial decisions (draft)	Yes
05-2023	06-2023	Report on recommendations to improve governance and coordination system for spatial decisions (final)	Yes

2.6 Deliverable 6: An action plan for the further development of the e-construction services

2.6.1 Objectives and scope

The objective of this deliverable is to draft an action plan and roadmap to further develop e-construction and spatial development digital services to support spatial development in Estonia (spatial development strategy concept) in the context of improving efficiency of spatial development.

2.6.2 Methodology updates

As indicated in the Request for Service, the action plan / Deliverable 6 will focus on how to support the following aspects regarding the development of the e-construction platform:

- Delivery of the introduction of a construction data classification system;
- Delivery of the creation of a publicly available database for construction materials and construction products;
- Delivery of the introduction of building information modelling in the field of property maintenance;
- Delivery of the e-construction services regarding building and planning permits, building registry (logbook), and the renovation passport.

The following is important to consider with regards to the scope of the digital tools to be analysed under Subtask 6.2:

- We will look not only at what is already live and running, but also at upcoming developments / initiatives / workgroups. The aim is to understand how these different systems and initiatives interconnect, find ways in which to leverage on them, in order to increase coherence and collectively increase impact on the living environment;
- The Request for Service states that “The main objective of the e-construction platform is to make the planning, design, construction and use of the built environment a unified and transparent process for all stakeholders (e.g. officials, planners, contractors, architects, designers, homeowners, etc.)”. The way we understand this is that the aim of the e-construction platform has to do with easy access to relevant and standardised data, and transparency in the process, rather than with advanced end-user services. In fact, looking at the entire system i.e. including the services used by end-users, will not be feasible within the scope of this project. End-user services within the e-service may be included though (i.e. we could include solutions on the receiving side of automatic checks and validations, in i.e. BIM-models, which will serve as a service for both end-users and government).

2.6.3 Proposed deliverable report structure

Tentative structure for the action plan and roadmap:

1. Introduction: aim of this Deliverable, where it fits in the project and outline of the report
2. Vision and mission definition of long term goals directing the development of e-construction services
3. Objectives (and targets if possible)
4. Actions/activities for each objective (including assigned category, such as regulation, investment, capacity building, study, awareness raising etc)
5. Roles and responsibilities and necessary institutional arrangements (governance framework)
6. Implementation period (timeframe)

7. Monitoring indicators
8. Priority of implementation

   Annex (optional) – outcomes of D2, D3, D4, D5 relevant to D6

2.6.4 Required data and information

Deliverable 6 is slightly dependent on the outcomes of Deliverables 2, 3, 4 and 5. We note that important counterparties to involve in this task are the MEAC (for e-construction topics) and the spatial data team of the Ministry of Finance.

2.6.5 Progress of Deliverable 6

On 27 January, a call will be held with the MEAC, MoF and DG REFORM in order to discuss and agree on the scope of Deliverable 6 to ensure that we are on the same page before carrying out further work. Based on this discussion the project team will prepare an outline for the action plan and share that with the beneficiary and DG REFORM once available.

Previously proposed submission date	New proposed submission date	Output	Requires client feedback/approval?
07-2023	30-06-2023	Action plan for the further development of the e-construction services (draft)	Yes
08-2023	08-2023	Action plan for the further development of the e-construction services (final)	Yes

2.7 Deliverable 7: Communication Plan

2.7.1 Objectives and scope

The objective of this deliverable is to design a communication plan to raise awareness on the spatial development strategy (Deliverable 4) and action plan for the e-construction platform (Deliverable 6) delivered as part of this project after project end.

2.7.2 Methodology updates

On 9 August 2022 a meeting was held with the Task Lead of Deliverable 7 and the project coordinator of Trinomics, and the MEAC and the MoF to discuss and specify the objectives and scope of this deliverable as well as a few other questions the project team had concerning communications channels and language.

Among others the objectives of Deliverable 7 was discussed. The beneficiary mentioned that the original deadline (in the request for Service) to deliver the communications plan towards the end of the project (in September 2023) did not seem too useful and that rather, the support should be spread out throughout the project duration. For this reason, it was agreed that the communications plan could focus on how each Deliverable will do communications / engage stakeholders, given several deliverables are consulting / reaching out to stakeholders by different means (e.g. survey, interviews, workshops). Deliverable 7 became a 'living' document to be regularly updated during the project. At the end of the project, a chapter on 'Opportunities and challenges for communications' would be added with advice on communications in the future. Based on that a report template / annotated outline was created for Deliverable 7. This outline has been shared with the MEAC and MoF twice, in September 2022 and in January 2023 for which a few minor comments were obtained. The latest submitted outline read as follows:

1. Introduction
   1.1. Project background and objectives
   1.2. This document: the communications plan
2. Relevant stakeholders
3. Existing communications channels
4. The 'SymbioCity' methodology for engaging stakeholders
5. Communications needs per Deliverable
   5.1. Deliverable 2
   5.2. Deliverable 3
   5.3. Deliverable 4
   5.4. Deliverable 5
6. Evaluation of communications
7. Opportunities and challenges for communications

   Annex A: Feedback/Evaluation Form Template

   Annex B: Project Timeline

However, we have recently learnt from DG REFORM that the objective of Deliverable 7 should focus on how to raise awareness for Deliverable 4 (Proposal for the preparation of a spatial development strategy concept) and Deliverable 6 (An action plan for the further development of the e-construction services) *after* the conclusion of the project (referring to an e-mail dated 9 January 2023 (shortly before the submission of this report). This objective makes sense to the project team, and it explains

why this deliverable was due only at the end of the project. As such, we propose to adjust the aforementioned outline of Deliverable 7 to fit this objective.

2.7.3 Proposed deliverable report structure

Based on the objective for Deliverable 7 namely to support the dissemination of Deliverables 4 and 6 after the project end, we propose the following contents for the report:

1) Introduction
    a. Project background and objectives
    b. This document: the communications plan
2) Key messages (Most powerful outcomes / aspects of D4 and D6 that we want to focus on – to be developed after Deliverable 4 and 6 have been delivered)
3) Communication aims (what do we want to achieve with communicating D4 and D6)
4) Platforms (overview of existing communications channels of the MEAC and MoF)
5) Audiences (who we want to communicate to)
6) Risk mitigation to achieve communication objectives
7) Communications plan for the coming 6 months (including a simple timeline)
8) Opportunities and challenges for communications (based on lessons learnt in this project)
9) Evaluation of communications (overview of a few basic indicators that can be used to evaluate communications)

This outline will be further refined and shared with the beneficiary and DG REFORM in the coming weeks.

2.7.4 Required data and information

Deliverable 7 will continue to update the list of stakeholders that we have been maintaining since the project began.

In addition, we will gather information on how to best disseminate D4 and D6 is by learning from the stakeholder engagement and awareness raising activities in the project. Specifically, Deliverable 7 intends to share a simple feedback form with the leads of each Deliverable in the project to collect feedback on what worked and what did not with regards to conducting interviews, workshops, the survey and other activities involving Estonian stakeholders.

2.7.5 Progress of Deliverable 7

The updated submission timeline reflects the workplan that was presented during the first monthly progress meeting (also known as the inception meeting) held on 1 July 2022.

Proposed submission date[2]	New proposed submission date	Output	Requires client feedback/approval?
08-2023	09-2023	Communication plan (draft)	Yes
09-2023	10-2023	Communication plan (final)	Yes

[2] As per Request for Service, Deliverable 7 is due on 'Reference date + 18 months' i.e. end September 2023

2.8 Delivery 8: Final report

2.8.1 Objectives and scope

The final report will summarise the performed activities and present key findings from the project. The report will include:

- A summary on the activities carried out during the implementation of the project;
- The challenges encountered during the project implementation and the way they were overcome;
- The results of the monitoring indicators for the implementation of the project;
- The lessons learnt and recommendations;
- Communication material.

2.8.2 Methodology updates

No updates on methodology.

2.8.3 Proposed deliverable report structure

1. Summary of activities conducted in all previous deliverables, i.e. Deliverables 2 to 7
    a. Project implementation
    b. Key findings and observations
2. Project challenges, lessons learnt and recommendations useful for future projects on spatial planning in Estonia or other EU Member States
3. Analysis of the project monitoring indicators
4. Annex(s), including the communication material (see Annex C)

2.8.4 Required data and information

Not applicable.

2.8.5 Progress of Deliverable 8

Proposed submission date	Output	Requires client feedback/approval?
11-2023	Final report (draft)	Yes
12-2023	Final report (final)	Yes

3 Study project's governance and communication

3.1 Steering group

Throughout the implementation of this project, the study team consisting of experts from Trinomics, SEI Tallinn, Hendrikson & Ko, Sweco and TalTech will work closely together with the members of the Core Steering Group and Extended Steering Group.

The **Core Steering Group** (CSG) includes representatives from:

• DG REFORM	Leticia López Joya and Stratis Kastrissianakis
• Ministry of Economic Affairs and Communication	Jüri Rass, Kaja Pae, Ivo Jaanisoo, Siret Talve, Joonas Pärenson
• Ministry of Finance	Kristi Grišakov, Taivo Tali, Andres Levald

The **Extended Steering Group** (ESG) includes representatives from:

• ECFIN	Natalie Lubenets
• Estonian Chamber of Real Estate Agents	Ingvar Allekand
• Estonian Association of Construction Entrepreneurs	Kristjan Mitt
• Estonian Association of Spatial Planners	Kaie Enno
• Estonian Association of Architectural and Consulting Engineering Companies	Sander Aas
• Estonian Association of Architects	Katrin Koov
• Association of Estonian Cities and Rural Municipalities	Kalle Toomet
• Ministry of Environment	Margit Martinson
• Ministry of Culture	Veronika Valk-Siska
• Ministry of Economic Affairs and Communication	Jüri Rass (steering group lead), Kaja Pae, Ivo Jaanisoo
• Ministry of Finance	Kaia Sarnet
• Government Office	Ott Karulin
• City of Tallinn	Madle Lippus
• City of Tartu	Gea Kangilaski
• Estonian Digital Construction Cluster	Tiit Hion

3.2 Communication with the client

The client (DG REFORM) and the other members of the core and extended steering groups, are expected to provide comments and/or approval of the deliverables drafted by the contractor preferably **within 2 weeks after their submission,** although as per the ToR, they are required to comment/approve within 30 days from the submission date. Work can proceed for deliverables which require no clarification/agreement from the client and/or concerned beneficiary.

The main contact points with regards to the study project communications will be:

Representation	Name
Head/Steering Group	Jüri Rass
MEAC	Kaja Pae
DG REFORM	Leticia López Joya, Stratis Kastrissianakis
Project team	Koen Rademaekers, Ling Ying Lee

The project deliverables will be distributed to the ESG by MEAC. All feedback and comments on the deliverables will be consolidated and shared with the project team via MEAC. Where relevant, members of the ESG will also be engaged bilaterally with the project team.

3.3 Meetings and deliverables

The following table presents a summary of the meetings and key deliverable milestones. In preparation for each progress meeting, we will share a progress report, which will follow a similar structure as this inception report, and a 'one-pager' update (see Annex D). Some of the stakeholder activities have been adjusted after discussions and agreement with the beneficiary, with the key reasons being to synergise with the regional working seminar events that are planned to take place in November for the updating of the National Spatial Plan that is coordinated by Ministry of Finance. It has also been agreed to minimise stakeholders' fatigue, and to maximise / optimise our engagements with them.

In addition to the list of milestones listed in the table below, since November 2022, there are also a bi-weekly meetings organised between the Project Lead (Trinomics) and DG REFORM to discuss on interim progress. Internally, the project team also has bi-weekly meetings organised to facilitate internal discussions.

Table 3-1 Summary of meetings and key milestones

When	Milestone	Remarks
25 March 2022	**Contract start**	
28 April 2022	**Kick-off meeting**	
25 May 2022	**Deliverable 1: Inception report (Draft)**	
13 - 15 June 2022	**Meeting key stakeholders in Tallinn**	
01 July 2022	**1st Steering Committee meeting (Inception Meeting)**	
05 August 2022	**Deliverable 1: Inception report (Revised draft)**	
August 2022	**Monthly progress report**	
	Progress meeting	
September 2022	**Monthly progress report**	
	Progress meeting	First consultation with steering group for D3
	Deliverable 2: State of play of the development of the built environment (First draft)	First draft submitted on 9 Sep, without survey results (as survey was launched later in October)
	Deliverable 7: Communication plan	First draft outline submitted in Aug 2022, this is a 'living' document to be updated when appropriate
October 2022	**Monthly progress report**	

When	Milestone	Remarks
	Progress meeting	Updates and preparation for regional working seminars
	Survey and/or Interviews	Survey was open from 3 October to 4 November. Results provide inputs for D2, D3 and D4
November 2022	**Regional working seminars**	• The three stakeholder meetings that were originally proposed in the technical proposed will be carried out during these seminars instead, in synergy in synergy with the event organised by Min. of Finance. • All 5 regions were represented. • These seminars were conducted in Estonian language. • Objective: Facilitate a guided discussion for policy recommendations(D3) and proposal for strategy development (D4), based on the results / analysis of surveys / interviews conducted in D2
	Monthly progress report	
	Progress meeting	
	Deliverable 2: State of play of the development of the built environment (Draft final report)	First draft submitted on 9 Sep, draft final draft with post-survey/interview analysis submitted on 24 Nov
	Deliverable 3: Policy recommendations (First set of proposed recommendations)	First draft of proposed recommendations, presented in a table format (Word document) was agreed upon with MEAC on 11 Nov
December 2022	**Monthly progress report**	
	Progress meeting	
January 2023	**Monthly progress report**	
	Progress meeting	
	Workshops for D4	
	Deliverable 2: State of play of the development of the built environment (Revised draft final report)	Addressing comments from DG REFORM and MEAC, with revised draft expected to be submitted by mid-Jan 2023
	Deliverable 3: Policy recommendations (First draft)	First draft expected to be submitted by 31 January 2023
February 2023	**Monthly progress report**	
	Progress Meeting	
	Workshop for D4	
	Expert meetings with Min. of Finance for D3	To discuss policy recommendations for D3
	Deliverable 4: Report on proposed spatial development strategy concept (First draft)	A rough draft is expected to be submitted by 28 Feb 2023. Stakeholder workshops which will provide inputs to D4 will be conducted in January to 1 Feb. These will be facilitated in Estonian, while the report will be submitted in English.
March 2023	**Monthly progress report**	
	Progress Meeting	

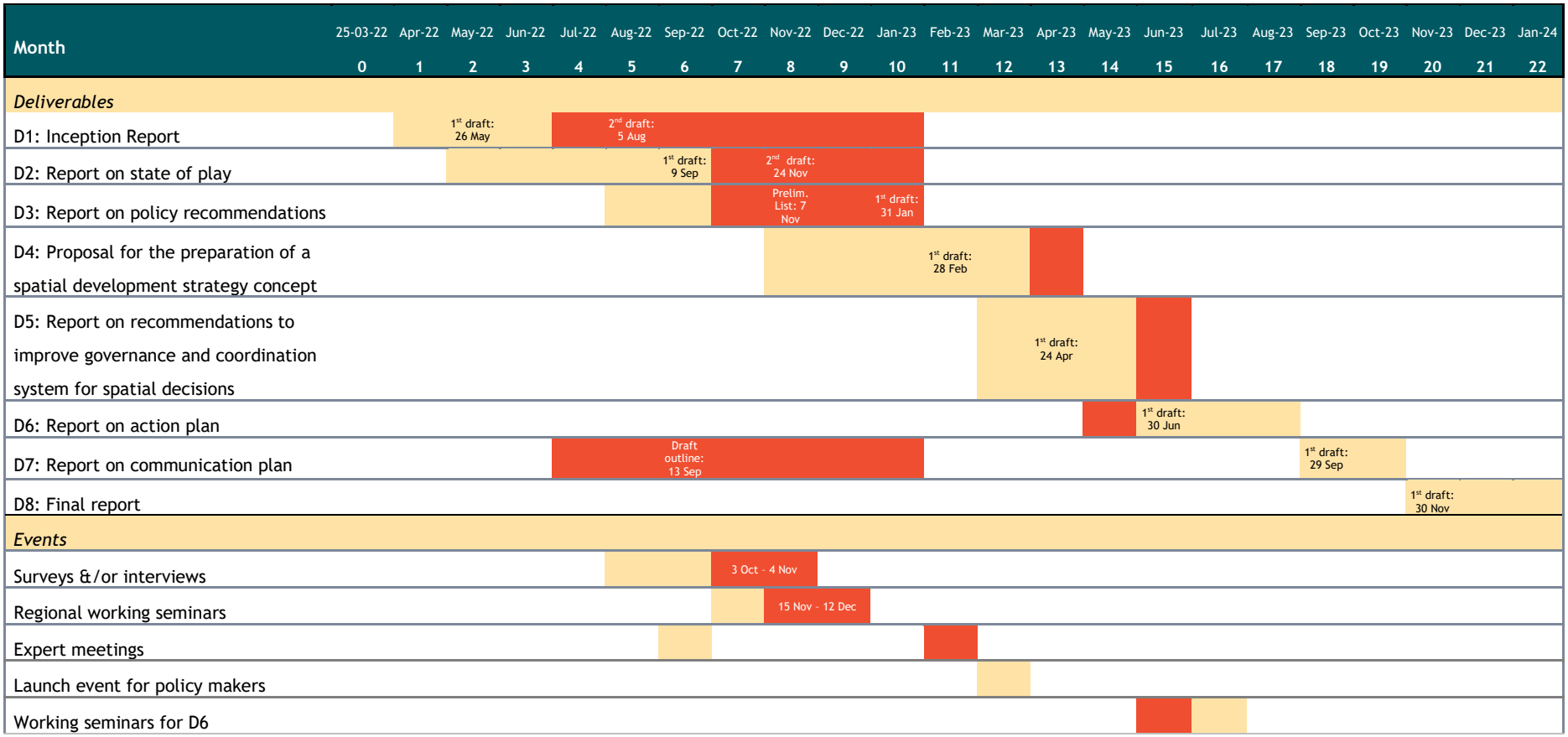
When	Milestone	Remarks
	Launch event for policy makers	To be held in conjunction with Tartu Planning Conference
April 2023	**Monthly progress report**	
	Progress Meeting	
	Deliverable 4: Proposal for spatial development strategy preparations (Final draft)	
	Deliverable 5: Recommendations to improve governance and coordination for spatial decisions (First draft)	First draft expected to be submitted by 24 April 2023
May 2023	**Monthly progress report**	
	Progress meeting	
June 2023	**Monthly progress report**	
	Progress meeting	
	Deliverable 5: Recommendations to improve governance and coordination for spatial decisions (Final draft)	
	Working seminars	The aim is to carry two working seminars for D6. Details to follow.
	Deliverable 6: Action plan (First draft)	First draft may be expected in June 2023
July 2023	**Monthly progress report**	
	Progress meeting	To be discussed – holiday period in Estonia
August 2023	**Monthly progress report**	
	Progress meeting	
	Deliverable 6: Action plan (Final draft)	
September 2023	**Monthly progress report**	
	Progress meeting	
	Deliverable 7: Communication plan (First draft)	
October 2023	**Monthly progress report**	
	Progress meeting	
	Deliverable 7: Communication plan (Final draft)	
November 2023	**Monthly progress report**	
	Progress meeting	
December 2023	**Monthly progress report**	
	Progress meeting	To be discussed – holiday period
	Deliverable 8: Final report (First draft)	First draft expected to be submitted by 22 December 2023
January 2024	**Monthly progress report**	
	Final meeting	
	Deliverable 8: Final report (Final draft)	

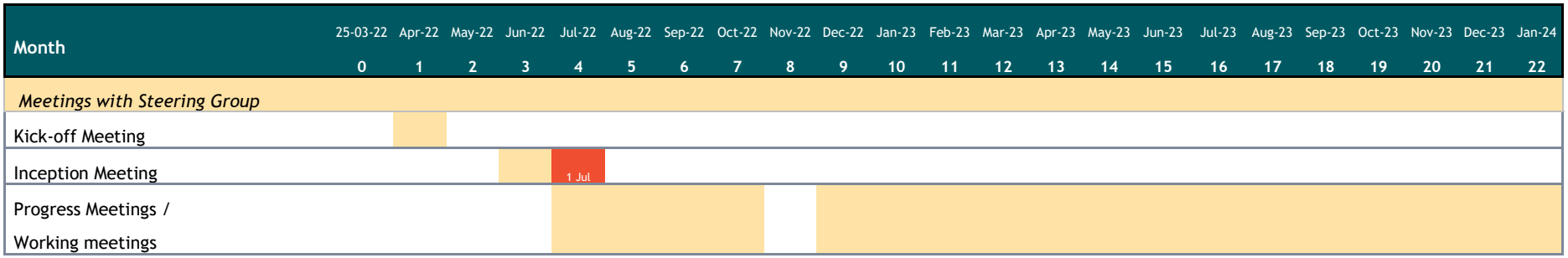
Colour legend: completed meetings / milestones; Deliverables / Reports; Meetings; Events

3.4 Project timeline

On 1 July, an updated workplan was presented during the first monthly progress meeting (also considered as the inception meeting) to DG REFORM and the beneficiary. The update to the original workplan presented during the Kick-off Meeting was made after hearing from the beneficiary that the regional working seminars would be held in October 2022 (although eventually, there were held between 15 Nov to 12 Dec). This updated project Gantt chart is presented below, with additions to reflect the current actual status of the project up to the date of submission of this report. The contract was signed on 25 March 2022.

Figure 3-1 Project Gantt chart





Legend:

Updated workplan dated 1 July 2022 (1st progress meeting / inception meeting)

Updates reflecting actual progress status

The table below provides an overview of the rationale for changes to the updated timeline that was presented during the Inception Meeting held on 1 July 2022.

Table 3-2 Overview of rationale for updating workplan per deliverable

Deliverable No.	Reason for update to original workplan
1	Discussions on the scope of D4, as MEAC had suggested new (sub) topics to be included
2	The first D2 draft was submitted on 9 September (in line with original planning), however, there was a delay in implementing the survey due to holiday season (in July), and the subsequent decision to translate the entire survey in Estonian.
3	It was collectively agreed that the stakeholder engagement for this project should be combined with that for another projected conducted by the MoF in parallel due to the strong synergy between projects. Eventually, the five regional working seminars were conducted between November and December. As the inputs received during these seminars are crucial inputs for Deliverable 3, the timeline has been pushed backwards. Nonetheless, a preliminary list of proposed policy recommendations was agreed with the MEAC on 7 November, which was used as a basis for discussion during the seminars.
4	With the delay of the stakeholder engagement process (as explained earlier in D3), the timeline for Deliverable 4 has been pushed backwards. Discussions regarding the scope of D4 have been on-going since the start of the inception phase.
5	Deliverable 5 is closely linked with the outcomes of Deliverables 3 and 4. With the delay of the stakeholder engagement process (as explained earlier in D3), and the resulting delay in D3 and D4, it is highly likely that the timeline for Deliverable 5 has to be pushed backwards. However, this is to be discussed again in end Feb/early March, i.e. after the submission of the first draft of Deliverable 4.

Deliverable No.	Reason for update to original workplan
6	Taking into consideration that July is a quiet month in Estonia, preparatory works have begun early, and a scoping discussion has been arranged to be held on 27 Jan 2023.
7	Following discussions with MEAC held on 9 August 2022, it was agreed that the communication plan would present how each Deliverable will engage stakeholders. It will be a 'living document' to be updated on an on-going basis, when appropriate. However, based on DG REFORM's feedback (e-mail dated 9 January), this document will focus on developing recommendations on how to raise awareness for Deliverable 4 (Proposal for the preparation of a spatial development strategy concept) and Deliverable 6 (An action plan for the further development of the e-construction services) *after* the conclusion of the project.
8	N.A. (No change)

Annex A: Minutes of the kick-off meeting

Minutes of the kick-off meeting

28 April 2022, 09h00 - 11h00 CET

Participants

DG REFORM: Richter Kaspar, Raykovska Milena, Leticia López Joya, Stratis Kastrissianakis

European Commission (DG ECFIN): Natalie Lubenets

Estonian representatives:

Jüri Rass	Deputy Secretary General for Construction, MEAC
Ivo Jaanisoo	Head of Department of Construction and Housing, MEAC
Raiko Puustusmaa	Housing expert, MEAC
Andres Levald	Adviser, Estonian Ministry of Finance, Spatial Planning Department
Katri-Liis Ennok	Head of Planning Department, Ministry of Finance
Liina Jänes	Adviser – Cultural Heritage, Ministry of Culture
Veronika Valk-Siska	Adviser – Architecture and Design, Ministry of Culture
Indrek Ranniku	City planner, Space Creation Department, City of Tartu
Kaie Enno	Director, Urban Planning Board
Andro Mänd	President, Estonian Association of Architects
Ingvar Allekand	Estonian Chamber of Real Estate Agents
Regina Viljasaar Frenzel	e-Hüpe Programme Manager
Taivo Tali	Ministry of Finance

Contractors

Trinomics: Koen Rademaekers, Corina Haita-Falah, Irati Artola, Nora Cheikh, Ling Ying Lee, Stella Sluciakova

Hendrikson & Ko: Pille Metspalu

SEI: Merlin Rehema, Johanna Lehtmets

Sweco: Alex Cochrane, Ulf Johansson, Jenny Carlstedt

TalTech: Roode Liias

Minutes

Opening session

- **Mr Jüri Rass (Deputy Secretary General for Construction, MEAC)**
  - The goal is to achieve a building environment development plan and to give input to the national spatial plan based on this analysis.
  - Estonian representatives would like to be closely involved in this project.
- **Mr Richter Kaspar (Head of Unit, DG Reform)**
  - This is a critical project for Estonia to meet its objectives set out in the Estonia 2035 strategy.
  - From the EU perspective, it is also an important project as:
    - Spatial dimension is critical in all decisions around building environment;
    - It touches upon several sustainability aspects, and is in line with EU's strategies such as the Renovation Wave, circular economy, and on sustainable development (SDGs);

This project is carried out with funding by the European Union via the Technical Support Instrumentand in cooperation with the Directorate General for Structural Reform Support of the European Commission

        - Energy efficiency agenda is also at the centre given current global situation;
        - An e-construction platform can also be relevant for investments under the Recovery and Resilience Plans
    - Commitment from the beneficiary is key to bring these results to reality
- **Mr Koen Rademaekers (Project Manager, Trinomics)**
    - Highlighted that one of the key challenges of the project is to find a harmonised approach to this topic which will involve many different stakeholders;
    - Stressed the importance of the content of the inception report which will clarify the scope the study and form the basis for a successful outcome.

Technical session

Project objectives, deliverables and team

- The slides were briefly presented by Koen; no specific comments from the SC members

Deliverable 1: Inception report

- Crucial deliverable in terms of finetuning our understanding of the project and its objectives, and to agree on the scope, approach and overall workplan;
- Submission of the final inception report depends on when the beneficiary would come back to us with comments.

Deliverable 2: State of play of the development of the built environment in Estonia

- Literature review and consultation with relevant stakeholders in the form of interviews and survey will be carried out – The lists of stakeholders will be agreed with the beneficiary;
- We will also identify best international practices.

Action: MEAC will come back to us regarding the list of stakeholders.

Deliverable 3: Policy recommendations

- Building on Deliverable 2, gaps, barriers, challenges and opportunities will be identified and will inform the proposed policy recommendations for a sustainable built environment in Estonia
- Several workshops to present the proposed policy recommendations will be organised with the Steering Group and stakeholders;
- The initial workshop with the Steering Group and subsequent workshops with other stakeholders will be organised back-to-back, and is likely to be held in September;
- The follow-up workshop with the Steering Group to finalise the policy recommendations is proposed to be held in October;
- It will be important to have bilateral meetings and to discuss within the Steering Group what is feasible for implementation in the Estonian environment (in terms of policy reform, governance structure and institutional frameworks)

Action:

- MEAC & Project team: Still to agree on the exact dates to hold these workshops in September and October;
- MEAC & Project team: To discuss and agree on the groupings of the stakeholders for the workshops.

This project is carried out with funding by the European Union via the Technical Support Instrumentand in cooperation with the Directorate General for Structural Reform Support of the European Commission

Deliverable 4: Proposal for the preparation of a spatial development strategy

- The main issue is possible overlap/synergy with the national spatial plan that is currently being developed for Estonia;
- We also need to be mindful of stakeholder fatigue and to try to engage the stakeholders simultaneously for the regional working seminars required of this project, and for the development of the National Spatial Plan;
- The project, including achievements and results gathered so far should be presented at the Annual Tartu Planning Conference, likely to be held in March 2023.

Action:

- MEAC & Project team: To discuss the scope;
  - **Post meeting note:** MEAC had a meeting with Pille, the leader for Deliverable 4. It was clarified that the idea is to have synergies between the building environment development plan and national spatial plan. The focus is on how to empower spatial development with building environment development plan and how to finetune the topics which are subject to one or another document. Finding and building on the synergies is one of the core questions.
- MEAC & Project team: To fine tune the timeline for the stakeholder events that are expected to take place between January to March 2023

Deliverable 5: Recommendations to improve governance and coordination system for spatial decisions

- The aim is to discuss current governance and find bottlenecks and provide recommendations, based on mapping of current situation (via literature review and stakeholder consultations) in Deliverables 2, 3 and 4

Action:

- MEAC: To provide any internal studies/documents related to recommendations in the current governance system;
- MEAC & Project team: To clarify the scope / level of detail in terms of geography and process wise;
- MEAC: To clarify on the expectation of the beneficiary from the project team to provide new recommendations in addition to / to complement existing ones?
  - **Post meeting note:** MEAC commented that the deliverable should focus on indicators that will measure the quality of spatial development and cover the budgetary processes. The aim of this deliverable is to go into the details regarding the strategic framework, for example is it justified to have a new agency for spatial development etc. While the stakeholder engagement activities in Deliverable 3 will present an opportunity to engage stakeholders to provide input to the new general spatial plan; Deliverable 5 would go into more detailed solutions.

Deliverable 6: An action plan for the further development of the e-construction services

- Desk research on the state of play of the e-construction platform to identify vision and objectives for the action plan and roadmap, in close cooperation with the local experts in project team;
- Existing digital tools will be examined and discussed with stakeholders;

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- 2 working seminars will be part of this task, in addition to a meeting with the Steering Group to discuss the draft action plan.

Action:

- MEAC & Project team: To clarify how the e-construction platform contributes to the sustainable development in Estonia and what kind of data are relevant etc.
- Project team: To discuss the structure of the Action Plan;
- Project team: To discuss the details regarding the working – agenda, stakeholders etc.

Deliverable 7: Outline of a communication plan

- The objectives of a communication plan are to raise awareness of the general public and relevant stakeholders on the project and its findings / conclusions; to promote related events and activities; to engage with the relevant stakeholders during the project;
- 3 targeted stakeholder groups have been identified in the proposal;
- Details regarding any preference for social media channels, language of the communication materials etc., are to be discussed with the communication specialists of the ministries

Action:

- MEAC: To put us in contact with the communication specialists;
- MEAC: To clarify if there is additional budget for physical meetings / stakeholder engagement activities, for venue rental and provision of refreshments;
- MEAC & Project team: To agree on which should be held at a physical location and / or online.

Deliverable 8: Final report

- No specific comments at this stage

Governance of the project

- The ToR requires the project team to hold monthly progress meetings. However, the project team proposes to hold bi-weekly meetings with the core Steering Group, and to send out the meeting invitations for at least in May and June;
- The Steering Group, which will be chaired by Mr. Jüri Rass, is still to be defined by MEAC;
- While the inclusion of a broad range of stakeholders can help to improve the quality of outputs, the composition of this Steering Group should also balance the need for an efficiency;
- There is a suggestion to have a 'core' steering group to steer this project and to keep to the timeline while keeping the other relevant stakeholders informed, as an extended group.
- It is recommended that the beneficiary provides their comments on the submitted deliverables to the project team as soon as possible, so as to facilitate the work process and keep to the timeline
- DG Reform has indicated that it is fine for direct bilateral contact between the beneficiary and the project team, bearing in mind the need for DG Reform (in particularly Stratis and Leticia) to be kept in the CC loop, for all important e-mails. These e-mails should also keep Koen and Ling in the loop as well.

Action:

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- MEAC: To provide us with a specific day / time for bi-weekly meetings (at least in May / June);
- MEAC: To clarify on the their preferred way of communication, for e.g. Raiko as the key communication point for Estonian counterparts?
- MEAC: To provide the project team the list of the Steering Group Members;
- Project team to:
    - Submit the draft KoM minutes for comments from the Steering Group by 5 May;
    - **Post meeting note:** Assuming that the inputs from the Steering Group can be received by 10 May, we will try to submit the draft inception report by 17 May;
    - Plan for an inception meeting to discuss the draft inception report, 1-2 weeks after submission.

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Annex B: Minutes of the inception meeting

Minutes of the kick-off meeting

01 July 2022, 09h00 – 10h30 CET

Participants

DG REFORM: Leticia López Joya, Stratis Kastrissianakis

Estonian representatives:

Jüri Rass	Deputy Secretary General for Construction, MEAC
Raiko Puustusmaa	Housing expert, MEAC
Kaia Sarnet	Vice Chancellor for Regional Affairs, Ministry of Finance
Katri-Liis Ennok	Head of Planning Department, Ministry of Finance
Irje Möldre	Department of Energy, MEAC
Ott Karulin	Advisor, Government Office
Gea Kangilaski	Deputy Mayor, Tartu City Government
Margit Martinson	Deputy Secretary General, Ministry of the Environment
Sander Aas	Estonian Association of Architectural and Consulting Engineering Companies

Contractors

Trinomics: Koen Rademaekers, Ling Ying Lee, Maja Lardot, Nora Cheikh, Stella Sluciakova

Hendrikson & Ko: Pille Metspalu

SEI: Brigita Tool

Sweco: Alex Cochrane, Ulf Johansson

TalTech: Roode Liias

Minutes

Welcome/reflection of meetings in Estonia

- The finalisation of the inception report has been delayed due to the need to understand the scope of the project.
- The needs of the project has become clearer following the physical meetings that we had in Tallinn, Estonia held from 13 – 15 June 2022, where we had discussions with 9 different stakeholders groups. It was an intense but insightful trip.
- First (general) reflections from the trip:
- Overall, there is a lack of a cohesive and comprehensive planning for a high-quality and sustainable living environment for the long term.
    - Silo-working: Although Estonia is a small country (1.3 million people), there is some silo-working, i.e. narrow and short-term perspectives and goals. There is already progress being made, with some changes being planned at the moment, with a potentially big impact to improve this situation.
    - Incoherence between national spatial plans, the strategic plans of various ministries and agencies, and the comprehensive plans drawn at the municipality level. Over the last

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couple of years, we have seen that spatial planning at the regional level has changed drastically. Some aspects of spatial planning went to municipal level, some went to national level. It is now important to bring the municipalities together, which has an impact on regional planning.

- Some municipalities are quite small and cannot handle all of the pending issues due to lack of capacity and capabilities. Architects had an interesting plan on how to deal with it (providing assistance to municipalities).
- Lack of institutional framework to facilitate cooperation and coordination amongst different ministries and agencies (also linked to political environment). The question on whether it is important to have an overarching institution/authority was discussed with different ministries. This has provided interesting insights for the topic on governance.
- Many action plans have been developed in Estonia, but these lack details on implementation and leadership.
- There is room for digital services across ministries / agencies to be better integrated. Estonia is one of the best in Europe regarding digital services. In addition, from an international point of view, with regards to digital systems for the built environment, Estonia has been one of the most progressive country within the EU. Nonetheless, digitalisation across ministries can be improved, as the services are currently not used optimally.
- Many studies related to the topic has been made, but no significant improvement to the situation. In function of implementation, there is some streamlining needed.
- General consensus that current situation could be improved, with room to improve efficiency and effectiveness.

Project objectives, deliverables and team

- Works for Deliverable 2: State of play has started, while the Inception Report (Deliverable 1) is still being finalised.
- To correct the slides on 'Objectives' that the beneficiary is the department of construction and housing, not the department of energy.
- **On the project scope**
  - Even though this project request to DG REFORM has been raised by the MEAC, it will be important to work with the different ministries as well, as the built environment is a subset of living environment.
  - To create a high-quality and sustainable living environment, the focus has to be broader than the built environment (buildings, roads etc.).
  - While there is general consensus that every ministry should work towards a high-quality and sustainable living environment, there are different nuances coming from different ministries.
  - The project would focus on recommending a feasible governance and institutional structure that would incorporate key elements of a 'high-quality' and 'sustainable' living environment (areas which cuts across the different ministries / agencies), taking into consideration that there is an intention to provide more autonomy to municipalities.
    - Post-meeting comment from Steering Group: Estonian municipalities already have a great deal of autonomy, the problem is instead the lack of competence (or more precisely, there is very uneven distribution). Even greater autonomy can have the opposite effect on the goal. As all previous studies and reports have pointed out,

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there would be an urgent need for a horizontally functioning competence centre for spatial development, which would advise and help municipalities in making wise spatial decisions.

- It was clarified in the meeting that it is a no go to reduce the autonomy of the municipalities. There is an agreement that it will be difficult, at least in the short/medium term (at least until 2025).
- Katri-Liis/Min. of Finance highlighted that they have understood that the goal of this project is not about changing the planning system in Estonia but how to make the spatial development more efficient and coherent. Nonetheless, all good proposals and policy recommendations are expected as part of the project outcomes.
- Irje/Department of Energy, MEAC enquired if there is scope in the project to include spatial data management and the development of related information system, to which it was clarified that this would fall under D6 of this project.

Project team

- Tiit Oidjarv, who previously worked for the Ministry of Finance will be joining the project team. This has been viewed as a positive addition to the Estonian beneficiary.
- There has also been some changes to the team at SEI Tallinn.
- DG REFORM highlighted that approvals will need to be sought for any changes to the initial team that was proposed in the technical proposal.

Action: Trinomics to send an e-mail to DG REFORM and the beneficiary with a summary of the changes to the team, and to provide the CVs of the new team members.

Deliverable 1: Inception report

- There has been an update to the stakeholder engagement activities due to:
  - The developments in Estonia, where the project team has been asked to integrate our stakeholder engagement activities with the event that will be co-organised in October 2022 with the Ministry of Finance, who will be planning regional workshops as part of their process of updating the National Spatial Plan.
  - The need to minimise the stakeholders' fatigue and achieve maximum efficiency and synergy.
- There is a need to fine-tune the organisation of the stakeholder engagement activity in October. According to the ToR, at least 5 regional workshops are required, although the Estonian team were thinking of 4.
  - Post-meeting comment from Steering Group: Following a discussion with the Ministry of Finance, a 5th regional workshop seminar in Tallinn will be considered.
- It has also been clarified that the regional workshops organised in October will be held in Estonian only.
- DG REFORM raised concern that the (additional) physical meetings held in Tallinn may not replace the stakeholder meetings planned for Deliverable 3: Policy Recommendations. To which, Ott/Government Office explained that the meetings held were not only about project scoping, but also touches upon policy recommendations. Through these meetings, the project team has now an overview of the various viewpoints from various ministries regarding policy making in Estonia.
- DG REFORM stressed the need to fulfil what was indicated in the technical proposal, to which Koen/Trinomics mentioned that the project team is actually going above and beyond what was

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proposed, including regular, on-going discussions between the project team and the Estonian beneficiary.

Action:

- ✓ Project team to provide, in the updated inception report, a clear overview of the updated stakeholder engagement activities, including clear explanations on how the objectives of the stakeholder engagement activities that was initially proposed will now be fulfilled in the new proposal.

Deliverable 2: Assessment report on the state of play of the development of the built environment in Estonia

- We have confirmed the final list of documents for review, as per ToR. There are still some reports which we are not able to access due to broken links etc. The project team will reach out to Raiko separately.
  - Margit / Min. of Environment added that the field of spatial data is also discussed within the framework of the preparation of the KEVAD development plan for the environment field.
  - Irje / Department of Energy, MEAC also suggested to consider also the green digi documents and developments for digital services (https://mkm.ee/digiriik-ja-uhenduvus/rohedigi)
  - Irje/Department of Energy, MEAC also shared further about two projects which could be useful materials for D6.
    - The IRENES project, i.e. Integrating RENewable energy and Ecosystem Services in environmental and energy policies. Within the framework of the IRENES project, map layers and estimates across Estonia which will be useable for planning purposes. Hotspots for renewable energy at the local level are spatially captured (https://keskkonnaagentuur.ee/irenes).
    - The ELME project, i.e. the National Assessment and Mapping of Ecosystems and Ecosystem Services project, which mapped the location, condition and important ecosystem services in Estonian ecosystems. A total of 27 ecosystem services were mapped using more than 70 indicators. (https://keskkonnaagentuur.ee/elme / https://landscape.ut.ee/the-final-report-of-elme-project-is-now-published/?lang=en).
  - Post-meeting comment from Steering Group: The list of documents and resource provided form an important basis for this project, as a lot of work and synthesis has been done in the past. The focus of this project should be on solutions for the future.
- Regarding the survey / interviews:
  - These are scheduled to take place in August as agreed earlier, as July is a holiday month in Estonia. The survey will be open for at least two weeks.
  - The content of the survey / interviews would cover both “State of Play” (D2) and “Policy Recommendations” (D3).
  - The analysis of the survey and interviews will be included in the relevant sections of the D2 and D3 report.
  - The project team will circulate to the Steering Group, the preliminary list of stakeholders to engage for the survey / interviews. However, the project team is still missing some contacts for some stakeholder groups, which the beneficiary could perhaps assist us with.

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- It was agreed that the first contact to the stakeholders would be made by the ministry. The draft e-mail (in English), can be drafted by Trinomics.

- The project team has prepared a proposed report structure for D2, which will be sent to the Steering Group for further comments and inputs.
- The first draft of the D2 report, containing the results of the desk research, will be submitted in August. The additional results from the analysis of the survey and interviews will be included in the final draft of the D2 report, which will be submitted in September. There is no change to the final delivery of the entire project.

Action:

- ✓ Project team will reach out to Raiko for access to some documents / reports for review.
- ✓ Project team to circulate the proposed report structure for D2.
- ✓ Project team to share the preliminary list of stakeholders to engage for the survey / interviews to the beneficiary for review and for them to supplement this list.
- ✓ Project team to also consider the review of the KEVAD development plan, the report on digital services at https://mkm.ee/digiriik-ja-uhenduvus/rohedigi, the IRENES and the ELME projects.

Deliverable 3: Report on policy recommendations

- As previously mentioned, elements of D3 will already be incorporated in the survey / interviews that will be conducted in D2, in August.
- D3 will be building up on what will be gathered in D2.
- The stakeholder engagement event, i.e. regional workshops to be held in October 2022, is an important component of D3.
- During the regional workshops, the project team will present the results of the study collected regarding the 'State of Play' and 'Policy Recommendations'. This will provide grounds for guided discussions for the next deliverables.
- Project team requires further details regarding the October 2022 event in order to plan ahead.

Action:

- ✓ Project team / MEAC is to organise a meeting with Ministry of Finance / Taivo Tali to discuss the details regarding the organisation of the regional workshops. Taivo will be back at work from 6 July onwards.

Deliverable 4: Report on a proposal for the preparation of a spatial development strategy

- The discussions that will be held during the regional working seminars in October will be an important input for D4.
- The project team has planned on having bi-weekly meetings with steering group to discuss this topic after the regional working seminars, from November 2022 onwards, before closing with a final validation workshop in February 2023.
- As per ToR, a launch event with the policy makers will be organised during the Tartu Planning Conference scheduled in March 2023.
- DG REFORM highlighted that according to the tender specifications, D4 report should be ready by 24th January 2023.
    - The project team expects to have a developed draft ready by then.
    - The project team has been in discussions on the project timeline for D4 with the beneficiary, i.e. MEAC and Min. of Finance to ensure timely provisions that will fit into the broader timeline.

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- Ott/Government Office stressed that D4 should not only be about developing a proposal on spatial development strategy. It is also crucial to consider the feasibility of such the proposal. It is also important to stress, during the engagement with stakeholders, that there is nothing cast in stone yet, and it remains as a proposal that is open for discussion.
    - Koen/Trinomics assured him that the project team is aware of the sensitivity of this topic, and will take this into account.
- Margit/Min. of Environment sought to clarify if there is a plan to submit this proposal to the government for a decision in March 2023.
    - Ott/Government Office mentioned that the Government Office does not have this plan.
- Post-meeting comment from Steering Group: The Estonian Government has not, and has no plans to develop a spatial development "strategy". Rather, this deliverable should develop a "concept" for spatial development strategy. Therefore, the Steering Group proposes to use the term **"Spatial Development Strategy Concept"** in this deliverable and this project in general. This deliverable will develop a functional concept which will thereafter be considered by the Estonian government whether or not to be implemented.

Deliverable 5: Report on recommendations to improve the governance and coordination system for spatial decisions

- it will be a process where we will get more information on what is feasible. By then, we will know what is better (given political changes).
- The key challenge is for this task is to build a feasible frame that will work in practise.

Deliverables 6: An action plan for the further development of the e-construction services in spatial development

- Jüri/MEAC shared that MEAC is working closely with the Ministry of Finance on integration of data. The integration of e-services must also include other relevant ministries as well.

Deliverable 7: Outline of a communication plan

- Raiko has put us in touch with both Kadri Laube / MEAC and Geili Heinmaa / Min. of Finance.
- The project team has been in touch with both to arrange for a meeting, but due to the holiday period, this meeting will take place later.

Deliverable 8: Final report

- No specific update.

Governance & next steps

- Submission of draft notes of meeting by 8 July (Friday);
- Submission of final inception report by 15 July (Friday);
- To receive approval of final inception report if there are no further comments;
- Next progress meeting will be held in August
    - DG REFORM suggests to hold this in mid-August to get an update on the survey; Leticia/DG REFORM will also be on holiday after the 2nd week of August
    - Beneficiary has informed us that there is a yearly national event where the government officials will be attending from 15-19 August. A project meeting could still be possible – to be discussed.
- Monthly progress report will be shared with Steering Group from August onwards
- First consultation with (Extended) Steering Group for D3: Policy Recommendations: Any suggestions for date (and venue)?

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Action:

- ✓ Project team will suggest a date in the second week of August.
- ✓ Beneficiary to come back with inputs on the outline for D2 as soon as possible. This is crucial as the desk research has commenced.

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Annex C: Communication material

Project description (maximum 250 words)

- **Title:** The title should be in very close proximity to the official project title. It can however be shortened if necessary;
- **Summary:** Explain the quintessence of the project (topic, EU/Commission support mentioned, beneficiary, expected outcomes) in one-two sentences, (maximum 40 words);
- **Context:** Explain the background; the link to EU policy priorities; which problems/challenges needed addressing? Any challenges encountered? (maximum 60 words);
- **Support delivered:** What did the project do? Descriptive of basic facts. How did we do it? (maximum 60 words);
- **Results achieved:** What was achieved? What is the benefit? What is the expected improvement/impact on the ground? (maximum 60 words);
- **Mention of EU support:** Standard text "This project is funded by the European Union via the Technical Support Instrument (TSI) and implemented by (the contractor), in cooperation with the European Commission";
- **Social media text** (minimum two brief draft unpublished twitter post texts);
- **Visual materials:** a selection of a minimum two photos from the project (if relevant, also other infographics to be included). The material should be ready to be posted online.

Coherent Policy Development for High-Quality and Sustainable Living Environment

This project serves to provide recommendations to the Estonian government on …

[Content to be developed later in the project]

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Annex D: One-pager monthly update

Overview of Monthly Progress - [Month] 2022

Current status

This progress report presents an update on the project status, next steps, agreed actions and deliverables up to [month] 2022.

[Provide overall summary of progress]

	Planned submission	% of work completed	1st output: Draft report	2nd output: Final report	Current status / Remarks
DLV 1: Inception report	Jun 2022	100%	19 May 22	05 Aug 22	…
DLV 2: State of play of the development of the built environment in Estonia	Aug 2022	**50%**			…
DLV 3: Policy Recommendations	Nov 2022	**10%**			
DLV 4: Proposal for the preparation of a spatial development strategy	Mar 2023	**0%**			
DLV 5: Recommendations to improve the governance and coordination system for spatial decisions	May 2023	**0%**			
DLV 6: An action plan for the further development of the e-construction services	Aug 2023	**0%**			
DLV 7: Communication plan	Oct 2023	**0%**			
DLV 8: Final report	Dec 2023	**0%**			

Legend: Works-in-progress; Pending commencement

Next steps

[Outline / Detail the key efforts that will be carried out in the coming month, including stakeholder engagement events and deliverable submission]

Agreed actions and data requests

[Detail any information that is required by the project team from Steering Group or other stakeholders]

Responsible	Action	Status

Legend: Completed; Pending

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