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**THE CPMR'S SECOND MEDIUM-TERM STRATEGIC DEVELOPMENT PLAN**  
**(2005-2009)**

Adopted by the CPMR Political Bureau - Umeå (S), 9 July 2004

When the CPMR's General Assembly met in Saint-Malo on the occasion of the Conference's 30<sup>th</sup> anniversary in September 2003, it acknowledged the accomplishment of the first medium-term strategic development plan, which had been adopted at the Canary Islands General Assembly in October 1996. It gave the Political Bureau and the Secretary General a mandate to prepare a second medium-term strategic development plan, to be submitted at the 32<sup>nd</sup> General Assembly in Stavanger, Norway on 24 September 2004.

When the Political Bureau met under the presidency of Claudio Martini in Cagliari on 16 April 2004, it examined a preparatory paper drawn up by the General Secretariat, which was presented as an overview of the Conference's first thirty years of activity and included recommendations for the coming years (see document attached). The Bureau gave the Secretary General a mandate to turn these recommendations into an operational programme. It is to this end that this document has been drawn up. When the Administrative Council (23 June 2004) and the Political Bureau (9 July 2004) have examined it, it will be forwarded to all member regions.

The proposals made here are therefore not exhaustive.

- They have been drawn up bearing in mind previous years' achievements and they do not cover the same ground (i.e. strengthening of the intellectual capacity for drafting proposals by creating four full-time director positions, launch of a communication policy supported by the creation of a full-time director's position and the allocation of a specific budget, creation of a Brussels outpost where the staff numbers are being doubled in 2004, implementation of the ISO certification process and new IT resources required). These means – and the related results – are a consequence of the decision to increase the basic rate of dues by 17% in 1996.
- They do not in any way cover all of the CPMR's activity (see the activity report for the Stavanger General Assembly), but instead focus on themes which from a strategic point of view seem to have been insufficiently dealt with up until now. They will be essential for ensuring that the Conference's action is efficient in coming years, that it serves the interests of its members and is effective with regard to the European institutions.
- They do not deal with matters concerning changes to articles 1 and 2 of the Organisational Charter.

## A. The timeframe

The first strategic plan had no fixed implementation deadline. In July 2003, at the suggestion of the British representative, Richard Westlake, the Political Bureau acknowledged that the objectives adopted in 1996 had been achieved and that it was becoming necessary to give the Conference a new medium-term development perspective.

The period covered by this proposal is 2005 to 2009.

- It corresponds to the mandates of the European Parliament and the European Commission, which both come up for renewal this year.
- Negotiations on the Union's post-2013 financial perspectives will be undertaken with the institutions emerging as a result of elections and deliberations in 2009.
- It covers the period during which various articles included in the Treaty of Nice and/or the Constitution will come into force.
- It will go up to the end of the first three-year implementation phase of the 2007-2013 financial perspectives.
- Two or three new Member States will have joined the Union, bringing the major enlargement process to a close.
- Beyond this timeframe, the outlook is insufficiently clear for making concrete proposals.

Three political issues have underpinned the process of drawing up the current proposals:

- cohesion and competitiveness;
- sustainable development;
- Europe of the Sea, in a transversal manner, and bearing in mind our regions' identity.

They could ultimately lead to a reorganisation of the General Secretariat into specialised areas of work. Such a development, if it were to take place, could happen in 2008, once the first year of the Union's new financial period has been completed.

## **B. Proposed objectives**

Bearing in mind the CPMR's political achievements over recent years as well as emerging activities, which have come about both at the request of our members and as a result of external developments, it is proposed that the Conference's activity be structured more coherently around six strategic priority areas.

## **I- To follow through negotiations, until they are completed, on the 2007-2013 financial perspectives and cohesion policy and the way they are implemented**

### **1. Cohesion**

#### **a) Timeframe**

In July 2004, the European Commission is due to turn the proposals it made last February into draft regulations. This will mark the beginning of the period of negotiations with the Council and Parliament. The Dutch government has made it one of the five themes for its presidency during the second half of 2004. The negotiations will be in full swing under the Luxembourg presidency, in the first half of 2005.

The negotiations should come to an end between June 2005 (at the earliest) and December 2005. If they go on beyond this time, there would be the usual delays concerning commitments for the 2007 programmes.

From 2007 to 2009, it will be important:

- to monitor the process, especially regarding the strategies pursued by the Council and in each Member State;
- to participate in the mid-term review (2009-2010);
- to continue producing statistical data on positive or negative trends in our regions and across Europe.

#### **b) Policy tasks**

- Adoption of the member regions' position on the European Commission's proposals and the draft regulations at the Stavanger General Assembly
- Report on the Dutch presidency at the Political Bureau meeting on 14 January 2005
- Continuation of efforts designed to establish and promote common positions with the Committee of the Regions and organisations representing regional and local authorities
- Strengthening of ongoing contacts vis-à-vis the Member States, the European Commission and the new European Parliament
- Reports and action plans at the Political Bureau meetings and General Assembly in 2005
- Contribution to efforts to clarify the concept of territorial cohesion as referred to in the Constitution
- Contribution to the introduction of a good governance system, with the European Commission, Member States, the regions and sub-regional authorities working together

#### **c) Means deployed**

- Publication of a book in five languages in January 2005; and dissemination in each country, with the involvement of elected officials
- Efforts by elected officials at national and European levels, and through the geographical commissions
- Possible public event which is currently subject to negotiations
- Systematic efforts to ensure that the Conference's voice is heard in the regional, national and European media
- Technically-detailed policy documents

General Secretariat resources (unchanged)

- 1 director in charge of cohesion and competitiveness policy
- 2 directors on a part-time basis responsible for rural development and the diversification of fisheries-dependent areas
- Forward Studies Unit (permanent observatory on the development of our member regions)
- Scientific Council
- Communications Director, communications budget
- Brussels Permanent Delegate
- 60,000 euros from the associative project for the publication of the book
- General Secretariat logistical support

## **2. State aids**

### **a) Timeframe**

It is essential that the regulations currently being drawn up by the European Commission maintain the principle that territorial distinctions can be made, and that they include practical provisions for implementing them (see ...).

Further to ongoing consultation between the Directorate-General for Competition and the Member States, the European Commission is likely to make an official proposal in October 2004. Negotiations will then start, and will go on throughout 2005 and 2006.

### **b) Policy tasks**

They are identical to the tasks described for the financial perspectives and cohesion policy.

### **c) Means deployed**

Identical

The General Secretariat's own resources

- A director on a part-time basis (new)
- Communications Director and communications budget
- Brussels Permanent Delegate
- General Secretariat logistical support

## **3. Services of General Interest**

They are fundamentally important for the development of our regions and have not, until now, been the focus of in-depth work by the Conference. This topic is currently being debated at European level.

### **a) Timeframe**

- Preliminary investigations into the matter in 2005

### **b) Policy tasks**

- Conclusions of these investigations to be examined by the Political Bureau
- Adoption of a strategy

### **c) Means deployed**

General Secretariat resources

- A director on a part-time basis (new)
- General Secretariat logistical support

Reassessment of means required in 2006.

## **II- Ensuring that the regions fully participate in European sectoral policies which have a major territorial impact**

The financial perspectives proposed by the European Commission in February 2004 give a strong indication that some of the Union's sectoral policies will be enhanced, thereby contributing to both competitiveness and sustainable development across the continent. In turn, the Third Report on Cohesion stresses the need for more consistency between regional policy on the one hand, and sectoral policies on the other, in the interest of the Union's territorial cohesion.

Our member regions have a highly unequal level of involvement in the design and delivery of sectoral policies, due to several factors:

- the competences they have at their disposal in their respective countries;
- the existence of sectors which are traditionally "co-managed" by the European Commission, the Member States and professionals, without local and regional authorities being associated;
- the lack of awareness in certain European Commission departments about the territorial dimension of their action.

The CPMR has a similarly unequal level of involvement, either for the same reasons as its member regions, or due to internal lack of capacity in certain areas. The involvement of regions in European sectoral policies with a major territorial impact should become a strategic priority. Drawing inspiration from early progress made in the areas of Trans-European Transport Networks, the Common Fisheries Policy, maritime safety and, more recently, rural development and sea motorways, it is proposed that, by 2009:

- the CPMR should have acquired acknowledged partner status with the European institutions (Commission, Parliament, Council) when it comes to determining the political and financial priorities of these sectoral policies;
- the regions should have acquired associate institution status in the delivery of these policies, whenever they have a major impact on the development strategy of their respective areas.

A general approach covering all of the areas concerned should be adopted vis-à-vis the European Commission, to ensure that such policies are included in the systematic dialogue with associations representing regional and local authorities. This will help create a favourable climate for the CPMR's bilateral contacts with each of the Directorates-General concerned.

### **4. Transport**

For the work accomplished to date, please refer to the relevant report.

#### **a) Timeframe and policy tasks**

- To start work on the air transport area and the impact of the major and low-cost carriers on the connectivity of our member regions (2005-2006)
- To obtain a real partnership role for our regions within their countries and vis-à-vis the European institutions during the forthcoming TEN-T review (2008?)
- To prepare our proposals on sea motorways (2005-2006)
- To monitor the impact of matters such as state aids, charging and services of general interest (2005-2009)

#### **b) Means deployed**

- A lead region for the general transport topic
- A region with more specific responsibility for leading work on the air transport topic (new)
- A public event on the TEN-T in 2006
- A public event on our sea motorway proposals in the first half of 2006
- Constant contacts with the European institutions

#### **General Secretariat resources**

- A director on a part-time basis (unchanged)
- A studies budget (new)
- Communications Director and communications budget
- Brussels Permanent Delegate
- General Secretariat logistical support

## **5. Research and Innovation**

Initial work on this topic was carried out when the 6<sup>th</sup> Framework Programme for Research and Development (FP6) was being developed. This led to preliminary contacts with the Research Directorate-General and a first European Commission Communication on the role of regions in the European research area. We are far from having a close involvement in something that is a decisive matter for the future of our regional economies.

### **a) Timeframe**

- To ensure the involvement of our member regions in the design of FP7 (2005-2006) and innovation actions

### **b) Policy tasks**

- To identify areas and ways of involving our regions in the development of European research policy
- To bring regions and researchers closer together
- To make proposals to the European institutions

### **c) Means deployed**

- A lead region, as well as lead regions for each geographical area
- An event bringing together regions, Member States, the EU institutions and researchers in the first half of 2005
- Promoting our proposals as far as the Member States and the EU institutions are concerned

#### General Secretariat resources

- A director on a part-time basis (new)
- A studies budget (new)
- Scientific Council
- Communications Director
- Brussels Permanent Delegate
- General Secretariat logistical support

## **6. Employment, training**

These topics are cornerstones of the Lisbon and Gothenburg strategies. The Cagliari Political Bureau meeting on 16 April 2004 considered that CPMR member regions should get more actively involved (see the General Secretariat's note on human resources, employment and training, dated March 2004).

### **a) Timeframe**

- To define in detail possible links between national and regional levels of employment and training policy, especially as far as the development of employment strategy under future cohesion and competitiveness policy is concerned
- To organise exchanges between member regions
- To acquire greater understanding about the links between regional development strategies and human resources policies

### **b) Policy tasks**

- A working group
- An international seminar (2005)
- Proposals to the Political Bureau
- Negotiations with the European institutions

### **c) Means deployed**

- Coordination of the working group by Stockholm Region
- Expert budget

#### General Secretariat resources

- The Director of the Peripheries Forward Studies Unit
- The Communications Director
- General Secretariat logistical support

The means and resources will be reviewed after the first phase (2006).

## **7. Common Fisheries Policy**

### **a) Timeframe**

Following through the negotiations on the Regulation for the Financial Instrument for Fisheries Guidance (FIFG) (2005-2006)

### **b) Policy tasks: see 2112**

### **c) Means deployed: see 2113**

- A thematic group on fisheries
- A lead region for the strategic Europe of the Sea project

#### General Secretariat resources

- A director on a part-time basis
- Communications Director
- Brussels Permanent Delegate
- Logistical support

## **8. Energy**

Aside from the Islands Commission, energy policies have never been the focus of a specific activity carried out by the Conference, even though several member regions have active policies in this area and it is, and will continue to constitute a major feature of regional policy. At the initiative of our Norwegian members, it will be the subject of an initial debate at the 2004 General Assembly.

We forecast that this topic will become increasingly important in regional policies over the coming years. For its part, the Directorate-General concerned at the European Commission has recently been reorganised with a view to becoming more active and ambitious.

It is our duty to ensure that the regions are in a good position when it comes to negotiations and delivering results on this matter.

### **a) Timeframe**

- To draw up a preliminary analysis on the issues and the role of the regions in 2005

### **b) Policy tasks**

- To create the conditions for the development of an institutional interface
- To mobilise regions which want to become involved
- Reports on progress made, at the 2005 and 2006 Political Bureau meetings and General Assemblies
- A European conference on "the regions and energy policies", towards the year 2006

### **c) Means deployed**

A working group with a lead region in the framework of the sustainable development strategy coordinated by Catalonia

#### General Secretariat resources

- A director on a part-time basis (new)
- A studies budget (new)
- Brussels Permanent Delegate
- General Secretariat logistical support

The means and resources will be reassessed in 2006.

### III- Promoting Europe of the Sea

#### 9. Europe of the Sea

The aim is to ensure that the European Union takes real account of its maritime dimension, in all its forms, during the next financial programming period.

##### a) Timeframe

- 2005-2006: to achieve the development of a European sea policy
- 2007-2009: to ensure the structured participation of our member regions in its implementation

##### b) Policy tasks

- To forge a close partnership with a number of maritime states
- To produce and commission analysis and proposals
- To use the latter as a means of promoting an action plan and designing means for implementing it
- To make considerable efforts to raise awareness about the issue among the institutional players concerned

##### c) Means deployed

- A lead region and a working group involving the geographical commissions
- An Interreg IIIc project involving a number of our regions, Member States and research institutes, which would be used to carry out analysis and elaborate proposals (1.2 million euros of funding and co-funding)

General Secretariat resources

- An internal task force led by a director, bringing together efforts in the area of competitiveness and sustainable development
- The Peripheries Forward Studies Unit, as far as methodological responsibility for the Interreg IIIc project is concerned
- Scientific Council
- 50,000 euros from the CPMR's associative project
- Communications Director and Brussels Permanent Delegate
- General Secretariat logistical support

The means and resources will be reassessed after the first phase in 2007.

#### 10. Maritime Safety

Further to the efforts made to ensure the introduction of the so-called Erika legislation, the CPMR's action will focus on the monitoring of its implementation and the search for ways of involving local and regional authorities. This will feature as one of the aspects of natural disaster prevention under the new Objective 2 of the future regional policy.

##### a) Timeframe

- A European seminar every two years (Autumn 2005, 2007, 2009) for monitoring the implementation of European maritime safety policy
- Development of a partnership with the European Maritime Safety Agency
- Involvement with organisations working to prevent pollution and provide compensation following maritime disasters (see point 25)

##### b) Policy tasks

- To continue to give a strong voice to regions' concerns in this area
- To develop proposals on how the regions can participate in maritime safety in practical terms, possibly in the framework of cooperation programmes

##### c) Means deployed

- Monitoring by the Political Bureau
- A lead region in the framework of the Europe of the Sea strategic priority area, and as part of the sustainable development area of work

General Secretariat resources (unchanged)

- A director on a part-time basis
- Communications Director, communications budget, Brussels Permanent Delegate
- Expert budget
- General Secretariat logistical support

### **11. Integrated coastal zone management**

With help from a group of experts in which the CPMR is involved, the Environment Directorate-General is working on arrangements for involving local and regional authorities in the implementation of the strategy for integrated coastal zone management. They will be put in place in 2005.

#### **a) Timeframe**

- Participation in the working group (2005)
- Dissemination of the results (2006-2007)

#### **b) Policy tasks**

- The Political Bureau will scrutinise the perspectives opened up by the working group (Autumn 2005)
- Negotiations with the European Commission
- The Political Bureau will determine ways to disseminate the information and mobilise member regions

#### **c) Means deployed**

Dealt with in the framework of the cohesion, Europe of the Sea and sustainable development strategic priority areas

General Secretariat resources (unchanged)

- A director on a part-time basis
- General Secretariat logistical support

Review of means required in 2007, if necessary.

#### **IV- Reaching a new milestone in territorial cooperation**

At the request of a number of member regions, the CPMR's General Secretariat and Peripheries Forward Studies Unit are currently involved in Interreg IIIb and IIIc projects, either to provide methodological support, or for administrative and financial management purposes. The CPMR has also participated, is participating or will participate in other cooperation projects (maritime safety, fisheries, sea motorways, etc.).

The likelihood that Interreg will be transformed into Objective 3 and the fact that co-funding available could be two and a half times greater will increase the involvement of the Conference and our member regions in this area.

##### **12. Cooperation**

###### **a) Timeframe**

- To conclude, in 2005 and 2006, negotiations on Objective 3 for the next financial programming period
- To continue supporting projects during the current period (2005-2006)
- To support the design and delivery of Objective 3 projects (2007-2009)

###### **b) Policy tasks**

- See 2112
- Development of a structured benchmarking process between our member regions by promoting closer involvement with the geographical commissions
- Greater involvement of our member regions in the neighbourhood policies for the East and the South

###### **c) Means deployed**

- Intensified monitoring of territorial cooperation matters by the group of geographical commission executive secretaries

##### **General Secretariat resources**

- A director on a part-time basis
- Directors, according to the projects
- The Peripheries Forward Studies Unit
- An administrative and financial manager for territorial cooperation projects (new)
- General Secretariat logistical support

Mid-term reassessment of means required in 2007.

## V- Taking account of the global dimension

This aspect of our activity has been progressively introduced further to the encouragement of our members. There are three strands.

- As from 1999, some members wanted the Conference to get involved in more structured multilateral cooperation ventures between European regions and Latin American ones.
- Concerns in the maritime safety field led us to secure observer status in the International Oil Pollution Compensation (IOPC) Funds and the Convention for the Protection of the Marine Environment of the North-East Atlantic (OSPAR). We have also been seeking to acquire a similar status in the International Maritime Organisation (IMO).
- Some CPMR member regions attending the Johannesburg Summit in August 2002 helped set up the Network of Regional Governments for Sustainable Development (NRG4SD), the first global network of regions, for which the Conference provides financial management support.

### 13. Global dimension

#### a) Timeframe

- To ensure that an administrative and financial framework for cooperation between European regions and regions from other continents is introduced in future EU external affairs policies (2005-2006)
- To obtain associate member status in the IMO and the sub-continental organisations responsible for maritime safety (2005-2009)
- To contribute to NRG4SD's development and to launch cooperative ventures between its member regions (2005-2009). To ensure synergy between our efforts at European level and those of regions from other continents.

#### b) Policy tasks

- Lobbying by our member regions at the EU institutions
- Representation at the maritime safety organisations
- Ensuring that the non-European dimension in the CPMR's work on sustainable development is taken into account
- To constantly monitor the actions of global bodies which may have an impact on our regions' development strategies (the work of the UN, the World Bank, the OECD, the WTO, etc.)

#### c) Means deployed

- A representative at the IOPC Funds
- Representatives at the other maritime safety bodies
- Participation in European cooperation programmes for Latin America

#### General Secretariat resources

- Maritime safety: a director on a part-time basis
- NRG4SD: a director on a part-time basis
- Global impact on regional economies: a director on a part-time basis, Peripheries Forward Studies Unit, Scientific Council
- General Secretariat logistical support

Mid-term reassessment of means required in 2007.

## **VI. Promoting a governance system in which regions play a fully-fledged role**

The regions' role in their respective Member States and in the European Union is being acknowledged. The White Paper on Governance, the European Commission's Communication on systematic dialogue with associations of regional and local authorities and the draft European Constitution open up new opportunities. The CPMR has greatly contributed to this achievement.

In the same vein, the dialogue between the representative organisations themselves and the Committee of the Regions has been improved.

The coming years will be decisive for ensuring that the potential opportunities are effectively turned into reality.

### **14. Governance**

#### **a) Timeframe**

- To exploit all opportunities provided by the systematic dialogue with the European Commission, which will be in place on 1 November 2004
- To join forces with interregional organisations and the Committee of the Regions with a view to ensuring that the regions' role is constantly respected when it comes to designing and delivering European policies which have a big territorial impact
- To carry out regular progress reviews, to help improve practices and influence institutional arrangements

#### **b) Policy tasks**

- To negotiate with the European Commission, to ensure that there are favourable conditions to promote the success of the systematic dialogue
- To create a platform with the other organisations and the Committee of the Regions, with a view to setting up a permanent observatory
- To carry out a mid-term progress review at a relevant event (2008)

#### **c) Means deployed**

- Discussion and action by the Political Bureau

#### **General Secretariat resources**

- Brussels Permanent Delegate
- Communications Director
- Scientific Council
- General Secretariat logistical support

Reassessment of means required in 2006.

### **C. Some internal pre-requisites for carrying out the plan**

**31.** This plan would be achieved using the same level of Secretariat General logistical resources as currently exist.

This is only possible thanks to current work on the introduction of the ISO norm for all internal work processes. There should be a decrease in repetitive tasks due to improved use of IT resources. The means required for doing this are included in the proposed budget for 2005. The tasks of the members of the logistical support team should also evolve.

**32.** It will be important to continue the process of forging closer links between the General Secretariat and the geographical commissions, in order to improve the productivity of all concerned, and to promote a better overall image of peripheral maritime regions.

- It is proposed, during a second phase (2006-2007-2008), that the possibility of extending the ISO certification process to the geographical commissions' executive secretariats should be considered.
- It is proposed that consideration should be given to setting up an Intranet between the executive secretariats and the General Secretariat.
- It is proposed that there should be more frequent working meetings between the executive secretariats and the General Secretariat.

**33.** Communications policy

- Communications policy should be strengthened vis-à-vis the member regions. The electronic newsletter for regional decision-makers is one step in this direction, and the overhaul of the CPMR's website is another. In the same vein, the idea of setting up an Intranet between all member regions should be examined.
- External efforts should be targeted at one or two large media outlets in each country where we have members. Once this process has started, it will only be successfully accomplished through very close cooperation between the General Secretariat's Communications Department and a few effective communications departments from our member regions in each country targeted.

**TABLE**  
**THE CPMR'S SECOND MEDIUM-TERM STRATEGIC DEVELOPMENT PLAN (2005/2009)**

OBJECTIVES	SCHEDULE	MEANS DEPLOYED	SOURCES OF FUNDING			
			Associative project	Dues	Regions / Central governments	Studies and cooperation projects
Following through negotiations on the financial perspectives and their implementation	2005/2006	Book in five languages Scientific Council	60,000 euros		Portuguese regions Portuguese government	x
	2007/2009	Forward Studies Unit General Secretariat		Dues Dues		
State aids	2005 / 2006	Director on a part-time basis		<b>New</b>		
Transport	2005 / 2009	Lead Region General Secretariat Studies Budget		<b>New</b>	x Regions	<b>New</b>
Research – Innovation	2005 / 2006	Lead Region Studies Budget Director on a part-time basis		<b>New</b> <b>New</b>	X <b>New</b>	<b>New</b>
Employment – Training	2005 / 2006	Lead Region Forward Studies Unit		Dues	x	
Services of General Interest	2005	Director on a part-time basis		<b>New</b>		
Fisheries	2005 / 2006	Lead Region General Secretariat		Dues	x	
Energy	2005 / 2006	Lead Region Director on a part-time basis		Dues	x	
Maritime Safety	2005 / 2009	General Secretariat Region leader		Dues	x	
Integrated Coastal Zone Management	2005 / 2007	General Secretariat		Dues		

OBJECTIVES	SCHEDULE	RESOURCES USED	SOURCES OF FUNDING			
			Associative project	Dues	Regions / Central governments	Studies and cooperation projects
Europe of the Sea	2005 / 2009	Lead Region Studies Scientific Council Forward Studies Unit General Secretariat	50,000 euros	Dues Dues	New New New	New
Territorial Cooperation	2005 / 2009	Manager General Secretariat Forward Studies Unit		New Dues Dues		
Global Dimension	2005 / 2009	Representative Regions General Secretariat		Dues	x	
Governance	2005 / 2009	General Secretariat Scientific Council		Dues	x	
ISO - Intranet	2005 / 2008	Geographical Commissions Members General Secretariat	New New	New New New		