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**PROJECT FICHE (vs 12.04.2023)**

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| **PROJECT SUMMARY** |
| **Title: EUSAIR STAKEHOLDERS ENGAGEMENT POINT – StEP** |
| **Project context** |
| *(Explanation of the project implementation context; problems and needs)*  Macro-regional strategies are one of the EU most recent and innovative policy frameworks, which allows countries located in the same region to jointly tackle challenges and find solutions to problems or better use the potential they have in common, by fostering harmonisation of policies, synergies and coordination of funding sources.  With the involvement of 4 EU member States and 6 non-EU countries, 5 of which in the process of accession, EUSAIR combines the objective of strengthening cooperation in the Ionian Adriatic area, 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, concluded or launched the process of strategic implementation, launched the process of revision of the Action plan.  In this contest, stakeholder involvement and engagement take on new strategic value. To meet the challenge, a broad and diverse set of actions is required to support the EUSAIR. On the basis of analysis of the 2014-2020 experience and of the emerging challenges of the Strategy, the StEP project will respond to the following needs:   1. **Improving the Stakeholder Platform with new functionalities and a digital evolution of the organizational capacity**, where new capabilities are added or existing capabilities strengthened through the implementation of practices and technologies. These changes are driven by partnership and not just by technology and will always require new skills to be successful.   The StEP proposal has been built on the previous ESP experiences and considering the new needs highlighted by users, development of new software and tools for technological improvements of the Platform (e.g. tools for managing live conversation, users profiling, more user-friendly approach, more structured space for project idea development, more result oriented information, etc.). It has been thus verified its strengths and criticalities to be improved or modified with respect to the new needs (such as limitation to engage new users due to the login barrier and to the impossibility of sharing content on social media, lack of brand identity and of ergonomic layout that could have been helpful to promote the platform, the absence of a graphically pleasant virtual aspect and few animation activities).The social networking functionality is becoming progressively as residual, while there is a **strong need for an interactive tool that is technologically equipped and led by skills** capable of:   * animating the communities of stakeholders * facilitating the circulation of information and working online and offline * improving and strengthening the stakeholder involvement and engagement processes.   From previous experience it has also emerged strongly that the involvement of stakeholders requires a systematic and continuous work that involves the **deployment of a team with innovative and cross-sectorial skills** such as: community managers, facilitators, animators who were not foreseen in the structure of the original Platform.   1. **ESP must become a reference point for stakeholders where are available important information on the results achieved for the implementation of EUSAIR priorities**.   At the moment, information is not presented in a usable format, catalogued in an understandable manner and are frequently contained in long documents whose message is difficult to understand for stakeholders, who are the main target of this information. Furthermore, much information is restricted to the intranet, which stakeholders do not have access to. At present, collaboration in terms of visibility and promotion between EUSAIR website and the Stakeholder Platform needs to be implemented.  The ESP must also serve as a resource centre for information on projects that contribute to the achievement of EUSAIR objectives. The labelling process (ex-post) demonstrated how difficult it is for TSGs to access such information, which is still fragmented and incomplete. This section of the ESP will be even more useful in identifying new projects implemented as a result of embedding. It will also be a tool to facilitate the process of synergies and coordination between programmes.   1. **Stakeholder analysis shall serve as the starting point for organising stakeholder engagement activities.**   This activity was already carried out in 2014-2020. However, the information available needs to be updated and improved. With the start of the embedding process and the definition of Flagships, EUSAIR has entered a more mature phase that needs a new stakeholder analysis compared to the previous programming period. Also, the existing stakeholder database does no longer meet the strategy's current needs and must be updated.   1. **Stakeholder engagement activities shall take a differentiated approach**.   Implementation of EUSAIR priorities and Flagships cannot take place through a one-size-fit all approach. In its recent report, Interact clarifies that implementing MRS can take place through different modalities or through a mix thereof:   * **MRS policy processes**: in case the implementation of the Strategy is linked to a policy change. “a macro-regional process can trigger a policy discussion and also be the outcome of a policy change or discussion” (EUSAIR evaluation; p. 42). In order coordination to work, there needs to be some agreement and alignment as to how objectives are best achieved (e.g., through a macro-regional policy approach, through individual but coherent national strategies, etc.). The EUSAIR evaluation has also emphasised the need for a discussion between the relevant counterparts that are competent in their respective country is a pre-condition to achieve effective results. * **Single projects**, funded by different funding programmes contributing to MRS actions. These are those projects that were labelled ex ante by TSGs and need to be developed and presented to possible funding mechanisms. At the moment only one project idea has been funded. Many other have still to be developed and find the appropriate funding mechanisms. * **Inter-linked and follow-up projects, also called “project chain”[[1]](#footnote-1).** These “chains” can be horizontal, as parallel projects inside one topic/pillar, or vertical, with links to successional projects of other EU or national/regional funds. “The action plan of EUSAIR encourages the development of both “chains” in the project identification criteria, by building on existing initiatives and being coherent and compatible across pillars” (EUSAIR evaluation: p. 41). * **Capitalisation platforms** (aimed at linking project results to MRS policy processes): At the moment, there are no mechanisms that link these projects together; nor a monitoring system; nor platforms that can foster exchange of information or cooperation between project beneficiaries; nor a mechanism to collect results and to present them to the EUSAIR governance stakeholders. * **Working groups/networks**. MAs networks are especially important in order to implement EUSAIR, since they allow to work with MAs to prepare the ground for thematic alignment, but also to ensure that the programme provides concrete support during the implementation phase. Networking is also a means of encouraging collaboration among programmes in the implementation of EUSAIR priorities and Flagships. At the moment, only the ETC network has been established; further progress in the establishment of a network involving MAs of Mainstream programmes and IPA key implementers is required.   It should be noted that the Flagships are not uniform from the point of view of the implementation method. In some cases, Flagships identify policy processes to be achieved through political dialogue or through chain of projects; in others, they were conceived as a single project, etc. Furthermore, they differ in terms of maturity and development. To address this need, the StEP proposal calls for the creation of a stakeholder engagement approach that analyses these differences and recommends targeted appropriate interventions. In addition, the SteP project will put forward a stakeholder engagement approach that embraces almost all the implementation modalities identified by Interact.   1. **Strengthens the embedding of EUSAIR priorities and Flagship through methodological support and networking to key implementers of Cohesion and IPA funds.**   The **Financial Dialogue with Cohesion Programmes**, EUSAIR's main financial instruments, was not developed in 2014-2020. Each programme has interpreted its contribution to the strategy in its own way, with no feedback or coordination with other programmes. Similarly, EUSAIR chose Flagships without fully understanding the relevance of the proposed actions with those funded by these financial instruments. As a result, there is a recognized need to strengthen the dialogue and cooperation between EUSAIR and the programmes with respect to the full implementation of the Flagships.  So far, the EUSAIR Action Labs have been the main attempt to initiate a dialogue between ETC programmes and EUSAIR. During the implementation phase, **the StEP project will continue the process started by the Action Labs in order to strengthen cooperation and synergies between Programmes. It will also further develop the Action Labs methodology with mainstream programmes.**  As far as IPA funds are concerned, there is the need to **foster a stronger engagement of DG NEAR in the implementation of EUSAIR as the main stakeholder when it comes to ensure coherence between EUSAIR Flagship projects and the use of relevant Bilateral IPA III (Annual or Multiannual) and Multi-Country Programmes (including WBIF).** The financial decisions to allocate IPA III by means of Bilateral and Multi-Country Programmes are made by the EC DG NEAR. The selection of the actions to be financed by IPA III is achieved through a two steps procedure that envisages an assessment of strategic relevance and technical maturity of projects. It is thus very important that DG NEAR acknowledges the relevance of EUSAIR Flagship projects vis-à-vis the utilisation of IPA III and possibly concurs with the EUSAIR Governing Board in sharing a common methodology for setting parameters in planning, implementing and (first and foremost) monitoring relevant actions; this with the aim of achieving the full embedding of Macro-regional priorities into the programming of pre-accession assistance. |
| **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 phase |
| **Overall and specific objectives** |
| **Overall objective:**  Ensuring a more effective implementation of EUSAIR priorities and Flagships through the engagement of key stakeholders  **Specific objectives:**   1. Enhance the Platform as a virtual space of "knowledge" and "knowledge analysis", without distinction between physical and digital resources allowing the EUSAIR Governance structure to anticipate problems, accelerate data-driven decision-making in different topics and collect the insights in order to create long-term sustainable value. 2. Supporting the implementation of EUSAIR Flagships by ensuring key stakeholder involvement and engagement at transnational and national level. 3. Supporting the embedding of EUSAIR priorities and Flagships within ERDF Mainstream and ETC Programmes, by:    1. ensuring coherence and consistency between EUSAIR priorities and Cohesion programmes 21-27 and support embedding in future programming;    2. building constructive dialogue and fostering synergies between programmes, through the setting up and animation of networks of MAs;    3. operate towards the harmonisation of methodologies, tools, practices and capacities in order to maximise coordination, enhance joint implementation and systematise unitary monitoring between Programmes towards the implementation of the most mature Flagships. 4. Ensuring a full embedding of EUSAIR macro regional strategy within the IPA III programming framework by:    1. ensure coherence and consistency between National and Multinational programming of IPA III with EUSAIR macro regional strategy by acknowledging the strategic relevance of EUSAIR Flagship initiatives;    2. create the conditions for a constructive dialogue with DG NEAR, EU Delegations involved and the NIPACs of EUSAIR participating countries about financing actions (directly or indirectly) relative to the implementation of EUSAIR Flagship initiatives;    3. operate towards the harmonisation of methodologies, tools, practices and capacities in order to maximise coordination, enhance joint implementation and systematise unitary monitoring between relevant IPA III actions and EUSAIR Flagship projects. 5. Ensuring the influence, expertise and capacities of the EUSAIR participating EU MSs, where applicable, to support the enlargement process of candidate countries. 6. Maintain the focus on the enlargement on top of the EUSAIR agenda by providing influence, expertise and capacities of the EU MSs participating in EUSAIR to support the enlargement process of candidate countries[[2]](#footnote-2) |
| **Main results** |
| * **R1** ESP upgraded with new functionalities, services and products that will be more user-centric, data-driven and interactive, useful for improving stakeholders’ involvement and engagement and supporting EUSAIR governance * **R2** Setting up a new digital work environment for EUSAIR Governance structure based on one-team EUSAIR approach, interacting and sharing more effectively, with features aimed at offering a unified and agile, scalable digital platform that is always updated for the future. * **R3** Stakeholders' knowledge and understanding of EUSAIR priorities, Flagships and results is increased so to strengthen their engagement. * **R4** Key stakeholders with political authority, administrative competence and technical capacity to implement EUSAIR priorities and Flagships are aware of their role in EUSAIR and engaged in the strategy. * **R5** Improved embedding process, so to ensure coherence between EUSAIR priorities/Flagships and programmes, synergies and collaborations between programmes, harmonise approaches and test joint implementation practices. * **R6** Strategic relevance of EUSAIR Flagship initiatives duly acknowledged by DG NEAR, relevant EU Delegations and NIPACs and applicants throughout the whole cycle, such as: programming, planning, implementing and monitoring IPA III funded actions. Such relevance will be also considered at the stage of action’s or programme’s evaluation, if due. * **R7** EUSAIR benefits of IPA III actions whose scope is (directly or indirectly) contributing to the actual implementation of its Flagship initiatives so to ensure coherence and synergies between pre-accession assistance. * **R8** Unitary monitoring between relevant IPA III actions and EUSAIR Flagship projects is systematised by means of a set of common indicators in a way to maximise coordination, enhance joint implementation and share the same performance assessment framework. * **R9** upon their request, potential and candidate countries receive peer reviews and targeted assistance from the administrations of the participating EU MSs that will help them to achieve those requirements of the DG NEAR set through the conclusions of the IPA Monitoring Committees and resulting from relevant SAA sub-committee meetings in the areas of interest for the EUSAIR. * **R10** Public campaigns are designed and implemented with the aim to strengthen the voice of EUSAIR participating EU MSs in the EU countries, especially in those countries that have different understanding of the importance of the enlargement process. * **R11** EUSAIR EU MSs partners’ support to the enlargement process is ensured and provided; such support will be granted by means of a combined effort of EUSAIR EU MSs partners in assisting candidate countries when dealing with requirements deriving from the enlargement process, as well as in conveying institutional messages about enlargement at the level of the EU |

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| **PROJECT STRUCTURE** |
| **WP 1 DESCRIPTION - IMPROVEMENT AND MANAGEMENT OF THE STAKEHOLDER PLATFORM** |
| Taking into consideration the need of a new approach by EUSAIR key implementers and stakeholders, the importance of managing expertise – highlighted by Covid 19 outbreak – and the digital evolution, the existing Platform needs to be improved both from technological and content point of view (§ Annex 2).  The new **ESP will be at the service of the all projects supporting EUSAIR governance** and will adopt a *new philosophy* based on **Communication, Multistakeholder, Cloud and Mobile first approaches** (§ Annex 3). The Communication approach, part of the WP Communication of Project 1, will be based on developing and refining user experience to understand and address rapid changes in users’ environments and behaviour and will be focused on: EUSAIR branding (visual identity and design thinking), promotion (through EUSAIR channels and tools: website, social media management, social campaign) and marketing (email campaign, survey). Concerning the Multistakeholder approach, the ESP will be at the service of the EUSAIR governance, offering an online space and functionalities for the involvement of diverse type of actors (e.g. institutional, universities and research centres, students, SMEs/Enterprises, start-ups and incubators and general public.) Moreover, the Cloud approach will allow to respond to evolving needs of EUSAIR governance, allowing to make the ESP to evolve rapidly by offering new digital services to respond to the need of the different stakeholders.  In terms of marketing, the CONSOLIDATION OF THE EUSAIR-ESP WEB BRAND will be improved and empowered through informative campaigns, video tutorials, video interviews, promotional material and dissemination activities, as part of of joint EUSAIR communication plan developed in project 1.  The new Platform will be the result of a major shift in organizational capacity, where new functions (§ Annex 3) will be added such as:   * **Live Cooperation Environment for Stakeholders** which will consist in live conversation with stakeholders/groups through dedicated web chat, notification in real-time, instant discussion aimed at the facilitation of the relationship between users through workshops and seminars and cooperation on writing, editing and sharing documents and comment through working groups; * **Data Storytelling for Knowledge Management** to communicate insights effectively, combining together narrative, data and visuals to create data stories and drive outcomes efficiently. Data will be collected from different sources and assembled to create content through webdocs and infographics.   The existing ESP functions will be improved:   * **On-line and on-site Events for EUSAIR stakeholders**: setting up of forums with the possibility to manage summits online, workshops, discussions and breaking out into groups. This function will be improved through focus groups, public and on-line meetings (Zoom meeting, GoToMeeting, Teams, Swapcard integrated with Slack), integrated with instant poll tools, live reaction, survey and after work meetings; on-site events will be included in the communication plan of Project 1 * **Empowering E-Learning EUSAIR Platform** in synchronous and asynchronous training modules with webinar, live workshops, MOOCs, smart learning pills, gamification and new courses. The E-Learning platform will be used for capacity building for specific targets, according to the capacity building plan developed in project 1 through the coordination mechanism set up between ISO1 projects.   **SETTING UP OF StEP COORDINATION MANAGEMENT** **(ACT 1.1):** the StEP management structure (led by the Project Coordinator assisted by WP leaders, financial/administrative managers and external experts appointed by LP) will coordinate and monitor the project implementation in compliance with decisions taken by the Steering Committee in joint collaboration with the other two projects. A Project Scientific Committee (PSC) will support the Steering Committee throughout the project lifetime; PSC will be composed by 1 expert for each EUSAIR countries in the following areas: engagement, embedding and enlargement  **SETTING UP OF THE ESP PLATFORM TEAMS** **(ACT 1.2)**: the StEP management structure will be supported by an ESP management team that will be in charge of the implementation of the informatic and content set up (e.g.: implementation of the technologic infrastructure, data analysis implementation, graphic development, organization of events) for all the activities carried out by the three EUSAIR projects. A thematic working group will be estabilished with project 1 (and 2) in order to better integrate ESP function into EUSAIR website.  **SETTING UP AND ESTABLISHMENT OF THE CLOUD INFRASTRUCTURE** **(ACT 1.3)**: the existing Platform will be moved to a cloud infrastructure so as to have a more cost-effective scalable and agile infrastructure. Cloud is the delivery of digital services (such as data storage, servers, databases, networking) through the Internet, allowing the possibility to scale up with flexibility, according to the needs and request from the project activities modelling costs according to the real needs.  **IMPROVEMENT OF THE ESP PLATFORM AND ITS MANAGEMENT** **(ACT 1.4)**: the new Platform will create and manage virtual, hybrid, and in-person event experiences for EUSAIR stakeholders. In order to do so it will be necessary to empower its events management team with an updated organization expertise. It is necessary to improve stakeholders’ involvement and engagement through the development of a new mashup environment (hybrid web app which includes information and content coming from different sources in a dynamic perspective) and new tools for event management (e.g. Swap card, Slack and other similar). The new ESP will unlock a more immersive experience for all event attendees allowing them to be more meaningfully connected to the events, their content and other users.  A single space will be designed to promote digital tools for data driven contentfor EUSAIR groups and pillars during the entire duration of the project. The Platform will be equipped to collect, analyse and combine data coming from different sources (e.g. projects database, KeepEU, EuroAccess, etc.) in a way to communicate effectively by combining together narrative, data and visuals to create data stories.  Concerning the **DEVELOPING OF THE E-LEARNING EUSAIR PLATFORM (ACT 1.5):** the new ESP will implement the existing e-learning section by offering personalized and interactive trainings on a wide range of topics interrelated with the EUSAIR pillars and Flagships. The main purpose is to build capacities and skills for public administration and other stakeholders through synchronous and asynchronous training modules with Webinar, live Workshops, MOOC, Smart learning Pills and new courses. Implementation of this functionalities will allow to create customized training modules for specific solutions requested by EUSAIR partners in a collaborative perspective.  Based on previous 2014-2020 experiences[[3]](#footnote-3) and in order to ensure a strictly coordinated relationship between ISO 1 projects, a **COORDINATION MECHANISM AMONG STRATEGIC PROJECTS** **(ACT 1.6)** will be established in each project. It will ensure the continuous sharing of information, the development of the common guidelines on communication, capacity building and stakeholders engagement will avoid overlapping of activities between the ISO1 projects.  **Activity 1.1 SETTING UP OF StEP COORDINATION MANAGEMENT**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.1.1 Establishment of overall project management team | D.1.1.1.1 Kick off and regular projects Steering Group meetings (two per year and additional ones for specific issues). 50% online.  D.1.1.1.2 Elaboration of a detailed work plan, workflows, reporting requirements, deadlines agreed, progress and final report | * 1 Team Leader * 1 Project Coordinator (internal staff) for a total workload of 10% full-time * 2 WPs leaders * 1 Event manager * 1 EUSAIR Thematic Expert (internal staff) for a total workload of 10% full-time | | T.1.1.2 Overall project content and financial management | D.1.1.2.1 Monitoring of the project financial management (receipt of any pre-financing, reimbursements, transfer of due amounts to PPs etc.)  D.1.1.2.2 Coordination of project modifications with IPA ADRION MA/JS | * 1 Financial Unit (internal staff) for a total workload for 100% full-time * 1 Administrative manager (internal staff) for a total workload for 40% part-time * 1 financial audit service for each partner (2 CoE for years each one) | | T.1.1.3 Establishment of a Project Scientific Committee | D.1.1.3.1 Recommendations and stocktaking lists addressed to project Steering Committee and project 1 and 3 | * External Experts appointed by LP and EUSAIR State * Representatives of each Associated PP |   **Activity 1.2 SETTING UP OF ESP PLATFORM TEAMS**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.2.1 Establishment and coordination of overall digital team | D.1.2.1.1 Kicking off and regular project coordination  D.1.2.1.2 Implementation of the Platform software and regular maintenance  D.1.2.1.3 Updates of users registered and Stakeholder database updates | * 2 ESP Manager (internal staff) for a total workload of 40% full-time | | T.1.2.2 Establishment and coordination of overall content team | D.1.2.2.1 Kicking off and regular project coordination  D.1.2.2.2 Facilitating virtual stakeholder involvement and interaction (Online consultation processes, Infographic, Newsletter, Docu-meetings and video docs) | * 1 EUSAIR Thematic Expert (internal staff) for a total workload of 4% full-time * 2 ESP Manager (internal staff) for a total workload of 10% full-time * 1 E-Learning Content Expert (external staff) | | T.1.2.3 New ESP functions development | D.1.2.3.1 Data storytelling  D1.2.3.2 Live cooperation environment for stakeholders and stakeholders matching | * 1 ESP Manager (internal staff) for a total workload of 10% full-time * 1 ESP new function development (external staff) | | T.1.2.4 Integration between EUSAIR website and EUSAIR stakeholder platiform | D.1.2.4.1 Key elements on e-tools integration report (in collaboration with project 1); | * 1 ESP Manager (internal staff) for a total workload of 10% full-time * 1 E-Learning Content Expert (external staff) |   **Activity 1.3 SETTING UP AND MANAGEMENT OF THE CLOUD INFRASTRUCTURE**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.3.1 Cloud infrastructure | D.1.3.1.1 Setting up of the infrastructure | * 1 External service on ESP cloud infrastructure |   **Activity 1.4 IMPROVEMENT OF THE ESP EVENT PLATFORM AND ITS MANAGEMENT**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.4.1 Networking events | D.1.4.1.1 Organization of online events  N° of events made (list of participants, recording, reports, working groups...) - Tentatively 1 per year  D.1.4.1.2 Organization of onsite events (in collaboration with Project 1 and 3 as part of joint EUSAIR Communication Plan  N° of events made (list of participants, recording, reports, working groups...) - Tentatively 1 per EUSAIR country. | * 1 ESP Manager (internal staff) for a total workload of 10% full-time * 1 Event Manager (internal staff) for a total workload of 5% full-time | | T.1.4.2 Networking software/tool | D.1.4.2.1 Purchase of specific software/tool for managing live conversation (Swap Card, Slack etc.) | * 1 ESP new function development (external staff) | | T.1.4.3 Updating and expansion of the stakeholder's database developed in Facility Point project through ESP | D.1.4.3.1 Updated and expanded EUSAIR stakeholders' database | * 1 ESP Manager (internal staff) for a total workload of 10% full-time |   **Activity 1.5 DEVELOPING OF THE E-LEARNING EUSAIR PLATFORM**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.5.1 Updating of the e-learning infrastructure | D.1.5.1.1 Development of the new software: MOOC, Smart learning Pills | * 1 E-Learning Content Expert (external staff) | | T.1.5.2 Creation and customization of training modules | D.1.5.2.1 N° of online courses developed: MOOCs for stakeholders  D.1.5.2.2 N° of training workshops organized | * 1 E-Learning Content Expert (external staff) * 1 Event Manager (internal staff) for a total workload of 5% full-time |   **Activity 1.6 SETTING UP OF JOINT STRATEGIC PROJECTS COORDINATION MECHANISM (COMMON TASK FOR ALL ISO 1 PROJECTS)**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.1.6.1 Coordination with ISO 1 project 1 and 3 | D.1.6.1.1 Joint background and methodological approach report;  D.1.6.1.4 Regular LPs coordination meeting -6 per year (alternatively online- in presence)  D.1.6.1.5 Regular joint ISO1 Projects Steering Committee meeting – 2 per year (alternatively online- in presence) | * 1 Project Coordinator (internal staff) for a total workload of 8% full-time. | | T.1.6.2 Coordinated plan with ISO 1 projects 1 and 3 | D.1.6.2.1 Joint EUSAIR Communication guidelines (month 6, updating month 36)  D.1.6.2.2 Joint EUSAIR Capacity Building guidelines (year 1, updating month 36)  D.1.6.2.3 Joint EUSAIR Stakeholder engagement guidelines (year 1, updating month 36) | * 1 Project Coordinator (internal staff) for a total workload of 7% full-time * 1 EUSAIR Thematic Expert (internal staff) for a total workload of 4% full-time | | T.1.6.2 ISO 1 projects’ results embedding | D.1.6.2.1 Annual ISO1 results embedding report | * 1 Embedding Expert (external staff) § T.4.2.3- T.4.2.4- T.4.2.5- T.4.2.6 | |
| **WP 2 DESCRIPTION - KNOWLEDGE MANAGEMENT** |
| **KNOWLEDGE REVIEW AND ESP CONTENT DEVELOPMENT** **(ACT 2.1)** will consist in a section dedicated to information and content development in order to inform and engage stakeholders on EUSAIR's main achievements, as well as the main key messages EUSAIR would like to share with stakeholders. Each Pillar will have its own workspace with key information presented in an easy-to-read and communicative format. Flagships will receive special attention and the ESP spaces related to Pillars will be updated on a regular basis. This activity requires collaboration with Project 1, which is in charge of content management (e.g. minutes of the meetings; delivered reports; declarations; etc.). In addition, a strict collaboration with TSGs’ coordinators and members is expected.  The ESP database related to the 2014-2020 programming phase contains all projects having an impact in the Adriatic-Ionian region. However, the database is limited since it shows projects financed by funding sources coming from ETC/EU/IPA funds. A **KNOWLEDGE REVIEW FROM RELEVANT PROJECTS** **(ACT 2.2)** is also needed. The 2021-2027 new ESP database will be expanded to include other funding sources, such as mainstream programs and will highlight stock of projects most in line with EUSAIR's objectives and priorities for each Pillar. This activity will include projects labelled by EUSAIR's TSGs, as well as other projects that are considered particularly relevant to EUSAIR. This activity will necessitate close cooperation with TSGs and MAs/contracting authorities. Collaboration with other IPA ADRION ISO1 Projects will be a key element.  The **KNOWLEDGE SHARING OF PROJECTS RELEVANT FOR EUSAIR (ACT 2.3)**, already tested with the EUSAIR Action Labs (July 2021-April 2022) will be implemented throughout the project lifetime. In particular, it will consist in the elaboration of tools (e.g. booklets; infographics; factsheets, etc.).  In relation to EUSAIR thematic priorities, a comprehensive and updated **KNOWLEDGE REVIEW OF FUNDING OPPORTUNITIES AND ALERT SERVICE** **(ACT 2.4)** will be developed within the Platform. The alert system will be put in place in order to make TSGs and stakeholders aware of the current funding opportunities. A thematic working group will be established with project 3 (and 1) in order to avoid overlapping of information. Synergies with other existing alert services will be explored and promoted during the implementation phase.  Finally, concerning **KNOWLEDGE EXCHANGE AND LEARNING** **(ACT 2.5)**, the support will be established in the framework of the activities related to WP3 (Stakeholder involvement and engagement) and WP4 (MAs networks). In particular, by fostering knowledge use of EUSAIR achievements (e.g. presentation of the key messages of EUSAIR Flagships, strategic project development, main results of the analysis of good practices from projects, etc.). This activity will involve also the thematic experts of Project 1 and it will be included in the capacity building plan (ACT 1.6 - T.1.6.2 - D.1.6.2.2)  **Activity 2.1 KNOWLEDGE REVIEW AND ESP CONTENT DEVELOPMENT**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.2.1.1 Setting up and regularly update webspace dedicated to each TSGs in the ESP | D.2.1.1.1 At least 1 webpage per Pillar set up in the ESP (documental repository, call for ideas in coordination with project 3, data storytelling for Pillar Coordinators combining narrative, data and visuals to create data stories and drive outcomes efficiently) | * 1 ESP Manager (internal staff) for a total workload of 10% full-time * 1 ESP new function development (external staff) | | T.2.1.2 Dialogue with TSGs for fine-tuning the content of the webspace (e.g. participation in TSGs meetings and events; interviews; etc.) | D.2.1.2.1 Memos | * 1 ESP Manager (internal staff) for a total workload of 10% full-time | | T.2.1.3 Cluster of sources: e.g. data stored in intranet; documents prepared by TSGs; official documents, reports, research etc. (suggested by each TSGs member), etc. | D.2.1.3.1 Specific easy-to-read, easy to search, easy to filter, easy to categorize contents in the ESP | * 1 ESP new function development (external expertise) |   **Activity 2.2. KNOWLEDGE REVIEW FROM RELEVANT PROJECTS**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T.2.2.1 Improving and updating the database on projects related to EUSAIR priorities and Flagships developed in the Action Labs section | D.2.2.1.1 N° 1 database to be upgraded in the ESP | * 1 ESP new function development (external staff) | | T.2.2.2 Identification of the projects most relevant in EUSAIR | D.2.2.2.1 Contents for the database | * 1 ESP Manager (internal staff) for a total workload of 10% full-time * 1 ESP new function development (external staff) |   **Activity 2.3 KNOWLEDGE SHARING OF PROJECTS RELEVANT FOR EUSAIR**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T.2.3.1 Collection of good practices from projects, processes | D.2.3.1.1 At least 8 booklets published in the ESP | * 1 ESP Manager (internal staff) for a total workload of 10% full-time |   **Activity 2.4 - KNOWLEDGE REVIEW FUNDING OPPORTUNITIES AND ALERT SERVICE**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T.2.4.1 Overview of funding opportunities | D.2.4.1.1 Mapping of the main funding opportunities | * 1 ESP Manager (internal staff) for a total workload of 10% full-time | | T.2.4.2 Monitoring of the funding opportunities | D.2.4.2.1 Assisting TSGs in in the identification of existing funding resources  D.2.4.2.2 Alert service in place through the ESP | * 2 ESP Manager (internal staff) for a total workload of 10% full-time |   **Activity 2.5 KNOWLEDGE EXCHANGE AND LEARNING**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T.2.5.1 Participation in events to foster exchange and learning | D.2.5.1.1 Power point presentations, video clips, etc. | * 2 ESP Manager (internal staff) for a total workload of 10% full-time | |

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| **WP 3 DESCRIPTION – EUSAIR STAKEHOLDERS INVOLVEMENT AND ENGAGEMENT** |
| The StEP project will focus on the phase in which Flagships are implemented on the ground that represents a major opportunity for effective engagement of the stakeholders.  The experience gained so far suggests that Stakeholders engagement is to be built on three lessons learnt:   1. Before engaging, it is necessary an in-depth analysis of the stakeholders. 2. The process of engaging relevant stakeholders must be guided by a goal (e.g. the implementation of the Flagships), which serves as a starting point for organizing and coordinating activities (both nationally and transnationally). 3. Implementation of EUSAIR is a complex and fragmented process. A diversified approach is needed according to the main features of the Flagships. 4. TSGs must maintain ownership of the process in order for stakeholders' engagement to be effective 5. Ad hoc meetings with National Coordinators will also be necessary.     **EUSAIR STAKEHOLDERS’ DATABASE and its QUALITATIVE ANALYSIS (ACT. 3.1).** This first activity will allow to update the list of stakeholders to be more in line with the new development occurred in EUSAIR: the definition of the Flagships and the outcomes of the revision of the Action Plan. This activity will include the definition and profiling of the stakeholders ‘groups, in order to define the type of contribution they can give to achieve the Flagships’ objectives; a categorisation of the stakeholders, defining the level of intensity of involvement is to be undertaken to achieve the defined goals. This activity is intended to support stakeholders' involvement and engagement in all three projects supporting EUSAIR governance, and requires coordination with them from the very beginning of the deliverable's development.  The upgrading of the Stakeholders’ Database and its analysis will be developed by LP internal staff supported by external experts.   |  | | --- | | *Figure 1*: Categorisation of the Stakeholders on the basis of the Involvement levels required | |  | | *Source*: Concept for Stakeholder Engagement, CERIecon Project (funded by Central Europe Programme) |   **EUSAIR STAKEHOLDERS' ENGAGEMENT PLAN (ACT. 3.2)**: The Stakeholder Engagement Plan will be elaborated starting from the common guidelines provided in Activity 1.6 and will be updated on the basis of Activity 3.1. outcomes.  After identifying the stakeholders, the Plan will define the specific **engagement methods** to be used, tailoring stakeholders’ engagement to meet the main features of the Flagships. It will be defined a framework for coordinating all stakeholders’ engagement activities devoted to a specific Flagship. The Plan will be revised to reflect lessons learned and, eventually, the inclusion of new Flagships. Ad hoc meetings with Pillar coordinators and TSGs members will be organised during the Plan's preparation to ensure a strong engagement of these actors in the implementation of the WP and a strong cooperation with National Coordinators is essential in defining the types of activities to be implemented at national/transnational level.  **STAKEHOLDER ENGAGEMENT FOR THE IMPLEMENTATION OF EUSAIR FLAGSHIPS (ACT. 3.3):**  Within this activity, the intention is to make the engagement process a continuous one, rather than a one-time event, in order to achieve a high level of engagement rather than just consultation.  On the basis of Activity 3.1 and Activity 3.2 outcomes and with the strong advice and support by TSGs and Pillar Coordinators, at least five **EUSAIR Flagships Implementation Teams** (hereinafter **EUSAIR FITs**) will be set up. These teams will represent an opportunity to:   * establish a constant dialogue with all relevant stakeholders (especially those which are empowered to take decisions); * exchange knowledge; * be informed on the progress made in implementing the Flagships on EUSAIR level; * be engaged by providing recommendations to advance in the implementation.   Each Team will meet -at least- twice a year for all the duration of the project. The meetings will be organised online through the ESP, prepared and managed by the ESP Team supported by external experts. This task will be included in JOINT COMMUNICATION PLAN (ACT 1.6 – T.1.6.1 – D.1.6.1.1)   |  | | --- | | **Example: Building from 2014-2020 good practice**  **Workshop on enabling blue and green sustainable growth within the EUSAIR region (Organised by TSG3, November 2021)**  *Participants*: Representatives of the EUSAIR member countries (Ministerial representatives; Technical agencies and academics supporting decision making in the field), who presented the state of the art projects of including and enhancing MPAs in their countries.  *Aim of the discussion*: Workshop aimed toward finding a common agreement on where the transboundary MPAs and river basin protected areas could be established and of how can EUSAIR support those processes.  *For info*: <https://www.adriatic-ionian.eu/2021/11/09/workshop-on-enabling-blue-and-green-sustainable-growth-within-the-eusair-region/> |   To facilitate the effective operative kick-off of Teams, a documentary basis to support the dialogue with key stakeholders is necessary. Thus specific elaboration of supporting documents will be delivered, such as: datacards to present the main features of the Flagships; the main results achieved, specifying the main objectives and expected results of stakeholder engagement; tailored presentation of the analysis resulted by ACT. 3.1., etc.  Also, this activity is necessary as the Pillars have different situations that must be analyzed in advance. In Pillar 3 information on policy aspects have provided through the results of the Strategic Project Development activity while in other Pillars (Pillar 1 and 4) preference has been given to the definition of single projects and the policy processes will therefore be initiated by the projects themselves. Regarding Pillar 2 the process has different directions in consideration of the double topics addressed.  *Policy processes are important at this stage, particularly for Pillars 2 and 3*:   * *In the case of* ***Pillar 2,*** *the definition of the Transport Master Plan has identified a series of action proposals that require the start of a political dialogue between the EUSAIR region's actors in order to be implemented effectively. In the energy sub-group, the ongoing preparation of the master plan and road map is bringing to light needs for action that must be addressed and reread in light of the current energy crisis*. |
| * *In* ***Pillar 3****, there are several areas in which a discussion is necessary at the policy level: the promotion of the cross-border dimension in the framework of maritime spatial planning, as required by the MSP Directive; and the identification and possible establishment of transboundary marine protected areas.* * *Other policy issues may arise during the implementation of the StEP project, with the advancement of Strategic Project Development activity and the* ***results of the Action Plan revision*** *(e.g. Social Pillar).*   **EUSAIR FLAGSHIPS MULTISTAKEHOLDERS DIALOGUE (ACT.3.4)**  The stakeholder engagement process will be implemented also through **EUSAIR FLAGSHIPS** **MULTISTAKEHOLDERS DIALOGUE.** This will take the form of transnational working groups and workshops (on-site or on-line) and are intended to be a means of connecting and stimulating discussion among a wider range of stakeholders involved in the various activities related to the implementation of Flagships.  The multi-stakeholders’ dialogues will be implemented according to the following type of operative actions:   * **EUSAIR TRANSNATIONAL FLAGSHIP EVENTS** according to the specific topics (and participated by universities, research centres, innovation ecosystems keystone actors, new innovation agents, enterprises, etc.) to foster the collection of innovative technical information/opinions/projects/proposals around Flagships development. This task will be included in JOINT COMMUNICATION PLAN (ACT 1.6 – T.1.6.1 – D.1.6.1.1) * **EUSAIR TRANSNATIONAL FLAGSHIPS SCENARIOS WORKSHOPs** will be planned for the already involved key stakeholders to explore the potential crosscutting-pillars and cross-fertilization visions for the most suitable Flagships highlighted by the FITs. Their development is proposed mainly in terms of fostering the financial dialogue with financial institutions (ex. EIB) or in terms of R&I upgrading, putting together MSMEs - which represent the backbone of the macroregional economic ecosystem - with academia actors, and EU and IPA policy-makers institutions, bringing their S3 priorities. The final goal is -therefore- to support entrepreneurship, transnational clusters, and digital innovation hubs activities for the EUSAIR. This task will be included in JOINT CAPACITY BUILDING PLAN (ACT 1.6 – T.1.6.2 – D.1.6.2.1) * **EUSAIR HACKATHONS, APPTHONS, DATATHONS,** **etc.** on emerging topics from Flagships, specifically dedicated to involvement of universities and secondary schools’ students (ex. exporting to EUSAIR context the best practice of “At the School of Open Cohesion (ASOC), an innovative educational challenge, designed for high-school students to engage students in monitoring the effectiveness of EU cohesion policy investments via the use of public open data) and young startuppers from all the EUSAIR regions will be launched, promoted and implemented. Exchanges of students among universities/secondary schools and schemes for mobility grants dedicated to young start uppers will be organized in conjunction with the abovementioned different types of “marathons” events. This task will be coordinated in close collaboration with Project n. 1 led by Slovenia. This task will be included in JOINT CAPACITY BUILDING PLAN (ACT 1.6 – T.1.6.2 – D.1.6.2.1).   The ESP Team will facilitate multi-stakeholders dialogues with the help of "**leading light" mentors.** Specific experiences sharing, gathering of technical inputs, exploration of potential cross-cutting issues and cross-fertilization visions fostering discussion on newly defined Flagships will be made available. In addition, key-testimonials, international level experts, end-user representatives, benchmarking strong innovators players will be invited and involved.  Furthermore, this activity will serve as a link to different processes promoted by the other 2 EUSAIR governance support projects, particularly the collection of project ideas that will be carried out within the framework of project 3.   |  | | --- | | **Example:**  **Building from 2014-2020 good practice “EUSAIR INVESTMENT IN SKILLS AND EDUCATION FOR A MORE SUSTAINABLE BLUE ECONOMY IN THE REGION (Pillar 1; 9 July 2021)”**  Workshop on skill development through vocational education and training, and higher education as a key to fostering blue jobs for the environmental sustainability and boosting technological innovation in the Adriatic-Ionian Region.  *Participants*: EC; academics; technicians (ports operators; representatives of the education institutions); representatives of other MRS  *Info*: <https://www.adriatic-ionian.eu/2021/07/12/eusair-investment-in-skills-and-education-for-a-more-sustainable-blue-economy-in-the-region/> |  |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Table 1 – Level and Target of the StEP Stakeholder Engagement** | | | | | | **Level of engagement** | **Inform** | **Consult** | **Involve** | **Collaborate** | | **Methods of engagement** |  |  | One to one meetings/Interviews  Flagships-Multi-stakeholder Dialogues | Flagship Advisory Groups; | | **Type of stakeholders** |  |  |  |  | | Policy makers |  |  |  | X | | Technicians |  |  | X | X | | Beneficiaries of the projects relevant for EUSAIR |  |  | X |  | | Larger public |  |  |  |  |   In order to illustrate different levels of involvement, methods have been colour-coded as follows: Inform – most basic level of engagement; Consult – specific questions are asked, but not full discussion or interaction; Involve – more opportunity for discussion; Collaborate – full involvement  ***ACTIVITY 3.1. -* EUSAIR STAKEHOLDERS’ DATABASE and its QUALITATIVE ANALYSIS**   |  |  |  | | --- | --- | --- | | ***Tasks*** | ***Deliverables*** | ***Resources*** | | *T 3.1.1. EUSAIR stakeholders’ database and its qualitative analysis* | *D3.1.1.1: EUSAIR stakeholders’ database and its qualitative analysis* | * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *External expertise on stakeholders' engagement* |   **ACTIVITY 3.2. - EUSAIR STAKEHOLDERS’ ENGAGEMENT PLAN**   |  |  |  | | --- | --- | --- | | ***Tasks*** | ***Deliverables*** | ***Resources*** | | *T 3.2.1 Elaboration of updated EUSAIR Stakeholders’ Engagement Plan* | *D.3.2.1.1 EUSAIR Stakeholders’ Engagement Plan* | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 5% full-time* * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* | | *T3.2.2 Periodical revision of the “Plan”* | *D3.2.2.1 EUSAIR Stakeholders’ Engagement Plan revised* | * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* |   ***ACTIVITY 3.3 Stakeholder engagement for the implementation of EUSAIR flagships***   |  |  |  | | --- | --- | --- | | ***Tasks*** | ***Deliverables*** | ***Resources*** | | *T.3.3.1 Setting up of EUSAIR Flagship Implementation Teams s.c. FITs (at least no. 5)* | *D.3.3.1.1 List of members; Brief bio of the members; Brief presentation of the Mission of the FITs to be published in the ESP* | * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* | | *T.3.3.2*  *Elaboration of supporting documents* | *D.3.3.2.1 Data Card to present the main features of the Flagships, the main results achieved, specifying the main objectives and expected results of stakeholder engagement, etc.*  *D.3.3.1.2 Tailored presentation of the analysis resulted by ACT. 3.1.* | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement (external staff)* | | *T.3.3.3 Organization and implementation of (at least) no. 2 meetings per year per FIT (online in the ESP)* | *D.3.3.3.1. Event Report Package: agendas, pictures, list of attendees,*  *D.3.3.3.2 minutes of the event, stocktaking list of recommendations by the participants;*  *D.3.3.3.3 “Facts and Figures” technical report delivered by ESP Team; etc.* | * *1 WP3 manager (internal staff) for a total workload of 15% full-time* * *1 Event manager (internal staff) for a total workload of 5 % full-time* * *Expert on stakeholders' engagement* * *External support for T&A* | | *T.3.3.4 Coordination meetings with TSGs and PCs (online in the ESP)* | *D.3.4.3.1. Minutes of the meetings; list of participants; stocktaking list of decisions/next steps* | * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* |   ***Activity 3.4 - EUSAIR FLAGSHIPS MULTISTAKEHOLDERS DIALOGUE***   |  |  |  | | --- | --- | --- | | ***Tasks*** | ***Deliverables*** | ***Resources*** | | *T.3.4.1 Organization and implementation of at least no.3 EUSAIR Transnational Flagships events* | *D 3.4.1.1 Event Outline, identifying the main purposes of the meetings*  *D.3.4.1.2 Report Package for each event: agendas, list of attendees, minutes*  *D.3.4.1.3 Stocktaking list of inputs delivered by special invited “guests” such as testimonials;*  *D.3.4.1.4.“Facts and Figures” technical report delivered by ESP Team, etc* | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 3% full-time* * *1 WP3 manager (internal staff) for a total workload of 10% full-time* * *1 Event manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* * *External support for T&A* | | *T. 3.4.2 Organization and implementation of (AT ELAST) no.2 Flagship Scenario Workshops* | *D 3.4.2.1. Event Report Package: agendas, press releases, pictures/videos/interviews, list of attendees, minute of the events*  *D 3.4.2.2. Stocktaking list of agreements and partnership, collaboration agreed by the participants, possible project ideas drafting (in collaboration with project 3);*  *D.3.4.3.3. “Facts &Figures”, Technical reports delivered by ESP Team, etc.* | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP3 manager (internal staff) for a total workload of 15% full-time* * *1 Event manager (internal staff) for a total workload of 10% full-time* * *Expert on stakeholders' engagement* * *Expert on organization events* * *External support for T&A* | | *T. 3.4.3* *Organization and implementation of n. 3 EUSAIR hackathons, appthons, datathons, etc. in conjunction with 1 exchange scheme for univ/sec. schools students and 1 mobility scheme for young startuppers* | *D.3.4.3.1 Event Report Package: agendas, press releases, pictures/videos, list of attendees,*  *D.3.4.3.2 Drafted new pjt ideas/ new apps/ new business solutions created, ranking list of the participants/finalists, final satisfactory survey results;*  *D.3.4.3.3 “Facts and Figures” technical report delivered by ESP Team, etc.*  *D.3.4.3.4 Report on exchange/mobility schemes including description of exchanges/mobility programmes; expected and achieved feedbacks from young beneficiaries; facts and figures of the granted exchanges/mobilities, etc.* | * *1 Expert on hackathons, appthons, datathons organization etc. for a total workload ranging between 15- 20% part time (external staff)* * *1 Mobility manager (internal staff)* * *External service to organize the events* | | *T.3.4.4 Coordination with TSGs and NCs for realization of the events* | *D.3.4.3.1. Minutes of the meetings; list of participants; stocktaking list of decisions/next steps* | * *1 WP3 manager (internal staff) for a total workload of 5% full-time* * *Expert on stakeholders' engagement* | |
| **WP4 DESCRIPTION – SUPPORTING THE EUSAIR EMBEDDING PROCESS** |
| This WP will aim at supporting the exchange, coordination and animation among Managing Authorities of EU Cohesion funds. The European Council in its conclusions called upon setting up of network of MAs as a way to support the embedding of EUSAIR Flagships during the programming and implementation of the programmes, as well as a way to pave the way for synergies and coordination in implementation.  StEP will foster the embedding process supporting MAs from a methodological and a networking point of view.  **A METHODOLOGICAL SUPPORT TO THE MAs NETWORKS (ACT 4.1)** will be ensured to foster a common understanding and the dialogue between MAs. This methodological support will be based on the following principles:   * **The dialogue with MAs should be differentiated in order to take into account the peculiarities of each funding source**. In case of ETC programmes, MAs are more aware of EUSAIR priorities and objectives, and eligible areas match in total or in part the geographical area of the strategy. On the hand, in case of Mainstream programmes, a stronger emphasis has to be placed on strengthening their understanding of EUSAIR and clarifying what contribution they can make to the implementation of EUSAIR priorities and Flagships. Moreover, the emphasis should be on specifying the territorial dimension of the Strategy and on Territorial cohesion, which means how to use the possibilities offered by the Regulations to work on functional areas, including by fostering cross-border, transnational and interregional cooperation. * **Methodological support should be tailored to the programming phase**. According to the programming phase, embedding implies different requirements. A recent study of Interact (“*Capturing contribution to the EU macro-regions implementation*”, 2022) clarified that Programme can contribute to MRS in three different ways: Thematic alignment; Projects implementing MRS priorities and MRS projects. StEP will support MAs in all the three levels with different type of contribution (see table n. 2).   MAs networks will begin to function once planning phase is completed. As a result, in order to methodologically support the exchange of MAs, a recognition of the actions envisaged by the various Programmes and most in line with the EUSAIR Flagships and priorities will be required first. Following that, methodological assistance will be provided to promote coordination and synergies between programmes during implementation, with a focus on the following issues: identification of parallel interlinked actions in different programmes; identification of opportunities for interregional cooperation actions (Mainstream programmes); supporting programmes in call development, in those thematic areas where MRS projects are agreed and developed by EUSAIR. |
| **SETTING UP AND ANIMATING NETWORKS OF MANAGING AUTHORITIES (ACT 4.2) :**at present, the network of European Territorial Cooperation Programmes is already in place (set up in April 2022). Other transnational networks have still to be set up, although national networks or networking activities are already operational at National level (i.e. In Italy and in Greece).  The StEP project will continue animating the ETC MAs network and will set up one network of Mainstream MAs, with the possibility to pave the way for an additional European Social Fund network in 2025. A preliminary analysis carried out during the preparation of the StEP project demonstrated that on the basis of the current Flagships, the European Regional Development Fund represents the main reference funding source for embedding, being relevant for the majority of the Flagships. In case of Pillar 1, European Maritime Fisheries Fund is also relevant and should be taken into account, but remains limited in scope. The role of the European Social Fund is also limited to few actions of some Flagships, but its role can be strengthened in the future in case a social pillar is included as a result of the revision of the Action Plan.  The Mainstream MAs network will be composed of single MAs or representations thereof and will be coordinated by the ESP Team. In countries where the number of MAs is significantly high, such as Italy and Greece, participation will be determined on a case-by-case basis, in collaboration with EUSAIR National coordinators and, eventually, with the responsible coordinator of the national networks. One meeting per year (on-site and/or on-line) will be organised for each network, provided that common meetings can be organised in case it is considered suitable to make embedding more effective. This activity will be included in JOINT COMMUNICATION PLAN (ACT 1.6 – T.1.6.1 – D.1.6.1.1)  The meetings of the networks will deal with the following indicative topics:   * + Analyse and share good practices in aligning programmes and EUSAIR Flagships (2023);   + Fostering harmonised approaches for assessing EUSAIR consistency of the project proposals with regards to selection criteria, monitoring, evaluation and capitalization (2023/2024);   + Exploring possibilities for synergies during the implementation phase, e.g., joint calls for proposals (2024/2025);   + Capturing lessons learnt and preparing the ground for the embedding in the next programming period (2026/2027).   + Present the methodological support for the embedding in 2028-2034 (2028)   Aside from general network meetings, the StEP process will strengthen embedding by fostering stronger collaboration and synergies among MAs through the organisation of **EUSAIR FLAGSHIP ACTION LABS (ACT 4.3).** The exchange will be conceived as part of the overall stakeholder engagement framework, with a thematic approach based on EUSAIR Flagships. A strong coordination will be ensured between Activities 3.2, 3.3, and 3.4. This activity will be included in JOINT CAPACITY BUILDING PLAN (ACT 1.6 – T.1.6.2 – D.1.6.2.1)  These Action Labs will be dedicated to a small cluster of programmes (about 10 persons) with the aim of pushing forward synergies and collaboration between programmes during implementation, with particular regards to the: harmonisation of approaches in dealing with EUSAIR Flagships implementation in the call for proposals (i.e. assessment criteria; guidelines for assessing EUSAIR relevance); Identification of parallel interlinked actions in different programmes; Identification of opportunities for interregional cooperation actions (Mainstream programmes).  Finally, the StEP project will also **SET UP AND ANIMATE GROUPS OF CAPITALIZATIONS OF FUNDED PROJECTS (ACT 4.4)** mainly, but not exclusively, funded by Cohesion programmes in line with the Flagships. Given the lessons learned from the EUSAIR Action Labs implemented in 2021-2022, embedding processes must go beyond networking between MAs and include direct collaboration with funded projects and beneficiaries who will make a significant contribution to EUSAIR through their actions.  The StEP project will establish groups of capitalizations on four Flagships. Desk analysis and peer reviews will serve as the foundation for discussion, facilitating the setting up of groups of capitalization. The main goals of the groups of capitalization will be to identify "chains of projects" working on similar and interrelated issues, preferably in different geographical areas; and to foster collaboration between these projects, possibly in carrying out some activities or addressing common target groups, to maximise their impact and contribution to EUSAIR effectiveness. Groups of capitalizations will involve the Lead partner or the partner responsible for implementing the deliverable most relevant for EUSAIR. In addition, participation will be opened to TSGs members, MAs, and representatives of the other EUSAIR governance projects. Meetings will be held primarily online, via the ESP, in principle for the duration of the StEP project. However, other timeframes can be foreseen on a case-by-case basis.  **Activity 4.1 METHODOLOGICAL SUPPORT TO THE MAs NETWORKS**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.4.1.1 Preparatory activities of the networks’ meetings | D.4.1.1.1 Contact lists; agenda; invitations;  D.4.1.1.2 Background and methodological approach report; | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* | | T.4.1.2 Put in place and follow up of the networks’ meetings | D.4.1.2.1 MAs Network methodology paper  D.4.1.2.1 Progress Report | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* | | T.4.1.3 Collection of materials for desk review from Programmes and from National Coordinators | D.4.1.3.1 Background document | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* | | T.4.1.4 Desk review | D.4.1.4.1 Comprehensive analysis of the embedding of EUSAIR priorities and Flagships into programmes | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* * *Embedding analysis service* | | T.4.1.5 Methodological support for fostering harmonised approaches and synergies | D.4.1.5.1 Guidance papers for implementation | * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* * *Embedding analysis service* | | T.4.1.6 Methodological support for paving the way for the embedding in 2028-2033 | D.4.1.6.1 Guidance paper for embedding in 2028-2034 programming period | * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* * *Embedding analysis service* |   **Activity 4.2 – Transnational Meeting of Cohesion MAs Networks (ETC and Mainstream)**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Tasks** | **Deliverables** | | **Resources** | | | T.4.2.1 Transnational events of the networks (n. 10 events) | | D.4.2.1.1 Contact lists; agenda; invitations;  D.4.2.1.2 Event methodological outline  D.4.2.1.3 Report of the event  D.4.2.1.4 Communication materials | | * *1 Event manager (internal staff) for a total workload of 10% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *1 Event manager (internal staff) for a total workload of 10% full-time*   *Expert on embedding* | |   **Activity 4.3 - EUSAIR Flagship Action Labs**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.4.3.1 Organisation of EUSAIR Action LABs | D.4.3.1.1 Contact lists; agenda; invitations;  D.4.3.1.2 Background and methodological approach report;  D.4.3.1.3 Thematic Flagship Action Lab reports;  D.3.1.4 Communication materials | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 5% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* * *Embedding analysis service* * *1 Event manager (internal staff) for a total workload of 5% full-time* |   **Activity 4.4 – Groups of capitalization of funded projects**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T.4.4.1 Thematic Groups of Capitalization (n. 6 thematic groups; 4 online events each) | D.4.4.1.1 Contact lists; agenda; invitations;  D.4.4.1.2 Methodological outlines;  D.4.4.1.3 Final Thematic report;  D.3.4.4 Communication materials | * *1 EUSAIR Thematic expert (internal staff) for a total workload of 2% full-time* * *1 WP4 manager (internal staff) for a total workload of 5% full-time* * *Expert on embedding* * *Embedding analysis service* * *1 Event manager (internal staff) for a total workload of 5% full-time* | |
| **WP 5 DESCRIPTION – SUPPORTING EUSAIR EMBEDDING INTO IPA III PROGRAMMES** |
| A periodic and regular exchanges with DG NEAR (its country units and unit D.5 responsible for the Multi-country programme), responsible EU Delegations offices and relevant NIPACs currently with the annual programming phases of IPA III, are needed also connecting the current and the past three years of IPA III programmes (ACT 5.2) **(Result 4)**.  Based on a desk review of all IPA III programmes (ACT 5.1) presented by relevant beneficiaries (namely their Strategic Response Documents and included Actions) and the annual packages of Action Documents sent to DG NEAR for quality check and eventual approval, the identification of actions candidate for IPA III financing -that have an added value in contributing to the implementation of EUSAIR Flagships- will be carried out. These will represent the first bulk of materials to focus the work and to build upon for the next IPA III programming years. From this starting ground it will be possible to influence DG NEAR and inform its staff in charge of overseeing quality of IPA III programming on the relevance of Actions for further programming choices. This includes also, whenever necessary, the formulation of proposals to ensure that coherence with EUSAIR is duly reflected in the IPA III programming documents, namely templates and checklists adopted by DG NEAR to streamline programming among IPA III beneficiaries.  The active contribution of relevant EUSAIR TSGs to take stock of IPA III programmed Actions when implementing respective Flagship projects and feed next IPA III programming rounds with suitable contributions and proposals, are needed. These contributions will consist of various inputs ranging from data and information sharing, to the provision of stimuluses for designing joint actions, to the actual support in formulating actions candidate to IPA III financial support. This active contribution to IPA III programming will be given: on the one side, EUSAIR TSGs will be actively involved with DG NEAR pinpointing relevant linkages between Flagship projects and IPA III actual and potential actions; on the other side by providing direct support in building capacities of the applicants when formulating their proposals for IPA III financial assistance.  Given the regional dimension of the EUSAIR, it is very likely that the concrete ground for these activities to be implemented relates to the programming and implementation of IPA III Multi-beneficiary Actions, such as to say those initiatives and operations that have a regional scale and for which DG NEAR coordinates inputs from all IPA III beneficiaries. To ensure consistency of these actions with EUSAIR Flagship projects /ACT 5.3) it may be necessary to establish coordination with regional actors, such as: the Western Balkans Investment Framework (WBIF), the Regional Cooperation Council (RCC), the Transport and Energy Community, etc. Similarly, it might be the case to ensure regular information exchanges with Bilateral and Multilateral Donor Organisations actively involved in implementing regional strategies, for example: GIZ, Council of Europe, OSCE, etc. Naturally, in order to properly achieve this result, a strong coordination with EUSAIR TSGs as well as with MAs networks shall be ensured in order to suitably link relevant IPA III funded actions with similar projects supported within the framework of Cohesion programmes (ACT 5.6 and ACT 5.8). **(Result 5)**.  The identification of suitable set of indicators for the definition of a harmonised performance assessment framework is needed (ACT 5.7). This input might also be possibly given by selected members from EUSAIR TSGs participating to the regular Monitoring Committees of IPA III (ACT 5.5). Although the definition of such performance assessment framework will be the result of a dialogue and mutual contributions, most probably, this result will be achieved by feeding EUSAIR Flagship projects with proposed indicators already included in the IPA III programmes. Naturally, the definition of impact indicators will have to harmonise SDGs with enlargement policy framework with EUSAIR overall objectives; however, such endeavour is less problematic than it seems as such coherence is already well systematised at the level of EU policies; on the contrary, experience suggests that the achievement of this result will be more problematic when defining common outcome and output indicators that could satisfy at the same time expectations of EUSAIR Flagship projects and IPA III Actions. Unless otherwise specified and agreed with DG NEAR, the current modus operandi in programming IPA III when it comes to define impact, outcome and output indicators is already structured and to a certain extent well established, so –whenever relevant- it might be possible that EUSAIR Flagship projects will benefit from the indicators identified and validated within the framework of IPA III programmes more than the contrary. For this reason, engaging stakeholders from EUSAIR partner countries will be crucial for the successful attainment of this Result (ACT 5.5). This activity will be carry out in strict coordination with Project 1 – Monitoring and evaluation (**Result 6)**  **Activity 5.1** - **DESK REVIEW OF PAST CURRENT AND FUTURE IPA III ANNUAL PROGRAMMES AND IDENTIFICATION OF POTENTIAL SYNERGIES WITH EUSAIR FLAGSHIP INITIATIVES**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) collection of materials for desk review (IPA III programming documents) from NIPACs | Collection of IPA III National / Multinational Programmes | 3 Experts, for a total workload ranging between30 to 36w/d (external expertise) | | T2) desk review | A comprehensive report highlighting synergies with EUSAIR | | T3) formulation of reports for TSGs | Specific reports relevant to each TSG |   **Activity 5.2** **- ENGAGEMENT AND AWARENESS OF DG NEAR WITH REGARDS TO SYNERGIES OF IPA III ACTIONS WITH EUSAIR FLAGSHIP INITIATIVES**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) periodic meetings with DG NEAR and NIPACs | Meeting minutes | 4 Experts, for a total workload ranging between60 to 70w/d (external expertise) | | T2) support to information exchange between EUSAIR GB and DG NEAR | Memos | | T3) operational coordination with TSGs | Working reports |   **Activity 5.3 - FORMULATION OF ACTUAL PROPOSALS FOR IMPROVEMENT OF PROGRAMMING MECHANISMS AND TOOLS TO ENSURE STRONGER COORDINATION BETWEEN IPA III PROGRAMMES AND EUSAIR FLAGSHIP INITIATIVES[[4]](#footnote-4)**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) periodic coordination with NIPACs | Meeting minutes | 4 Experts, for a total workload ranging between40 to 45w/d (external expertise) | | T2) regular exchange with TSGs | Memos | | T3) formulation of proposals to DG NEAR | Working reports |   **Result 6** will be achieved by implementing the following activities  **Activity 5.4** - **COLLECTION, ORGANISATION AND TRANSFER OF INPUTS FROM TSGS TO IPA III PROGRAMMED ACTIONS**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) identification of necessary inputs within TSGs to improve relevant IPA III actions | Operational guidance documents | 4 Experts, for a total workload ranging between65 to 75w/d (external expertise) | | T2) formulation and transfer of necessary inputs to applicants in line with the timing of IPA III programming, including availability of required expertise | Specific working reports / Operational guidance documents | | T3) coordination with DG NEAR and relevant EU Delegations including respective Technical Assistance teams | Meeting minutes |   **Activity 5.5 -** **COORDINATION WITH REGIONAL STAKEHOLDERS AND DONOR COMMUNITY**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) periodic meetings with relevant Regional stakeholders | Meeting minutes | 4 Experts, for a total workload ranging between40 to 45w/d (external expertise) | | T2) periodic meetings with Bilateral Donors and IFIs | Meeting minutes | | T3) formulation of reports for TSGs and NIPACs with recommendations for further actions or coordination to follow up | Working reports |   **Activity 5.6 - SUPPORT TO ETC MAS NETWORK TO ENSURE THE LINKAGE BETWEEN IPA III AND IPA ETC PROGRAMMES**”   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | TO BE COMPLETED |  | 4 Experts, for a total workload ranging between60 to 70w/d (external expertise) | |  |  | |  |  |   **Activity 5.7 - ELABORATION OF A SHARED PERFORMANCE ASSESSMENT FRAMEWORK FOR EUSAIR FLAGSHIP INITIATIVES AND RELEVANT IPA III PROGRAMMED ACTIONS**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) identification of a list of relevant indicators (outcome and output levels) for the relevant actions | Performance Assessment Framework | 3 Experts, for a total workload ranging between 45 to 55w/d (external expertise) | | T2) development of indicator passports with all necessary elements for data collection and verification | | 63) validation of indicators within TSG and with DG NEAR |   **Activity 5.8 - EUSAIR TSGS CONTRIBUTIONS AND PARTICIPATION TO THE MONITORING OF RELEVANT IPA III IMPLEMENTED ACTIONS**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) active participation to selected TSGs members in the monitoring of relevant IPA III actions' implementation | Memos | 4 Experts, for a total workload ranging between60 to 70w/d (external expertise) | | T2) TSGs' support in the measurement and assessment of performances in the implementation of relevant IPA III actions | Specific working reports | | T3) Support to NIPACs in the preparation of annual reports on IPA III implementation | Working reports (supplementing monitoring) |   **Activity 5.9 - FORMULATION OF ACTUAL PROPOSALS FOR IMPROVEMENT OF PROGRAMMING**  **EUSAIR FLAGSHIP INITIATIVES[[5]](#footnote-5)**  **MECHANISMS AND TOOLS TO ENSURE STRONGER COORDINATION BETWEEN IPA III PROGRAMMES AND**   |  |  |  | | --- | --- | --- | | Tasks | Deliverables | Resources | | T1) periodic coordination with NIPACs |  |  | | T2) regular exchange with TSGs | | T3) formulation of proposals to DG NEAR |   **Activity 5.10 (A.1) – Making the expertise and capacities of the EU MS participating in EUSAIR available to facilitate partner candidate countries in the achievement of enlargement requirements in relevant areas**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T1) establish a mechanism suitable at identifying, making available and transfer necessary expertise and capacities of EU MSs partners | Matchmaking between candidate countries’ demands and EU MSs’ offers in terms of know-how and best practices | 4 Experts, for a total workload ranging between 60 to 65 w/d (external expertise) | | T2) deliver targeted assistance to candidate countries to help them in the achievement of requirements deriving from conclusions of the IPA Monitoring Committees | Targeted assistance may consist in tailored interventions like: webinars, study visits, mentoring, supervision and quality checks to quickly respond very practical issues | | T3) develop and formulate peer reviews to help candidate countries in the achievement of requirements deriving from the negotiation of accession chapters | Peer reviews may be prepared under the form of analyses, studies and assessments aimed at comparing institutional systems and solutions undertaken to face common problems |   **Activity 5.11 (A.2) - Raise the awareness and the level of understanding on the importance of the enlargement process, its opportunities and its challenges at the level of EUSAIR region and beyond**   |  |  |  | | --- | --- | --- | | **Tasks** | **Deliverables** | **Resources** | | T1) design and implement institutional communication, including the organisation or participation of events, with the aim of strengthening the position of the EUSAIR partners on the subjects related to enlargement | Communication actions may consist in the participation of EUSAIR MS representatives to institutional events identified as being relevant as well as in the organisation of meetings and conferences dedicated to this issue | 4 Experts, for a total workload ranging between 30 to 35 w/d (external expertise) | | T2) taking active participation, including the preparation of position papers, to institutional events and fora on the subjects related to EUSAIR and relevant for the enlargement | Active participation consists in the joint preparation of position papers and in their dissemination among relevant institutional fora | | T3) make profit of the diplomatic channels of the EUSAIR partners to raise and maintain the focus on the enlargement process in the eyes of the EU institutions | Position papers should be used and promoted at the diplomatic level especially during the discussion at the EU Council and the EU Parliament | |
| **Timing** |
| *(Plan the overall duration of the project and the timing of some main milestones or start and end of the WPs)*  § ANNEX 4 BUDGET  § ANNEX 4 GANTT |
| **Project Management** |
| **Project Steering Committee**  The Project Steering Committee (PSC) is composed by: work package leaders; project manager; representatives of the lead partner; representatives of the Associated partners (Ministry of foreign Affairs; Department of Cohesion Policy). Experts involved in project implementation will be involved in PSC meetings according to the subjects to be discussed. In addition, other key stakeholders can be invited if deemed necessary.  The PSC is the main decision-making body of the project. It is also responsible for defining the profile of the experts to be involved, is in charge of the strategic coordination, monitoring and evaluation of the progress achieved with respect to the expected results. Rules of procedures are agreed by all the partner during the first meeting.  The Lead Partner with the support of the Project manager is responsible for the preparation of the meetings and for sending out preparatory documents, under the inputs provided by the Scientific Committee (see below), so each partner can discuss key issues internally in their organisation in due time.  **Scientific Committee**  It is composed by the overall project manager and by the experts involved in the different WPs and representative nominated by EUSAIR countries. It is responsible for defining the methodological issues and ensuring overall coordination from a content point of view, as well as continuous cross-fertilisation of the activities carried out. A representative of each Associated partner is involved in the meetings.  **Management structure of the WPs**   |  |  |  |  | | --- | --- | --- | --- | | **WP** | **WP leader** | **Other partners involved** | **Associated partners particularly involved** | | WP 1 | Marche Region | BiH; (Albania TBC) | DPCoe; MAECI | | WP 2 | Marche Region | BiH | DPCoe | | WP3 | Marche Region | BiH | DPCoe; MAECI | | WP 4 | Marche Region | BiH | DPCoe | | WP5 | BiH | Marche Region | MAECI | |
| **Link with other project ISO 1 ADRION** |
| *(Specify the main links and relationships with other projects under IPA ADRION ISO1 to support EUSAIR Governance)*   |  |  |  | | --- | --- | --- | | ***Project 2*** | ***Connection with Project 1*** | ***Project 3*** | | **WP 1: Improvement and management of the ESP** | Joint Communication plan | | | Joint Capacity building plan | | | Joint Stakeholder engagement plan | | | The ESP will be at the service of the three EUSAIR governance support projects | | | Integration with EUSAIR website |  | | **WP 2 - Knowledge management** |  |  | | *Knowledge review and ESP content development* | This activity necessitates collaboration with Project 1, which is in charge of content management (ex. minutes of the meetings; report produced; declarations; etc.) and of the communication |  | | *Knowledge review from relevant projects:* | Collaboration is required with the function “Monitoring and evaluation”, as far the monitoring of labelling and embedding is concerned | Collaboration with project 3 is required with the function strategic project development related to project analysis | | *Knowledge review funding opportunities and alert service* |  | Collaboration with project 3 is required, in order to address the pertinent funding sources | | **WP 3 - Stakeholder involvement and engagement** |  |  | | *Elaboration of an activity plan for stakeholder engagement* | Collaboration with project 1 is required in order to take into account the results of its activities related with key stekeholders. | Collaboration with project 3 is required in order to take into account the results of the strategic project development related activities in the dialogue with stakeholders | | **WP 4 - Setting up, coordination and animation of MAs networks** | Collaboration is required with the function “Monitoring and evaluation”, as far the monitoring of embedding is concerned | Collaboration with project 3 is required in order to take into account the results of the strategic project development related activities in the dialogue with MAs | | **WP 5 - Supporting EUSAIR embedding into IPA III Programmes** | Collaboration is required with the function “Monitoring and evaluation”, as far the monitoring of embedding is concerned | Collaboration with project 3 is required in order to take into account the results of the strategic project development related activities in the dialogue with DG NEAR; IPA III key implementers and other donors. | |
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| **WP/Budget line/ Activity/PP** |  |
|  | **TOTAL** |
| **WP1 Improvement and management of the ESP** | **1.462.115,00** |
| Staff input - FTE per WP | 2,40 |
| Preparation Costs | 50.000,00 |
| Staff costs | 433.750,00 |
| Travel and accommodation | 44.675,00 |
| Office and administration | 65.062,50 |
| External expertise and services | 795.740,00 |
| Equipment | 72.887,50 |
| **A.1.1 SETTING UP OF StEP COORDINATION MANAGEMENT** | **426.750,00** |
| **A.1.2 SETTING UP OF ESP PLATFORM TEAMS** | **467.490,00** |
| **A.1.3 SETTING UP AND MANAGEMENT OF THE CLOUD INFRASTRUCTURE** | **96.875,00** |
| **A.1.4 IMPROVEMENT OF THE ESP EVENT PLATFORM AND ITS MANAGEMENT** | **108.625,00** |
| **A.1.5 DEVELOPING OF THE E-LEARNING EUSAIR PLATFORM** | **226.300,00** |
| **A.1.6 SETTING UP OF JOINT STRATEGIC PROJECTS COORDINATION MECHANISM (COMMON TASK FOR ALL ISO1 PROJECTS)** | **136.075,00** |
|  |  |
| **WP2 Knowledge management** | **561.350,00** |
| Staff input - FTE per WP | 1,20 |
| Staff costs | 139.500,00 |
| Travel and accommodation | 13.950,00 |
| Office and administration | 20.925,00 |
| External expertise and services | 386.975,00 |
| **A.2.1 Knowledge review and ESP content development** | **128.625,00** |
| **A.2.2 Knowledge review from relevant projects** | **108.475,00** |
| **A.2.3 Knowledge sharing of projects relevant for EUSAIR** | **127.325,00** |
| **A.2.4 Knowledge review funding opportunities and alert service** | **80.675,00** |
| **A.2.5 Knowledge exchange and learning** | **116.250,00** |
|  |  |
| **WP3 Stakeholders involvement and engagement** | **600.000,00** |
| Staff input - FTE per WP | 0,25 |
| Staff costs | 175.000,00 |
| Travel and accommodation | 18.500,00 |
| Office and administration | 26.250,00 |
| External expertise and services | 380.250,00 |
| **Activity 3.1 EUSAIR STAKEHOLDERS’ DATABASE and its QUALITATIVE ANALYSIS** | **102.500,00** |
| **Activity 3.2 EUSAIR STAKEHOLDERS’ ENGAGEMENT PLAN** | **107.500,00** |
| **Activity 3.3 Stakeholder engagement for the implementation of EUSAIR flagship** | **232.500,00** |
| **Activity 3.4 EUSAIR FLAGSHIPS MULTISTAKEHOLDERS DIALOGUE** | **157.500,00** |
|  |  |
| **WP4 Supporting the EUSAIR Embedding process** | **448.695,00** |
| Staff input - FTE per WP | 0,25 |
| Staff costs | 124.000,00 |
| Travel and accommodation | 18.600,00 |
| Office and administration | 18.600,00 |
| External expertise and services | 287.495,00 |
| **A.4.1 METHODOLOGICAL SUPPORT TO THE MAs NETWORKS** | **102.495,00** |
| **A.4.2 SETTING UP AND ANIMATING NETWORKS OF MANAGING AUTHORITIES** | **105.250,00** |
| **A.4.3 EUSAIR Flagship Action Lab** | **119.750,00** |
| **A.4.4 Groups of capitalization of funded projects** | **121.200,00** |
|  |  |
| **WP5 Supporting EUSAIR embedding into IPA III Programmes** | **502.840,00** |
| Staff input - FTE per WP | 0,40 |
| Staff costs | 91.800,00 |
| Travel and accommodation | 11.930,00 |
| Office and administration | 13.770,00 |
| External expertise and services | 385.340,00 |
| **A.5.1 Desk review of past current and future IPA III Annual Programmes and identification of potential synergies with EUSAIR flagship initiatives** | **43.540,00** |
| **A.5.2 Engagement and awareness of DG NEAR with regards to synergies of IPA III actions with EUSAIR flagship initiatives** | **75.500,00** |
| **A.5.3 Formulation of actual proposals for improvement of programming mechanisms and tools to ensure stronger coordination between IPA III programmes and EUSAIR flagship initiatives** | **70.500,00** |
| **A.5.4 Collection, organisation and transfer of inputs from TSGs to IPA III programmed actions** | **43.000,00** |
| **A.5.5 Coordination with Regional stakeholders and Donor community** | **49.000,00** |
| **A.5.6 Support to ETC MAs network to ensure the linkage between IPA III and IPA ETC programmes"** | **38.000,00** |
| **A.5.7 Elaboration of a shared performance assessment framework for EUSAIR flagship initiatives and relevant IPA III programmed actions** | **49.360,00** |
| **A.5.8 EUSAIR TSGs contributions and participation to the monitoring of relevant IPA III implemented actions** | **34.360,00** |
| **A.5.9 Formulation of actual proposals for improvement of programming mechanisms and tools to ensure stronger coordination between IPA III programmes and EUSAIR flagship initiatives** | **34.360,00** |
| **A.5.10 (A.1) – Making the expertise and capacities of the EU MS participating in EUSAIR available to facilitate partner candidate countries in the achievement of enlargement requirements in relevant areas** | **32.610,00** |
| **A.5.11 (A.2) - Raise the awareness and the level of understanding on the importance of the enlargement process, its opportunities and its challenges at the level of EUSAIR region and beyond** | **32.610,00** |
| **GRAND TOTAL** | **3.575.000,00** |
| **INTERREG FUNDS 85%** | **3.038.750,00** |
| **Own co-financing 15%** | **536.250,00** |

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| --- | --- | --- |
|  | **TOTAL** | **RATIO between budgt lines** |
| **BUDGET LINES** | **3.575.000,00** | **100%** |
| Staff input - FTE | 4,50 |  |
| Preparation Costs | 50.000,00 | 1% |
| Staff costs | 964.050,00 | 27% |
| Travel and accommodation | 107.655,00 | 3% |
| Office and administration | 144.607,50 | 4% |
| External expertise and services | 2.235.800,00 | 63% |
| Equipment | 72.887,50 | 2% |

**Annex 1 List of abbreviations**

*CBC* Cross-Border Cooperation

CoE Certificate of Expenditures

*DG NEAR* Directorate General for Neighbourhood and Enlargement Negotiations

*ERDF* European Regional Development Fund

*ETC* European Territorial Cooperation

*ESP* EUSAIR Stakeholders Platform

*EU* European Union

*EUSAIR*  European Union Strategy for the Adriatic and Ionian Region

*FITs* EUSAIR Flagships Implementation Teams

*GB* Governing Board

*IPA III* Instrument for Pre-accession Assistance for 2021-2027 period

*IPA-CBC* IPA Cross Border Cooperation

ISO 1 Interreg specific objective no. 1

*MAs* Managing Authorities

*MOOC* Massively Open Online Course

*MRS* Macro-Regional Strategy

*MSs* Member States

*MSMEs* Micro, Small and Medium Enterprises

*NIPAC* National IPA Coordinator

PSC Project Steering Committee

*R&I* Research and Investment

*SAA* Stabilization and Association Agreement

*StEP*  Stakeholders Engagement Point

*TF* Task Force

*TN* Transnational

*TSG* Thematic Steering Group

1. Interact (2019), How do macro-regional strategies deliver: workflows, processes and approaches [↑](#footnote-ref-1)
2. As from October 2022, all IPA beneficiary countries participating in EUSAIR (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia) are candidate to the accession [↑](#footnote-ref-2)
3. E.g. Interreg MED 2014-2020 Coordination Mechanism between Strategic Projects and Horizontal projects. See [HERE](https://governance.interreg-med.eu/news-events/events/detail/actualites/interreg-med-coordination-mechanism/). [↑](#footnote-ref-3)
4. NB the implementation of this Activity is serving the achievement of Result 3 as well, see Activity 3.3 [↑](#footnote-ref-4)
5. NB the implementation of this Activity is serving the achievement of Result 1 as well, see Activity 1.3 [↑](#footnote-ref-5)