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**Governing in
Partnership: The EU
Governance Model**

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Governing in Partnership: The EU Governance Model¹

Dr. Wolfgang Schuster

Summary

In the era of globalization, the traditional national states in Europe are less and less able to fulfil their tasks in a stand alone position. As the world is becoming more and more interdependent and competitive, the national states in Europe are facing new challenges. They have to find new ways of policy making: transfer from the global to the local level is needed in all major fields of policy making, e. g. the economic and social development, science and research, demographic change, migration and integration, environmental and climate protection, stability of law, national security and foreign policy. To implement a strategy and realise an action plan in Europe, all political levels of policy making as well as the private sector have to be involved. Therefore, a specific model of governance in the EU is needed: Governing in partnership. Today, there are already several EU-wide transnational partnership networks in place which work together effectively to address global policy challenges through cooperation of different political levels (from the local up to the national level). This cooperation could be used more intensively in the future.

Governing in partnership is a major way

1. to promote the essential goals and measures in Europe by a multi-level networked governance of the European, national, regional and local level, coordinated and reliable by jointly decided rules, regulations and contracts.
2. to combine the principles of subsidiarity and proportionality with power sharing, partnership und participation on all political levels all over Europe.

1 The proposed governance model in this paper “Governing in Partnership – The EU Governance Model” is a new proposition and amends former suggestions such as brought forward in the White Paper of the Committee of the Regions (2009) “Multilevel Governance” as well as the White Paper of the EU Commission “European Governance” (2001). http://eur-lex.europa.eu/LexUriServ/site/en/com/2001/com2001_0428en01.pdf (17 February 2010) and http://www.cor.europa.eu/cor_cms/ui/ViewDocument.aspx?contentid=f4063bee-ee19-4db8-bba7-3311e3791ffe (17 February 2010) respectively.

For an overview of the academic debate on multi-level governance see Hooghe, Lisbet/Marks, Gary 2001: *Multi-Level Governance and European Integration*. Lanham: Rowman & Littlefield; Große Hüttmann, Martin 2010: *Multi-Level Governance: Ein zukunftsfähiges Konzept für die Europäische Union?*, in: Gabriele Abels/Annegret Eppler/Michèle Knodt (eds.): *Die EU-Reflexionsgruppe „Horizonte 2020-2030“*. Herausforderungen und Reformoptionen für das Mehrebenensystem, Baden-Baden: Nomos, pp. 111-122; Piattoni, Simona 2010: *The Theory of Multi-Level Governance. Conceptual, Empirical, and Normative Challenges*, Oxford: Oxford University Press.

3. to develop flexible but binding organisations in an increasingly interdependent and network orientated world as well as to activate citizens for common goals and measures, which are essential for all Europeans, and to strengthen their identification with the European Union.

1. General context

The concept of nation states in Europe, which mainly emerged in the 19th century, is based on the idea of one nation of people in one state with sovereignty rights. These sovereignty rights include homeland and national security², foreign policy, tax privileges, services for the public, most of all social security, nourishment, energy and water supplies, environmental protection, labour market policy, own taxes, own currency and economic policy.

In the era of globalization³ it is becoming more and more difficult for the individual nation states in Europe and these are not just the smaller states such as Malta, Luxembourg, Slovenia – to competently administer these tasks alone.⁴

The traditional nation state is also contested by the change in the nations' citizens, since the idea of "one nation – one state" is with the increasing internationalisation of the population no longer reality. The deliberate promotion of mobility of our citizens, the right of optional professional domicile and residence, the cultural⁵ and information exchange, the economic and scientific cooperation etc. but also communal voting rights in Europe, as well as globalisation - all this leads to an increasing Europeanisation and internationalisation of the respective nation state.

In consequence we experience a transformation of the traditional nation state idea on two levels: in favour of an inter-national and a supra-national cooperation in

2 For an example of a multi-level governance approach for security policy between the German Länder and the national government see Große Hüttmann, Martin/Siegl, Julian: Politikverflechtung und Europäisierung im deutschen Sicherheitsföderalismus, in: Henrik Scheller und Josef Schmid (eds.), *Föderale Politikgestaltung im deutschen Bundesstaat. Variable Verflechtungsmuster in Politikfeldern*, Baden-Baden: Nomos.

3 Beyond the problems of a lack of too much tasks to do for the governments, globalization and further European integration threaten national identity. „Die zunehmende Infragestellung des staatlichen Politikmonopols durch Europa und Globalisierungstendenzen wird dementsprechend dramatisch als Gefahr für die nationale Identität gesehen.“ Marhold, Hartmut 2000: *Föderale Strukturen für Europa? - Aktuelle Beiträge zur Debatte in Frankreich*, Europäisches Zentrum für Föderalismus-Forschung, Tübingen, Occasional Papers Nr. 23.

4 The EU Commission White Paper on European Governance already outlined that „greater cohesion strengthens the EU both internally and externally.“ Schuster, Wolfgang 2002: *The task and responsibility of towns in the European Union of tomorrow*, statement to the consultation procedure of the White Paper „European Governance“ of the EU Commission, Land Capital, Stuttgart, March 2002.

5 In the city of Stuttgart cultural exchange is encourage through the “Forum der Kulturen” e.V. (for further information, see: Schuster, Wolfgang 2006: *Kulturpolitik als Chance für den europäischen Integrationsprozess: Einheit durch Vielfalt*, EUROPA kommunal, 5/2006.

the European Union. This cooperation concept makes it first of all possible and easier for the member states to grow together – regardless of their size, population, economic strength, but still observing their national cultures, languages, religions and also regional and local characteristics. The partnership of different political levels and citizens allows the EU and its member states to address efficiently the challenges caused by globalization. Problems are solved at the most efficient political level (local, regional, national or European) or in cooperation between different levels (local, regional, national or European). Since the implementation of the Single European Market (at the very latest), the policies of the EU affect all political levels independently of whether they are local, regional or national.⁶ Already today, restriction and separation of different levels are overcome by the presence of EU policies which have a direct effect on all political levels.

The voluntary and necessary transfer of rights of sovereignty to the European institutions does not lead automatically to a “Confederation” or to a “Federal State”⁷ in terms of traditional state law. The union of states and its sub-national levels agreed by contract, do not constitute a new supra-national state. Therefore, the European Union is not comparable with the United States of America – neither from the historical development nor from the current and future concept of the European Union. As we are not a melting pot we have to promote the balance of social inclusion, territorial cohesion and cultural diversity. To call the European Union the “United States of Europe” is therefore not appropriate.

The EU Governance Model is more an evolving, federally structured multi-level governance system in the EU that is based on the long-term, contractual devolution of national sovereignty rights to the European institutions.

Facing new challenges, the world is becoming more and more interdependent and competitive. To implement a successful strategy we need a multi-level governance system combining all levels of policy making: from the global to the local and the different levels of the public and the private sector. Therefore, we do not need more centralism or splitting competences, we need more sharing competences to achieve major political objectives of the European Union.

We need an open Europe that cultivates diversity and encourages curiosity – a creative Europe. Diversity in languages, education and research, as well as openness to people and ideas are the resources for a creative Europe, and multi-level Governance is a cornerstone principle of EU’s integration. The cooperation among different political levels and societal actors (private as well as public) helps preserve di-

6 For further challenges the communal level faces due to Europeanization, please see Schuster, Wolfgang 2003: Partner im Prozess europäischer Politikgestaltung, in *EUROPA kommunal* 6/2003.

7 For a substantive overview over the national debate in France on the possibility of a federal system for Europe see Marhold, Hartmut 2000: *Föderale Strukturen für Europa? - Aktuelle Beiträge zur Debatte in Frankreich*, Europäisches Zentrum für Föderalismus-Forschung, Tübingen, Occasional Papers Nr. 23, p. 5.

versity and promotes creative approaches to problem solving.⁸ The three cornerstones for Multilevel Governance are: power-sharing, partnership and participation.

2. The principles of the European Governance Model: power-sharing, partnership, participation

2.1 Power-sharing

The Treaty of Lisbon promotes the task-related cooperation in the various statutory forms in Europe. It really calls for such cooperation to achieve the essential aims of the EU. The European Governance Model therefore envisages a binding power-sharing of the tasks important for shaping Europe's future in line with the respective competences of the individual member states, regions and cities: the economic and social development, education, science and research, the demographic development, migration and integration, environment and climate protection⁹, stability of law, homeland and national security and foreign policy.¹⁰

Since all fundamental challenges for the sustainable development of Europe cannot be accomplished at one political level alone, the EU, the member states, their regions and municipalities have to work together as partners to realise these tasks. To avoid centralism amongst the EU Institutions the principles of subsidiarity and proportionality are basic.¹¹ The European level can therefore only operate to such an extent as the respective targets and measures of the member states cannot be realised at a national, regional or local level. At the same time the Union must prove

8 Scharpf outlines four different types of multi-level interactions: 'mutual adjustment', 'inter-governmental negotiations', 'joint decision-making', 'hierarchical direction' and analyses how the different types can solve problems and have the institutional legitimacy, Scharpf, Fritz W 2000: Notes Toward a Theory of Multilevel Governing in Europe, Max-Planck-Institut für Gesellschaftsforschung, Discussion Paper 00/5.

9 For an overview of environmental policies and multi-level governance see Eppler, Annegret 2008: Die Umweltpolitik von Bund und Ländern zwischen Kooperation und Entflechtung angesichts europäischer Vergaben und heterogener sachpolitischer Herausforderungen, in Henrik Scheller and Josef Schmid (eds.), Föderale Politikgestaltung im deutschen Bundesstaat. Variable Verflechtungsmuster in Politikfeldern., Baden-Baden, Nomos.

10 Knodt (2004) outlines „how governance functions in an expanded multi-level system.“ „The paper develops and empirically tests the hypothesis that embeddedness of the EU within an international context does not only affect the formal organization of the European decision-making process. It includes effects on routines, guiding ideas and concepts of legitimate order as well.“ Knodt, Michèle 2004: International Embeddedness of European Multi-Level Governance, Journal of European Public Policy, 11(4), pp. 701-719.

11 One pan-European institution representing local and regional authorities from the 47 member states of the Council of Europe – the Congress of the Council of Europe - adopted the European Charter of Local Self-Government in 1985 committing the ratifying members to guaranteeing the political, administrative and financial independence of local authorities. This Charter is one of the earlier juridical documents on the principle of subsidiarity. <http://conventions.coe.int/Treaty/ger/Treaties/Html/122.htm> (17 February 2010).

that these targets and measures can be better realised within the Union. Insofar as the EU is responsible, the Union measures must be relative, i.e. the impact – also financial expenses – should be kept as low as possible and in a reasonable proportion to the target envisaged. The consequence of this governance system is that all essential tasks for the sustainability of Europe can only be achieved by sharing competences in a coordinated cooperation of various political levels.

2.2 Partnership

Except the few exclusive Union jurisdictions (customs union, codes of competition, monetary policies, fishery and trade policy), the EU Governance Model is not a hierarchic model ruling with top-down regulations, but a partnership model. All levels, be it the European, national, regional or local, apply their competences in their own statutory and political responsibility, contributing to the fulfilment of the aims and realisation of the measures from the local level throughout the European Union.

An essential instrument to achieve these targets in a transparent, efficient and responsible way are organised and contractually binding networks - horizontal as well as vertical networks. This networked cooperation based on partnership also includes regions, cities, communities as well as civic initiatives, private companies, research institutes etc.

The decision to participate in a network is taken by a democratic elected body, e.g. the city council, the regional parliament. They have the democratic control how to govern their tasks in their own legal competence in the frame of a multi-level network. This sharing of tasks, burdens and responsibilities opens chances for higher efficiency, better comparison and more participation in and beyond their own borders.

2.3 Participation

Representative democracy, our form of government on a European, national, regional and local level, essentially lives from the social commitment of its citizens.¹²

12 Abels (2006) summarizes different positive aspects of “participatory technology assessment” (PTA) in the literature: “Participatory TA is believed to
(1) enhance the knowledge and values basis of policy-making;
(2) open up opportunities for conflict resolution and achieving the public good;
(3) foster the motivation of those involved and initiate a process of social learning;
(4) provide economic actors with a better understanding of consumer and stakeholder concerns; and, in so doing,
(5) improve the accountability and legitimacy of socio-technological decisions.”
For a critical assessment of “participatory technology assessment” (PTA) see Abels, Gabriele 2006: Forms and functions of participatory technology assessment – Or: Why should we be more sceptical about public participation?, Paper presented at the conference Participatory Approaches in Science & Technology (PATH), 4th-7th June 2006, Edinburgh, Scotland.

These citizens expect to play an active role in shaping their societies and to have the right of initiatives at all political levels.¹³

The EU Governance Model opens up many opportunities for becoming involved either on a formal or informal basis.¹⁴

On the one hand the right of initiative vis-à-vis the European Commission, if at least 1 million Union citizens are in favour of this. Extensive rights of hearing and dialogue forums offer regions, cities, experts, lobby groups, NGOs etc. a multitude of possibilities of becoming involved in the decision-making process within Europe. This applies for processes vis-à-vis the EU Commission, the European Parliament and the national parliaments.

Since European cooperation is above all characterised by networks, whether these are horizontal networks, e.g. among cities¹⁵, scientific institutes, companies, or vertical networks with cities, regions, national governments and EU institutions, the cities, regions and member states are involved in all important fields.

This local networking is often carried out in connection with twin-town partnerships so that millions of citizens are actively involved in European integration.

Active citizenship is strongest in the municipalities. Here the citizens are involved in fields that are important for the future of the cities as of the European Union: e.g. education, job creation, integration, environmental protection, social issues, social cohesion. By their activities, they are contributing to the major European

13 One example for an active participation of European citizens is the European Citizens Consultations in 2009, which were sponsored by various organizations and foundations, such as the Robert Bosch Stiftung. "The European Citizens' Consultations 2009 (ECC 2009) brought together citizens from all 27 EU Member States in the run-up to the 2009 European elections to debate the question: "What can the EU do to shape our economic and social future in a globalised world?" "The outcomes of all these national deliberations were then drawn together to prepare a European overview of national recommendations [...]. This overview of the top ten recommendations from all 27 Member States was then debated online by the general public and the final 15 European recommendations were selected by those citizens who attended the consultations at national level. These 15 European recommendations formed the basis of the European Citizens' Summit, attended by 150 participants from the 27 national consultations, which was held in Brussels on May 10-11, 2009. Here, citizens finalised a set of European recommendations and discussed these with European policymakers, including the heads of the EU's institutions and European political party leaders." http://www.bosch-stiftung.de/content/language1/downloads/ECC2009_Final_Report_ECS_KBF.pdf.

14 Heinelt and Niederhafner (2008) outline that local actors can participate in EU policy making through specific "access points" they have to the EU institutions such as offering knowledge for the policy-making process, providing the legitimacy for policy-making or supervising the implementation of respective EU policies. Heinelt, Hubert/Niederhafner, Stefan 2008: Cities and Organized Interest Intermediation in the EU Multi-Level System, *European Urban and Regional Studies*, 15(2), pp. 173-187.

15 For cooperation of towns through town twinnings and cooperation in networks please see also Schuster, Wolfgang 2003: Partner im Prozess europäischer Politikgestaltung, in *EUROPA kommunal* 6/2003.

tasks.¹⁶ This considerable “social capital” must be appreciated as an accomplishment for Europe on the part of the citizens. Their voluntary work on the spot, networking with other municipalities, NGOs and non-profit organisations in various European countries must be recognised as integration work for Europe. This involvement can be a contribution to the city diplomacy for peace building in the world. After all, the opinion of the European citizens, the European Union should not be defined by regulations, bureaucracy and subsidies, but by the input possibilities all European citizens have in their daily life.

At the same time, the multitude of participatory processes offers a new opportunity for citizens to identify more strongly with a Europe that is characterised by individual freedom, social responsibility and genuine solidarity.

3. How the European Governance Model works, examples:

The implementation of the Multi-level Network Governance is promoted within the scope of various EU programmes and EU institutions (for instance, the Committee of the Regions)¹⁷. This involves above all the specialised networks within Europe, but also development cooperation. Non-political and political actors together can develop solutions for different policy areas. The diversity of the tasks is as extensive as the diversity of networks. Instead of allocating rights and duties, the main objective is to solve problems together – particularly also beyond national borders. The following examples illustrate this:

16 The City of Stuttgart (as a local authority) provides information on EU relevant issues for the local community and local businesses. For further information see Kreher, Alexander 2001: *Internationale Arbeit als zentrale Aufgabe*, EUROPA communal, 1/2001.

17 Established in 1994, the Committee of the Regions (CoR) is the political assembly that provides the regional and local levels with a voice at the heart of the European Union. Whereas the first years were characterised by a difficult period of establishing the institutions and the issues that are considered to be the main fields of actions. (For an overview of the issues and recommendations facing the CoR during its early years see: Hrbek, Rudolf 2000: *Der Ausschuss der Regionen – Eine Zwischenbilanz zur Entwicklung der jüngsten EU-Institution und ihrer Arbeit*, in: *Jahrbuch des Föderalismus 2000. Föderalismus, Subsidiarität und Regionen in Europa*, Europäisches Zentrum für Föderalismus-Forschung Tübingen, Baden-Baden: Nomos). Today, the Committee of the Regions has found its place among the EU institutions as a voice and defender of the interests of the regional and local level.

	Aims/Topics	Actors	Members
Covenant of Mayors^a	Energy and climate: reduction in CO2 emissions through cleaner energy production and use and by enhancing energy efficiency.	Mayors, representatives of cities (led by the EU Commission).	Mayors from EU member states but also from cities outside the EU for instance Buenos Aires (Argentina) and Christchurch (New Zealand).
International Lake Constance Conference^b	Improve water quality and regional cooperation. Today the IBK also funds projects for education, research, health, mobility as well as social, cultural, environmental and economic projects.	Regions (meetings of ministers for policy areas and minister presidents of the regions).	For Germany: Baden-Württemberg, Bavaria; for Austria: Vorarlberg; for Switzerland: Schaffhausen, St. Gallen, Thurgau, Zürich, Appenzell Ausserrhoden, Appenzell Innerrhoden; Principality of Liechtenstein.
Baltic Sea Strategy^c	Identify and address the most pressing issues of the region. Policy areas of current Baltic Sea Region Action Plan: environment, economy, accessibility and security.	EU Baltic Sea states but there is also a cooperation planned with non-EU states.	Denmark, Estonia, Finland, Germany, Latvia, Lithuania, Poland.
Alpine Space Programme (INTERREG III B)^d	Find solution for transport and communication, save natural and cultural heritage.	Transnational cooperation in various sectors from community to municipal level.	Germany, France, Italy, Austria and Slovenia (with participation of Liechtenstein and Switzerland).

a http://www.eumayors.eu/about_the_covenant/index_en.htm (25. January 2010).

b http://www.bodenseekonferenz.org/23031/Home/index_v2.aspx (25. January 2010).

c http://ec.europa.eu/regional_policy/cooperation/baltic/ (25. January 2010).

d <http://www.alpinespace.org/> (25. January 2010).

	Aims/Topics	Actors	Members
Danube Strategy^e	Social development and protection, sustainable economic development, transport and energy infrastructure, environmental protection, cultural and educational exchange along the Danube.	EU and Non-EU member states	EU and Non-EU countries: Germany, Austria, the Slovak Republic, Hungary, Croatia, Serbia, Romania, Bulgaria, the Republic of Moldova and Ukraine – six of which are EU Member States, and in a broader territorial context the region also comprises the Czech Republic, Slovenia, Bosnia Herzegovina and Montenegro.
Euregio Maas-Rhine^f	Economy, tourism, technology, education, qualification, labour market, nature, environment, traffic, youth, culture, “euregional” identity, health, social, societal issues and security.	Partner regions	Belgium, Germany, Netherlands-Liège, Aachen, Maastricht.
Cities for local integration policies for migrants (CLIP)^g	Network of 35 European cities in 22 countries supported by a group of specialist European research centres operating under the aegis of a number of European organisations working together to support the social and economic integration of migrants.	Cities and nations	Amsterdam (NL), Arnsberg (DE), Antwerp (BE), Athens (GR), Diputació de Barcelona (ES), Bologna (IT), Breda (NL), Brescia (IT), Budapest (HU), Copenhagen (DK), Dublin (IE), Frankfurt (DE), Helsinki (FI), Istanbul (TR), Izmir (TR), Kirklees (UK), Lisbon (PT), Liège (BE), City of Luxembourg (LU), Matarò (ES), Malmö (SE), Prague (CZ), Sefton (UK), Stuttgart (DE), Sundsvall (SE), Tallinn (EE), Terrassa (ES), Torino (IT), Turku (FI), Valencia (ES), Vienna (AT), Wolverhampton (UK), Wrocław (PL), Zagreb (HR), Zurich (CH).

e <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+TA+P7-TA-2010-0008+0+DOC+XML+V0//DE> (25. January 2010).

f http://www.euregio-mr.org/emr_site/site_de/emr/allgemeines.php (25. January 2010).

g <http://www.eurofound.europa.eu/areas/populationandsociety/clip.htm> (25. January 2010).

	Aims/Topics	Actors	Members
Euro-Mediterranean Regional and Local Assembly (ARLEM)^h	Immigration, climate change, urban development and cultural exchange.	Members of the Committee of the Regions (CoR), representatives of European and international associations engaged in Euro-Mediterranean cooperation, regional and local authorities from the southern and eastern shores of the Mediterranean.	80 (40 from EU and 40 from Mediterranean partner countries).
EDULINKⁱ	Improve the effectiveness, management, visibility and hence the impact of ACP-EU cooperation in the urban field of higher education.	Strengthen three constitutive levels of higher education: institutional/administrative, academic, research and technology.	Austria, Belgium, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, United Kingdom, and the ACP states.
Council of European Municipalities and Regions (CEMR) and EUROCITIES^j	Reinforce the role and place that local and regional government should have in a multi-level governance structure.	Local and regional authorities – elected officials and policy experts.	CEMR: largest organisation of local and regional government in Europe; its members are over 50 national associations of towns, municipalities and regions from 39 countries. Together these associations represent some 100,000 local and regional authorities. EUROCITIES: To be accepted as a member of EUROCITIES, a city should be an important regional centre with an international dimension, usually having a population of more than 250,000 inhabitants. Currently, the network brings together some 130 cities in more than 30 different countries.

h <http://europa.eu/rapid/pressReleasesAction.do?reference=COR/10/11&format=HTML&aged=0&language=EN&guiLanguage=en> Press release on inaugural meeting of ALREM (25. January 2010).

i <http://www.acp-edulink.eu/ABOUT.html> (25. January 2010).

j http://www.ccre.org/presentation_en.htm (25. January 2010) and <http://www.eurocities.eu/main.php> (25. January 2010).

Conclusions

These few examples show that there are already networks in place that are based on power-sharing, partnership, participation and which have proven to be successful in finding solutions to common problems, through mutual cooperation and dialogue. For the future of Europe, the EU Governance Model is the right system to face the challenges of the transformation of Europe in the context of more and more competitive globalization in a digital, interdependent, network-orientated, flexible, international and open society in Europe. Through the concept of an EU governance model, which builds on power-sharing, partnership and participation, the EU will be a strong, stable and competitive Union in the World and a trend-setter for a new governance model, both within the EU and beyond its borders: “Governing in Partnership”.

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Schuster, Wolfgang 2006: Kulturpolitik als Chance für den europäischen Integrationsprozess: Einheit durch Vielfalt, EUROPA kommunal, 5/2006.

Annex: Documents

Commission of the European Communities COM (2001) 428 European Governance – A White Paper (Parts of the White Paper: Pages 4 to 6: Proposals for Change)

Committee of the Regions (2009) White Paper on Multilevel Governance (Part of the White Paper: Pages 3 to 5: Introduction)

Consultation Report, Committee of the Regions, White Paper on Multilevel Governance - (2010) (Page 16 to 17: Strategy Recommendations)

Conclusions of the Council December 2007: Decision on the Appointment of the EU Reflection Group.

Conclusions of the Council October 2008: Nomination of the Members of the EU Reflection Group.



COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 25.7.2001
COM(2001) 428 final

EUROPEAN GOVERNANCE

A WHITE PAPER

priorities within the tasks conferred on it by the Treaty: right of initiative, execution of policy, guardian of the Treaty and international representation. These will be taken forward immediately. The paper also launches a consultative process which will run until the end of March 2002 on the need for action by the other Institutions and Member States.

By the end of 2002, the Commission will report on the progress it has made and draw lessons from the White Paper consultation. This should establish a basis for taking the governance agenda forward with the other Institutions.

The Commission will also actively participate in the preparation of the forthcoming European Council in Laeken, presenting its views on the political objectives which should be pursued by the European Union and on the institutional framework necessary to achieve these aims. In doing this, it will draw on the principles of this White Paper.

PROPOSALS FOR CHANGE

The Union must renew the Community method by following a less top-down approach and complementing its policy tools more effectively with non-legislative instruments.

Better involvement and more openness

No matter how EU policy is prepared and adopted, the way this is done must be more open and easier to follow and understand. The Commission will provide:

- Up-to-date, on-line information on preparation of policy through all stages of decision-making.

There needs to be a stronger interaction with regional and local governments and civil society. Member States bear the principal responsibility for achieving this. But the Commission for its part will:

- Establish a more systematic dialogue with representatives of regional and local governments through national and European associations at an early stage in shaping policy.
- Bring greater flexibility into how Community legislation can be implemented in a way which takes account of regional and local conditions.
- Establish and publish minimum standards for consultation on EU policy.
- Establish partnership arrangements going beyond the minimum standards in selected areas committing the Commission to additional consultation in return for more guarantees of the openness and representativity of the organisations consulted.

Better policies, regulation and delivery

To improve the quality of its policies, the Union must first assess whether action is needed and, if it is, whether it should be at Union level. Where Union action is required, it should consider the combination of different policy tools.

When legislating, the Union needs to find ways of speeding up the legislative process. It must find the right mix between imposing a uniform approach when and where it is needed and allowing greater flexibility in the way that rules are implemented on the ground. It must boost confidence in the way expert advice influences policy decisions.

The Commission will:

- Promote greater use of different policy tools (regulations, “framework directives”, co-regulatory mechanisms).
- Simplify further existing EU law and encourage Member States to simplify the national rules which give effect to EU provisions.
- Publish guidelines on collection and use of expert advice, so that it is clear what advice is given, where it is coming from, how it is used and what alternative views are available.

More effective enforcement of Community law is necessary not only for the sake of efficiency of the internal market but also to strengthen the credibility of the Union and its Institutions.

The Commission will:

- Establish criteria to focus its work in investigating possible breaches of Community law.
- Define the criteria for the creation of new regulatory agencies and the framework within which they should operate.

Global governance

The White Paper looks beyond Europe and contributes to the debate on global governance. The Union should seek to apply the principles of good governance to its global responsibilities. It should aim to boost the effectiveness and enforcement powers of international institutions.

The Commission will:

- Improve the dialogue with governmental and non-governmental actors of third countries when developing policy proposals with an international dimension.
- Propose a review of the Union’s international representation in order to allow it to speak more often with a single voice.

Refocused Institutions

The EU institutions and Member States must work together to set out an overall policy strategy. They should refocus the Union's policies and adapt the way they work.

The Commission will:

- Reinforce attempts to ensure policy coherence and identify long-term objectives.
- Bring forward to the next Inter-Governmental Conference proposals to refocus the Commission's executive responsibility.

The Commission calls on the Council to reinforce its capacity to take decisions and cut through different sectoral interests. The Council should also establish a stronger link between EU policy and national action. By assuming its political responsibility under the Community method, the Council would free the European Council to establish and follow more long-term strategic orientations.

The Council and the European Parliament should focus more on defining the essential elements of policy and controlling the way in which those policies are executed. The Parliament should enhance its role in feeding into the political debate the views of its electors.

HOW TO REACT TO THE WHITE PAPER

Reactions to this White Paper may be sent directly to the Commission **before 31 March 2002**. The Governance Web Site: http://europa.eu.int/comm/governance/index_en.htm will provide updated information and link with interactive debates, including debates on governance initiated by institutional and non-governmental actors, debates on the Future of Europe and the Commission's portal on interactive policy-making.

If sent to the Commission, comments should be sent to:

sg-governance@cec.eu.int

Or by post to:

**Governance White Paper,
European Commission,
C80 05/66,
rue de la loi 200,
B-1049 Brussels**

Copies of the comments received will be posted on the Web Site. If you do not wish your comments to be available, you should make a specific request for confidentiality.

The EU's Assembly of Regional and Local Representatives



EUROPEAN UNION



Committee of the Regions

THE COMMITTEE OF THE REGIONS' WHITE PAPER ON MULTILEVEL GOVERNANCE

The Committee of the Regions is launching a general consultation to canvas the views of the local and regional authorities, associations and other stakeholders and calling on them to submit their comments on the best way of implementing multi-level governance in Europe. Comments can be submitted up to 30 November 2009 to the following address:

**Committee of the Regions of the European
Forward Studies Unit
Cellule de Prospective
Office VMA 0635
Rue Belliard 101
1040 Brussels
BELGIUM**

or by email to: governance@cor.europa.eu

EN

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“There are many goals which we cannot achieve on our own, but only in concert. Tasks are shared between the European Union, the Member States and their regions and local authorities”¹.

1. Introduction

Governance is one of the main keys to the success of the process of European integration. Europe will be strong, its institutions legitimate, its policies effective, and its citizens feeling involved and engaged if its mode of governance guarantees cooperation between the different tiers of government, in order to implement the Community agenda and meet the global challenges.

This was acknowledged by the Heads of State or of Government in the Berlin Declaration on 25 March 2007. By recognising the scope of multilevel governance, they accepted the vision and conception of Europe that the Committee of the Regions had formulated a few days earlier in its Declaration of Rome².

Within the European Union nearly 95 000 local and regional authorities currently have significant powers in key sectors such as education, the environment, economic development, town and country planning, transport, public services and social policies. They also help ensure the exercise of European democracy and citizenship³.

Both the closeness to the citizens and the diversity of governance at local and regional level is a real asset to the Union. However, despite significant advances having been made in recent years in terms of recognising their role in the European process, substantial progress has yet to be achieved, both at Community level and within the Member States. Change will be gradual, but real efforts are now needed to do away with such administrative cultures that stand in the way of the ongoing processes of decentralisation.

The current global crisis underlines the importance of governance, particularly at European level, and the need for local and regional authorities to be closely involved in shaping and implementing Community strategies, since they implement nearly 70% of Community legislation and therefore play an essential role in implementing the European Economic Recovery Plan. What is more, in a context of increasing scarcity of public funds, attempts could be made to renationalise common policies and

¹ Declaration on the occasion of the fiftieth anniversary of the signature of the Treaties of Rome, Berlin, 25 March 2007.

² Declaration for Europe of the Committee of the Regions – DI/CdR 55/2007 fin.

³ Local and regional authorities represent:
16% of the GDP of the EU-27;
1/3 of public spending;
2/3 of all public investment expenditure;
56% of public employment (Dexia figures – <http://www.dexia.be/fr/particulier/press/pressreleasc20090205-localauthorities.htm>).

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centralise resources, despite the fact that globalisation reinforces the relevance of multilevel governance.

The EU's ability to adapt to the new global context actually depends largely on the potential of its regions to react, act and interact. The European Union must, therefore, have a form of governance that combines:

- accepting globalisation and the emergence of a multi-polar world that determines the issues to be addressed by the European Union; and
- continuing the process of European integration that abolishes borders, unifies markets and brings people closer together whilst respecting national sovereignties and preserving identities.

In order to secure and develop the European model, it is imperative to overcome two of the main dangers posed by globalisation:

- the danger that our societies will become completely uniform: diversity is a value worth promoting;
- the danger that inequalities will grow within and between Member States: solidarity is a value that must be defended.

The Committee of the Regions' political initiative comes at a time of transition and change in the process of European integration. The renewal of the European Parliament and the European Commission, the transition to a new institutional framework, the recast of the EU budget and the direct and indirect effects of the global crisis all illustrate the new shape of the Community agenda for the coming years.

Over the coming months the European Union will have to define, review and adjust Community strategies to meet the major global challenges and establish new instruments for implementing them. This next cycle must lead to a new approach to European governance, both in terms of the methodology behind and substance of proposals and the impact of Community intervention.

Multilevel governance actually serves the fundamental political objectives of the European Union: a Europe of citizens, economic growth and social progress, sustainable development, and the role of the European Union as a global player. It reinforces the democratic dimension of the European Union and increases the efficiency of its processes. It does not, however, apply to all EU policies, and when it does, it rarely applies symmetrically or homogeneously.

The activities carried out by the Committee of the Regions and the recommendations made are based on the Treaties, but nevertheless reflect the prospect of the entry into force of the Lisbon Treaty, which enshrines the territorial dimension, notably territorial cohesion, as part of the process of European integration and strengthens the mechanisms of multilevel governance.

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Establishing genuine multilevel governance in Europe has always been the strategic priority of the Committee of the Regions. It has now become a condition of good European governance⁴. This White Paper acknowledges this priority, proposes clear policy options for improving European governance and recommends specific mechanisms and instruments for stimulating all stages of the European decision-making process. It identifies lines of action and discussion, which may facilitate, in the interests of the citizens, the design and implementation of Community policies⁵, it makes commitments to develop these and it offers illustrations of shared governance. In addition, it represents an initial contribution by the Committee of the Regions to the Reflection Group that has been given the task by the European Council of helping the European Union to anticipate and meet challenges more effectively in the longer term (i.e. 2020-2030), taking the Berlin Declaration of 25 March 2007 as its starting point.

The White Paper forms part of a proactive political approach to “Building Europe in partnership” and sets two main strategic objectives: encouraging participation in the European process and reinforcing the efficiency of Community action. The fact that public interest in European elections is decreasing, whilst the European Union itself is largely seen as an asset in facing the challenges of globalisation, should prompt political action to be refocused on the principles and mechanisms of multi-level governance.

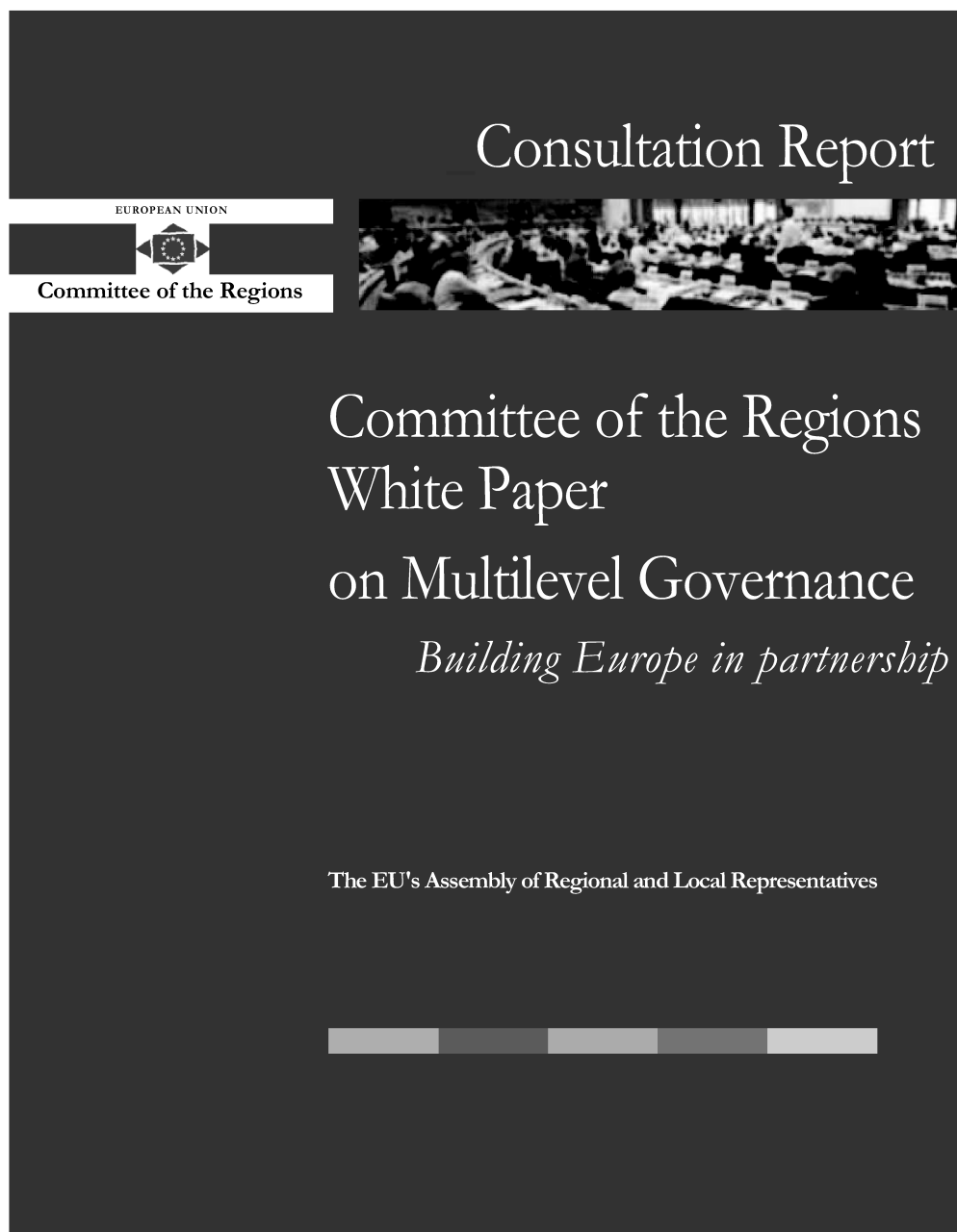
2. Building Europe in partnership

The European Union’s capacity to perform its role and achieve Community objectives depends not only on its institutional organisation but also and above all on its mode of governance. The legitimacy, efficiency and visibility of the way the Community operates depend on contributions from all the various players. They are guaranteed if **local and regional authorities are genuine “partners”** rather than mere “intermediaries”. Partnership goes beyond participation and consultation, promoting a more dynamic approach and greater responsibility for the various players. Accordingly, the challenge of multilevel governance is to ensure that there is a complementary balance between institutional governance and partnership-based governance⁶. The development of political and administrative culture in the European Union must therefore be encouraged and stimulated. The European public seems to want it.

⁴ In its report of 17/09/2008 on governance and partnership at national and regional levels and a basis for projects in the sphere of regional policy (A6-0356/2008), the European Parliament “calls on the Committee of the Regions to step up its efforts to develop the practice of governance, in both quantitative and qualitative terms”.

⁵ The process of preparing this White Paper has involved contributions from the academic world, through the Ateliers of the Committee of the Regions (www.cor.europa.eu/ateliers), and a preliminary consultation of the main European associations of local and regional authorities.

⁶ European Parliament report on governance and partnership at national and regional levels and a basis for projects in the sphere of regional policy (A6-0356/2008).



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neighbouring countries.²⁹ Considering this, it was worth using them outside the EU, for example in the context of the regional dimension of neighbourhood policy, the pre-accession strategy, or decentralised cooperation.

The consultation showed that current legal and government tools, especially for **EGTCs (European Groupings of Territorial Cooperation)**, will have to be adapted to reach their potential. Among other things it was suggested to facilitate participation by members from third countries and to establish EGTCs in the context of major European regional strategies (the Union for the Mediterranean or the Eastern Partnership). It was also suggested to use their leverage in major European infrastructure projects (e.g. TEN-T/TEN-E networks). The Committee of the Regions was asked to hold an annual forum of these groupings with a view to launching a genuine strategy for the development of this instrument.

The Committee of the Regions' evaluation in its White Paper on macro-regions was supported by the consultation, which showed that the relevance of the macro-regional level depends on its governance. In this respect, there was a certain amount of caution in designing and establishing the strategic framework, which, it was felt, remained an intergovernmental activity. It was therefore vital to consolidate multilevel governance in the strategic and governance bodies of such macro-regions, and to develop monitoring instruments and financial programmes. Based on local and regional development strategies and plans, these would ensure a multilevel approach, transforming macro regions into "territorial clusters".³⁰

As these mechanisms have shown their worth in promoting European integration and convergence, there is a strong case to provide them with political and legal structures.

Action recommended in the consultation process:

- **Giving shared responsibility for all EU strategic reforms**, with the European Commission and the Committee of the Regions drawing up a joint territorial plan to formalise the involvement of local and regional authorities at an early stage in the framing of Community action.
- **Contractual arrangements:** the potential legal or operational obstacles mentioned by many contributors should not stand in the way of instruments enabling the various competent tiers of government to work together on a voluntary basis to implement the major objectives of the European Union.

²⁹ This approach has been endorsed by the Congress of Local and Regional Authorities and pan-European associations such as NALAS and the Assembly of European Regions (AER).

³⁰ In addition to the Baltic Sea Strategy and the Danube Strategy, examples of macro-regional developments include the recent initiative of the Adriatic Euroregion region to establish a strategy for the Adriatic region or that of the Urban Community of Dunkirk for the North Sea/English Channel area.

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- **Territorial impact analysis and development of territorial indicators:** to ensure a more effective Community action together with closer convergence and coordination of European policies underpinned by European and national statistics to reflect the diversity of local and regional situations.
- **Experimentation: Pilot schemes** in various sectors relevant to local and regional authorities should be suggested by the European Commission during the implementation of its strategic programme for the next five years. A particularly promising field for such schemes would be the synergies between cohesion, research and innovation policies, e.g. in the framework of the European Research Area.
- **Territorial (transnational, interregional and cross-border) cooperation:** the consultation emphasised the benefits of such cooperation, particularly the potential of EGTCs for putting European legislation into practice and making it more accessible, and which also deserve more sustained support by Member States.

3. Meeting the challenges of establishing a genuine partnership for Europe

Power sharing is at the heart of the European Union's governance model, which, except for a few areas of exclusive competences, is not based on a hierarchy of powers. Although the reality of sovereignty in today's globalised world has evolved, a real centralisation continues to prevail both at the EU level and within Member States.

Although a certain satisfaction has been expressed as to the recognition of the added value of partnerships, multilevel governance's (or the concept of "multi-layer governance" in some recent Commission documents (Working document on the EU 2020 strategy,³¹ Communication on biodiversity³²) or in reports of the European Parliament,³³ political and operational transposal is still subject to caution. There is little to choose from between Member States and the European Union when it comes to involving regional and local authorities in the European process.

Therefore, the most serious reservations concern the political will to change mindsets and practices. As a result, these challenges require a new awareness at both Community and national level. They also bring into play the EU's ability to adapt to a new perception of European governance.

In this respect, the consultation confirmed that the conditions for good governance were to be found primarily in the Member States. Several contributors stress the need, especially in non-

³¹ Commission working document COM(2009) 647 final.

³² Communication from the Commission COM(2010) 4 final.

³³ Report of the European Parliament on governance and partnership at national and regional levels and a basis for projects in the sphere of regional policy, A6 - 0356/2008.



**COUNCIL OF
THE EUROPEAN UNION**

Brussels, 14 February 2008

**16616/1/07
REV 1**

CONCL 3

COVER NOTE

from : Presidency
to : delegations

Subject : **BRUSSELS EUROPEAN COUNCIL
14 DECEMBER 2007**

PRESIDENCY CONCLUSIONS

Delegations will find attached the revised Presidency conclusions of the Brussels European Council (14 December 2007).

Presidency Conclusions – Brussels, 14 December 2007

6. The Lisbon Treaty provides the Union with a stable and lasting institutional framework. We expect no change in the foreseeable future, so that the Union will be able to fully concentrate on addressing the concrete challenges ahead, including globalisation and climate change, as clearly underlined at the 19 October 2007 informal meeting of Heads of State or Government in Lisbon on the basis of the Commission communication "The European Interest: Succeeding in the age of globalisation". In this context the European Council adopts a Declaration on Globalisation (see Annex).
7. The European Council takes note of the communication from the Commission on the Enlargement Strategy and endorses the General Affairs and External Relations Council conclusions of 10 December.

Reflection Group horizon 2020-2030

8. In order to help the Union anticipate and meet challenges more effectively in the longer term (horizon 2020 - 2030), the European Council establishes an independent Reflection Group. Taking as its starting-point the challenges set out in the Berlin Declaration of 25 March 2007, the Group is invited to identify the key issues and developments which the Union is likely to face and to analyse how these might be addressed. This includes, inter alia: strengthening and modernising the European model of economic success and social responsibility, enhancing the competitiveness of the EU, the rule of law, sustainable development as a fundamental objective of the European Union, global stability, migration, energy and climate protection, and the fight against global insecurity, international crime and terrorism. Particular attention should be given to ways of better reaching out to citizens and addressing their expectations and needs.
9. The Group shall conduct its reflections within the framework set out in the Lisbon Treaty. It shall therefore not discuss institutional matters. Nor, in view of its long-term nature, should its analysis constitute a review of current policies or address the Union's next financial framework.

Presidency Conclusions – Brussels, 14 December 2007

10. In its work, the Reflection Group will need to take into account likely developments within and outside Europe and examine in particular how the stability and prosperity of both the Union and of the wider region might best be served in the longer term.
11. The Group will be chaired by Mr Felipe González Márquez, assisted by two Vice-Chairs, Ms Vaira Viķe-Freiberga and Mr Jorma Ollila, and will include no more than 9 members selected from across the Union on the basis of merit. The Chairman and the Vice-Chairs are invited to submit a list of names to be considered by the European Council during the French Presidency.
12. The Group will consult as it deems appropriate and be responsible for the organisation of its own work.
13. The Group shall present its report to the European Council meeting of June 2010.

FREEDOM, SECURITY AND JUSTICE

14. The European Council welcomes the enlargement of the Schengen area and the **abolition of controls at the internal borders** of the Member States participating in the SISone4ALL project, as from 21 December 2007 for land and sea borders, and by 30 March 2008 for air borders, thus extending the effective free movement of persons.
15. The European Council welcomes the establishment of the "**European Day against the Death Penalty**" on 10 October each year.
16. Further developing a **comprehensive European migration policy** complementing Member States' policies remains a fundamental priority in order to meet the challenges and harness the opportunities which migration represents in a new era of globalisation. The European Council accordingly underlines the need for a renewed political commitment and takes note in that respect of the Commission's communication on a common immigration policy. It looks forward to the Commission's forthcoming proposals in 2008.



**COUNCIL OF
THE EUROPEAN UNION**

**Brussels, 16 October 2008
(OR. fr)**

14368/08

CONCL 4

COVER NOTE

from : Presidency
to : delegations

Subject : **BRUSSELS EUROPEAN COUNCIL
15 AND 16 OCTOBER 2008**

PRESIDENCY CONCLUSIONS

Delegations will find attached the conclusions of the Presidency of the Brussels European Council (15 and 16 October 2008).

Presidency conclusions – Brussels, 15 and 16 October 2008

FOLLOW-UP TO THE EUROPEAN COUNCIL OF 1 SEPTEMBER 2008

21. The European Council notes with satisfaction that Russian troops have withdrawn from the zones adjacent to South Ossetia and Abkhazia as an essential additional step in the implementation of the agreements of 12 August and 8 September, as well as the launching in Geneva of the international discussions provided for by those agreements. The European Council is asking the Commission and the Council to continue a full in-depth evaluation of EU-Russia relations with a view to the forthcoming summit, scheduled to take place in Nice on 14 November. It will be taken into account in the further negotiations for a new Partnership Agreement with Russia.
22. The European Union is resolved, in particular through its neighbourhood policy, to continue supporting its eastern neighbours in their efforts to achieve economic modernisation and democratisation. The European Council stresses in this respect the importance of the outcome of the EU-Ukraine Summit in Paris and calls for relations between the Union and the Republic of Moldova and Georgia to be strengthened in accordance with the Council conclusions of 13 October. It is instructing the Council to conduct an initial examination of the proposals for a future "Eastern Partnership" of the European Union which the Commission intends to submit in November.

REFLECTION GROUP

23. The European Council approved the proposal by the Chairman of the Reflection Group and its two Deputy Chairmen concerning the composition of the Group, as annexed to these conclusions. The Group will start work as soon as possible and will conduct its discussions in accordance with the mandate adopted by the European Council in December 2007. The General Secretariat of the Council will provide the Group with material and logistical support.

Presidency conclusions – Brussels, 15 and 16 October 2008

ANNEX 1

Composition of the Reflection Group

Chairman

Felipe González Márquez

Vice-Chairmen

Vaira Vīķe-Freiberga

Jorma Ollila

Members

Lykke Friis

Rem Koolhaas

Richard Lambert

Mario Monti

Rainer Münz

Kalypso Nicolaïdis

Nicole Notat

Wolfgang Schuster

Lech Walesa

About the Author: Dr. Wolfgang Schuster

Dr. Wolfgang Schuster has been Mayor of Stuttgart, capital of the State of Baden-Württemberg (elected until January 2013), since January 1997.

Dr. Schuster holds high positions in various national and international networks. He is vice-president of the Deutsche Städtetag (German Association of Cities); member of the Congress of Local and Regional Authorities of Europe (CLRAE), Council of Europe, Strasbourg; president of the German section of the Council of European Municipalities and Regions (CEMR), Cologne; president of CEMR, Brussels; member of the Executive Bureau and of the World Council of United Cities and Local Governments (UCLG), Barcelona (170,000 members in 136 nations representing three billion citizens); vice-president and chairman of the European Section of UCLG; chairman of the UCLG-Committee on urban Mobility; chairman of a number of international networks including Cities for Mobility, Cities for Children, Cities for local integration policies for migrants (CLIP).

In 2008 Federal Chancellor Angela Merkel nominated Mayor Dr. Wolfgang Schuster as the German member of the independent Reflection Group “On the Future of the Europe in 2020 – 2030 Time Horizon”. The so-called “Council of Wise Men” had the mandate to present its report to the European Council by June 2010. The group of 12 (subsequently 11) was chaired by the former President of the Spanish Government, Mr. Felipe González Márquez, and, besides Dr. Schuster included the following members: Professor Rainer Münz (demography research, Erste Bank Vienna); Professor Kalypso Nicolaïdis (political scientist, University of Oxford); Mr. Rem Koolhaas (architect, Rotterdam); Mr. Richard Lambert (Chancellor, University of Warwick); Ms. Nicole Notat (CEO, Vigeo, Paris), Professor Mario Monti (President of Bicconi University, Milan); Mr. Lech Wałęsa (former President of the Republic of Poland). The Chair was assisted by two Vice-Chairs: Professor Vaira Vīķe-Freiberga (former President of the Republic of Latvia) and Mr. Jorma Ollila (Chairman and former CEO of the Nokia Corporation).

The Group was invited to identify the key issues and developments which the Union was likely to face and to analyse how these might be addressed – in the time horizon 2020 – 2030. This includes, inter alia: strengthening and modernising the European model of economic success and social responsibility, enhancing the competitiveness of the EU, the rule of law, sustainable development as fundamental objective of the EU, global stability, migration, energy and climate protection, and the fight against global insecurity, international crime and terrorism.

Besides the official agenda, Dr. Schuster introduced the concept of “Multi-Level Governance” to the Group’s discussion, as a central tool for effective and efficient governance in the European Union. He has set out his position on this issue in this paper. When the Committee of the Regions launched a general consultation, he

submitted his comments on the best way of implementing multi-level governance in Europe for the CoR's White Paper on Multi-Level Governance.

Das Europäische Zentrum für Föderalismus-Forschung (EZFF), Tübingen

Seit Beginn des europäischen Integrationsprozesses spielt die Frage nach der künftigen Struktur Europas eine wichtige Rolle. Ein entscheidender Aspekt ist dabei, die föderale Balance zwischen zentralen und dezentralen Elementen zu finden, um die zukünftigen Herausforderungen Europas zu bewältigen. Die Verträge von Maastricht, Amsterdam und Nizza sowie der Europäische Reformvertrag haben entscheidend zu dem erneuten Aufleben dieser Diskussion beigetragen. Dabei gewinnt die öffentliche Debatte vor allem durch die wachsende Rolle der Länder, Regionen und Autonomen Gemeinschaften sowie der Kommunen als europapolitische Akteure, deren Zahl durch die anhaltenden Regionalisierungs- und Föderalisierungstendenzen in vielen europäischen Staaten weiter zunimmt, an Brisanz.

In diesem Zusammenhang steht die Tätigkeit des **Europäischen Zentrums für Föderalismus-Forschung (EZFF)** an der Universität Tübingen. Es begleitet seit 1993 diese Entwicklung und erforscht ihre Hintergründe. Das EZFF ist eine **multidisziplinäre Einrichtung**, die sich wissenschaftlich und politikberatend mit Fragen des Föderalismus, der Stellung und Rolle von Regionen und der subnationalen Ebenen in Europa beschäftigt. Zur Zeit hat das EZFF folgende Themenschwerpunkte:

1. **Föderalismus als Struktur- und Organisationsprinzip für Staaten** (primär in Europa) und die EU, verstanden als Mehrebenensystem (z. B. Effizienz und Demokratie in dezentralen und föderalen Systemen, Aufgabenverteilung und Subsidiaritätsprinzip in der Europäischen Union nach dem Reformvertrag und der EU-Erweiterung, Entwicklungsperspektiven des Ausschusses der Regionen);
2. **Regionen als Akteure und Regionalpolitik** (z. B. grenzüberschreitende und interregionale Kooperation innerhalb der Europäischen Union, Regional- und Strukturpolitik nach 2007);

3. **Dezentralisierungs-, Regionalisierungs- und Föderalisierungsprozesse** in den Mitgliedstaaten der erweiterten Europäischen Union.

Das EZFF führt transnationale **Forschungsprojekte** durch, veranstaltet regelmäßig internationale Konferenzen im In- und Ausland (z. B. Belgien, Österreich, Schweiz, Italien, Ungarn und Schweden) und nimmt Aufträge für Einzelgutachten entgegen. Gleichberechtigt neben der wissenschaftlichen Arbeit steht die Beratungstätigkeit des EZFF für Politik, Verwaltung und Wirtschaft.

Das EZFF gibt verschiedene **Publikationen** heraus, in denen u. a. Forschungs- und Konferenzergebnisse veröffentlicht werden:

- Das **Jahrbuch des Föderalismus** (8 Bände seit 2000, bei der Nomos Verlagsgesellschaft);
- Die **Schriftenreihe des Europäischen Zentrums für Föderalismus-Forschung** (30 Bände seit 1994, bei der Nomos Verlagsgesellschaft);
- Die **Occasional Papers**-Reihe (34 Hefte seit 1994, im Selbstverlag).

Das EZFF legt in seiner Arbeit besonderen Wert auf die **Verbindung von Theorie und Praxis**, transnationale Kooperationen und die interdisziplinäre Ausrichtung seiner Aktivitäten. Das EZFF betreut ein europaweites **Netzwerk von Föderalismusforschern und Praktikern**, die sich mit Fragen des Föderalismus beschäftigen. Das EZFF gehört der *International Association of Centres for Federal Studies (IACFS)* an, einer wissenschaftlichen Vereinigung, in der wissenschaftliche Institute aus aller Welt zusammengeschlossen sind, die sich schwerpunktmäßig mit Fragen der Föderalismus-Forschung befassen.

Das EZFF wird von mehreren **Professoren der Universität Tübingen**, die verschiedenen Fakultäten angehören, geleitet. Die laufenden Arbeiten werden durch die Wissenschaftliche Koordinatorin betreut.

Auswahl der Publikationen des EZFF

Jahrbuch des Föderalismus

Europäisches Zentrum für Föderalismus-Forschung Tübingen (Hrsg.) 2010: **Jahrbuch des Föderalismus**. Föderalismus, Subsidiarität und Regionen in Europa, 487 Seiten, ISBN 978-3-8329-5742-1.

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