EU STRATEGY FOR THE DANUBE REGION

PREPARING IMPLEMENTATION REPORT OF EUSDR PRIORITY AREA

GUIDANCE & EXPLANATORY NOTE

(FINAL VERSION)

General notes

The present report (and template) aims would serve the following main objectives:

(1) To support the political, coordination and operational levels of the EUSDR by presenting concise, clear and updated progress in terms of:

  - Policy developments and achievements that should be highlighted with regards to the PA;

  - Actual PAs implementation, with emphasis on the targets and actions applicable for the PA;

  - Most important (strategic projects) projects and funding opportunities;

  - Better coordination, cooperation and improved governance of the PA;

(2) To further reflect on the Commission report from 2014 on the governance of the EUSDR as well as the political Joint Statements of the Ministers of Danube countries and the Commission from 2014 and 2015 and the messages they convey.

(3) To support the EUSDR monitoring and evaluation as well as the better disclose the results achieved by the PA implementation and to improve the communication and the visibility of the EUSDR achievements.

(4) To serve also the EUSDR general public and stakeholders: to be "short business card" of the PA's scope and work as well as to illustrate in a simple way the progress within a given period;

The information to be included in the report should be well-structured and concise in each section. It should aim to present up to the point the progress or the main messages to be conveyed. Therefore in preparing the report one should address the content and not aiming for quantity. The language should be direct and clear. Using jargon or internal technicalities should be avoided. The text should be as concrete and clear as possible, while bearing in mind that progress that may seem obvious to writers may not be obvious to readers. Vague and general comments (e.g. "the situation is progressing favourably and quite rapidly") without justification should be avoided.

The template should not be modified unless as specified in the following sections. All sections, sub-sections should be filled in and the questions within them should be answered. None of them should be left blank, deleted or changed.

Reporting periods

The introduction of the new reporting template requires transitional period. Also the process of revising the EUSDR targets and Action plan that started in 2015 and is currently ongoing, affects the reporting content and thus the periods as well. Same applies for the Strategic Projects concept, which is expected to be approved in 2016. Another process that would affect the work of the PACs, the planning of their activities and the reporting on the progress is the shift to DTP financing of the PACs envisaged to take place in 2017. The future DTP reporting requirements could also influence the reporting periods, if not the content of the reports. Therefore the following would apply for 2016 reporting on the progress:

Report 1:

- Due: by 31 July 2016

- Reporting period covered is 1 July 2015 – 30 June 2016

Report 2:

- Due: by 31 January 2017

- Reporting period covered: 1 July 2016 – 31 December 2016

These 2 reports shall include: progress on EUSDR targets and actions (from EUSDR Action Plan), activities and milestones that the PA was implementing during the reporting period. The report shall also include the Roadmaps that the PA is currently implementing (current as content but prepared using the template provided in Annex I to the reporting template) as well as the planning of PA activities for the entire 2016 (in the Report 1) and 2017 (in Report 2) using the Workplan template (provided in Annex I to the reporting template). In addition reporting shall include progress on EUSDR strategic projects, funding and governance.

For 2017 reports and afterwards the respective clarifications for reporting shall be communicated at a later stage (pending further communication and coordination with DTP with a purpose to have single reporting serving both EUSDR and DTP).

Table of Content & List of Abbreviations

The table of content needs to be updated before the final version of the report is distributed.

The list of the abbreviations should be completed as needed. Using acronyms however should be avoided to the maximum extent possible.

Rows could be inserted/ deleted as necessary.

1 EXECUTIVE SUMMARY

> **Section 1 should be limited to max.1 page in total** (i.e. including all sub-sections and questions).

Section 1 should be written in simple and clear language, easy to understand for (non-expert) readers that may not necessarily be involved directly in the EUSDR work. Please bear in mind that this section would also serve the general public.

Question 1: should include only information that refers to the current reporting period (information on progress, relevant for past reporting periods should not be included). This section should present short and concise summary of main elements reported in the other sections of the report, with emphasis on:

(2) Overall presentation of the <u>PA's scope</u> as well as main (priority) policy areas that the PA has chosen to focus on during the reporting period.

(3) <u>Progress in terms of targets and actions</u> made by the PA during the reporting period as well as main achievements in terms of funding opportunities and alignment of funding to support the PA and the EUSDR.

The information should be presented in short and quantified manner as much as possible (examples would include: total number of PA's targets and number of targets already achieved; total number of PA's actions and number of actions already implemented; total number of milestones and number of milestones achieved; number of main projects, activities (initiatives/events) which have happened due to the PA initiative or contribution, etc.);.

(4) <u>Key activities</u> (out of all activities as presented in the other sections of the report) implemented during the reported period.

(5) <u>Most important</u> lessons learned and next steps (out of all as presented in the other sections of the report), necessary and planned by the PA;

2 PROGRESS OF THE PA

Section 2 is a core one - the information included here would serve all levels of EUSDR implementation (i.e. the EC, HLG, NC, PACs, DSP as well as other players on national, regional, local level). Therefore the reporting should focus on the information requested and on answering the respective questions within the sections. Only progress from present reporting period should be reported (i.e. no reporting on progress achieved in previous reporting periods and/or since the beginning of the PAs implementation, except where otherwise explicitly pointed).

Clarifications on the categories used

Category	Reference document	Clarification
EUSDR Targets	EUSDR (COM (2010) 715)	The EUSDR (Communication and/or Action plan) do not provide definition of targets. The Strategy itself includes examples of targets for each PA. Some PAs adopt quantifiable targets (i.e. with reference to value, %, etc. against which the progress should be monitored). Other PAs adopt non-quantifiable

Category	Reference document	Clarification
		targets.
EUSDR Actions	EUSDR Action Plan (SEC (2010)1491)	The EUSDR Action Plan provides the following definition: "An Action is an important issue requiring intervention by the countries and stakeholders involved to meet the objective of the Priority Area. It can be a new approach, an increased coordination in policy making, a support to a process already engaged, a networking initiative, etc."
		Very often Actions could be considered as more general, summarised description of group of activities that would take place in longer period of time in order to support/ provide/contribute to reaching the targets.
Roadmaps	Annex I to the Annual Implementation Report of PAs	Roadmaps to implement each Action are not new category (they are part of the reporting templates for a number of years already). They were used as both planning and reporting tool and through them each Action was to be broken down into milestones (incl. deadlines), outputs and list of projects.
		In the current reporting template Roadmaps are only planning tool and not as reporting tool[1] (i.e. Roadmaps would not have to be changed/updated with every report). They are used to break down each Action into milestones (incl. their definition, deadlines and responsible actors).
Milestones	Annex I to the Annual Implementation Report of PAs	Milestone is a significant stage or event in the development of Action. They need to be defined as measurable and observable - to serve as progress markers. Milestones need to focus on major progress points that must be reached to achieve success.
Workplan	Annex II to the Annual Implementation Report of PAs	Workplan is a tool where the PA's plan activities (works, initiatives, events) to be implemented in order to deliver on the achievement of the targets, actions, roadmaps. In the current reporting template Workplans are only planning tool (for 1 year period) and not a reporting tool[2]. For further details see Annex II.
Activities	Annex II to the Annual Implementation Report of PAs	Activity is a measurable amount of work that is done for a particular purpose. In the EUSDR framework the purpose would be implement the Roadmaps, incl. milestones and therefore the Actions. Activities are performed by the PAs (PACs, SG) and other actors (e.g. WG, stakeholders). Therefore an activity would

---

[1] The reporting on the progress in implementing roadmaps is made in Section 2.

[2] The reporting on the progress in implementing workplans is made in Section 2.

Category	Reference document	Clarification
		be (1) everything that the PA plan to implement with the TA project funding[3] and (2) all other activities that the PA plans to implement (not all PAs rely completely only on the funds from the TA project; some are planning and implementing other activities as well). Examples of activities include: meetings, workshops, seminars, conferences, networking activities, cooperation activities etc. For further details see Annex II.

2.1 POLICY DEVELOPMENT

Section 2.1 should be limited to max.3 pages in total (including all sub-sections and questions).

Section 2.1 should report on the policy areas (important policy topics/thematic issues) that the PA has decided to focus on its work during the reporting period. This section should not include any reporting on PA's targets, actions, activities, projects, etc. that the PA has worked on during the reporting period (these are covered in other sections).

2.1.1 POLICY AREAS AT FOCUS

Question 2: the policy areas (important policy topics/thematic issues) should be linked with (arise from) the targets that the PA aims to achieve. The selected policy areas should also contribute to the implementation of the EUSDR action plan, (the part(s) relevant for the PA). The selected policy areas that are reported here should be concise with what the PA's Roadmaps for each action (Annex 1 to the Report). The policy areas could have been defined in previous reporting periods and not necessarily within the current one. Nevertheless, in this specific case they have to be included in the current report and presented under this section if the PA was working towards achievements within them.

Questions 3: the arguments for selection the policy areas could have been defined in previous reporting periods and not necessarily within the current reporting period. Nevertheless, in this specific case they have to be included in the current report and presented under this section for the same reasons as above.

2.1.2 MAIN POLICY ACHIEVEMENTS

Question 4: no further clarifications

2.1.3 POLICY LESSONS LEARNED

Question 5: no further clarifications

2.1.4 FUTURE POLICY DEVELOPMENT

Question 6: no further clarifications

---

[3]   i.e. the funding that the PAs receive through DSP for 2015/2016 and the funding that PAs would receive through DTP from 2017

2.2 PROGRESS ON PA'S TARGETS

Section 2.2 **should be limited to max.3 pages in total** (including table and all questions).

The purpose of the section is to provide concise, updated and clear information on the PA's progress with regards to its targets. In order to shortly report on the progress on reaching the targets, Table 1 and the questions below it should be completed.

Clarifications on Table 1:

1. Column (a) needs to include the number (starting from 1) and the title (the actual text) of each target, applicable for the PA. The wording of the targets shall only appear in this table, but the numbering of the targets shall also be used in other tables from the report, therefore it is important to pay attention that both number and title of targets are correctly presented.

2. Columns (b) to (e) are to core ones to report on the progress achieved in terms of reaching the targets. The reporting is simple (by selection of most appropriate option, among 4 in total, and by clicking the "x" ($\boxtimes$) in the respective box).

   ▪ Column (b) would be the most appropriate one if the target was reached during the reporting period.

   ▪ Column (c) would be the appropriate one if the target was satisfactory progressing during the reporting period (i.e. in accordance with what was planned by the PA, following the prepared Roadmap (see Annex I). A target would be satisfactory progressing if the actions and milestones are implemented or reached, in accordance with the initial plans as in the Roadmap.

   ▪ Column (d) would be the appropriate one if a target was progressing during the reporting period, but delays have occurred (i.e. in accordance with what was planned by the PA, following the prepared Roadmap (see Annex I). A target would be progressing with delays if there are delays (comparing to the initial plans as in the Roadmap) in implementing/ reaching the corresponding actions and/or milestones. Corrective actions to offset the delays need also to be shortly presented in column (f).

   ▪ Column (e) would be the appropriate one, in all other cases not covered by columns (b) – (d). In this case a clarification needs to be provided in column (f) on the specifics of the target. Examples:

      a)   the target is reached in previous reporting period – provide this information in column (f) incl. the relevant year of reaching the target;

      b)   the implementation of the target did not start yet - provide this information in column (f) incl. explanation on the reasons;

Rows could be inserted or deleted in Table 1 as needed, but columns should not be modified or deleted.

Questions 7, 8, 9: no further clarifications

2.3 PROGRESS ON PA'S ACTIONS

Section 2.3 **should be limited to max.2 page in total** (including table and all questions).

The purpose of the section is to provide concise, updated and clear information on the PA's progress with regards to the actions that need to be implemented in order to progress on and reach the respective PA targets.

The actions to be implemented by the PAs are initially defined in the EUSDR Action Plan[4], accompanying the EUSDR. According to it, the action plan "should be stable for a certain period of time. However, over the years, the priorities may evolve and hence, the actions and projects may be updated, transformed or replaced. The Action Plan is therefore "rolling", and will be regularly reviewed."

The actions to be reported in this section are those for which a Roadmap[5] for implementation of each action is presented in Annex 1 to the present report.

Clarifications on Table 2:

1. Table 2 allows reporting on **up to 17 actions** in total per one target (based on actual current situation for one PA).

2. Column (a) needs to include only the number of the target (and not its title since it is already included in Table 1). Same numbering of targets as the one in Table 1 should be used in Table 2 and elsewhere in the report. This is important in order to report also on the link between the targets and actions (how many and which exactly are the actions (to be) implemented for reaching a specific target).

    As a general rule, one and the same action should only be linked to one target[6]. The numbering of the actions should be a consecutive one (example: actions 1, 2 and 3 are linked to target 1; actions 4 5, 6 are linked to target 2, etc.).

    Actions of more horizontal nature, however, could face different situation[7]. Their numbering should follow the same logic as above, however after the number of the action a letter (starting from "a") should be used to distinguish (example: actions *4a 5a*, 6 are linked to target 2; actions *4b 5b*, 7 and 8 are linked to target 3).

3. Columns (b) – (r): the progress during the reporting period is to be presented here.

    Actions have 3 main stages to be considered for their progress and reporting and therefore the reporting shall be made using the following "legend table":

    (1) Actions in implementation stage

ASP	Actions with satisfactory progressing implementation (comparing to Roadmap)

---

[4] Commission Staff Working Document "Action Plan accompanying document to the Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions "European Strategy for Danube Region" (SEC(2010) 1489 final)

[5] "**Roadmap for implementation of each action**" is an existing tool used up to now by the EUSDR reporting system. For simplification and better clarification purposes their scope and content is modified.

[6] Every action is described in the Roadmap for its implementation by means of: (1) milestones to be achieved in order to implement the action, (2) deadlines for achieving the milestone, (3) responsible actors and (4) deadline for implementing the action as a whole. Therefore for 2 different targets there could not be one and the same action *with all these components remaining unchanged*.

[7] If one and the same action could be attributable to e.g. 2 targets, a separate Roadmap needs to be prepared for any of these 2 targets, because even if the action would be the same, the other components (milestones, deadlines, responsible actors) shall be different, as well as the activities that the PA would undertake to implement the action and reach the target.

| APD | Actions with implementation, progressing with delays (comparing to Roadmap) |

(2) Completed actions

| ACcp | actions completed in current reporting period; |
| ACpp | actions completed in previous reporting period(s); |

(3) Actions, which implementation has not yet started

| ANS | actions, whose implementation has not yet started |

Questions 10, 11, 12: no further clarifications

Rows could be inserted or deleted in Table 2 as needed, but columns should not be modified or deleted (where reporting covers less than 17 actions (as the table allows), the relevant columns should be left blank.

2.4   PROGRESS ON MILESTONES

Section 2.4 **should be limited to max.2 pages in total** (including table and all questions).

The purpose of the section is to provide concise, updated and clear information on the PA's progress with regards to its milestones.

Clarifications on Table 3:

1. Table 3 allows reporting on **up to 10 milestones** in total per each action.

2. Column (a) is completed and needs no changes or modifications. Same numbering of actions is used as the one in Table 2.

3. Columns (b) – (k): the progress during the reporting period is to be presented here. The progress should be reported only for milestones that are linked to the actions not reported as "completed" in Table 2).

   Milestones have 3 main stages to be considered for their progress and reporting and therefore the reporting shall be made using the following "legend table":

   (1) Milestones in implementation stage

   | MSP | milestones that are satisfactory progressing (comparing to Roadmap); |
   | MPD | milestones that are progressing with delays (comparing to Roadmap); |

   (2) Reached milestones

   | MCcp | milestones completed in current reporting period; |
   | MCpp | milestones completed in previous reporting period(s); |

   (3) Milestones, which implementation has not yet started

   | MNS | milestones, which implementation has not yet started |

Questions 16 and 17: no further clarifications

Columns could be inserted or deleted in Table 3 as needed, but rows should not be modified or deleted (where reporting covers less than 17 actions (as the table allows), the relevant rows should be left blank.

2.5 PROGRESS ON ACTIVITIES

Section 2.5 **should be limited to max.4 pages in total** (including table and all questions).

The purpose of the section is to provide concise, updated and clear reporting on what activities (works, initiatives, events, etc.) were undertaken by the PA (PACs and SG) during the reporting period in order to implement each of the actions. The activities are initially planned in the PAs Workplan (see Annex II).

There are 7 groups[8] under which the PA's activities need to be reported:

1. **Policy development activities**: e.g. activities for development of policy documents (e.g. joint ministerial statements) policy reports and studies, other reports impacting the policy within the PA's scope, etc.

2. **Activities related to Strategic Projects**: e.g. workshops, meetings (preparatory, opening meetings, technical), etc.

3. **Activities related to other projects**: e.g. workshops, meetings (preparatory, opening meetings, technical), etc. but related to other projects (different from the Strategic Projects) that are in the focus of the PA.

4. **Coordination and cooperation activities**:

   ▪ Activities for coordination, cooperation and establishing links with other PAs;

   ▪ Activities for coordination, cooperation and establishing links with EU institutions (EC, EP, CoR, EESC, etc.) and/or other institutions (national, regional, international, as appropriate). Activities for using the funding opportunities of the EC centrally managed programmes are also to be reported here;

   ▪ Activities for cooperation between the PA (PACs and SG) and the authorities dealing with ESIF funding and more specifically with the Managing Authorities and the Monitoring Committees of programs of interest to the PA;

5. **Activities for involvement of stakeholders and civil society**: e.g. stakeholder conferences, activities with national/regional parliaments, other events, networks, platforms;

6. **Activities for better publicity and communication**: e.g. publications, website developments, databases, dissemination activities, etc. Activities for better communicating PA's work and results, as well as those related to public debate(s) on the macro - regional approach are also to be reported here;

7. **Management activities**: e.g. SG meetings, other meetings (e.g. working groups, advisory committees, task forces, etc.), Annual Forum, etc.

While the Workplan is used to plan all activities that a PA intends to undertake, the reporting under this section is limited only to those activities that have actually taken place during the reporting period.

---

[8] The same 7 groups are used for planning the activities the PA would undertake (i.e. for preparing the PAs Workplan – see Annex II).

One and the same activity has to be reported only in one of the above-described groups (e.g. the SG meetings are only reported under the "management activities", despite the diverse agenda these might have).

Clarifications on Table 4:

1. Column (a) is completed and needs no changes or modifications. Same numbering of actions is used as the one in Table 2.

2. Column (b): the progress during the reporting period is to be presented here. The progress on activities should be reported only for those actions that are not reported as "completed in previous reporting period" or "actions whose implementation has not started yet" in Table 2).

Reporting on activities implemented with regards to EUSDR governance should only be made in Table 4 only briefly (e.g. "1 stakeholders conference"), since for reporting in substance Section 4 is to be used).

Table 4 should not be changes in terms of modifying or deleting columns. Rows could be deleted/ added as needed, depending on the total number of Actions to be implemented.

2.6 EUSDR STRATEGIC PROJECTS

Section 2.6 **should be limited to max.2 pages in total** (including table and all questions).

In June 2014 Ministers of Foreign Affairs of the Participating States of the EUSDR and the European Commission adopted a Joint Statement, where, among other things, they called on the EUSDR PAs **Steering groups to further develop a joint approach for labelling strategic projects for the EUSDR by the end of 2014**.

In January 2015 the EUSDR National Coordinators adopted the 2015 -2016 workplan for the **Danube Strategy Point**. One of DSP's tasks for the period 2015 -2016 refers to "… **support the implementation of flagship projects and to develop solutions"**.

A concept for EUSDR strategic projects, which would clarify which projects, when and how would be considered as ESDR strategic projects, is developed by DSP.

The PAs (PACs and SGs) should start the process of identifying potential EUSDR strategic projects well in advance (i.e. early 2016) as the concept is expected to become fully operational before the deadline for submitting the first progress report, based on this template.

Following that he PAs (PACs and SGs) should identify and submit proposals for strategic projects using the template "SP Strategic Project Data Sheet" (annexed to the concept for Strategic projects) by end of April 2016. Therefore the first (2016) proposals of the PAs (PACs and SGs) that are submitted to DSP are to be reported in Report 1, based on this template.

Clarifications on Table 5:

1. Columns (a) and (b) – no further clarifications needed.

2. Column (c) should include only the number of the relevant target. Same numbering as in Table 1, column (a) and elsewhere in the report should be used.

3. Column (d) – no further clarifications needed.

4. Column (e) should include the type/s of funding, envisaged for financing the project. Types of funding sources could be: "national" (all sources – national, regional, local, public, private, including co-financing of EU funds) and "EU funds" (all EU funds without distinguishing on the management type are included here - e.g. H2020, LIFE, COSME, Erasmus+, ESIF, IPA, etc.).

Question 15: no further clarifications

Clarifications on Table 6:

Table 6 should present short summary information only on the projects that have been approved for financing by the respective funding sources.

1. Column (a) – only the titles of the projects approved for funding during the reporting period should be included here (out of all projects listed in Table 5).

2. Column (b) should include the **total amount** of funding that the project has finally received form all funding sources, which could be: "national" (all sources – national, regional, local, public, private, including co-financing of EU funds) and "EU funds" (all EU funds without distinguishing on the management type are included here - e.g. H2020, LIFE, COSME, Erasmus+, ESIF, IPA, etc.).

Rows could be inserted or deleted in both Tables 5 and 6 as needed, but columns should not be modified or deleted.

3 FUNDING

Section 3 should be limited to max.2 pages in total (including all sub-sections and questions).

3.1 MAIN ACHIEVEMENTS IN TERMS OF FUNDING

Question 16: no further clarifications

3.2 LESSONS LEARNED

Question 17: no further clarifications

3.3 THE FUTURE

Question 18: no further clarifications

4 GOVERNANCE

Section 4 should be limited to max.3 pages in total (including all sub-sections and questions).

4.1 ORGANISATION AND FUNCTIONING OF PA

Questions 19, 20: no further clarifications

4.2 COORDINATION AND COOPERATION ACTIVITIES

Questions 21, 22, 23: no further clarifications

4.3 ACTIVITIES FOR INVOLVEMENT OF STAKEHOLDERS AND CIVIL SOCIETY

Question 24: no further clarifications

4.4 PUBLICITY AND COMMUNICATION ACTIVITIES

Question 25: no further clarifications

4.5 LESSONS LEARNED

Question 26: no further clarifications

4.6 THE FUTURE

Question 27: no further clarifications

ANNEX I: ROADMAPS TO IMPLEMENT EACH PA ACTION

The purpose of the Roadmaps is to present the overall long – term[9] planning concept of the PA for implementing each of the PA's actions that are included in its scope of work.

The Roadmap implementation is a responsibility of the PA (PACs and SG) and hence should be prepared by the PA (PACs and SG).

As already explained above, one and the same action cannot be linked to more than 1 target because the activities (work and initiatives), the deadlines and milestones to reach the different PA targets will be different as well. Therefore the Roadmaps should not be grouped together (i.e. for every action separate Roadmap should be prepared (i.e. separate Table 8)).

Each Roadmap should relate, first to a specific PA target and second to a PA action, (to be) undertaken to reach the target. The numbering and the wording of the targets and the actions to be included in Table 8 should be the same as the one used in Table 1 and Table 2 respectively. The total number of the Roadmaps should be the same as the total number of the actions to be implemented by the PA.

Rows for milestones could be inserted or deleted in Tables 8 as needed, but columns should not be modified or deleted. Every column should be filled in with the requested information.

Activities to be undertaken in order to progress on the PAs targets and actions are not to be planned and included in the Roadmap. These shall be first planned in the respective Workplan of the PA (Annex II) and then reported in Section 2 of the report (when completed).

ANNEX II: PA'S WORKPLAN FOR 1 YEAR

The purpose of the Workplan is to present what is the PA's planning in terms of activities (works, initiatives, events) to be implemented in order to deliver on the achievement of the targets and the actions.

---

[9] For 5 years period, i.e. by the end of 2020

There are 7 groups of activities, under which the various activities planned by a PA need to be presented:

1. **Policy development activities**: e.g. activities for development of policy documents (e.g. joint ministerial statements) policy reports and studies, other reports impacting the policy within the PA's scope, etc.

2. **Activities related to Strategic Projects**: e.g. workshops, meetings (preparatory, opening meetings, technical), etc.

3. **Activities related to other projects**: e.g. workshops, meetings (preparatory, opening meetings, technical), etc. but related to other projects (different from the Strategic Projects) that are in the focus of the PA.

4. **Coordination and cooperation activities**:

   ▪ Activities for coordination, cooperation and establishing links with other PAs;

   ▪ Activities for coordination, cooperation and establishing links with EU institutions (EC, EP, CoR, EESC, etc.) and/or other institutions (national, regional, international, as appropriate). Activities for using the funding opportunities of the EC centrally managed programmes are also to be planned here;

   ▪ Activities for cooperation between the PA (PACs and SG) and the authorities dealing with ESIF funding and more specifically with the Managing Authorities and the Monitoring Committees of programs of interest to the PA;

5. **Activities for involvement of stakeholders and civil society**: e.g. stakeholder conferences, activities with national/regional parliaments, other events, networks, platforms;

6. **Activities for better publicity and communication**: e.g. publications, website developments, databases, dissemination activities, etc. Activities for better communicating PA's work and results, as well as those related to public debate(s) on the macro - regional approach are also to be planned here;

7. **Management activities**: e.g. SG meetings, other meetings (e.g. working groups, advisory committees, task forces, etc.), Annual Forum, etc.

One and the same activity has to be planned only in one of these 7 groups (e.g. the SG meetings are only planned under the "management activities", despite the diverse agenda these might have).

When planning the activities to be implemented (i.e. preparing the workplan) each activity need to be associated with a corresponding actions and milestones (from the Roadmap) – i.e. to plan how undertaking certain activity would help the PA to implement its actions and to reach their milestones. This link is to be shown by filling columns (b) and (c) of Annex II.

The work plan shall be prepared for a period of 1 year. The first workplan using the template in Annex II shall be prepared for 2016.