

# EUSALP Executive Board

## Governance model and Rules of procedure

### 1. Coordination level

Coordination is a crucial level of governance in the implementation of any macro-regional strategy. It should ensure greater dialogue and cooperation across all decision-making levels, and sectors within each country as well as between participating states and regions, to reduce fragmentation, improve the realisation of actions and encourage effective participation of all relevant actors. It also requires the capacity to exchange information and to detect policy gaps when they arise.

It will be the duty of the participating countries to take care of the strategy's coordination mechanism.

Based on the experience with the other macro-regional strategies and in order to provide a more effective and efficient implementation, **a two-level coordination** built upon National Coordinators **NCs** – coordination inside each country and objectives coordinators **OC** – coordination inside each thematic objective and across countries, is highly recommended.

Each country should appoint one or several NCs, ensuring a coordination function within the national government system with regard to the national, regional and local level, also involving civil society and other stakeholders.

**NCs** (represented by a national and / or regional government institution) should take the lead in strategic coordination and operational leadership at country level. They should regularly inform the line-ministries and government of on-going initiatives. In addition they should strive for the alignment of policies and funding across the selected priorities/objectives. National arrangements should facilitate this.

NCs should coordinate, at national level, with the "thematic" experts to ensure decisions lead to concrete action.

NCs should meet regularly within the EB to ensure continuous adequate coordination and good information flow. Meetings should be chaired by the country holding the rotating Presidency of the macro-regional strategy.

The relevant transnational cooperation programme (Alpine Space) and INTERACT should provide targeted facilitation to this key macroregional coordination within their possibilities. Tasks could include conceptual and further developmental work on projects (existing, on-going, planned, and proposed), funding sources, and targets. They should facilitate reporting and publicity, provided that the programmes foresee such activities.

#### The tasks of the NCs include:

- **At country level:**

1. Seeking political continuous support and commitment to implement the strategy within the country; convening and preparing meetings at ministerial level, as appropriate, in close coordination with NCs from the other participating countries.
  2. Acting within the country as interface between the operational/managerial level (Policy area) and the political/ministerial level.
  3. Ensuring overall coordination of and support for the strategy implementation within the country by:
    - a. Ensuring information to and consultation with relevant institutions within the country regarding the strategy and seeking their involvement;
    - b. Organising and moderating opinion forming for the national EB delegation;
    - c. Facilitating within the country the involvement of other relevant stakeholders;
    - d. Encouraging dialogue within the country between relevant programmes/financial instruments and stakeholders for the alignment of resources.
  4. Encouraging the participation of relevant stakeholders from the entire country in the implementation of the strategy also with the support of the Stakeholders Platform; as well as ensuring coordination with existing regional cooperation organisations, when appropriate.
  5. Promoting the visibility of the strategy within the country.
- **At macro-regional level:**
1. Formulating and communicating country positions on the strategy and AP to the EB.
  2. Cooperating with the other EUSALP NCs to secure coherence and exchange of good practices.
  3. Supporting OC in implementing the strategy; through the EB, issuing strategic guidelines to the OC and ensuring linkages between the implementation of EUSALP objectives.
  4. Encouraging the participation of relevant stakeholders from the entire macro-region in the implementation of the strategy also with the support of the Stakeholders Platform; as well as ensuring coordination with existing regional cooperation organisations, when appropriate.
  5. In close cooperation with the European Commission through the EB, participating in and proposing possible revisions of the strategy and/or the AP.
  6. Based on a sound monitoring and evaluation system, monitoring and evaluating the progress of the strategy within the EB and, on the request of the European Commission, itself dependent on Council formal requirements, reporting on the coordination activities taken in the implementation of the strategy.

**OC** should have the responsibility of thematic coordination across countries. In particular, as the objectives of the EUSALP will be implemented through several complementary actions, the OC should also ensure the coordination between different actions of the same objective.

Action group members have the possibility to agree on and to develop together coordination mechanisms and arrangements, with a view to implementing their actions in a more efficient, structured and complementary way.

**The tasks of the OC include:**

1. Coordinating the work of the AGs in charge of implementation of each objective, through strategic guidance with respect to management and implementation of the EUSALP and its AP. To this end, representatives from the participating states and regions should be duly empowered by their respective Governments.
2. Facilitating the involvement of and cooperation with relevant stakeholders from the entire macro-region.
3. Implementing and following-up the policy area against targets and indicators defined. Whenever relevant, proposing to the EB a review of the set indicators and targets; monitoring progress within the policy area and reporting on it to the EB.
4. Facilitating policy discussions in the macro-region regarding the policy area concerned.
5. Ensuring communication and visibility of the policy area in the whole territory of the macro-regional strategy.
6. Maintaining a dialogue with bodies in charge of implementing programmes/financial instruments on alignment of funding for implementation of the policy area in the whole territory of the macro-regional strategy.
7. Liaising and cooperating with other OC in order to ensure coherence and avoid duplicate work on the strategy implementation.
8. Reviewing the relevance of the policy area as described in the AP, on a regular basis.
9. Conveying the relevant results and recommendations of on-going and completed actions and projects to the EB. Proposing necessary updates, including the addition, modification or deletion of actions and more generally policy proposals and recommendations of revision of the AP.
10. Ensuring and enhancing ownership between the strategy implementation and the national/regional governance institutions within the AGs.

An Executif Board **EB** will be put in place and will be in charge of the overall horizontal and vertical coordination of the EUSALP Action Plan. This includes inter and intra-objective coordination (which will be performed by the OC) as well as vertical coordination inside each country, (performed by the NCs).

**Composition of the EB** – The EB is composed of seven national delegations headed by the National Coordinators. Each EUSALP country shall appoint its EB delegation, including State and regional level, made of up to three representatives that shall become permanent members of the EB. The European Commission will act as an independent facilitator and coordinator. It will co-chair the meetings of the EB, without voting right, jointly with the rotating Presidency of the strategy, and will ensure that decisions taken by the EB comply with EU legislation, where appropriate. The Alpine Convention and the Alpine Space Programme, as well as OC as appropriate, will participate in the EB as advisors. Other stakeholders, such as AGLs, thematic experts or relevant institutions can be invited to the meetings on a permanent or on a case by case basis.

**The Tasks of the EB include:**

1. The EB endorses proposals of actions which need to be implemented in order to secure the effective implementation of the Strategy.
2. The EB also endorses the selection criteria, work plans and actions proposed by the AGLs.
3. The EB has to collect the reports of the AGs and monitor implementation.
4. The EB approves unanimously all proposals, e.g. on evaluation, monitoring and possible revisions of the strategy and/or AP, before they are submitted to the General Assembly.

In case decisions are to be taken, they will be made by consensus, based on one voice for each country delegation. The EB shall meet at least twice a year and shall adopt its own Rules of Procedures. To ensure coherence, the rotating chair of the EB will coincide with the presidency of the GA. Chair and Co-Chair of the EB will be responsible for the preparation of both the EB and the GA-meetings.

## **2. Rules of Procedure for the Executive Board of the EU Strategy for the Alpine Region**

### Article 1

#### **Scope**

These Rules of Procedure apply to the Executive Board (EB) of the EUSALP.

### Article 2

#### **Responsibilities**

The EB will be in charge of the overall horizontal and vertical coordination of the EUSALP Action Plan. This includes inter and intra-objective coordination (which will be performed by the Objective Coordination (OC), where appropriate) as well as vertical coordination inside each country, (performed by the National Coordinators (NCs)).

The responsibilities of the EB include mainly:

1. The endorsement of proposals of actions which need to be implemented to secure the effective implementation of the EUSALP
2. The endorsement of the selection criteria, work plans and actions proposed by the Action Group Leaders (AGLs);
3. The collection of the reports of the Action Groups (AGs) and the monitoring of implementation;
4. The approval of all proposals, e.g. on evaluation, monitoring and possible revision of the EUSALP, before they are submitted to the General Assembly (GA).

#### Article 3

##### **Composition of the EB**

- (1) The EB is composed of seven country delegations. Each EUSALP country shall appoint its EB delegation, including State and Regional level, made up of a maximum of three representatives that shall become permanent members of the EB. In duly justified cases, EB representatives can send delegated substitutes to the meetings.
- (2) Representatives of the European Commission (EC) shall participate in the EB meetings in an advisory role (without decision making right) with a view to facilitating and coordinating the implementation of the EUSALP.
- (3) Representatives of the Alpine Convention and of the Interreg Alpine Space Programme shall participate in the EB meetings as observers in advisory capacity (without decision making right).
- (4) AGLs and/or other EUSALP stakeholders may be invited by Presidency to participate in EB meetings as observers in advisory capacity (without decision making right) and if required by the agenda.

#### Article 4

##### **Empowerment of Executive Board Representatives**

EB representatives have to be duly empowered by their respective administrations, which should provide them with appropriate time and resources to duly fulfil their tasks in proper conditions.

#### Article 5

##### **Meetings**

- (1) Meetings of the EB take place as often as may be necessary, but at least twice a year.
- (2) The Presidency, in coordination with the EC, proposes venue, date, and duration of any meeting.
- (3) The Presidency notifies the EB representatives of venue, date, and duration of meetings at least 6 weeks prior to their beginning. The Presidency may propose, in exceptional circumstances and when duly justified, to change the date or place of an EB meeting.

## Article 6

### **Chair**

A rotating chair of the EB coinciding with the presidency of the GA shall be agreed and appointed for the duration of one calendar year among the EUSALP countries. EB meetings shall be co-chaired by the EC.

## Article 7

### **Decision-making rules**

(1) Decisions can be taken only by EB representatives or their delegated / appointed substitutes and if at least four countries are represented.

(2) Decision-making in an EB meeting shall be done by consensus among all participating country delegations. Each participating country delegation shall have one vote.

(3) If consensus cannot be reached the Presidency, in coordination with the EC, decides whether the decision is postponed or in exceptional cases brought to the EUSALP General Assembly.

(4) In the event of short delay or when needed, the Presidency can initiate on his/her own initiative or on the basis of a request from one country delegation a written decision-making process by sending a draft decision and the concerned documents to all country delegations, which shall have 15 working days to respond in writing to the Presidency. The use of written procedures should take due account of holiday periods in the EUSALP countries.

a) In the absence of any reaction within this deadline, it will be taken as a silent agreement.

b) If a written objection is raised, all members are informed. The matter shall be discussed in order to find a common solution which is suitable for all. In case no solution is found, it shall be put on the agenda of the next EB meeting.

c) After the expiration of the 15 working days, the Presidency shall inform all EB representatives whether the decision is deemed to be taken or whether objections have been raised.

## Article 8

### **Agenda**

(1) The Presidency, in coordination with the EC, shall draw up a provisional agenda for each EB meeting. The draft agenda shall be sent to all participating stakeholders at least 15 working days before the beginning of the meeting.

(2) The draft agenda shall indicate for each point whether a written document shall be provided. Documents for discussion shall be sent at least 10 working days prior to the meeting and 15 working days if decision making is foreseen, unless exceptional duly justified circumstances require circulating a document closer to the date of the meeting.

(3) Any request to put an item on the agenda (except for points under "any other business") must be communicated to the Presidency at least 10 working days before the date of the meeting. If there is

evidence of urgency, the members can propose to add other items to the agenda at the meeting itself. Their final inclusion will be subject to approval by the EB.

(4) The final agenda is adopted at the EB meeting as first point.

#### Article 9

##### **Minutes of the EB meetings**

(1) The Presidency shall be responsible for drafting the minutes of the meeting. It will circulate the provisional minutes within 15 working days after the meeting.

(2) The Presidency shall amend the provisional minutes on the basis of the comments received within 10 working days from the date of circulation of the provisional minutes and will diffuse the final minutes 35 working days following the EB meeting, at the latest.

#### Article 10

##### **Confidentiality**

Discussions at EB meetings and in written procedures, as well as related communication material included in working documents and internal information system, shall be for internal

use only. This does not apply to the normal consultations that EB representatives carry out within their country administrations and related bodies.

#### Article 11

##### **Working language and communication**

(1). The working language of EB meetings, of written procedures and of any other communication shall be English. Any documents exchanged within the EB shall be transmitted in English by e-mail.

(2) Any possible effort shall be done to ensure the correctness and effectiveness of communications.

#### Article 12

##### **Adoption and revision**

(1) Rules of procedure of the EB meetings are adopted by unanimous decision.

(2) After their adoption, rules of procedures of the EB meetings may be amended by unanimous decision.