

**EU Strategy for the Baltic Sea Region**  
**National Coordinators Group**

**LIST OF POLICY AREA COORDINATORS**

**Approved on 16 December 2025**

As stated in the EUSBSR Action Plan “(a) PAC organisation representing a EUSBSR Member State can be a ministry or other official authority of the national or regional government. A PAC can also be an organisation or an intergovernmental or non-governmental body, which can ensure the operationalisation of a PA. A PAC cannot hand over the coordinator role or tasks to another authority, organisation or body”.

The Action Plan further elaborates “(e)ach PA is managed by one or several policy area coordinators (PACs). They are appointed and recalled by the NCG, following a proposal by the respective SG. If a PA has more than one PAC, the NCG decides which one of them is the leading PAC, following a proposal by the respective SG”.<sup>1</sup>

The Annex I “List of organisations coordinating the EUSBSR Policy Areas as of 1 January 2022” updates the respective list of organisations indicated in the EUSBSR Action Plan.

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<sup>1</sup> In case there are more than one PAC and the Lead PAC has not been decided, all PAs’ PACs are referred to as Co-PACs.

## Annex I

### List of organisations coordinating the EUSBSR Policy Areas as of 1 January 2022<sup>2</sup>

Policy Area	PAC role	Country	Organisation
Bioeconomy	Co-PAC	Finland	Ministry of Agriculture and Forestry
	Lead PAC	International	Nordic Council of Ministers Secretariat
	Co-PAC	Lithuania	Ministry of Agriculture
	Co-PAC	Sweden	Gotland County Administrative Board (as of 01/01/2026)
Culture	Lead PAC	Germany	Ministry of Agriculture, Rural Areas, European Affairs and Consumer Protection Schleswig-Holstein (as of 29/06/2022)
	Co-PAC	Poland	Adam Mickiewicz Institute
Education	Co-PAC	Germany	Free and Hanseatic City of Hamburg Senate Chancellery
	Lead PAC	Sweden	Norden Association
Energy	Co-PAC	International	European Commission DG Energy
	Lead PAC	Latvia	Ministry of Climate and Energy of the Republic of Latvia (as of 01/04/2023)
	Co-PAC	Lithuania	Lithuanian Energy Agency (as of 16/03/2022)
	Co-PAC	Estonia	Ministry of Climate (as of 01/07/2023)
Hazards	Lead PAC	Sweden	Swedish Agency for Marine and Water Management (as of 11/03/2022)

<sup>2</sup> Dates that differ are included in the table accordingly

Health	Lead PAC	International	Northern Dimension Partnership in Health and Social Well-being
	Lead PAC	Finland	The Baltic Institute of Finland
Innovation	Co-PAC	Estonia	Ministry of Economic Affairs and Communications
	Co-PAC	Poland	Ministry of Science and Higher Education (as of 01/01/2024)
Nutri	Lead PAC	Finland	Economic Development Centre of Southwest Finland (as of 1/1/2026)
	Co-PAC	Poland	State Water Holding Polish Waters
Safe	Co-PAC	Finland	Finnish Transport and Communications Agency Traficom
	Lead PAC	Sweden	Swedish Maritime Administration
Secure	Lead PAC	International	Council of the Baltic Sea States Secretariat
	Co-PAC	Sweden	The Swedish Civil Contingencies Agency (MSB)
Ship	Lead PAC	Finland	Finnish Transport and Communications Agency Traficom
Spatial Planning	Co-PAC	International	Baltic Marine Environment Protection Commission - Helsinki Commission (HELCOM) Secretariat
	Lead PAC	International	Vision and Strategies around the Baltic Sea (VASAB) Secretariat
Tourism	Lead PAC	Poland	Pomorskie Tourist Board (as of 16/03/2022)
	Co-PAC	Finland	Council of Oulu Region (as of 16/03/2022)
Transport	Lead PAC	Estonia	Ministry of Climate (as of 01/07/2023)
	Co-PAC	Lithuania	Association of Transport Innovations (as of 15/02/2022)