



CONFÉRENCE DES RÉGIONS PÉRIPHÉRIQUES MARITIMES D'EUROPE
CONFERENCE OF PERIPHERAL MARITIME REGIONS OF EUROPE

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MINUTES OF THE CPMR POLITICAL BUREAU MEETING GOZO (MALTA) - 5 MAY 2006

Participants:

- President:** Claudio MARTINI, Presidente della Regione Toscana (IT)
- Vice-Presidents:** Gunn Marit HELGESEN, President North Sea Commission - Mayor of Telemark (NO)
Kathleen MATHESON, Councillor, Highland Council (UK)

Vice-President representing the new E.U. Members:
Giovanna DEBONO, Hon. Minister of Gozo (MT)

Full members:

- Denmark Bente NIELSEN, County Councillor of Aarhus
- Finland Esko KURVINEN, Vice-President of Oulu Region
- France Jean-Yves LE DRIAN, President of Brittany Region **represented by Mrs Janick MORICEAU, Vice-President, Brittany Region**
- Ireland Enda BONNER, Member of Donegal County Council
- Latvia Talis PUKITIS, Chairman of Riga District Council
- Malta *see Vice-President, Mrs DEBONO*
- Norway Roald BERGSAKER, County Mayor of Rogaland
- The Netherlands Sipke SWIERSTRA, Vice-Governor of the Province of Drenthe
- Poland Janusz Kazimierz KRZYZEWSKI, Marshal of Podlaskie Region
- United Kingdom *See Vice-President, Mrs Kathleen MATHESON*

Honorary Member:

Alberto JARDIM, Honorary President of the CPMR, President of Governo Autónomo da Madeira (PT)

Geographical Commissions:

Atlantic Arc Commission

- Caroline MARIE, Chargée de mission, Conseil Régional d'Aquitaine (FR)

Balkan & Black Sea Regional Commission

- Anthony PAPADIMITRIOU, Executive Secretary (GR)

Baltic Sea Commission

- Marko MÄLLY, Executive Secretary (FIN)

Islands Commission

- Jean-Didier HACHE, Executive Secretary (FR)

Intermediterranean Commission

- Angelo PARELLO, Executive Secretary (IT)
- Massimo MACALUSO, Technical Director (IT)

North Sea Commission

- Gunn Marit **HELGESEN**, President of the **North Sea** Commission - Mayor of Telemark (NO)

Alternate representatives of Presidents of Commissions (*):

- **Baltic Sea Commission** : Christel **LILJESTRÖM**, Chairman of the Regional Council of Itä-Uusimaa (FIN)
- **North Sea Commission** : Audrey **FINDLAY**, Leader of the Council, Aberdeenshire Council (UK), Vice-President of the North Sea Commission

Administrative Council:

Yves **MORVAN**, President of the CPMR Administrative Council
Jacques **BOULAU**, Treasurer

Alternate members:

- **Estonia** Toomas **KIVIMÄGI**, Governor of Pärnumaa County
- **Portugal** António **FONSECA FERREIRA**, President of Lisboa e Vale do Tejo
- **Sweden** Roland **ANDERSSON**, Chairman of Västra Götaland

Guests:

Paul **NEMITZ**, Deputy Head of the European Commission's Maritime Affairs Task Force
Christophe **NUTTALL**, Director, UNDP

CPMR General Secretariat:

Xavier **GIZARD**, Secretary General
Patrick **ANVROIN**, Director
Rui **AZEVEDO**, Director of the CPMR's Forward Studies Unit in Porto
Philippe **CICHOWLAZ**, Director
François **DESRENTES**, Director
Julie **GOURDEN**, Project Officer
Enrico **MAYRHOFER**, Communications Director
Carol **THOMAS**, The CPMR's Permanent Delegate in Brussels
Marie-Agnès **CHARON**, Head of Secretariat

Observers:

Kari **AALTO**, Manager of International Affairs, Council of Oulu Region (FIN)
Dolores **ALARCÓN MARTÍNEZ**, Secretaria Autonómica, Secretaria de Acción Exterior y Relaciones con la UE, Región Murcia (ES)
Francesco **ATTAGUILE**, Dirigente Generale, Regione Siciliana (IT)
Lisa **BELFRAGE**, Official International Affairs, Västra Götaland Region (SE)
Patrice **CAROLLO**, Chef de la mission "Mer", Région Bretagne (FR)
Francis **COYLE**, Director of Planning & Economic Development, Donegal County Council (IE)
Rita **CUTAJAR**, Director EU Affairs, Ministry for Gozo (MT)
Piero **DI MAGGIO**, Dirigente Responsabile Relazioni Euromediterranee, Regione Sicilia (IT)
Annemarie **ELVERUM**, International Co-ordinator, Aarhus County (DK)
Cinzia **FELCI**, Direttrice, Ufficio della Regione Lazio (IT)
Paolo **GIANNARELLI**, Consigliere del Presidente per le Politiche Europee (IT)
Paul **KANE**, European Executive, Aberdeenshire Council (UK)
Tommy **KARLSSON**, International Director, Stockholm County (SE)
Joseph B. **MICALLEF**, Permanent Secretary, Ministry for Gozo (MT)
Josefina **MORENO BOLARÍN**, Jefe de Sección de Coordinación Jurídica, Región Murcia (ES)
Marcelo **PAMPLONA**, Subsecretario Regional das Pescas dos Açores (PT)
Bjørn **REISZ**, Chief Planning Officer, Telemark County (NO)
Per **RØEN**, Co-Ordinator of International Affairs, Rogaland County (NO)
Daniela **SABINO**, Ministry for Gozo (MT)
Keijo **SAHRMAN**, Director of Regional and Industrial Development / Expert to the Mr Kurvinen (FIN)
Gordon **SUMMERS**, European Officer, Highland Council (UK)
Marion **ZAMMIT**, Communications Co-ordinator, Ministry for Gozo (MT)

OPENING SESSION

Giovanna Debono, Minister for the Island of Gozo (Malta) and Vice-President of the CPMR, welcomed all of the participants.

Claudio Martini, CPMR President and President of Tuscany Region, firstly paid homage to Anders Guståv, who was a highly active member of the CPMR Political Bureau for many years and a former President of the CPMR's Baltic Sea Commission. The whole Political Bureau is extremely saddened by his death. A minute of silence was observed in his memory.

The minutes of the Brest Political Bureau meeting were adopted unanimously.

Note: Roland Andersson was absent from the previous Political Bureau meeting in Brest on 18 February 2006, so his name has been removed from the list of participants.

Claudio Martini, President, then **Xavier Gizard**, CPMR Secretary General, outlined the current political strategy and presented the main items on the meeting's agenda. They notably stressed the need for the CPMR to start preparing now for the 2008-2009 review regarding the post-2013 financial perspectives. They said that the next 18 months will largely be devoted to starting work on several issues which would come up during the Bureau meeting.

EUROPE OF THE SEA

Janick Moriceau, Vice-President (Brittany), opened the discussion on the Green Paper on EU Maritime Policy. She outlined the main points dealt with by the working group, notably the numerous future-oriented issues which provide the CPMR with an opportunity to play a pioneering role.

Paul Nemitz, Deputy Head of the Maritime Affairs Task Force (European Commission), thanked the CPMR for its various contributions to date. He said that public debate on the Green Paper will start in Turku on 20 July during the Finnish Presidency of the EU. This will launch an extensive period of consultation, lasting throughout the German Presidency and coming to an end during the Portuguese Presidency. He stressed how difficult it is to combine sectoral policies, notably transport, environment and energy. Lastly, he emphasised that the territorial dimension would not be absent from the Green Paper, notably concerning the role of the EU in the global context. He outlined the main expectations relating to the consultation process:

- positions on the major European challenges (role of maritime policy, notably in the budget);
- analysis of public services offered via coastal policies (across all modes of governance);
- division of roles and responsibilities among different tiers of government when it comes delivering maritime policy.

Julie Gourden, Project Officer (CPMR), then presented the analysis carried out on the comparison between the CPMR's proposals and the main points raised in the Green Paper (see attached document).

Patrick Anvroin, Director (CPMR), then announced the main events concerning the CPMR's work on maritime issues: the Turku seminar on the coastal economy (20/21 July 2006), a seminar on governance in Tuscany on 6 November 2006, a seminar on Integrated Coastal Zone Management in Asturias in 2007, and plans being discussed for a seminar on port policy.

Gunn Marit Helgesen, Vice-President of the CPMR (Telemark), praised the draft Green Paper's open call for a holistic (comprehensive) approach and stressed how difficult it is to integrate sectoral approaches. She furthermore outlined the numerous activities organised by the North Sea Commission in this area, notably through the Interreg programme.

Kathleen Matheson, Vice-President of the CPMR (Highland), asked how maritime policy will be integrated into other European policies, notably economic ones.

Janick Moriceau (Brittany) stressed the importance of having a comprehensive maritime approach, but wondered how knowledge will be coordinated and how decisions will be taken, from the EU level to local level.

Patrick Anvroin (CPMR) asked Paul Nemitz how the European Parliament will be involved.

Paul Nemitz (European Commission) said that several of the European Parliament's committees are interested in the Green Paper's highly cross-cutting nature, and notably stressed that seven commissioners are involved in preparing the draft. He emphasised how difficult it is to manage this complex process. He

also spoke of the importance of ecosystem-based management, which corresponds to the sea basin notion recommended by the CPMR.

Kathleen Matheson (Highland) emphasised how difficult it is to implement a comprehensive approach. She said that there is currently a constitutional deficit, because all sectoral decisions are taken by sectoral ministers in the Council. She hoped that the Green Paper would notably help bring about a shift in transport policy.

In conclusion, **Claudio Martini**, CPMR President, emphasised the added value of the holistic approach and stressed the importance of certain issues such as innovation and social dynamism. He said he hoped that a great many CPMR's members would attend the Turku seminar.

THE REGIONS AND GLOBALISATION

Xavier Gizard, Secretary General (CPMR), introduced the debates by outlining four points concerning the context:

- The history of external cooperation issues at the CPMR, notably regarding Latin America, as well as the prospects – negotiated by the CPMR – for a REGAL cooperation programme for the 2007-2013 period aimed at encouraging cooperation between regions;
- The global dimension of the maritime safety issue through the role of the regions in bodies such as the IOPC Funds and the IMO;
- The initiative of the Network of Regional Governments for Sustainable Development (nrg4SD), which was created at the 2002 Johannesburg Summit on climate change, which the CPMR has joined and manages;
- The broader context of globalisation, which affects not only our regions' economies but also the content of the European project and its main policies, including the CAP, regional policy and most sectoral policies. Against this background, the CPMR is organising a seminar on the regions and globalisation in the Azores on 23 and 24 June, notably under the patronage of the United Nations Development Programme (UNDP), the World Trade Organisation (WTO) and the EU.

This context raises the issue of the importance of developing regional channels in the United Nations' system. There are also a number of issues concerning the renewal of development partnerships run by the regions and the possibility of developing more multilateral approaches. This is why the CPMR has been contacted by the UNDP, namely by Christophe Nuttall, attending the meeting, who proceeded to summarise the key points being discussed.

Christophe Nuttall, Director (UNDP), outlined the UNDP's major objectives, and notably those of his department, which is responsible for innovative partnerships. He noted that cities are fairly strongly involved in the work of the UN and that regions are increasingly notable for their absence, despite the existence of very specific opportunities which they might be able to bring to development cooperation. During a period of major crisis, the UN is examining new ways of involving regional stakeholders, which would notably facilitate more structured, less thinly spread and more effective cooperation. The idea would be to try to formalise partnerships for different countries and projects in the framework of an overall approach to regional development. This sort of venture could involve the UNDP, the member state(s) concerned, regional authorities and their representatives in multiannual strategic frameworks. In its search for partners, and in order to plan this type of partnership, the UNDP has identified the CPMR as a network which guarantees seriousness and efficiency in political work and project development. Ongoing discussions have been formalised further to several contacts, constituting the UNDP-CPMR partnership plan presented to the Political Bureau today.

Claudio Martini, President of the CPMR, stressed the importance of this initiative and urged the member regions to grasp the opportunity.

Josefina Moreno (Murcia) spoke about the difficulties of cooperation between South American regions and stressed the importance of having more structured approaches. She notably mentioned the considerable need for training and the importance of ensuring that such partnerships last in the long term.

Janick Moriceau (Brittany) mentioned some highly important global issues concerning agriculture, the food industry, maritime issues and the training of managers.

Kathleen Matheson (Highland) stressed the need to think about developing maritime cooperation not just at European level, but also at international level.

Xavier Gizard, Secretary General (CPMR), spoke of the UNPD's desire to establish cooperation ventures in line with targeted geographical strategies reflecting the priorities of the CPMR's member regions.

Claudio Martini, CPMR President, concluded by confirming that this new and pioneering dimension should be considered as strategically important, and by saying he hoped that a great many member regions would attend the Azores summit. He stressed that most issues which have a positive or negative impact on our regional territories are no longer just of a regional, national or even European nature. This is why it is important to be more open to the world. He invited the Bureau to become increasingly ambitious beyond the EU's borders. He thus invited the Bureau to adopt the framework agreement with the UNDP and stressed that a similar initiative is underway in agreement with Michel Delebarre, President of the Committee of the regions.

Janick Moriceau (Brittany) called for a comprehensive evaluation of the regions' decentralised cooperation activities, such as those organised further to the tsunami disaster.

Audrey Findlay, Leader of the Council (Aberdeenshire), emphasised that while action by cities is important, the high added value which the regions can bring to this area should not be underestimated.

Christophe Nuttall (UNDP) said he was delighted that the Bureau meeting had started in such a positive manner. He emphasised that the UNDP shares the CPMR's concerns, while calling for the collective implementation of effective development strategies through external cooperation projects. He called for the launch of knowledge management operations on these issues.

Xavier Gizard, Secretary General (CPMR) said that a technical seminar will be organised on this subject with the UNDP and the member regions' external relations departments. It will take place some time in June in Brussels.

Claudio Martini, CPMR President, therefore submitted the cooperation agreement with the UNDP to a vote. It was unanimously adopted.

THE CPMR'S COMMITMENT TO A SUSTAINABLE ENERGY POLICY

Jean-Didier Hache, Executive Secretary of the CPMR Islands Commission, presented the paper on sustainable energy, drawing on the energy policy Green Paper adopted by the European Commission and the work of the CPMR Energy Group.

Roland Andersson, Chairman (Västra Götaland), supported the policies presented and stressed the need for the CPMR's approach to give priority to energy efficiency.

Josefina Moreno (Murcia) underlined the importance of cooperation between the Energy and Environment DGs and emphasised the major role of DG Competition in this area, because of the aim to create an internal energy market.

Jean-Didier Hache (CPMR) replied that positive experiences of energy efficiency do exist, and they should be exploited. On relations between DGs, he said that while there are inconsistencies between energy policy and environment policy on the ground, internal cooperation in the Commission seems to have been set in hand. Cooperation should also start with DG Competition.

Janick Moriceau (Brittany) asked for energy policy to give emphasis to job creation potential. She raised the following points:

- Point 1 may give rise to confusion because an increase in supply network capacity may make it more difficult to produce renewable difficult in the regions;
- emphasis should be given to the development of marine energies;
- concerning priority 6 on the role of maritime transport in energy policy, it should be said that this is an argument which underscores the need for motorways of the sea;
- because Europe is dependent in terms of the transport of energy supplies, a debate should be launched on how to control "European" means of transport.

Audrey Findlay (Aberdeenshire) emphasised the importance of climate change (Priority 4). The role of the regions should be enhanced because they sometimes make greater efforts than national governments.

Kathleen Matheson (Highland). On Point 2 of Priority 1 (strengthening networks' capacity), there is a need for caution because this could be detrimental to other policies such as tourism.

Jean-Didier Hache (CPMR) said that these contributions demonstrate the complexity of the situation, because there are two possible strategies and a compromise needs to be found. As for the role of the regions, it should indeed be given greater emphasis.

Xavier Gizard, CPMR Secretary General, proposed that the comments be integrated into a new document which will be tabled at the CPMR General Assembly in Murcia.

The draft opinion was amended and adopted by the Political Bureau

EU SECTORAL POLICIES AND THEIR IMPACT ON THE PERIPHERAL AND MARITIME REGIONS

1 - EMPLOYMENT AND TRAINING POLICY

Tommy Karlsson, International Director (Stockholm), presented the activities of the Employment and Training Group chaired by the Stockholm and Asturias Regions. He emphasised the desire to open up this work to the Norwegian regions. He stressed the importance of the benchmarking work during this project and the added value this may have in coming years, notably as far as the Lisbon strategy is concerned.

Rui Azevedo, Director of the CPMR's Forward Studies Unit, pointed out that the interim report is now available on the CPMR's website and that the final report should be ready by the end of June.

Xavier Gizard, CPMR Secretary General, concluded by praising the high quality of this work and by saying how useful it will be for preparing for forthcoming challenges at EU level.

2 - TRANS-EUROPEAN TRANSPORT NETWORKS

Patrick Anvroin (CPMR) presented a draft Address from the Political Bureau entitled "Budget for the trans-European network - transport (TEN-T) for 2007-2013: clarify priorities, take account of the motorways of the sea."

He said that the Court of Auditors has just approved a report (end-April 2006) on the shortfalls of the TEN-T and the lack of transparency of the budget, notably concerning how it is divided between member states. This position is in line with that of the CPMR, which is calling for transparent criteria.

Kathleen Matheson (Highland) asked whether the situation regarding services to and from small ports has been taken into account via short sea shipping. **Xavier Gizard** said that this matter does not strictly speaking come under the motorways of the sea issue, but that the CPMR's Transport Group will extend its discussions to all forms of maritime transport.

Roald Bergsaker, County Mayor (Rogaland), supported the approach set out in the draft address.

Janick Moriceau (Brittany) emphasised that aside from the issue of how the budget is divided between member states, priority should be given to improving the accessibility of peripheral maritime regions and to clarifying how this will happen.

The draft address was adopted by the Political Bureau

3 - PROGRESS REPORT ON THE ADOPTION OF THE R&D FRAMEWORK PROGRAMME, "PLACE OF MARINE SCIENCES"

Carol Thomas, the CPMR's Permanent Delegate in Brussels, reported on the progress of work by stressing the vital need to keep up pressure on the Parliament to prevent the adoption of the proposed amendment aiming to remove the reference to "marine sciences and technologies" in FP7's "Cooperation" programme.

4 – THE CPMR, AGRICULTURE AND RURAL DEVELOPMENT: PROPOSED WORKING ARRANGEMENTS

Patrick Anvroin (CPMR) presented the paper “The Peripheral Maritime Regions and the Adoption of the CAP – Proposed Actions”, and focused on the post-2008 period, which will open a period of uncertainty. After 2013 and the end of the “inviolability” of the CAP, a new era will start for its first pillar.

Roland Andersson (Västra Götaland) praised the quality of the paper presented and the approach used. He agreed that there is a need to know precisely what consequences the CAP has on the regions and to have a thorough analysis of the situation. There will be different approaches and options, but the first step must be to obtain as comprehensive information as possible.

Kathleen Matheson (Highland) also praised the quality of the paper and asked whether it is part of work underway on the post-2013 budget.

It was confirmed that this is the case.

IMPLEMENTING COHESION POLICY FOR THE 2007-2013 PERIOD: STATE OF PLAY AND SCOPE FOR ACTION

Philippe Cichowlaz, Director (CPMR), presented the working paper “The Territorial Dimension of Community Strategic Guidelines - A Model for 2007 and post-2013”. He emphasised:

- the inadequacy of the current debate on modes of governance and the content of the principle of territorial cohesion in the current version of the Community Strategic Guidelines (CSG);
- the start of an ongoing and lasting process concerning the regions’ participation in the Lisbon strategy through regional policy;
- the improvements which need to be made to the territorial impact assessment, the “governance dimension” and the “territorial cohesion” dimension in the next Section 5 of the CSG.

He announced the agenda for the benchmarking seminar on the implementation of regional policy, regional state aid and the EAFRD, to be organised by the CPMR and the Committee of the Regions on 31 May 2006 in Brussels, which of course all of the member regions are invited to attend.

The draft opinion was adopted by the Political Bureau

THE CPMR, TRANSNATIONAL COOPERATION AND NEIGHBOURHOOD POLICY

Philippe Cichowlaz (CPMR) reported on progress on transnational cooperation, saying that no new proposal had yet been made by the Commission concerning the different zones.

He said that during the interinstitutional discussions on the budget and further to lobbying by the CPMR, the European Parliament has reintroduced €300m for Objective 3, which should mainly go to the transnational and interregional strands.

Regarding neighbourhood policy, there will be a cross-border cooperation programme with two strands:

- multilateral maritime cooperation (about 20%) for cooperation in the Baltic, Mediterranean and Black Sea basins;
- bilateral cooperation (about 80%).

He stressed that implementation arrangements will be complex, bearing in mind the highly varied situations in the recipient countries and different agreements which will be signed between the EU and the neighbouring countries in the framework of action plans. The CPMR is still awaiting proposals from the Commission on the neighbourhood policy Regulation, which was initially planned for the end of April 2006.

MARITIME SAFETY, THE ERIKA 3 PACKAGE

François Desrentes, Director (CPMR), presented the draft policy position on the EU’s third package of measures for maritime safety (the ERIKA 3 Package), stipulating that Point 5 on the social dimension will be completed with a reference to working conditions on vessels. A reference to the position of the Committee of the Regions will also be added to Point 7. **Jean-Didier HACHE** presented the two annexes on container ship transport and the removal of asbestos from vessels.

Xavier Gizard, CPMR Secretary General, added that the maritime safety discussion group in charge of preparing the next seminar on the subject (to be held in the first quarter of 2007 in Cantabria) will be enlarged to include a representative of each of the geographical commissions.

Janick Moriceau (Brittany) asked for the term "complete raft of legislation" used in Point 10 to be replaced by "raft of **tougher** legislation." She drew attention to the need for the CPMR to monitor the application of these proposals.

Bearing in mind these requests for changes, the Political Bureau adopted the proposed text as well as the two annexes.

The draft opinion was adopted by the Political Bureau

EXAMINATION OF 2005 ACCOUNTS

Yves Morvan and **Jacques Boulau**, President and Treasurer of the CPMR's Administrative Council, reported on the 2005 accounts, reminding participants that the CPMR manages five (5) accounts:

- the general budget account, which has a slightly positive balance;
- the geographical commissions' account, which is balanced;
- the cooperation programmes' account, which is balanced;
- the account for the Conference of Atlantic Arc Cities, which is balanced;
- the account for the GEDERI programme (see below).

In total, the Madeira 2005 General Assembly approved a 2005 budget deficit of €44,439 €. This deficit will ultimately have been €38,576, after verification and certification of accounts.

Total income for 2005 was €3,960,000 (€2,636,000 had been approved).

Total expenditure was €4,078,000 (€2,652,000 had been approved).

The difference between the budget approved by the General Assembly and the final budget can partly be explained by cooperation projects, which cannot always be anticipated.

Concerning GEDERI, **Jacques Boulau** said that in late 2005, the CPMR was obliged to ask the partner regions to stop the project (they accepted), bearing in mind the financial difficulties encountered. The deficit for 2005 was €160,291.

Two employees who had been specifically recruited to manage the programme were made redundant in early 2006 for economic reasons.

The programme will be completely brought to a halt on 30 June 2006.

In spite of this negative point, the CPMR's overall result has been limited to -38,576 euros, and the CPMR's finances remain healthy.

EXAMINATION OF MEMBERSHIP APPLICATIONS AND WITHDRAWALS

Giovanna Debono (Gozo) presented the membership applications from the regions of Skåne (S) and East Midlands (UK). They were accepted by the Political Bureau.

The withdrawal request from Suffolk (UK) was accepted (Note: Suffolk is a county which is now part of the East of England Region).

NEXT MEETINGS (CPMR General Assemblies and Political Bureau meetings)

Dolorès Alarcón Martínez (Murcia) reported on preparations for the CPMR's next General Assembly, and the organisation is going very smoothly. **Xavier Gizard** confirmed that Commissioner Hübner will attend the General Assembly, as will the President of the Committee of the Regions, Michel Delebarre.

Cinzia Felci (Lazio) presented Lazio Region's invitation for the 2007 General Assembly.

Caroline Marie (Aquitaine) presented Aquitaine Region's invitation for the 2008 General Assembly.

Roland Andersson (Västra Götaland) presented Sweden's invitation for the 2009 General Assembly (to be confirmed).

The next meetings of the Political Bureau will take place in: January 2007 in Tuscany (IT) and the spring of 2007 in Podlaskie (PL).

CONCLUSIONS

Giovanna Debono (Gozo) brought the meeting to a close and thanked the participants for their presence and participation in the Political Bureau.

At the end of the session, in the absence of President Claudio Martini, CPMR Vice-President Gunn Marit Helgesen in turn warmly thanked the Island of Gozo and its Minister Giovanna Debono for their welcome, hospitality and the perfect organisation of the meeting.