



## Capacity building programme for capacity builders in the EU macro-regional strategies

### Module 3

**2-3 February 2022 (09:00-13:00 CET)  
online**

#### Background

EU macro-regional strategies (MRS) are systems built on multiple agents that all together share intent, objectives, with a variety of enablers<sup>1</sup> that altogether aim to reach certain outcomes. Besides, MRS are dynamic system where its different parts develop at varying pace because of varying prerequisites and institutional legacy. One can speak of 'maturity' on the level of a MRS Thematic Area and of the aggregated 'maturity' of the whole MRS.

Initially, the concept of MRS maturity was presented in the study "Macro-regional strategies and their links with Cohesion Policy"<sup>2</sup>, and the phases were described in general terms and referred to MRS as a whole. Since then, the concept has been further developed and adapted to Thematic Area level. Also, a tentative MRS capacity framework has been elaborated by the Interact facilitated cross-MRS group 'Common capacity building support environment for MRS'.

Each maturity phase comes with sets of *barriers to and drivers of development*, some of which the four MRS have in common while others are unique to a particular MRS. In each maturity phase, the MRS governance actors need to make adequate strategic decisions – even the structure itself might need to be adjusted. And most visibly, expanding into a later phase requires qualitative changes to be made in the implementation – some formats become insufficient and need to acquire new features. In all the four MRS, we now witness an *active/conscious* shift in implementation – from single projects to various kinds of 'policy-action processes'.

**The purpose of Module 3 is to gain clarity around the present-day state of maturity of/within MRS.** Adding the maturity perspective builds on the understanding of MRS as a system that you acquired in Modules 1 and 2 and through your practical homework up to now.

Understanding the nature of the changes as MRS matures, there is a need to grow capacity in that system. As MRS matures, the *interdependencies* of the key stakeholders become even more obvious. During Module 3, you will explore **what capacity support is needed in each of the maturity phases of the MRS and by each stakeholder group; and the ways by which you can uphold and strengthen the interdependencies.**

With the clarity gained by now and having done practical homework for consolidating the skills acquired in Module 3, you will be able to:

- Craft narratives of the visions of thematic area/MRS in the three maturity phases, that you can use for internal and external communication.

<sup>1</sup> See the Module 2 presentation and other material in the folder [here](#).

<sup>2</sup> Study *Macro-regional strategies and their links with Cohesion Policy*, 2017, [https://ec.europa.eu/regional\\_policy/en/information/publications/studies/2017/macro-regional-strategies-and-their-links-with-cohesion-policy](https://ec.europa.eu/regional_policy/en/information/publications/studies/2017/macro-regional-strategies-and-their-links-with-cohesion-policy).



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- Scope an adequate capacity agenda for each of the MRS governance/ implementing groups and for the actual phase they operate in.
- Assess the quality of the current connections/ interdependencies of the stakeholders and the impact thereof.
- By asking key performance questions, facilitate the process of self-assessment of prerequisites/ capacity by each actor, which will facilitate their decision making and also inform your design of capacity initiatives.

As earlier, you will be asked to put your in-class learning into your practice and provided some handy tools for doing it.

Welcome to Module 3 of the Programme!



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<b>Day one</b>	<b>Wednesday, 2 February 2022</b>
<b>08.45 – 09.00</b>	Checking in, setting up
<b>09.00 – 09.30</b>	<b>Welcome, warming-up exercise</b>
<b>09.30 – 11.00</b>	<b>Insight and learning until now (based on your practical assignment of Module 2) - bringing it on to Module 3</b>
<b>11.00 – 11.15</b>	Coffee break
<b>11.15 – 13.00</b>	<b>MRS maturity and stakeholder narratives</b> Introduction and peer practice <b>Brief check-out</b>
<b>Day two</b>	<b>Thursday, 3 February</b>
<b>09.00 – 09.30</b>	<b>Check-in and reflection after Day 1</b>
<b>09.30 – 11.00</b>	<b>Creating a capacity agenda for your MRS</b> Practice: holding the space for 'evaluative inquiry' with your MRS colleagues
<b>11.00 – 11.15</b>	Coffee break
<b>11.15 – 12.15</b>	<b>Interdependencies assessment</b> Practice
<b>12.15 – 12.45</b>	<b>Learning reflections</b>
<b>12.45 – 13.00</b>	<b>Practical home assignment and process ahead</b> <b>Checking-out</b>