



High-level group Macro-regional Strategies

Brussels 3 June 2015



Macroregional strategies cross-cutting issues

1. Governance

2. Monitoring systems

3. Embedding in policies and programmes





1. Governance

*"Macroregional governance is a change of mind-set"
(Commissioner Hahn)*

Cooperation requires dialogue and coordination within countries/regions and between countries/regions

Key issue acknowledged in 2014 Commission's report on governance and Council conclusions (continuous adaptive process- precondition to successful achievements)

Three interconnected levels: political leadership/ownership, coordination, implementation.





1. Governance

Some lessons learnt:

- cooperation not perceived as element of strategic planning and decision,
- still too fragmented approach in countries/regions and their administrations,
- outward-looking still not sufficient, even though some successful achievements.

Still room for improvement based on development and consolidation of new skills and new working methods in an evolving context





1. Governance

Next steps: further work needed from both MS and the Commission.

- compliance with Council conclusions,
- development of capacity building for key partners,
- exchange of practices between strategies,
- evaluation of governance process





2. Monitoring systems

GENERAL CHALLENGE

Creating adaptive systems capable of monitoring actions/projects spanning multiple policy areas, jurisdictions and countries and drawing on multiple financial resources





2. Monitoring systems (2)

ON-GOING ISSUES

1. Establishing baselines

MS capacity to collect reliable, up-to-date statistical data reg. MRS priorities: a pre-condition for sound monitoring





2. Monitoring systems (3)

2. Setting indicators

- Territorial linkages, mutual effects and interdependencies
- 'Soft' actions (e.g. capacity-building for macro-regional governance)
- Progress in policy coherence through better integrated and coordinated policies





2. Monitoring systems (3)

3. Result-oriented monitoring

- Results versus impacts or effects
- Process as important as results
- Unpredictable results





2. Monitoring systems (4)

4. Target-setting

- Open-ended MRS invite longer-term thinking + accepting that change takes years. Uncertain timelines: leaps forward, alternating with periods of slower progress.
- Experimental character of MRS calls for moving, adaptable targets.
- Excessive use of targets risky (loss of credibility) + pre-defined targets counterproductive as contexts change and scientific knowledge evolves. Wiser to reason in terms of milestones?





2. Monitoring systems (5)

RECAP OF NEXT STEPS

- Mid-term review for the Baltic
- Revision for the Danube
- Providing adequate baselines, indicators and targets for the Adriatic-Ionian
- Launching similar exercise on Alpine Region





Embedding MRS in policies

Think globally act locally (the "macro concept")

*Territorial/place-based **platform for policies***

- **Smart, Sustainable, Inclusive**
- **Transport, Energy, Blue Growth, Tourism,.....**

*MRS (multi-level) governance: **structured laboratory**
for new ideas and application of policies*

*Cooperation between **COM departments (DGs)***

*Cooperation with **JRC-IPTS (Sevilla)***

*Cooperation with **INTERACT***





Embedding MRS in programmes

Close gap between political decision and implementation

Identify actions/projects, find funding (all sources)

But: Big money is in ESIF programmes

- **Grants**
- **Financial Instruments** (NEW MULTI-REGIONAL CALL: <http://www.fi-compass.eu/news/2015/04/multi-region-assistance>, via "FI-Compass" technical assistance)

EFSI (Juncker Investment Package): new opportunities for MRS – follow this!



Embedding MRS in programmes

New Regulation - new reality: *MRS (and Cooperation) within Partnership Agreements and Operational Programmes: text, links, synergies*

Specific articles CPR

- Art.15.2(a)(ii); 27(3); 96(3)(e); 96(6)(a), Annex 1- Sections 3.2(1)(f) and 7.1(1), 7.1(2), 7.1(3), 7.1(4)

Apply on:

- **Country-specific Operational programmes**
- **INTERREG Cooperation programmes**





Embedding MRS needs You!

People-to-people

*NCs and line ministries in **Monitoring Committees** and technical meetings*

*Managing Authorities in **Annual Fora and MRS steering meetings***

*Principles and **criteria for selection of projects** of MRS interest:*

- **Advise, explain, steer, support, exchange good practice**

