How to feed MED project results into EU policy-making?

Summary on the Brussels advocating workshop 12-13 February 2014

⇨ The EU who is who and legislative processes

⇨ Tactics and tools to address institutions and actors

⇨ Golden Tips

⇨ Links collection

⇨ *Learning from experiences and best-practice*

★ The present document presents a summary on the workshop ***'How to feed MED project results into EU policy-making?'*** organised by the MED Programme with the support of the Brussels regional representation office of the region Provence-Alpes-Côte d'Azur. This workshop meant to be the starting point for more exchange, mutual support and creation of synergies in this field.

★ We would like to motivate the MED project partners and other involved actors to share your experiences, your findings and opinions in this field – this will help us to fill and constantly updates the last section of this document…

★ We also recommend to consult the ***MED Communication Handbook***, especially the parts on ***Target Audiences*** and ***Communicating with Policy Makers***.

1 First overview on the 'who is who' and roles in legislative processes

➔ EUROPEAN COMMISSION

★ **Legal:** ' Guardian of the Treaties', Monitoring the implementation of EU Law
★ **Representing** the EU on the international stage
★ **Implementation**: Managing and implementing the direct EU Programmes and Fundings vs decentralized ones

Legislative role: Exclusive right to propose EU legislations to the Parliament and the Council of the EU

➔ EUROPEAN PARLIAMENT

★ **Democratic supervision:** Scrutinising other EU institutions (Commission and Council)
★ **Budgetary:** Debating and Adopting the EU's budget with the Council, monitoring how the budget is spent
★ Plenary sessions once a month in Strassbourg, but most of the work is done in Brussels, within Committees, intergroups, MEPs' offices

Legislative role: Debating and adopting EU Laws together with the Council (co-legislator) for an increased range of policies since the Lisbon Treaty

➔ Council of the EU (Ministers)

6 months rotating EU Presidency

★ **COREPER**, Committee of Permanent Representatives of EU Member States. Negotiations between the Permanent Representatives and within Working Groups
★ Coordinating economic policies of EU Member States
★ Signing international agreements, developing the EU's external policies
★ Approving the annual EU budget

Legislative: Adopting EU laws with the EP

➔ European Council (Heads of States and Governments)

★ **Policy guidelines:** Setting the EU's overall political direction
★ Meeting for a few days at least twice by semester (Heads of States and Governments + President of the Commission)

➔ Committee of Regions

★ Advisory body representing local and regional authorities in the EU

★ Putting forward local and regional interests on EU legislation

★ Must be consulted before EU decisions are taken on matters concerning local and regional government

★ Issuing reports ('opinions') on Commission proposals

★ **ARLEM:** Euro-Mediterranean Regional and Local Assembly (➔*institutional framework to bring together CoR members and representatives of European associations involved in Euro-Mediterranean cooperation*)

➔ The European Economic and Social Committee

★ Representatives of Europe's employers, workers and other interest groups can express their views on EU issues

★ **Consultative assembly, issuing opinions** to the larger institutions in order to :

★ Get a deeper understanding of the impact of the European proposals on interested parties;

★ Identify the necessary modifications of the European proposals in order to meet citizens' expectations.

3 Territorial/thematic networks and multipliers

➔ European Regional Networks

★ **Gathering EU Regions** in order to gather expertise, to lobby and to increase influence on specific policies

★ More **visibility**, more opportunities to **influence the decision-making process by reaching the EU institutions**

★ Working groups, position papers, answering to EU Consultations, organising events...

★ Transversally or thematically oriented

★ **Some exemples:**

Transversal focus:

CPMR (Conference of Peripheral and Maritime and Regions, CRPM in French), **CEMR** (Council of European Municipalities and Regions)
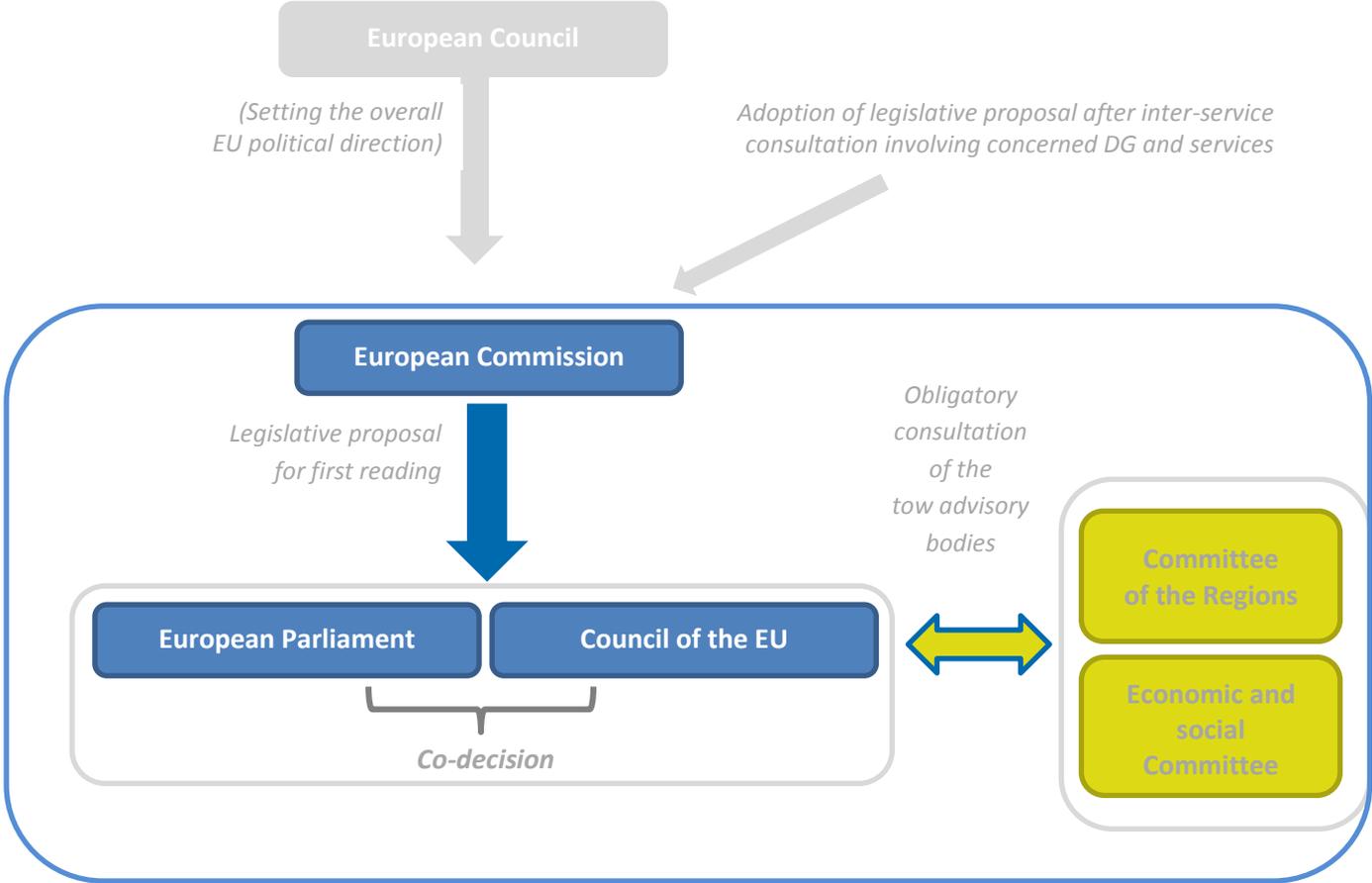
Specific thematic focus:

NECSTOUR (tourism),

FEDARENE (energy),

EUREGHA (health strategies)

➔Regional Representation Offices

★ **Supporting Regional actors** in order to increase their participation to EU programmes, following-up the selection procedures towards the responsible units at the European Commission

★ Benefiting from the dynamism of **Brussels-based Networks, Think Tanks, NGOs**

★ **Monitoring** on European Policies of particular interest for the Region

★ **Lobbying** towards the European Commission and the European Parliament in order to promote Regional interests

★ **Communication and Visibility**: organising events or initiatives to increase the visibility of the Region (territory, interests, stakeholders, projects)

★ Cooperating with the **other EU Regional offices** in Brussels through **Regional networks**, thematic **working groups**, **events**, **exchange of good practices**,...

European Council

(Setting the overall EU political direction)

Adoption of legislative proposal after inter-service consultation involving concerned DG and services

European Commission

Legislative proposal for first reading

Obligatory consultation of the tow advisory bodies

European Parliament

Council of the EU

Co-decision

Committee of the Regions

Economic and social Committee

Various actors and intermediary bodies (examples only): Advocating, influencing, lobbying in various ways

EUREGHA

BusinessEurope

ARLEM

ERRIN

CPMR

NECSTOUR

Eurelectric

CEMR

FEDARENE

2 'Who is who': When and how to influence?

2.1 Those with direct roles in legislative processes…

European Commission

To influence a legislative proposal: Before a legislative proposal is prepared…

★ Know well the **Common Work Programme,** the EC's one year roadmap (set-up by the European Commission, discussed with the European Parliament, normally adopted after summer)
  - o You can influence by participating to **consultation: 'Your voice in Europe'**. Try to be in the loop…
  - o **Expert groups** are consulted by the EC. You can become involved as such expert, via DGs' (penholder) or regional offices. Thus, you could gain influence by creating alliances with already involved actors, experts, think tanks etc.
★ Before a legislative proposal is adopted and then submitted to EP and Council, the European Commission undertakes an **inter-service consultation.** Some DGs are more involved and reactive within such consultations (e.g. DG REGIO, DG MARE, DG EMPLOYMENT AND DG AGRICULTURE).
★ **Direct proposals to influence a legislative proopsal** (e.g. in form of position papers) should be addressed to the EC **via penholders**. But: consider this is a long term process!
  - o Identify relevant 'penholders' in the DGs covering your theme and get in contact with them directly. Inform them briefly about the topic and ask for a direct meeting or telephone conversation. Take their head of units and directors in copy. Or: ask your regional offices to make contact…
  - o Remember: To influence such process, you have to represent a critical mass or proof far-ranging added-value of your proposal to be heard.

Some more general hints:

★ Identify persons that you could develop long term relations with. Apart from content issues, try to find out about the nationality of a potential contact person: if you can discuss things in his/her mother language, this might help.
★ Provide then regular updates, proceedings of events, briefings on state of art etc. You could also involve a representative of the EC as a speaker for an event**.**

European Parliament

To influence a legislative proposal: Once a legislative proposal is submitted…

★ **A rapporteur** and **shadow rapporteurs** are nominated to coordinate discussions in EP committees, belonging each to a political party. Identify key people among them to defend your interests.
★ During 8 months the first reading is discussed, that's your time to become active! Do not start before the nomination of the rapporteur. The correct timing is essential!
★ **How to find out about acting rapporteurs?** Simply ask the MEP of your region or the secretariat of relevant thematic committees.
★ **What to consider when choosing supporters?**
  - o In total there are **7 political groups**, you should be aware about which political party the person to support you belongs to and what this could imply concerning your message.

- o You might also orientate yourself towards the **nationality and/or the region the MEP** comes from.
- o Find out which themes the MEP is in favor of and **which positions** he/she represents (websites, press releases etc.).
- ★ **How to get in contact?** with the rapporteur (or at least) the shadow rapporteurs:
  - o via MEP's offices, the MEP's **assistants.** Contacting the assistants is the easiest for the beginning. Since they are not elected and representing a political party, they might be more 'free' and direct in first discussions.
  - o via **regional offices.** They are a trustful source for the MEPs!
  - o via the MEP **advisors** (➔ civil servants). Rather difficult approach
- ★ Organize a **briefing** with a rapporteur, shadow rapporteur(s) or the staff or the advisors. MEPs can also organize **hearings** with other MEPs.
- ★ **Think about the follow-up:** Your interest should be represented in Brussels. The MEP would want to contact you quickly, make sure he could contact someone closely.

Some more general hints:

- ★ Sending emails and expecting a feedback will not be a fruitful approach. You should make direct contact (face to face or on the phone) first and provide abstracts or position papers in a second step only (very short, very much adapted, underline win-win or concrete benefit for MEP).
- ★ For specific themes, there are **networks of MEPs**, coalitions before the decision taking. Find out about that (EP website).

Council of the European Union

Once a legislative proposal is submitted…

- ★ Legislative proposals from EC are
  - o firstly discussed in technical working group meetings (first very technical/experts level),
  - o then, after the working group's validation further negotiated among ambassadors in COREPER (second level, more general discussions since ambassadors work transversally)
  - o and finally decided on ministers level (third, rather political level, political negotiations and outlook).
- ★ Each Member State has a different focus on themes where to put focus and human resources (technical staff in the working groups).
- ★ You should know about the Presidencies' **working programmes during six-month periods**. Greece has e.g. chosen BLUE ECONOMY as a theme in focus – you could profit from increased attention on this theme (also in relation to media). With these programmes, specific themes can be pushed much forward.
- ★ In the interests of continuity of Council business, the six-monthly presidencies work together closely in groups of three. These three-Presidency teams draw up a joint **programme of Council work over an 18-month period.**

Committee of the Regions

Once a legislative proposal is submitted…

- ★ 6 commissions, 5 political groups (n.b.: The CoR is a political body, don't underestimate the weight of its political force!)

★ When the EP receives the EC proposal, also the CoR receives it. Also in this case, a **rapporteur** is nominated. The rapporteur carries out stakeholder consultation. Try to become a CoR stakeholder and get on the **mailing list** (e.g. support by regional offices). There is also an expert consultation (more difficult to become an expert).

★ **Opinions** have to be submitted to EP and EC within the 8 months period after the first reading. Ideally they are submitted before the EP committee meets the first time.

Other support not related to the legislative process…

★ The CoR is not only involved in legislative processes, but also promotes your best-practices in consultative processes and during events: The most known event are the **OPEN DAYS** jointly organised with the EC, but also many other events are organised by the CoR, such as thematic seminars on small scale.

★ Examples from the ground are welcomed and taken on board, not only in the framework of small and large scale events, but also for CoR publications.

★ 'House of regions' ➜ an option to organise your events in Bruxelles (but you need to start 3 months in advance)

★ Identify a person in the CoR and start to build up contact!

2.2   Those with indirect roles in legislative processes…

European Regional Networks:

CPMR (Conference of Peripheral and Maritime Regions): transversal focus

★ Think Tank and public affairs organization for 150 represented regions working on policies with territorial impact

★ Secretariat with around 20 team members

★ **CIM:** Inter-Mediterranean Commission within the CPMR

★ Work on and publish policy positions focused on territorial dimensions, based on discussions with their members and on concrete experiences of realizations in regions – the source for the 'needs on the ground'.

★ Working together on joint position papers and other advocating activities with other networks. .

★ To develop political arguments to influence future legislation, the CPMR needs concrete and impact based examples, in short: you can provide 'evidence'

European Regional Networks:

Private or public lobbying networks and agencies with thematic focus

★ Such as NECSTOURS or FEDARENE

★ Do not underestimate the importance of their role ➜ As intermediary actors they represent many stakeholders all over Europe!

★ They are often consulted as experts in various processes and/or part of expert groups consulted by EU institutions or advisory bodies

★ Work on position papers with other networks (e.g. as mentioned above: CPMR)

★ Can support you to organise bilateral meetings

Regional Representation Offices

- ★ Differently organised and structured, find first orientation on size, structure, thematic focus and relations here: **http://ec.europa.eu/regional_policy/conferences/od2008/doc/pdf/catalogue_en.pdf**
- ★ 'Thirsty for information' from the ground – be proactive to inform them! They have transversal views and follow 'multitasking' approaches!
- ★ Can provide support in various directions:
  - o *Visibility:* Contact to Brussels based media + long term relations with journalists + use of contact databases + event organization + possible joint activities with other regional offices + contribute to their newsletter or similar publications
  - o *Advocating:* make contact between relevant actors + know how on ongoing legislative processes, discussions and trends + transversal approach/work on various themes
  - o *Partner Search:* know actors in Brussels, but also in regions. Can thus also support in partner search and
- ★ Should in anyway be your first contact and main alliance.
- ★ Keeps you updated about relevant ongoing Brussels activities, future trends etc.
- ★ Can create networking activities with other regions/regional offices

3 Some general tools and what to consider

Zoom on position papers:

★ A position paper is a document expressing the position of an specific actor or organisation on a particular topic. It shall be written in a concise and persuasive language.

★ Format and style
   o Generally, a position paper never exceeds two pages.
   o It shall be written in a concise and persuasive language.

★ Contents and argumentation
   o Summarize the problem summarized in a few lines only.
   o Presentation of the position of the project/organisation/group of actors.
   o Integrate refutation of opposing arguments.
   o Use evidence (statistics, research results) and present the opinion of third parties confirming your position/arguments, especially those with a strong reputation or known to be very objective.
   o Mention the impact on EU consumers and citizens

★ More detailed guidance:
   o *http://www.sfu.ca/cmns/130d1/WritingaPositionPaper.htm*
   o *http://www.wikihow.com/Write-a-Position-Paper*
   o *http://www.unausa.org/global-classrooms-model-un/how-to-participate/model-un-preparation/position-papers/sample-position-paper* ➜ sample UN policy paper

Zoom on direct and written briefings:

As a conclusion of the discussions, one can underline that briefing should neither be carried out in a face to face approach only nor in a purely written approach. For the ETC projects, it would rather be recommended to organise briefings in a face to face approach and develop the follow-up contact in a written approach: send short summaries of what has been presented and highlighted, underline which concrete support is needed etc. Focus on an intense follow up contact, send updates and organise additional briefings if relevant. Be careful to make this a two-dimensional approach to be sure the relevant actor remains involved (e.g. ask for a concrete feedback, call on the phone. 'Only' sending Newsletters is not a real follow-up.

You could also develop a systematic approach, a chain of briefings for specific actors, e.g. a monthly, or semestral briefings, probably in a continual approach, a 'briefing breakfast' or similar).

Written briefings

★ Be concise in your description, make it a real 'brief'ing! Standard: 1500 words
★ Only use information relevant for the actor to be involved or with a relation to groups he/she is concerned of/depending on.
★ When proposing something to policy-makers, be careful about diplomacy in your language: use "suggestive" or "conditional" language: Mind words as MUST DO, HAVE TO, SHOULD DO (..). Rather use 'FOR x REASONS, IT WOULD BE IMPORTANT TO CONSIDER TO', COULD DO, WOULD BE A GOOD SOLUTION TO (...)
★ Summarize concrete proposals or underline what the actors is concretely expected to do.
★ More detailed guidance

- o *http://gdppc.idebate.org/content/writing-guidelines-policy-brief*
- o *http://www.wikihow.com/Write-a-Briefing-Paper*
- o *http://www.wikihow.com/Write-a-Policy-Brief*
- o *http://www.eecs.harvard.edu/cs199r/hints-briefing.pdf*

Face-to-face briefings

★ Take points from above into consideration

★ Send material before and after (two-dimensional follow-up communication process)

★ It's direct, so react also directly. NEVER READ FROM THE PAPER, but benefit from the face-to-face situation, be cool, socialize, react and let the actor react.

★ Be sensitive about your actor's reactions, about his/her availability and agreed timing conditions (10 minutes remain 10 minutes, if you otherwise you might not be invited a second time).

★ Do not concentrate necessarily on the 'big fishes' involvement. The responsibility of presenting your brief should be delegated to the best person for the job. Choose a person comfortable in speaking in front of a group (especially if in foreign language!), a person who is technically very well involved in the topic, but can still express him/herself in a simple/adapted language.

★ If you send several partners/ a whole delegation, appoint a lead speaker, the actor(s) will relate to.

★ Plan enough time for questions and discussions, this might be even more important as your presentation as such!

★ More detailed guidance:
- o *http://shorensteincenter.org/wp-content/uploads/2012/07/Primer-on-Preparing-for-Briefings.pdf*

Zoom on (project) events:

★ **Shall I invite representatives of European institutions as speaker at your events?** Yes, this might be a good approach to transfer you message, but:
- o professional conception and briefing are a main condition
- o the participation has to be justified ➔ create a win-win situation for your speaker
- o focus on concrete results and impacts and the useful elements for the future

★ Which other formats could be offered? Study visits in the MED territory could be offered (e.g. for MEP of relevant regions)

4   Some golden rules for your advocating

From the very beginning and long term oriented!

Advocating your project is not a one-shot activity: Start planning and realizing your advocating activities from the very beginning of your project. Every entity is composed of persons with human behaviors, they might change opinions and interests, their roles and positions etc. ➜ develop a stable community, arise awareness long time before you submit final results.

Know your target groups and relations of your project partners!

Analyse your communication target groups: Think about their influence and interest in your project and their familiarity and favorability with the themes that it covers. Use the same analysis tools that we covered in the *Factsheet 2 - Target audiences*.

We recommend doing a detailed stakeholder mapping with your partners to find out the existing relations and potential to influence: Illustrate whom you want to influence and which contacts your partnership does already cover (e.g. membership in a network, direct contact to policy-makers etc.). Points of overlapping could be good starting point! Certainly, this means that all partners have a role in this process. Existing relations shall be exploited, messages need to be translated and/or communicated in different languages etc.

Start for example with the MEP in your regions, who is relevant, which contacts do already exist? Or: membership in regional networks or committees (CoR, CPMR, FEDARENE etc.).

Sometimes it might be easier to get support on EU level then on regional level, if you just find out about existing connections!
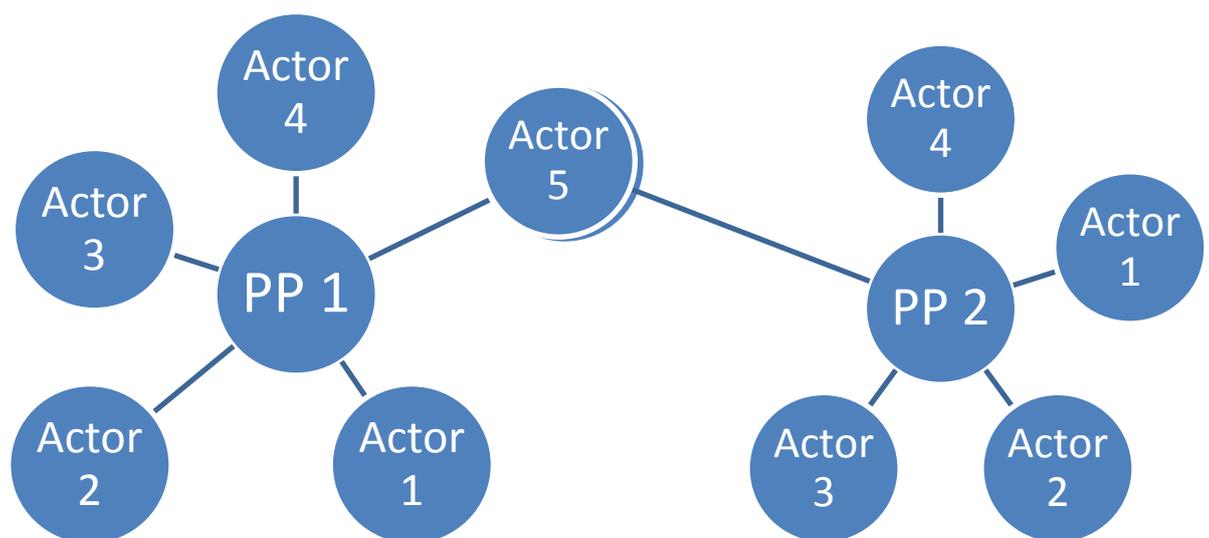
Adapt your messages!

Once you identified the actor you would like to target and found out about existing channels, you need to reflect about your messages and about how to transport them. Reflect: What do you want to sell to whom? Distinguish between technical and political messages and use adapted material to underline your positions. Do not start from 'all you want to say', but from what could 'arise real interest'. More information can always be provided at a later stage, firstly gain attention!

Face to face and as direct as possible!

Face to face contacts and meetings are of great importance! Imagine the number of emails a MEP receives each day and you will understand why most of them are not opened at all. Sending emails and surveys does no create much impact. Get in direct contact, on the phone or face to face first and send technical information and abstracts only as a second step.

Concise: Too much information at once can kill interest!

Information provided shall generally be short and concise. The more facts and figures you provide, the bigger the risk that actors will lose the overview and thus certainly their interest to support you. Better try to provide deepen information step by step: once you created first contact and awareness, you can deepen information. Too much information can kill interest!

Create win-win situations and alliances and join forces!

Create win-win situations, leverage effects and synergies with the numerous actors with existing contacts. Individual project results and messages might not be heard, become part of a bigger message or position.

Develop a network with other advocating actors, there should be at least around 20 relevant networks per projects in Brussels! Involve also the private sector, industry and research. It can be a huge concurrency, thus better ally.

Active follow-up and constant updates!

One meeting, hearing or briefing might not be enough. Repeat your messages, repeat your name! Create long term relations. Ask for feedback, make it an active and two-dimensional exchange. Sending out newsletters might not be pro-active enough!

5   Useful links

General guidance and trainings on advocating

★ *General introduction:* **The Burson-Marsteller survey** *is designed to increase knowledge about lobbying and improve both understanding of lobbying and greater transparency in its conduct.* **http://lobbyingsurvey.burson-marsteller.eu**

★ **Some more general introduction**, *definitions and figures, some first recommendations and details about the EU transparency initiative.* **http://fr.slideshare.net/ekomenzoge/lobbying-and-political-consultancy-in-the-eu**

★ **Book 'Lobbying Planet':** *An introduction to the hidden world of corporate lobbying in Brussels, providing an overview of lobbying in Brussels as well as specific tours highlighting the lobbying powers in different sectors – finance, carbon and agribusiness.* **http://corporateeurope.org/sites/default/files/publications/ceolobbylow.pdf**

★ **Blog 'Lobbying Planet: A** *private blog with some well explained* <u>wikis</u> **http://www.lobbyplanet.eu**

Who is Who

A general overview

★ **The EU Transparency Register** *: Citizens have a right to expect this process to be transparent and to take place in compliance with the law as well as in due respect of ethical principles, avoiding undue pressure, illegitimate or privileged access to information or to decision makers. That is why the Transparency register has been set up. It provides citizens with a direct and single access to information about who is engaged in activities aiming at influencing the EU decision making process, which interests are being pursued and what level of resources are invested in these activities. Among others, find a list of European Parliament accreditations or a list of registered organisations (some contacts might be useful)* **http://ec.europa.eu/transparencyregister/info/homePage.do?locale=en#en**

★ **The official directory of the European Union** *– find all persons.* **http://europa.eu/whoiswho/public/index.cfm?fuseaction=idea.person**

Here the whole register as PDF version: **http://bookshop.europa.eu/en/official-directory-of-the-european-union-2012-pbFYWW12001/downloads/FY-WW-12-001-EN-C/FYWW12001ENC_002.pdf?FileName=FYWW12001ENC_002.pdf&SKU=FYWW12001ENC_PDF&CatalogueNumber=FY-WW-12-001-EN-C**

★ **Video: The EU institutions explained by their Presidents** **www.youtube.com/watch?feature=player_embedded&v=Av2sl0dHXpQ**

Platforms, contacts, occasions and other useful details related to EU institutions and actors

★ ***European Commission***

Consultations
 http://ec.europa.eu/yourvoice/consultations/index_en.htm

Legislative Observatory – on ongoing legislative processes
 http://www.europarl.europa.eu/oeil/home/home.do

Find legislation
http://europa.eu/eu-law/legislation/index_en.htm

http://www.lobbyplanet.eu/wiki/when/legislative-procedures/draft/

★ ***European Parliament***

Directories of MEPs (listed by territories, by parties etc.)
http://www.europarl.europa.eu/meps/en/map.html

Directory of assistants of MEPs
http://www.europarl.europa.eu/meps/en/assistants.html

List of Committees
http://www.europarl.europa.eu/committees/en/parliamentary-committees.html

List of Delegations (e.g. Delegation to the "Parliamentary Assembly - Union for the Mediterranean")
http://www.europarl.europa.eu/delegations/en/dmed/home.html

Petititions
http://www.europarl.europa.eu/aboutparliament/en/00533cec74/Petitions.html

How to influence the EP? http://www.youtube.com/watch?v=jhy0mNhwwGA

How does the EP work? http://www.youtube.com/watch?v=pgAV9HdAEvg

Parliamentary Committees explained? http://www.youtube.com/watch?v=OXzceSd6-2c

★ ***European Council***

http://www.european-council.europa.eu/the-institution?lang=en

★ ***Council of the European Union and national representatives***

http://europa.eu/about-eu/institutions-bodies/council-eu/index_en.htm

★ *Committee of the Regions*

Members of the Committee of the Regions
http://80.92.67.120/en/about/Pages/members-search.aspx

Expert groups and how to get involved **(EGTC)**
https://portal.cor.europa.eu/egtc/en-US/Pages/ExpertsGroups.aspx

Events: The CoR (co-)organises and hosts numerous external events, seminars, conferences and forums. Subscribe to the "Events' Flash" (monthly alert) to become updated.
http://cor.europa.eu/en/events/events-flash/Pages/events-flash.aspx

Organise your events in the CoR
http://cor.europa.eu/en/events/Pages/how-to-organise-an-event.aspx

CoR Opinions on EuroMed
http://cor.europa.eu/fr/activities/arlem/Pages/key-documents-and-links.aspx

Interregional groups (e.g. Mediterranean)
http://cor.europa.eu/en/activities/interregionalgroups/Pages/interregional-groups.aspx

CoR Opinions on EuroMed
http://cor.europa.eu/fr/activities/arlem/Pages/key-documents-and-links.aspx

★ *ARLEM: Euro-Mediterranean Regional and Local Assembly*

http://cor.europa.eu/en/activities/arlem/Pages/arlem.aspx

★ *Regional representation offices*

Regional offices contact directory
http://ec.europa.eu/regional_policy/conferences/od2008/doc/pdf/catalogue_en.pdf

★ *CPMR: Conference of Peripheral and Maritime regions (CRPM in French)*

Is your region a member?
http://www.crpm.org/index.php?act=2

Intermediterranean Commission (IMC)of the CPMR
http://www.medregions.com/index.php?act=,,,,,,,en

CPMR working groups
http://www.crpm.org/index.php?act=13

CPMR events
http://www.medregions.com/index.php?act=1,6

★ **AER: The Assembly of European Regions**

Network of regional authorities in wider Europe, bringing together nearly 230 regions from 35 countries along with 15 interregional organisation:
http://www.aer.eu/en/home.html

★ **CEMR: The Council of European Municipalities and Regions (CEMR) (CCRE in French)**

It represents the interests of European local authorities and their associations in more than 40 countries. It promotes citizenship and exchange between elected representatives.
http://www.ccre.org/en

★ **EUROCITIES**

The network includes more than 135 European cities from 34 different countries, and most European capital-cities
http://www.eurocities.eu/

★ **EU agencies**

Register of decentralised agencies, executive agencies etc.

http://europa.eu/about-eu/agencies/index_en.htm

★ **FEDERANE**

European Federation of Agencies and Regions for Energy and the Environment

http://www.fedarene.org/

★ **NECSTour**

Network of European Region for a Sustainable and Competitive Tourism gathering 28 Tourism Regional Authorities associated to 30 representatives of the academic and business sectors

http://www.necstour.eu/necstour/home.page

Events and other occasions for promotion and advocating

★ **OPEN DAYS***:* **http://ec.europa.eu/regional_policy/conferences/od2014/index.cfm**
★ **REGIOSTARS** **http://ec.europa.eu/regional_policy/projects/regiostars/regiostars_en.cfm**

6   Learning from experience and best practice

PLEASE SUBMIT YOUR EXAMPLES !!!