**PROJECT FICHE ADRION FACILITY POINT**

**(April 2023)**

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| **PROJECT SUMMARY** |
| **Title: EUSAIR Strategic Implementation Project - Support to Development and Implementation of Strategic Implementation Formats****Acronym: TBC****Lead partner: MINISTRY OF REGIONAL DEVELOPMENT AND EU FUNDS OF THE REPUBLIC OF CROATIA****Project partner: MINISTRY OF EUROPEAN INTEGRATION OF THE REPUBLIC OF SERBIA** |
| **Project context**  |
| *(Explanation of the project implementation context; problems and needs)*Macro-regional strategies are one of the EU’s most recent and innovative policy frameworks, which allow countries located in the same region to jointly tackle challenges and find solutions to common challenges or to better use their potential, by fostering harmonisation of policies, synergies and by coordinating funding sources. With the involvement of 4 EU Member States and 6 non-EU countries, 5 of which are in the process of accession, EUSAIR combines the objective of strengthening cooperation in the Adriatic and Ionian region, to achieve objectives of economic and social cohesion and support for accession countries in their path of enlargement to the EU. **EUSAIR governance support needs to evolve in accordance with the lessons learnt in 2014-2020 and the new level of maturity reached by EUSAIR**. EUSAIR has reached a crucial moment, having defined the flagships, having concluded, or launched the process of strategic implementation, and having launched the process of revision of the Action plan. Thus, EUSAIR is at a turning point to make a tangible impact within the next perspective. The macro-region shall benefit and be an active promoter of strengthened cooperation, with the aim of making the macro-region`s policies more efficient. The EUSAIR represents a partnership of all the involved countries and is envisaged as an efficient collaboration mechanism aimed at contributing to a harmonious and cohesive cooperation environment.Within the **Priority 4 – Supporting the Governance of the Adriatic and Ionian region** of the IPA ADRION programme, one of the supported actions is to **Enhance the institutional capacity of public authorities and stakeholders to implement the EUSAIR also by supporting its governance mechanisms.** The action shall be implemented through the grant of three projects - operations of strategic importance (OSIs).Granted projects shall, on the one side, support and facilitate the functioning of EUSAIR governance structure and increase the impact of EUSAIR actions in the Adriatic and Ionian region and contribute to Adriatic-Ionian cohesion by addressing a wider population, boosting regional policy learning and encouraging multi-level governance approaches.[[1]](#footnote-1)Granted outcomes shall also act as leverage for potential further actions at cross-border and national/regional/local levels affecting both public and private stakeholders and target groups.**EUSAIR strategic implementation** Project (3) **with the Ministry of Regional Development and EU funds of Croatia as the Lead partner and the Ministry of European Integration of the Republic of Serbia as the Project partner** will ensure the **Support development and implementation of strategic implementation formats**.[[2]](#footnote-2)The aim of the project is **to facilitate EUSAIR governance structures in developing and implementing the EUSAIR through targeted implementation formats and** capitalising on existing resources available to the region to use them smarter and more efficiently as well as enhancing macro-regional cooperation.Thus, the goal is the **facilitation and enhancement of strategic project development to support the cooperation and governance of the Adriatic and Ionian region, improving EUSAIR implementation and greater policy impact.**To meet the challenges, a broad and diverse set of actions within this Project is required to support the EUSAIR, resulting in:* Selection of relevant strategic project ideas based on existing EUSAIR flagships and other relevant sources that should be advanced into strategic implementation formats and development of its Terms of references (ToRs),
* Development of concept documents for future identified strategic implementation formats that are ready for financing and facilitation of the mapping process,
* Implementation of the advocacy process and preparation of strategic guidelines and recommendations for the identification of future flagships/key priorities for the next programming period.

This proposal has been built based on previous experiences gathered through years of implementation of the Facility Point and Facility Point Plus projects. EUSAIR Governing Board (GB) in February 2018 adopted guiding principles to be followed in the process of developing strategic projects. One of the principles states that the selection of new strategic implementation formats is to be understood as a continuing, dynamic process in which various stakeholders are included and would last during the whole project implementation cycle[[3]](#footnote-3). It will be built on lessons learned and adapted to realities on the “ground” occurring during implementation which can also influence the timeline of activities. Additionally, by collaborating in such a multi-stakeholder setting it shall be pivotal to ensure that the policy-level actors and the ground-level actors meet, discuss, learn from each other, and together create multi-level solutions to the challenges they chose to collaborate around for the sake of the Adriatic and Ionian region overall enhancement. The implementation of this Project should positively contribute to the certain identified output and result indicators at the programme level. More specifically, the Project could contribute to the output programme indicator: Organisations cooperating for the multi-level governance of macro regional strategies and to the result indicator: Participation in joint actions across borders after project completion.This Project will be implemented in close cooperation with other two projects that are developed under IPA ADRION ISO1 to support EUSAIR Governance, concretely with Project 1, which refers to general governance support to EUSAIR GB and TSGs and Project 2, which refers to the development of EUSAIR stakeholder’s engagement point. This type of cooperation imposes flexibility and adaptability along with continuous coordination among the projects` representatives responsible for their regular management and implementation. High-quality synergy of all three projects is a prerequisite for optimal timing, effective and feasible schedule of implementation and achievement of goals. The overall idea of the Project, complying with Projects 1 and 2, is to support the long-term cooperation of the Adriatic and Ionian region and to ensure the EUSAIR implementation through existing sources of the Cohesion Policy Funds for the period 2021-2027. Also, many other EU instruments and programmes can be mobilised for the Strategy`s further enhancement. Due to the EUSAIR's potential to pave the way for integrating the Western Balkans into the EU, the Instrument for Pre-Accession Assistance (IPA) has been gaining prominence among the EU financial tools which are continuously supporting the Strategy. The efficient implementation of the project will also depend on the revision of the EUSAIR (the Communication on the EU Strategy for the Adriatic and Ionian region, accompanied by its Action Plan) and the effects that this revised plan will have on the future of the Strategy and its implementation. Furthermore, by implementing the following preconditions, the broader impact of the Project`s outputs, results and synergies with the other two projects should be assured: * Selecting directly involved partnership that should represent a manageable agile group,
* Clearly defining the Project's key concept and activities, assuring that everyone has a complete and common understanding of the Project`s framework, objectives, targets, activities/actions and the role each partner should play,
* Promoting a consensual leadership of the Project (to assure ownership and reinforce the coordination authority) which should be supported by a dedicated budget, through a specific set of measures/tools to ensure partners` responsiveness and engagement,
* Defining a work plan with a limited number of WPs (organized around clear objectives) under a user-led approach focused on the sectoral and the geographical common needs, to enable the engagement of different partners at different levels and to integrate the involvement of IPA countries and non-EU partners,
* Developing the most adequate format for the cooperation of relevant actors, namely with GB members and Projects 1 and 2, as well as representatives of various levels of governance (national, regional, local) and spheres of civil society (e.g. social partners, NGOs, etc). The format must consider the specificities of various governance models concerning the engaged countries and the way public administration envisages cooperation and organises its resources, especially taking into account IPA countries,
* Ensuring successful cooperation with external experts through the development of ToRs via establishing the roles, clear goals, timeline and foreseen results,
* Developing communication vessels between this project and all relevant Managing authorities (MAs) and other suitable institutions featuring likely sources of funding throughout regular and adapted exchanges via the whole process to share knowledge and vice versa. Effective communication vessels are crucial for the uptake and capitalisation of the project results at regional and national levels,
* Defining the dissemination objectives, actions and tools allowing the Project and its activities to be known, enriched, and expanded by the partners.
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| **Project Summary** |
| *(Highlights the scope and main activities of the project, resources and partners involved)* To be completed at the end of the project generation phaseThe **WP Development of strategic implementation formats** will be dedicated to the activities that shall create prerequisites for the selection of key strategic ideas and the development of the Terms of references for external expertise engagement. Efficient cooperation and implementation of joint tasks with Project 1, notably TSGs, and Project 2 is a prerequisite for the successful implementation of the activities within this WP. Particularly through envisaged analysis of the existing flagships and developed implementation formats coupled with establishing key strategic ideas from flagships and other relevant sources at the regional, national, transnational and macro-regional levels. The next step will be the identification of key strategic ideas through top-down and bottom-up approach and their advancement into implementation formats. Furthermore, these pre-steps should lead to the designation of the implementation formats and consequently generate a Pipeline of selected implementation formats as a baseline for the Project`s further development. The respective Pipeline of selected implementation formats will be a key factor for joint future actions. It will enable focused and subsequent advancement of key strategic ideas into implementation formats, especially for the preparation of anticipated project proposals. Also, Terms of references will be developed for the procurement of external experts that will be engaged in a process for the identification of the key strategic ideas and development of implementation formats that would be afterwards converted to sound project proposals.**WP2 Support to implementation of strategic implementation formats** will be dedicated to the preparation of project proposals for each strategic implementation format accompanied by facilitation of the mapping process. Within this WP corresponding awareness raising activities shall be organized to set the conditions for the implementation of strategic implementation formats by raising awareness about the Pipeline of selected implementation formats. Likewise, the Handbook for the preparation of project proposals for each strategic implementation format shall be prepared to clearly define the type of organizations as potential applicants as well as to determine a form and a size of partnership that would implement project proposals, same as sources of funding. The remaining two activities, namely, the Organization of at least two international advocacy matchmaking events and the Mapping of the funding sources for project proposals are equally important for the sake of the comprehensive approach. These key deliverables within the WP are to contribute and assure that the developed project proposals are ready for financing and bankable. Identification and mapping of the funding sources (institutions, funding programmes and financial instruments, etc.) are necessary to secure the smooth implementation of future strategic implementation formats.**WP3 Advocacy** is dedicated to the advocacy process for increasing the visibility and importance of EUSAIR label. The advocacy process will secure the enhancement of visibility and accountability of labelled implementation formats making them more favourable investment targets. The Advocacy process will be delivered through the preparation of the Advocacy plan for EUSAIR label which will set up goals and objectives and propose the best channels of communication and engagement methods. Lastly, within this WP the preparation of strategic guidelines and recommendations will secure the identification of flagships/key priorities for the future programming period accompanied by continuous communication with stakeholders during the Project`s implementation. |
| **Overall and specific objectives** |
| *(List one overall objective and up to three specific objectives)***Overall objective:** Facilitation and enhancement of strategic project development to support the cooperation and governance of the Adriatic and Ionian region and EUSAIR implementation. **Specific objectives:**1. Providing a quality and efficient organizational and methodological framework for the selection of relevant strategic project ideas based on existing EUSAIR flagships and other relevant sources that should be advanced into strategic implementation formats and facilitating the development of concept documents for future project proposals on identified strategic implementation formats that are ready for financing and facilitation of the mapping process.
* The governance structures and stakeholders will be assisted in establishing a quality and efficient organizational and methodological framework for the selection of project ideas and in the identification and development of the project proposals associated with the strategic implementation formats.
1. Facilitating advocacy process for the EUSAIR label and mapping financial resources for the implementation of identified strategic implementation formats.
* This objective relates to the establishment of tools and mechanisms to enable and facilitate the advocacy process and process of mapping the financial resources for the implementation of the relevant strategic implementation formats included in the EUSAIR Action Plan.
1. Enhancing knowledge-based institutional capacity through the preparation and advocacy of project proposals associated to the strategic implementation formats.
* This objective relates to the enhancement of the knowledge-based institutional capacity through the forming and advocacy of prepared project proposals associated to the strategic implementation formats and the engagement of stakeholders. Strengthening the communication with relevant targeted audiences including the public across the Adriatic and Ionian region to raise awareness of the prepared project proposals associated to the strategic implementation formats is critical in order to enable sustainability and legacy for these projects.
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| **Main results**  |
| * **R1** State of the art - analysis of the existing flagships and developed implementation formats conducted.
* **R2** Knowledge based report on established key strategic ideas produced based on conducted capacity building activities for TSGs and stakeholders.
* **R3** Terms of references for the engagement of external experts needed for the development of the strategic projects prepared and the corresponding public procurement procedure carried out and completed.
* **R4** Set of criteria and typologies for implementation formats developed and Pipeline of selected implementation formats prepared.
* **R5** Handbook for the preparation of project proposals for each implementation format prepared.
* **R6** Project proposal documents for each strategic implementation format that is bankable and ready for financing developed.
* **R7** Project proposals labelled based on developed Methodology for labelling.
* **R8** Advocacy plan for EUSAIR label conceptualized as a set of actions based on a timely defined and implementation-wise advocacy plan.
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| **PROJECT STRUCTURE** |
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| **WP 1 Development of strategic implementation formats** |
| **Activity 1.1 Report on existing flagships and developed implementation formats**[[4]](#footnote-4)The goal of the report is to identify the main challenges regarding the current implementation of EUSAIR, i.e. identification of the existing implementation formats and policy models that are being or could be implemented in the macro-regional area for the sake of the enhancement of cooperation and stronger impact.The report shall focus on the current flagships defined in 2020 (including the status after revision of the Action plan) as well as other relevant sources and will be done in close cooperation with Projects 1 and 2. It will examine the implementation status of the flagships as well as the development of individual projects that emerged out of flagships (taking into account their maturity level and readiness for implementation). It should showcase a summary of the realistic state of the art which would serve as an inception phase for the realization of Project 3. Additionally, the embedding process of developed implementation formats accompanied by finding the appropriate funding sources would also be evaluated in due course. The assessment goal is to bring out the most prominent stakeholders along with a display of the efficient cooperation instruments, i.e. implementation formats (projects, action plans, masterplans, roadmaps, initiatives, meetings, networks, etc.) that have been developed in the previous period.[[5]](#footnote-5) Further on, the current flagships will be assessed for their potential of generating new project ideas with maximum impact. The report will include the findings on which the revised EUSAIR Action plan was based along with the recommendations. Throughout this Activity Project 3 will closely collaborate with Projects 1 and 2, especially on the findings from the report and their further usage.

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| Deliverable number | Deliverable  | Description |
| Deliverable 1.1.1 | Report on existing flagships and developed implementation formats, 1 document | Report will summarize the review of existing documents and methodologies that have been developed in the previous Facility Point and Facility Point Plus projects as well as interviews with TSGs in order to collect all relevant information. Examining those results would help recognise good practices to be carried out during the programming period and enable efficient development of the subsequent implementation formats. |

**Activity 1.2. Collecting key strategic ideas from flagships and other relevant sources at regional, national, transnational and macro-regional levels** This activity is a complex multi-step process that needs to consider various implementers and stakeholders operating in the macro-regional area by identifying their needs and challenges as well as fostering their alignment with EUSAIR flagships. Therefore, top-down and bottom-up approaches in the process of identifying key strategic ideas for the implementation of EUSAIR need to be balanced through collaboration among the TSGs, implementers and stakeholders in the framework of Project 3. This activity consists of two major functions/actions with internal and external impacts on the EUSAIR and represents an important step in supporting the development of future strategic implementation formats:* Capacity building of implementers[[6]](#footnote-6) (TSG members),
* Empowerment of stakeholders[[7]](#footnote-7) (regional and local authorities, universities, institutes, chambers of commerce, private sector, international financing institutions and other relevant representatives, if relevant).

The activity is to be done in close coordination and regular cooperation with Projects 1 and 2.Firstly, capacity building workshops with the implementers - TSGs will be organized in coordination with Project 1. Project 3 experts will work with TSGs to bridge the gap in their capacities, particularly for the identification of strategic ideas in order to successfully recognize the most viable ones. Working reports on identified strategic ideas which include recommendations for possible financing sources will be drafted for each TSG. This will eventually ensure the top-down approach.Additionally, empowerment events with stakeholders will be organized in a thematic-wise format. The results of the Report on existing flagships and developed implementation formats will be presented to stakeholders, whilst the needs and challenges of stakeholders in the macro-regional area will be discussed and serve as a basis for the forming of key strategic ideas generated from flagships. This will ensure a bottom-up approach. Activities conducted in Project 2, namely WP3 – Activity 3.4. EUSAIR flagships multi-stakeholders dialogue and Stakeholders platform and WP4 – Activity 4.4. Set up and animating groups of capitalizations of funded projects will help to reach the wider pool of stakeholders and further collaboration.The final result of the activity will be “Knowledge based report on established key strategic ideas”. It will be built on earlier addressed actions, i.e., sum up all the findings gathered through the top-down and bottom-up approaches. To have well-rounded insight, the results of the Activity 1.1. will be included into the “Knowledge based report on established key strategic ideas”, firstly by steering the discussion with the stakeholders and secondly by enabling the advancement of best practices from the previous period.

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| Deliverable number | Deliverable | Description |
| Deliverable 1.2.1 | Capacity building workshops meeting minutes, min. 4 | Workshops will be organized in cooperation with Project 1. The goal of the workshops is to enable conditions for recognizing key strategic ideas and sources of finance in order to ensure the efficient implementation of EUSAIR. There will be at least 4 workshops, one with each TSG considering differences between them and to best address the needs of each one.  |
| Deliverable 1.2.2 | 4 Thematic steering group working reports on key strategic ideas, 4 documents | Under the guidance of Project 3, four reports will be produced, one for each TSG. The Reports will be based on TSG workshops and should highlight specific key strategic ideas in line with flagships and other EU policies. |
| Deliverable 1.2.3 | Empowerment events with stakeholders, min. 4 | Events with regional/local stakeholders will be organized in a hybrid format in order to ensure full macro-regional participation. The engagement of stakeholders will balance the top-down approach and bring forth practical challenges in connection with the implementation of the EUSAIR flagships. |
| Deliverable 1.2.4 | Knowledge based report on established key strategic ideas, 1 document | The main deliverable of the Activity 1.2 in the form of a written document will present a pool of key strategic ideas attuned to the needs of stakeholders and EUSAIR flagships. Results of the Activity 1.1. will also feed into the report. The report, serving as a knowledge base, will ensure evidence-based development of future strategic implementation formats. |

**Activity 1.3. Advancement of key strategic ideas and development of the framework for the implementation formats** The activity consists of two phases as follows: * Upgrade of key strategic ideas into implementation formats
* Development of the framework for the implementation formats

Implementation formats should show a clear macro-regional dimension in their scopes and foreseen goals. They have to be suited for tackling macro-regional problems, therefore this tailor-made process will proscribe types of implementation formats and criteria for selecting them. Implementation formats will be defined considering those that were developed in the previous period[[8]](#footnote-8) by EUSAIR Facility Point and Facility Point Plus projects as well as inputs and knowledge generated within the Activities 1.1. and 1.2There are in total 6 criteria for the selection of relevant implementation formats that were identified in the Action plan, as follows:* They should address identified priorities, meeting well-substantiated needs and be widely supported,
* Their scope or impact should be transnational, if not macro-regional,
* They should be realistic and credible,
* They should build on existing initiatives,
* They should pay attention to the cross-cutting aspects,
* They should be coherent and mutually supportive.

Furthermore, broad criteria for the pre-screening process of implementation formats have already been established[[9]](#footnote-9). The typology and criteria of implementation formats will be reviewed based on the findings presented in the document “Knowledge based report on established key strategic ideas”. Accordingly, potentially new implementation formats will be developed to enable the best implementation of identified key strategic ideas.Therefore, a set of criteria and typologies for implementation formats will be defined. A clear set of criteria is needed to choose the most suitable ideas and match them with implementation formats. Typology will define types of implementation formats and criteria will help to recognize which ideas can be advanced further on. This document will also provide a sort of template for identifying common actions within the implementation formats. This identification will serve as a useful check tool that will consequently help to secure synergies, complementarity and better capitalization of results for the whole group of developed implementation formats. Furthermore, in the second phaseProject partners (PPs) will select adequate implementation formats for the implementation of EUSAIR. Key strategic ideas collected and presented to the GB in “Knowledge based report” will serve as a pool of ideas that will be adapted to implementation formats. From this pool, PPs will transform ideas into implementation formats in line with the established criteria. The Implementation formats will be further developed in the form of concept documents which will be made for each of the implementation formats by following the Instructions for designing concept documents. The Instructions will proscribe the minimum information that each concept document should contain – a brief description of the problem to be solved, general and specific objectives, expected results, description of activities, timeframe, partnership (type of organizations), general budget and source of finance. This will ensure synergy, complementarity, and potential transferability of implementation formats among the engaged stakeholders in the macro-regional area. The Instructions will also prescribe the methodology for the evaluation of implementation formats that will be used at the later stage of Project 3. At the end of this phase, a pipeline of selected implementation formats will be prepared and used as a basis for smother implementation of strategic implementation formats at the later stage of the Project. The finalized pipeline will be presented to the GB for its approval.

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| Deliverable number | Deliverable | Description |
| Deliverable 1.3.1 | Set of criteria and typologies for implementation formats, 1 document | This written document will provide a common methodology for the development and selection of implementation formats by establishing agreed criteria and typologies which will ensure a unified approach to tackle macro-regional challenges. |
| Deliverable 1.3.2. | Instructions for designing concept documents, 1 document | This written document will provide guidance on how concept documents of implementation formats should be prepared. It will ensure a standardized structure and clear aim for each implementation format. |
| Deliverable 1.3.3. | Pipeline of selected implementation formats, 1 document | Pipeline will be presented in the form of a written document containing concept documents. It will define which implementation formats shall be further developed for implementation in the later stage. |

**1.4. Preparation of ToRs and implementation of the procurement for engaging external experts for the development of implementation formats** Project partners (PPs) will develop Terms of references (ToRs) for the engagement of external experts.TSGs will be also consulted in the development of its final versions while the framework for the development of ToRs will be to convey selected key strategic ideas into implementation formats that would be afterwards converted to sound project proposals.  Within the ToRs, specific deliverables and the basic requirements that have to be fulfilled by the selected external experts shall be clearly outlined. The selection of the experts would be made through a competitive process (international calls for tenders) by observing the relevant EU and national legislation.Responsible for the selection of external experts shall be on Project 3 while the expenditures are to be covered by the funds allocated within its budget.After completion of ToRs procurement, the procedure will be implemented in line with relevant procurement rules and taking into consideration IPA ADRION programme rules.

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| Deliverable number | Deliverable  | Description |
| Deliverable 1.5.1 | Terms of References, min. 1 document | Elaborated tasks, methods and required expertise of external experts to be engaged for efficient assistance and development of implementation formats. Procurement documentation prepared and the procedure implemented in line with IPA ADRION programme rules. |
| Deliverable 1.5.2 | Signed contracts for the external expertise based on public procurement procedure, min. 1 contract | External experts hired based on the public procurement procedure and signed contracts. |

**Activity 1.5. Knowledge exchange and learning** As stated in the EUSAIR[[10]](#footnote-10) coordination with other macro-regional strategies has to be ensured. In order to enhance the process of development of implementation formats, the exchange of knowledge on best practices within and outside MRS will support capacity building for PPs and TSGs in the development of implementation formats. Danube Region Strategy, Baltic Sea Region Strategy and Alpine Region Strategy have their own project development process. The exchange of knowledge between them will help coordinate the implementation of macro-regional strategies and their alignment with EU policies by exploring synergies, complementarities and potential for transferability of best practices in designing implementation formats and in innovative financing. Activity will be implemented through study visits, joint meetings, good practices exchange, etc.

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| Deliverable number | Deliverable | Description |
| Deliverable 1.5.1. | Study visits, min.3,  | This deliverable will enhance the capacities of PPs and TSGs by enabling the exchange of knowledge on best practices regarding the implementation of macro-regional strategies and strategic implementation formats development. The direct result will be the strengthening of the governance of EUSAIR as well as other macro-regional strategies.  |
| Deliverable 1.5.2. | Organized meetings, min. 8 | Joint meetings in small formats, online, physical or hybrid for good practices exchange and lessons learned in project development and macro-regional strategies. Topics of the meetings will be discussed during the implementation based on the needs of PPs and TSGs. |

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| **WP 2 Support to implementation of strategic implementation formats** |
| **Activity 2.1. Development of the handbook for the preparation of project proposals for each strategic implementation format**The handbook as a comprehensive plan and methodological framework for the development of project proposals will include the identification of the best forms of financing and types of partnership. It will also list all the necessary steps for the development of project proposals, which are crucial elements for the subsequent steps and activities within the WP2. Likewise, the respective document is a basis for the preparation of project proposals for each implementation format defined in the Pipeline of selected implementation formats generated in Activity 1.3.During the development of the handbook, relevant EU documents for the complementary type of investments will be consulted. It will also include the type of organizations as potential applicants, the type and size of partnership needed for the implementation as well as the type of funding sources (e.g. grants, financial instruments, etc.). All prerequisites required to enable the implementation of strategic implementation formats will be listed (e.g., feasibility studies, possible environmental impact assessments, legal and construction permits, cost-benefit analysis, risk assessments etc.). This will help to further point out the most viable implementation formats.

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| Deliverable number | Deliverable  | Description |
| Deliverable 2.1.1 | Developed the handbook for the preparation of project proposals for each strategic implementation format, 1 document | Handbook is a tool for the preparation of project proposals in the later stage of the Project. It will streamline the preparation of project proposals by proscribing in detail all the necessary steps that need to be made in order to prepare a successful project proposal. This will be helpful to single out lead partners and funding opportunities since it will define the project proposals' scopes. |

**Activity 2.2. Awareness Raising activities**This activity will help to set the conditions for the implementation of strategic implementation formats by raising awareness about the Pipeline of selected implementation formats. The goal of the activity is coordination with the networks of the relevant Managing authorities (MAs), centrally managed EU programmes - LIFE, Horizon Europe, etc. and other relevant funding sources, financial institutions like European Investment Bank (EIB). Selected implementation formats will be presented to mentioned actors in order to explore synergies and potential for their implementation as well as subsequential funding opportunities. Activity will be carried out in close coordination and cooperation with Projects 1 and 2 to reach all relevant actors on the policy level as well as stakeholders representing potential implementing entities.Project 3 will be involved in the activities of Project 2 - Work package 4 “Supporting the EUSAIR embedding process” which aims at supporting the exchange, coordination and animation among MAs of EU Cohesion funds through established networks of MAs. Strong coordination with Project 2 will allow the possibility to seek potential synergies with other programmes and possibilities to design “project-chains” and “project – to policy loops”.Project 3 will participate in the activities in the framework of Project 1, Work package 2 “Coordination and Communication”. Based on the received feedback, the Pipeline of selected implementation formats will be updated for the implementation formats to be more viable and more attuned to the possible sources of funding.

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| Deliverable number | Deliverable | Description |
| Deliverable 2.2.1. | Participation in awareness raising events, 10 meetings | PPs representatives will attend meetings, online or physical, and events in coordination with Projects 1 and 2 and contribute to the exchange of information with other relevant stakeholders. The goal is to raise awareness about the possibilities concerning financing for the implementation of strategic implementation formats.  |

**Activity 2.3. Organizing at least two international advocacy matchmaking events** This activity aims to present project proposals to the public and key targeted stakeholders identified by Project 2 in Work package 3, in order to identify possible owners, i.e. partnerships ready to implement them. This Activity will also utilise the network of stakeholders participating in Activity 1.2. This activity includes the organization of 2 matchmaking events with the purpose of:* Establishing contacts with relevant stakeholders in the EUSAIR territory to explore possibilities for forming international partnerships.
* Facilitating dialogue/matchmaking between project proposals and potential partnerships.

Matchmaking events will present implementation formats and their value for the implementation of the EUSAIR as well as a way to communicate opportunities for potential partnerships and recognize the most suitable ones. Synergies with Projects 1 and 2 regarding the organization of the matchmaking events will be also explored and considered for the events' overall enhancement and subsequent impact.

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| Deliverable number | Deliverable  | Description |
| Deliverable 2.3.1 | Advocacy matchmaking events, min. 2 events | Two matchmaking events will be organized in order to present and align/match the project proposals with adequate organizations ready to form partnerships for implementation. Project partners will be identified in coordination with Projects 1 and 2 and through knowledge gained from previous activities. |

**Activity 2.4. Mapping of the funding sources for project proposals**Identification and mapping of the funding sources are needed to ensure the finalization of project proposals.Accordingly, the result of the Activity will be a report containing a list of potential funding sources adjusted to the developed project proposals that are being targeted. Only project proposals with feasible and available funding will be developed into final project proposals. The identification of funding sources will be done in close collaboration with Projects 1 and 2, as well as TSGs. The respective cooperation would enable beneficial contributions, i.e. help facilitate regular conversations and consultations with relevant representatives of potential sources of funding. Furthermore, the inputs obtained through WP1 will also help prepare a list of relevant funding sources.The lower financial capacity of IPA countries will be taken into account during the process in order to ensure balanced implementation of EUSAIR actions[[11]](#footnote-11), especially financial instruments intended for IPA countries, such as the Instrument for Pre-Accession Assistance (IPA) and the Western Balkan Investment Framework (WBIF). Project 2 may also provide preliminary information on the available funding sources. Information on funding sources will be provided to Project 2 for WP 2 – Activity 2.4. “Knowledge review of funding opportunities and alert service.”The review of knowledge of funding opportunities will be done continuously throughout the implementation of Project 3 based on the project proposals' efficient match with funding opportunities and likely implementation.

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| Deliverable number | Deliverable  | Description |
| Deliverable 2.4.1 | Report on identified funding sources for each project proposal/implementation format, 1 document | Report will contain a list of identified funding sources including funding programs and financial instruments relevant for the financing of project proposals/implementation formats, showing a way their implementation, as well as EUSAIR added value can be achieved.  |

**Activity 2.5. Development of project proposal documents for each strategic implementation format** After identifying the potential partnership and sources of funding, this activity aims to produce project proposals for each implementation format presented in the Pipeline of selected implementation formats in order to enable their efficient implementation in due time. Since each implementation format is expected to be different, external experts will develop one for each format. During the implementation of this activity, in coordination with identified partnerships for project proposals, all the necessary steps defined in handbook for the preparation of project proposals for each implementation format shall be prepared and project proposals drafted.Project proposals will be made only for the most mature implementation formats, meaning that project partners have to be identified, the budget has to be realistic and the time framework for implementation has to be defined. Furthermore, goals and activities must be clear and realistic.Special attention will be paid to ensure thematic coverage of all pillars proposed by EUSAIR and synergy between them, i.e. to foster cross-pillar projects.

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| Deliverable number | Deliverable  | Description |
| Deliverable 2.5.1 | Developed project proposal documents for each strategic implementation format, for each strategic implementation format | Project proposals will be in the highest stage of readiness for application to the sources of funding with an identified partnership.The mentioned Project proposal documents might include analyses, feasibility studies and other types of documents. |

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| **WP 3 Advocacy** |
| **Activity 3.1. Labelling of project proposals**All project proposals drafted in Activity 2.5. will be labelled afterwards. The process of labelling project proposals is an important step in strengthening the importance of EUSAIR.The label will be awarded only to projects that have been created according to the previously elaborated methodology in Work packages 1 and 2. In other words, they should correspond to the appropriate implementation formats and have specific sources of funding and partnership identified. Furthermore, the label will be given to those projects that are assessed to have a transnational value/macro-regional focus, are contributing to the overall objectives of the Strategy and the specific objectives set out for each pillar in the EUSAIR Action Plan and are created in coordination with the implementers (GB, TSGs, NC) of the Strategy.The label shows a unanimous endorsement of the countries participating in the EUSAIR, providing political recognition and support to the project, facilitating access to finance for its implementation and contributing to providing solutions in the case of complex regional projects. The EUSAIR thus contributes to the facilitation of the promotion and the implementation of strategic implementation formats.The label will also ensure the visibility of the projects by mentioning the label and as appropriate inclusion in any communication related to the projects.Analysis of methodology for labelling from the previous period will be conducted and based on its findings of gaps and opportunities new methodology will be developed.Since the methodology would be newly developed, it will be approved by the GB. The label ensures that the project adheres to a set of principles set out in the methodology issued by GB and is a preparation for the advocacy process.

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| Deliverable number | Deliverable  | Description |
| Deliverable 3.1.1 | Methodology for labelling, 1 document | New methodology will be developed following the review of the previously existing methodology. All the best practices shall be carried into the new methodology through their enhancement and adaptation to the new financial multiannual framework. |
| Deliverable 3.1.2 | Labelled project proposals for each strategic implementation format | The label will transparently communicate to stakeholders and the whole macro-regional area that project proposals are in line with the EUSAIR priorities and financially viable. Thus, the label will help ensure their smoother implementation.  |

**Activity 3.2. Preparation of Advocacy plan for EUSAIR label** Since in the previous programming period, the reach of the label was limited, it is necessary to increase its importance and visibility on the EU and macro-regional level. The aim of the advocacy process is thus to communicate the added value of EUSAIR and tools developed through this Project. Particularly to increase the reach of the Strategy and capitalization possibilities that contribute to the implementation of EUSAIR and development of macro-region. Tools developed in WP1 and WP2 that accompany the label represent concrete added value for all users and will be available to all stakeholders in the macro-region for the development of future implementation formats, therefore directly contributing to the implementation of EUSAIR.The preparation of an advocacy implementation plan is a prerequisite for the launching of the advocacy process. An optimal advocacy implementation plan should include all the necessary elements: goals and objectives, target groups and the specific activities to be undertaken, as well as set out stakeholder roles and responsibilities, time frames, expected short-term and long-term outcomes, and available and needed resources. The advocacy implementation plan should be dynamic and capable of addressing changing needs as the implementation process of the project evolves. A good advocacy plan will be able to respond to the identified needs for support and awareness-raising of developed strategic projects. It will set up clear tools on how to guide the advocacy process efficiently and present projects to the public and relevant stakeholders. This activity will be carried out with close cooperation with Projects 1 and 2 as it will create a unified approach/guidelines to advocacy activities for all three projects. Specifically, the advocacy process set up in the implementation plan will include the main elements of the stakeholder’s database and analysis that will be developed within Project 2 – WP3 which deals with stakeholders’ involvement and engagement. It will also take into account, engagement methods proposed in EUSAIR stakeholder engagement plan – Project 2, Activity 3.2. During the drafting of the plan, it will be necessary to coordinate with Project 1 on complementary communication activities so they can be included in the plan. Accordingly, the advocacy plan will consist of specific recommendations considering its envisioned results. Relevant actors/organizations will be identified, and the best channels of communication will be proposed. Activities in the WP 3 of Project 2 will be fully explored as a possibility for stakeholder engagement in the advocacy process. A unified set of presentation tools will be developed for all project proposals – infographic, datasheet, PPTX presentation and booklet in order to communicate a unified message.

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| Deliverable number | Deliverable  | Description |
| Deliverable 3.2.1 | Developed Advocacy plan for EUSAIR label, 1 document | Advocacy implementation plan will be prepared by external experts and will contain a practical set of tools and proposed actions necessary to guide the advocacy process efficiently. Recommendations for the engagement of stakeholders will be developed in order to achieve maximum effect. The activity will be carried out in close collaboration with Projects 1 and 2. |

**Activity 3.3. Facilitating the identification of flagships/key priorities for the post-2027 period**Based on developed project proposals accompanied by knowledge and learning activities (i.e., Activity 1.6.) strategic guidelines for the identification of future flagships will be prepared. Flagships represent solutions for the main challenges of macro-regional importance and should be consistent with national needs as well as with the EU policy objectives. Identification of flagships for the future post-2027 programming period will be a challenging process that has to match EUSAIR thematic areas with policy and specific objectives of Cohesion funds. Such flagships should also include and reflect national strategic policy objectives and development priorities that derive from the strategic development documents of the EUSAIR countries.Moreover, a comprehensive document of strategic guidelines that stipulates main objectives and defines priorities and structure for the identification of future flagships will be prepared. This document will serve as an important element in the process of creation of the future most prominent flagships, considering the complementary process of identification of strategic development priorities.

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| Deliverable number | Deliverable  | Description |
| Deliverable 3.3.1 | Thematic/capacity building workshops with TSGs for development of new flagships, min. 4 | Workshops aiming to capitalize on lessons learned from the development of the last flagships and development of project proposals, as well as possible future revisions of the Action plan. |
| Deliverable 3.3.2 | Strategic guidelines and recommendations for the future flagships/key priorities, 1 document | The document will be prepared based on prepared project proposals and will define objectives, priorities and procedures for the identification of post-2027 flagships.  |

**Activity 3.4. Communication with stakeholders**The purpose of the activity is to strengthen the visibility of the strategic project development process. The communication activity will be implemented in line with Project 1, WP2 Coordination and communication, and its defined activities, more specifically in synergy with the External communication Strategy and annual communication plans. Some of the actions (deliverables) that will be performed within this activity include: * Preparation and publication of web articles as a part of Project 3 website, as well as for a wider public,
* Procurement of promotional items and their distribution through events
* Development of e-publications
* Press conferences/media actions

Visibility of the project and its results will also be achieved through other communication activities that shall be implemented in Project 1:* Online and social media campaigns to inform about strategic project development. Campaigns will be targeted at a different audience, e.g. general public, specific sectors, themes, etc.
* Working with media
* Videos etc.

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| Deliverable number | Deliverable  | Description |
| Deliverable 3.4.1 | EUSAIR website updates | Website shall be regularly updated and its use by visitors shall be monitored to improve its contents. Calendar of activities shall be permanently updated. |
| Deliverable 3.4.2 | Set of promotional items, 1 set | Promotional items are intended to increase awareness of the strategic implementation format and EUSAIR and shall be used at various events. |
| Deliverable 3.4.3 | e-Publications, 2 publications | Publications will include good practices of cooperation, achievements, collected knowledge, or similar.  |
| Deliverable 3.4.4 | Press conferences/media actions, 2 conferences | Press conferences will gather media to announce major outcomes, achievements, activities in progress, etc. Press conferences or similar media actions will accompany existing events at MR or country level.  |

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| **Timing**  |
| **(Plan the overall duration of the project and the timing of some main milestones or start and end of the WPs)**

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| **WP**  |  | **2024** | **2025** | **2026** | **2027** | **2028** | **2029** |
| **Q** | **4** | **1** | **2** | **3** | **4** | **1** | **2** | **3** | **4** | **1** | **2** | **3** | **4** | **1** | **2** | **3** | **4** | **1** | **2** | **3** | **4** | **1** | **2** | **3** |
| **WP 1 Development of strategic implementation formats** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.A) Report on existing flagships and developed implementation formats |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.B) Collecting key strategic ideas from flagships and other relevant sources at regional, national, transnational and macro-regional levels  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.C) Advancement of key strategic ideas and development of framework for the implementation formats |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.D) Preparation of ToRs and implementation of the procurement for engaging external experts for the development of implementation formats  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.E) Knowledge exchange and learning  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP 2 Support to implementation of strategic implementation formats** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.A) Development of the handbook for the preparation of project proposals for each strategic implementation format  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.B) Awareness Raising activities  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.C) Organizing at least two international advocacy matchmaking events |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.D) Mapping of the funding sources for project proposals |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.E) Development of project proposal documents for each strategic implementation format  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **WP 3Advocacy** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.A) Labelling of project proposals |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.B) Preparation and implementation of Advocacy plan for EUSAIR label |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.C) Facilitating the identification of flagships/key priorities for the post-2027 period  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.D) Communication with stakeholders  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **Link with other projects ISO 1 IPA ADRION** |
| *(Specify the main links and relationships with other projects under IPA ADRION ISO1 to support EUSAIR Governance)*

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| ***Project 3*** | ***Project 1*** | ***Project 2*** |
| **WP 1 Development of strategic implementation formats** |  |  |
| 1.A) Report on existing flagships and developed implementation formats | This activity should be implemented in close coordination with Project 1, in order to collect all relevant data from the previous period. |  |
| 1.B) Collecting key strategic ideas from flagships and other relevant sources at regional, national, transnational and macro-regional levels  | This activity should be implemented in close coordination with Project 1, namely the organization of capacity building activities for TSGs to ensure a top-down approach and present Knowledge based report to the GB. | This activity should be implemented in close coordination with Project 2, in order to engage all relevant stakeholders from the region to ensure a bottom-up approach. |
| 1.C) Advancement of key strategic ideas and development of framework for the implementation formats | This activity should be implemented in close coordination with Project 1, in order to collect all relevant data from the previous period. |  |
| 1.D) Preparation of ToRs and implementation of the procurement for engaging external experts for the development of implementation formats | This activity should be implemented in close coordination with Project 1, in order to collect all relevant data from the previous period. |  |
| 1.E) Knowledge exchange and learning  | This activity should be implemented in close coordination with Project 1 in order to better explore opportunities for knowledge exchange and learning. | This activity should be implemented in close coordination with Project 2 in order to better explore opportunities for knowledge exchange and learning. |
| **WP 2 Support to implementation of strategic implementation formats** |  |  |
| 2.A) Development of the handbook for the preparation of project proposals for each strategic implementation format | This activity should be implemented in close coordination with Project 1, in order to collect all relevant data from the previous period. |  |
| 2.B) Awareness Raising activities  | This activity should be implemented in close coordination with Project 1. Project 3 will participate in the activities in the framework of Project 1, Work package 2 “Coordination and Communication”. | This activity should be implemented in close coordination with 2 in order to reach all relevant actors on the policy level as well as stakeholders representing potential implementing entities.Project 3 will be involved in the activities of Project 2 - Work package 4 “Supporting the EUSAIR embedding process” which aims at supporting the exchange, coordination and animation among MAs of EU Cohesion funds through established networks of MAs. Strong coordination with Project 2 will allow the possibility to seek for potential synergies with other programmes and possibilities to design “project-chains” and “project – to policy loops”. |
| 2.C) Organizing at least two international advocacy matchmaking events | This activity should be implemented in close coordination with Project 1 in order to secure participation of all relevant stakeholders and to adjust the time framework for its organization. | This activity should be implemented in close coordination with Project 2. Key targeted stakeholders or possible owners, i.e. partnerships ready to implement project proposals will be identified by Project 2 in Work package 3. It is also necessary to agree on the time framework for its organization. |
| 2.D) Mapping of the funding sources for project proposals | The process of identification of funding sources will be done in close collaboration with Projects 1 and 2 which will help facilitate regular conversations, consultations with relevant sources of funding. | The process of identification of funding sources will be done in close collaboration with Projects 1 and 2 which will help facilitate regular conversations, consultations with relevant sources of funding.Project 2 may also provide preliminary information on the available funding sources. Information on funding sources will be provided by Project 3 to Project 2 for WP 2 – Activity 2.4. Knowledge review of funding opportunities and alert service. |
| 2.E) Development of project proposal documents for each strategic implementation format  |  | Project proposals shall be developed in parallel with the Project 2 enhancement and using the Project 2 outcomes, specifically knowledge management development.  |
| **WP 3Advocacy** |  |  |
| 3.A) Labelling of project proposals | This activity should be implemented in close coordination with Project 1, in order to collect all relevant data from the previous period. Methodology for labelling will be approved by the GB. |  |
| 3.B) Preparation of Advocacy plan for EUSAIR label | During the drafting of the plan, it will be necessary to coordinate with Project 1 on complementary communication activities so they can be included in the plan. | The advocacy implementation plan shall be developed based on the contributions and outcomes of the Project 2, especially the knowledge management tools that will be produced. It will include the main elements of the stakeholder’s database and analysis that will be developed within the Project 2 – WP3 which deals with stakeholders’ involvement and engagement. It will also take into count, engagement methods proposed in EUSAIR stakeholder engagement plan – Project 2, Activity 3.2. Activities in the WP 3 of Project 2 will be fully explored as a possibility for stakeholder engagement in advocacy process. |
| 3.C) Facilitating identification of flagships/key priorities for the post 2027 period  |  | Project proposals shall be developed in parallel with the Project 2 enhancement and using the Project 2 outcomes, specifically knowledge management development |
| 3.D) Communication with stakeholders  | This activity should be implemented in close coordination with Project 1 in order to secure participation of all relevant stakeholders and to adjust the time framework for its organization. | This activity should be implemented in close coordination with Project 2., i.e. Key targeted stakeholders  |

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Table 1 Estimated Budget activity and budget line in EUR

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| **WP/Budget line/ Activity/PP** |  |
|  | **TOTAL** |
| **WP1 Development of strategic implementation formats** |  |
| Staff input - FTE per WP | 1,2 |
| Staff costs | 216.000,00 € |
| Travel and accommodation  | 24.624,00 € |
| Office and administration | 21.600,00 € |
| External expertise and services | 380.000,00 € |
| **TOTAL** | **642.224,00 €** |
| **A.1.1 Report on existing flagships and developed implementation formats** | **86.714,00 €** |
| **A.1.2 Collecting key strategic ideas from flagships and other relevant sources at regional, national, transnational and macro-regional levels**  | **264.626,00 €** |
| **A1.3 Advancement of key strategic ideas and development of the framework for the implementation formats**  | **127.026,00 €** |
| **A.1.4 Preparation of ToRs and implementation of the procurement for engaging external experts for the development of implementation format** | **66.714,00 €** |
| **A.1.5 Knowledge exchange and learning**  | **97.144,00 €** |
| **TOTAL** | **642.224,00 €** |
| **WP2 Support to implementation of strategic implementation formats** |  |
| Staff input - FTE per WP | 1,3 |
| Staff costs | 226.800,00 € |
| Travel and accommodation  | 27.216,00 € |
| Office and administration | 22.680,00 € |
| External expertise and services | 1.094.800,00 € |
| **TOTAL** | **1.371.496,00 €** |
| **A.2.1 Development of the handbook for the preparation of project proposals for each strategic implementation format** | **87.348,00 €** |
| **A.2.2 Awareness Raising activities** | **103.848,00 €** |
| **A.2.3 Organizing at least two international advocacy matchmaking events**  | **200.604,00 €** |
| **A.2.4 Mapping of the funding sources for project proposals** | **107.348,00 €** |
| **A.2.5 Development of project proposal documents for each strategic implementation format**  | **872.348,00 €** |
| **TOTAL** | **1.371.496,00 €** |
| **WP3 Advocacy** |  |
| Staff input - FTE per WP | 1 |
| Staff costs | 172.800,00 € |
| Travel and accommodation  | 21.060,00 € |
| Office and administration | 17.280,00 € |
| External expertise and services | 386.760,00 € |
| **TOTAL** | **597.900,00 €** |
| **A.3.1 Labelling of project proposals** | **136.530,00 €** |
| **A.3.2 Preparation of Advocacy plan for EUSAIR label** | **134.310,00 €** |
| **A.3.3 Facilitating the identification of flagships/key priorities for the post-2027 period** | **185.330,00 €** |
| **A.3.4 Communication with stakeholders** | **141.730,00 €** |
| **TOTAL** | **597.900,00 €** |
| **GRAND TOTAL** | **2.611.620,00 €** |

1. As defined in the IPA ADRION Cooperation Programme. [↑](#footnote-ref-1)
2. As defined in the IPA ADRION Interreg Programme. [↑](#footnote-ref-2)
3. „Facilitating strategic project development“, Background paper Work package T.2, March 2022., EUSAIR Facility point. [↑](#footnote-ref-3)
4. As defined in the document „Facilitating strategic project development“, a background paper developed in Work package T.2 in March 2022. by EUSAIR Facility point project, strategic projects may include projects, project frameworks, actions, studies and master-plans. [↑](#footnote-ref-4)
5. „How do macro-regional strategies deliver: workflows, processes and approaches“, Input paper, January 2018., EU Strategy for the Baltic region [↑](#footnote-ref-5)
6. Based on functions and definitions explained in the Appendix The EUSAIR Governance support: Functions, Directions of support and Possible actions [↑](#footnote-ref-6)
7. As above. [↑](#footnote-ref-7)
8. In the previous period, implementation formats include projects, project frameworks, actions, studies and masterplans which should be best suited for efficient utilization. [↑](#footnote-ref-8)
9. „How do macro-regional strategies deliver: workflows, processes and approaches“, Input paper, January 2018., EU Strategy for the Baltic region [↑](#footnote-ref-9)
10. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions concerning the European Union Strategy for the Adriatic and Ionian Region. [↑](#footnote-ref-10)
11. „The EU Strategy for the Adriatic and Ionian region (EUSAIR)“, Briefing, European Parliamentary Research Service, July 2022. [↑](#footnote-ref-11)