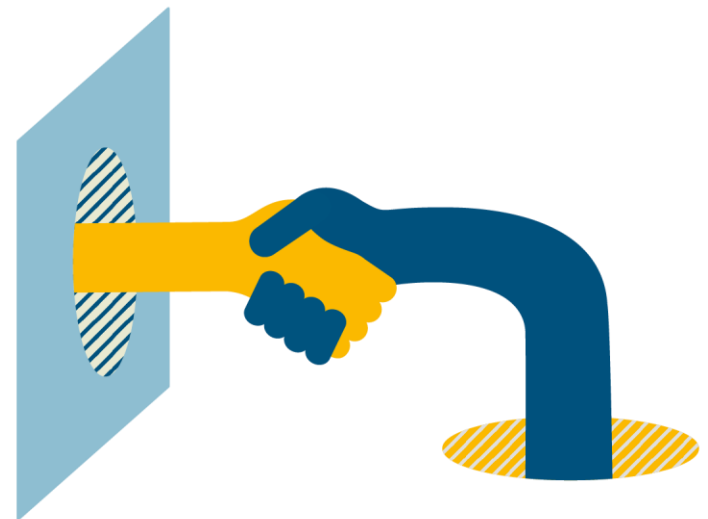# Welcome: Coordination across programmes

Coordination across programmes to better address common challenges

14 September 2016 | Bonn, Germany

@InteractEU

Baiba Liepa, Interact Programme

European Regional Development Fund

Why this meeting?

- Requirements in the EU regulations;

- Existing frameworks for cooperation, like macro-regional strategies;
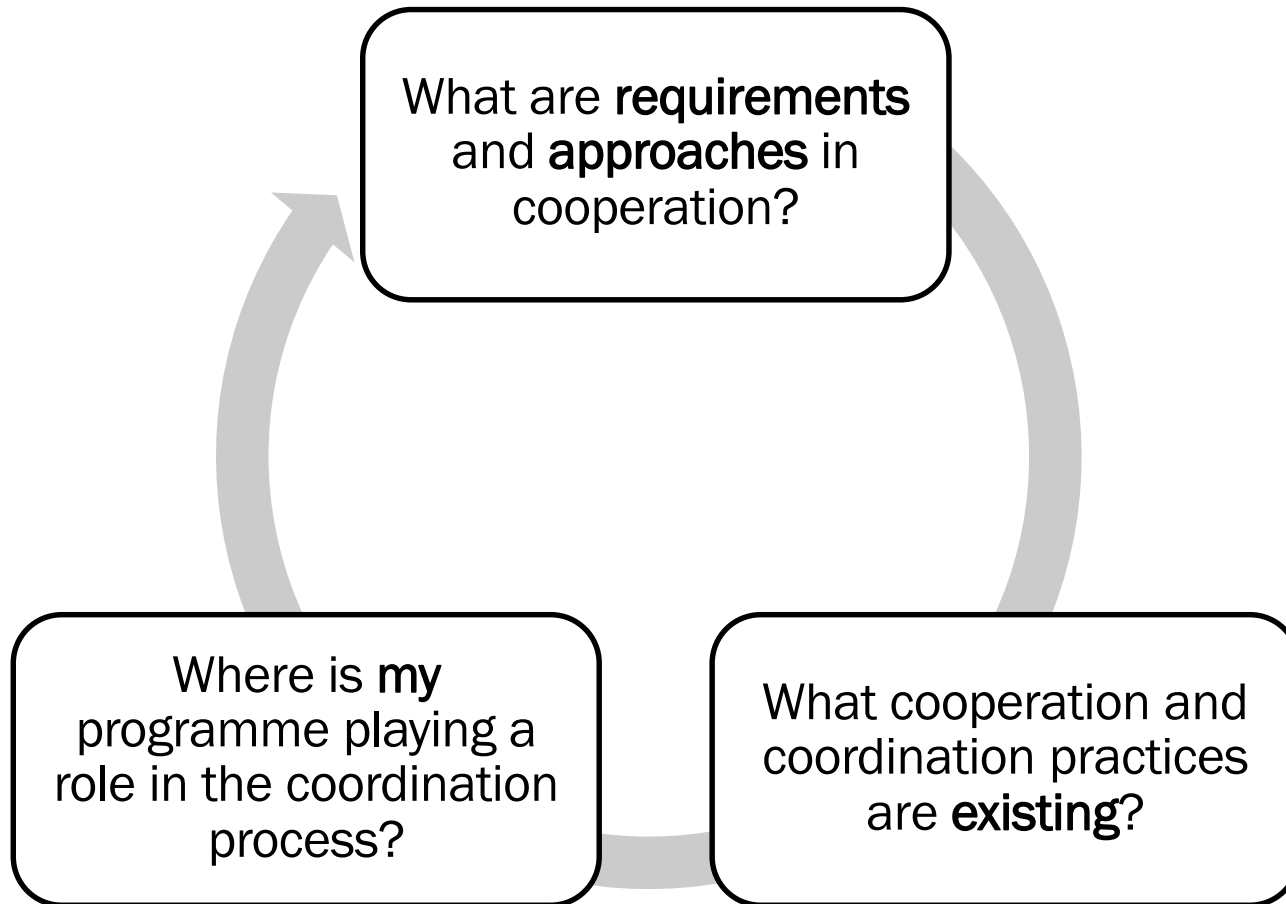
- Conclusions from our earlier events.

Why?

Our conclusions from earlier events?

- Coordination is a **process**;

- Coordination is about building a '**project chain**';

- Coordination requires an **active** 'architect';

- Coordinator or thematic expert within a programme needs broad **knowledge** about relevant **funding** sources, **stakeholders**, other **initiatives, frameworks**, etc.;

- Coordination can be not only 'top-down', but also a '**bottom-up**' initiative from a project level (e.g. Interreg projects considering '**mainstreaming**' of their **results**);

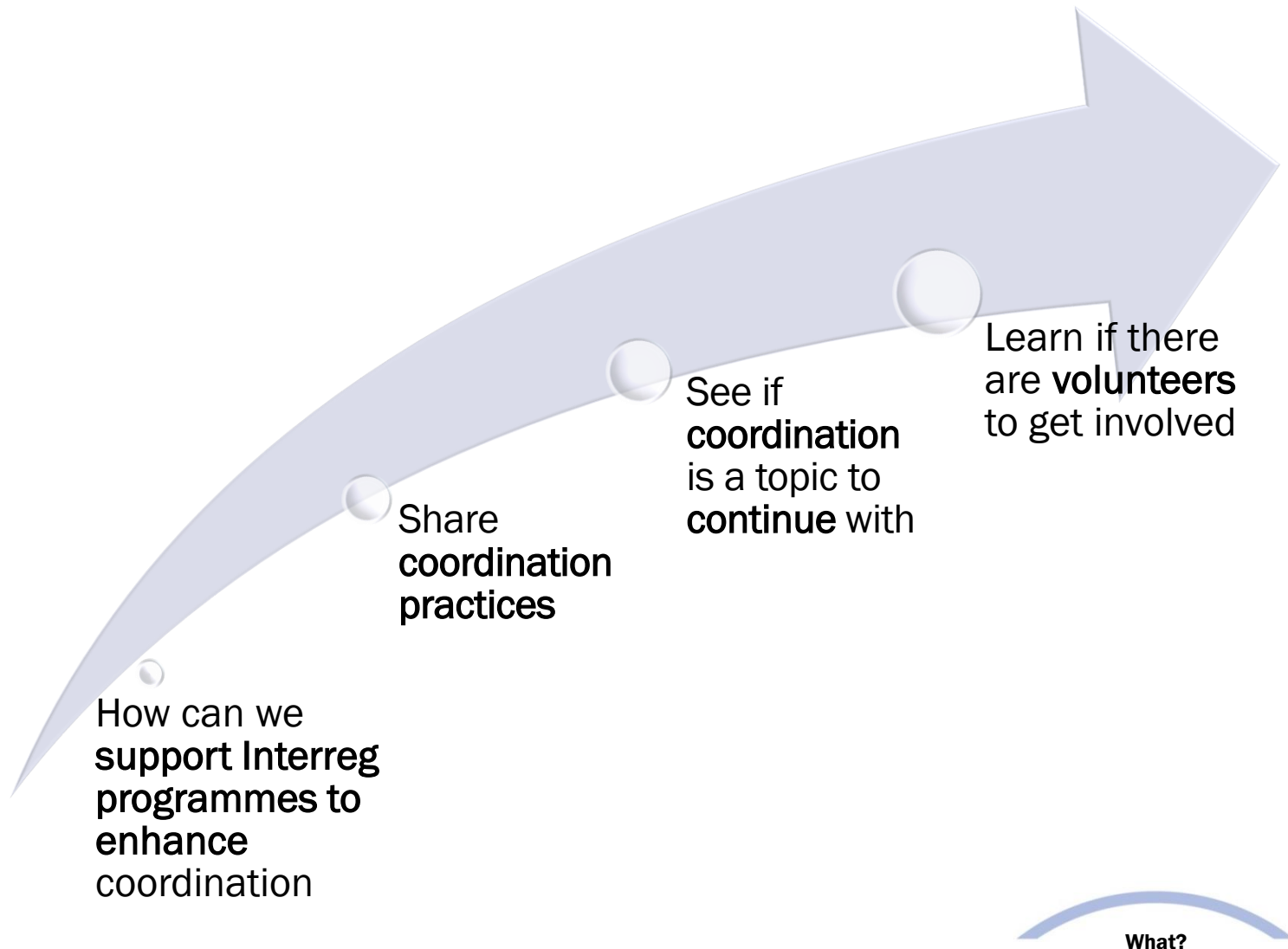- 'Project chain' needs both – '**architects**' and **programmes**.

Source: http://www.healthcareitnews.com/

Lessons learnt

What do we plan today?

What are **requirements** and **approaches** in cooperation?

What cooperation and coordination practices are **existing**?

Where is **my** programme playing a role in the coordination process?

What?

What we are expecting to achieve by this event?

Learn if there are **volunteers** to get involved

See if **coordination** is a topic to **continue** with

Share **coordination practices**

How can we **support Interreg programmes to enhance** coordination
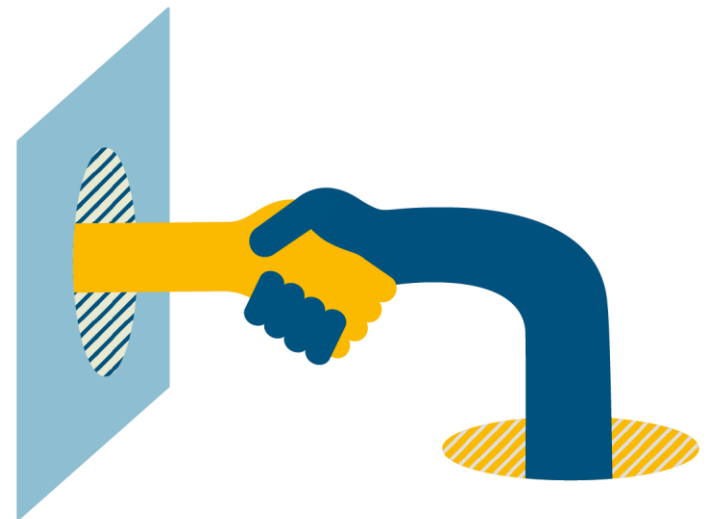
What?

Coordination - Requirements and Approaches

Coordination across programmes to better address common challenges

14 September 2016 | Bonn, Germany

@InteractEU

Philipp Schwartz, Interact Programme

Coordination process in practice

- To start with: What in your opinion is the aim of ‚coordination'? (1 sentence/table)

- Sample analysis of Section 6 Cooperation Programmes

- Practitioners' view

- Concrete example for strategic framework facilitating coordination: macro-regional strategies

  – Reporting requirement on contribution to macro-regional and sea basin strategies

  – Interreg support to projects of macro-regional relevance (Baltic Science Link and follow-up projects)

Focus

Analysis - Background

- 16 programmes' CP analysed

- 8 CBC and 8 transnational

- „Only" 16 as only approved ones (Autumn 2015) and only English ones

- Presenting only Programme's view

CP Section 6 – What is it about?
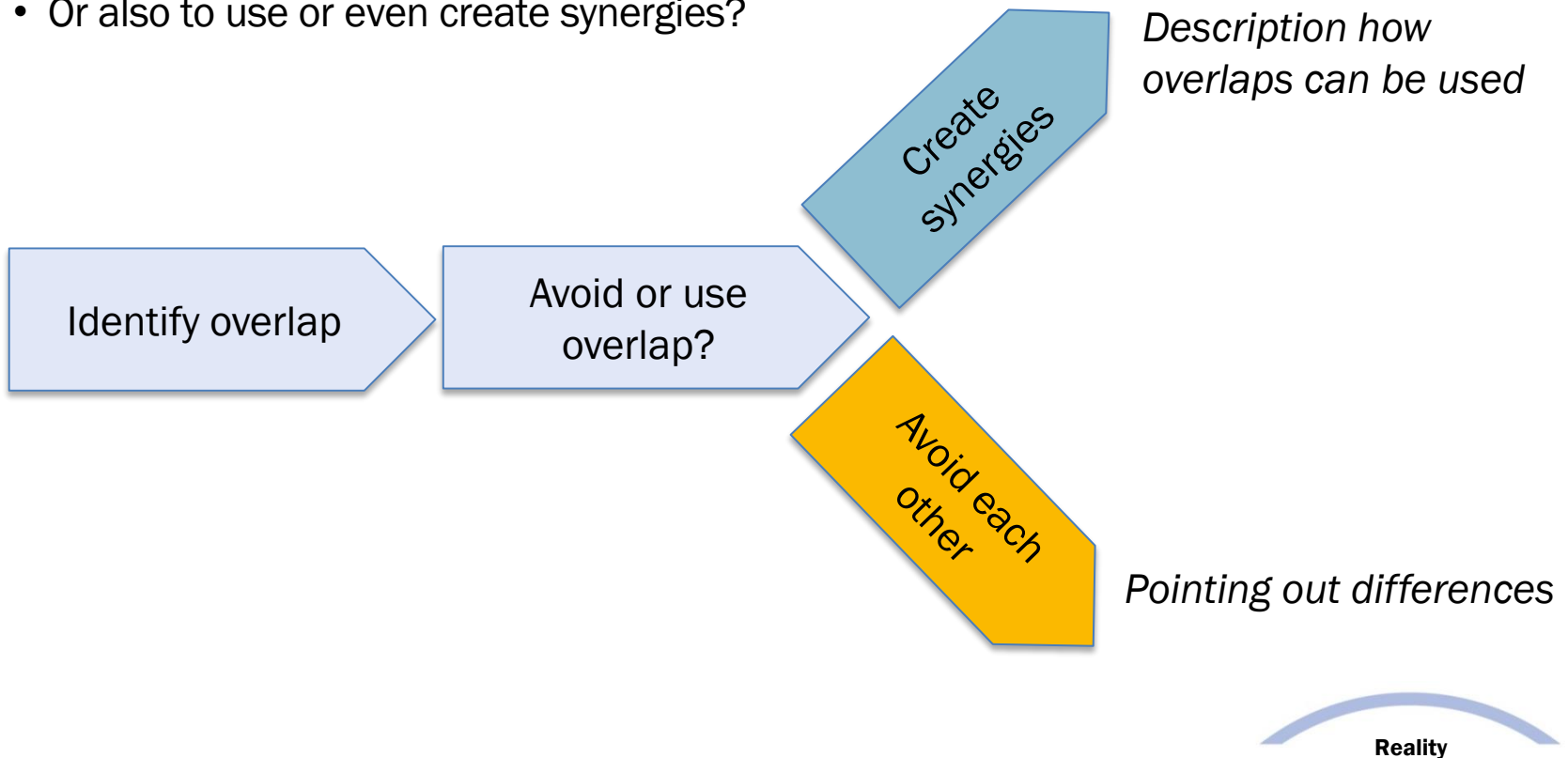
Cooperation Programme template:

"The **mechanisms that ensure effective coordination** between the ERDF, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund and other Union and national funding instruments, including **the coordination and possible combination** with the Connecting Europe Facility, the ENI, the European Development Fund (EDF) and the IPA and with the EIB, taking into account the provisions laid down in the Common Strategic Framework ..."

Common Strategic Framework (Annex 1 to Regulation (EU) No 1303/2013):

- 3. Integrated approach to and arrangements for the use of the ESI Funds: → 3.2 Coordination and complementarity

- 4. Coordination and synergies between ESI Funds and other Union policies and instruments

- 7. Cooperation activities → 7.1 Coordination and complementarity

Main aim of coordination according to programmes

- Only to avoid overlap of activities/ support?

- Or also to use or even create synergies?

Identify overlap

Avoid or use overlap?

Create synergies

Description how overlaps can be used

Avoid each other

Pointing out differences

Reality

How extensively coordination is described?

- 2 to 7 pages of CPs between 91 and 165 pages

- From rather general („descriptions will have to remain on a general level") to more detailed description with measures specified

- Coordination on programme vs. Member State level

- Obviously coordination between some programmes when drafting CP Section 6

Extent

Which other programmes/funds identified?

ESIF, IPA, ENI, EEA Grants	• National/regional OPs (CF, ERDF, ESF); ETC (CBC, TN, IR); EMFF, EAFRD (separately mentioned); IPA CBC; ENI; EEA Grants
Thematic/Sectoral (Top 5)	• Horizon 2020 & LIFE (14/16) • CEF (11/16) • COSME (10/16) • EIB (7/16)
National/regional/local funds, Other platforms, networks and stakeholders	• National Tourism Development Programme; Enterprise Europe Network; Convention on the Protection of the Environment of the North-East Atlantic (OSPAR); Council of the Baltic Sea States; National and regional strategic frameworks for R&I

Overlaps

Which other programmes/funds identified?

| → \ ←	CentBaltic	FR-UK (Ch)	GR-BG	RO-BG	South Balt	2Seas	ADRION	Alpine Sp	BSR	CentEurop	Danube	MED	North Sea	NWE
CentBaltic	■								→←					
FR-UK(Ch)		■				→←								
GR-BG			■				→				→	→		
RO-BG				■							→			
South Balt	→				■				→←					
2Seas		→←				■							→	→←
ADRION							■	→			→	→←		
Alpine Sp								■						
BSR	→←				→←				■	→			→	
CentEurop										■				
Danube											■			
MED							→←	→			→	■		
North Sea													■	
NWE						→←							→	■

Reciprocity

Overlaps identified – Starting point

Geography

- ETC and national/regional OPs (ESIF)

- Overlapping or neighbouring

- Then looking if also thematic overlaps

- From general reference to ESIF to concrete OPs per country

Themes/priorities

- Thematic/sectoral programmes

- Rather concretely pointing out programmes/funds (by priorities)

- Partly specifying possible synergies

Starting point
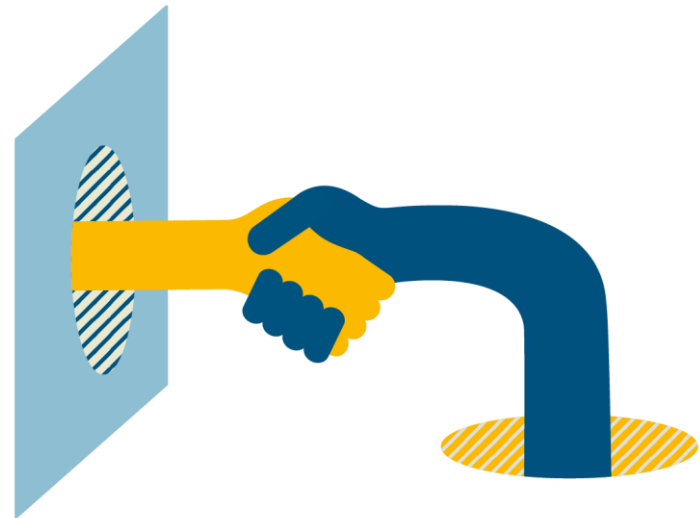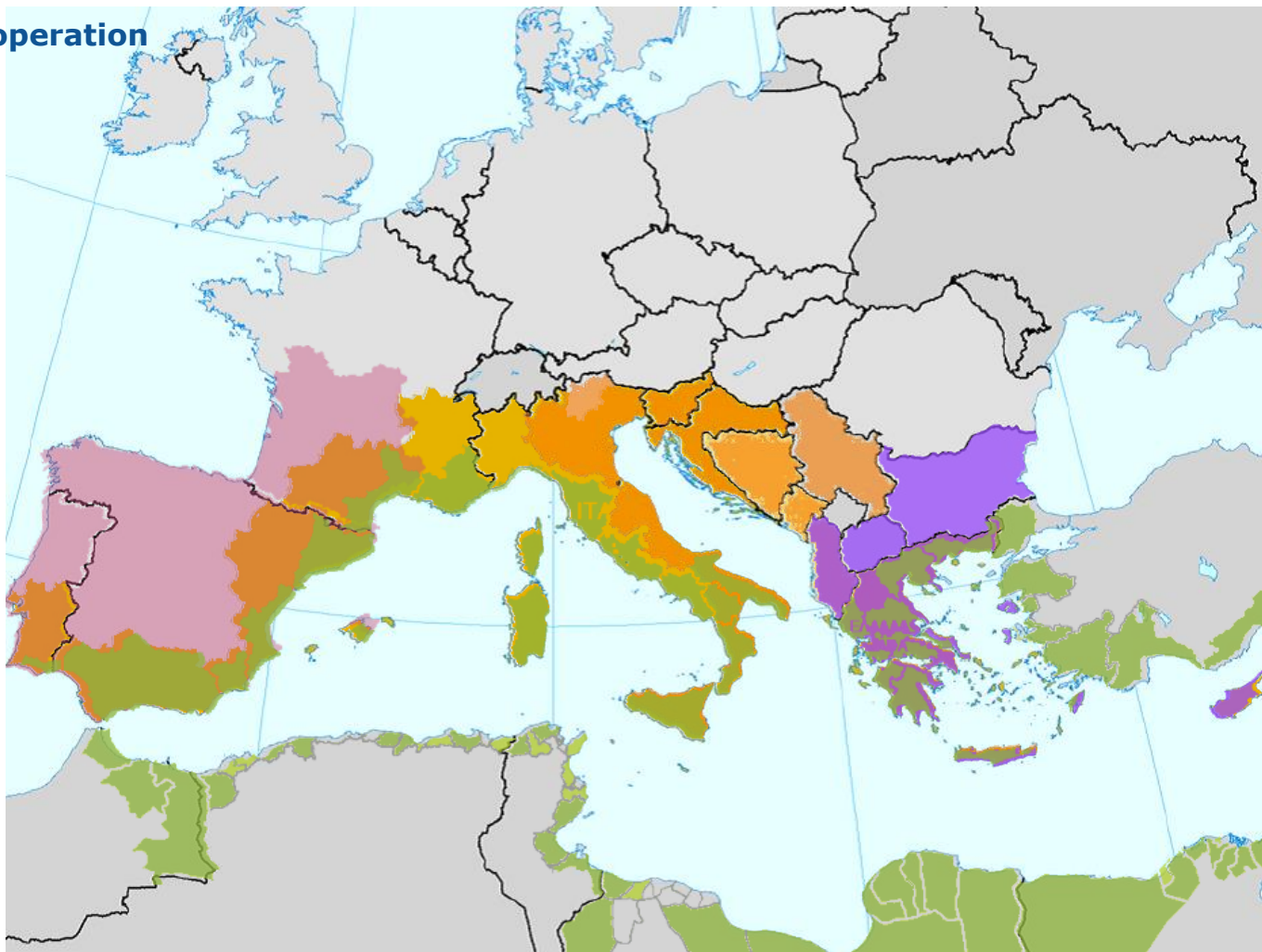
(Interreg) **Transnational cooperation**
Programmes

Mediterranean Area

South West Europe

Adriatic-Ionian

Balkan- Mediterranean

+

ENI CBC Med

Overlaps identified – Synergies and role of ETC

- Improve national/regional/local policies/initiatives and related funding with mutualisation of means and exchange of result

- Preparation of projects carried out in the framework of other programmes

- Results of projects funded by other programme put in practice in TN dimension

- Prepare ground for medium to large-scale investments funded by financial instruments administered by the EIB ("bankable")

- Complementing EAFRD, EMFF & ESF by promoting actions performed in cross-border and territorial development context, applying a cross-sectoral (integrated) approach

- Finance preliminary studies for preparation of projects possibly further developed with the support of regional and national programmes

- TN projects serving as "think tanks" or test grounds for innovative ideas, and large-scale implementation from ESI and other national funding

- Streamlining implementation of TN interventions supported by national and regional programmes of the IGJ goal
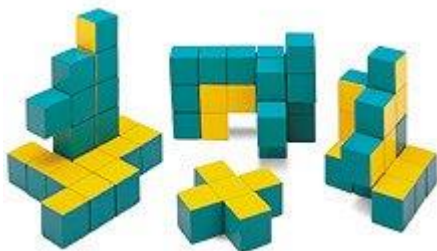
Input from the practitioners

- Anca Radu
  Managing Authority
  Interreg IPA CBC Romania – Serbia
  Programme
  www.romania-serbia.net

- Thorsten Kohlisch
  Head of Secretariat
  South Baltic Programme
  www.southbaltic.eu

In practice

Coordination and Complementarity

Interreg IPA CBC Romania-Serbia Programme

Interreg – IPA CBC
Romania - Serbia

Where did we start from?

The Partnership Agreement

Interreg – IPA CBC
Romania - Serbia

How do we tackle this issue?

at National level

at Programme level

Interreg – IPA CBC
Romania - Serbia

Coordination at National Level

Ministry for European Funds
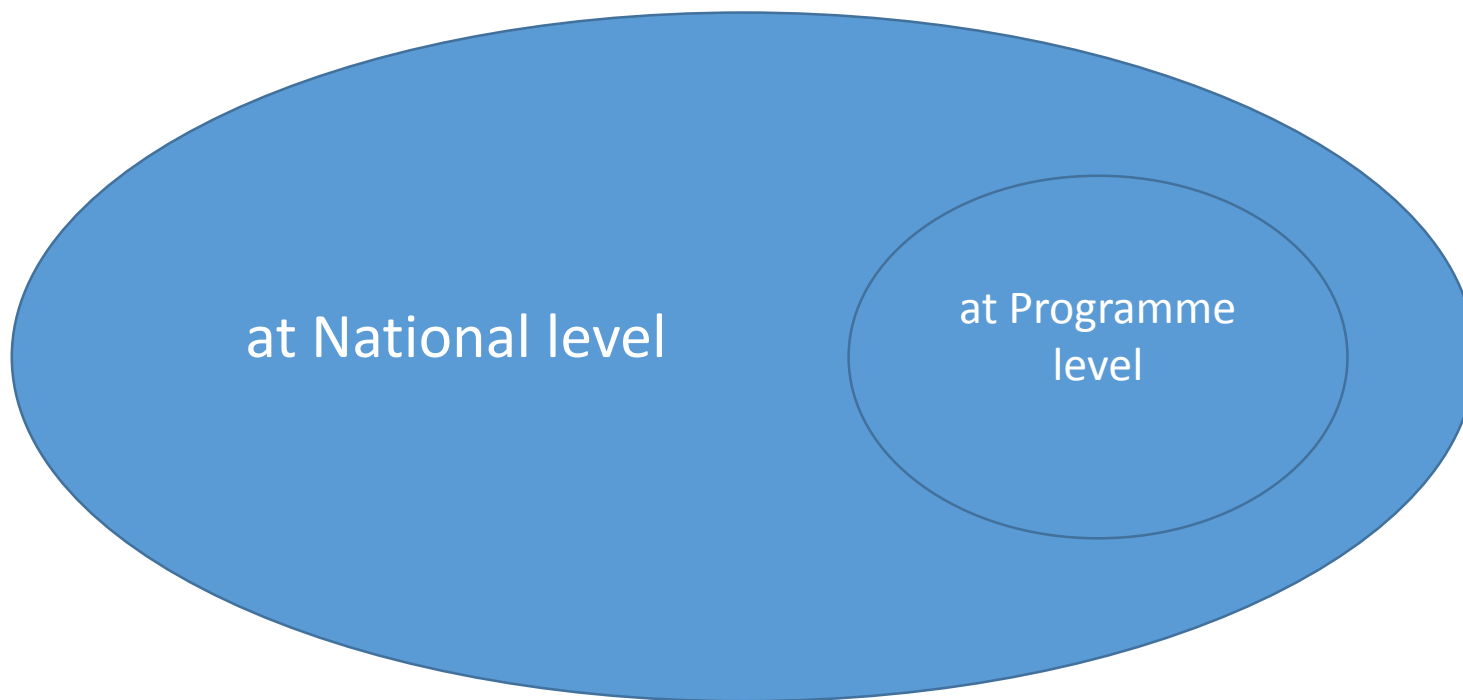
Committee for the coordination of the Partnership Agreement management

| WG 1: operational | WG 2: performance evaluation | WG 3: territorial coherence and ETC | WG 4: innovative approaches |

Coordination at National Level

Table of complementarities

For each major activity there are presented the potential interventions financed under ESI Funds

Ex.: Investment in tourism

Financing sources:

EAFRD (private investments in agro-touristic infrastructure)

ERDF (public investments in touristic infrastructure and marketing)

EMFF (private investments in other activities than fisheries, but in the field of tourism, in order to give fishermen access to other sources of income)

Interreg – IPA CBC
Romania - Serbia

WG 3: Territorial coherence and ETC

WHO: Representatives from the national OPs

WHAT:

- Analyze the complementarity and synergies between actions financed from different EU funds and between provisions from different applicant`s guides;

- Ensure correlation between launching calendars;

WHEN: whenever necessary

WG 3: Territorial coherence and ETC

Results so far: complementarity in education, health and social inclusion

E.g.:

- Correlation between calls for 2 OPs (one dealing with investment in infrastructure and one dealing with investment in human capital, both in the field of primary education)

- Conditionalities (one beneficiary receives extra points for infrastructure projects if it proves it accessed human capital development projects in the same area)

Coordination at Programme Level

1. Through the JMC meetings

Where, representatives from the Ministry of European Funds, the Ministry for External Affairs, from other OPs, from Local and County Council and other relevant stakeholders, participate as members or observers.

2. Through the Evaluation Process

Each project proposal will be evaluated according to the following criteria: "To what extent is the project expected to contribute to the implementation of EU, national, regional and local development strategies or other programmes" (10 pt.), max 2 pt. for each of the following:

- o contribution to the EU 2020 strategy;
- o contribution to the Danube strategy;
- o project objectives in line with other EU, national, regional, local strategies or programmes/direct impact to TEN –T infrastructure;
- o capitalizing the results of other EU-funded projects;
- o plans to have complementarities with implemented/ongoing projects carried out under this or other EU-funded programmes.

Interreg – IPA CBC
Romania - Serbia

Thank you for your attention!

Anca Radu

+ 40 372 111 347

anca.radu@mdrap.ro

www.romania-serbia.net
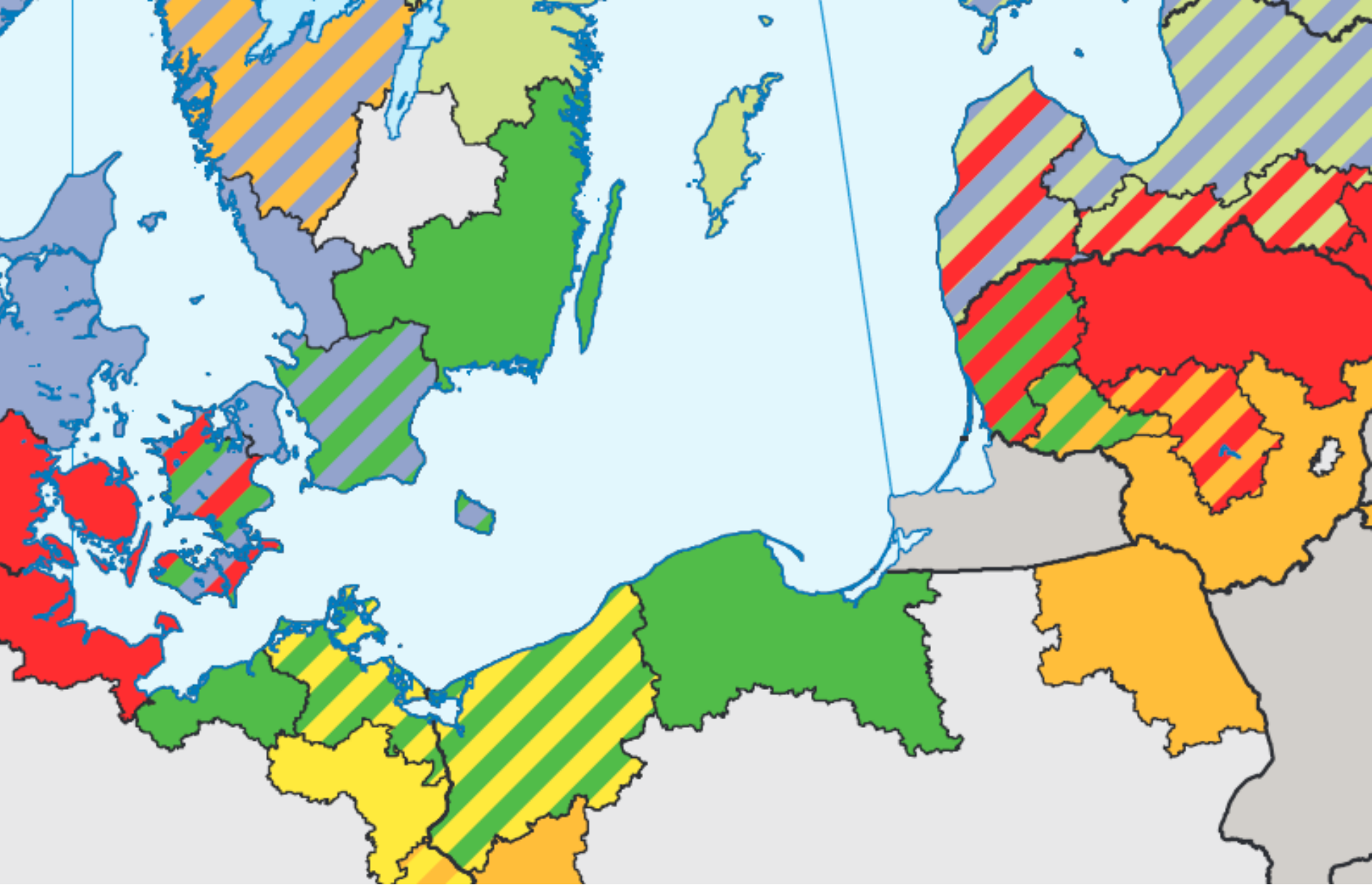
Communication Strategy

- Section 7.2.2 of South Baltic's Communication Strategy:

„Cross-programme cooperation and the exchange within communication knowledge sharing networks allows the Programme to share good practices on communication management, increase the visibility of Interreg and better reach relevant target groups through joint activities (e.g. joint promotional stands, joint workshops for applicants, joint dissemination events targeting local/regional policy-makers, etc.). Regular cross-programme meetings and exchanges between the staff of different programmes shall also prepare the ground for the transfer of good management practices, the creation of thematic partnerships, project cross-fertilisation across programmes as well as ripple effects and the "export" of project results beyond the geographical Programme coverage. Cooperation shall be envisaged particularly with programmes that have both geographical and thematic relevance (e.g. Öresund-Kattegat-Skagerrak, Central Baltic, etc.)."

@SouthBaltic   SouthBaltic   www.southbaltic.eu

Cross-programme cooperation in practice:

Annual team meetings

@SouthBaltic   SouthBaltic   www.southbaltic.eu

Cross-programme cooperation in practice:

Joint promotional activities

@SouthBaltic   SouthBaltic   www.southbaltic.eu

Cross-programme cooperation in practice:
Joint dissemination activities

@SouthBaltic   SouthBaltic   www.southbaltic.eu

Cross-programme cooperation in practice:

Thematic exchanges

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Cross-programme cooperation in the JS

- „Cross-Programme Coordinator" established

- Additional function for one of the Project Officers (20-30%)

In order to ensure better alignment of funding as well as the creation of synergies and complementarities with other financial instruments, "cross-programme cooperation" has been defined as a strategic objective in the Communication Strategy of the South Baltic Programme 2014-2020 (section 7.2.2). From the perspective of the Programme, the benefits of cross-programme cooperation are threefold: (1) Cross-programme cooperation allows for cross-programme exchanges on good management practices and thus contributes to increased Programme management capacities; (2) Joint communication and dissemination activities increase the visibility of Interreg and enable the participating programmes to better reach their target groups; (3) Cooperation between programmes prepares the ground for cross-project partnerships supports the "export" of project results beyond "programme borders", thus increasing the impact and leverage effect of the funded operations. The present position has been designed to support the coordination of these activities within the JS of the South Baltic Programme 2014-2020. In geographical terms, emphasis will be given to cooperation with other funding instruments in the Baltic Sea Region. The Cross-Programme Coordinator performs her/his tasks in close cooperation with the Head of the JS and relevant Programme staff.

Challenges

- Ambitions vs. available resources

- Different implementation schedules of programmes

- Political support for cross-programme cooperation

- Defining the „bottomline" for cross-programme cooperation

Road ahead

- Staff exchanges and closer cooperation between decision-makers

- Developing thematic exchanges towards thematic partnerships

- Cross-programme clustering of projects

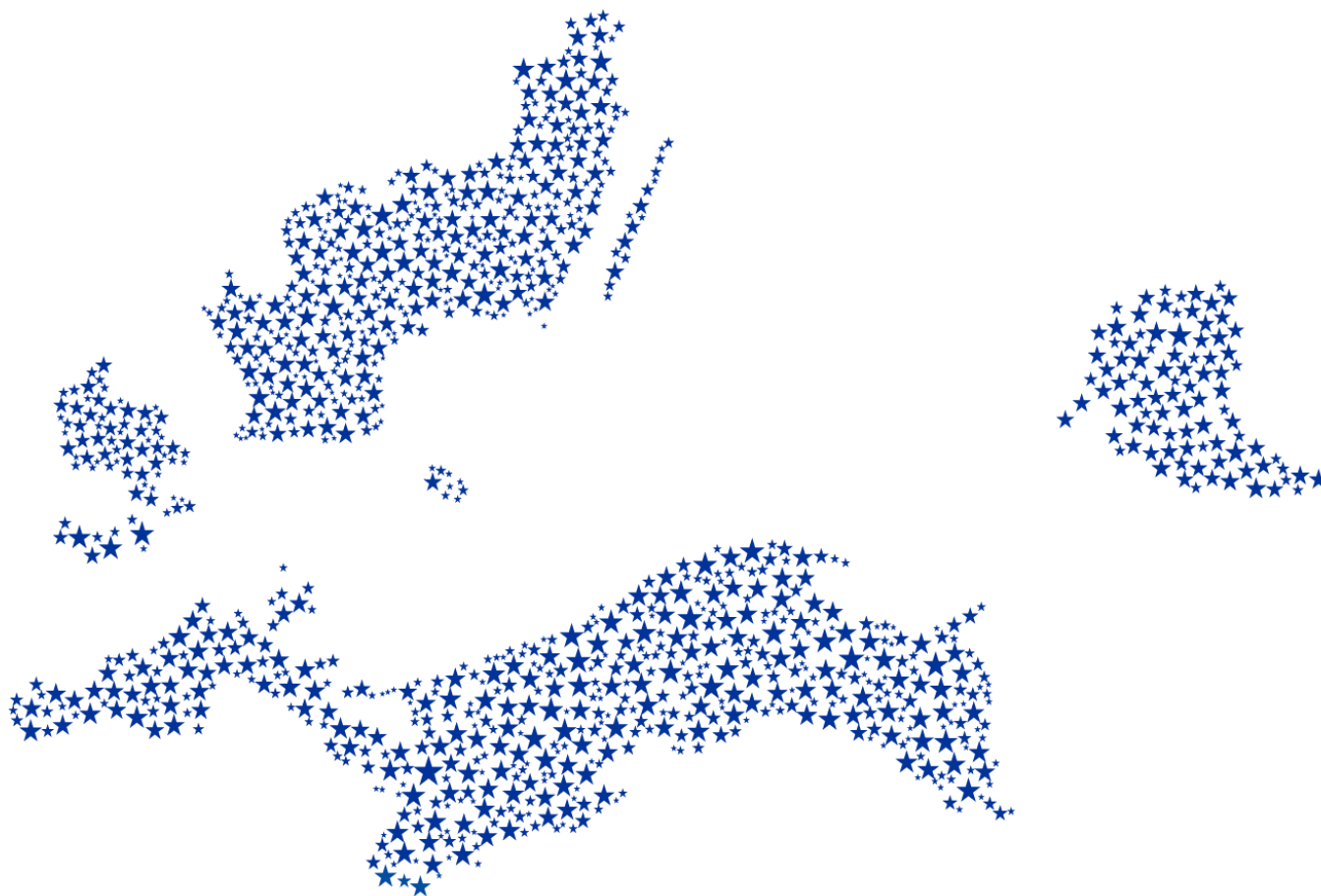- Intensified cooperation with „mainstream" MAs

- Support for project chain development

Thank you!

Thorsten Kohlisch | Head of the Joint Secretariat | thorsten.kohlisch@southbaltic.eu

Example: South & Central Baltic cooperation
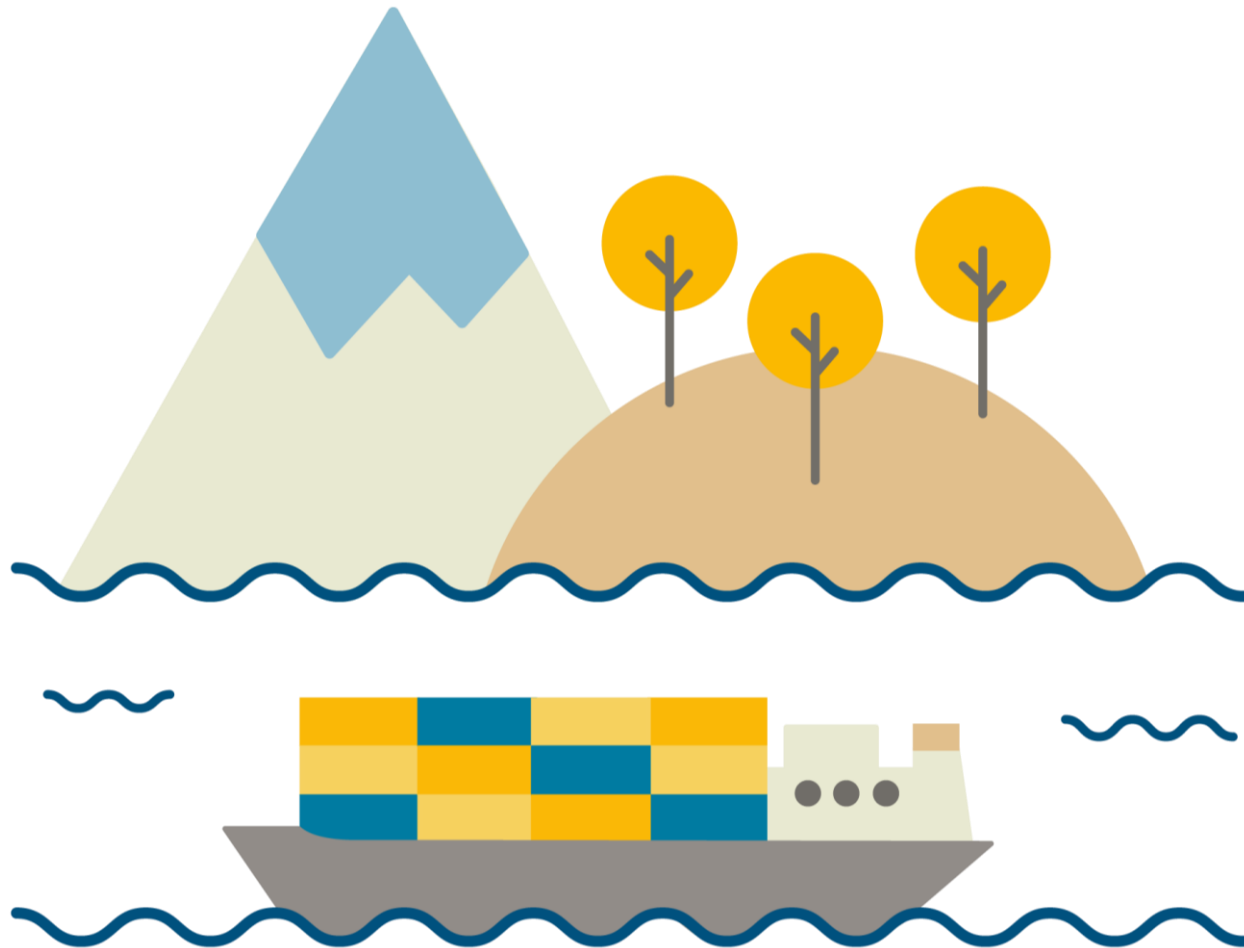
Video

Coordination throughout the programme lifecycle

- Project generation/consultation

- Application

- Assessment & Funding decision

- Implementation

- Information, Communication, Capitalisation

- Contact and exchange with other programmes

- Events and networking

- Coordination – Other ides

Project generation/consultation

- JS to keep in mind potential overlaps and synergies

- Coordination of calls for proposals with other OPs and informing about calls for applications as widely as possible

- Individual support on EIB funding possibilities for follow-up measures

- Clearly communicating programme specificity (e.g. transnational dimension)

- Estimation of possible overlaps/synergies at project consultation events

- Encourage mainstreaming of solutions/developed/tested through CBC by applying to relevant national/regional/sectoral programmes

- ESPON can deliver useful territorial information for project development

- Clearly communicate need to consider coordination and complementarity and direct applicants to another programme for complementary funding

- Encourage links with MRS (where clear benefit for programme area)

- Cooperation to define content of (targeted) calls for projects

Application

- Indicate (application form including special section)

  - Past, current and envisaged EU assistance (for similar actions)

  - How the project is complementary to national/regional programmes supported by ESIF, with other Union funding, with European/national policies or strategies and funding instruments

  - What is the specific cross-border respectively transnational added value

- For projects focused on preparation of investment related studies explain

  - How to link to other national and regional programmes of the IGJ goal

  - How effective implementation of the investment will be done in a reasonable period of time after the end of the project

- Describe how the established relationship will work during the funding period

Assessment & Funding decision

- Projects overlapping with other funding programmes not suggested for approval

- (Specific criterion) to assess overlapping, additionality and synergies with interventions funded at national/regional/European level (by MC/SC and JS)

- Confirming compliance with national and regional policies (by MC/SC)

- Analysis performed by JS on possible overlap made available to committee

- Consultation with other programmes during project selection in order to avoid potential duplication and ensure coherence (request for opinion)

- Joint review of project proposals relevant for more than one programme when project or project partnership overlap

- MC/SC made up of experts from different thematic fields and from all regions and/or countries, possibly members in more committees

- MC/SC to propose changes to projects to exploit complem./strengthen synergies

- ESIF & Horizon 2020 in one project: System of conditional commitment of funding

Implementation

- MC members involved in (monitoring) of more than one programme

- Participation of economic, technical, social, scientific experts and representatives of other programmes on "as needed" basis in MC meetings

- (National) Joint committee (MAs, line ministries/authorities in charge of national level funding), to be invited to MC meetings

- Project partners brought together for cross-programme clustering

- Cross-fertilisation actions (including events, trainings for beneficiaries) unfolding synergies between operations

...

Information, Communication & Capitalisation

- Promotion of outputs and results at all levels and to thematic stakeholders addressed by Union instruments and outside programme (ComStrategy)

- Mutual uptake/clustering of project results and joint capitalisation events

- Common branding of ETC programmes

- Links between communication strategies and communication officers

- Cooperatin with EUSBSR actors for capitalisation of results and building synergy

- Exchange with EC Services and other European and national bodies involved in the management of Union instruments

- ESPON to combine project results with relevant territorial data

- Exchange between beneficiaries of different programmes on results & lessons learnt

- Take into account objectives and results of other programmes for capitalisation activities, strategic projects and in self-evaluation

- 'Platform' projects (MED)

Contact and exchange with other programmes

- Regular contacts and exchange between programmes (e.g. information about future calls, feedback from info events, assistance in info days)

- Regular contacts and information exchange with NCPs (ETC and beyond)

- Closer, informal and regular contacts and links between JSs (information exchange, sharing of best practices in programme management, programme rules and content)

- Thematic meetings between JSS on issues relevant for both programmes

- Better information on concerns and possiblities of other ETC stakeholders

- Access to programme documentation (other JS read-only access to eMS)

- Join data sharing and research for complementarity of project

- Elaboration of common tools for programme implementation

- Regular exchanges on project ideas and approved operations as well as the generation of complementary actions (e.g. 'mirror project')

- Improving exchange on applications and approved projects (incl. Results)

Events and networking

- Joint (dissemination) events to facilitate coordination between project partners, dissemination of results and good practices, sharing of know-how

- Invite relevant stakeholders from outside programmes

- Invite other programmes (JS) to own events and attend other programme's events

- Encourage projects to participate in other programmes' networking events

- Create cooperation networks and establish information exchange platforms

- Make use of (external) transnational events (and instruments) (esp. MRS)

- Involve NCPs of other EU programmes directly in information events

...

Coordination – Other ideas 1

- Thematic experts (in MA/JS) for each priority resp. Assign MA staff member to coordinate coordination

- Awareness raising, capacity building and training of both potential beneficiaries and stakeholders

- MAs of regional OPs participating in MC and vice-versa for ETC MAs

- Joint MA/JS, CA and AA for two (or more) programmes

- Complementarity between memberships in different programmes' MCs

- Involve national experts in preparing calls and guidelines for applicants

- National working groups/networks/coordination committees of authorities involved in implementing ESIF programmes

- NCPs/IPs collect information on regional Ops and inform MA and vice-versa

Coordination – Other ideas 2

- Exchanges with and advice from EC services and other European and national institutions involved in the management of Union instruments

- Tool with data on funding sources for implementation of actions in line with EUSBSR and its Action Plan

- Geographical flexibility (Art. 20(2) ETC) in order to support projects that will have stronger results if part of their activities are implemented beyond the programme area

- Interact supports exchange between programmes' bodies and gathering information about funded projects from all respective programmes

...

Who is responsible for coordination?

Question: delegation or sharing of coordination responsiblity?

- MA: main responsiblity

- JS: Day-to-day implementation

- MC/SC: Focal body

- National Authorities

- NCPs or alike

- National committees/working groups

- MS level (e.g. line ministries, MAs of national/regional OPs)

- Applicants

- MRS stakeholders

- Interact

...
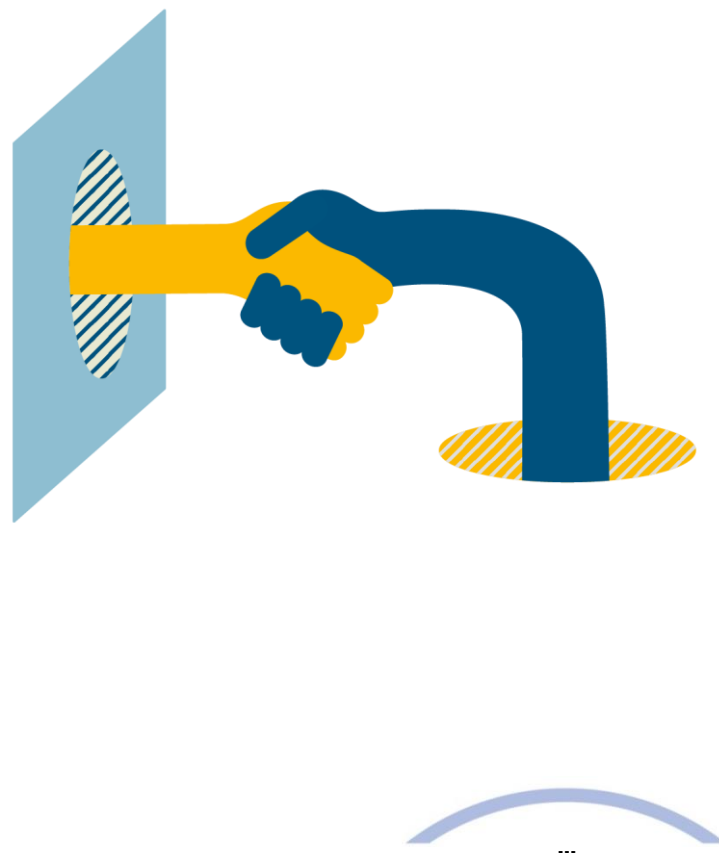
Strategic framework for coordination & cooperation

- Macro-regional strategies (MRS) can serve as strategic framework and hereby facilitate coordination, cooperation and synergies between funding programmes

- Precondition: Contributing to MRS not duty for me, but chance for us?!

- (Annual) reports by programmes on their contribution to MRS can serve as food for thoughts on cooperation and coordination in practice

- Programmes need to annually report on contribution to MRS (1st time 31.05.2016)

  - Governance of MRS/SBS – Actors involved in programme management?

  - Embedding – Which measures taken by programme to support MRS/SBS?

  - Financing – Amounts of EUR spent for MRS/SBS?

  - Results – Results obtained in relation to MRS/SBS?

- Question: How did you do for the first time this year?

MRS/SBS

Conclusion – Real aim of coordination?

Avoid possible overlap

Overlap

Identify existing overlap

NO

by creating synergies

Synergy

See if overlap can be turned into synergy

YES

PRO-ACTIVE - BEFOREHAND

REACTIVE - AFTERWARDS

Conclusion
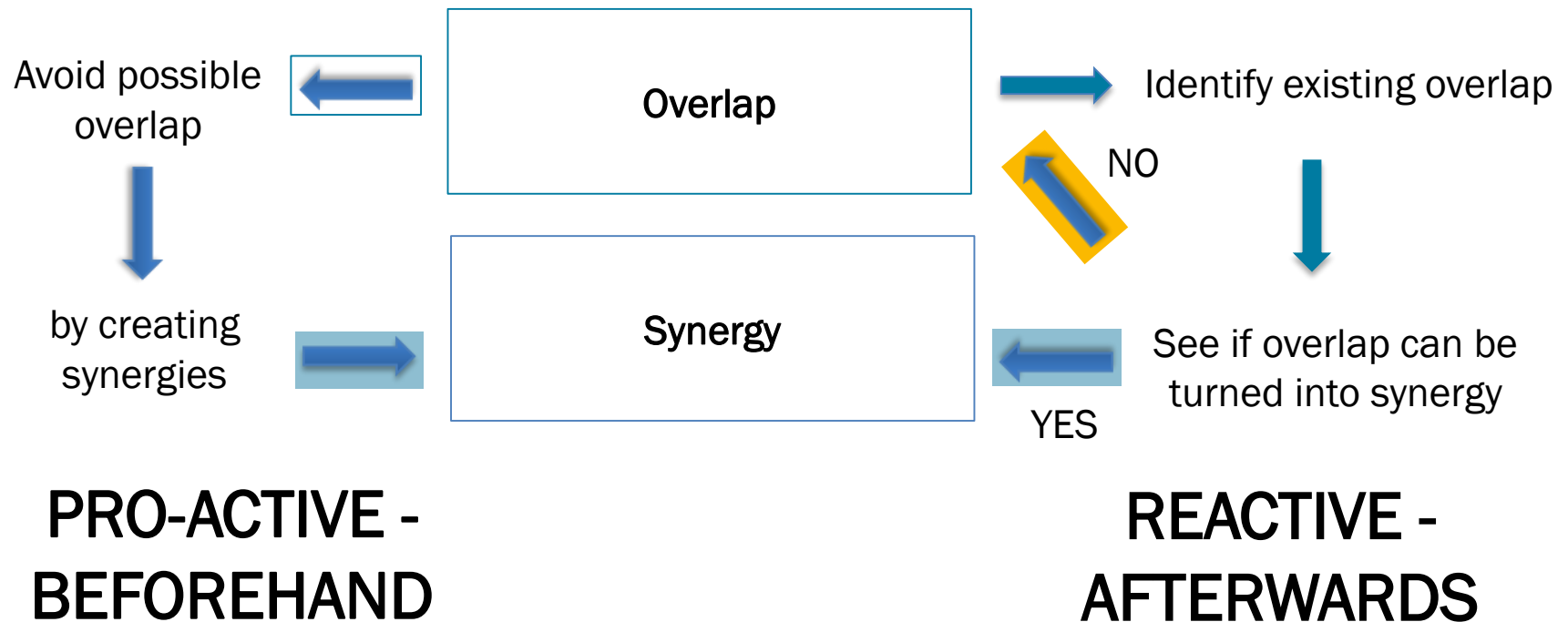
From programme to project level

Uwe Sassenberg/Desy, Baltic Science Link...

- How did the project start and develop?

- How did the outcomes of the project expanded/spilled over?

- What is the role of Interreg programmes in support of macro-regional projects?

- Where is coordination among and beyond Interreg is needed?

Project level

Interreg support to projects of macro-regional relevance

A Baltic Science Link (the EUBSR flagship) and follow-up projects

Background

- 3 Billion € investment in RI in the BSR

- Only 4.2 % (average) usage of RI by industry

ANALYTICAL RESEARCH INFRASTRUCTURES IN EUROPE
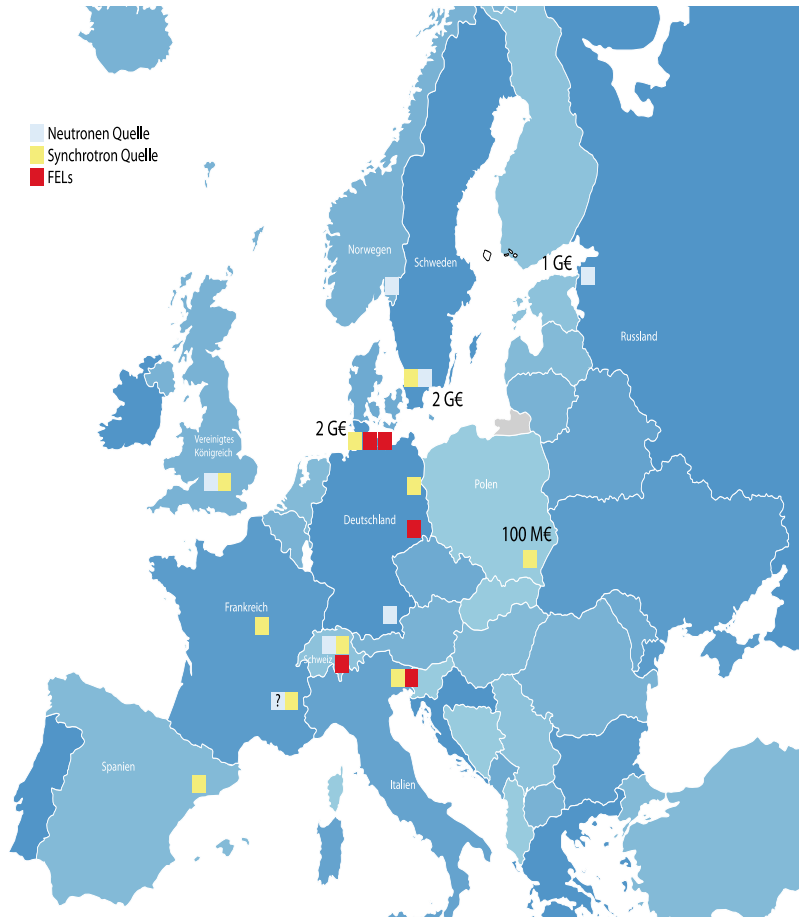
- Upcoming north cluster

- East-west imbalance in the BSR

Baltic Science Link

„The Baltic Sea region … is investing about EUR 3 billion in new research infrastructures… This infrastructure should be used to strengthen the scientific capability and competitiveness as well as the attractiveness of the region. Building a strong **network between universities, research institutes and industries in the region** is essential and i.e. the Baltic Science Link could facilitate this."

Action Plan for the EU Strategy for the Baltic Sea Region, PA Innovation

ACTIVITIES

A German-Swedish research collaboration

The Röntgen-Ångström Cluster (RÅC) is a Swedish-German research collaboration in the fields of materials science and structural biology that aims to strengthen research at synchrotron and neutron radiation sources. Enabled by an agreement between the Swedish and German governments in 2009, the RÅC helps initiating and developing cooperative projects between research groups from Germany and Sweden in the above-named fields. Several large-scale facilities from both countries are included in the cluster:

- Scientific co-operation between Sweden and Germany

- Funding: 6 – 8 Mio. € p.a. (BMBF, Swedish Research Council)

Activities

- German-Swedish-Russian Initative to promote young scientists

- Funding: BMBF, Swedish Research Council, NRC "Kurchatov Institute", DESY

Open Question
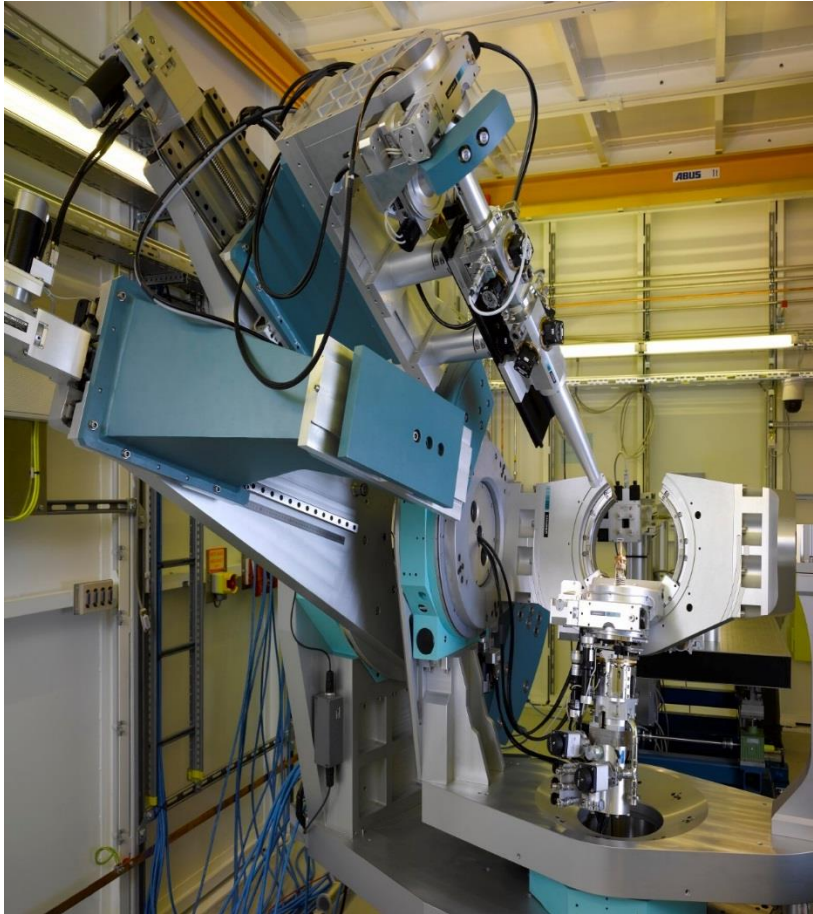
- How to attract more usage by industry?

- First answer: Better and intensified marketing!

➔ Science Link Project

Science Link Project
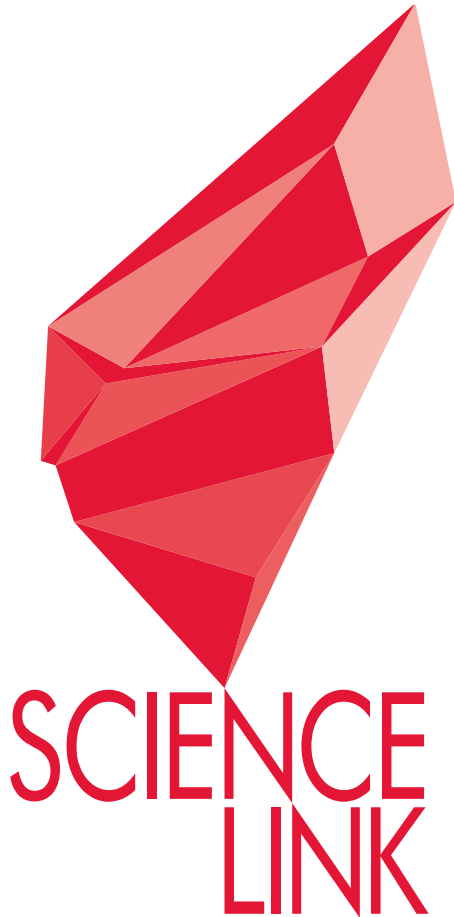
- Project period: 2012 -14

- Partners engaged: 17 contracted + 5 associated partners

- Budget: 3,9 M EUR, part financed by the BSR programme

SCIENCE
LINK

Interreg
Baltic Sea Region

EUROPEAN UNION
EUROPEAN
REGIONAL
DEVELOPMENT
FUND

BALTIC
TRAM

Science Link Project

Planned

- 40 potential customers

Fulfilled

- 66 applications
- 39 Measurements

Lessons learned

Science Link

Call

RI U RI U RI

- Higher visibility by common activities

Lessons learned 2 = open question

Large-scale RIs

Universities

1.000.000.000 €

1.000.000 €

1.000 €

1 €

0 €

n Samples
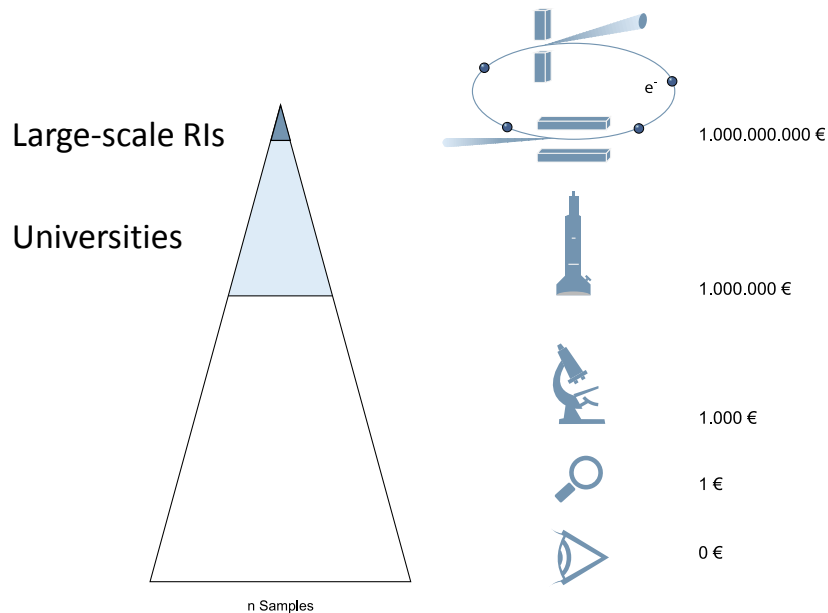
- Best suitable / cost-saving measurement method
- Better local service

Baltic TRAM Project

- Project period: 2016 -19

- Partners engaged: 15 contracted + 5 associated partners

- Budget: 4,2 M EUR, part financed by the BSR programme

Baltic TRAM: Activities

- Development of a concept for **Industrial Research Centers** (IReC) acting as an **interface** between ARI and users

- Publish **calls** supporting users from Industry/SMEs in selected areas (e.g. nanotechnologies, food technology), offering **consultation services** & execution of **measurments** at suitable partner institutions

- Addressing **Open Access to data** issues

- Benchmarking **analysis** on **national strategies** (roadmaps) for research infrastructures and smart specialisation strategies

- Policy recommendations: "smart co-operation strategy"

SCIENCE LINK PROJECT → SCIENCE LINK NETWORK

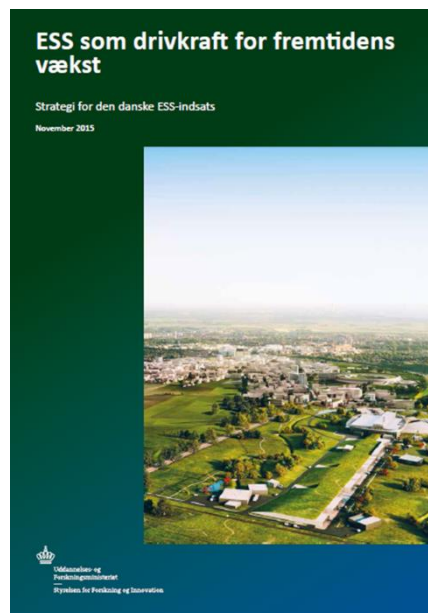- Based on a Letter of Intend most of the Science Link Project – Partners continued co-operation to support the achievments made in Science Link

- Future role of Science Link Network:
  - **Customer routing**: organise a process to assign customer requests to the most suitable network partner acting as a "one-stopp-shop"
  - **Marketing**: make spending of communication and advertising costs more effective via joint activities and higher visibility of all partners
  - **Lobbying**: provide a forum to discuss needs and expectations of all network partners internally, to develop a common position and to communicate this common position to high level decission making institutions at national and European level
  - **Knowledge transfer:** act as a platform for knowlede transfer and development of new solutions for better co-operation with industry/SMEs

Science Link Network: Co-operations
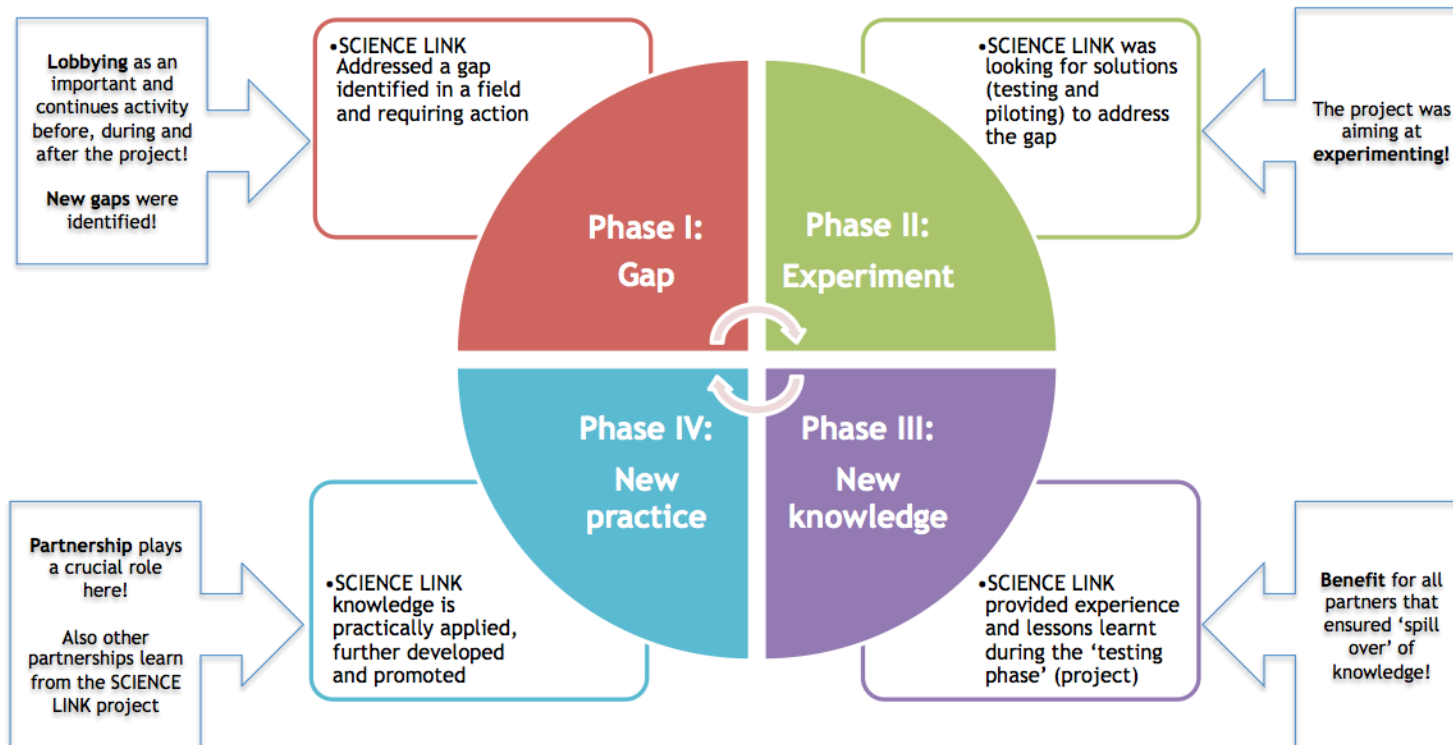
SINE 2020	Science and Innovation with Neutrons in Europe in 2020	HORIZON 2020 Project
HIGH TIME FOR BEAM TIME		Visegrad States Program
OASIS	Discussions about applications in Interreg programs and marketing methods based on Science Link	
CALYPSO +	Marketing methods based on Science Link Discussion paper	

Political Co-operation

SCIENCE LINK: process applied by the project

Lobbying as an important and continues activity before, during and after the project!

New gaps were identified!

- SCIENCE LINK Addressed a gap identified in a field and requiring action

Phase I: Gap

Phase II: Experiment

- SCIENCE LINK was looking for solutions (testing and piloting) to address the gap

The project was aiming at **experimenting!**

Phase IV: New practice

Phase III: New knowledge

Partnership plays a crucial role here!

Also other partnerships learn from the SCIENCE LINK project

- SCIENCE LINK knowledge is practically applied, further developed and promoted

- SCIENCE LINK provided experience and lessons learnt during the 'testing phase' (project)

Benefit for all partners that ensured 'spill over' of knowledge!

THANK YOU

WWW.BALTIC-TRAM.EU

Cooperation works

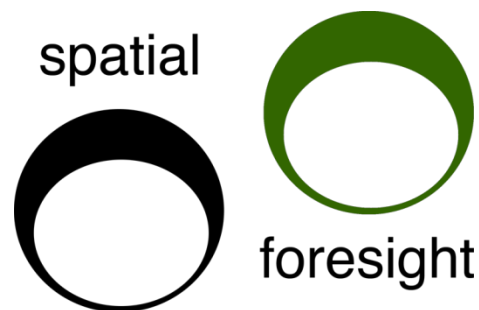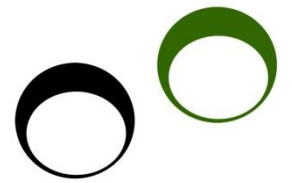All materials will be available on:

www.interact-eu.net

Added value
of macro-regional cooperation
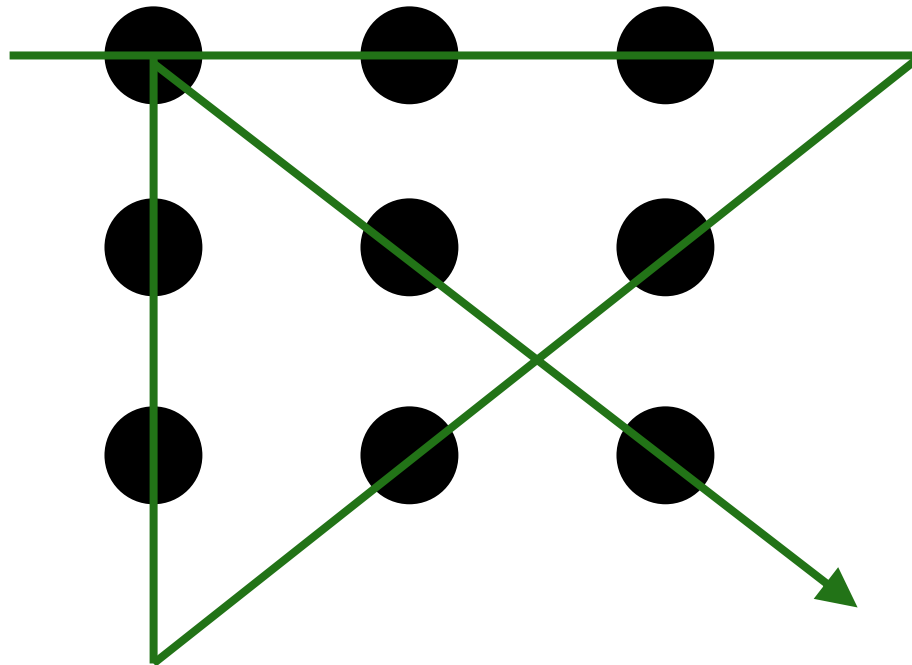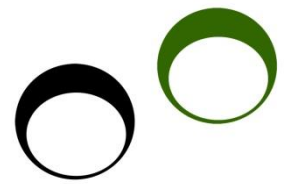
Kai Böhme

Macro-regional added value

Connect all points with only four lines,
without lifting the pen from the paper.
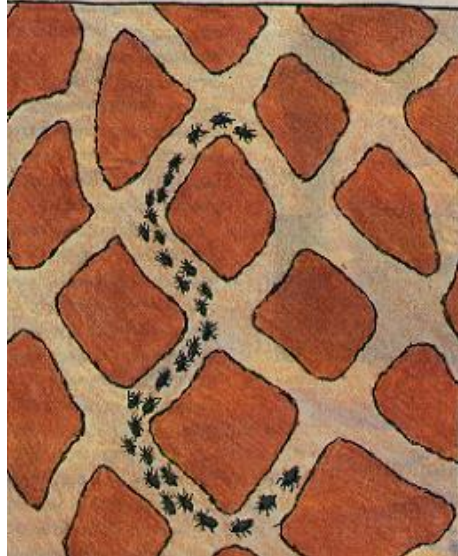
Different understandings

Project debate

Programme debate

Transnational debate

SEC GEN debate
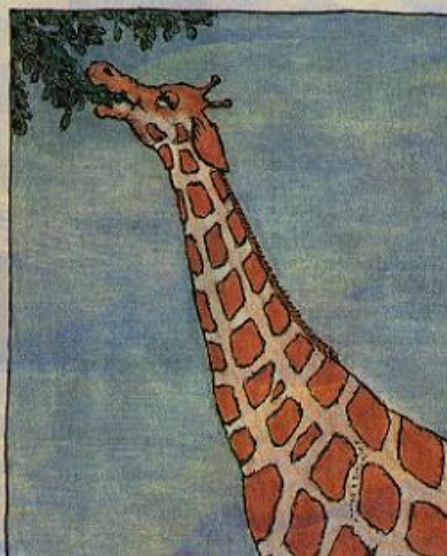
Possible mutual added values
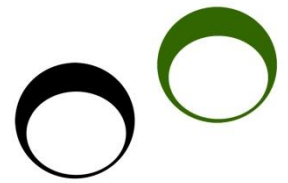
Macro-regional strategy

- Better awareness of development challenges and opportunities
- New institutional solutions to address development challenges and opportunities
- Better economies of scale to actually address development challenges and opportunities
- Possibility to address own development challenges and opportunities where the answer lies outside the programme area

…

- Funding of actions
- Results in terms of projects, actions, decisions
- Influence on local, regional and national decision making processes

…

Funding programmes

Project perspective

Macro-regional strategy

Common understanding

cross-sector dialogue

Lifting debates to 'right' policy level

Alignment of ideas and policy agendas

Visibility & dissemination

Move from ETC to 'mainstream'

Funding programmes

Project perspective

Cross-sector coordination for protecting and enforcing the Danube Sturgeon population
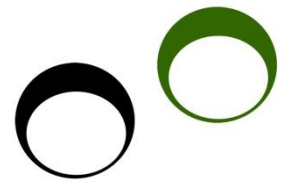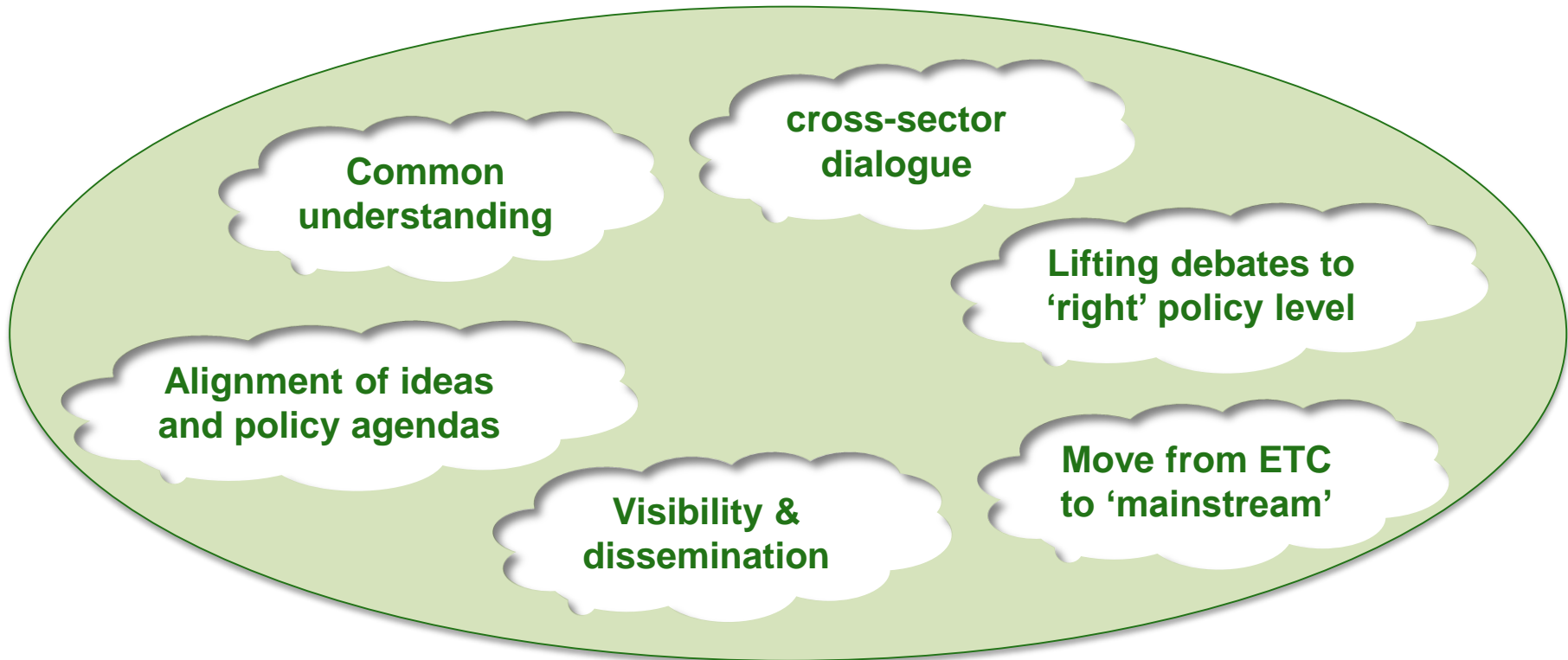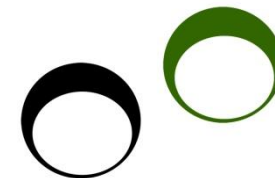
Aim & rationale of the project

Sturgeon 2020 is a program/strategy based on Sturgeon Action Plan adopted under the Bern Convention in 2005 (SAP). **Sturgeon 2020 aims at bringing benefits not only to the environment, but also to the local communities situated along the Danube River**, especially to fishermen, who used to base their livelihood on sturgeons – currently, they are the most affected by the sturgeon fishery ban, and development of alternative income sources for these areas is envisaged (eco-tourism, aquaculture, handicrafts production and development of local markets, etc). The general aim is to close the natural sturgeon life-cycle that can only be achieved by joint and simultaneous actions in the Upper, Middle and Lower Danube.

Project information
- Danube Sturgeon Task Force/DSTF
- EUSDR
- Funding (programme): no specific programme; a variety of funding sources (LIFE, national funds, EIB, seed money EUSDR…)
- amount of funding: 6.8M€ overall (2011-16)
- timing: started in 2011, on-going, needing several decades to achieve the objectives
- Lead partner: International Association for Danube Research (IAD)
- number of partners: The program comprises a series of international partners such as: IAD, WWF, ICPDR, WSCS etc, but also representatives of national authorities or local communities.

Achievements of the project

The Sturgeon Task Force aims to coordinate basin-wide sturgeon policy and best-practice management, legislation and enforcement controls, conservation of populations, and protection, management and restoration of habitats. So far, achievements of the project are:
- Nucleus of networks for sturgeon conservation initiated in most Danube countries;
- raising awareness at public and political level on the need to protect sturgeons;
- extension of current sturgeon fishery ban in the Lower Danube countries (where wild stocks still exist);
- first dialogue between Fishery, Biodiversity and Water authorities on sturgeon conservation.

Relevancy of macro-regional cooperation

The macro-regional strategy gave this program the support framework to make things happen. The strategy put together a number of sectorial authorities (e.g. fisheries, water management, biodiversity, navigation) from the Danube countries that are now open to discuss the topic. The main advantage of EUSDR is the integrated policy approach, allowing harmonization of measures between different areas, often with negative impact on the environment/sturgeons. This is particularly the case for navigation melioration and hydropower, where dialogue is pursued to mitigate the impact of their development on sturgeons habitats/communities.
Without the EUSDR, it would have been very difficult to implement the program Sturgeon 2020 in a concerted way in all Danube countries. The SAP is in place since 2005, and without political agreement between all countries, only a limited progress has been done for its implementation before EUSDR as the countries did not act in a coordinated way (some banned sturgeon fishery and started restocking measures, some took later protection measures).

EXAMPLE of a draft project factsheet

"We are very grateful that the EUSDR exists. Without it, it would have been very difficult to implement the program Sturgeon 2020 in a concerted way in all Danube countries"

The project contributes to the achievement of one of the EUSDR PA 6 (Biodiversity) and PA 4 (Water quality) targets, and overall, to biodiversity conservation and the improvement of the environmental quality. The integrative approach and the complex measures foreseen by this program, combining environmental protection with socio-economic development, require interlinkages with all the 11 Priority Areas of EUSDR, and thus, it contribute to the horizontal coordination among the EUSDR pillars.

Future perspectives

For the future also the establishment of a MRS for the Black Sea region would be very helpful, to harmonise its priorities with the ones from the EUSDR. The macro-regional strategies are extremely important in terms of harmonizing priorities and aligning funding for regional development, and hence, their implementation should be fostered. Macro-regional strategies could further be improved inter alia by better awareness and alignment of funding programmes.

Towards an ESIF perspective
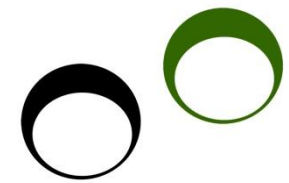
| Tentative grid of added values of macro-regional projects		Thematic areas in which project results need to contribute to programme targets to have benefits and added value from a programme perspective													
		Innovation and research				Navigability & Transport			Environment					Capacity building	
		Applied research and testing	new products, services, patents	Enhance networks	Research agenda / strategy	transport infra. investment	transport services and soft measures	transport and accessibilty infra. strategies	Low carbon	Nature protection	Increase biodiversity	plans and strategies	new tools and approaches	cross sectoral coordination / governance	multi-level coordinaton / governation
Benefits and added value from a transnational perspective	Common understanding	**Baltic Deal**		**Baltic Deal Social enterprise**		**Baltic Link** GreenInfra	Efficiensea	GreenInfra		Ventpils PROMISE			Act4myBaltic		
	Transfers of good practice			**BSR Stars BalticLab Social enterprise**	**BSR Stars BalticLab**	GreenInfra	Efficiensea MonaLisa	Efficiensea		**DSTF** Aquabest Act4myBaltic PROMISE	**DSTF**	**DSTF**	**Baltic Deal** Act4myBaltic		
	Data sharing and dissemination	**Baltic Deal**	CCC	CCC **BSR Stars**	CCC	**Baltic Link**	Efficiensea MonaLisa	Efficiensea MonaLisa		PROMISE					
	Coherent objectives and actions	**Baltic Deal**		**BSR Stars Social enterprise**	CCC	RailwayLT	Efficiensea MonaLisa			**DSTF**					
	Administrative alignment	**BSR Stars**		**BSR Stars**	**BSR Stars**	RailwayLT	Efficiensea MonaLisa	Efficiensea MonaLisa		**DSTF** Aquabest	**DSTF**	Aquabest	**Baltic Deal**		
	Management of transnational functional areas (e.g. river basins)			**BSR Stars**			Efficiensea MonaLisa			**DSTF** Aquabest				**MareCap**	**MareCap**
	Promotion of transnational functional integration			**BalticLab**	**BalticLab**	RailwayLT	Efficiensea MonaLisa			Aquabest	**MareCap**				**MareCap**
	Economies of scale		CCC PROMISE	CCC **BalticLab**	CCC	RailwayLT				Act4myBaltic	**MareCap**			**DSTF** CCC	
	Diffusion of norms and principles					GreenInfra				**DSTF** Act4myBaltic		Aquabest	Aquabest		
	International solidarity			**BalticLab**						Act4myBaltic					
	Access to funding		CCC PROMISE	CCC PROMISE		**Baltic Link** RailwayLT				Ventpils				CCC	Ventpils

More to come …
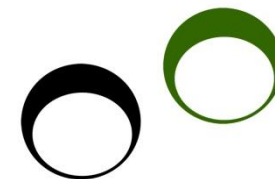
Study

- Analysis of 30 projects (15 EUSBSR & 15 EUSDR) covering different topics and funding sources

- Conclusions on the added value for the projects, funding sources and macro-regional level

- Recommendations on how to increase added value

Timing

- Dec. 2016: Final report

Discuss with us

- Nov. 2016: Focus group to discuss preliminary results

- Interested? Contact me to be invited
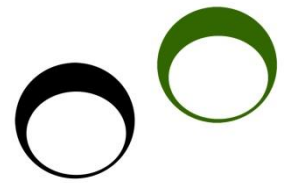
**Thank you very much
for your attention !**

Dr Kai Böhme
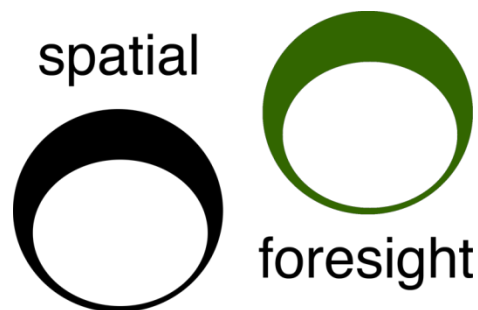Spatial Foresight GmbH

+352 691 87 32 49
kai.boehme@spatialforesight.eu
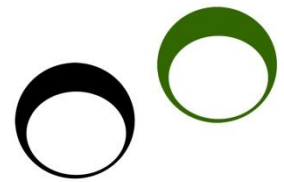
www.spatialforesight.eu

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territorial policy support and research

Cooperation methods and tools
ESIF programmes supporting the EUSBSR

Kai Böhme

ESIF support for the EUSBSR

Interact study

'Cooperation methods and tools applied by European Structural and Investment Funds programmes for 2014-2020 to support implementation of the EUSBSR'

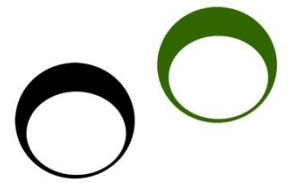Main author: Erik Gløersen
(Spatial Foresight)

Cooperation methods and tools
applied by European Structural and Investment Funds programmes for 2014-2020 to support implementation of the European Union Strategy for the Baltic Sea Region

FINAL REPORT

ESIF support for the EUSBSR

## Objective

- Assess whether and how the EUSBSR is taken into account by national players and ESIF programmes

Overall conclusions

- The notion of 'contribution to macro-regional strategies' has not been properly defined
- ESIF programmes have not significantly changed their working methods
- Cooperation is mostly interpreted as implying 'joint implementation' and therefore largely dismissed

ESIF can contribute to the EUSBSR
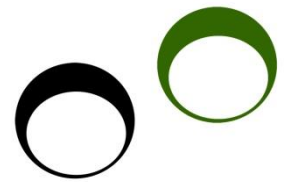
3 main types of contribution

- **TOs and IPs** that are congruent with the EUSBSR (≥ 80% of ESIF activities qualify)

- **Demonstration of impact** at BSR level

- **Cooperative dimension** of ESIF activities:

  - joint implementation

  - parallel activities, following similar principles

  - activities pursuing the same objectives

  - activities inspired by good practice from other BSR countries, or seeking to inspire others

  - ...

Current practice
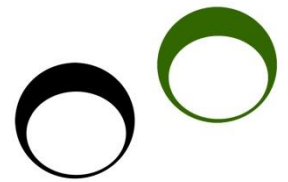
Project focus

- Joint implementation of projects
- Possibility of broadening the geographical scope of existing projects beyond the programme area
- Spending possibility outside the programme area (art. 70.2)

Calls

- Foreseen targeted calls
- Possibility of organising joint calls
- Additional points to EUSBSR relevant projects

Coordination

- Dialogues at programme level (ESF Baltic Sea Network)
- Info exchange & coordination at project design stage

Cooperation challenges
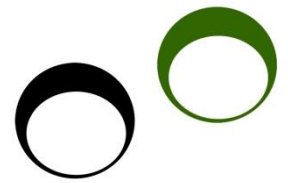
Cooperation can mean many things

- Joint implementation
- Joint planning
- Coordination of activities
- Exchanges of experiences

Key challenges

- Lack of coordination
- Reliance on bottom-up initiatives
- Cooperation focusing merely on project implementation
- Variable perspectives on the added value of cooperation
- Variable positioning in the Baltic Sea Region

Recommendations – overall

- Clarify what macro-regional cooperation should be about and its specific features and added-value
- Make the EUSBSR more concrete and action-oriented in collaboration with ESIF programmes
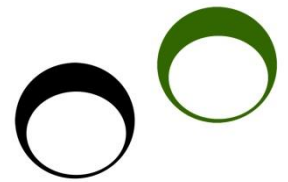- Improve the capacity of ESIF programmes to design and implement strategic actions
- Create preconditions for diverse types of cooperation
- Establish the complementarity of different ESIF programmes and other funding sources
- Engage a reflection on how ESIF programmes can relate to shared BSR challenges and opportunities
- Initiate a discussion on possible future changes in the architecture of ESI Funds and ETC

Recommendations – programmes
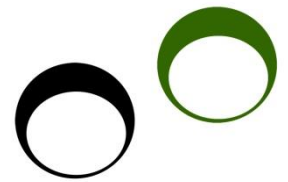
Calls

- Joint calls
- Coordinated calls
- Targeted calls

Projects

- Joint implementation of projects with different funding
- Broaden the geographic scope of existing projects

Coordination of cooperation

- Coordinate between ETC and other programmes
- Let cooperation emerge bottom-up
- Focus on how to actually make a difference (change)

Points for discussion
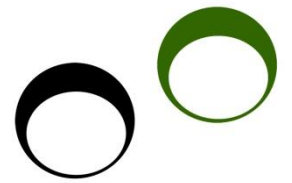
- Why should one cooperate?

- On which topics should one cooperate?

- Should cooperation generate 'more of the same', or help to identify new development paths?

- Who is in charge of cooperation (MLG perspective)?
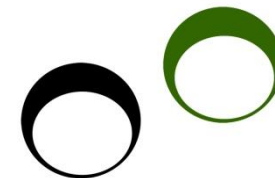
EUSBSR
EU STRATEGY
FOR THE BALTIC
SEA REGION

Cooperation methods and tools

applied by European Structural and Investment Funds programmes for 2014-2020 to support implementation of the European Union Strategy for the Baltic Sea Region

Thank you very much
for your attention !

FINAL REPORT

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INTERACT is co-financed
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territorial policy support and research

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INTERact EUROPEAN UNION

metis
supporting good governance

Coordination across programmes to better address common challenges

**Interact Event, Bonn, 14 September 2016
Agenda point: "Coordination – food for thoughts"**

Preliminary findings in the study

'Cooperation methods and tools applied by EU funding programmes to support implementation of the EUSDR'

Dr. Thomas Stumm (EureConsult S.A.), Metis Expert

Purpose and aim of the study

▶ **Study purpose:** to identify, describe and analyse cooperation and coordination methods and tools foreseen within EU funding programmes which aim at contributing to the implementation of the EUSDR (and partly to EUSAIR)

▶ **Study aim:**

○ to provide Interact III and macro-regional stakeholders with data and information about the cooperation modalities in place,

○ to come up with more a detailed analysis and with conclusions on the alignment of funding and coordination processes.

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Analysis of a complex sample of 23 pre-selected programmes

▸ 18 national or regional ESIF programmes (ERDF, ESF, Cohesion Funds, EAFRD) under the Investment for growth and jobs goal from all EUSDR countries;

▸ 2 ERDF territorial cooperation programmes under the ETC goal (Romania-Bulgaria & Danube transnational programme);

▸ 2 IPA II cross-border cooperation programmes (Bulgaria-Serbia & Croatia-Bosnia and Herzegovina-Montenegro);

▸ 1 ENI cross-border programme (Romania-Moldova).

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What is the focus of the analysis?

Preparation phase → In how far have individual programmes considered EUSDR (& EUSAIR) macro-regional cooperation already during their elaboration process?

Early starting phase → What is envisaged in strategic programming documents (e.g. Partnership Agreements) and individual programmes to support implementation of the EUSDR (& EUSAIR)?

Ongoing implementation phase → What are individual programmes actually doing in practice (and how do they do this) to support implementation of the EUSDR (& EUSAIR)?

metis

At what stage is the analysis now?

▶ The study started only very recently (June 2016).

▶ An initial review of programmes alongside the questions in the „red boxes" (see figure above) is completet and a synthesis report on this first step is currently prepared.

▶ A first look at the ways how different countries and programmes envisage to deal with EUSDR matters and macro-regional cooperation shows that **activities undertaken by the German Land Baden-Würrtemberg reveal many „ingredients" of a good practice model.**

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Elements of a good practice model – the case of Baden-Württemberg (1)

▸ **Strong political backing for the EUSDR (very supportive for programmes, but doesn't exclude bottom-up initiatives taken by programmes):**

○ The coalition agreement for the previous Land government (period 2011-2016) included a formal commitment to develop the EUSDR into an effective policy instrument.

○ A "Special Representative for the EUSDR" was appointed who has an own service office located at the top hierarchy level (i.e. within the State Ministry, being the ministry directly attached to the Minister-President of the Land).

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Elements of a good practice model – the case of Baden-Württemberg (2)

▶ **High degree of administrative coordination on EUSDR matters:**

○ Quarterly meetings of an "Inter-ministerial Working Group" which are chaired by the EUSDR Special Representative, who gets reports on all activities in EUSDR Priority Areas;

○ Half-yearly meetings of ESI-funds managers with the service office of the EUSDR Special Representative;

○ Managing Authority of the ERDF programme ensures ongoing coordination on EUSDR matters within the responsible Land-ministry.

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Elements of a good practice model – the case of Baden-Württemberg (3)

▶ **Mobilisation of own funding resources for EUSDR activities:**

○ Own funding is made available by the Land to prepare larger projects for different EU-programmes and also for EUSDR macro-regional cooperation.

○ Funding for EUSDR activities is also available under the "Landesstiftung Baden-Württemberg", (i.e. a public foundation which generally supports community projects on research, education, societal change, culture and social responsibility).

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Elements of a good practice model – the case of Baden-Württemberg (4)

▸ **Vertical & horizontal cooperation / coordination among domesic key actors on EUSDR matters :**

○ Coordination / cooperation and exchanges on EUSDR matters are taking place between the ERDF and ESF programmes of the neighbouring Länder Baden-Württemberg and Bavaria.

○ Baden-Württemberg also takes part in a vertical cooperation and exchange process on EUSDR matters with the Federal level (i.e. Federal Ministry of Foreign Affairs acting as NCP, Federal Ministries responsible for ESIF).

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Elements of a good practice model – the case of Baden-Württemberg (5)

▶ **Pro-active „external" cooperation on EUSDR-matters:**

○ Baden-Württemberg cooperates bilaterally and on a regular basis with Bulgaria, Croatia, Romania, Serbia, Hungary.

○ This cooperation takes place within "Mixed Joint Government Commissions", chaired by the Special Representative for the EUSDR.

○ At mixed commission meetings, macro-regional cooperation projects are jointly agreed and later financed from the Land's own funding resources.

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Elements of a good practice model – the case of Baden-Württemberg (6)

▸ **Pro-active consideration of EUSDR matters by EU funding programmes:**

▸ The ESF programme Baden-Württemberg generally promotes transnational cooperation as a horizontal objective under all priority axes, by which also support to EUSDR macro-regional cooperation can be provided.

▸ The ESF managing authorities (MAs) of Baden-Württemberg and Bavaria have initiated a macro-regional cooperation network between ESF-MAs in the EUSDR to exchange experience on various aspects of practical work

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Elements of a good practice model – the case of Baden-Württemberg (6)

▶ **Pro-active consideration of EUSDR matters by EU funding programmes (continuing):**

▶ The ERDF programme Baden-Württemberg supports under both priority axes interregional or transnational projects, by which also joint EUSDR-projects can be supported (i.e. projects for which no own funds but a strategic concentration of existing funding is envisaged).

▶ The ERDF programme includes under both priority axes an "earmarking" of the EU contribution which will be dedicated to the EUSDR area (i.e. 21% of support for axis on "Strengthening research, technological development and innovation" and 19.6% of support for axis on "Reduction of CO_2 emissions").

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Thank you for your attention!

Contact:

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Group discussions

What is the role of programmes in coordination process?

- *Coordination for me is...* (in max. 5 words)
- On a daily base, what exactly do you do to coordinate with others?

What are the remaining challenges? What does still need to be improved?

How to connect „puzzle" pieces in the best way?

- Any inspirations to take home from today?
- Where & how Interact can help?

Discussion