



## Analysis of CPMR questionnaire on Members services

### IN A NUTSHELL

This Technical Note presents the results of an online questionnaire sent to Members (in July 2017 and again in April 2018) related to services provided by the CPMR to its Members.

The results of this questionnaire will feed in to the development of the 5 year CPMR Strategic Plan, to be presented and put for adoption by Members at the next meeting of the General Assembly of the CPMR in October 2018.

The findings of the questionnaire are presented as follows:

- CPMR services (**section 3**)
- CPMR policy areas (**section 4**)
- Interaction between the CPMR and its Geographical Commissions (**section 5**)
- SWOT analysis (**section 6**)

# 1. Introduction

The CPMR General Secretariat has launched a process leading to the elaboration of a five-year Strategic Plan for the organisation. The Strategic Plan will be presented to the CPMR General Assembly (GA) at its next GA meeting in October 2018.

As part of the process of defining the underlying messages for the Strategic Plan, the CPMR General Secretariat put together an online questionnaire targeted at its Members. The questionnaire focused on a number of areas, including:

- services provided to Members;
- interaction and complementarity between CPMR and individual Geographical Commissions;
- policy areas covered by the CPMR;
- CPMR strengths, weaknesses, opportunities, threats.

The online questionnaire was initially sent out in July 2017 to Members with a formal level of participation in the CPMR, e.g: Political Bureau Members, regions holding the Presidency of the Geographical Commissions or Working Groups, and so forth. The online questionnaire was opened to the whole membership in April 2018.

The questionnaire was also sent out to CPMR staff last summer. Responses were used to feed into a dedicated staff away day on the future of the CPMR organised in September 2017 and a further staff discussion organised in May 2018.

**CPMR Political Bureau Members are invited to consider the findings of the questionnaire and provide views and feedback at the working session of the CPMR Political Bureau meeting on 21 June. Views expressed by Members and the findings of the questionnaire below will feed in to the development of the CPMR Strategic Plan.**

## 2. Methodology and respondents

71 responses from 56 regions were received.

| AAC                   | BBSC        | BSC                         | IMC            | IC                          | NSC                  |
|-----------------------|-------------|-----------------------------|----------------|-----------------------------|----------------------|
| Nouvelle-Aquitaine    | Tulcea      | Mecklenburg-Vorpommern      | Peloponnese    | Hiiumaa and Saaremaa region | Vastra Gotaland      |
| Bretagne              | Peloponnese | Stockholm                   | Crete          | Gozo                        | Noord-Holland        |
| Cantabria             |             | Region Skane                | Occitanie      | Illes Balears               | Flevoland            |
| Alentejo              |             | Kymenlaakso                 | Toscana        | Madeira                     | Midtjylland          |
| Lisboa e Vale do Tejo |             | Oulu                        | Western Greece | Canarias                    | Northern Netherlands |
| Gobierno Vasco        |             | Podlaskie                   | Emilia-Romagna | Réunion                     | Vest-Agder           |
| Cornwall              |             | Southwest Finland           | Aragon         | Bornholm                    | Vastra Gotaland      |
| Xunta de Galicia      |             | Hiiumaa and Saaremaa region | Lazio          |                             | Zuid Holland         |
|                       |             | Vastra Gotaland             | Murcia         |                             | Hordaland            |
|                       |             | Parnu County                | Catalonia      |                             | Ostfold              |
|                       |             | Pohjois pohjanmaa           | Illes Balears  |                             | Telemark             |
|                       |             | Orebro                      | Gozo           |                             | Rogaland             |
|                       |             | Norbotten                   | Campania       |                             |                      |
|                       |             |                             | Valencia       |                             |                      |
|                       |             |                             | Liguria        |                             |                      |

### **Some notes on the survey:**

- The survey is not fully representative of the CPMR Membership and there are variations across Geographical Commissions in terms of participation;
- There were some instances when more than one representative for a particular region took part in the questionnaire;

- It is also not fully representative of contacts the CPMR works with in the regions: the majority of respondents work in the services of regional development and EU affairs for instance, while other on the services that are following more specific sectoral policies.

### 3. CPMR Services

The following table compounds the results of all 71 respondents to the survey for the first section of the online questionnaire on CPMR services. CPMR Members were invited to rank [33 individual services](#) classed in six categories by order of importance and by quality.

Figures refer to the average grade provided by Member Regions out of a maximum of 10 overall (first line) and per Geographical Commission (rest of the lines). Grades are colour-coded from green (highest importance) to red (lowest importance).

| WHAT DOES MY REGION GET OUT OF BEING IN THE CPMR AND ITS GEOGRAPHICAL COMMISSIONS (CGs)? |                 |   |         |   |         |  |         |  |         |   |         |  |         |
|--|-----------------|---|---------|---|---------|--|---------|--|---------|---|---------|--|---------|
| CPMR Members survey  | Members Regions | Build a Europe closer to the needs of the regions |         | Lobby collectively on specific territorial issues |         | Access unique information, intelligence and in-house expertise |         | Promote my own region and its priorities |         | Get involved in european projects & partner with external organisations |         | Cooperation with other regions & external stakeholders |         |
|  |                 | Importance  | Quality | Importance  | Quality | Importance   | Quality | Importance                               | Quality | Importance  | Quality | Importance   | Quality |
|  |                 |   |         | 7,9   | 7,8     | 7,7  | 7,7     | 7,9                                      | 7,8     | 7,5   | 7,6     | 7,5  | 7,4     |
|  | AAC             | 8,1   | 8,1     | 7,9   | 7,8     | 7,5  | 7,4     | 6,8                                      | 7,1     | 7,4   | 7,5     | 7,6  | 7,6     |
|  | BBSC            | 7,8   | 7,8     | 8,1   | 8,0     | 8,2  | 8,2     | 7,9                                      | 7,9     | 8,6   | 8,6     | 8,4  | 8,4     |
|  | BSC             | 8,1   | 8,0     | 7,8   | 7,7     | 8,2  | 8,1     | 7,9                                      | 7,9     | 7,6   | 7,5     | 8,0  | 7,7     |
|  | IMC             | 7,7   | 7,6     | 7,5   | 7,6     | 7,8  | 7,6     | 7,6                                      | 7,6     | 7,7   | 7,5     | 7,9  | 7,7     |
|  | NSC             | 7,3   | 7,5     | 7,2   | 7,6     | 7,6  | 7,8     | 7,1                                      | 7,8     | 7,0   | 7,2     | 7,3  | 7,1     |
|  | IC              | 7,8   | 8,0     | 7,3   | 7,6     | 8,0  | 7,8     | 7,2                                      | 7,6     | 6,6   | 7,1     | 7,5  | 7,5     |

Table 1 – Average grade provided by Member Regions on services provided by the CPMR

- It is difficult to exploit responses related to ‘quality’ of services overall, as the majority of respondents provided similar grades for importance and quality.
- There are, however, some interesting variations when looking at the details for Member responses at Geographical Commission level. For instance, Members of the North Sea Commission are not particularly interested in our activities on EU projects, unlike Members of the Intermediterranean Commission or the Balkans and Black Sea Commission.
- The results in absolute terms concerning the perception of CPMR services by Members are positive overall.

#### 3.1 Which services do Members value the most?

The table counts the number of times key messages were mentioned by Members. Key words are ordered in order of mentions.

| MEMBERS RESPONSES   | Number of mentions |
|---|--------------------|
| Information and intelligence                                    | 44                 |
| Lobbying and influence  | 38                 |
| CPMR network itself (cooperation, exchange of good practice...) | 21                 |
| Contacts/Access to EU institutions                              | 13                 |
| Events and meetings organised by the CPMR                       | 12                 |
| Providing visibility own region                                 | 9                  |
| Support EU projects   | 5                  |

#### 3.2 Should the CPMR (or a GC) provide a new type of service?

A high number of respondents (14 responses out of 48) said they did not want any new service, with some confirming their satisfaction regarding the services provided and a couple saying that we should rather do more on existing services.

### Recurring suggestions include:

- the need for better/more modern remote communication tools to engage with Members better;
- the need for more involvement of the CPMR in projects (such as information from the secretariat about EU level funding);
- the CPMR should do more lobbying towards national governments.

### Initial learning points on CPMR services:

- Members particularly value the following two services provided by the CPMR: the provision of tailored intelligence and information about EU policies, and activities linked to lobbying and influencing the EU;
- Many Members support the idea that the CPMR should not develop new services but should rather play to its strengths in the future;
- Having said that, there were several Members supporting the CPMR developing services linked to EU projects;
- Members from across all 6 CPMR Geographical Commissions value some services more than others. The disparities of results provided under Table 1 reflects the added value and strengths of the CPMR being based on Geographical Commissions.

## 4. Policy areas

CPMR Members were asked to rank policy areas covered by the CPMR in order of priority. The following table represents the results of the exercise. Details showing aggregate results for each GC are also included.

|                     | Accessibility and Transport | Migration | Energy | Cohesion Policy | Future of Europe | Climate Change | Maritime | External cooperation & neighbourhood | Macroregional and Sea basin Strategies |
|---------------------|-----------------------------|-----------|--------|-----------------|------------------|----------------|----------|--------------------------------------|--|
| <b>CPMR Members</b> | 7,6                         | 5,0       | 7,1    | 8,0             | 7,6              | 7,0            | 7,0      | 5,8                                  | 6,0                                    |
| AAC                 | 8,7                         | 4,3       | 7,4    | 8,2             | 7,8              | 7,9            | 7,8      | 5,3                                  | 5,8                                    |
| BBSC                | 7,5                         | 5,0       | 6,0    | 6,5             | 8,0              | 5,5            | 7,0      | 8,0                                  | 7,5                                    |
| BSC                 | 8,4                         | 5,0       | 6,4    | 7,9             | 7,9              | 6,4            | 6,1      | 6,8                                  | 6,5                                    |
| IMC                 | 7,4                         | 6,6       | 6,9    | 8,1             | 7,0              | 6,8            | 7,2      | 6,7                                  | 7,1                                    |
| NSC                 | 6,6                         | 3,5       | 8,0    | 7,1             | 7,4              | 7,9            | 6,9      | 3,6                                  | 4,1                                    |
| IC                  | 8,3                         | 5,7       | 7,5    | 8,4             | 7,3              | 7,3            | 7,8      | 5,8                                  | 6,0                                    |
| <b>CPMR staff</b>   | 7,6                         | 5,9       | 6,7    | 7,7             | 7,1              | 6,7            | 7,8      | 5,4                                  | 5,8                                    |

Table 2 – Average grade provided by Member Regions and CPMR staff on policy areas covered by the CPMR (10: highest priority; 1: lowest priority)

- Two of the current core priorities of the CPMR come out on top: Cohesion Policy (8) and Transport and accessibility (7.6);
- Maritime, climate change and energy have similar rankings overall;
- With regard to migration, CPMR Members have rated lowest in comparison to the rest of policies, but this disguises the relative importance of migration issues for IMC Members and shows a differentiated interest among the CPMR membership. This could also be linked to the competence distribution in the different countries;
- Looking at answers of Members by GCs, there are fairly significant variations across Geographical Commissions (see Annex 1). For AAC, the BSC and IC members the most rated policy at CPMR level is Transport, for the IMC it is Cohesion, for the NSC it is Energy and for the BBSRC it is external cooperation and neighbourhood;
- There is a fairly strong correlation between CPMR staff responses and CPMR Member responses on the hierarchy of policy areas.

## 4.1 Should the CPMR cover additional policy areas?

An important proportion (24 out of 53 comments) of Members answered negatively, with many stressing the need to keep the current focus.

With regard to policy areas mentioned by Members which could be covered by the CPMR in the future, there was a very wide range of different themes mentioned. Innovation and Agriculture came out most prominently (3 mentions each).

## 4.2 Should individual Geographical Commissions of the CPMR cover additional policy areas?

An important proportion (19 out of 42 comments) of Members answered negatively. Again, many different themes were mentioned with little consensus on common areas across Members. Innovation (3 mentions) and education (2 mentions) came out most prominently.

### *Initial learning points on policy areas covered by the CPMR:*

- The majority of Members consider that the key focus of the CPMR should continue to be on Cohesion Policy, Transport and the Future of Europe generally;
- Maritime issues, energy and climate should also continue to be important areas of focus. The variety of responses across Geographical Commissions on issues such as climate change, energy but also Macro-Regional and Sea Basin Strategies or external cooperation and neighbourhood reflects the varying interests (and activities organised at GC level) of Members across the CPMR Geographical Commissions;
- These results call for a wider reflection on CPMR action on these policy areas and how one can continue to strengthen the complementarities between action at Geographical Commission level and CPMR level. They suggest a possible re-organization of the 3 main pillars for the future CPMR Strategic Plan.

## 5. Interaction between the GCs and CPMR secretariat

A large number of Members reported no issue with regards to the coordination of Geographical Commissions and the CPMR General Secretariat, or stated they were satisfied (15 Member responses).

### **Individual suggestions include:**

- better coordination and complementarity of CPMR and GCs (timing of meetings, policy) (5 mentions)
- all Geographical Commissions should be supported by a central secretariat for all GCs (3 mentions)
- more and better involvement of CPMR secretariat in GC work (3 mentions)

## 6. SWOT analysis

CPMR Members were invited to carry out a 'SWOT' (Strengths, Weaknesses, Opportunities, Threats) analysis of the Conference of Peripheral Maritime Regions as an organisation.

### 6.1 Strengths

The table identifies the number of times key messages were mentioned by Members. Key words are ordered in order of mentions.

#### **CPMR is strong thanks to its...**

| <b>MEMBERS RESPONSES</b>     | <b>Number of mentions</b> |
|------------------------------|---------------------------|
| Staff expertise              | 32                        |
| Influence on EU institutions | 30                        |
| Broad network of regions     | 25                        |
| Unique identity              | 17                        |
| Reputation                   | 12                        |
| Quality of documents         | 6                         |

## 6.2 Weaknesses

The table identifies the number of times key messages were mentioned by Members. Key words are ordered in order of mentions.

**CPMR is weak because (of):**

| <b>MEMBERS RESPONSES</b>                                      | <b>Number of mentions</b> |
|---|---------------------------|
| Lack of cohesion within CPMR membership (different interests) | 18                        |
| Members do not engage with CPMR enough                        | 10                        |
| CPMR work is too theoretical                                  | 8                         |
| CPMR Membership 'gaps' (regions missing in CPMR Membership)   | 4                         |
| Slow procedures / bureaucracy of the CPMR secretariat         | 4                         |
| Poor communication to its Members                             | 4                         |
| Lack of focus of organisation                                 | 4                         |
| Lack of focus towards national level                          | 3                         |
| Meetings are too remote                                       | 2                         |
| Its name  | 2                         |

## 6.3 Opportunities

The table identifies the number of times key messages were mentioned by Members. Key words are ordered in order of mentions.

**Opportunities for CPMR include:**

| <b>MEMBERS RESPONSES</b>  | <b>Number of mentions</b> |
|---|---------------------------|
| The current approach of the CPMR (based on GCs / think tank approach) | 26                        |
| The relevance of its current focus on policy areas                    | 8                         |
| Attracting new Members  | 8                         |
| Being engaged in the Future of Europe                                 | 6                         |
| Assisting Members with EU project development / funding               | 6                         |
| Creating new partnerships at regional or European level               | 5                         |
| Creating new partnerships thanks to Brexit                            | 3                         |
| Covering new priorities   | 2                         |

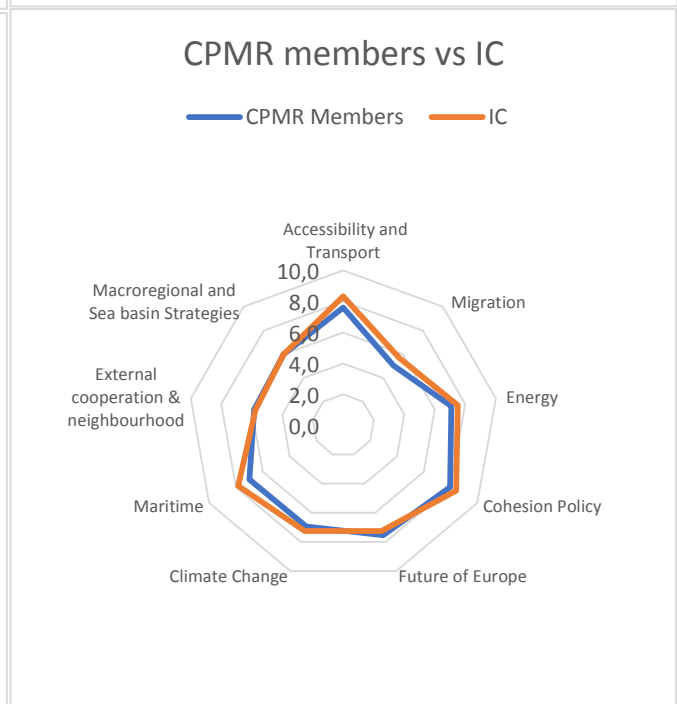
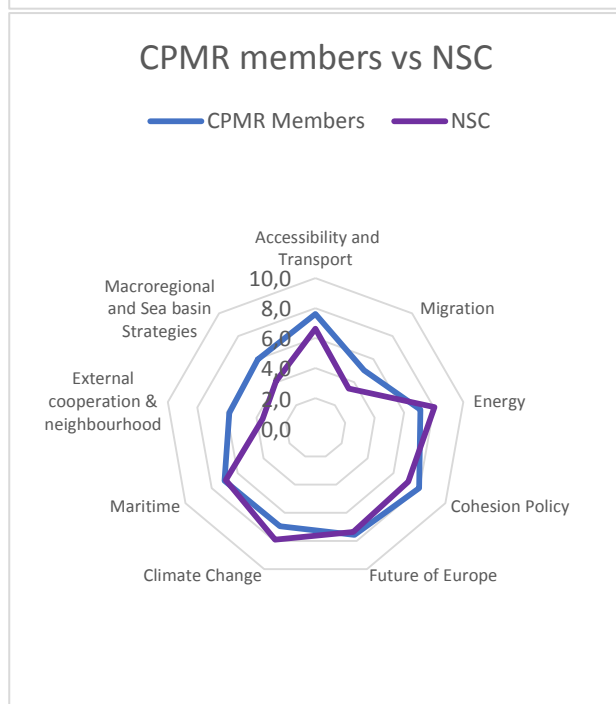
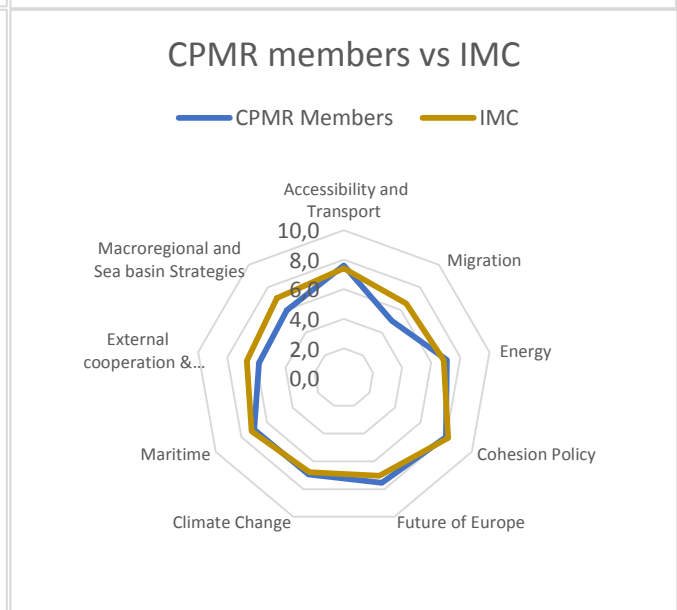
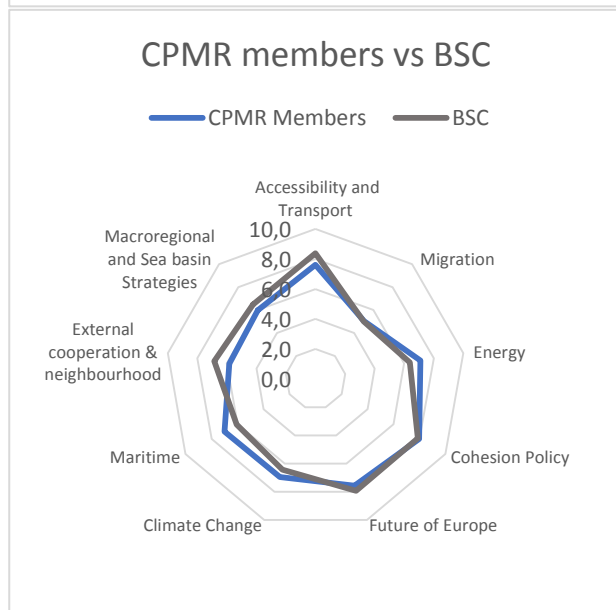
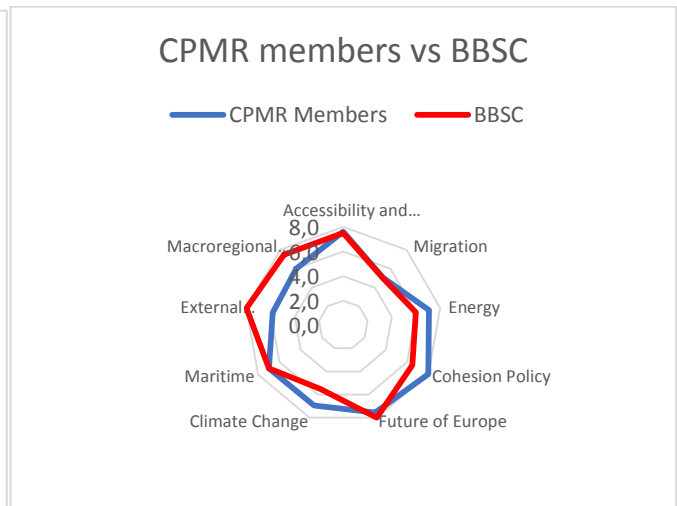
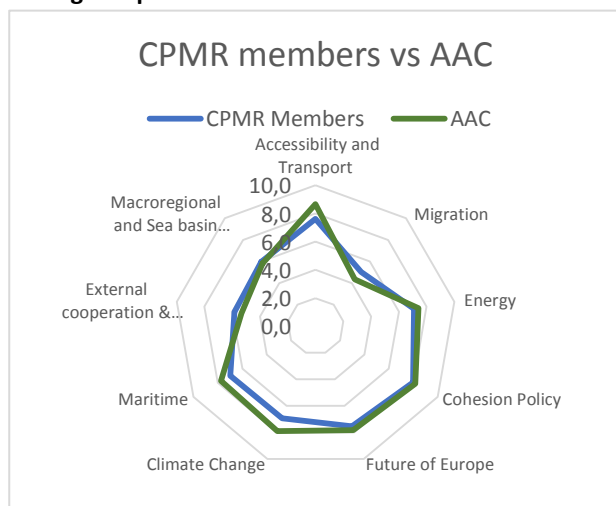
## 6.4 Threats

The table identifies the number of times key messages were mentioned by Members. Key words are ordered in order of mentions.

**Threats for CPMR include:**

| <b>MEMBERS RESPONSES</b>   | <b>Number of mentions</b> |
|--|---------------------------|
| External threats (Brexit, Euroscepticism, terrorism)                       | 16                        |
| Lack of focus of organisation (too many themes tackled...)                 | 8                         |
| Competitions from similar networks   | 6                         |
| Centralisation of regional competences at Member State level               | 6                         |
| Risk of Members leaving  | 5                         |
| Lack of engagement from existing Members (particularly at political level) | 5                         |
| Lack of cohesion within CPMR Membership (competing interests)              | 5                         |
| High membership fees   | 3                         |

**ANNEX 1 - Comparison between CPMR members average responses and Geographical Commissions members average responses**





**CPMR  
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**The Conference of Peripheral Maritime Regions (CPMR) brings together some 160 Regions from 25 States from the European Union and beyond.**

Representing about 200 million people, the CPMR campaigns in favour of a more balanced development of the European territory.

It operates both as a think tank and as a lobby group for Regions. It focuses mainly on social, economic and territorial cohesion, maritime policies and accessibility.

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