

# **EU Strategy for the Adriatic and Ionian Region**

## **Towards a streamlined governance and management architecture for the EUSAIR**

**Working Paper devised by the EUSAIR National Coordinators in partnership with the  
Commission**

### **1. PURPOSE**

Council Conclusions on the European Strategy for the Adriatic and Ionian Region (EUSAIR), adopted by the General Affairs Council on 29 September 2014, call upon the Member States, in partnership with the Commission and the non-EU countries, to set up, by the end of 2014, an effective multi-level governance system. This includes effective procedures for the implementation of the Strategy, fully respecting the institutional architecture of the participating countries and the specificities and competences of their administrative structures, in order to ensure a timely start of the Strategy. The Commission Report on governance of macro-regional strategies<sup>1</sup> and the related Council Conclusions, adopted on 21 October, furthermore refer to three interrelated levels of governance, namely (i) political leadership and ownership, (ii) coordination and (iii) implementation.

The present Working Paper addresses these requirements by outlining a framework within which governance and management of the EUSAIR can take place. It is to be endorsed at the launch event for the EUSAIR on 18 November 2014 by the eight Ministers of Foreign Affairs involved, in the presence of the Commission. This endorsement will convey status and authority to the functions to be performed through the proposed governance architecture and to its members, thereby paving the way for a swift implementation of the Strategy.

The present paper builds on this, while underlining that there can be no 'one-size-fit-all' governance and management model. Specific contextual conditions need to be taken into account. Accordingly, the paper does not aim at providing a detailed, exhaustive description of the functions and tasks to be performed within the proposed architecture. It emphasises the key functions to be performed and the key objectives to be pursued at the different levels, leaving it to the participating countries, in partnership with the Commission, to decide how this can best be achieved. It aims to provide sufficient clarity and certainty for implementation of the Strategy without unnecessary hurdles.

### **2. PURPOSE OF EUSAIR GOVERNANCE AND MANAGEMENT ARCHITECTURE**

In addition to the political level, this architecture involves two main levels: the coordinating level represented by a Governing Board and the implementation level represented by thematic Steering Groups.

#### **2.1. EUSAIR Governing Board (GB)**

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<sup>1</sup> COM (2014) 284 of 20 May 2014

The Governing Board (GB) coordinates the work of the Thematic Steering Groups in charge of implementation through strategic guidance with respect to management and implementation of the EUSAIR and its Action Plan. To this end, representatives from the participating countries should be duly empowered by their respective Governments.

GB's functions should include:

- Acting as interface between the operational/managerial level (Thematic Steering Groups) and the political/ministerial level
- Convening and preparing meetings at ministerial level, as appropriate
- Proposing possible revisions of the Strategy and/or the Action Plan
- Issuing strategic guidelines to the Thematic Steering Groups (TSGs) and ensuring linkages between them
- Issuing guidelines on information and publicity about the Strategy
- Reporting to the EU-28 High Level Group on macro-regional strategies
- Elaborating further, and reviewing as appropriate, on the six broad criteria, included in the Action Plan (AP), for selecting actions/projects as potential candidates for inclusion in the AP
- Providing a general template for Rules of Procedures governing the thematic Steering Groups
- Providing orientations and guidelines for the annual EUSAIR Forum (e.g. setting the Agenda)
- Ensuring coordination with existing regional cooperation organisations, as appropriate
- Developing a monitoring and evaluation framework

The GB should adopt its Rules of Procedures.

Participants:

- National representatives: each participating country is represented by two delegates, one from the Ministers of Foreign Affairs<sup>2</sup>, the other from the national authorities responsible for the coordination EU funds (in non-EU countries: National IPA Coordinators)
- Pillar Coordinators
- Commission services (DG REGIO, DG MARE and DG NEAR). Other DGs will be invited as appropriate, especially those relating to the pillars.
- The permanent Secretariat of the Adriatic-Ionian Initiative
- A representative of the Committee of the Region's Adriatic-Ionian Interregional Group
- A representative of the European Economic and Social Committee

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<sup>2</sup> Some countries may use an equivalent ministry

- The Managing Authority of the ADRION programme and the authority responsible for the EUSAIR Facility Point under that programme

The GB can consider inviting other participants, as appropriate.

The GB will be co-chaired by the country chairing pro tempore the Adriatic and Ionian Initiative and by the Commission (DG REGIO).

## **2.2. Thematic Steering Groups (TSGs)**

The EUSAIR Communication identifies four interdependent pillars of strategic importance: Blue Growth - Pillar 1; Connecting the Region (transport and energy networks) Pillar 2; Environmental quality - Pillar 3; Sustainable tourism - Pillar 4. It is proposed to set up one thematic Steering Group per pillar. However, special arrangements will be set under Pillar 2 (transport and energy).

The TSGs will be chaired for an initial period of 3 years by a tandem of countries, on a rotating basis, starting with those that acted as coordinators for the pillar of their choice during the consultation process, namely: Greece and Montenegro for Pillar 1, Italy and Serbia for Pillar 2, Slovenia and Bosnia-Herzegovina for Pillar 3, and Croatia and Albania for Pillar 4. These arrangements may be reconsidered in due course by the Governing Board, as appropriate.

### TSGs' functions should include:

- Developing specific criteria for selecting actions/projects within each pillar on the basis of the six broad criteria included in the Action Plan (AP) as further developed/complemented by the Governing Board, as appropriate.
- Identifying actions/projects to be included in the AP, ensuring that they comply with the pillars' objectives, including with regard to cross-cutting and horizontal aspects
- Identifying relevant funding sources for the actions/projects selected and facilitating and following up implementation of actions/projects, including monitoring and evaluation
- Ensuring linkages with the other thematic Steering Groups
- Liaising with Managing Authorities/NIPACs<sup>3</sup> of EU programmes in EU and non-EU countries
- Liaising with: the relevant EU programmes managed directly by the Commission; the IFIs; the regional cooperation organisations, etc.
- Convening and preparing meetings of relevant line ministers
- Submitting to the GB policy proposals and recommendations re. revisions of the AP
- Reporting to the GB

Each TSG is to adopt its Rules of Procedures on the basis of the template provided by the GB.

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<sup>3</sup> National IPA (Instrument for Pre-Accession Assistance) Coordinators

Each country is to ensure that the necessary internal consultations are completed prior to TSG meetings so that the position adopted by its representatives in the TSG reflects a compromise acceptable to all key actors, within the country, that are concerned by the issues discussed.

Participants:

- Chairs. Each TSG will be chaired by two Pillar Coordinators following the scheme presented above. These Coordinators will be designated by the respective countries from their most competent national/regional administrations. Coordinators shall *i.a.* ensure the necessary interaction with the other TSGs.
- Members. In each TSG: Representatives from the relevant administrations within the participating countries. Sub-national (regional) representatives should participate, as appropriate, according to each country's institutional structure.
- The Commission, including relevant line DGs
- Regional cooperation organisations, as appropriate
- Representatives of International Financial Institutions, as appropriate

The Pillar Coordinators can consider inviting other participants

### 3. **ROLE OF THE ADRIATIC-IONIAN (ADRION) TRANSNATIONAL COOPERATION PROGRAMME**

Operational and administrative support is of utmost importance for an effective and efficient performance of the functions attributed to the GB and the TSGs. Accordingly, the ADRION programme shall support governance and implementation of the EUSAIR. To this end, the ADRION programme shall include a Priority Axis "Supporting the governance of the EUSAIR" which envisions a specific Action "Operational support to the key EUSAIR governance actors and stakeholders in their respective role". This Action – which will be implemented through a "EUSAIR Facility Point" to be established in the Slovenian administration – may include activities, such as:

- Providing day-to-day operational and logistic support to the GB and TSGs
- Assisting the TSGs in 'match making' activities, bringing together project promoters and financiers
- Providing assistance in developing project concepts (seed money, pilot actions, preparatory actions, etc.)
- Supporting preparation of macro-regional actions/projects, in coordination with the TSGs
- Supporting the TSGs in monitoring, reporting and evaluation
- Facilitating the development and functioning of a stakeholders platform
- Facilitating visibility through promotion of an Adriatic Ionian profile, as well as awareness-raising, including management of a EUSAIR website and the staging of events (incl. the annual EUSAIR Forum)

- Assisting the GB in the preparation of the annual EUSAIR Forum
- Supporting the building of the knowledge base, including collection of reliable and comparable data for establishing sound baselines and developing relevant, evidence-based result indicators and plausible targets
- Facilitating dialogue with bodies in charge of the implementation of programmes/financial instruments regarding how best to mobilise funding for actions under the different pillars