



A strategic plan for the future of the CPMR: discussion paper

This document is a discussion paper to feed in the workshop debates held on 17 October at the next CPMR General Assembly in Funchal (Madeira) on the development of the future CPMR Strategic Plan.

It represents an essential step to engage with Members to develop a long-term plan for the Conference of Peripheral Maritime Regions.

This discussion paper covers two issues:

- information on the process for addressing issues raised in this paper at the General Assembly meeting (section 2);
- a summary of what the CPMR is (section 3.1) at present, what it covers in terms of policy areas (section 3.2), and how it delivers services (section 3.3). Each subsection includes options for the future and questions to be addressed during the Strategic Plan workshops at the CPMR General Assembly meeting.

This discussion paper does not cover all areas to be addressed in the Future CPMR Strategic Plan. Issues such as the financial model of the CPMR as an organisation, communications (internal and external) or CPMR statutory meetings, are not addressed at this stage.

1. Development of the CPMR Strategic Plan: recap and proposed next steps

- **March 2018 (CPMR Political Bureau in Patras):**
 - Launch of process for CPMR Strategic Plan
 - Appointment of three 'lead' Regions to advance discussions based on three thematic pillars: 'Territorial Cohesion' (Västerbotten region); 'Sustainable maritime and coastal development' (Brittany region); and 'Regions' actions to face global challenges' (Catalunya region)
 - Launch of questionnaire on services provided by the CPMR to Members
- **June 2018 (CPMR Political Bureau in Pärnu):**
 - Initial discussion with Political Bureau Members
 - Presentation of Analysis of responses to questionnaire on services provided by the CPMR to its Members
- **October 2018 (CPMR General Assembly):**
 - Parallel workshop discussions to provide guidance on identity/objectives of the CPMR, policy areas covered, and services provided (see below)
 - Identification of 'guidelines' to define the CPMR Strategic Plan
- **December 2018:** further discussions with Members on aspects of the future Strategic Plan not addressed during the AGM
- **February 2019:** (CPMR Political Bureau in Brest): presentation of concept paper for CPMR Strategic Plan
- **Between February 2019 and July 2019:** further development of the Strategic Plan at CPMR Geographical Commissions annual meetings and CPMR Political Bureau meeting
- **October 2019:** Adoption of Strategic Plan at CPMR General Assembly, encompassing Members' aspirations and linking to the European agenda and newly appointed European Commission and elected European Parliament.

2. Discussion process

At the meeting of the CPMR Political Bureau meeting in Patras in March this year, the CPMR Political Bureau decided to launch a wider consultation process on a future Strategic Plan for the CPMR on the occasion of the 2018 General Assembly.

There are two ways for Members to provide input on the future CPMR Strategic Plan at the General Assembly meeting in October 2018:

- during the dedicated parallel workshops held on 17 October, from 15.00 until 17.00
- during the General Assembly meeting itself on 19 October, from 13.30 until 14.30

Parallel workshops discussions

- Discussions with Members will be structured around pre-identified questions (see below) linked to the issues raised in this paper. The three sets of questions will mirror closely the structure of the discussion paper. They will cover:
 - Who are we: missions, goals and objectives of the CPMR, and the CPMR/GC interrelationship (section 3.1)
 - What do we cover: the policy areas (section 3.2)
 - How do we deliver: the services the CPMR provides to its Members (section 3.3)
- Each workshop will be moderated by an elected Member or official from one of the 'lead' regions (Brittany, Catalunya, Västerbotten)
- Workshops are open to both elected Members and officials. **Participants should register on the [CPMR website](#).**

Drafting of draft 'strategic guidelines'

- Discussions held during the parallel workshops will lead to the drafting of a series of strategic guidelines linked to the issues broached in this very document. These could take the form of short statements about the identity of the CPMR, policies covered, or services delivered.

Endorsement by the CPMR General Assembly

- At the dedicated session of the CPMR General Assembly on the Strategic Plan (19 October, 13.30 to 14.30), the strategic guidelines will be presented to CPMR Members for endorsement. The online interactive platform Slido will be used to facilitate input by Members.
- The strategic guidelines will inform the Strategic Plan.

3. Building up the guidelines to define the CPMR

3.1 Who are we? The identity, mission and objectives of the CPMR

3.1.1 Status quo

- [What is the CPMR?](#)

The description of the CPMR from its website states the following:

The Conference of Peripheral Maritime Regions brings together some 150 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 for Regions.

Through its extensive network of contacts within the EU institutions and national governments the CPMR has, since its creation in 1973, been targeting its action towards ensuring that the needs and interests of its Member Regions are taken into account in policies with a high territorial impact.

The above description does mention the dual 'lobby group' and 'think tank' dimensions of CPMR, lists the number of regions that are members of the CPMR, the work that the CPMR does and the

focus on key EU institutions. It also rightly mentions one of the unique features of CPMR which represents democratically elected regions in countries that are not members of the European Union.

- [Areas of focus of the CPMR](#)

The CPMR defines itself as follows on its website:

The CPMR focuses mainly on social, economic and territorial cohesion, maritime policies and blue growth, and accessibility. European governance, energy and climate change, neighbourhood and development also represent important areas of activity for the association.

The results of the [online questionnaire on services to CPMR Members](#) seem to suggest that the great majority of CPMR Members are generally satisfied about the areas of focus of the CPMR. However, several regions mentioned the need for the name of the organisation (Conference of Peripheral Maritime Regions) to change and evolve in the future. Others referred to the increasing involvement of the CPMR in EU projects, but more in relation to projects as a ‘service’ to achieve policy influencing, rather than an end in itself.

- [The interrelationship between the CPMR and its Geographical Commissions \(GCs\)](#)

Feedback from the Members’ questionnaire was close to being unanimous on that topic. Such feedback could be summed up as follows:

“The CPMR is unique because it has Geographical Commissions. This enables the CPMR to focus both on particular issues specific to each sea-basin and lobbying at EU level on key areas of interest to all of its Members. It also enables CPMR Members to work both on pan-European policies and more specific issues affecting their respective sea-basin or territorial characteristics”

As it stands today, the Geographical Commissions have their own autonomy in terms of areas of work, services delivered, and ways of working. Nevertheless, they tend to plan their own activities to connect, consolidate and be complementary to the general activities of the CPMR General Secretariat.

Some Members did make the following comments in relation to ways to improving the interrelationship between the Geographical Commissions and the CPMR:

- Improvements could be made in terms of communications to Members when it comes to policy activities at CPMR level;
- There could be more clarity for Members in terms of what the CPMR does compared to what the respective Geographical Commissions do;
- Cooperation between Geographical Commissions on specific issues should be further encouraged (e.g; working groups that would involve two or three Geographical Commissions for instance).

There is, therefore, a good margin to exploit further this relation that could create an additional added value and impact for the CPMR as a whole.

3.1.2 Options for the future

- [Regarding the mission statement of the CPMR](#)

The definition of the CPMR as an organisation is generally up to date but **may need updating**. It is missing key elements such as the geographical commissions and the fact that it is a political network which works for local and regionally elected Members.

The areas of focus mentioned above are not a true reflection of the areas of work tackled by the CPMR in recent years. Work carried out by the CPMR on the EU Budget or migration, for instance, are left out.

It also mixes up concepts such as social, economic and territorial cohesion and policy areas such as Cohesion policy. Such a description would therefore need to be updated in light of the recent areas of focus of the CPMR and the direction of travel the CPMR wants to take in the future.

Options for the future could include adapting slightly the mission statement of the CPMR. The following concepts could be added to a new description of what the core areas of focus of the CPMR are (for instance):

- balanced territorial development
- sustainable development
- integrated territorial development
- role and added-value of local and regional authorities in the EU
- the potential of the sea for growth and jobs
- addressing the needs of specific types of territories

- [Regarding a possible framework to clarify roles of CPMR and its GCs](#)

The CPMR Strategic Plan could provide a broad (and flexible) framework to update and clarify roles for both the CPMR and all of its Geographical Commissions, to further strengthen the unique identity of the CPMR in that matter in the future. Such a framework could look like this:

Main areas of work for the CPMR

- Lobbying EU institutions: one of the main areas of work of the CPMR is defending the interests of its Members before the EU institutions via the organisation of dedicated events and the publication of policy papers and interaction with high level EU personalities (e.g. ad hoc meetings with CPMR delegations);
- Think tank function: reflections with its Members on long term policy issues (e.g Future of Europe);
- Provision of intelligence and expertise to Members: via emails, dedicated analysis, or verbally to events with Members;
- Promotion of individual regions through high level events.

Common focus and areas of work for all six CPMR Geographical Commissions:

- Providing input to CPMR core policy areas: GCs provide input, case studies, feedback to policy positions developed at CPMR level. Many of the Geographical Commissions have working group that mirror and feed in to the main policy areas of the CPMR. The presidents of the Geographical Commissions are also part of the CPMR Political Bureau;
- Focus on macroregional and sea-basin strategies: each GC is involved in the development (or lobbying for the setup) of sea-basin strategies and macroregional strategies and initiatives, or working within the framework of their own strategy (e.g the NSC with the North Sea 2020 strategy). The Islands Commission is one notable exception, though many IC Members are involved in macroregional and seabasin strategies;
- Specific policy areas for each GC: GCs also cover policy areas which are not core priority areas at CPMR level. To quote one for each GC: innovation in the BSC, water in the MED, tourism in the BBSC, coastal erosion in the AAC, state aids in the IC, energy in the NSC;

- Forum for interregional cooperation: GCs all provide their respective Members with opportunities for debate, networking, exchanges of best practice and discussion (at technical and political level).

CPMR geographical commissions: diverging characteristics

To deliver on the objectives mentioned above, GCs will use a variety of means for their respective Members. These are:

- Different structures: all GCs are appointed to the CPMR Political Bureau, but they all have their own governance arrangements. Whereas all GCs have an annual General Assembly, some have their own Political Bureau;
- Technical thematic working groups linked to the policies followed by each GC and reports;
- Organisation of high level conferences;
- Development and involvement in EU projects;
- Specific partnerships with institutions and organisations.
- [Regarding collaboration between CPMR Geographical Commissions](#)

Some Geographical Commissions of the CPMR already work together on a bilateral basis: the North Sea Commission and the Baltic Sea Commission have held joint meetings, and the Intermediterranean Commission has worked with the Atlantic Arc Commission, the Balkans and Black Sea Commission and the Islands Commission for joint lobbying actions or projects.

There are policy issues which may be priority areas for two or more Geographical Commissions, which could lead to them working together on a one-off or more systematic basis. Recent examples include the work carried out a sustainable tourism carried out by the IMC, BBSC and the IC, or the cooperation between the NSC and the AAC on Brexit.

An option for the future would be for a member of staff in the CPMR General Secretariat to work with GC Executive Secretaries to evaluate opportunities for Geographical Commissions to cooperate on a bilateral basis and give more structure to these existing relationships.

- [Regarding improved membership management](#)

The CPMR has over 150 Members from 28 different countries. The variety of interests from the CPMR Membership and the cycle of regional elections means that matching the needs of the Members with action from the CPMR can be a delicate task. CPMR Members are also different in terms of size, competences, constitutional status, political setup, and financial situations.

The unique nature of the CPMR with a central General Secretariat and six Geographical Commissions could benefit from more structured membership management and coordination.

Options for the future could include:

- **A member of staff within the CPMR General Secretariat** could be responsible for coordinating membership management, working closely with the CPMR Geographical Commissions executive secretaries in particular. Such a role could also encompass membership enlargement/expansion.
- **improving the way the CPMR Members needs and interests are linked to activities at both CPMR and CPMR GC level.** Some Geographical Commissions (IMC, BSC...) already use such a system which could be used and built upon at CPMR level.
- **introducing a CPMR Membership Pack** to inform new and prospective Members of the services provided by the CPMR.

Linked to the above, the following questions could be addressed during the workshops:

- What are the main benefits the CPMR brings to your region?
- What would you suggest to improve the way the CPMR and its Geographical Commissions work together?

3.2 What do we do? Policy areas covered by the CPMR

3.2.1 Status quo

- Three pillars

The CPMR covers a number of policy areas which are currently classed under three 'pillars': Territorial Cohesion, Europe of the Sea, Accessibility. As part of these three pillars, it is generally understood that the CPMR core policy areas are Cohesion Policy, Maritime policies (the Common Fisheries Policy in particular) and blue growth, and Transport Policy (the Connecting Europe Facility and the Trans-European Networks in particular).

The CPMR also covers a plethora of other policy areas in addition to those mentioned above (climate change, state aids...).

In order to carry out its policy activities, the CPMR relies on expertise at the level of the CPMR General Secretariat, the CPMR Geographical Commission, and from CPMR Member Regions directly.

- Expertise on policy areas from the CPMR General Secretariat

With regard to the **current** levels of expertise and support from the CPMR General Secretariat, one could categorise it as follows:

→ **In-house expertise:**

- Cohesion Policy (including ETC)
- Transport policies (CEF, TEN-Ts...)
- Some areas of maritime policies (EMFF & the Common Fisheries Policy, Maritime Spatial Planning, Integrated Coastal Zone Management)
- Aspects of the EU budget (own resources, how it is negotiated...)

→ **Expertise under development:**

- Climate change
- Some maritime policies (e.g. maritime investments, maritime industries, education & training)
- Migration policy and Asylum
- Neighbourhood policy

→ **Some/limited expertise:**

- The EFSI (Juncker Plan) and financial instruments
- State aids (in relation to islands issues in particular, transport, regional state aid guidelines)
- Rural development (EAFRD)

→ **No genuine expertise on:**

- Research and innovation and Horizon 2020
- Development, SDGs, Agenda 2030

→ **Energy**

- The CAP (first pillar)
- Environment policy

- [Complementary focus and expertise from the CPMR Geographical Commissions](#)

In addition to the above-mentioned areas, Geographical Commissions of the CPMR also focus on complementary areas in line with the specific interests of the Members in the respective areas they cover. For instance (this is not an exhaustive list):

- AAC: Macro-Regional and Sea-basin strategies, key maritime areas, Post-Brexit cooperation;
- BBBSC: Neighbourhood (Cross Border Cooperation and Eastern Partnership), Macro-Regional and Sea basin strategies, key maritime areas (e.g. Sustainable Tourism, skills development);
- BSC: Macro-regional Strategy (including governance, instruments and specific policy areas, such as Innovation (Ris3/ Smart Specialisation), Transport, Tourism etc), Implementation of SDGs in relation with Territorial Cohesion;
- IC: Cohesion Policy, State aid, Energy, Aviation;
- IMC: Cohesion Policy (e.g. ETC), Macro-Regional and Sea-basin strategies, key maritime areas (e.g. Coastal Management, Sustainable Tourism, marine renewable energy), Neighbourhood (South), Climate (e.g. Energy efficiency), Transport (specific topics), Migration & Asylum (specific topics);
- NSC: Post-Brexit cooperation, sustainable transport, marine litter, offshore energy.

- [Areas exclusively covered by CPMR Geographical Commissions](#)

There are also other policy issues which are exclusively covered by Geographical Commissions and not by the CPMR. A list of such issues could be put together at a later stage.

3.2.2 Options for the future

It seems clear from the [analysis of the responses provided to the CPMR Members questionnaire](#) on service that there is a consensus on the following points:

- the CPMR should continue to concentrate its efforts on issues of historical relevance for the organisation and the EU policies associated to these. These include EU policies supporting investment at regional level (Cohesion policy but also INVESTEU), transport policy (TEN-Ts / CEF) and policies linked to the sea (fisheries policy but also new developments such as the future platform for investments in the Blue Economy);
- the CPMR should continue to work closely with its Geographical Commissions on 'core' policy areas;
- the CPMR Geographical Commissions should continue to follow policy issues which are specific to the geography or territorial characteristics of each Geographical Commission.

- [A framework of policy support based on three categories](#)

Bearing in mind limited staff resources and expertise and the interest of CPMR Member Regions for a vast array of policy areas, **an option for the future could envisage the development of a 'tiered' framework for policy support on the basis of in house expertise and needs from Members.**

This framework could define services provided by the CPMR General Secretariat in three categories: those considered as 'core' areas; other ones considered as 'regional priorities', and those worthy of being followed by way of a 'watching brief'.

CPMR 'CORE' AREAS

Policy areas **currently** covered under this category:

- Cohesion Policy
- Transport
- Common Fisheries Policy and key maritime areas

These are areas where the CPMR General Secretariat would provide a high level of services: high in terms of staff resources but also in terms of breadth of services offered. For these areas, Member would expect to receive the following services:

- 'Hands on' lead from the CPMR GS on the areas concerned with dedicated (and fixed) working group (e.g: CPMR Transport working group);
- Think-tank activities – the CPMR GS would engineer new and original ideas to influence long term policy developments for the areas concerned. This means the organisation of brainstorm activities with experts and high-level officials, reflection papers and so forth;
- Detailed analysis and briefings on areas concerned – the CPMR GS would provide detailed papers on developments affecting the areas concerned;
- High level lobbying actions – the CPMR GS would undertake high level lobbying actions with its Members targeting EU institutions;
- Strategic EU projects with a lobbying perspective (e.g Vasco de Gama or MarinA-MED);
- Key partnership with institutions and organizations.

'REGIONAL PRIORITIES'

Policy areas currently covered under this category:

- Some maritime areas
- Climate change
- Migration & Asylum
- The EFSI
- State aids
- Neighbourhood policy
- Development, SDGs and Agenda 2030

These are areas which are priorities for CPMR Members, in addition to the ones above, but for which the involvement of the CPMR General Secretariat would be less intense. Activities from the CPMR in the above-mentioned areas would rely more on support from its own Members (e.g; a region taking the lead of a particular working group) or external expertise. The CPMR General Secretariat could provide the following services to its Members in the above-mentioned areas:

- Set up a dedicated working group led by one or more region(s) – these working groups would have a dedicated timespan depending on the EU agenda;
- Facilitate exchanges of best practices;
- Response to key developments affecting areas concerned;
- Facilitate involvement of CPMR Regions in EU projects in areas concerned / CPMR to represent its regions via own involvement in projects;
- Specific partnerships with institutions and organizations.

'REGIONAL WATCHING BRIEF'

Policy areas currently covered under this category:

- Multiannual Financial Framework
- The European semester and structural reforms
- Research and innovation
- CAP and rural development
- Energy
- Decentralisation/Multilevel Governance

These are areas which can be priorities for individual CPMR regions or the whole CPMR Membership at a particular point in time, but where the CPMR staff lack expertise and/or (time) resources. The CPMR General Secretariat could deliver the following services for these areas:

- Watching brief: the CPMR GS could alert its Members when there might be a need for the CPMR to act on one of the areas mentioned above
- Strategic analysis when required: this would apply for the MFF for instance, which is of crucial importance for the whole CPMR Membership around the time of the negotiations
- One-off actions: the CPMR General Secretariat could act upon request for a one-off action

Workshop 1 : Territorial Cohesion	Workshop 2 : Sustainable Maritime communities	Workshop 3 : Global agendas
<ul style="list-style-type: none"> • Cohesion Policy • Transport and Accessibility (including aviation) • EFSI and INVEST EU • Post-Brexit cooperation • Macro-regions and Sea-basin strategies • The EU Budget • State Aids SDGs	<ul style="list-style-type: none"> • The Common Fisheries Policy and the EMFF • Maritime investments • Blue growth • Maritime education • Innovation • Climate change (maritime dimension) • Coastal management and maritime spatial planning • FP9 • The integrated Maritime Policy The Common Agricultural Policy	<ul style="list-style-type: none"> • Migration and asylum • Neighbourhood Policy • Development policy • Climate - International negotiation (IMO) • Maritime safety Marine Litter

For the purpose of the workshop discussions only, we have divided up policy areas across the three workshops to facilitate discussions. The questions below should be addressed to cover the policy areas in the respective workshop.

Linked to the above, the following questions could be addressed during the workshops:

- What does the changing policy context at EU and international level (place of Europe in the world, role of regions, climate change, migration...) mean for the CPMR areas of focus?
- Do you support the framework suggested in the discussion ('core priorities', 'regional priorities', 'watching brief')? What specific actions do you think the CPMR should undertake for each policy/theme in the next few years?

3.3 How do we deliver? Services provided by the CPMR to its Members

3.3.1 Status quo

The [CPMR questionnaire on services to Members](#) documents well which services are most valued by Members. Information and intelligence (44 mentions), lobbying and influence (38 mentions) and opportunities for networking and cooperation with other regions (21 mentions) came out on top.

This section focuses on the three most 'valued' services, as identified by the CPMR Members questionnaire. It also looks at services linked to EU projects and potential new services.

3.3.2. Options for the future

- [Regarding the provision of information and intelligence on EU policies](#)

Although the CPMR was never designed to be a source of information on EU policies or programmes, CPMR Members appreciate the information provided by the CPMR General Secretariat on issues linked to EU policy reform of relevance to regions, through comprehensive Technical Notes or more informally by email.

The services provided by the General Secretariat on 'information and intelligence' go hand in hand with services related to lobbying, influencing and think tank: the formulation and timing of policy positions from the CPMR rests on solid and up to date information about EU processes and timelines.

Feedback from CPMR Members collected in the Members questionnaire suggests that the CPMR General Secretariat should consolidate its action towards the provision of relevant information on EU policies with a territorial relevance. CPMR Members also commented on the length of the documents and the need to consider more modern communication techniques to improve the delivery of information

In light of the above, options for the future could include:

- **streamlining the provision of information on CPMR core policy areas (currently Cohesion Policy, Transport policies, and key maritime issues).** This would lead to improved delivery of information by email in particular, a standardised template, and more transparent/simpler ways for Members to opt in/out of CPMR mailing lists. The CPMR Core Group emails could be used as a model for other policy areas.
- **continuing to improve the format of CPMR written pieces of work (Technical Notes...),** particularly regarding the structure of documents.
- **developing a Members' intranet portal on the CPMR website,** which would help with the dissemination of documents from the CPMR.

- [On lobbying, influencing and think-tank](#)

The CPMR was born some 45 years ago to influence the course of action of the EU in favour of a more balanced development of European territories. Feedback from the recent questionnaire on CPMR Members service suggests that the above 'strapline' is very much a priority for CPMR Members.

The CPMR General Secretariat has been more active in recent years on direct/short term 'lobbying' activities. These include, for instance the development of proposals for amendments for both Committee of the Regions and European Parliament reports.

However (with the possible exception of the Future of Europe work), the CPMR has done less to organise discussions with academics, experts and think tanks to think about long term EU policy developments.

In light of the above, options for the future could include:

- **developing a framework which would distinguish short-term ‘lobbying’ (e.g legislative work...) from long-term reflections on EU developments within the CPMR.** Such a framework could lead to the one senior staff Member in the CPMR General Secretariat being assigned a role to revive the ‘think-tank’ dimension of the CPMR, re-establish a group of think tank/academics/influencers to trigger discussion on long term EU developments, and organise a dedicated session at each CPMR General Assembly on future EU developments.
- **lobbying at national level, with help from Members.** In the last year for instance, the CPMR has attempted to organise high profile meeting at national level to pass on key political messages on the future of EU policies, with limited success. This would merit further discussion.
 - [On networking and cooperation with other regions](#)

The CPMR is often mentioned by Member as being an arena for cooperation and networking, but outside the framework of EU projects and specific activities organised by Geographical Commissions, the CPMR General Secretariat rarely undertakes activities with the purpose of boosting cooperation or networking (this often happens as a ‘by-product’)

Options for the future could include:

- **stimulating cooperation and networking of CPMR Member regions** by relying on CPMR Members on a voluntary basis. This could replicate a model used by the Assembly of the European Regions which relies on staff from Member Regions to organise and chair discussions with other regions on dedicated topics. This would lead to increased level of activities whilst not drawing heavily on the resources of the CPMR General Secretariat or GCs.
 - [On EU projects and strategic partnerships](#)

Over the past five years, the CPMR and many of its Geographical Commissions have become more involved in EU projects. These bring indisputable added value in the way of fostering cooperation (between regions, with other institutions and actors) and lobbying towards EU institutions on key policy issues for maritime regions. For instance, several policy papers of the CPMR are elaborated in the framework of EU projects and have impact on policies as they are co-financed by the EU.

In light of the above, options for the future could include:

- **developing a strategic approach to projects for the CPMR:** a joint strategy for projects in coordination with GCs and in connection with the lobbying and think tank activity of the organisation could be developed to clarify the engagement of the CPMR on EU projects. Projects could also be further used to strengthen relations and synergies with other levels of public administration, universities and research centres, private sector (chambers of commerce, SMEs, industrial sector etc.), civil society (NGOs etc.). Such a strategy should also clarify the involvement of staff resources from the CPMR General Secretariat to guarantee that core policy areas are sufficiently supported.
- **developing strategic partnerships in line with project activities:** structured relations, MoUs, cooperation agreements with key external actors capable of maximising the overall (think tank/lobbying) action of the CPMR and its GCs.

- [On potential new services](#)

Notwithstanding limited staff resources at the level of the CPMR General Secretariat, there is a demand from some existing (and potentially new) CPMR Members for the CPMR to deliver dedicated training and capacity building-related services. The CPMR could also promote the development of 'flagship projects' in line with the maritime identity of CPMR Members (e.g: like the Vasco De Gama project on maritime training)/

The IMC has already developed training material for Mediterranean politicians and officers on Integrated Territorial Development, which could be used as a basis for further activities in this area.

Options for the future could include:

- **evaluating the possibility for a dedicated capacity-building service for Members:** some training and capacity building activity could be delivered to Members by staff/external experts. This could concern involvement in EU projects or policy activities (e.g integrated territorial development).
- **evaluating the possibility to develop 'flagship projects'** together with CPMR Members.

Linked to the above reflections/suggestions, the following questions could be asked during the workshops and plenary session:

Linked to the above, the following question could be addressed during the workshops:

- **The CPMR values the services offered to Members. What can we do more? What can we do better?**



**CPMR
CRPM**

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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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