



EUROPEAN COMMISSION
DIRECTORATE-GENERAL
REGIONAL AND URBAN POLICY
Administrative Capacity Building and Programme Implementation II

The Director

Brussels,
REGIO/FA/(2024)1073805

Dear Madam/ Dear Sir,

I warmly invite you to contribute to the "**Study on Organisational models of programme authorities managing EU Cohesion policy 2000-2020**" conducted by the Directorate-General for Regional and Urban Policy of the European Commission in collaboration with the consortium of PPMI and the European Policies Research Centre (EPRC).

This study aims to analyse changes to the organisational models of managing authorities responsible for the ERDF in national and regional programmes between 2000 and 2020.

The first stage of this study has already taken place – **33 Managing Authorities** (MAs) took part in an in-depth analysis during which, with the help of researchers who have expertise in the countries in which those MAs operate, they shared large amounts of data on the **2000-2006, 2007-2013, and 2014-2020 programming period**.

The second stage of the study is based on a **user-friendly survey**.

We highly encourage you to find the time and participate in the survey. First, because this study is an interesting journey through the dynamics of staff, processes, leadership, and stakeholder engagement, capturing the essence of **transformation in governance**. All the data on MA organisational models collected through this study will be made available for your use and learning. Second, your participation is crucial for **validating the findings** of the in-depth research and the working hypotheses on **the key factors of change in the internal organisation of programme authorities**.

The link to fill in this survey will be sent from a dedicated functional e-mail address (organisationalmodels@ppmi.lt) by PPMI researchers in the week 12 February.

Each programme authority will receive an **individual link**, and only one response from each MA should be submitted. You will be able to **pause and save the survey at any time**, which means you can **consult other (current or former) colleagues** who may retain **knowledge on certain topics** or on **earlier periods**. Please do make use of this possibility, as it will help to reach the aim of the study to know **as much as possible about all three periods**.

The **final event** introducing the results of the study to the European Commission, MAs, and other interested parties will be held on the **21st of March** (see attached preliminary

Mailing list: MA organisational model 2000-2020

agenda). Registrations to the event will open in the week of 12 February at <https://building-administrative-capacity.regio-events.eu/> . It will be possible to follow online and a limited number of seats are available for in-presence participation.

I warmly invite you to complete the survey as soon as you can and no later than 26 February, to allow the time needed for the study team to analyse the results in time so that the study can be presented to you in March.

Yours faithfully,

(e-signed)

Sofia ALVES

Enclosure: Preliminary agenda of final event

c.c.: Stefan APPEL, REGIO.E1

Annex: Preliminary agenda

Conference presenting the results of the ‘Study on Organisational models of programme authorities managing EU Cohesion policy 2000-2020’

Time: 21 March 2024, 09:00 – 12:30 CET

Venue: Hybrid meeting. Brussels, Albert Borschette Congress Centre (rue Froissart 36, room AB-0C) and online

Preliminary agenda:

09:00 – 09:15 Welcome

09:15 – 09:30 Opening by **Sofia Alves**, Director DG REGIO

09:30 – 11:00 Presentation by Prof. **John Bachtler** (European Policies Research Centre - EPRC) and Prof. **Nakrošis Vitalis** (Public Policy and Management Institute, PPMI) of:

- Results from the in-depth analysis and from the survey
- Factors influencing organisational development and changes of MA models in 2000-2020
- Organisational challenges for MAs in 2021-2027

11:00 – 11:20 Coffee break

11:20 – 12:15 Discussion with participants and former senior management of Directorate-General for Regional and Urban Policy:

- **Graham Meadows**, former Director General
- **Walter Deffaa**, former Director General
- **Vittoria Alliata**, former Director

12:15 – 12:30 Closure by **Nicola De Michelis**, Acting Deputy Director General DG REGIO