WORKSHOP REPORT

ASSISTANCE IN IMPLEMENTING THE STRATEGIC PROJECT EUSAIR FACILITY POINT (IPA ADRION 2021–2027) IN CONDUCTING THE CONSULTATION PROCESS REGARDING THE ROLE OF MACRO-REGIONAL COOPERATION IN THE FUTURE COHESION POLICY

Content

1   Introduction

The EU Strategy for the Adriatic-Ionian Region (EUSAIR) workshop with coordination and managing authorities (MA) of mainstream programmes and National IPA coordinators (NIPAC) took place on 1st of October 2024, in Corfu, Greece. This event is part of the EUSAIR consultation process for preparing key recommendations on the role of macro-regional cooperation in the future Cohesion Policy.

The workshop was held in a hybrid format, during the kick-off conference of the Hellenic Presidency of EUSAIR from 14:00-17:00 local time. The in-person session convened in at the Auditorium of Ionian Academy – Akadimias 1 in Corfu, while online participants connected via Zoom.

The event served as an opportunity to gather input from MAs of mainstream programmes and European Territorial Cooperation (ETC) programmes, contributing to the consultation process on macro-regional cooperation in the future Cohesion Policy post-2027.

The input gathered will support the team in the preparation of recommendations and provide valuable material for upcoming activities, including focus group discussion and the final report.

2   Agenda

The Hellenic (EL) Presidency opened the workshop and presented the agenda. The representative emphasized the importance of laying the groundwork for the post-2027 period, noting that this is the first opportunity to discuss the integration of EUSAIR into both, ETC and mainstream programmes.

Figure 1: Agenda

Tuesday, 1 October 2024	
ATTENTION: hours are provided in local time CET-1:00, the meeting starts at 13.00 CET.	
13:00-14:00	*Lunch*
13:45-14:00 *(12:45-13:00 CET)*	*Registration*
14:00-14:10 **(13:00-13:10 CET)**	1. **Welcome and introduction of the agenda** *(EL EUSAIR Presidency)*
14:10-14:45	2. **Introduction of the participants** *(tour de table)* **Presentation of the 27+ consultation goal, target groups and approach** *(EUSAIR Facility Point, M&E Factory)*
14:45-15:00	3. **Current macro-regional cooperation - presentation** Plans for activation of EUSAIR MA networks *(StEP – EUSAIR Governance Support Project)*
15:00-15:45	4. **Current macro-regional cooperation - discussion** Engagement in macro-regional initiatives, good practices Obstacles to macro-regional cooperation *(discussion moderated by M&E Factory)*
15:45-16:00	*Break*
16:00-16:45	5. **Future of macro-regional cooperation** Opportunities for future macro-regional cooperation (areas for cooperation, triggers) EUSAIR role (embedding, implementation, monitoring, communication/capitalisation) *(discussion moderated by M&E Factory)*
16:45-17:00	6. **Wrap-up and final remarks** *(EL EUSAIR Presidency)*

3   Presentation of the EUSAIR 2027+ consultation

3.1   Workshop participants´ profiles

To open the workshop, the expert team asked the participants to indicate the geographical location of their organisation (Figure 2), type of organisation (Figure 3) and programme (Figure 4) they were representing.

Figure 2: Mentimeter: Where is your organization located?
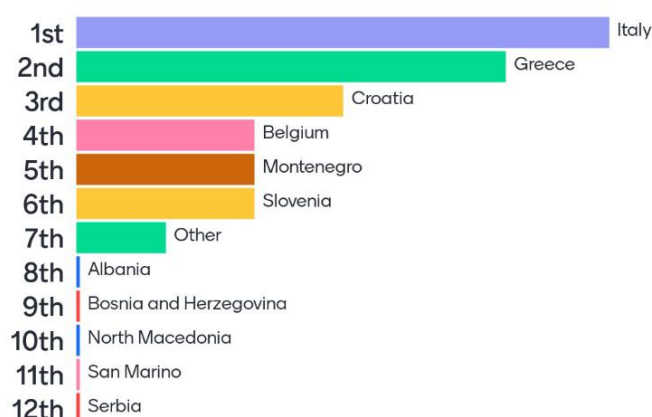
Figure 3: Mentimeter What organization are you representing?
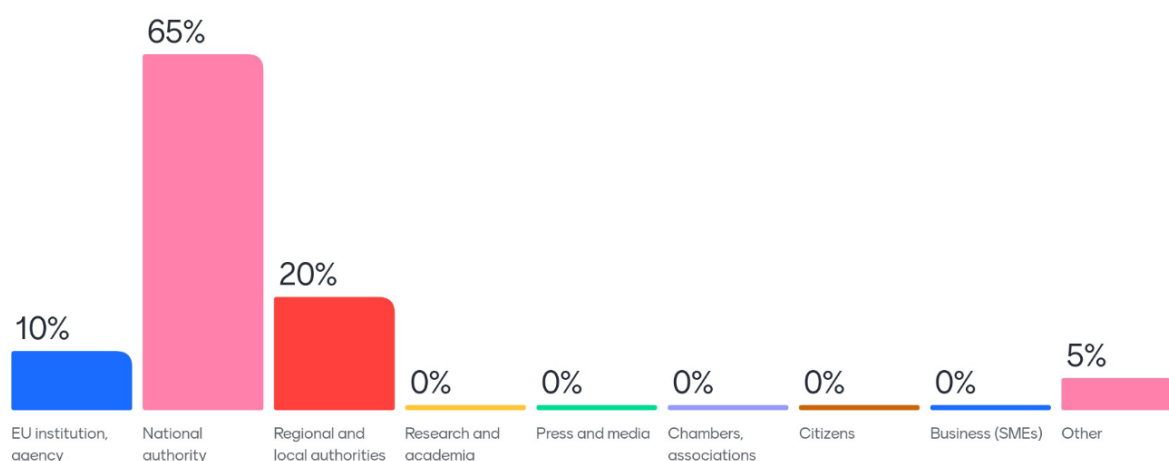
Figure 4: Which type of programme are you representing?

Which type of programme are you representing?

Interreg CBC	Interreg Transnational	Interreg Interregional	IPA CBC
1	5	3	0

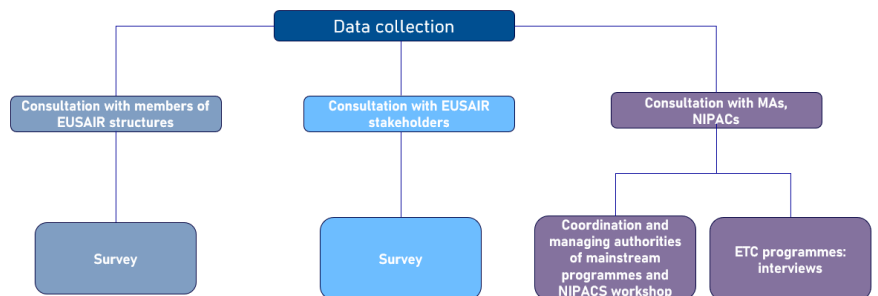| IPA national programme	Mainstream programmes (ERDF, ESF+…)	Other
0	4	7
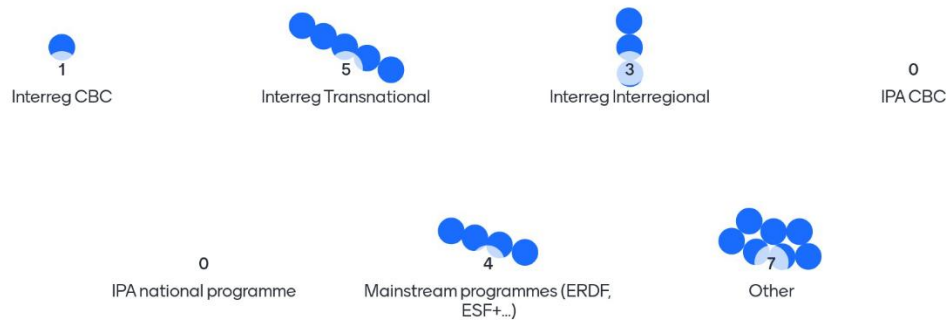
3.2   Expert presentation

The expert team delivered a **short presentation on:**

- the main target groups of the Cohesion Policy post-2027 consultation

The EUSAIR consultation is aimed at 3 target groups

Governance Structures	• Thematic Steering Groups • National Coordinators • Pillar Coordinators
Coordination bodies and managing authorities	• EU Cohesion Policy Funds • IPA III • ETC programmes
EUSAIR Stakeholders	• Government • Industry • Academia • Civil society

- consultation methodology

Data collection

Consultation with members of EUSAIR structures → Survey

Consultation with EUSAIR stakeholders → Survey

Consultation with MAs, NIPACs → Coordination and managing authorities of mainstream programmes and NIPACS workshop / ETC programmes: interviews

- next consultation steps

  - Analysis of the gathered results
  - Presentation of the 1st available preliminary results at the GB meeting
  - Interviews with ETC programmes
  - Focus group

At the timing of the workshop, no preliminary results were available. The analysis of the previously gathered input (survey to EUSAIR governance structures, EUSAIR stakeholders) as well as the results of the workshop will follow in the upcoming period of October and November 2024.

m&e factory

3.3   Q&A session

Following the M&E presentation of the consultation on the future of Cohesion Policy, the online and in person participants had the opportunity to comment and reflect on the presented input.

- The consultation could also incorporate the perspective of DG NEAR; EU delegations, given its significance in the IPA countries.

4 Current macro-regional cooperation

4.1 StEP presentation: Plans for activation of MA networks

The EUSAIR Governance Support project StEP representatives provided their input structured around respective working packages.

Work package 1-2: Improvement and management of the ESP and Data Knowledge Management

The opening was dedicated to the EUSAIR Stakeholder Platform and its functionalities and more specifically through which activities the STeP project will implement the community and content management (please see Figure 5).

Figure 5: Community and content management activities

Work package 4: EUSAIR Embedding into Cohesion Policy and Financial Dialogue

Furthermore, the STeP project will allocate resources to embedding in Cohesion Policy programmes (both ETC and mainstream programmes) and to fostering financial dialogue with institutions, including those beyond European bodies. A background and methodological approach paper for the MAs networks will be developed, alongside operational work through the reactivation of Action Labs. The initial experience from the previous programming period (2014–2020) was positive, and this will continue in the current one, with a total of three Action Labs planned.

Figure 6: Action Lab timeline

1° ACTION LAB webinar December 2024	2° ACTION LAB webinar March 2025	3° ACTION LAB webinar May 2025
Reactivation of the network of ETC MAs: Take stock of the situation on the EMBEDDING, discussion and share of experiences after launch and approval of proposals	**Inter-programmes capitalisation:** Identify thematic cluster, enhance complementarity among ongoing projects, promote programmes' sinergies among 21-27 calls	**Programmes' contribution to EUSAIR:** How does each programme contribute to EUSAIR? What is the contribution of the planned interventions to EUSAIR?

Alongside the ETC MAs network, the creation of network for mainstream authorities and RIS3 authorities is planned. As part of this process, preparatory interview with managing authorities will be conducted to address embedding in the 2021-2027 and post-2027 periods. The results will be presented next summer (June/July 2025).

The potential of the REGIO Peer2Peer Community on "Embedding Cooperation" was also highlighted. This enables members from national and regional administration across all EU member states to share and discuss approaches and experiences in supporting interregional, cross-border, and macro-regional/transnational cooperation with mainstream programmes.

Additionally, a financial dialogue mapping will be undertaken to assess the potential of both EU and non-EU financial counterparts and to analyse their relevant funding mechanism, aiming to structure an operational methodology for the next phases of STeP. This will also involve identifying key obstacles to cross-border cooperation between EU and non-EU countries. The inventory of border obstacles will cover various type such as legal, administrative and institutional differences which present a significant source of bottlenecks.

Work Package 5: EUSAIR Embedding into IPA III programmes

To conclude, the representatives also highlighted the contribution to of the work conducted regarding the EUSAIR embedding into IPA III programmes (see figure below)

Figure 7: EUSAIR Embedding into IPA III programmes

4.2 Q&A Session

Question from participants: *Is it correct that the results from LAB1, will involve matching of the EUSAIR flagships per topic, pillar with the specific objectives of Interreg in the EUSAIR area, and this will also be extended to mainstream, regional, and sectoral programs. Additionally, it is important to coordinate the cooperation between TSG, MAs, NIPACs members in order to see profitable exchange of know-how and practices between the members and partners from candidate countries for generating state of the art projects, promoting current flagships but also to promote the new inter-pillar flagship project stemming from the revised Action Plan with the participation of the TSG.*

Answer from the STeP representative: "There will be synergies between Managing Authorities (MAs) and NIPACs in the second phase of the project, and they have already been contacted in the first part. During the drafting phase, it was agreed with the Bosnian colleague to organize a joint event inviting all stakeholders, including managing authorities, RIS3 authorities (who responded positively in previous engagements), and ETC representatives. The aim is to help each network understand the progress made, the next steps, and the eventual establishment of a mainstream network. This event is planned for the second phase of the project and will focus on collaborating with mainstream authorities. Currently, we are verifying whether authorities have heeded the calls from the European Commission, the European Council, and EUSAIR governing projects to embed certain flagship

initiatives. While earlier discussions centred on flagships, the current focus is on priorities from the revised Action Plan, reflecting a more complex and comprehensive framework."

Comment from participants: "I am working on WP4, focused on monitoring and evaluation, and after reviewing your presentation, I believe there are some points that need further discussion regarding the monitoring and evaluation system. A first draft has been prepared in the Terms of Reference to implement this work package. There will be an opportunity to discuss these points in detail during Thursday's presentation on WP4, where one of the key topics will be the establishment and adaptation of the monitoring and evaluation system. I believe it will be essential to support IPA countries in aligning with our system, as in the previous programming period, there were significant gaps due to a lack of responses from some countries."

The second point concerns the need to establish a network where each service is assigned specific tasks and responsibilities related to the monitoring and evaluation system. Your support will be crucial in ensuring these services fulfil their roles. Lastly, regarding capacity-building activities, I believe, along with our consultant, that organizing such events should be a priority. We can go over these points in more detail during Thursday's discussion."

Comment from participants: Just to further complement and to add to the response given to the colleague of WP4 – from the outset, it's important to note that a monitoring and evaluation framework already exists for each series of funds. This may explain why there were no responses from IPA partners. IPA funds are covered by the IPA programming framework, and the indicators are set by DG NEAR for programming purposes, leaving no room for modifications or influence over these indicators. If you're willing to share the Terms of Reference (ToR) with us, we can review them to identify any overlaps and explore potential areas for collaboration."

4.3   Panel discussion

Following the STeP presentation a panel discussion was organised with the ETC programme representatives (IPA ADRION, IPA South-Adriatic and CBC programmes Interreg EL-IT and IT-SI) and NIPAC Office representative of BiH who were invited to discuss and share the good practices and benefits of the macro-regional cooperation with the representatives of the mainstream programmes.

Figure 8: Pannel discussion

Interreg Greece-Italy (in person – Maria Nezeriti, Head of MA): Emphasis has been placed on EUSAIR, recognizing its importance. In the three CBC programs managed by Greece, several projects must align with the four, soon to be five, EUSAIR pillars and their flagship initiatives. During the previous programming period, specific evaluation criteria were introduced to reward projects aligned with the macro-regional strategy, and beneficiaries were encouraged to develop projects in line with it. Several projects, including one supporting the Adriatic–Ionian Corridor by promoting a multimodal approach, as well as others enhancing cooperation in the cultural and tourism sectors, were funded. For instance, one project developed sustainable cultural routes and promoted slow tourism, while several infrastructure projects also contributed to the strategy.

In the current programming period, we are now in the phase of evaluating new projects, which will soon be selected and approved, with implementation expected to begin by early 2025. The programming document and synergies with EUSAIR were considered across all specific objectives, including research and innovation, digitalization, climate change adaptation, circular economy, biodiversity, education, and sustainable tourism and culture. I am confident this will yield useful results to further advance the strategy.

However, continuing our previous discussion on monitoring and evaluation, we need a more robust system. It would be more effective and manageable to have targeted, measurable goals, such as clear indicators and milestones, that we all agree on. While collaboration and discussion are valuable, achieving measurable results requires a more concrete monitoring and evaluation framework. Looking ahead to the post-2027 period, I hope we can achieve even greater results with an improved system.

Midhat Džemić (in person - NIPAC Office/ EU Funds NC): As also the National Coordinator for the Danube Strategy, I had the opportunity to attend several meetings where the new results of the IPA ADRION calls were presented. I observed a significant increase in the number of partners from Bosnia and Herzegovina within this financial framework, which is a positive development. Partners recognize this opportunity to enhance cooperation and improve policy implementation, all of which will contribute to the region's economic growth.

We should also highlight the importance of sharing best practices, particularly in the context of implementing transnational programs. In my role at the NIPAC office, which covers multi-country IPA and is led by DG NEAR, we have excellent examples of regional cooperation. While some collaborations can be limited to individual countries without interaction, certain areas, such as migration, security, and border control, have proven to be crucial over the past two years. Without regional cooperation in these areas, addressing such challenges becomes nearly impossible.

The use of IPA III funds for implementing the Macro-Regional Strategy (MRS) has faced several challenges. As IPA III is set to conclude in just a few months, we need to begin considering how the EU will support candidate countries moving forward. Many participants are unaware of how IPA has evolved; IPA I mirrored the EU structural investment framework, while IPA II introduced a sectoral approach. However, with IPA III, there has been considerable confusion, as much of what was outlined in the IPA III regulation and programming framework has not been implemented, according to expert assessments.

When discussing the connection between the MRS and the IPA III programming framework, it's important to note that only a few words were mentioned, and DG NEAR has not utilized the goal setting of the MRS as relevant assessment criteria, which should be a fundamental step in evaluating IPA fiches. This indicates that DG NEAR has limited its support for the MRS implementation primarily to contributions towards transnational programs. Although they recently informed us that the budget has doubled, it started from a very low base, so even with this increase, it pales in comparison to the funding available for mainstream IPA III programs.

Additionally, I want to highlight a concerning aspect of IPA III implementation: while most countries, except for Bosnia and Herzegovina, have moved towards indirect management, the EU delegation and the European Commission are now relying on UN agencies, bilateral donors, implementing agencies,

and international financial institutions for implementation of action documents. This approach contradicts expectations associated with the New Growth Facility.

Interreg IPA ADRION (in person – Lodovico Gherardi – Head of MA): I agree with Midhat that the ETC (CBC, transnational) programs are not the only source of funding for the MRS. With the MRS involving agreements among ten countries, relying solely on €136 million from IPA ADRION is insufficient. The MRS must focus on strategic issues and identify areas for targeted activities, creating a lobbying system within the strategy to attract more funding. The ETC should not be viewed as a separate fund for the MRS, but rather as a component that contributes to it, albeit with limited resources.

As the coordinator of a transnational program specifically dedicated to the strategy, I can affirm that ADRION, along with three other programs (Danube, Baltic Sea, Alpine Space), is fully committed to the MRS. Our rules, as outlined in the ETC regulation, clearly define our support for the strategy, but it is still not enough. The importance of the transnational program lies in bridging the strategy with project implementation. This is why we designed our Interreg program based on the conclusions from TSG work, incorporating specific actions developed during the 2014–2020 period. Consequently, all approved and financed projects must align with the strategy.

From the ETC perspective, it is crucial to leverage project results, as this is a fundamental goal of the ETC—to foster dialogue between projects funded by CBC and other transnational programs, thereby enhancing the overall effectiveness of macro-regional structures. The outcomes of these projects can significantly enrich discussions within the macro-regions.

Currently, there is a meeting in Vienna involving various transnational and cross-border programs to explore how ETC programs can collectively capitalize on project results. Our strength lies in the network of projects, and we must utilize this to support the strategy. Unfortunately, DG NEAR has been somewhat distant from the macro-regional strategy. However, I am hopeful that the new Commissioner from Slovenia, who understands the importance of the MRS, will bring greater attention to this area.

It's essential to remember that while the ETC cannot fund large infrastructure projects like highways, it can facilitate agreements, networks, and the development of ideas that secure funding from other programs. This presents another opportunity for ETC managing authorities: by collaborating, we can approach other DGs and explore ways to enhance the capacity of our initiatives. As ADRION, we have successfully done this in the past; for instance, during the 2014–2020 call, we worked closely with DG RESEARCH to launch a call for universities to develop master's courses. This was done in strong collaboration with DG RESEARCH, and DG REGIO provided substantial support. As a result, five master's courses were established, and in this programming period, a new call will be opened specifically for these projects to fund the initial years of activity. This initiative was launched even before the new Action Plan, focusing on youth, as the interaction between our program and the strategy is mutually beneficial and addresses specific important issues.

Interreg IT-SI (online – Laura Comelli – Head of MA): The ETC programs are crucial, but we also need additional programs, not solely relying on ETC, to support the strategy, which is one of the key points. When drafting mainstream programs, managing authorities were required to adhere to the rules outlined in Article 22, specifically regarding their connections to the strategies, and they complied with this obligation. However, the evaluation of actual interventions funded by these mainstream programs appears to be lacking. This is an area that could be explored further to assess how the Commission's provisions were implemented.

Regarding Interreg IT-SI, the programme recognized the importance of incorporating a flagship project from ADRION early in the 2021–2027 programming phase. This project, ADRIONCYCLETOUR, is vital and could serve as a best practice example for enhancing the flagship initiatives within ADRION and other ERDF-funded programs. The practice of establishing such flagships under EUSAIR is significant as it provides guidance for managing authorities when drafting future programs for the post-2027 period, based on the valuable experiences gained from previous flagships.

There may be an opportunity for EUSAIR to take a more proactive approach in engaging with the managing authorities of other programs. Given that managing authorities tend to focus heavily on the established programme lines, there is often limited flexibility to incorporate new initiatives during programme implementation. By establishing more flagships, we can inspire other managing authorities and create platforms for exchanging ideas and suggestions during the programming phase. This collaboration can help generate new initiatives for the upcoming programming period. Support for the strategy should be strengthened, but we need to develop more effectively organized tools, such as flagships and other mechanisms.

Interreg IPA South-Adriatic (Chiara Campanile JS, Project Officer)

I concur with colleagues Comelli and Gheradi regarding the unique experience of our smaller program compared to others like ADRION. Since its inception in 2021, this programme has adopted a capitalization approach to identify key alignments and developments in funded projects, as well as to highlight best practices from the 2014–2020 period.

In terms of aligning with the objectives of the new Cohesion Policy, particularly focusing on sustainability across the four dimensions—social, environmental, economic, and institutional as outlined in the 2014–2020 agenda—we initiated the development of a clustering plan. We implemented robust methodologies and created output libraries to address key issues based on guidance from the national coordination ministry and to ensure alignment with the main criteria established by the INTERACT program.

As a result, we defined two primary deliverables: the clustering plan and the roadmap for 2021–2027, along with an output library that is not yet publicly available. Throughout this process, we actively participated in coordinated actions involving other Interreg, national, and regional programs, as well as in the HIT core group to harmonize tools for effective implementation and system integration.

It is important to note that we utilize all INTERACT monitoring tools, including KEEP, JemS, and INDEX, which are not yet widely adopted by many other programs. This situation can complicate efforts to avoid overlaps and to foster synergies among the various programs.

In addressing the key issues related to EUSAIR strategies and capitalization strategies, we undertook two types of actions during the past programming period. We initiated and completed capitalization restricted procedures that funded 21 projects already supported by the programme. Additionally, in the South Adriatic region, we launched a separate call for proposals specifically aimed at capitalization actions, utilizing simplified cost options, which resulted in funding for 40 projects. This initiative aimed to integrate the main results not only from our previous program but also from other regional programs and other programmes such as HORIZON and the IT-HR and IT-SI programs.

Looking ahead, our goal is to monitor the effectiveness of this capitalization process in practice and assess the alignment of our five strategic projects with EUSAIR strategy. Simultaneously, our South Adriatic program was developed based on the principle of embedding EUSAIR as well as other existing synergies and interventions in the area. This presents a significant challenge at this stage.

Although we included specific selection criteria related to EUSAIR in our selection process, monitoring compliance with the strategy remains problematic. Furthermore, despite emphasizing compliance with EUSAIR during the preparation and drafting of the five ongoing strategic projects, we encountered substantial difficulties in engaging with the EUSAIR pillar coordinators. We aimed to align our actions with the EUSAIR Action Plan yet faced challenges in obtaining feedback.

A critical area for discussion is the need to establish a genuine connection between those responsible for the EUSAIR strategy and the projects, rather than limiting communication to just the program itself. From our perspective, monitoring and evaluating the tangible effectiveness of project results in relation to the EUSAIR strategy has proven to be quite challenging. Additionally, we have struggled to engage our beneficiaries effectively, particularly in IPA countries, where there is a significant gap between their realities and the goals set forth by the EUSAIR strategy.

5 Current and future macro–regional cooperation

5.1 Group work

A group work was conducted separately, with one session held in person and another online. Discussions focused on the current Cohesion Policy, mainly focusing on the lessons learned (see Table 1), and on the future post–2027 Cohesion Policy (see Table 2). After completing the group work, the results from both the in–person and online discussions were presented.

5.1.1 Results of in-person group work

Table 1: Challenges 2021-2027 and lessons learned

Challenges 2021–2027
– The added value of the cooperation is limited – need to spread awareness and foster common approach towards cooperation, including use of the already existing projects, results, investments. Active & relevant macroregional partners could take on this role and contribute to more efficient fund use. – Current legal framework does not allow involvement of more member states in the joint call which would be of interest for the topic of smart specialisation. – Lack of systematic approach for involvement of NIPACs, mainstream programmes remain to be an issue.

Lessons learned	
– Embedding continues to be a learning process - much progress has been done, and the results will become evident over time. The hope is that the new legal framework will enable the work already accomplished to thrive and remain relevant in the future.	– Good examples and flagships need to be further presented and highlighted – From the perspective of IPA countries, the involvement of DG NEAR is crucial in raising awareness and emphasizing the importance of the strategy. This includes its role in programming documents, active participation in e.g. meetings/events, and support for increasing the strategy's visibility.

Source: own design (October 2024)

Table 2: Cohesion Policy post–2027

Cohesion Policy post–2027
– The visibility of the strategy at the high level (EC) could help to motivate participating countries – Coordinated calls for addressing of certain topics that are relevant for respective countries (e.g. PRESPA) – to take stock of this approach for post 2027 and use the existing institutional structure. PCs can contribute to the programming, topics, and development of these synchronized calls. – PC and other relevant EUSAIR stakeholders can participate in the programming process of the mainstream programme strategies and the mainstream programme stakeholders can contribute to the relevant EUSAIR implementation activities.

Programming	Implementation
– Workshop on RIS3 can be conducted in order increase synergies and avoid duplication of certain projects, products, topics. Critical mass of the project for smart specialization strategy needs to be achieved, however, the increase of awareness of what others are doing, is important	– Project proposals to include selection criteria for MRS and possibly higher score for international cooperation (pilot and testing approaches needed to contribute to the strategy) – Indicators in EUSAIR necessary to be set and monitored in order to have tangible

– Necessary to establish network of relevant mainstream programmes since not all are possible and make the Action Plan more readable to them for their involvement (e.g. toolkit to be developed by EUSAIR to allow matchmaking to be done). For certain topics e.g. sea protection, matchmaking not that difficult to find	results about the contribution to the strategy
Capitalization	**Communication**
– The involvement of mainstream programmes occurs top-down which sometimes receive negative reaction from managing authorities – the approach could be vice versa to use mainstream results for the MRS and ensure the use of results from the bottom-up (from mainstream towards the MRS) – Crucial to use the already achieved results and inform MAs of links, strategy and push further the cooperation	– Flagships receive more visibility in order to inspire mainstream programmes and raise their interest in contribution to the strategy. Need to be timely presented and communicated to the managing authorities. – EUSAIR could develop a toolkit dedicated funding sources, set directions of what is to be funded, including indicators to be monitored. Cooperation between the MAs and PCs to be ensured since in certain cases, PCs did not attend the Monitoring Committees meetings and did not provide contribution.

Source: own design (October 2024)

5.1.2 Results of online group work

A separate session was conducted for the online participants, moderated by Christine Hamza from the M&E expert team, who presented the following discussion results:

- To improve future embedding, it is important to harmonize tools – not just between ETC, but also across ETC, IPA, CBC and importantly, ERDF. Greater alignment between these funds, including not only CBC and transnational programmes, but also mainstreams programmes, is important as mainstream programmes often fund larger infrastructure projects. INTERACT tools, for example, can be viewed as particularly useful in this process.

- Establishing a clear communication channel between programs and the EUSAIR pillar coordinators is crucial. This should be a future priority to better align project results with the EUSAIR strategy.

- There should be a stronger link between the CBC projects results and transnational projects within the EUSAIR. While there are valuable, interesting results and coordination efforts between ETC programmes, they are not sufficiently aligned with the MRS.

- The contribution of programs is currently fragmented, with overlapping areas and a variety of instruments that can confuse stakeholders. This issue cannot be resolved by strategy alone; higher-level decisions are needed to ensure better harmonization across programs.

6 Final remarks and next steps

6.1 Hellenic Presidency

The meeting concluded with the words of the representative of Hellenic Presidency who thanked the participants for their participation, provided input and highlighted the following takeaways:

- The workshop allowed to expand on numerous points raised in the past, and the collected input can serve as a foundation moving from words into action. With the current framework, the next step is to elevate implementation to the next level in this new era, aiming for practical, tangible results, promoting the EUSAIR label, logo and added value in mainstream programmes.

- In the ETC programmes, the strategy is largely integrated, however, it is important to emphasise its presence in mainstream programmes – operational, regional, and sectoral ones.

6.2 Next consultation steps

Following the workshop closure, a report will be prepared and shared with the EUSAIR Facility Point. The M&E expert team will continue with the foreseen consultation activities, namely:

- Continuing consultations with ETC programmes and conducting interviews with their representatives.
- Preparation of the presentation for the Governing Board meeting on the 10th of October
- Analysis of the collected input and preparation for the focus group to be conducted at the end of October or beginning of November.

Annex: Participants list

No	Name	Surname	Organisation	Participation
1	Albana	Suli	State Agency for Strategic Programming and Aid Coordination	In person
2	Daphne	Konstantikaki	Ministry of Economy & Finance	In person
3	Eva	Kos	Ministry of Cohesion and Regional Development	In person
4	Olga	Abram	Ministry of Cohesion and Regional Development	In person
5	Sofia	Pournara	Ministry of Economy and Finance	In person
6	Marko	Opančar	Ministry of Regional Development and EU Funds	In person
7	Stella	Arneri	Ministry of Regional Development and EU Funds	In person
8	Maria	Nezeriti	MA Interreg 2021–2027 (Greece-Italy)	In person
9	Valentina	Vidović	Ministry of European Integration	In person
10	Lidija	Pansegrau Hadrović	Ministry of Foreign and European Affairs	In person
11	Sanja	Slunjski	Ministry of Regional Development and EU Funds	In person
12	Battistina	Cugusi	Presidency of the Council of Ministers	In person
13	Midhat	Dzemic	Directorate for European Integration	In person
14	Helena	Sundblad Schafer	EC	In person
15	Georgios	Emmanouil	EC, DG REGIO	In person
16	Lea	Jurhar	Ministry of Cohesion and Regional development	In person
17	Michele	Giovenali	Marche Region	In person
18	Mathilde	Konstantopoulou	Ministry of Economy & Finance	In person
19	Miodrag	Račeta	Ministry of European Affairs	In person
20	Filip	Bojic	M&E Factory	In person
21	Elona	Goma	M&E Factory	In person
22	Lodovico	Gherardi	Interreg IPA ADRION	In person
23	Tatjana	Kralj	Ministry for Regional Development and EU Funds	In person
24	Alen	Matić	Ministry of Regional Development and EU Funds	In person
25	Francesca	Gravner	Friuli Venezia Giulia Region	In person
26	Maria	Papoutsi	Ministry of Economy and Finance	In person
27	Tatjana	Bošković	Ministry of EU Affairs	In person
28	Gilles	Kittel	EC DG REGIO	In person
29	Francesca	Orazi	Marche Region	In person
30	Dimitrij	Pur	Ministry of Cohesion and Regional Development	In person
31	Dimitrios	Bloukos	NSRF Executive Unit Ministry of Tourism	In person
32	Christine	Hamza	M&E Factory	Online
33	Francesca	Sibilla	MA Interreg IT-SI	Online
34	Ivana	Davidovic	Ministry of European Integratoin	Online
35	Agnese	Tassinari	Regione Emilia – Romagna	Online
36	Anna	Torelli	Regione Marche	Online
37	Svetlana	Olenik	Naxta Srl.	Online
38	Ruggero	Tabossi	Naxta Srl.	Online
39	Lovre	Karamarko	Ministry of Regional Development and EU Funds	Online
40	Petros	Evgenikos	MA for Programmes "Environment & Climate Change" & "Civil Protection"	Online
41	Laura	Comelli	Interreg IT-SI .. Autonomous Region Friuli Venezia Giulia	Online
42	Chiara	Campanile	Interreg IPA South-Adriatic – Puglia Region	Online
43	Giada	Nicotera	Friuli Venezia Giulia Region	Online
44	Jelena	Djorgovic	Ministry of European Integration	Online

Source: own design (October 2024)