

SELF-ASSESSMENT TOOL

OECD NATIONAL EUSAIR

MULTI-LEVEL GOVERNANCE



OECD National EUSAIR Multi-Level Governance Self-Assessment Tool



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Introduction

The OECD was requested to review and assess national multi-level governance systems and challenges that can support or hamper achieving macro-regional strategy objectives for the Adriatic and Ionian Region (EUSAIR). The OECD project focuses on multi-level governance systems – i.e. the institutions, frameworks and practices that support making and implementing decisions with respect to the EUSAIR Action Plan – including cross-sector coordination, in each of the eight EUSAIR countries.

In this context, and based on findings emanating from the OECD EUSAIR Synthesis Report¹, together with OECD experience with multi-level governance systems and self-assessment among EU member states and enlargement countries, the OECD developed a self-assessment mechanism for EUSAIR. Its intention is to help EUSAIR key implementers auto-evaluate the degree to which their country's EUSAIR multi-level governance system is “fit-for-purpose”. It is also designed with an eye on monitoring progress and making necessary adjustments over time in order to strengthen and maintain the capacity to set and achieve their EUSAIR objectives.

The self-assessment tool focuses on different dimensions and actions to support effective multi-level governance systems as applied to EUSAIR at the individual country level, primarily through subjective evaluation elements and supported by a mechanism to help guide or prioritise adjustments. Its purpose is to assist key implementers in each country assess the extent – and to a degree, the effective performance – of the multi-level governance system supporting EUSAIR in their country. It is *not* a tool to evaluate EUSAIR's overall impact or outcomes in the macro-region, in individual Pillars or within individual countries. Nor is it intended to evaluate advancement by each country in the EUSAIR Action Plan, or the activities and quality of actions carried out by key implementers and EUSAIR stakeholders in their countries.

This methodological note reviews the scope, structure, scaling system, implementation process and actors involved, and offers some ideas for using the proposed tool.

Analytical scope

The OECD EUSAIR Multi-Level Governance Self-Assessment Tool facilitates a differentiated and subjective analysis of the performance of a country's multi-level governance system as applied to EUSAIR. Its aim is to help EUSAIR countries identify what is working well, what requires strengthening, and what needs to be developed with respect to multi-level governance in order to better support the country's implementation of EUSAIR.

There is also the possibility to regularly assess progress over time by undertaking the qualitative exercise on a periodic basis with the option of complementing the assessment with relevant input and output indicators, as identified in the section entitled “Quantitative Indicators”. This latter option however, requires additional work on the part of the

¹ The OECD EUSAIR Synthesis Report summarises the key findings regarding the multi-level governance practices in each participating EUSAIR country as applied to the implementation of EUSAIR, and how these practices support or impede moving the Strategy forward. It was developed based on country questionnaires, country case studies and country visits undertaken in late 2017 and early 2018.

<http://www.oecd.org/cfe/Synthesis-EUSAIR-Final.pdf>

countries, including data gathering and mapping capacities based on the findings emanating from the assessment.

Self-assessment purpose

The OECD EUSAIR Multi-Level Governance Self-Assessment Tool for the national level can support EUSAIR key implementers enhance their ability to effectively and efficiently address multi-level governance challenges with respect to EUSAIR, and to take corrective action. It also seeks to make auto-evaluation and assessment a systematic exercise by introducing a set of considerations that can support planning and evaluation, reinforce accountability, and promote organisational learning. In addition, it aims to clarify where countries stand with respect to core capacities for the Strategy's implementation, help key implementers assess the strength of these capacities, and identify (and prioritise) adjustments that may need to be made.

The tool is flexible in terms of applicability. For example, it can be used by key implementers within each EUSAIR country in order to identify how their EUSAIR multi-level governance arrangements are performing. This could be done individually, as a group exercise by specific groups (e.g. individual TSGs), or at a Pillar level, for instance. It could also be used as a collective self-assessment exercise where key implementers in each Pillar work together to undertake a “national EUSAIR Self-Assessment” as a whole. If undertaken by all countries, there may be some desire to exchange experiences and findings, or use the findings to generate a discussion and dialogue of what may need to be strengthened at a macro-regional or European-level in order to better support national-level structures and performance.

Self-assessment methodology

The self-assessment tool was designed based on a diagnosis of the multi-level governance structures supporting EUSAIR implementation in each participating country. It draws on *ex ante* analysis of the multi-level governance structures and challenges featuring in the OECD synthesis report on multi-level governance and cross-sector practices in participating countries. The Synthesis Report itself was generated with information gathered through desk research, country visits and interviews, and country case studies. The self-assessment tool is not static, but rather it intends to help develop a system for countries to strengthen their multi-level governance systems and foster ongoing organisational learning and adjustment over time.

Self-assessment Dimensions, Action Areas and Action Inputs

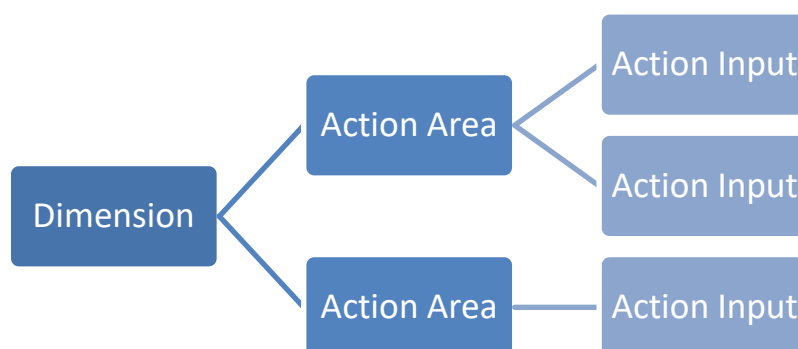
The self-assessment methodology proposed here is based on the three Dimensions – *i*) enabling frameworks, *ii*) capacity and *iii*) coordination – that are, in turn, composed of Action Areas and Action Inputs. Specifically, the three dimensions critical to EUSAIR implementation at the national level are:

1. **Enabling frameworks:** fundamental to EUSAIR implementation are the frameworks that support the implementation of the EUSAIR Action Plan by all levels of government in a participating country. These can include national and EU-level regulations, procedures, processes and criteria affecting human resources, finance, programming and projects.

2. **Capacity:** adequate capacity in terms of human and financial resources to implement the Strategy and to promote learning (peer to peer and facilitated) among relevant actors at all levels of government is key to advancing EUSAIR objectives at the national and broader strategic levels. Capacity extends to characteristics of the macro-regional approach, knowledge building and information flows administrative and managerial structures.
3. **Coordination:** ensuring multi-level, cross-sector, and multi-stakeholder coordination to strengthen strategic and inclusive decision-making for EUSAIR as well as awareness building and communication of the Strategy’s value-added to internal and external stakeholders. Stakeholders include actors within the national-level EUSAIR governance structures, those in relevant EUSAIR policy areas, Managing and Programming Authorities, and subnational actors and external stakeholders (e.g. research centres, academia, civil society, etc.).

Each Dimension is associated with three to five Action Areas that draw from the findings and recommendations of the OECD Synthesis Report. These Action Areas highlight broad categories of activity that shape or contribute to multi-level governance systems within the context of EUSAIR. At the core of this self-assessment tool are Action Inputs associated with each Action Area (Figure 1).

Figure 1. Self-Assessment Structure



Action Inputs are concrete actions or action typologies that can strengthen diverse aspects of a country’s multi-level governance system as applied to EUSAIR. Inputs are organised in a checklist format linked to a green, yellow, red rating scale (Figure 2). The scale intends to help key implementers identify supportive actions that are in place, that may need to be strengthened, and that may need to be developed as a means to reinforce their EUSAIR multi-level governance system. It also acknowledges that some actions may not be applicable to all countries.

Table 1. Rating scale for Action Inputs

In place and satisfactory	In place but needs improvement	Not developed/ not functional	Not applicable
3	2	1	0

Key implementers can elect to use the quantitative scale from 0 to 3 when evaluating findings, or to simply use the green/yellow/red rating system and aggregate findings by prevailing colour. Both approaches permit the rapid identification of performance in the

three Dimensions and various Action Areas. For accountability and engagement purposes, it can offer an easy-to-use and visual mechanism to highlight progress and results, help raise awareness among actors within the system, and encourage building new capacities. Using a quantitative rating system can reinforce this.

The assessment tool checklist was designed for use by all key implementers at the national level. For example, National Coordinators can use it for the full system, Pillar Coordinators can use it for the Pillar, TSG representatives or other officials working within the Pillar at the national level can use it to assess governance within their own thematic steering group, and Facility Point Project Partners can use it to gain insight into the system overall. Results can either be shared and consolidated, or simply used within the context of a specific thematic area or pillar, for example.

Process, working steps and assessment management

When undertaking the self-assessment as a comprehensive and/or formal exercise, consideration can be given to a three-step process:

1. **Self-assessment:** Key implementers carry out the self-assessment exercise for their country. If necessary, available data and information useful for step two, below, can be collected by the body leading the exercise (e.g. TSG, National Coordinator, Facility Point Project Partner) to better inform the process.
2. **Interpretation of findings:** Facility Point Project Partners and/or National Coordinators could support the process by aggregating the rating scales and undertaking a qualitative (and potentially quantitative) analysis of results for their country. This could help determine the level of capacity in the three governance Dimensions and the individual Action Areas and provide a basis for developing potential responses. In addition, the insights generated could serve as key inputs for formulating a capacity development response.
3. **Communication:** Ideally, the self-assessment process is followed by a facilitated discussion or reflection among key implementers (by category of key implementer – i.e. TSGs, Pillars, etc. – or by all EUSAIR participants). This could take the form of a policy dialogue meeting at the country level in order to discuss findings and conclusions, and generate practical recommendations based on agreed upon priority areas for improvement, or another discussion format.

Carrying out self-assessment can be undertaken as an “individual” or “group” exercise, and thus can take several forms. For example, it could be an individual exercise by a key implementer, or as a group exercise within Pillar or a TSG, or featured as a specific item on a TSG meeting agenda. If the latter, individual TSGs could complete a form and then develop a consolidated version for the Pillar or under take the exercise as part of a larger Pillar meeting. The Facility Point Project Partner in each country as well as the National Coordinators can support the consolidation and analysis of the results, and help identify priorities for action to strengthen governance practices.

When carrying out the exercise, consideration could be given to a light and flexible working group led by the country’s National Coordinators and supported by the Facility Point Project Partners for monitoring the process and progress and to ensure accountability within their national EUSAIR multi-level governance system. Overall, the tool aims to encourage active participation and discussion, and lead to follow-up actions to strengthen governance practices. For EUSAIR countries participating in other macro-regional strategies, this tool

may also be applicable, though of course would require adjustment according to the context and features specific to the respective macro-regional multi-level governance structure.

For the exercise to be successful, respondents will need to take an objective look at accomplishments, and critically assess shortcomings. However, it is important to emphasise that the self-assessment tool *does not* evaluate an individual's performance, nor is it intended to do so. Rather, as noted earlier, it asks key implementers to assess the extent and – to a degree – the effective performance of the multi-level governance system supporting EUSAIR implementation in their country.

Results analysis

Use of this self-assessment checklist should lead to concrete actions to bridge identified “gaps” in multi-level governance practices for EUSAIR, and to design a road map for action that will help improve performance in the short, medium and long term. With time, results could be triangulated by introducing the self-assessment tool to other stakeholders into the process (e.g. representatives from other relevant line ministries, agencies, subnational authorities, EUSAIR project implementers, etc.), and comparing internal versus external stakeholder inputs.

Once the self-assessment based on the checklist introduced below is complete, further analysis could be taken by evaluating the percentage “red” responses per Dimension or per Action Area, with each country establishing a base line for urgency. In other words, if an action area or a dimension receives more than 50% red responses, then it is an area that may require significant and urgent attention.

In addition to identifying the areas for improvement or action in multi-level governance systems for EUSAIR, thought should be given as what the action requires in terms of content or activity, how the responsibility for action is allocated (e.g. to national coordinators, within a pillar, with a specific TSG), by when it should be accomplished, other actors that may need to be engaged (e.g. line ministries, agencies, subnational authorities or associations, etc.), and expected results. Table 2, below, can help structure this. It is important to note that this table may not be appropriate for all the Action Inputs in the self-assessment checklist (e.g. those relating to ownership), but it can help clarify activity in a number of areas.

Table 2. Activity Map for enhancing multi-level governance practices for EUSAIR at the national level

Action/Area for improvement	Tasks/Content to complete	Implementing actor(s)	Timing	Relevant additional actors	Expected results

Ultimately, a self-assessment conducted by all four Thematic Steering Groups, the National Coordinators, the Facility Point Project Partners in each country, together with officials or administrations participating in Pillar activities at the national level, can generate useful insight regarding the areas that are working well and those that need strengthening. This will make it easier for the EUSAIR governance structures within the country to set priorities for action with respect to governance practices. Findings can either be shared and

consolidated across these structures, or simply used within the context of a specific thematic area or pillar. Such tools prove their value over time. Thus, it is recommended that key implementers periodically repeat the exercise (e.g. every 18 months or so) in order to foster regular communication, feedback, evaluate progress and identify new priorities for action.

EUSAIR Multi-Level Governance Self-Assessment Tool Checklist

The self-assessment tool is organised around **three dimensions** critical to EUSAIR implementation at the national level:

1. Ensuring that there is an **enabling environment** that supports the strategy and key implementers as they move forward to realise the EUSAIR Action Plan
2. Ensuring that all actors have **adequate capacity** to implement the strategy and that there is sufficient **knowledge sharing** within the national level EUSAIR governance structure as well as among other internal and external actors
3. Ensuring **effective cooperation** across the EUSAIR governance structure in the country (e.g. across pillars), as well as with other key actors (EU programming bodies, subnational authorities, external stakeholders, etc.).

The tool presented is for **use at the national level**. It intends to assist EUSAIR key implementers identify which actions that support these three dimensions are working well within their country, which may need more attention, and where there are potential gaps. It includes actions that may require European-level support, or which are part of a negotiation process, or which may involve multiple actors. In some cases, the actions are still not in place or are just being established, or are longer-term endeavours (e.g. in post-2020), and the expectation is that they will strengthen over time – a matter that the self-assessment tool can reflect if the self-assessment exercise is regularly undertaken (e.g. every 18 months). The intention is to be as comprehensive as possible for the tool to be relevant over time and reflect progress. It can be used by National Coordinators, Pillar Coordinators, TSG members, Facility Point Project Partners, etc.

The following checklist intends to elicit subjective assessments through rating scales of 0 to 3 with colour coding (white, green, yellow and red) in order to help prioritise future actions that could strengthen EUSAIR multi-level governance structures in each country and thereby better support EUSAIR implementation and meet its objectives.

- In place and satisfactory (3)
- In place but needs improvement (2)
- Not developed/not functional (1)
- Not applicable (0)

Table 3. OECD EUSAIR Multi-Level Governance Self-Assessment-Tool Checklist

Dimension 1: An enabling environment for EUSAIR implementation						
Action Area	Action Input	Scale				Notes and Suggestions
		3	2	1	0	
Key implementers and line ministry representatives for EUSAIR are capacitated, skilled and supported	Key implementers and line ministry representatives for EUSAIR are knowledgeable and/or experienced in Cohesion Policy issues, macro-regional strategies and EU-investment or public investment processes and tools					
	Staff needs (quantity, qualifications, and resources) are shared and updated to ensure capacity to successfully undertake their role in the strategy's implementation					
	There is stability in terms of civil servants involved in EUSAIR (i.e. infrequent changes)					
	Opportunities for shared learning and exchange with other sectors and countries (e.g. through training, twinning, online tools, etc.) are in place, regularly proposed, and used					
Access to financial resources to implement EUSAIR initiatives is clear and prioritised	Among key implementers as a group, there is a clear understanding of the different available funding sources, their criteria, expectations, mechanisms of access and use, and level of funding available					
	Funding rules and mechanisms for EUSAIR and other possible EU funds are coherent and aligned within the country					
	National or subnational level funding is clearly available and accessible to support EUSAIR initiatives					
	"Early funding tools" (e.g. seed money, technical assistance funds, "match-making" opportunities, etc.) have been introduced and communicated to relevant stakeholders					
ESIF/IPA and EUSAIR frameworks (rules, regulations, selection criteria, funding criteria, etc.) are coherent and complementary and can support EUSAIR initiatives	EUSAIR objectives are clearly and explicitly integrated into the priorities and commitments of Partnership Agreements and Programming Agreements (IPAI countries)					
	EUSAIR objectives are clearly integrated into ESIF OPs/IPAI Programming Agreements and are explicitly part of OP and Programming Agreement strategies					
	EUSAIR objectives are clearly incorporated into OP/Programming Agreement priorities and selection criteria for project implementation					
	Rules and mechanisms between EUSAIR and EU-level funding opportunities (other than OPs or IPA funds) are aligned					
	Nationally-funded projects take on board macro-regional and transnational/cross-border criteria in their evaluation and selection processes					

	There are adequate and regular communication flows with other large EU regional initiatives or large projects (e.g. All, AEI, Blue MED, other MRS)					
Subnational governments and non-government stakeholders actively and regularly engage with EUSAIR	Subnational governments and relevant non-government stakeholders are involved in the design and drafting of EUSAIR strategy or thematic documents particularly those for new programming periods or cycles					
	There is regular communication with subnational authorities and other stakeholders about EUSAIR activities, initiatives, events and opportunities					
	Public awareness campaigns and events are sponsored by EUSAIR or in collaboration with other programmes to educate stakeholders, including citizens, on EUSAIR themes					
<i>Dimension Aggregate Score</i>						

Dimension 2: Capacity and knowledge sharing for EUSAIR implementation						
Action Area	Action Input	Scale				Notes and Suggestions
		3	2	1	0	
Appropriate levels of administrative capacity and administrative structure are in place/accessible at the country level	Roles and responsibilities of each category of key implementer are clear and harmonised within their administration.					
	Key implementers leaving the EUSAIR structure do not disrupt decision-making processes					
	Regular meetings are held between EUSAIR coordination structures and Managing Authorities or Programming Authorities or EU mainstream national programming bodies					
	There is regular evaluation/consideration of the performance of administrative structures in relation to EUSAIR achievements					
Managerial capacity and managerial structures are in place at the country level	Key implementers have the support from their ministerial hierarchy to dedicate time and resources to EUSAIR tasks					
	Shared learning mechanisms for cross-sector exchange are in place and supported					
	New Pillar Coordinators, national pillar leaders, and TSG members are quickly operational in their functions and tasks with respect to EUSAIR at the national level					
	EUSAIR goals and actions are prioritised in the key implementers' organisation and/or unit					
	Mechanisms, agreements and procedures are in place that facilitate cooperation and joint implementation of projects (or policy decisions) under a EUSAIR/MRS umbrella					
	Arrangements used to develop and implement EUSAIR are made with the involvement of the relevant line ministries, agencies or other bodies					
	Mandates and lines of accountability for EUSAIR implementation are clear within the EUSAIR governance structure					
Financial structures and capacity are built and maintained	Key implementers have adequate training/experience to navigate EU funding mechanisms					
	Initiatives and programmes supporting EUSAIR objectives are clearly linked to national and/or subnational funding sources					
	Initiatives and programmes supporting EUSAIR objectives are clearly linked to European level funding sources					
	A national, easy to use, funding overview guide exists and is disseminated to relevant stakeholders in order to support EUSAIR implementation					

Facility Point Project Partners are fully supported	The national Facility Point Project Partner has skilled and capacitated staff, is responsive to the diverse needs of EUSAIR implementation and national key implementers, and is knowledgeable in EU programming and funding practices					
	The roles, responsibilities and expectations of the national Facility Point Project Partner are clear and appropriately defined					
	There is regular exchange among Facility Point Project Partners in each country					
	Information* is communicated to and by the national Facility Point Project Partner regularly and in a timely manner					
Knowledge building and information flows are open, consistent and constructive	Good practices in different EUSAIR countries and other MRS are shared and adopted (with appropriate adjustments for individual country context)					
	There are adequate and regular communication flows with other large EU regional initiatives or large projects (e.g. All, AEI, Blue MED, other MRS)					
	Knowledge of available resources is spread within the institutional chain involved in EUSAIR implementation					
	A national EUSAIR digital platform (e.g. with information regarding programming, calls, projects, FAQs etc.) is available to all stakeholders, fully accessible to everybody and regularly updated (at the national and European level)					
	There is open access to data and information related to EUSAIR (for internal and external stakeholders)					
	A national-level communication strategy for EUSAIR is in place and operational					
	Communication regarding the strategy, its purpose and implementation opportunities is in clear language and available through diverse channels (e.g. online, workshops, dialogue fora, etc.)					
National and subnational stakeholders macro-regional stakeholders are regularly informed of EUSAIR programme specificities (e.g. project design and implementation), and the funding sources available to EUSAIR initiatives and/or relevant projects						
<i>Dimension Aggregate Score</i>						

Dimension 3: Coordination across Pillars, among government and non-government actors						
Action Area	Action Input	Scale				Notes and Suggestions
		3	2	1	0	
Ownership of the strategy within and outside of government is continually built as necessary	Key implementers clearly and regularly communicate the value-added and specificities of the macro-regional perspective and EUSAIR's key objectives to other national and subnational government, and external to government stakeholders					
	Line ministries can identify how engaging with EUSAIR helps them achieve national sector goals and/or OP priorities and targets					
	There are protocols, agreements (formal and informal), and procedures in place to facilitate internal and external stakeholder engagement (including subnational authorities)					
	Key implementers are empowered to undertake and champion EUSAIR initiatives and activities					
	Large scale and/or significant projects and common EUSAIR objectives at the national level have been identified, established and promoted					
Inherent synergies among Pillars and themes are realised through cross-sector horizontal and vertical coordination at the national level	Continuous information exchange and dialogue is promoted within and across the country's Pillars and TSGs, and with other relevant line ministries/government bodies					
	National sector strategic programmes, and national-level EU programming priorities are aligned with EUSAIR objectives and action plan					
	There is an inter-ministerial committee or other institutionalised working group with EUSAIR among its tasks, that meets regularly and can take follow-up decisions					
	There are regular, national-level cross-sector EUSAIR meetings with all key national and subnational actors					
	National-level incentive structures are in place to encourage cross-sector dialogue and cooperation for EUSAIR					
	Relevant key implementers, line ministries and subnational governments have developed, agreed upon, and started implementing a common national position for each thematic area/topic to propose					
	Cross-pillar initiatives and actions/activities to realise are identified these are presented for consideration**					
	Dialogue and engagement opportunities with subnational authorities, associations, and external stakeholders are developed and expanded over time as appropriate					
Ties with EU programming are constructive and strong	There are regular opportunities in place to build dialogue and generate effective cooperation with counterparts in Managing or Programming Authorities					
	EUSAIR key implementers and Managing / Programming Authorities regularly consult to assess and update the EUSAIR project list in each Pillar.					
	EUSAIR key implementers are regularly and effectively involved in Operational Programme and/or national investment programme meetings (e.g. monitoring committees, working groups, round tables) and decisions affecting implementation (e.g. calls, priority and criteria setting, project selection)					

	Decisions regarding EUSAIR related projects are visible on official EU-programming websites in the country (e.g. Cohesion website, Operational Programme websites, etc.)					
There are strong and active actor networks in place	Networks have been created and are operational at the national/subnational/territorial level within the framework of EUSAIR and its thematic areas					
	Incentives to foster commitment among external actors to EUSAIR initiatives are in place and used					
A national level performance measurement system for EUSAIR objectives and targets is in place and used	Realistic and measurable targets have been set for national EUSAIR objectives, using data that is already available					
	Procedures, protocols and indicators to facilitate the monitoring and control of EUSAIR initiatives and their implementation in the country are operational					
	Results from monitoring and evaluation, targets and indicators are easily accessible and clearly communicated to government and non-government stakeholders					
	Results from monitoring and evaluation are used to make necessary adjustments to EUSAIR related activities in the country					
	EUSAIR key implementers regularly contribute with data and information to the monitoring system					
<i>Dimension Aggregate Score</i>						

*Notes:** Information refers to documents and reports reflecting: decisions on budgeting (earmarking) in line with objectives; information on available resources or commitments to make resources available; how implementation is organised or supported; implementation progress (monitoring); informing about stakeholder engagement, etc.

** Using a cross-pillar matrix, for example that prepared by TSG 3, is one mechanism to consider for accomplishing this.

EUSAIR Multi-Level Governance Capacity Indicators

Complementing the qualitative assessment presented by the self-assessment checklist, a small set of input/output indicators have been developed with a view to helping regularly measure progress in capacity levels for EUSAIR multi-level governance within participating countries. They intend to be foundations for subsequent in-country monitoring and evaluation of governance practices in each Dimension. In this way, it will be easier to refine a capacity-development response and design new initiatives to address evolving needs

The indicators were selected for their clarity, reliability, simplicity and ease of monitoring, in this way facilitating comparability, measurability and aggregation. The following set of indicators is proposed for each of the three governance Dimensions and their key concepts, highlighted in the OECD EUSAIR Multi-level Governance Self-Assessment Checklist. They are a combination of input and output indicators, as it may be premature to develop outcome indicators for EUSAIR multi-level governance systems in each country. It is, however, proposed that baseline data and realistic targets be identified collaboratively among key implementers at the national level, and that these be used as a basis to measure change in governance capacity over time. This said, addressing weak results in some of the indicators, for example the turnover rate of staff with EUSAIR in their portfolio can also support changes to strengthen EUSAIR outcomes over time.

Table 4. Suggested quantitative indicator list for EUSAIR multi-level governance performance at the national level

Dimension 1: An enabling environment for EUSAIR implementation			
Indicator	Unit	Rationale	Definition
Turnover rate of EUSAIR officers/reference people	%	To periodically measure the rate of change among staff assigned to EUSAIR	Civil servants/officers and long term consultants with EUSAIR in their work portfolio
Turnover rate of human resources within the whole office/organisation	%	To periodically measure the overall changes within departments or organisations with staff assigned to EUSAIR	Civil servants/officers and long term consultants in departments or organisations with staff assigned to EUSAIR
Resources available for new projects contributing to EUSAIR implementation	%	To measure the increase or decrease of financial resources assigned to projects contributing to EUSAIR over time	Financial resources available over time, as a proportion of new projects proposed, approved and funded for implementation or that contribute to EUSAIR implementation. Financial resources can come from different sources, with the goal being to measure the overall
Incentive mechanisms in place and operational	#	To examine the cross-effect of turnovers and mechanisms in place	Identify the degree of incentive of administrations, OPs and other programmes to contribute to EUSAIR objectives
Regular operational meetings with subnational governments	#	To measure level of opportunity for subnational governments to contribute to EUSAIR decision making	

Dimension 2: Capacity and knowledge sharing for EUSAIR implementation			
Indicator	Unit	Rationale	Definition
Joint initiatives launched	#	To measure the number of initiatives or projects proposed and implemented within national programmes and capacity to develop and implement joint initiatives	To identify a trend (increase or decrease) over time of projects put forward jointly by countries
Targeted calls for EUSAIR within investment programmes	#	To measure the number of calls and their increase overtime	Calls are those falling under ESI funded programmes, national investment programmes or IPA II initiatives
Specific online communications tools for EUSAIR, launched, operational and updated	# of visitors to site	To measure the potential level of interest and dissemination of EUSAIR - relevant information.	
Dimension 3: Coordination across Pillars, among government and non-government actors			
Indicator	Unit	Rationale	Definition
Shared national coordination measures/decisions implemented	#	To measure the effective adoption of measures and decisions with an integrated or participatory approach	Data collection could also allow data processing to be split per Pillar or sector
Networks created and meeting regularly, or active	#	To measure the capacity of cross-sector coordination and exchange within networks created in the framework of EUSAIR Implementation	Thematic networks are those dealing with/finalising the development of projects in the framework of the EUSAIR Action Plan
Partnerships created and supported for macro regional projects	#	To measure the capacity to coordinate among countries or actors from different countries	

