



Cities for Cooperation Platform

25 years of European Territorial Cooperation Towards a Europe of Europeans

**Measures to implement the C4C proposals
A contribution from european cities for a common future**

**Measures to implement the proposals on the future of European Territorial Cooperation presented to the
European Commission**

March 2018



RIET – Iberian Network of Cross Border Cooperation Entities, a cross-border association for territorial cooperation, established in 2009 by proximity organisations of the Spanish and Portuguese borders, under the Treaty of Valencia.,

MEDCITIES – Mediterranean Cities Network, established in Barcelona in November 1991, whose activity is geared towards sustainable urban development,

CCAA – Atlantic Artic Cities Conference, a territorial cooperation network, based on the particular identity of the Atlantic Cities, established in 2000, constituting itself as an Atlantic urban forum,

FAIC – Forum of Adriatic and Ionian Cities, association constituted in Ancona in 1999 by 60 cities of the 8 countries of the Adriatic-Ionian Basin as a forum for social, environmental and cultural development of the Adriatic and Ionian cities.

Non-governmental entities with a legal nature and a permanent activity and with extensive experience in promoting cooperation initiatives and in the monitoring of integrated programs in the various European Territorial Cooperation strands, consider appropriate to promote reflexion on the future of Cohesion Policy post 2020 in general and on the **future of the European Territorial Cooperation** in particular.

In order to promote this reflexion and to disseminate the conclusions and results obtained, they decided to constitute the **C4C – Cities for Cooperation Platform**, aiming to promote a broad debate and the identification of common problems and solutions adjusted to the common reality of cities and metropolitan areas of the peripheral regions of the European Union, in which the main problems and challenges facing the European Union and the future of Cohesion Policy have been particularly impacted.

Based on the experience gained and as a result of the technical reflection promoted, they produced a first document entitled **25 years of European Territorial Cooperation. Towards a Europe of Europeans - European territorial cooperation and cohesion policy. A contribution from European cities to a common future**, in which they synthesized a set of 10 proposals on the future of European territorial cooperation and cross-border cooperation with non-EU countries.

Assuming the expectation of the organizations specifically created for cooperation that intervene in the peripheral territories of the European Union, and which have a vast and even experience, it is proposed to deepen a dialogue already begun with the European Commission and that they wish to be regular and constructive, stimulated by the favorable reception of the first document from the Commissioner responsible for Regional Policy.

Thus, in the logical continuity of the first document and taking full account of the foundations and framework of the previously formulated proposals, the **C4C - Cities for Cooperation Platform** now presents regulatory and normative measures aimed at achieving its 10 initial proposals, deepening its contribution for the future of Cohesion Policy and for European territorial cooperation for the post-2020 period.

2 | Measures for a reinforced European territorial cooperation

In the logical development of the proposals presented in its previous document, which were well received by the Commissioner for Regional Development, the **C4C - Cities for Cooperation Platform** was encouraged to deepen its thinking and to present regulatory and regulatory measures, which are intended to implement the initial proposals.

The measures for the implementation of the **C4C - Cities for Cooperation Platform** proposals are summarily presented and justified, accompanied by the identification of the existing regulatory provisions that need to be modified in order to achieve them. The proposed measures are systematized as follows:

- *Strategic vision*
- *Governance*
- *Financing*
- *Management and control*

1. For a new strategic vision of the European territorial cooperation

A new Common Strategic Framework should strengthen European territorial cooperation in its strategic and operational objectives and institutional models for its implementation.

1.1

A new Common Strategic Framework should emphasize European territorial cooperation as the main instrument to support the full realization of the single market and the main common response to populisms and the need to create an effective and citizenship of citizens in everyday life.

A common strategy for European territorial cooperation should be defined before designing the model for the implementation of cohesion policy.

*Reg 1303/2013
Art 10^o e 11^o
Annex I
Recitals 16 a 19*

The common strategy for European territorial cooperation should cover territorial cohesion, the harmonious development of the European Union and neighboring territories, the social integration of cities and metropolitan areas, the security of people and goods, sustainable development and energy, competitiveness and innovation, mobility, maritime policy, governance and the development of shared services in cross-border territories.

1.2

The new common challenges in economic, social and environmental development open up a new front for European territorial cooperation, in particular in what concerns cooperation with the European Union's neighbors (North Africa, pre-accession countries, IPA, Russia, ENI) and the Outermost Regions and neighboring ACP countries, because it is

*Reg 1303/2013
Art 10^o e 11^o
Annex I
Recitals
16 a 19 e 31*

through this that structured and effective rather than merely police responses to increasing migratory pressure will be found, in particular through the creation of spaces for balance and social integration.

Cross-border cooperation should help overcome obstacles to investment and facilitate exchanges to improve the living conditions of cross-border populations.

A common cross-border strategy should stimulate the evolution towards a cross-border regional and local administration that favors the creation of common services.

To promote greater and effective synergy between European territorial cooperation, with particular relevance to cross-border cooperation, *mainstream* regional and sector programs, Neighboring and Pre-Accession programs, Horizon 2020, LIFE, Erasmus and others.

2.2

The synergy to be pursued must aim at Horizon 2020, LIFE, Erasmus and others as laboratories for the development and consolidation of regional policy, **providing a minimum contribution to the objectives of European territorial cooperation and the urban agenda.**

European territorial cooperation programs should not support actions eligible for *mainstream* programs and Horizon 2020, LIFE, Erasmus and others.

Complementarity and collaboration with the pre-accession countries, with those in the neighborhood, should be part of this strategy. Its instruments of cooperation (IPA-CBC and ENI-CBC) operate in the same territories of several programs of European territorial cooperation and in similar topics.

Reg 1303/2013

Art. 14^o e 15^o

Annex I, points

3, 4 e 7

Recitals

10 to 15

Reg 1299/2013

Art. 8^o

2.3

To promote an effective synergy and articulation between European territorial cooperation programs that have an impact on the same territory, stimulating an articulation between strategies and a greater differentiation between objectives and investment priorities.

Reg 1299/2013

Art 7^o and 8^o

2.1

European territorial cooperation programs should be focused on a set of objectives, targets and results, tailored to the geographic and socio-economic reality of the territories and stimulate stakeholder participation.

They should be the programmatic instrument for implementing a common strategy for European territorial cooperation and be focused on a narrow and justified set of objectives, targets and results, adapted to the reality and diversity of the geographical, social and economic conditions of each territory in whose definition the participation of public and private *stakeholders* should be promoted.

Due to the programming rules that have been adopted and the insufficient funding, most European territorial cooperation programs show a significant dispersion of initiatives by a broad range of objectives and a consumption of financial resources in actions that can be supported through the mainstream programs, the Horizon 2020, LIFE, Erasmus and other initiatives, which leads to a lower impact of the results achieved.

Reg 1303/2013

Art 18^o

Recital 24

Reg 1299/2013

Art. 6^o and 7^o

Recital 5

	<p>It is important to avoid the support of European territorial cooperation resources for actions and thematic which benefit from funding through other programs' measures.</p>	
6.1	<p>European territorial cooperation should continue to be structured in the current strands for cross-border, transnational and interregional cooperation.</p>	<p><i>Reg 1299/2013 Art. 2º</i></p>
6.2	<p>At the cross-border level, European territorial cooperation should cover internal cross-border regions, border regions with neighboring countries of the European Union (southern and eastern shores of the Mediterranean, pre-accession countries, IPA-CBC, Russia, ENI CBC) and the Outermost Regions and neighboring ACP countries.</p>	<p><i>Reg 1299/2013 Art. 3º Recital 5</i></p>
6.3	<p>Cross-border cooperation should focus on addressing the problems of citizens, cross-border territories and cities, and implementing economic, environmental and social development strategies for cities, urban and metropolitan areas and border areas.</p> <p>It should also be assumed, in general, as the engine of change, innovation and <i>living lab</i> on a scale of new policies close to the citizen.</p> <p>Cooperation at the external borders of the European Union should stimulate direct articulation between institutions without the participation of the central States, where local and regional authorities and other entities are already very active.</p>	<p><i>Reg 1299/2013 Art. 3º Recitals 9 and 16</i></p>
6.6	<p>A new generation of transnational programs should be set up to implement formalized macro-regional strategies, or to support the development of regional strategies where they do not exist, for example the Atlantic, the Mediterranean and the Black Sea, which means giving priority to the definition of these strategies, respecting the principle of subsidiarity and a bottom-up process, with programs becoming instruments for their implementation.</p> <p>The current transnational programs show a significant dispersion of objectives and disarticulation with <i>mainstream</i> programs and cross-border cooperation programs.</p> <p>Macro-regional strategies should emerge from regional policy and be based on participation and consensus with regional, local and urban authorities and entities set up for European territorial cooperation with a legal nature and a permanent activity, observing the principle of partnership. Territorial agents (local, regional, economic, and social actors) should participate in both the definition and the management bodies of the macro-region, which should also be recognized by the COM.</p> <p>The cross-border and peripheral regions of the European Union are likely to benefit greatly from this approach, in particular with regard to existing macro-regional strategies such as the Danube, the Baltic, Alps and the Adriatic-Ionian, and are still under preparation, such as the Atlantic, Mediterranean or Black Sea, among others.</p>	<p><i>Reg 1299/2013 Art. 2º e 3º Recital 6</i></p>

The concept of border and cross border territories should include maritime neighborhood and this should not be conditioned by the anomalous administrative constraint of setting a single distance kilometer.

*Reg 1299/2013
Art. 3º nº 1*

6.4

The sea is also a border. The maritime neighborhood cannot be limited by the administrative abstraction of setting a single distance (150 km for cross-border cooperation) which does not address the diversity of existing dynamics or the history of relations.

It is important to consider the mutual interest in the development of economic relations, the tradition of economic and cooperation relations, the fluidity of maritime links and the existence of common economic projects.

At the interregional level, common responses should be found to the new problems posed by globalization and the new economy, e.g. industry 4.0, energy transition and circular economy, having in mind that it is the only program affecting the whole of the European Union.

*Reg 1299/2013
Art. 2º nº 3
Recital 7*

6.5

2. For a new governance model more participated

To promote the creation of a European Forum for Territorial Cooperation. A forum for bodies set up for European territorial cooperation with a legal nature and a permanent activity, integrating local authorities and their networks, with them promoting an annual evaluation of European territorial cooperation in the various strands and spaces, constituting an equivalent to the figure of the annual meeting of the Commission with each of the MS, and can function in a thematic forums approach.

*Reg 1303/2013
Recitals
48 and 50*

7.1

Effective monitoring of European territorial cooperation programs in the strategic and operational plans is a critical element in targeting and achieving the desired results. Entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity should have a greater participation in the definition of objectives and programs and their monitoring.

*Reg 1299/2013
Chapter IV, new
art*

Promote the creation of a European Observatory for Territorial Cooperation, independent of the European Commission in its operation, should be promoted to give substantive support to the work of the European Forum for Territorial Cooperation.

*Reg 1303/2013
Recital 48
Reg 1299/2013
Chapter IV, new
art*

7.2

In accordance with the principle of transparency, support for the establishment and functioning of the European Observatory for Territorial Cooperation should be ensured by entities created specifically for European territorial cooperation, to be selected through a

public procurement procedure, and its operation is supported by the technical assistance budget of the European Commission.

Promote an effective and binding implementation of the European Code of Conduct on Partnerships in European Territorial Cooperation.

The effective and binding implementation of the Code of Conduct should begin with the design of the program, the configuration of the monitoring and management bodies, and all along the implementation of the program.

7.3 The European Forum for Territorial Cooperation should pay particular attention to the implementation of the Code of Conduct by MS.

Participation of entities created for the development of European territorial cooperation initiatives, with a legal nature and a permanent activity, should be stimulated for the definition and management of programs, through an open and objective legal framework, contrary to the priority given to date to authorities of the regional and central administrations.

*Reg 1303/2013
Art. 110^o
Recitals 48 + 97*

*Reg 1299/2013
Chapter IV,
new art*

The elaboration of the European territorial cooperation programs should be initiated by the establishment and functioning of their Monitoring Committees.

The relevant MS authorities covered by the program shall draw up a draft program in partnership with the Monitoring Committee, including the definition of the program strategy, objectives and priorities, the program itself and the designation of the management and control bodies.

7.4 The program proposal is submitted for adoption to the European Commission, accompanied by the binding of MS with this proposal and by a detailed and without reserves' opinion of the Monitoring Committee.

In the drawing up the European territorial cooperation program procedure, in addition to the participation of the members of the monitoring committee, the participation and consultation of the majority of stakeholders in the territories shall be promoted.

*Reg 1303/2013
Art. 26^o,
29^o,110^o*

*Reg 1299/2013
Art. 8^o*

The Monitoring Committees should play a more relevant and strengthened role and representation, for more effective monitoring of programs.

A revised model of the functioning, representation and organization of the monitoring committees in favor of their role in the strategic and operational follow-up, presupposes and requires a greater and more effective participation of the entities created specifically for the development of initiatives for cooperation European territoriality, with a legal nature and a permanent activity and that show an effective representation of interests.

7.5 The monitoring committees should include, as full members, entities created specifically for the development of initiatives for European territorial cooperation, with a legal nature

*Reg 1303/2013
Art. 110^o
Recitals
48 and 97*

*Reg 1299/2013
Chapter IV,
new art*

and a permanent activity in the territory of application of the program and that show an effective representation of the interests and actors of European territorial cooperation.

The appointment of managing authorities should be based on a public application procedure also open to entities with legal personality created for European territorial cooperation, in application of the principle of transparency and the Code of Conduct.

Candidates for management authority must have a legal status and a status compatible with the supranational nature of European territorial cooperation programs, evidence of appropriate means for managing the program and the ability to interact with partners and *stakeholders* in the territory.

The appointment of management authorities based on a transparent public procurement procedure allows the inertia of continuity of to date management structures to be ended. These ones are often limited to be single instruments of regional authorities, reducing the intervention of cities and metropolitan areas to a simple and formal follow-up.

8.1

The functions of managing authority should not be attributed to the MS or the entities to which they decide to appoint arbitrarily. The regulation of European territorial cooperation for the period *after 2020* should provide and define an open and objective framework for initiatives that value the principle of subsidiarity.

The involvement of local authorities and cooperation networks should be strengthened in line with urban policy and multilevel governance, stimulated by the European Commission and the dynamics created by the Urban Agenda.

The new and increased responsibilities in the management of programs by entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity will make a significant contribution to the administrative simplification and necessary segregation with the functions of *compliance*, certification and control.

European territorial cooperation could become the area of application of the European structural and investment funds, which will apply better, and more widely the principles of subsidiarity and multilevel governance. As long as there is a greater involvement of the entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity, such as associations and cities networks.

Reg 1303/2013
Art. 123^o
Annex XIII
Recital 106

Reg 1299/2013
Art. 21^o
Recital 32

The intervention of the authorities of central and regional administrations should be reoriented to perform the functions of *compliance*, control and certification.

8.2

The identification of certification, payment and audit authorities and the definition of their responsibilities should better incorporate the supranational nature of European territorial cooperation programs.

Reg 1303/2013
Art. 123^o
Annex XIII

Reg 1299/2013
Art. 21^o
Recital 32

8.7	<p>Strengthen the participation of the relevant territorial cooperation partners (stakeholders) in the definition, implementation and monitoring of the program, with a view to clarifying its concept, role and financing possibilities for its participation.</p> <p>The independence of the management bodies of the program cannot be conditioned by the participation of the regional authorities.</p>	<p><i>Reg 1299/2013</i> <i>Art. 8 and 13^o</i></p>
7.6	<p>Promote the effective application of Integrated Territorial Instruments (ITI) in cross-border cooperation programs, by associating them with global grants and the exercise of delegated management functions as an intermediate body, through specific calls for proposals.</p>	<p><i>Reg 1299/2013</i> <i>Art. 11^o</i></p>
9.1	<p>The entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity, including EGTCs, must have a proper and common legal, financial and fiscal regime. Which takes into account the nature and supranational scope of its action, and that it should not be subject to the rules applicable to the place of its registered office.</p> <p>The Regulation establishing the European Grouping of Territorial Cooperation (EGTC) represents until now the only regulatory initiative of the European Union that goes beyond the strict application of European structural and investment funds, which is applauded and recognized as important.</p> <p>However, European legislation is silent on the tax regime for EGTCs and establishes the principle of the location of the EGTC in one of the Member States (two in most EGTCs) and the inherent submission to its administrative, financial and tax rules. That is to say, it encourages the creation of a supranational organization with legal personality, oriented to a uniform operation in a supranational cooperation space, but that is conditioned and submitted to the rules of one of the Member States.</p>	<p><i>Reg 1082/2006</i> <i>Art. 1^o</i> <i>Recital 8</i></p>
9.3	<p>Establish euro-regional and macro regional criteria for the application of these legal frameworks in the management and implementation of European structural and investment funds for European territorial cooperation.</p> <p>These criteria should include and ensure good governance, representativeness and transparency of the constitution and operation procedures.</p> <p>These principles should also apply to EGTCs.</p>	<p><i>Reg1299/2013</i> <i>Chapter III</i> <i>New Article</i></p>
10.8	<p>Facilitate the participation of partners from territories outside the program boundaries that can add value to the achievement of the objectives of operations;</p>	<p><i>Reg 1299/2013</i> <i>Art. 26^o</i></p>

10.9

Promoting more flexible forms of participation, such as support for the operation of city networks, town twinning, peer reviews, capacity building, etc., enabling cities with less technical resources and less experience to benefit from European territorial cooperation

*Reg 1299/2013
Art. 13^o
Recital 19*

3. For a financing closer to the needs

3.1

European territorial cooperation must be provided with more and more significant common financial resources, more effectively allocated to better achieve the objectives of Cohesion Policy, ensuring the duplication of present financial resources.

European territorial cooperation is now the main instrument to support the full realization of the single market, bearing in mind that the internal cross-border regions and maritime territories are today the regions in which the need to fully achieve the single market is felt, and is also the main answer to the need to create an effective European citizenship felt by European citizens in their daily lives.

On the other hand, the new challenges facing the European Union as a whole, albeit with a special focus on neighboring regions, as regards the need to find answers to the growing migratory pressures, by highlighting opportunities for greater trade, scientific and cultural exchanges with neighboring and pre-accession countries, open up a new front for European territorial cooperation, since it is best to find structured and effective responses, rather than merely police ones.

*Reg 1303/2013
Art 92^o n^o 9*

*COM Decision
2014/190*

*Reg 1299/2013
Art. 4^o*

4.1

The European structural funds and investment funds credits for European territorial cooperation should be allocated to the program and not to the Member States. Albeit in line with their decision at the European Council, while welcoming the model already successfully applied in the interregional strand of European territorial cooperation and in the ENI CBC.

It will thus be possible to promote better articulation of the principle of the transnationality of European territorial cooperation with the principle of financial responsibility of the Member States for the resources allocated to them, which has so far not been possible to reconcile.

What is the meaning and purpose of allocating funds for European territorial cooperation by Member State rather than the program when the supranational nature of the interventions is encouraged? Even if an indicative nature is invoked, the allocation of an appropriation for European territorial cooperation to each state implies submission to national quotas.

*Reg 1303/2013
Art 91^o and 92^o*

*Reg 1299/2013
Art. 4^o*

*COM Decision
2014/190*

5.1	<p>The criterion "population" for the allocation of financial resources to programs should be put together with the concepts of population density, GDPpc and employability and others related to social inclusion, competitiveness and innovation.</p> <p>The criterion for the distribution of the financial resources to be used in the preparation of the forthcoming European territorial cooperation programs should go beyond the population indicator and take account of the uniqueness of each area of cooperation and of each cross-border territory and contribute to the convergence of regions less developed countries.</p> <p>The "population" criterion that has been used by the European Union for the allocation of financial resources allocated under European territorial cooperation is heavily penalized for the regions with the lowest cohesion indicators because they are both those with the lowest population. The use of the criterion "population" tends to perpetuate the socio-economic disadvantages of these territories compared with other European regions, with a perverse result and contrary to the objectives of the Cohesion Policy.</p>	<p><i>Reg 1303/2013 Art. 14^o and 15^o Annex VII, point 8</i></p> <p><i>COM Decision 2014/190</i></p> <p><i>Reg 1299/2013 Recital 14</i></p>
3.2	<p>The contribution of European structural and investment funds should adopt sufficiently significant pre-financing mechanisms to stimulate the participation of organizations with less financial capacity, allowing a pre-financing value to projects to facilitate their implementation, following the ENI CBC model.</p> <p>The value of pre-financing to the program must be fully channeled to the start of operations.</p>	<p><i>Reg 1303/2013 Art 81^o and 134^o</i></p>
9.4	<p>Promote the creation of a European register of EGTCs and bodies set up to develop initiatives for European territorial cooperation, with a legal nature and a permanent activity.</p> <p>The entities included in this common register should be able to benefit from support for their operation, through specific calls for each program, may include modalities similar to operating grants, and ensuring that there are no double financing.</p>	<p><i>Reg 1299/2013 Art 13^o</i></p>

4. For a new management and control model, simpler and more effective

8.5	<p>The Code of Conduct for multilevel governance should be effectively applied in the implementation of European territorial cooperation programs.</p> <p>The participation of bodies set up for European territorial cooperation with a legal nature and a permanent activity and of regional, local and urban authorities should be encouraged in the definition of programs and rules for their implementation and in the management and evaluation model.</p>	<p><i>Reg 1299/2013 Chapter III Art. new</i></p>
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8.3	<p>Ensure full application of the principle of prior publication of all rules, rules and procedures to be applied in the implementation of European territorial cooperation programs, including management and control procedures, should be ensured.</p> <p>The deadlines to be observed in the application of management acts should be publicized and effectively observed by the program authorities.</p> <p>It is important to promote a general simplification of management procedures and to adopt objective and binding deadlines for the various levels of implementation of the program, including the European Commission.</p>	<p><i>Reg 1303/2013 Chapter II new article</i></p> <p><i>Reg 1299/2013 Chapter VI new article</i></p>
8.4	<p>The functions of the joint technical secretariats should be better articulated with those assigned to the managing authorities in order to avoid the regrettably frequent disarticulation and repetition of tasks observed today.</p> <p>The management and control system of the program should take account of controls already carried out by central and regional administrations and avoid duplication of procedures.</p>	<p><i>Reg 1303/2013 Recital 66</i></p> <p><i>Reg 1299/2013 Art. 23^e Recital 33</i></p>
9.2	<p>Simplify the procedures for the recognition of EGTCs and foresee the possibility of the evolution into EGTC of entities with legal personality already constituted.</p> <p>Experience in the application of the EGTC figure highlights the need to release initiatives to create the barriers, constraints and uncertainties of Member States' administrations.</p> <p>The evolution to EGTC of entities created for the development of initiatives for European territorial cooperation, with a legal nature and an existing permanent activity is not foreseen in the current regulation.</p>	<p><i>Reg 1082/2006 Art. 4^e</i></p>
10.6	<p>Simplify management, reporting and payment procedures by promoting a better balance between the weight of management resources allocated to the achievement of objectives (effectiveness) and the necessary safeguarding of the regularity of operations and the use of funds, in line with the principles of the Financial Regulation;</p>	<p><i>Reg 1299/2013 Art. 23^e</i></p>
10.7	<p>Promote uniform application of management and control procedures in all regions participating in the European territorial cooperation program, in legal, administrative and financial terms.</p> <p>Expenditure validation procedures, also referred to as internal control, should be significantly simplified to encourage the implementation of operations, a simplification that does not affect the necessary security and regularity of program expenditure.</p>	<p><i>Reg 1299/2013 Art. 23^e and 26^e Recitals 13, 19, 21 and 23</i></p>

	<p>The European Commission should promote harmonization of the rules and administrative procedures for internal control of European territorial cooperation programs, which are very different in the MS, in particular within the same program.</p> <p>Provide for an adjustment of the rules governing the application of European structural and investment funds to the specific constraints of the countries neighboring the European Union in the context of cross-border external cooperation;</p>	
8.8	<p>Promote the clarification and dissemination of state aid rules that European territorial cooperation programs should observe.</p> <p>Management manuals for beneficiaries shall describe in sufficient detail the procedures in force in the territories where the program is implemented.</p> <p>Particular attention should be given to the training of the technical teams of the joint technical secretariats and the managing authorities in matters of competition and state aid.</p>	<p><i>Reg 1299/2013 Art. 18^o</i></p>
8.6	<p>Promote greater scrutiny of the desirable participation of external experts in the evaluation of applications, ensuring prior qualification practices (the establishment of expert's fellowships) and the dissemination of the experts involved.</p>	<p><i>Reg 1299/2013 Art. 12^o</i></p>
10.1	<p>To launch more structured and territorially oriented calls for proposals, favoring a better evaluation of the relative merits of the applications presented, a better analysis work distributed throughout the year, with shorter decision times and adjusted to the expectations and needs of the promoters.</p> <p>The definition of the notices must oblige the decision of the Monitoring Committee, in which the most relevant <i>stakeholders</i> in the territory, identified on the basis of criteria of representativeness and experience, must participate fully.</p>	<p><i>Reg 1299/2013 Art. 12^o</i></p>
10.3	<p>Promote the pre-qualification of the promoters of operations to support, through a two-stage application, the first on the basis of a summary proposal of the project and the second phase, only for the pre-selected ideas, based on the detailed and complete application;</p> <p>Through this procedure, reducing the number of applications that will be the subject of selection analysis favors compliance with the n + 3 rule, which is often limited to n + 0 for the beneficiaries due to the time-lag of the management acts related to the launching of the calls, analysis and selection of applications.</p>	<p><i>Reg 1299/2013 Art. 12^o and 13^o</i></p>

10.2	<p>To favor the submission and approval of multiannual work plans, which may cover more than one investment priority / axis, in particular for entities set up for the development of initiatives for European territorial cooperation, with a legal nature and permanent activity, improving thus the strategic coherence of the program and the predictability of action for the promoters of cooperation;</p>	<p><i>Reg 1303/2013 Recital 96</i></p> <p><i>Reg 1299/2013 Art. 9 and 12º</i></p>
10.4	<p>Limit the number of applications to be submitted by each partner, favoring the concentration of approved funds.</p>	<p><i>Reg 1299/2013 Art. 12º and 13º</i></p>
10.5	<p>Facilitate the application of the principle of the relation of each operation to a specific objective and the corresponding main axis result indicators, avoiding the artificial reduction of the impact of operations that tend to have a wide range of actions;</p> <p>The possibility of the same operation to carry out actions relating to more than one priority axis of the program must be ensured, subject to the objective identification and quantification of the actions, objectives and resources that relate to each priority axis.</p>	<p><i>Reg 1299/2013 Art. 16º Recital 27</i></p>
8.9	<p>Improve the quality of audits of program management and control systems and audit operations, by establishing a pool of external auditors in each European territorial cooperation program through the adoption of public procurement procedures with prior qualification, aiming at the constitution of a pool of auditors in each European territorial cooperation program.</p> <p>The pre-qualification requirements of the auditing entities shall include the minimum profile requirements for the auditors who will constitute the teams, their qualifications and experience in financial auditing.</p>	<p><i>Reg 1303/2013 Chapter III new article</i></p> <p><i>Reg 1299/2013 Art. 25º</i></p>

3 | Presentation of the entities that integrate C4C



Cities for Cooperation Platform

C4C - Cities for Cooperation is a platform of non-governmental entities with a legal nature and a permanent activity and with extensive experience in promoting cooperation initiatives and in the monitoring of programs integrated in the various strands of European territorial cooperation. It was constituted with the objective of promoting reflection on the future of post 2020 Cohesion Policy in general and on the future of European territorial cooperation in particular.

It considers that the peripheral regions of the European Union have a common vision on the importance of European territorial cooperation in their territories and on the adjustments that needed to be made to strengthen their role in European integration.

Constituted by **RIET - Iberian Network of Cross-border Cooperation Entities**, **MEDCITIES - Mediterranean Cities Network**, by the **CCAA - Conference of Atlantic Arc Cities** and **FAIC – Forum of Adriatic and Ionian Cities**. It is proposed to promote a broad debate and the identification of common problems and solutions adjusted to reality of the peripheral regions of the European Union, regions in which the main problems and challenges facing the European Union and the future of Cohesion Policy have been particularly impacted.



RIET - Iberian Network of Cross-border Cooperation Entities is a cross-border association of territorial cooperation, established in 2009 by organizations of proximity, of the border of Spain and Portugal, within the framework of the Treaty of Valencia.

It was established as a cooperation network, which strengthens the intervention, promotes local, regional, national and European cooperation, thus contributing to the ultimate goal of improving the quality of life of citizens.

It promotes a space for reflection on the role of cross - border organizations in the development of Iberian cooperation and its visibility on a European scale and the development of strategic reflection and work on cross - border issues of European interest in general and the Spain - Portugal border in particular.

It is composed of 23 associated entities, associations of municipalities, entities created for cross-border cooperation, business associations and universities.



MEDCITIES - The Mediterranean Cities Network set up in Barcelona in November 1991 as an initiative of the *Mediterranean Environmental Technical Assistance Program*, aims to strengthen decentralized interventions involving technical assistance as a way of promoting the importance of urban environmental problems, aiming of reinforcing municipal power in developing countries.

Being a network of Mediterranean communities and cities belonging to different countries, it aims at sustainable urban development as a way of improving living conditions in the regions.

The network comprises more than 50 cities in 14 Mediterranean countries. Such as: Agadir, Ancona, Antalya, Barcelona, Batroun, Benghazi, Bizerte, Chefchaouen, Dannieh Community, Djerba, Dubrovnik, El Fayhaa Urban Community, El Mine, Gabes, Gaza, Izmir, Jbeil (Byblos), Commonwealth of Jezzine, Kairouan, Commonwealth of Koura, Larnaka, Lemosos, Mahdia, Malaga, Marseille, Monastir, M'Saken, Nabeul, Rome, Saida, Sfax, Sidi Bou Said, Sousse, Tanger, Tétouan, Tirana, Tripoli, Tunis, Oran, Zarqa, Zgharta-Ehden and Metropolitan Area of Barcelona.



CCAA - Atlantic Arc Cities Conference is a network of territorial cooperation, based on the particular identity of the Atlantic Cities. Since 2000, the Atlantic Arc Cities Conference has stated its position as the Atlantic Urban Forum, facilitating cooperation between its members and with other stakeholders, such as raising the awareness of the European institutions on issues of concern to Atlantic cities.

It assumes itself as a club of the Atlantic cities: the Urban Forum of the European Atlantic facade and as a Community that includes both cities and other actors, and, above all, citizens. It promotes campaigning, cooperation through European projects and presents itself as a resource center for Atlantic cities, ensuring that their activities contribute to the information, training and enhancement of European member activities.

It consists of 18 members representing 200 local entities that make up the Atlantic Arc.



FAIC - Forum of Adriatic and Ionian Cities, is an international association created in 1999 in Ancona (Marche Region), on the initiative of this city and the National Association of Italian Municipalities. It comprises 60 cities in the 8 Adriatic-Ionian countries, Albania, Bosnia and Herzegovina, Croatia, Greece, Italy, Serbia, Montenegro and Slovenia, constituting a forum for the economic, social, environmental and cultural collaboration and development of the Adriatic and Ionian cities.

FAIC is the pioneering association which then led to the intensification of international cooperation in the Ionian Adriatic area with the Forums of Universities (UNIADRION) and Chambers of Commerce (Forum AIC), the Adriatic Ionian Initiative (AII) and finally EUSAIR. It gives a contribution to European integration and enlargement policies and strategies, by promoting innovative forms of decentralised cooperation, partnerships and projects among the local authorities of the Member States.

As a representative of the civil society it officially collaborates with the EUSAIR Governing Board (see Action Plan accompanying COM 2014 357, p.52) and All Round Tables. With UNIADRION and Forum AIC it recently constituted a Joint Fora Secretariat in order to intensify and coordinate the action.

Articulation between the measures described on this document and the **10 proposals** for the future of European territorial cooperation presented on the **C4C - Cities for Cooperation Platform** first document.

Proposal 1	Adopt a common strategy for the European territorial cooperation before identification of programmatic instruments for its implementation.
1.1	A new Common Strategic Framework shall strenght the european territorial cooperation on its strategic and operational objectives and on the institutional models for its application.
1.2	The common strategy for European territorial cooperation should cover territorial cohesion, the harmonious development of the European Union and neighbouring territories, the social integration of cities and metropolitan areas, the safety of people and property, the Sustainable development and energy, competitiveness and innovation, mobility, maritime policy, governance and the development of shared services in cross-border territories.
Proposal 2	The european territorial cooperation programs shall be coherent with the common strategy, focused in a more restricted set of objectives and better articulated with the other programs of croos-border cooperation (IPA-CBC and ENI-CBC), regional and sectoral programs of the mainstream and with the initiatives like Horizon 2020, LIFE, ERASMUS and others.
2.1	European territorial cooperation programmes should be focused on a restricted and justified set of objectives, goals and results, adapted to the geographical and socio-economic realities of the Territories and stimulate the participation of stakeholders
2.2	Promote a greater and effective synergy between European territorial cooperation, with special relevance to trim cross-border cooperation, and the regional and sectoral programmes of main stream, the initiatives Horizon 2020, LIFE, Erasmus and others.
2.3	Promote an effective sinergy and articulation between the european territorial cooperation programs which have incidence in a same territory, notably between programs of the transnational strand, stimulating ab articylation between strategies and a bigger differentiation between objectives and investment priorities.
Proposal 3	To European territorial cooperation shall be allocated more and more significative common financial resources, and more effectively shared to promote a better accomplishment of the Cohesion Policy objectives.
3.1	European territorial cooperation must be provided with more and more significant common financial resources and more effectively distributed to better achieve the objectives of the cohesion policy, ensuring the duplication of current financial resources
3.2	The contribution of the European structural and investment funds should adopt sufficiently significant prefinancing mechanisms to stimulate the participation of organizations with less financial capacity.
Proposal 4	The European structural funds and investment funds credits for European territorial cooperation should be allocated to the program and not to the Member States, even if only for indicative purpose.
4.1	The European structural funds and investment funds credits for European territorial cooperation should be allocated to the program and not to the Member States.

Proposal 5	The criterion for the distribution of financial resources to be used on the preparation of the next European territorial cooperation programs, shall take into account the uniqueness of each space of cooperation and of each territory, and give a contribution to the convergence of less developed regions.
5,1	The "population" criterion for the impact of financial resources on the programmes should be combined with the concepts of population density, GDPpc, employability and others related to social inclusion, competitiveness and innovation.
Proposal 6	European territorial cooperation shall continue to be structured in the present strands of cooperation, but a new generation of transnational programs shall be created and oriented for the implementation of the already formalised EU Macro Regions, or to prepare the regional strategies, where EU Macro Regions still did not exist.
6,1	European territorial cooperation should continue to be structured in the current strands for cross-border, transnational and interregional cooperation.
6,2	In the cross-border area, European territorial cooperation should welcome the internal cross-border regions, the border regions with the neighbouring countries of the European Union (south and East shores of the Mediterranean, pre-accession countries, IPA-CBC, Russia, ENI and the outermost regions and neighbouring ACP countries
6,3	Cross-border cooperation should focus on addressing the problems of citizens, cross-border territories and cities, and implementing economic, environmental and social development strategies for cities, urban and metropolitan areas and border areas.
6,4	The concept of frontiers and cross-border territories must include the maritime neighbourhood and this should not be conditional on the administrative anomaly of fixing a single mile distance.
6,5	Common answers to the new problems posed by globalization and the new economy should be found in the interregional plan.
6,6	A new generation of transnational programs shall be created and oriented for the implementation of the already formalised EU Macro Regions, or to prepare the regional strategies, where EU Macro Regions still did not exist.
Proposal 7	Promote effective strategic and operational monitoring of European territorial cooperation at European level and in each program, with a view to enhancing the role of bodies set up for European territorial cooperation with a legal nature and a permanent activity.
7,1	To promote the creation of a European Forum for Territorial Cooperation. A forum for bodies set up for European territorial cooperation with a legal nature and a permanent activity.
7,2	Promote the creation of a European Observatory for Territorial Cooperation, independent from the European Commission in its operation, to give substantive support to the work of the European Forum for Territorial Cooperation.
7,3	To promote an effective and binding application of the European Code of Conduct on partnerships in European territorial cooperation.
7,4	The development of European territorial cooperation programmes should be initiated by the establishment and operation of the respective monitoring Committee.
7,5	The monitoring committees should play a more important and effective role in monitoring the programmes and to ensure a greater and more effective participation of stakeholders in the territory
7,6	Promote the effective implementation of integrated territorial instruments (ITI) in cross-border cooperation programmes, associating them with global grants and the exercise of delegated management functions as an intermediate body.

Proposal 8	European territorial cooperation programs should incorporate a management model that is better suited to their supranational nature and adopts clear, objective, stable and properly publicized administrative rules and procedures.
8,1	The designation of the management authorities should be based on a public application procedure open to entities with legal personality created for European territorial cooperation.
8,2	The intervention of the authorities of central and regional administrations should be reoriented to perform the functions of compliance, control and certification.
8,3	Application of the principle of prior publicity for all relevant norms, rules and procedures should be ensured.
8,4	The responsibilities of the joint technical secretariats should be better articulated with the tasks assigned to the managing authorities .
8,5	The Code of Conduct for multilevel governance should be effectively applied in the implementation of European territorial cooperation programs.
8,6	Promote greater scrutiny of the desirable participation of external experts in the evaluation of applications.
8,7	Strengthen the participation of the relevant territorial cooperation partners (stakeholders) in the definition, implementation and monitoring of the program.
8,8	Promote clarification and disclosure of state aid rules that European territorial cooperation programmes should observe
8,9	To improve the quality of audits for programme management and control systems and audit operations through the establishment of an external auditory exchange in each European territorial cooperation programme.
Proposal 9	The entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity, including EGTCs, must have a proper and common legal, financial and fiscal regime. Which takes into account the nature and supranational scope of its action, and that it should not be subject to the rules applicable to the place of its registered office. Their participation shall be stimulated via an open and objective normative framework.
9,1	The entities created for the development of initiatives for European territorial cooperation, with a legal nature and a permanent activity, including EGTCs, must have a proper and common legal, financial and fiscal regime.
9,2	Simplify the procedures for the recognition of EGTCs and the transformation to EGTC of entities with legal personality already constituted.
9,3	Establish regional regional and macro euro criteria for the implementation of these legal figures in the management and implementation of the European structural and investment funds directed towards European territorial cooperation.
9,4	Promote the creation of a European register of EGTC and entities created for the development of initiatives for European territorial cooperation, with legal nature and permanent activity.
Proposal 10	Adopt a model for calls for applications and for projects management better adapted to the requirements and particularities of European territorial cooperation.
10,1	To launch more structured and territorially oriented calls for proposals.
10,2	To favor the submission and approval of multiannual work plans, in particular for entities set up for the development of initiatives for European territorial cooperation, with a legal nature and permanent activity.
10,3	Promote the pre-qualification of the promoters of operations to support, through a two-stage application, the first on the basis of a summary proposal of the project and the second phase, only for the pre-selected ideas, based on the detailed and complete application.
10,4	Limit the number of applications to be submitted by each partner, favoring the concentration of approved funds.
10,5	Facilitate the application of the principle of the relation of each operation to a specific objective and the corresponding main axis result indicators.
10,6	Simplify management, reporting and payment procedures by promoting a better balance between the weight of management resources allocated to the achievement of objectives (effectiveness) and the necessary safeguarding of the regularity of operations and the use of funds.
10,7	To promote a uniform application of management and control procedures in all regions participating in the European Territorial Cooperation Programme, in the legal, administrative and financial plans.
10,8	Facilitate the participation of partners from territories outside the program boundaries that can add value to the achievement of the objectives of operations.
10,9	Promoting more flexible forms of participation, such as support for the operation of city networks, town twinning, peer reviews, capacity building, etc., enabling cities with less technical resources and less experience to benefit from European territorial cooperation.