

Expertising Governance for Transfrontier Conurbations

Handbook on the governance of cross-border conurbations

Contribution of the « EGTC » working group



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Lexicon

The “EGTC” URBACT project:

It refers to the EGTC project, “Expertising Governance for Transfrontier Conurbations”, cofinanced by the URBACT II programme.

The EGTC instrument:

It refers to the European Grouping of Territorial Cooperation, the instrument for territorial cooperation created by the EC Regulation 1082/2006.

Lead Partner (LP):

It refers to the public authority (local authorities, association of local authorities, universities, development agency...) that lead an URBACT project. All URBACT projects are led by a Lead Partner that is responsible for coordination, implementation and financial management.

Lead expert:

A city professional (practitioner, researcher, academic, etc.) who uses his/her expertise to help an URBACT project. Every project has a “Lead Expert” who helps the project for its entire duration by providing support in terms of both content and working methods.

The Lead expert of the “EGTC” URBACT project was Christian LAMOUR, CEPS/INSTEAD (Luxembourg).

Local Action Plan (LAP):

URBACT partners develop a LAP in response to local issues. It aims at increasing the impact of URBACT exchanges on local policies and practices. It should provide pragmatic, precise solutions based on the results of the transnational exchanges. It should be jointly produced with the Local Support Group.

Local Support Group (LSG): All URBACT project partners commit to establishing and leading an URBACT Local Support Group to make sure that exchanges have an impact on local practices and policies.



Introduction

Objectives of the Handbook on cross-border governance

The present document, the Handbook, aims to provide tools to cross-border territories to assess their cross-border governance.

Based on the two years of sharing of experiences within the “EGTC” URBACT project, the project partners developed in the Handbook different tools to enable them to assess their own cross-border governance and to identify key priorities and actions to improve it.

They intended to respond to the following issue:

which partnerships to define in order to overcome border-effects, and design and implement efficient and legitimate cross-border policies?

They developed a methodology (part 1), identified some lessons and some recommendations of actions (part 2), and good practices among the partnership (part 3).

The “EGTC” URBACT project

The “EGTC” URBACT project was led by Mission Opérationnelle Transfrontalière (MOT) and involved six cross-border conurbations in Europe, which shared experiences and good practices in order to improve their cross-border governance. The partners of the “EGTC” URBACT project were:

- Basel for the Trinational Eurodistrict Basel (France/Germany/Switzerland),
- the Urban Community of Strasbourg for the Eurodistrict of Strasbourg-Ortenau (Germany/France),
- Slubice for the agglomeration Frankfurt (Oder)-Slubice (Germany/Poland),
- Lille Metropole for the Eurometropole Lille-Kortrijk-Tournai (Belgium/France),
- Esztergom for the Euroregion Ister-Granum (Hungary/Slovakia),
- and Chaves for the Eurocidade Chaves-Verin (Spain/Portugal).

The partners aimed to:

- improve their governance models by exchanging experiences, with the support of the Lead Expert,
- capitalize best practices, spread models of cross-border governance throughout Europe and,
- promote the recognition of cross-border agglomerations in national and European policies.

The new opportunities provided by the European Grouping of Territorial Cooperation (EGTC), the European instrument¹ whose use is still under experimentation, constituted an interesting case study. Besides, the first two European Groupings of Territorial Cooperation in Europe² were involved in the “EGTC” URBACT project and an EGTC was established

¹ EC Regulation n°1082/2006 creating the European Grouping of Territorial Cooperation, adopted on 5 July 2006 by the European Parliament and the Council of the European Union

² The Ister-Granum EGTC (HU/SK) and the Eurometropole Lille-Kortrijk-Tournai (F/BE)

during the project. Nevertheless the reflection within the “EGTC” URBACT project went beyond the assessment of the EGTC instrument and covered more generally organizational and functional aspects of cross-border cooperation.



1. Paris - MOT • 2. Eurometropole Lille-Kortrijk-Tournai • 3. Eurocidade Chaves-Verin
4. Eurodistrict Strasbourg-Ortenau • 5. Frankfurt (Oder)/Slubice conurbation
6. Trinationaler Eurodistrict Basel • 7. Ister-Granum EGTC

Presentation of the Mission Opérationnelle Transfrontalière, MOT (France), Lead partner

MOT is an association which facilitates the implementation of local cross-border projects. The MOT network has 56 members in 10 countries, including 8 EU Member States, ranging from local authorities, cross-border bodies and federations to large enterprises. Its activities are

developed both at national and European levels, and can be divided into four main headings: operational assistance, networking, organizing exchange of experience and training, support in defining overall strategies. It also acts as an intermediary between local players, and national and European authorities.

Because of the disparities of all types that characterize cross-border territories, they have a greater need for multi-level governance, implying a continuous dialogue between the municipalities and their cross-border groupings, programme managing authorities, regional, national and Community authorities. MOT is representative of local authorities involved in cross-border cooperation, while also being recognized and supported by the higher levels: regions, states, European institutions. It aims to be an interface between these levels, at the service of interoperability between local, national and European systems.

MOT has already carried out several activities and reflections on cross-border agglomerations and governance: see the study untitled “The governance for cross-border agglomerations in Europe”, 2006 and the results of the workshop on cross-border agglomerations within the framework of the European conference on cross-border cooperation organized in 2007.

By leading the “EGTC” working group, MOT has satisfied its expectations: to contribute its expertise in the field of cross-border governance to the benefit of cross-border agglomerations in Europe, to improve its know-how and the sharing of experiences on this topic, and to identify a number of appropriate recommendations addressed to national and European authorities.

More particularly, MOT is undergoing development of its European activities and will integrate the results of the “EGTC” project in its European strategy.

For more information: www.espaces-transfrontaliers.eu

For the other project partners see the part 3 on case studies

The URBACT II Programme (2007-2013)

The “EGTC” URBACT project (Expertising Governance for Transfrontier Conurbations) is a European working group co-financed by the URBACT II programme (2007-2013). This programme aims to encourage the sharing of experiences between European cities and to disseminate knowledge on sustainable urban development throughout Europe.

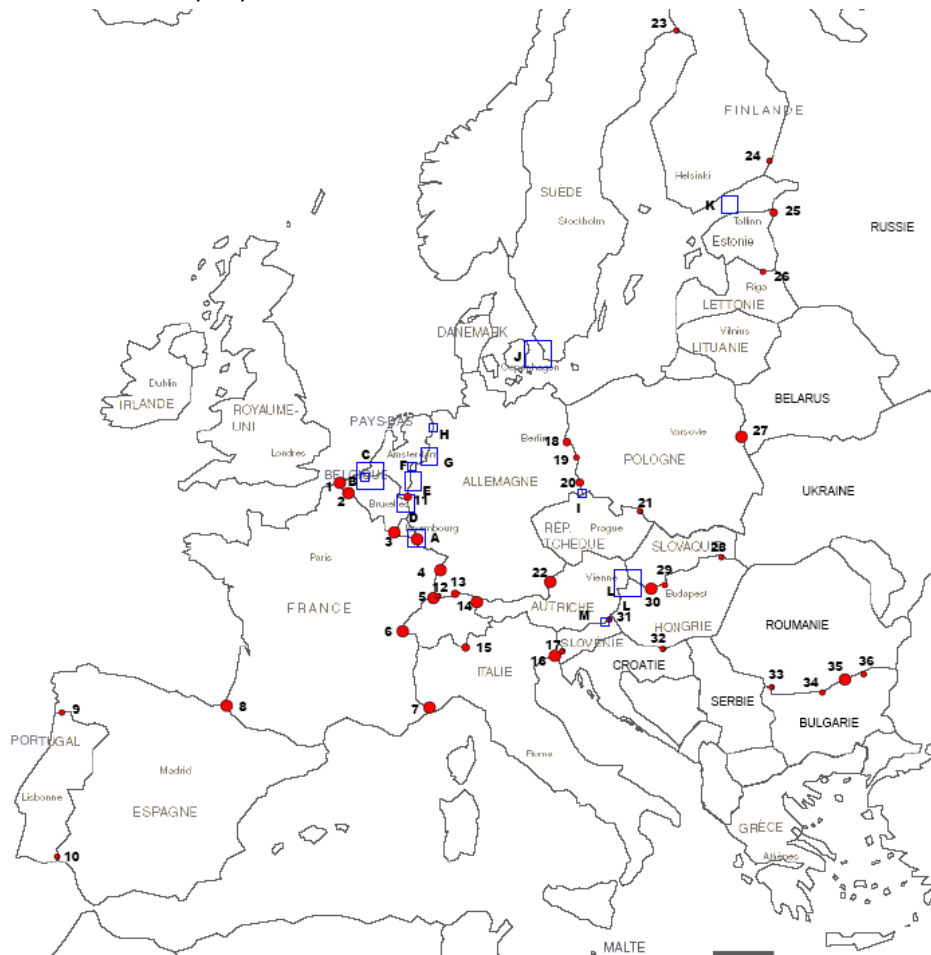
In order to make sure that the URBACT projects lead to concrete and realistic outputs, the URBACT II programme requires specific results from the URBACT project partners:

- Each partner realizes a **Local Action Plan** which identifies the measures and actions which will be implemented in order to improve the running policies. It should provide pragmatic, precise solutions based on the results of the transnational exchanges. It should be jointly produced with the Local Support Group on the local level and with all the project partners on a transnational level, who examine the options, enrich the proposed plan, etc. (peer review system).
- All URBACT project partners commit to establishing and leading an **URBACT Local Support Group** to make sure that exchanges have an impact on local practices and policies. This group assembles the main interested parties and local actors concerned with the project topic and the issues the partner is looking to resolve; the groups include local elected officials, representatives of various local administrative departments, representatives of residents/users, etc.
URBACT Local Support Groups contribute to implementing transnational activities (production/approval of case studies, for example) and producing the Local Action Plan that each partner has to produce as the result of participation in the programme.

For more information: <http://urbact.eu>

The theme “Cross-border agglomerations governance”

80% of the population in Europe lives in urban areas. More than 60 cross-border agglomerations have been identified in Europe. They represent almost 25 million people.



Cross-border agglomerations and urban networks in Europe, MOT (2007)

Agglomération transfrontalière

- plus de 100 000 hab.
- plus de 80 000 hab.
- moins de 80 000 hab.

Réseau urbain transfrontalier

- plus d'1 million d'hab.
- plus de 500 000 hab..
- moins de 500 000 hab.

- 1 Agglomération de Dunkerque
- 2 Agglomération lilloise
- 3 Pôle Européen de Développement (Longwy)
- 4 Strasbourg/Kehl
- 5 Agglomération bâloise
- 6 Agglomération genevoise
- 7 Métropole Côte d'Azur
- 8 Hendaye/Irun-Fontarrabie
- 9 Valença/Tui
- 10 Vila Real de Santo Antonio/Ayamonte
- 11 Kerkrade/Herzogenrath
- 12 Rheinfelden/Rheinfelden
- 13 Konstanz-Kreuzlingen
- 14 Buuchs/ Vaduz-Schaan
- 15 Como/ Chiasso-Mendrisio
- 16 Trieste/Koper
- 17 Gorizia/Nova Gorica
- 18 Frankfurt(Oder)/Slubice
- 19 Guben/Gubin
- 20 Görlitz/Zgorzelec
- 21 Cieszyn/ Cesky Tesin
- 22 Salzburg/Freilassing
- 23 Tornio/Haparanda
- 24 Imatra/Svetogorsk
- 25 Narva/Ivangorod
- 26 Valka/Valga
- 27 Brest-Litovsk/Terespol
- 28 Satoraljaujhely/Slovensko Nove Miesto
- 29 Esztergom/ Sturovo
- 30 Komarno/ Komarom
- 31 Bad Rackersburg/ Gornja Rada
- 32 Terezino/Barcs
- 33 Calafat/Vidin
- 34 Zimnicea/Svistov
- 35 Rousse/Giurgiu
- 36 Oltenita/Tutrakan

- A Quattropole Metz/Saarbrücken
- B Stekekene/Beveren
- C Anvers/Breda-Tillburg
- D Maastricht/Aachen/Liège
- E Mönchengladbach/Eindhoven
- F Nijmegen/Kleve
- G Enschede/Osnabrück-Münster
- H Zwolle/Cloppenburg
- I Zittau/Bogatynia
- J Copenhagen/Malmö
- K Helsinki-Tallinn
- L Vienne/Bratislava/Győr
- M Graz/Maribor

The European integration process has facilitated the emergence of cross-border conurbations. Cross-border flows of goods, capital, information and workers have led to the creation or reinforcement of functional urban spaces spreading over States' limits. This process has been accompanied by a **global changing pattern in terms of urban management**. Governance is becoming the fundamental system empowering city development, notably for cross-border ones that face specific cross-border related issues (multiplication of actors, heterogeneity of legal and institutional frameworks, need for coordination of policies, etc).

Cross-border conurbations form genuine living areas, **laboratories for a European citizenship** in the making. They are places where multiculturalism and European citizenship are expressed in practical

terms. They are also **places of experimentation of European policies**. Confronted to disparities in terms of legislations, cultures, languages, they call for specific partnership models to be able to address the populations' needs and reach a "win-win" situation for territories from both sides of the border.

Extending on two or even three countries, their cross-border situation exacerbates the complexity of the problems faced by "national" conurbations, but also increases their potential for innovation. They present several configurations: they may be either urban area separated by a natural barrier or a cross-border territory with an urban continuity.

Specific challenges of cross-border agglomerations are various:

- Transport: cross-border flows of people (workers, students, consumers...), leading to the daily use of individual cars that causes problems of congestion of road infrastructures and environmental problems; this requires solutions based on land planning and public transport coordination tools.
- Environment: the environment does not recognize any borders. Cross-border agglomerations are already or must become spaces of responsibility for: pollution control (air, groundwater, etc), technological hazard prevention and management, waste management, energy efficiency and development of sustainable energy. The elaboration of joint plans or the coordination of urban plan on environment is a key-solution.
- Public services: the existence of "costs of non-agglomeration", that are the costs induced by the duplication of services, equipments, infrastructures caused by the lack of a cross-border approach of living areas calls for a coherent development of such activities.
- Economic development: the economic interdependency of border areas with the mobility of people living on one side and working on the other side of the border, the necessity to adapt the workers' qualifications to the employers' needs or the complementarities of enterprises from both sides of the border, call for solutions enabling

the establishment of cross-border employment areas (more equivalence of qualification, coordination of tax systems and technical standards, signature of joint-agreements between enterprises,...).

- Culture/citizenship: the diversity of cultures and the importance of young people lead to the encouragement of intercultural exchanges, source of enrichment and of attractiveness (organization of cultural and sports events, for example).
- Territorial marketing: the branding of cross-border agglomerations, through territorial marketing strategies, is a key issue to position these urban spaces in the national, European and international environment.

The specificities of cross-border agglomerations entail a need to define experimental governance models and common integrated strategies leading to sustainable development.

Until now they have not been recognized enough as specific entities by European policies and national legislations, contractualization and financing, even though they call for an innovative approach to go beyond national boundaries (political, linguistic, institutional, legal, and cultural). To overcome these border effects, the public authorities from both sides of the border elaborate cross-border strategies and projects based on a shared diagnosis. More or less formal solutions are considered to pilot these actions.

In the context of the European integration process, and particularly with the enlargement of the EU in 2004 and in 2007, and the enlargement of the Schengen area (2007), cross-border agglomerations face the need to manage their territory beyond States' boundaries, with the necessity to cooperate with local actors from the other side of the border and also from upper-local levels (Region and State levels) in order to implement efficient policies.

Cross-border agglomerations have engaged in a **long-haul process of institutionalization in order to develop efficient policies**. Being either **formal or informal partnerships**, they can rely on several instruments: from an organization based on trust (no legal statutes) to a convention or a common structure with legal personality (association, European Grouping of Territorial Cooperation, etc), **the legal framework for cross-border governance is at the service of the project**.

The **involvement of the civil society in cross-border cooperation ensures the legitimacy** of such policies, thus leading to strong partnership models.

Considering the different local contexts of each cross-border agglomeration, there is **no universal model of cross-border governance system** responding to cross-border challenges. Nevertheless, key issues remain common to all cross-border territories and some solutions may be source of inspiration.

Key-topics of the “EGTC” URBACT project

By “cross-border governance”, the project partners have agreed on dealing with the following two major themes (see appendix):

1) Internal governance or “Leadership” issues:

The way a cross-border conurbation is managed from a technical, political, legal and financial point of view:

- How can public leaders and cross-border organizations frame and implement efficient policies?

2) Involvement of the civil society or “Community” issues:

The way a cross-border conurbation earns its legitimacy to intervene beyond national borders, i.e. through the development of mobilizing projects aimed at citizens, through the development of services dedicated to the citizens, through the emergence of cross-border media, which enable dialogue with the inhabitants, and through the creation of participative democracy mechanisms:

- How can the involvement of the civil society guarantee the legitimacy of cross-border agglomerations’ policies?

The European Grouping of Territorial Cooperation (EGTC) instrument within the legal toolbox dedicated to cross-border cooperation:

“Cross-border cooperation, supported to a great extent by the European cohesion policy, is one of the most successful actions undertaken on the European territory. However, over the last years it has become more and more clear that a legal framework is needed to structure it and to enhance its positive results. [...]The European Grouping of Territorial Cooperation (EGTC) provides a legal basis to apply to external activities of local and regional authorities. As a new legal instrument, it enables a grouping of bodies from different member states to implement cross-border, transnational and interregional activities either with or without European financial support. The set-up of such a legal body, responsible for different tasks, leads to a more effective implementation of cross-border activities such as common transport, sustainable development, regional promotion or environmental protection” (see Cahiers “EGTC”, MOT, 2008).

In his statement, Jan Olbrycht, Member of the European Parliament, clearly points out the added value of this new instrument, the EGTC, with respect to territorial cooperation.

This European instrument was introduced in 2006 by the European regulation n°1082/2006. It forms part of a “legal toolbox” containing all the legal instruments that can be used in national law (conventions, associations, etc.), international agreements (local grouping for cross-border cooperation, LGCC), and Community law (European Economic Interest Grouping, EEIG) to formalize a partnership involved in cross-border cooperation.

The EGTC offers the following possibilities:

- it is a legal structure with a legal personality : with the capacity to act for and on behalf of its members, to place contracts, to employ personnel and to acquire movable and immovable property,
- it acts in the common areas of competence of its members, excluding their police and regulatory powers,

- it can be used for : managing operational programmes for territorial cooperation, cooperation projects cofinanced or not by European funds,
- it is open to a broad partnership (“contracting authorities” within the community meaning³) and, thus, allows unprecedented cooperation between state and regional or local authorities on common competences, such as health,
- it can also include, among its members, partners from non-EU member states, subject to certain conditions,
- it provides an important visibility at EU level.

Considering the experimentation phase in which the EGTC instrument is situated, and considering the questions arising from cross-border agglomerations on this specific instrument, the “EGTC” URBACT project aimed to address, among other topics, the added value of this instrument with respect to cross-border governance for implementing common strategies.

³ “Contracting authorities” are the entities that are ruled by the directive 2004/18/EC of 31 March 2004 (coordination of procedures for the award of public contracts).

The results of the “EGTC” URBACT project

The work carried out by the project partners resulted in the development of several outputs, all aiming to provide useful tools for improving the governance of cross-border agglomerations.

At the beginning of the project, the Lead Partner and the Lead Expert drafted a **baseline study** aiming to provide an overview of all partners (state of the art, needs and expectations) and define key issues.

Consistently with the URBACT requirements, each “EGTC” URBACT project partner has drawn up a **Local Action Plan (LAP)** that addresses the measures that will be taken, the projects that could be developed, and the recommendations that are to be expressed to the national and Community authorities in order to improve governance. The partners benefited from individual support from the Lead Expert and the Lead Partner (methodological framework and support). The LAPs address the two main topics previously defined: “Leadership” and “Community” issues.

Local Support Groups existed among all partners even before the “EGTC” URBACT project was launched. They form the frameworks for consultation in cross-border agglomerations. Their structures are different from one conurbation to the other, but in all cases they bring together players from both sides of the border. Depending on the local situation and needs, they involve: technicians from the relevant public administrations (from local to regional and national level), local elected representatives and representatives from the civil society.

The LSGs sometimes comprised two levels of discussion: one at the institutional level to guarantee follow-up of the project by the elected representatives, and another at the technical level. The formation varied during the project for some project partners.

The URBACT Secretariat elaborated a toolkit and a stakeholder analysis, which was useful to municipalities for assessing the most appropriate composition of the Local Support Group.

The exchange of experiences and the identification of best practices, which fed into the reflections leading to Local Action Plans, were made possible during technical meetings and public thematic seminars: a first seminar in Chaves (Portugal) on “Leadership” issues and a second seminar in Tournai (Belgium) on “Community” issues. **Reports** and **all materials related to these events** (PowerPoint presentations, project sheets, framing notes) were useful for enabling the partners to learn from one another, address their needs and pass on examples of good practice.

The **booklet** is a communicative document that details the main results of the project. It contains a CD-ROM with all Local Action Plans, the European Action Plan and the Handbook.

The **European Action Plan** presents the project results: the lessons learned from the project and the recommendations addressed to national and European authorities.

The present document, the **Handbook**, aims to provide some tools to cross-border territories to assess their cross-border governance: a methodological framework, the synthetic table on the needs of cross-border agglomerations in terms of governance and the recommendations of actions (at local, regional/national and European levels) and a range of case studies.

These documents may be a relevant source of information for other cross-border territories in Europe.

1. The methodology used by the partners of the “EGTC” URBACT project

This part of the Handbook presents the methodology steps followed by the cross-border agglomerations partners of the “EGTC” URBACT project in order to enable them to assess their needs in terms of cross-border governance, to exchange with other sites in Europe and to lead successfully the draft of the Local Action Plan, with the support of the Local Support Group.

The key steps aimed to:

- analyze each cross-border territory (geographically, historically, institutionally, etc),
- agree on a common definition of “cross-border governance”,
- assess for each cross-border territory, the difficulties encountered and the solutions to be developed,
- exchange good practices with the other partners involved in the European partnership,
- feed the reflection at local level with the realization of the Local Action Plan.

The exchange of experience between the project partners required several regular technical meetings, and thematic seminars to deliver the results of the reflection to politicians, inhabitants and media.

Each Local Action Plan was elaborated during the project and must be implemented at the end of it. To do so, the information of the decision-makers regarding the LAP realization was considered as crucial.

Description of the methodology step by step:

Key measures	In detail
Contact with a geography expert from the URBACT database	Complementary expertise for partnership coordination: framing of the topics and methodology, moderation of meetings, realization of final documents. Individual support provided to the cross-border agglomerations on their Local Action Plans.
Overseeing a baseline study by the expert and the Lead Partner	Baseline study content: reporting on the situation of cross-border conurbations, data collection, site visits, telephone interviews, validation of the study by the partners. Objective: establish a shared knowledge base for the whole partnership, to identify the topics of interest that are common to the partners in order to elaborate a work programme and to define the outputs that best meet the needs of the partners. (See appendix 1, table of contents of the baseline study)
Definition of the “cross-border governance” topics	Ensuring that all partners have a shared understanding of “governance” and of the work programme. - “Leadership issues” or internal governance of a cross-border conurbation (financing, political and technical organization, formal or informal structure), - “Community” issues or involvement of the civil society and the population within cross-border conurbations. (See appendix 2)
Agreement on the final outputs of the project	Defining the results of the project in a concrete manner in order to elaborate the most appropriate methodology.
Elaborate the work programme and the financial framework	Defining as precisely as possible the seminars that will be held and the topics in relation to the outputs in order to elaborate the most appropriate methodology.
Set-up of the Local Support Group by the project partners	The Local Support group aims to obtain concrete feedback from the parties that are concerned with the governance of a cross-border conurbation but are not formally

	<p>involved in the project. This is an obligation imposed by the URBACT II programme. The Lead Partner and the expert formulate a number of recommendations aimed at the partners and relating to the formation of the Local Support Groups. The LSG composition may evolve during the project. See the URBACT toolkit: http://urbact.eu/documentation/projects-documents/local-support-groups.html</p>
Elaborate a roadmap for organizing the Local Support Group meetings	<p>Objective: agree on a timeline and on the role of the LSG. The expert offers to assist the partners during these meetings (see appendix 5).</p>
Propose a methodology for elaborating a Local Action Plan.	<p>Give the partners a number of guidelines (a framework proposal and some working documents, see particularly appendix 2) for the elaboration of the Local Action Plans.</p>
First thematic seminar on the topic of “internal governance”.	<p>Organize an exchange of know-how and good practices between the partners and other interested parties outside of the partnership on the topic of “internal governance”. Enable the project partners to outline good practices and the difficulties they encountered. The seminars are open to the public, with the attendance of local and national political representatives (in Chaves, Portugal).</p>
Elaborate a framing paper on the topic of “internal governance” Preparatory documents for the seminar	<p>Objective: to frame the topic of “internal governance” and to identify the key questions covered during the seminar.</p>
Elaborate one project-sheet for each cross-border agglomeration on “internal governance” Preparatory documents for the seminar	<p>Objective: to make an inventory of the needs and good practices that exist in each cross-border conurbation and to identify the measures that are to be developed in the future relating to the topic of the seminar.</p>
Technical meeting between the partners on the topic of “internal governance”	<p>Objectives:</p> <ul style="list-style-type: none"> - To organize an in-depth exchange of experiences and good practices between the partners on the topic of “internal governance”: identification of the cross-border conurbations that offer good practices and those which, to the contrary, are waiting for examples of experiences in a given field (see appendix 6). - To prepare a progress report on the elaboration of the Local Action Plans: the

	<p>partners have been invited to present a preliminary version of their Local Action Plan on the topic of “internal governance”.</p> <p>In Basel, Switzerland.</p>
Local visit by the LAP expert	The Lead Expert participated in the LSG meeting of a number of cross-border agglomerations in order to discuss cross-border governance issues.
Second thematic seminar on the topic of “involvement of the civil society”.	Organize an exchange of experiences and good practices between the partners and a number of other interested sites outside of the partnership on the topic of “involvement of the civil society”. Enable the project partners to outline the good practices and the difficulties they encountered. Open to the public (in Tournai, Belgium).
Elaborate a framing paper on the topic of “involvement of the civil society” Preparatory documents for the seminar	Objective: to frame the topic of “internal governance” and to identify the key-questions covered during the seminar.
Elaborate one project-sheet for each cross-border agglomeration on “involvement of the civil society” Preparatory documents for the seminar	Objective: to draw up a list of the needs and good practices that exist in each cross-border conurbation and to identify the measures that are to be developed in the future with respect to the seminar topic.
Technical meeting between the partners on the topic of “involvement of the civil society”	<p>Objectives:</p> <ul style="list-style-type: none"> - To organize an in-depth exchange of experiences and good practices between the partners on the theme of “involvement of civil society”: identification of the cross-border conurbations that offer good practices and those which, to the contrary, are waiting for examples of experiences in a given field (see appendix 6). - Draw up a progress report on the elaboration of the Local Action Plans: the partners have been invited to present a preliminary version of their Local Action Plan on the topic of “involvement of the civil society”. <p>In Kortrijk, Belgium.</p>

<p>URBACT CityLab on metropolitan governance</p>	<p>Co-organization with the URBACT Secretariat and the URBACT working group “Joining Forces” (in Lille, France). Objective: Citylabs are dynamic working meetings with active participation among participants. The CityLab is designed as an opportunity for different URBACT projects and other European projects working on metropolitan challenges to exchange their findings and preliminary conclusions at an intermediary phase.</p>
<p>Finalization of the Local Action Plans (LAPs) and the European Action Plan</p>	<p>Each project partner elaborates a LAP, in response to local challenges. It should provide pragmatic, precise solutions based on the results of the transnational exchanges. It should be jointly produced with the Local Support Group at the local level. The cross-border agglomerations commit in implementing the actions mentioned in it (see appendix 2 and 7).</p>
<p>Final technical meeting between the partners</p>	<p>Discussion on the future of the “EGTC” URBACT project.</p>
<p>Final conference</p>	<p>Official presentation of the Local Action Plans, explanation of the added value of the European exchange for the cross-border agglomerations, and formulation of the recommendations addressed to the national and European levels.</p>

2. Synthetic table on the lessons learned and the recommendations of action

The “EGTC” URBACT project partners reached some common conclusions, lessons learned on governance of cross-border agglomerations that can be useful to other cross-border territories in Europe.

Assessing common problems and obstacles, identifying some innovative solutions at local level, the “EGTC” URBACT project partners identified a range of lessons, proposals they are willing to share with other cross-border agglomerations and all cross-border territories in Europe.

They also pointed out a certain number of recommendations to be taken into account by regional/national or European authorities, according to the area of competence and the political organization of the States (centralized or federal) that are concerned, in order to facilitate close cooperation between border cities.

The following table establishes the link between the needs of cross-border agglomerations in terms of cross-border governance and the proposals that are made to answer to these identified needs. It also highlights the possible obstacles to the implementation of these proposals and identifies the recommendations of actions that should be addressed to the local, regional/national or European levels to overcome these obstacles.

For more details see the European Action Plan of the “EGTC” URBACT project.

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
Need to develop cross-border statistic data in order to assess cross-border agglomerations' economic, social, and environmental situation and to design a common multi-sectoral strategy	1. Develop statistic data at cross-border level facilitating the design of relevant and accurate policies	1.1. Absence of statistic data on cross-border agglomerations and lack of coordination of European, national and regional observatories	Set-up cross-border observatories : mobilize the existing local statistic institutions, encourage the dissemination of information and harmonize indicators	Develop specific data on cross-border agglomerations and harmonize indicators at national levels	Develop statistic data on cross-border agglomerations within the European tools Urban audit and Eurostat
Need to define a shared and common cross-border strategic document, which defines the priorities and the corresponding actions for the coming years	2. Design a common and shared strategy for the cross-border agglomeration, declined into actions	2.1. Absence of cross-border statistic data	<i>See proposal 1</i>	<i>See proposal 1</i>	<i>See proposal 1</i>
		2.2. Lack of expertise to carry out a cross-border strategy	Develop a shared and common cross-border strategy with the assistance of experts if necessary		
		2.3. Lack of support from the citizens to implement the strategy	Involve the citizens by consulting them on the cross-border strategy		
Need to :	3. Create and adapt	3.1. Difficulty to have a	Explain in a pedagogic		

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
<p>Secure commitments and investments on a long-term period.</p> <p>Establish a shared and transparent functioning of the cross-border cooperation.</p> <p>Structure the dialogue and the decision-making process used by the elected leaders.</p> <p>Set-up an operational tool for facilitating the implementation of cross-border projects.</p>	<p>a specific cross-border institution to cross-border agglomerations' projects</p>	<p>political consensus</p>	<p>way the legal frameworks of cross-border cooperation to the elected representatives</p> <p>Reach a political consensus between the elected representatives on: the principle to make the governance structure evolve, the system of representativeness (number of votes, Presidency...), the financial sharing, etc</p>		
		<p>3.2. Lack of know-how to set-up a cross-border governance tool</p>	<p>Carry out a feasibility survey: translate the political agreement in legal terms and choose the most appropriate tool (convention, association, European</p>	<p>The competent authorities for the establishment of cross-border structures should assist local authorities and facilitate the establishment of cross-border structures.</p>	<p>Organize a sharing of experiences at EU level on methodologies, legal obstacles, etc, to set-up governance structures. For the Community tool EGTC, it could take place within the framework of the EGTC</p>

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
			Grouping of Territorial Cooperation, European Economic Interest Grouping...)	Create, at a national scale, an entity dedicated to cross-border cooperation [and aimed at setting-up a network of cross-border actors], providing technical assistance, and bringing-up the needs from the local level to the national level.	network of the Committee of the Regions
		3.3. Legal and administrative obstacles to set-up governance structures		The legislators should: <ul style="list-style-type: none"> - adapt the domestic legal frameworks to cross-border cooperation, border by border; - shorten the length of time used for administrative authorization and the forming of cross-border structures. 	Concerning the Community tool EGTC, the legislators should amend the regulation to: <ul style="list-style-type: none"> - allow the EGTC to be used for bilateral operational projects by authorizing the establishment of EGTCs between a single EU Member State and a non EU Member State; - specify a procedure at EU level to make sure that the

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
				<p>The competent authorities for the establishment of cross-border structures from both sides of the border should find a common position before turning in their final decision to local authorities.</p>	<p>competent authorities for the establishment of EGTCs, on either side of border, coordinate each other before turning in their decision.</p> <p>The European Commission should adopt guidelines at European level to clarify the conditions of participation of non member countries to EGTCs.</p>
<p>Need to involve all the competent public authorities in the governance structure in order to be able to implement projects in different fields.</p>	<p>4. Involve the different institutional levels, including State authorities, in the cross-border governance according to their competences.</p>	<p>4.1. Incapacities of local authorities to implement cross-border projects outside of their scope of competencies</p>		<p>Participation of regional and national authorities to cross-border structure when it is needed regarding their competencies and legally possible.</p>	
<p>Need to develop initiatives with the aim to raise the interest of local</p>	<p>5. Develop ambitious cross-border projects and institutional</p>	<p>5.1. Lack of political will from elected representatives to support cross-border cooperation</p>	<p>Develop cross-border projects that have a visible impact on the population:</p>		<p>Organize the sharing of experiences at EU level on cross-border cooperation between elected</p>

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
<p>elected representatives on cross-border cooperation.</p> <p>Need to develop initiatives with the aim to raise the interest of local elected representatives on cross-border cooperation.</p>	<p>mechanisms requiring in-depth political involvement</p>	<p>due to a lack of support from the population for cross-border cooperation</p>	<p>infrastructure, public services... and communicate on these projects</p>		<p>representatives and civil servants of a cross-border agglomeration with another one (cf. ERASMUS-style programme). This could lead to a better acceptance of cross-border cooperation by the concerned elected representatives</p>
		<p>5.2. Short lasting electoral mandate.</p>	<p>Set-up thematic committees and working groups chaired by the elected representatives; establish a turning presidency and designate vice-presidents</p>		
		<p>5.3. Legal obstacles to develop ambitious cross-border such as infrastructures or public services</p>	<p>Set-up the most adapted legal tool to the implementation of each cross-border project</p>	<p>Establish cross-border platforms (joint committees, intergovernmental conferences...) to</p>	

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
				<p>facilitate discussion on possible obstacles and obtain consistency of the domestic legislations on either side of border.</p> <p>Adapt the legal framework border by border, with the signature of the necessary inter-state agreements.</p> <p>Recognize a special statute of cross-border agglomerations (for example: the French Constitution recognizes the right of experimentation of local authorities).</p>	

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
Need to develop initiatives with the aim to raise the interest of local elected representatives on cross-border cooperation.		5.4. Lack of financing to develop ambitious cross-border projects such as infrastructures or public services	Launch a reflection on financial solidarity mechanisms , enabling cross-border agglomerations to be less dependent on regional, national and EU funds.	Promote a complementary use of regional and national funds to support cross-border projects, border by border. Identify the opportunities provided by regional and national funds for financing cross-border infrastructures or public services. Give the ministries concerned by cross-border issues a budget line dedicated to cross-border cooperation.	
		5.5. Lack of expertise to develop ambitious cross-border projects such as infrastructures or public services.		Create, at a national scale, an entity dedicated to cross-border cooperation that provides technical assistance for setting-up projects and brings-up	

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
				the needs from the local level to the national level	
<p>Need to guarantee a continuity of the technical work.</p> <p>Need to have a staff with very specific skills required for cross-border cooperation: languages, knowledge of administrative and cultural contexts...</p> <p>Need to have sufficient human resources for time-demanding missions.</p>	<p>6. Set up a permanent team dedicated to the cross-border agglomeration, with skills adapted to its needs</p>	<p>6.1. Difficulty to find a highly-qualified staff in absence of a clear and attractive statute for personal within cross-border structures (necessity to articulate the different laws from both sides of the border)</p>	<p>Adapt the composition of the staff to the needs of expertise of the cross-border agglomeration</p>	<p>Promote the use of the right to experimentation in order to recognize a specific statute of the staff of cross-border structures (based on the French experience).</p> <p>Signing inter-state agreements to harmonize the relevant social rules and to promote recognition of diploma.</p>	<p>Launch a reflection at EU level on a European statute of the staff of cross-border structures</p>

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
Need to find synergies and complementarities between all technicians dealing with cross-border cooperation	7. Define communication and cooperation channels between the staff of the cross-border structure and the civil servants of the local authorities	7.1. Problem to find competent technicians who can communicate in a common language and have a good understanding of the cultural and institutional context on both side of the border	Develop language trainings and courses on the institutional and cultural environments on the other side of the border. Clearly define tasks between the cross-border structure and the public authorities involved.	Identify the opportunities provided by regional and national funds for financing trainings	Identify the opportunities provided by EU funds for financing trainings
Need to ensure an appropriate technical response to the political demands	8. Define communication and cooperation channels between the political and technical organs of the cross-border structure	8.1. Difficulty to identify one technical interlocutor in the cross-border structure for the political level	Appoint one director to the cross-border structure		
Need to find complementary financial resources	9. Develop financial solidarity mechanisms at	9.1. Difficulty to reach a political consensus on common financial			

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
to regional, national and European funds for cross-border projects	cross-border level	solidarity mechanisms.			
		9.2. Legal obstacles to the setting-up of financial solidarity mechanisms (depending on national legal frameworks)		Overcome legal barriers: adaptation of the existing domestic law , signing of inter-State agreements , border by border, and use of the right of experimentation (based on the French experience)	
		9.3. Experimentation phase of such practices and needs for expertise			Organize a sharing of experiences at EU level for elected representatives and civil servants within the framework an ERASMUS-style programme (see point 5.1)
Need for an appropriate framework facilitating the implementation of cross-border projects	10. Raise awareness of cross-border agglomerations in all policies in order to facilitate cross-border cooperation	10.1. Lack of recognition and of knowledge of cross-border agglomerations in regional, national and EU policies		Promote recognition of cross-border agglomerations' specificities in regional and national policies (sectoral, planning	Promote recognition of cross-border agglomerations' specificities in European policies

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
				<p>strategies).</p> <p>Create an entity at a national scale dedicated to cross-border cooperation and aimed at setting-up a network of cross-border actors, providing technical assistance, and bringing-up the needs from the local level to the national level.</p> <p>Launch a large reflection on cross-border cooperation at national level.</p>	

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
		10.2. Lack of dialogue at the highest level		<p>Identify a contact person on cross-border issues in the concerned ministries, coordinated by one person at the highest political level.</p> <p>Launch an interdepartmental reflection between Ministries on cross-border issues.</p>	<p>Designate an EU Commissioner in charge of cross-border cooperation who would coordinate actions of all DGs concerned by cross-border cooperation.</p> <p>The inter-service group on “Urban development” led by DG REGIO should deal with cross-border urban issues, with a link with cross-border agglomerations</p>
Need to guarantee coherence and articulation between strategies and actions that cover a common cross-border area	11. Promote linkage between the levels of cross-border conurbations and euroregions	11.1. Potential competition between the different scales of cross-border cooperation	<p>Exchange of information between the actors of different scales of cross-border cooperation.</p> <p>Participation of representatives of one cross-border entity to</p>	Promote recognition of levels, local and euroregion , in regional and national planning strategies and policies and articulation of both scales of cooperation.	Promote recognition of both levels, local and euroregion , in EU policies, and articulation of both scales of cooperation (micro and macro-regions)

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
			the technical and political bodies of the other entity and vice-versa (as observer for example).	Promote the direct management of structural funds by EGTCs that cover cross-border territories and have a cross-border integrated strategy (under pre-defined conditions) . This will lead to the emergence of cross-border projects really articulated with the cross-border strategy.	
<p>Need to overcome prejudices, differences of languages, cultures... on the cross-border territory.</p> <p>Need to enable the population to share and know each other better.</p>	<p>12. Develop cross-border popular events aiming to provide places for sharing and exchanges for inhabitants</p>	<p>12.1. Lack of human and financial resources dedicated to the organization of popular events</p>	<p>Dedicate sufficient human resources to this task.</p> <p>Involve the civil society in the realization of such projects (associations, universities,...).</p>	<p>Identify the opportunities provided by regional and national funds for financing popular events</p>	<p>Identify the opportunities provided by EU funds for financing popular events</p>
		<p>12.2. Difficulty to attract</p>	<p>Communicate widely</p>		

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
		many people to cross-border popular events	on cross-border popular events (see proposal 16)		
Need to respond to the needs of the population in cross-border areas	13. Develop cross-border services and infrastructures that answer to the population's needs	13.1. Difficulty to assess the needs of the population in absence of cross-border data	See proposal 1 Carry out studies to assess the needs of the population in terms of infrastructures and public services	See proposal 1	See proposal 1
		13.2. Incapacities of local authorities to implement cross-border projects outside of their scope of competencies		Involvement of regional and national administrations in cross-border projects , in fields that fall within their scope of competencies	
		13.3. Legal and financial obstacles to develop cross-border infrastructures and public services, and need of expertise	See points 5.3, 5.4, 5.5.	See points 5.3, 5.4, 5.5.	See points 5.3, 5.4, 5.5.

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
Need to involve the population in cross-border cooperation and to accompany the civil society in the implementation of cross-border projects	14. Help the civil society to initiate cross-border projects	14.1. Lack of human resources in cross-border agglomerations	<p>Dedicate sufficient human resources to this task.</p> <p>The cross-border agglomeration can support civil society by providing: technical, logistic, communication, financial support (for example, creation of a programme of micro-projects dedicated to civil society with simplified procedures)</p>		Organize a sharing of experiences at EU level for elected representatives and civil servants within the framework an ERASMUS-style programme (see point 5.1)
Need to improve the visibility of cross-border agglomerations inside and outside the cross-border agglomeration	15. Adopt a communication strategy for the cross-border agglomeration	15.1. Lack of expertise in communication and of knowledge of best practices in Europe	<p>Develop a communication strategy for the cross-border agglomeration: website, adopt a name, a logo, a mapping, and create a regular newsletter,</p>	Identify the opportunities provided by regional and national funds for financing communication activities	<p>Identify the opportunities provided by EU funds for financing communication activities.</p> <p>Organize a sharing of experiences at EU level for elected representatives and civil servants within the</p>

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
			etc. Develop press relations. Dedicate sufficient human resources to this task (a communication officer).		framework an ERASMUS-style programme (see point 5.1).
Need to earn the support of citizens on cross-border cooperation.	16. Communicate toward citizens concrete information relating to their daily life as cross-border citizens	16.1. Difficulty to define the content of the information disseminated to raise awareness on cross-border cooperation	Communicate on the positive effects of cross-border cooperation on the population's daily life: leisure activities, public services, impacting cross-border projects (transport for example)	Regional and national media should also cover cross-border news	European media should also cover cross-border news. Use concrete example of cross-border projects to communicate on a Europe closer to its citizens.
		16.2. Difficulty to attract local, regional and national media on cross-border issues	Communicate on visible cross-border projects and develop press relations with the media		

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
		16.3. Difficulty to reach a large audience	Use different types of media : internet, television, radio, newspaper		
Need to enable the population to express its opinion on cross-border cooperation.	17. Develop the e-democracy to promote a large debate among populations	17.1. Difficulty to find topics of interest for the inhabitants	Create a Chat forum open to all citizens for free discussions. Communicate largely on such initiatives (see proposal 16).	Identify the opportunities provided by regional and national funds for financing the setting-up of a chat forum	Identify the opportunities provided by EU funds for financing the setting-up of a chat forum
Need to mobilize the population around the cross-border debate.		17.2. Lack of experimentation of such practices			Organize a sharing of experiences at EU level for elected representatives and civil servants within the framework an ERASMUS-style programme (see point 5.1).
Need to legitimate cross-border public policies.	18. Develop discussion and consultation platforms involving institutional actors and the appropriate	18.1. Difficulty to choose the most appropriate system: depending on cultural contexts, on the actors concerned, on the role given to the civil	Adapt the system of involvement of the civil society to the local context		Organize a sharing of experiences at EU level for elected representatives and civil servants within the framework an ERASMUS-style programme (see point 5.1).
Need for expertise coming from the civil					

LESSONS LEARNED AT LOCAL LEVEL			RECOMMENDATIONS OF ACTIONS IN ORDER TO IMPLEMENT THE PROPOSALS		
Needs at local level	Proposals to respond to the needs	Possible obstacles to the implementation of the proposals	Local level	Regional/national level	European level
<p>society to know the needs on the ground.</p> <p>Need to make elected representatives accountable to the population.</p>	<p>civil society players</p>	<p>society (consultative body...), formal/informal system, etc.</p>			
		<p>18.2 Difficulty to identify the relevant actors to involve in such participative democracy processes</p>			
		<p>18.3 Difficulty to establish a clear linkage between the platform involving the civil society and the public institutions</p>			
		<p>18.4 Lack of experimentation of such practices</p>			

3. Case studies on cross-border governance

One of the main objectives of the “EGTC” URBACT project was for the project partners to identify best practices and exchange on them in order to improve their partnership systems.

In the case studies sheet, each cross-border agglomeration has detailed two local good practices by pointing out:

1. Description of the action
2. Background
3. The partners
4. Implementation/calendar
5. Obstacles encountered
6. Reasons of success
7. Costs/sources of financing
8. Perspectives
9. Contact

The « best practice » sheets are preceded by the identity card of the cross-border agglomerations and their governance.



3.1. Eurometropole Lille-Kortrijk-Tournai

3.1.1. Identity card

Name :	Eurometropole Lille-Kortrijk-Tournai
Border :	France – Belgium
Territory:	It comprises the territories of Lille Metropole Urban Community (87 towns), Walloon Picardy, and the south of western Flanders, adding to a total of 145 towns. With its 2 million inhabitants and 3,550 km ² , it forms the biggest cross-border conurbation in Europe.
Governance structure :	<p>The Eurometropole is a European Grouping of Territorial Cooperation which was created on 22 January 2008; it is the first EGTC in Europe. Its seat is situated in Lille and its secretariat in Kortrijk.</p> <p>The organs: the assembly, the board, some working groups led by elected representatives, the Forum (consultative body comprising the representatives of civil society), the Conference of the Mayors.</p>
Members :	<p>The Eurometropole comprises 14 partners:</p> <ul style="list-style-type: none"> - On the French side: the State, the Nord-

Pas-de-Calais Region, the Nord
Departement, and Lille Metropole Urban
Community

- **On the Belgian side:** the Federal State, the Flemish Region and Community, the Western Flanders Province, the Leiedal intercommunality, the wvi intercommunality, the Walloon Region, the French Community of Belgium, the Hainaut Province, the Ideta intercommunality, and the leg intercommunality.

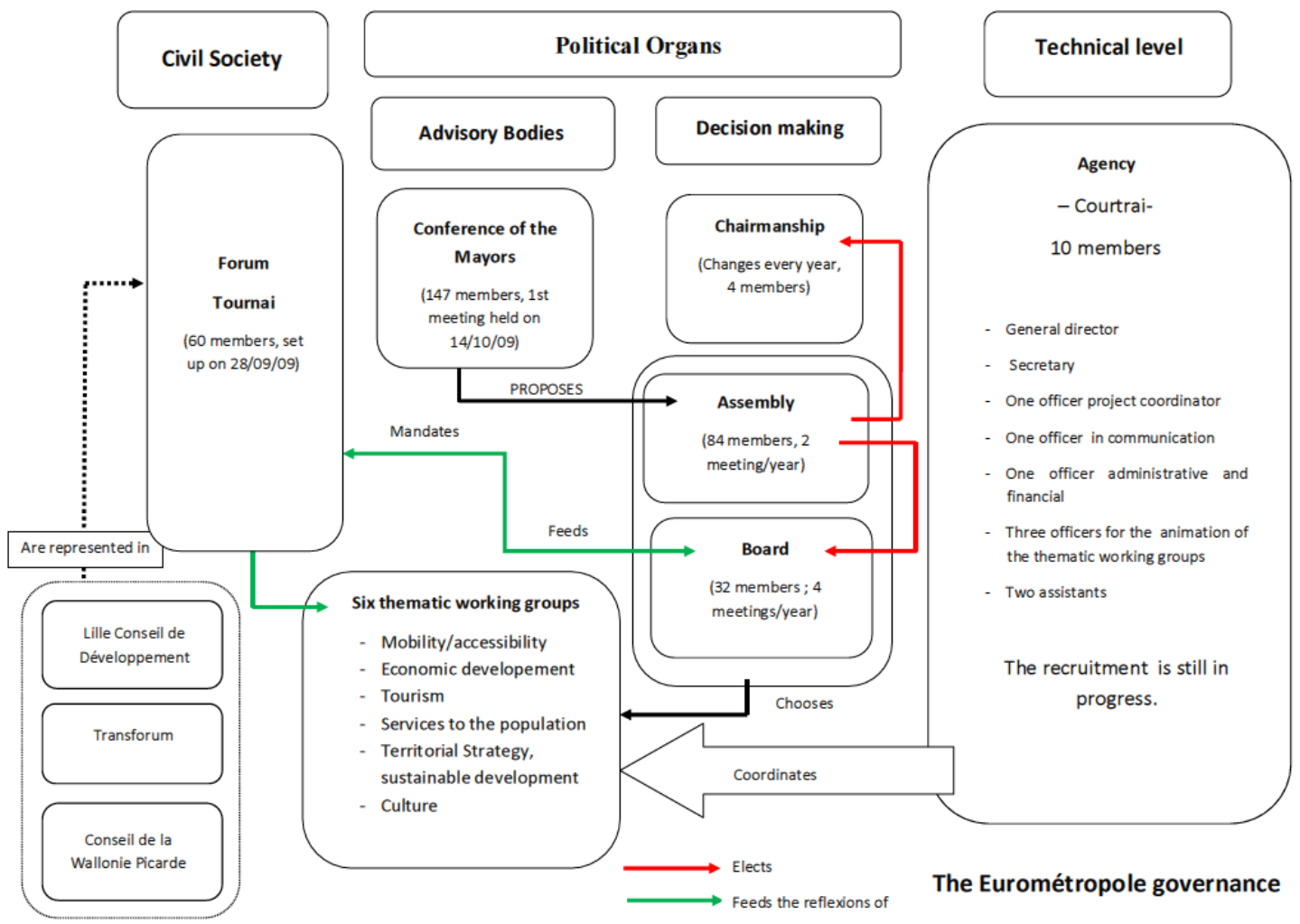
**Objectives of the
cross-border
cooperation:**

To contribute to the well-being of the population on both sides of the border.
To contribute to the European integration process.
To implement projects aimed at facilitating the every-day life in a cross-border conurbation.
To define and establish a model of governance adapted to a polycentric, tri-cultural and bi-national metropolis.

Website: www.lillemetropole.fr

Governance scheme of the Eurometropole Lille-Kortrijk-Tournai:

(For more details; see the Eurometropole’s Local Action plan)



Lille Metropole (France)

The cross-border area of Lille-Kortrijk-Tournai has a specific geographical situation, right in the heart of a dense network of medium-sized French and Belgian towns. It is thus in a French-Belgian metropolitan area of 3,550 km² with 2 million inhabitants and therefore it is the first uninterrupted cross-border conurbation in Europe. The great number of local authorities and the specific nature of the national and regional development and planning policies in France, Wallonia and Flanders force to set up a form of governance adapted to a polycentric, tricultural and bi-national urban area. Lille Métropole has a long tradition of cooperation with its Belgian neighbors. As early as 1991, the COPIT/GPCI, or Cross-border Standing Conference of Intermunicipal Organizations, brought together five local authorities from France, Wallonia and Southern Flanders in Belgium. In order to strengthen this cooperation, an EGTC was created in January 2008 by 14 stakeholders including Lille Metropolis and gathering all the competencies within the Eurométropole Lille-Kortrijk-Tournai, following the recommendations made by the French-Belgian interparliamentary group.

At the beginning of the project, Lille Metropolis expected to discuss the implementation of the EGTC regulation with other cross-border conurbations and thus elaborate recommendations for the creation of EGTCs elsewhere in Europe. After the official creation in January 2008 of the first EGTC in Europe, the time was right for setting-up the operational organization that would enable effective development of ambitious projects within a multi-level governance framework. Lille Métropole expected to identify how the EGTC could invigorate the cross-border region and assist in the implementation of specific projects, in particular by using Structural Funds.

The “EGTC” URBACT project helped Lille Métropole to understand the specificities of its governance model but also the difficulties to implement it, such as the capacity to deliver flexible, short term projects and to address the issue of the civil society. Lille Métropole used the network created and some reflections proposed by partner cities to connect the Eurométropole with the European dimension, in terms of networking and positioning (for example, contribution to the

green book on multilevel governance). The organization of the seminar on community issues in Tournai was a big opportunity for Lille Métropole to link the Eurométropole, different project partners of the territory and some partners in Europe.

The local action plan is designed as a roadmap to improve the implementation of the EGTC and insists on the points to be strengthened (forum of the civil society, conference of mayors...)

3.1.2. Case study: The Forum of the Eurometropole Lille-Kortrijk-Tournai

1. Description of the action

The Forum is an advisory tool of the European Grouping of Territorial Cooperation “Eurometropole Lille-Kortrijk-Tournai”. Its main objective is to take part in the cross-border reflection, and to express advices and project proposals for the Eurometropole/EGTC.

The role of the Forum is:

- To federate the living forces of the territory and to spark off the debate on the challenges of the Eurometropole
- To express proposals of projects that are in line with the strategy of the territory
- To call out to the members of the Eurometropole on every cross-border matter related to the territory
- To participate to the effort of forecasting from the Eurometropole in order to feed its political and operational strategy
- To contribute to the appraisal of the Eurometropole
- To help the Eurometropole to pay particular attention to its living forces, real ambassadors in charge of broadcasting, relaying, and mobilizing ideas
- To answer to the consultations from the Eurometropole (seisin)

The members of the Forum have offered to work on the following themes: employment, transportation, culture, languages, international attractiveness of the territory, etc.

2. Background

The works of the Forum lean on the experience and the cross-border projects that have already been led by the three development councils from all three territories. The objective of the creation of the Forum was thus for the Eurometropole to become a reality for its inhabitants; but also to respond to the needs of the population. These needs are numerous, but a few priorities come out:

- Global mobility of the people and of transportation of goods
- Accessibility to the Eurometropole
- Full appropriation of the territory by all actors of its development and all inhabitants
- Culture, knowing and understanding each other (two countries, three cultures, three languages)
- Employment
- Territorial development strategy
- Health and social issues

These priorities have become the Forum's working themes. Their identification as needs from the population has led to the involvement of actors from the civil society and the socio-economic sector.

3. The partners

The Forum comprises 60 voluntary members who represent the civil society: 30 French (27 of them already belong to the development council of Lille Metropole) and 30 Belgians (15 Flemish from the "Transforum" and 15 Walloons from the development council of Walloon Picardy).

The Forum has one president (elected for two years) and three vice-presidents, one from each territory of the Eurometropole, so as to guarantee their representativeness.

4. Implementation/calendar

The Forum was established on 28 September 2009. It was first set-up for a two-year experimental phase.

5. Obstacles encountered

The Forum, which has a consultative role, and the EGTC, which has a decision making and implementation role, are very young institutions. Thus the challenge is to organize strong links between them.

6. Reasons of the success

The recognition of an institutional body for the civil society which has played an active role in cross-border cooperation for some years.

7. Costs/sources of financing

All members of the Forum take part in it on a voluntary basis. The Eurometropole itself takes in charge some expenses related to the Forum.

8. Perspectives

During this two-year experimental phase, the Forum will have to prove why it is necessary to the functioning of the Eurometropole and to the realization of its main objective, which is to turn the biggest cross-border conurbation in Europe into a reality for its citizens' everyday life.

9. Contact

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3.1.3. Case study: The French-Belgian Parliamentary Group

1. Description of the action

The double aim was to identify the legal and administrative restraints to cross-border cooperation and the ways to remedy, and to propose an integrated governance model for the cross-border conurbation. The parliamentary group, which composed of MPs, was in charge of defining solutions to reinforce cross-border cooperation on the field, of establishing an inventory, a diagnosis of the needs, and of collecting suggestions which will be used to design a project which will be handed over to national governments. The working group was a laboratory for ideas which made a great number of proposals and gave large directions for the European Grouping of Territorial Cooperation to be: management of water resources, guaranteeing a better access by train, air and river, development of high technologies, positioning of the territory as a meeting point in North-Western Europe, etc.

In order to achieve these goals, the parliamentary group recommended the creation of a cross-border Eurodistrict for the Eurometropole Lille-Kortrijk-Tournai and drew the main orientation lines for it.

2. Background

Since the 1990's, there has been cooperation projects between the French and Belgian border territories. But cross-border projects and cooperation in general were held back by a number of obstacles. Cooperation tools were not adapted to the cross-border conurbation level and to the needs for coherence and a cross-cutting dimension. The CoPIT (permanent conference for cross-border

intercommunalities) was in charge of leading cross-border cooperation. It was a simple consultative association of partners from both sides of the border. The parliamentary group recommended the replacement of this entity by a LGCC (local grouping for cross-border cooperation), which would soon be replaced by an EGTC (European grouping of territorial cooperation). This transformation was made possible with the adoption by the European union of the regulation 1082/2006.

3. The partners

The parliamentary group was composed of 12 members, 6 French and 6 Belgian: A. Lamassoure, P. Mauroy, P. Delnatte, B. Roman, C. Vanneste, F. Vercamer, C. Bortcorne, S. Lahaye-Battheu, G. Bossuyt, J-L. Crucke, P-O. Delannois, and S. De Clerck as spokesman.

Other meetings took place during the implementation phase, between 2006 and 2008, and they involved multiple actors for the administrations of both states and from the civil society and the economic sector.

4. Implementation/calendar

The first plenary session of the parliamentary group was held on 10 November 2005. It was formed in order to implement the Eurodistrict. On 12 June 2006, during its second plenary session, the working group turned in a stage report which was a proposal for a form of organization and functioning of the Eurodistrict, and which was use as a guiding principle for the implementation of the metropolitan project. During its third and last plenary session, on 19 March 2007, the parliamentary group signed an agreement to make the EGTC an advisory entity for the realization of projects of common interest on the whole territory. This agreement dealt with six themes regarding the new entity: its mission, its functioning, its financing, its territory, its headquarters, and its name. Resulting from this agreement, the EGTC

was created in January 2008. The parliamentary group was dissolved after its last plenary session in March 2007.

5. Reasons of success

The meetings of deputies from both sides created a strong background for multilevel governance on the cross-border metropolis.

6. Costs/sources of financing

The costs were meeting and translation costs.

They were taken in charge by: French state, federal Belgian state, Walloon region, Flemish region, French community of Belgium.

7. Perspectives

The EGTC itself but also its team are very young. This means the perspectives for evolution are broad. The challenge is to develop projects but also a common strategy based on this multilevel governance initiated by the parliamentary group.

8. Contact

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3.2. Eurodistrict Strasbourg-Ortenau

3.2.1 Identity card

Name:	Eurodistrict Strasbourg-Ortenau
Border:	France - Germany
Territory:	It comprises the territories of Strasbourg Urban Community and the Ortenaukreis. Altogether, the territory accounts for 850,000 inhabitants.
Governance structure:	<p>The Eurodistrict is a European Grouping of Territorial Cooperation. It was founded as such on 4 February 2010. It has its own legal personality with its seat in Strasbourg and secretariat in Kehl.</p> <p>Organs: Council of the Eurodistrict (48 elected members from the Strasbourg Urban Community and the Ortenaukreis, but also from the French state, the Alsace region, and the Baden-Württemberg Land). The council is a sort of parliament; it also has a bureau, an executive entity, of 12 members. A general secretariat with 5 agents should be set-up before summer 2010.</p>
Members:	<ul style="list-style-type: none"> - On the French side: Strasbourg Urban Community (28 towns) - On the German side: the Ortenaukreis (51 towns), and the cities of Offenburg, Lahr, Kehl, Achern, and Oberkirch. <p>Both states are still simple observers at the</p>

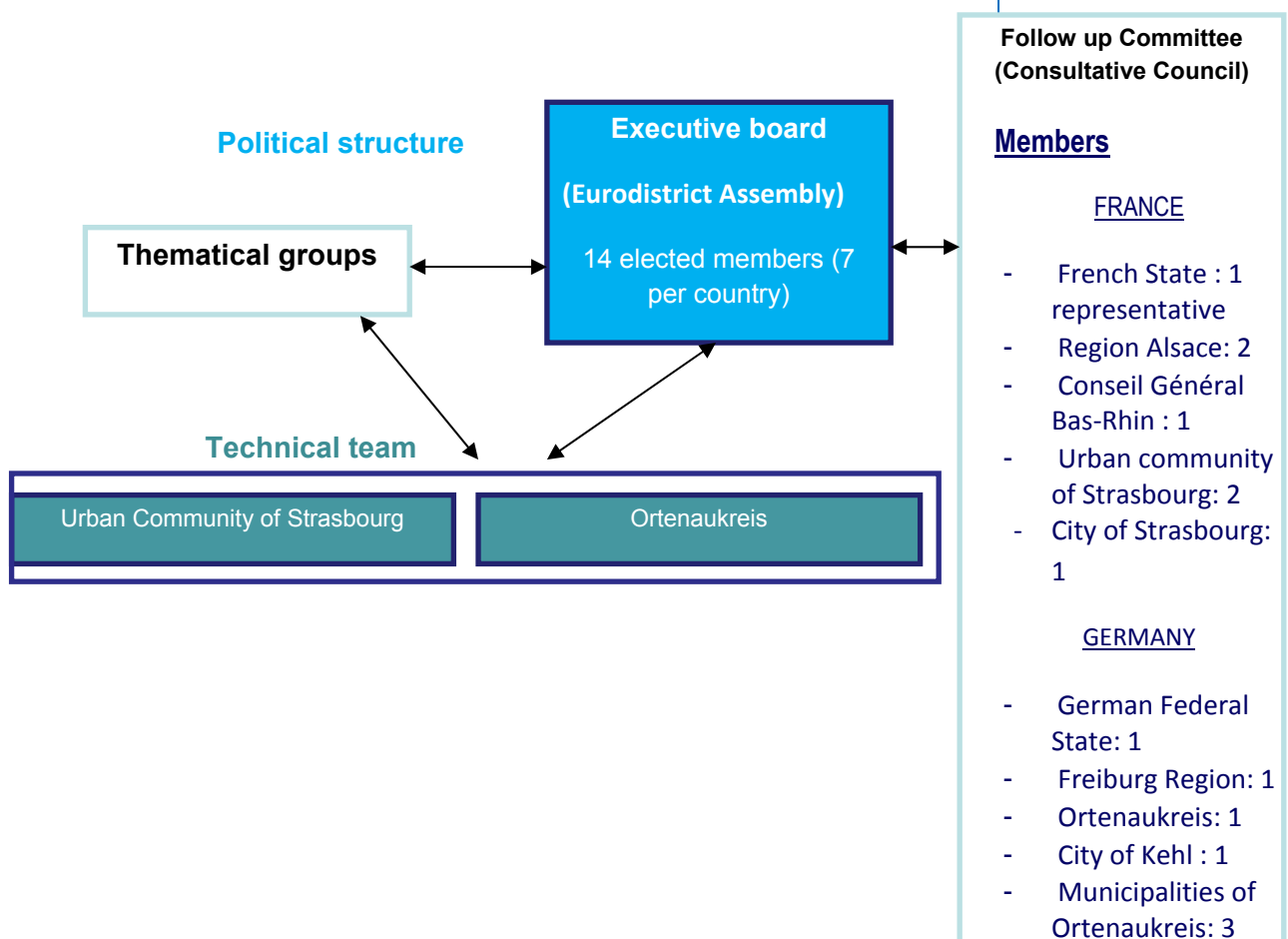
time but will soon become full members.

Objectives of the cross-border cooperation:

To favor the metropolitan development of the region.
To facilitate to day-to-day life of its inhabitants and answer to their needs.
To implement real cross-border policies.
To facilitate the implementation of cross-border projects on both sides of the Rhine river.

Website: www.eurodistrict.eu

Organization scheme of the Eurodistrict Strasbourg-Ortenau EGTC :



Urban Community of Strasbourg (France)

The cross-border conurbation of Strasbourg (France) and the Ortenaukreis (Germany), located on the West and the East bank of the Rhine River, covers about 850.000 inhabitants. In 1995, cross-border strategic planning became a central objective so as to facilitate a cross-border spatial cohesion: the white paper on strategic planning was the first political will to get a global co-ordination on spatial use in the area. The search for efficient governance enabling the implementation of the strategy became more and more central in the political process.

The decision was then taken to formalize a network of French and German local authorities: a convention was signed by local authorities to establish a Eurodistrict in 2005, in order to organize the cooperation between political and technical levels without a structure with legal personality.

In parallel to the thematic actions, a strategic framework has been built-up during the past few years to have a global view of issues and expectations for the cross-border area: the Strasbourg-Ortenau Metropolitan Project (2004-2007).

At the beginning of the project, the key issue was to facilitate the organization of that metropolitan area in order to intensify cooperation and have structural actions strengthening a sustainable conurbation in a competitive world-wide environment. The two national spokesmen leading the Eurodistrict had agreed on the necessity to explore new methods of governance so as to pass from the existing cooperation to a more integrated form of collaboration, through the establishment of a co-decision process, notably with the establishment of an EGTC. As a result, the EGTC was created on 4 February 2010.

By taking part in the “EGTC” URBACT project, the partners of the Eurodistrict Strasbourg-Ortenau were willing to exchange innovative methods with the other partners in order to get new ideas for the future EGTC. The challenge was also to intensify visibility for the inhabitants and to enhance the involvement of civil society.

Globally, participating in the “EGTC” URBACT project has allowed the Eurodistrict Strasbourg-Ortenau to deepen its reflection on the new orientations it will give to its territorial development, its governance methods, and its readability in order to move from a cooperation logic to a co-decision logic.

Moreover, since the project ran parallel to the setting-up of the EGTC “Eurodistrict Strasbourg-Ortenau”, the sharing of information, know-how, and best practices in terms of governance and community within the cross-border conurbations who are partners of the project, has proved to be particularly enriching.

More specifically, the Local Action Plan, which represents the concrete outcome of the project, will serve as a source of information for the political entities which will find in it some examples of good practices and compared experiences that will feed new approaches in terms of involvement of the civil society, without which the EGTC “Eurodistrict Strasbourg-Ortenau” could not become established in the lasting.

3.2.2. Case study: The creation process of the European Grouping of Territorial Cooperation of the Eurodistrict Strasbourg-Ortenau

1. Description of the action

Decision to provide the Eurodistrict with a legal status. Setting up of a binational group of jurists responsible for analysing the various legal forms that may be considered. Decision to choose the EGTC as legal structure. Setting up of the EGTC.

2. Background

Originally, the Eurodistrict Strasbourg-Ortenau had no legal status and was based on an agreement signed in 2005 by seven French and German partners.

The principal weaknesses of the original governance of the Eurodistrict were to be found in:

- A dual structure with two spokespersons;
- Two secretariats;
- An insistence on unanimous decision-making;
- A lack of visibility as far as the population was concerned.

In addition, as the former Eurodistrict formula did not have its own budget, it was difficult for it to fund cross-border projects directly or request cofunding from the European Union as the project developer always had to be a member authority.

The EGTC was the legal instrument that best met the expectations of local elected officials for the following reasons:

It is the only instrument that allows participation of national States, a particularly interesting characteristic on the French side, where various

competencies fall to the State and where it may turn out to be very useful to have the latter as a member from the outset.

In addition, the EGTC is a flexible instrument that allows easy implementation of European Union programmes, which will guarantee excellent visibility of the cross-border work of the Eurodistrict to the latter.

3. The partners

Throughout the setting up of the EGTC, the following partners have been involved:

At political level:

The local French and German authorities in partnership with the Eurodistrict Strasbourg-Ortenau, i.e. the Communauté Urbaine de Strasbourg, the Ortenaukreis and the towns of Offenburg, Lahr, Kehl, Achern and Oberkirch .

In spring 2008, the French and German States commissioned two outside experts, Messrs Cottin and Vetter, to collaborate on a joint mission to examine the potential of the Eurodistrict.

At technical level:

The two French and German secretariats of the Eurodistrict assisted by a small group of Eurodistrict referral agents from German cities, the binational group of jurists responsible for drafting the statutes and the constitutive agreement.

Outside assistance:

Assistance from the Euro-Institut in Kehl during preparation and management of the orientation seminar of 11 September 2008 on the future of the Eurodistrict.

In addition, the EGTC “Eurodistrict Strasbourg-Ortenau” was set up in parallel with the fulfilment of the “EGTC” URBACT project and we were able to call at all times on the expertise of the MOT in the field of setting up this new European legal instrument.

4. Implementation/calendar

1 July 2008: Decision of the Eurodistrict Board to provide the latter with a legal status and mandate to the government authority to set up a binational group of jurists to look into the respective advantages and disadvantages of the various legal forms that may be envisaged.

11 October 2008: Orientation seminar on the future of the Eurodistrict.

9 December 2008: Decision by the Eurodistrict Board to create an EGTC.

3 February 2009: Submission of the report by the experts, Cottin and Vetter, on the future outlook of the Eurodistrict and adoption of the framework points of the statutes of the future EGTC.

26 March 2009: Approval of the statutes and the constitutive agreement of the EGTC, "Eurodistrict Strasbourg-Ortenau", by the Eurodistrict Board.

March 2009 - May 2009: Adoption of the statutes and the constitutive agreement of the EGTC by all of the deliberative assemblies of the future members of the Eurodistrict and requests for permission to join the EGTC by the future members from the French and German States.

21 January 2010: Permission for the German members to join the EGTC issued by the Regierungspräsidium Freiburg.

28 January 2010: Order of the Prefecture of Région Alsace creating the EGTC Eurodistrict Strasbourg-Ortenau.

4 February 2010: Constitutive session of the EGTC in Strasbourg.

5. Obstacles encountered

The difficulties encountered during the setting up of the EGTC have been minor and, above all, of a technical nature, i.e. rushed drafting of the statutes and a constitutive agreement in line with the wishes of the various partners and reaching agreement on the configuration of the future operational structure (Secretariat General). In political terms, the French State has requested full and complete participation in the EGTC and therefore a quick amendment to the statutes and the constitutive agreement to reflect this.

6. Reasons of the success

Although it was possible to set up the EGTC so quickly (18 months), this is because there has always been a strong political will on both sides of the Rhine to endow themselves with the means quickly to supersede the existing type of cooperation to move towards co-decisional type governance.

7. Costs/sources of financing

The EGTC, “Eurodistrict Strasbourg-Ortenau”, should be given (subject to the definitive adoption of the budget by the Eurodistrict Board) its own annual budget in the order of € 850,000 which will enable it to set up its new structure, cover the expenses inherent in its operation and support cooperation projects.

In future, the Eurodistrict plans to request national and European cofunding with a view to fulfilling its various missions.

8. Perspectives

Once its structure is well established, the EGTC Eurodistrict Strasbourg-Ortenau will still be faced with a number of challenges, the main one being progressively to become a bona fide cross-border intercommunal authority based on the principle of co-decision-making. To achieve this, numerous intermediate steps will still be necessary.

9. Contact

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3.2.3. Case study: The European picnic and the Bicycle Day

1. Description of the action

Every year in May, the Month of Europe, the Eurodistrict organizes a European picnic and a Bicycle day. They usually take place on the same day. The objectives are:

- For the people of this cross-border territory to discover the natural and cultural heritage of the region on both banks of the river Rhine through bilingual guided routes.
- To promote sports , meetings and friendship between citizens
- To promote a sense of belonging to the same region
- To promote the European idea, present the European institutions and cross-border and European actors
- To deliver an educational and fun multicultural program

Around 400 people (mostly families) participate in our bicycle guided tours, and around 1500 people take part in the picnic.

2. Background

Inhabitants of the Eurodistrict live only a few minutes away from their foreign neighbours. Thus, the idea was to bring people together, to help them get to know each other and connect. But also to help them discover the sites in the region and the cross-border actors: European institutions, administrative departments at local level, associations, etc.

3. The partners

The Eurodistrict is the project manager, it organizes the event together with the Strasbourg Urban Community. But other socio-economic

actors are also involved in the project. Thus, associations and federations, the bakers' guild, both French and German police corps, European institutions and cross-border actors take part in this eventful day.

4. Implementation/calendar

The first Bicycle day and European picnic at Eurodistrict level were organized in 2007. The objective is now for the event to become established in the area and attract more people year after year.

5. Obstacles encountered

The main difficulty is to find a suitable date for the event as many other local and regional important events occur during this month (Month of Europe in Strasbourg) and we also have to take the different public and school holidays in France and Germany into account. It is also difficult to find enough bilingual guides for the bicycle tours and imagine routes which are interesting for the visitors from both countries and different ages. Every year it is a new challenge to develop a well balanced intercultural program because it might prove difficult to coordinate the various partners and elements of the program (for example the timing between the stage program and the departures of the tours).

6. Reasons of the success

The Bicycle day and European picnic are educational, fun and sportive events. Both events satisfy the curiosity of the people about the region on the other side of the Rhine. They enable people to exchange with their neighbours and meet new people. These are the main reasons why the event has quickly attracted a lot of people and keeps on attracting more and more participants every year. As a result of this success, our guided bicycle tours are often fully booked and we need to find more bilingual guides for the coming years.

7. Costs/sources of financing

The Strasbourg Urban Community and the Ortenaukreis support the financial costs of the event.

8. Perspectives

- To finance the event with the common budget of the EGTC
- To open the event to other ways of moving : two, three or four wheel vehicles
- To develop and refine the concept (programme, routes, etc.)
- To attract more and more people year after year and have enough bilingual guides for our bicycle tours.

9. Contact

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Website : www.eurodistrict.eu; www.eurodistrikt.eu

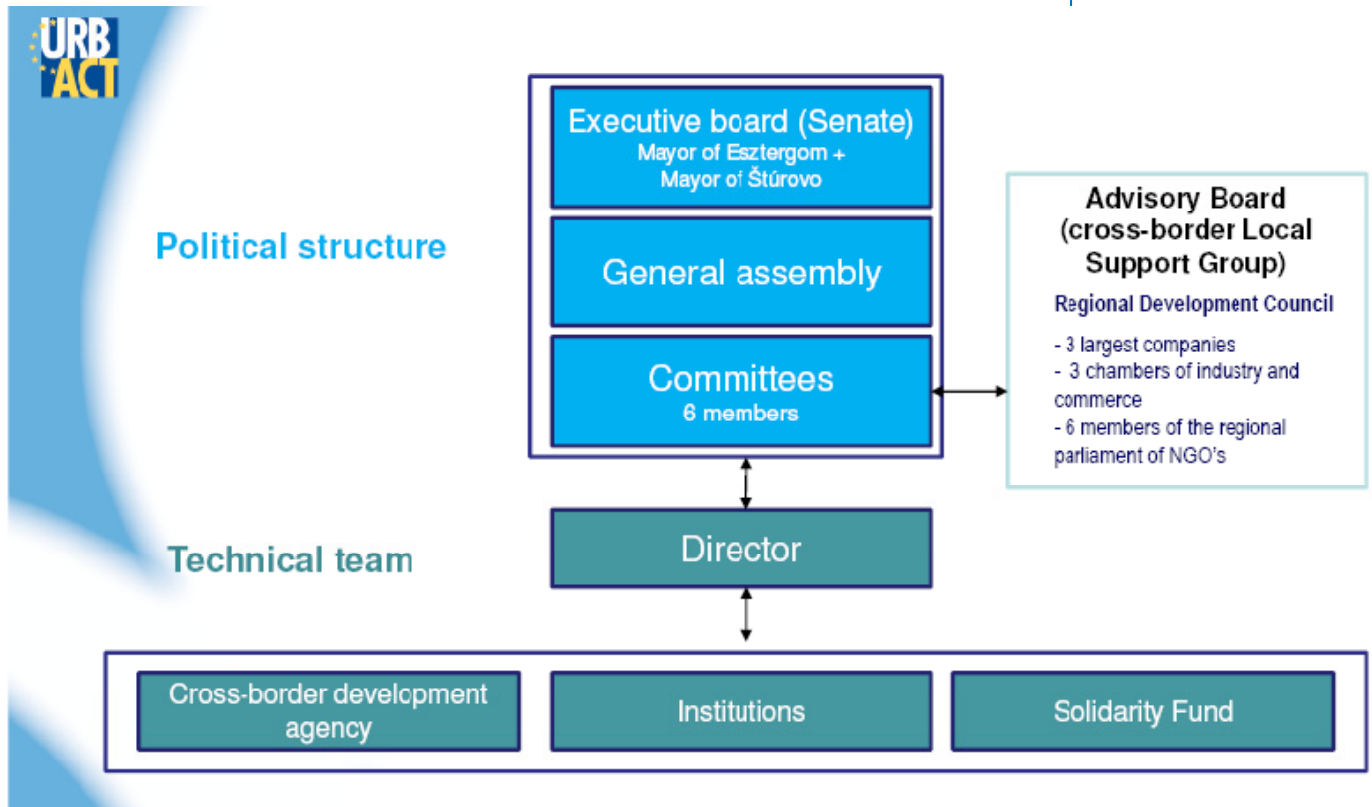


3.3. Ister-Granum EGTC

3.3.1. Identity card

Name:	Ister-Granum EGTC
Border:	Hungary - Slovakia
Territory:	It comprises the territories of the municipalities of Esztergom (HU) and Sturovo (SK), as well as of 50 other Hungarian cities and 37 other Slovakian cities; which account for a total of almost 200,000 inhabitants.
Governance structure:	The Ister-Granum Euroregion is a European Grouping of Territorial Cooperation. It was founded as such on 6 May 2008; it was the second EGTC to be created. It has now its own legal statutes with seat in Esztergom (HU). Organs: a director, whose work is supported by the Ister-Granum Euroregion Development Agency; a general assembly (decision-making body); a Senate (managing and operating body, 8 members); joint chairpersons (heads of general assembly and senate); 6 committees; a regional development council (strategic decision making body).
Members:	89 local authorities are members of the EGTC.
Objectives of the cross-border cooperation:	To promote the touristic attractiveness of the area. To create effective transport infrastructures. To develop and provide efficient public services for the population. To maintain and develop a strong, active and cooperative civic sector.
Website:	www.istergranum.hu

Organization scheme of the Ister-Granum EGTC :



City of Esztergom (Hungary)

The towns of Esztergom (Hungary, 30,261 inhabitants) and Štúrovo (Slovakia, 11,290 inhabitants) are located on the Hungarian-Slovak border, which is marked by the Danube and Ipoly/Ipeľ rivers. They form a conurbation that is the centre of the cross-border Euroregion Ister-Granum, which is composed of 102 municipalities and has around 218,000 inhabitants. The history of cross-border collaboration is recent. The Ister-Granum region has recently decided to intensify cross-border governance in order to secure the efficient integration of the conurbation by setting up an EGTC in May 2008. The Euroregion has decided to establish a global policy for the Ister-Granum area. A cross-border strategic development plan was approved by the local authorities in 2005 for the 2007-2013 period. The implementation of a development plan has required a more integrated structure of co-operation.

The implementation of future policies requires innovative systems of co-operation. The Ister-Granum EGTC forms the political framework for future governance. The detailed content of that governance still needs to be defined. Changing national legislation in response to local needs in border areas is a long and uncertain process. However, a cross-border area having an EGTC could be seen as a spatial laboratory of legislative experimentation. At the beginning of the project, the Ister-Granum EGTC city partners sought to find out about the experiences of other cross-border conurbations facing the same issues.

Cross-border cooperation is a new and challenging territorial process Hungary has been facing recently. The territorial policy of the European Union and the historical heritage of the new member Hungary together call for a unique and fast developing cross-border policy along the Hungarian border. The Ister-Granum EGTC was one of the pioneer euroregions which stepped further and legally bounds the territorial cooperation between Hungary and Slovakia. This new cooperation structure, the EGTC, provides several challenges, opportunities and sometimes obstacles. The “EGTC” URBACT project gives best practices, real, operating methods for the everyday cooperation in well developed cross-border territories, cooperation formulations, euroregions. The results of the project will contribute to

develop a well functioning multilevel governance model and practice, and implement via the Local Action Plan (LAP) such actions which contribute to the call of the civil society and involve those in cross-border governance.

3.3.2. Case study: The Solidarity Fund of the Ister-Granum EGTC

1. Description of the action

The Solidarity Fund is an alternative financial source for the municipalities of the Ister-Granum EGTC to finance smaller local investments and developments. The money is applicable for all eligible municipalities within a two-step evaluation process.

The administrative task of the Fund management is contracted with Ister-Granum Euroregion Development Agency. The formal check of the proposals is completed by the Agency while the concept (content) is evaluated by two independent experts.

The territorial scope of the SF is the municipalities of Ister-Granum EGTC, Slovakian and Hungarian communities.

The evaluation process pays specific attention to the principle of solidarity. Therefore following the formal check the next indices give the final rank:

- Number of inhabitants
- Local expenditure per inhabitant
- Tax income per inhabitant
- Number of active enterprises per 1000 inhabitants

2. Background

The Solidarity Fund (SF) was established 12th June 2008 by the Municipality of Esztergom.

The idea of the SF was that the enterprises registered in Esztergom employ not only local inhabitants but commuters from neighbouring settlements. Consequently the tax from business activity remains in Esztergom instead of the resident municipalities and even the commuters are not able (or limited) to participate in the cultural life of their residence.

Therefore Esztergom decided to establish a Fund from the 1% of the business tax and in a tender structure redistribute it between the municipalities lack of own development financial sources. The applicable sources can be applied for:

- local investments,
- own contribution in development projects (e.g. within OPs),
- local physical and development plans and development strategies,
- regional events.

3. The partners

The amount of the fund is approved by the General Assembly of the Municipality of Esztergom. At that moment only Esztergom provides the source as it comes from its local tax.

Beneficiaries are the municipalities of the EGTC.

4. Implementation / calendar

The procedure of Solidarity Fund is rather long, due to the decision process of the local government. If the applicable budget is approved by the members of the General Assembly in late spring (May) the call

may be opened in early summer. After a two-level evaluation process, the contracting with the beneficiaries may occur late autumn.

As the general duration of approved project 1 year, the financial closure of each project may be done by late autumn. The reporting of SA result generally may be completed by the end of December.

Thus as it seems from the above written, the administrative procedure of Solidarity Fund 24-30 month for a 12-month project.

5. Obstacles encountered

The main obstacle of the Solidarity Fund is the lack of available tax income from the local entrepreneurs. This happened in 2008 and 2009 when due to the global economic crisis the City was not able to allocate money for the Fund.

6. Reason of the success

The experiences from both sides of the border show that big national calls (ROPs' and other sectoral OPs) are not able to solve minor local problems. The Fund is able to fill the gaps make impossible to realize necessary but small improvements, developments and investments at local level.

The varied amount of support proves that several different scaled projects successfully financed and contribute community improvements.

Other advantage of the Fund is that its rules make it possible to co-finance bigger projects as it may be uses as own contribution for approved support structures. The lack of own contribution and a safe financial background is a general obstacle potential beneficiaries to apply development (e.g. ERDF) sources.

7. Cost /source of financing

The source is the 1% of the local business tax collecting from the entrepreneurs located in Esztergom.

The available budget was approximately 71.000 EUR in 2008.

8. Perspectives

Because of the success and results of Solidarity Fund supported action, it will be pursued, if the above mentioned financial burdens will be solved.

9. Contact

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3.3.3. Case study: Civil Parliament of the Ister-Granum EGTC

1. Description of the action

The Civil Parliament is a public association which was registered in 2006. The core idea of its establishment was to promote the social acceptance of regionalism.

After the establishment of the Ister-Granum EGTC, the aims of the Association slightly changed:

- strengthen the relation between Hungarian and Slovakian civil organizations,
- articulate common interests,
- launch common programs, events and projects,
- operate the Service Network for Non-profit Organizations of Ister-Granum EGTC,
- participate in the work of Expert Board of Ister-Granum EGTC

2. Background

The birth of the Civil Parliament dated back to 2006-07 when a project was launched to:

- create an organization from the civil bodies of the Ister-Granum Euroregion,
- set up committees operating within the frame of the Parliament
- launch a campaign introducing the Association.

The project budget was quite limited (700.000 HUF / 2.790 EUR)

3. The partners

The members of the civil parliament are the civil organizations of the Ister-Granum EGTC. At that moment there are about 20 active members.

4. Implementation / calendar

The Association has an annual meeting, but it has been working since 2007.

5. Obstacles encountered

Unfortunately the budget of the project was not enough to complete some planned tasks, such as the establishment of the professional committees and the launching of an intensive introductory campaign. Consequently the Association gave less publicity amongst the civil society as it should have. Some functional gaps have arisen, which still exist.

Therefore the Civil Parliament kept itself back and could not grab enough power during the establishment procedure of the EGTC. (On the other hand most of the persons who promoted the establishment of the Parliament were active players of the setting up of the EGTC).

The Civil Parliament has less function and power nowadays as it should have, but there are ongoing and planned organizational changes to re-introduce this organ as an integrated part of the EGTC.

6. Reason of the success

The Civil Parliament provides an opportunity for the civil society to express its demands and needs especially at regional level in a cross-border context.

7. Cost /source of financing

Minimal operating costs covered by the membership fees.

8. Perspectives

Significant role will be passed to the Civil Parliament after the reorganisation of the Ister-Granum operative structure.

9. Contact

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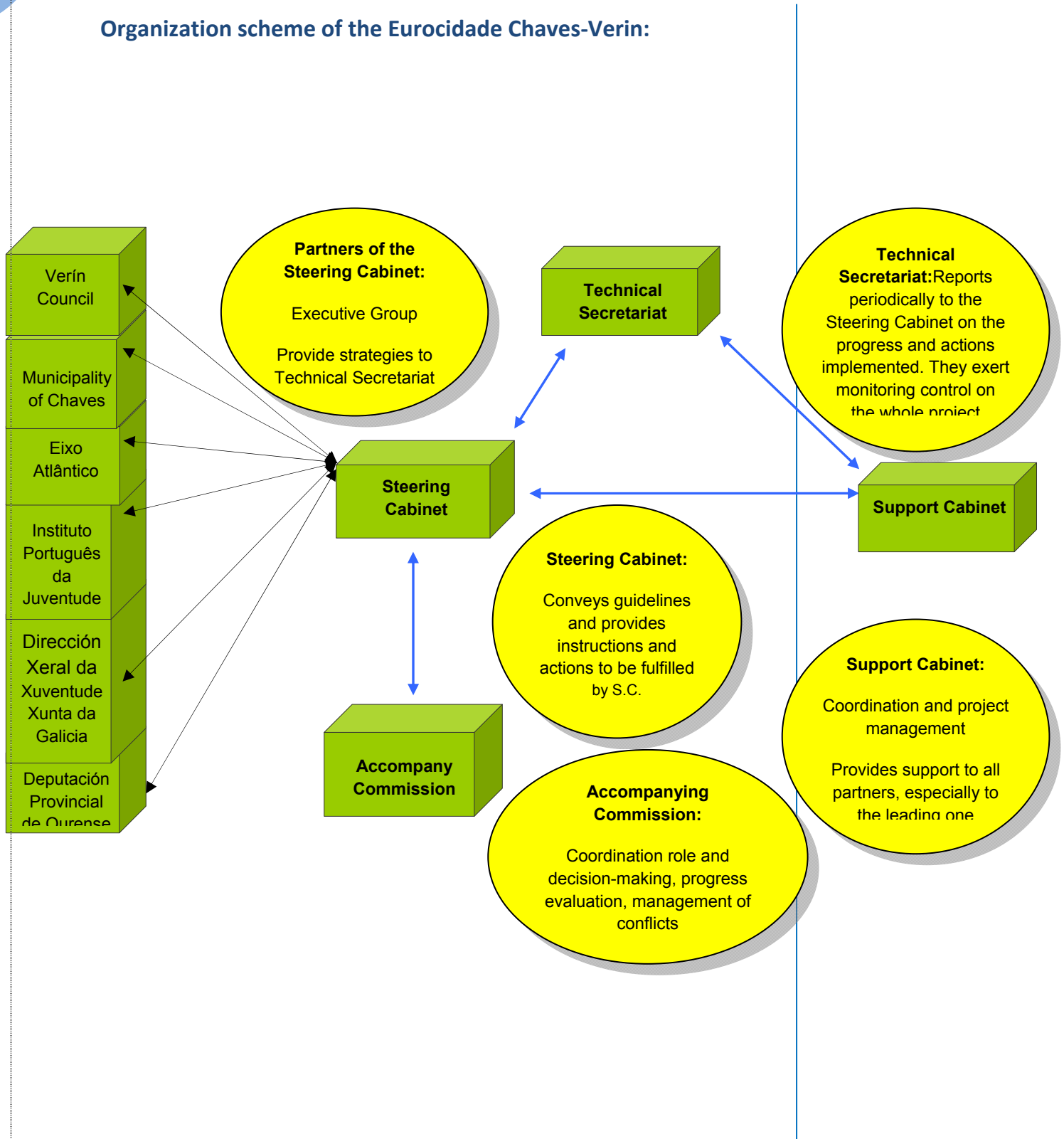


3.4. Eurocidade Chaves- Verín

3.4.1. Identity card

Name:	Eurocidade Chaves-Verín
Border:	Portugal – Spain
Territory:	It comprises the territories of the municipalities of Chaves (PT) and Verín (ES). Altogether, it accounts for 58,000 inhabitants.
Governance structure:	The Eurocity is a relatively new cross-border project as it was officially created in 2007. It is not yet a registered organization. The system is based on the political co-operation between the mayors of Verín and Chaves. They are currently working on EGTC convention and statutes.
Members:	The members are the municipalities of Chaves and Verín. It is planned to enlarge the cross-border cooperation structure to other local authorities in a near future.
Objectives of the cross-border cooperation:	<p>To create a local cross-border spatial cohesion.</p> <p>To reinforce the historical and cultural linkage between both cities.</p> <p>To stimulate the economic development of the area.</p> <p>To promote the cultural and touristic aspects of the area.</p> <p>To develop a European sense of belonging.</p> <p>To favor the sustainability of the Eurocity.</p>
Website:	http://www.chaves.pt/?path=/Portugu%EAs/Eurocidade

Organization scheme of the Eurocidade Chaves-Verin:



City of Chaves (Portugal)

Chaves (Portugal, 44,186 inhabitants) and Verín (Spain, 14,433 inhabitants) are two towns located on the Portuguese-Spanish border between North Portugal and the Autonomous Community of Galicia. Located at a distance of 15 km from each other, they both have great historical importance. Since 2007, they have together formed the Eurocidade Chaves-Verín, a conurbation of almost 59,000 inhabitants. The Tâmega River forms a natural corridor between the two towns and countries. Both towns have developed the strategic agenda for the Eurocidade, which was launched in July 2008 and was elaborated by external experts, university researchers and members of the civil society. Today, the Eurocidade has no established legal structure but is committed to the establishment of an EGTC.

At the beginning of the project, and based on the recommendations elaborated by the experts who drafted the strategic agenda, the partners of the “Eurocidade Chaves-Verín” wished to assess the best governance organization, such as an EGTC, in order to implement their common strategy, including the development of a “free social area”. By taking part in the “EGTC” URBACT project, they expected to exchange with cross-border conurbations already involved in the process of establishing a structure of governance.

The participation of the Eurocidade in the EGTC-URBACT project has brought many benefits at different levels. With respect to the governance structure, the Eurocity is working on acquiring the legislative character of a European Grouping of Territorial Cooperation. The experiences of Ister-Granum and Eurometropole Lille-Kortrijk-Tournai will contribute significantly to the elaboration of the Eurocity’s strategy.

With regard to the visibility of the Eurocity, a seminar dealing with leadership issues was held in the town of Chaves in March 2009, bringing together politicians and representatives from the civil society and local stakeholders from the Eurocity. The presence of the other partners of the EGTC-URBACT project offered the opportunity to show the other partners the achievements and future plans of the Eurocidade.

The requirement to set up a Local Support Group (LSG) led to further mobilization of local players in the Eurocity area. Indeed, the establishment of a permanent consultative committee (local support group) composed of members from both towns (politicians and civil servants), representatives from the supra-local governance levels of both countries (regional and national), and representatives of the civil society who normally take part in the organization of the activities of the Eurocity, provided the Eurocity with interesting feedback on how to improve the way the Eurocity acts. In addition, the meetings of the LSG have meant that civil servants are keen to work together in those areas where this is possible under the legal and administrative rules.

The active involvement of a broad range of different stakeholders in conurbation governance means that working together to learn about and define development needs will undoubtedly lead to the success of the Eurocity's objectives for the reason that the participants "own" the benefits and results of the projects developed by the Eurocity.

3.4.2. Case study: Informal collaboration between the Eurocidade Chaves-Verin and the civil society from both sides of the border

1. Description of the action

Informal collaboration has been reached through different ways:

1.1. The Strategic Agenda, which was presented in July 2007, is based on a **consultative and participatory democracy system**:

Seventy people including representatives from the local population, groups of interests, experts and policy-makers at different levels have been associated to the drafting of the aforementioned strategy. The strategy was finally validated by a group of politicians (from local, county, regional and national levels), experts and policy-makers. Not only did it imply a major involvement of the civil society with respect to the participatory democracy system in both municipalities, but also the participation of key cross-border governance networks (Eixo Atlantico – Interregional Working Community) in favor of a strategic cross-border agenda.

1.2. The Eurocidade Chaves-Verin has proceeded in the **identification of the main actors within civil society as the actions and processes of developing new strategies have been implemented**, for instance:

- The participation of citizens in the elaboration of the Strategic Agenda (consultation process) and in the organization of cross-border activities.
- The participation of representatives of the civil society in the Local Support Group.
- Citizens also demonstrated their interest to staff members of the Eurocity or politicians responsible for the projects related to the Eurocity's objectives and brought up new ideas and projects.

- There are members of the staff who originally come from both municipalities, which facilitates good relationship with the inhabitants, especially when living in small cities.

Some of the **actions resulting from the aforementioned partnership** are:

- Organization of trips along the way of Saint Jacques from Chaves to Verín. There is a member of BTT (Sport association) who is taking a leading role with the Eurocity organizing the mentioned event to promote the interaction between locals from Chaves and Verín.
- Organization of intercultural exchanges between theatre groups from Spain and Portugal. The Eurocity has received a proposal from a theatre group from Verín to organize such an event.
- Organization of the Road safety week from a proposal of the coordinator on road safety at county level and the civil protection department from Verín.
- Organization of a concert of popular music from a proposal of the responsible of the Chaves Conservatory.
- Implementation of the citizenship card project together with the commerce associations from Chaves and Verín.
- Some teachers from secondary schools are involved in the organization of informal groups created to develop strategies to train the citizens.

2. Background

The Eurocity needs to involve the civil society in order to:

- Reach an **effective participation of the intended beneficiaries** of the Eurocity.
- **Overcome the skepticism** about the benefits that this project will bring to the daily lives of locals, especially from Verín.
- **Ownership of the projects:** maintaining the outputs reached by each of the projects (such as INTERREG projects) implemented along the Eurocity life cycle for the success of the Eurocity's objectives.
- Encourage policies that will **increase the participation of the civil society in the decision-making processes** in the Eurocity and also in the City Councils.

- Become interested not only in the issues at local level, but also, at the **upper governance levels**, especially in the Euroregion and European levels.
- And finally, embracing a **new identity** built on common ideas, beliefs and ways of behaving within the Eurocity territory.

3. The partners

Commerce local associations (ACISAT, AEVER) are involved, as well as local and regional Youth associations and other sectors of the social life of Chaves and Verin.

4. Implementation/calendar

Approaches for cooperation with the civil society have started with its involvement in the main reference document for the Eurocity: the Strategic Agenda.

Regarding the participation or **relations of the civil society with the conurbation**:

After the creation of the cross-border information centre and the cross-border youth office: identification of a central point in each city to which the citizens can bring their initiatives. For instance, theatre groups have come to propose intercultural exchanges with groups from the other side.

There are no formal meetings on the calendar. We welcome and also encourage citizens to bring us initiatives by mostly encouraging representatives from the civil society.

Concerning the **relations with socio-economic actors**, namely with local commerce associations: the Eurocity is implementing part of the European projects in collaboration with those associations. For instance, the Eurocitizenship card is being promoted by those associations. Lastly, they contribute to overcome the skepticism of some commerce to share experiences and put together their resources to grow up together.

5. Obstacles encountered

Programmes and activities organized with commerce leaders sometimes have to be encouraged to face and overcome social intercultural skepticism, namely the scope of the commerce in Verin being much more limited than that of Chaves.

6. Reasons of the success

Regarding the **civil society**:

Opening the arms to the effective formal participation of organizations from the civil society as well as to the citizens individually is considered by **consulting them, organizing activities with them and analyzing and transforming their proposals into real projects**. Such actions will enable a positive move to an active participation of citizens within the public sphere and public policy making, as well as in generating and disseminating the practices of the Eurocity.

In addition, civil society organizations and key local actors within municipalities have the ability to reach out to the communities and they have many times complemented state efforts in people's social welfare.

Their participation and possibility of bringing new initiatives will increase gradually their interest in the creation of a common social area.

There are already many different information channels which facilitate the involvement of the civil society: website and the cross-border offices. The **citizens are informed** about all the options that the Eurocity could offer to them. At the same time, they are **taking part in the building of symbols** for the Eurocity through competitions such as the creation of the mascot.

Regarding **commerce associations**:

Trade associations have the opportunity to **pass on their expectations, needs and proposals to the Eurocity**. The major reason for the success lies in the fact that commerce associations are implementing and

deciding together with the Eurocity, which means that Commerce associations from both municipalities - ACISAT and AEVER - have gradually started to **improve their mutual knowledge** and have reinforced the measures and actions that will be thus implemented to improve the running policies.

7. Costs/sources of financing

The sources of financing: POCTEP (Cross-border Operational Programme Galicia-Northern Portugal /ERDF), Ourense Trade Office, Regional and National Funds from Portugal (such as COMPET) and Spain.

8. Perspectives

To organize an **Assembly composed of citizens from Chaves and Verín**, to bring initiatives to the governance of the conurbation. It implies the establishment of a continuous dialogue between the municipalities and their cross-border groups, programme managing authorities, regional, national and Community authorities.

Creation of a common social area: universal access to social public services for the eurocitizens from the Eurocidade, improving their quality of life. It allows unprecedented cooperation between State and regional or local authorities on common competences, such as health.

The increase of a European citizenship at a cross-border level is expected especially through the creation of a **social free zone** implying an access to both public services by the Spanish and Portuguese local populations. Because of the peripheral situation of both cities and the current policy of scale economies organized in national frameworks, a cross-border access to public services existing locally would be a way to maintain some services, to develop some other ones, and consequently to prevent the local population from travelling long distances nationally to get access to the needed services. It is especially the case for health services. Education is also a sector requiring a common agenda at the Eurocity size, especially artistic and university facilities.

To promote a common cultural heritage: exposure to culture on the other side of the border through films and music, as well as taking part in the most representative cultural events for the cities, such as Carnival for Verín, or “Feira dos Santos” for Chaves.

9. Contact

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Website: <http://www.chaves.pt/?path=/Portugu%EAs/Eurocidade>

3.4.3. Case study: Partnership between the Eurocidade Chaves-Verin and the regional and national authorities from both sides of the border

1. Description of the action

The Eurocity Chaves-Verín has a strong collaboration with the Spanish and Portuguese national, regional, county levels of governance, as well as the Spanish-Portuguese cross-border association of municipalities, Eixo Atlantico. Indeed, cooperation with these entities is represented in the governance structures of the Eurocity Chaves-Verín as they participate to: the Steering Committee, the Accompanying Committee and the Local Support Group.

Those structures will ensure the coherence between cross-border strategies established at local, regional, national, cross-border and European levels.

2. Background

The Eurocity was officially created as a new cross-border governance tool in 2007. It is not yet a registered organization. The decision was taken by both mayors, with the support of Eixo Atlántico, to start with a bilateral linkage with a view to extend the co-operation to the surrounding communes in the years to come. The mayors meet each other on a regular basis (once a month). The co-operation is based on a strong political will and a good personal relationship.

The Eurocity is linked to the other policy-makers' networks in the cross-border area (Euroregion: Galicia-Northern Portugal) that is to say Eixo Atlantico and the Working Community of Galicia and Northern Portugal.

The current legal basis is the Interreg IVA financial agreement. The approval of the Interreg IVA project supporting the Eurocity Chaves-

Verín has insured technical support for the Eurocity, by funding 3 years of activity. Besides the EU funding, the Eurocity relies on the support of upper local authorities at financial and political levels. Regional government of Galicia has funded studies about the viability of sustainable development transport within the Eurocity, contributed to the elaboration of the Strategic Agenda and, together with the Youth Portuguese Institute, is contributing to develop a youth strategy. At this stage, they have created a Cross-border Youth Office.

The following bodies have been established for the governance of the Eurocity:

The **Steering Committee** (working group) is composed of members from:

- Commission for Coordination and Development of the North of Portugal Region (CCDR-N) (managing authority)
- Regional Government of Galicia (Xunta de Galicia) (managing authority)
- Working Community of the Euroregion Galicia-Northern Portugal: this entity is the governance tool of the Euroregion “Galicia-Northern Portugal”. Its main objective consists of stimulating a cross-border development framework through a multi-scale/multi-thematic platform.
- Diputación de Ourense – ES (County level)
- Eixo Atlântico Association – PT/ES (cross-border level): Chaves and Verín have been associated to the work of this cross-border governance system as local authorities involved in the same cross-border valley of Tamega (one of the 4 territorial commissions of the interregional Working Community) and as urban centers members of Eixo atlântico.
- Municipality of Chaves
- Municipality of Verín

The Steering Committee was created in September 2007 with the launch of the project for the constitution of the Eurocity which has no legal structure yet. The role of the Steering Committee is to provide technical and political support. It facilitates strongly the interchange at upper-local levels (Regional and State levels) in order to implement efficient territorial policies which will be coherent with those established at superior levels. Meetings are held every six months.

The **Accompanying Commission** is composed of members from the same institutions as the steering committee. Whilst the Steering Committee is composed mainly of politicians, the Accompanying Committee is composed principally of technicians. It was created to deal with the legal and administrative barriers for the implementation of the objectives of the Eurocity. Meetings are held once a year, normally before the Spanish-Portuguese Annual Summit, that is held at the beginning of the year.

The main role of the structure established above within the **Local Support Group** will be to validate the decisions and the work elaborated by the technicians, such as the Local Action Plan, created in the framework of the EGTC-URBACT Project.

The **Technical Secretariat**: is composed of the Vice-presidents from both municipalities. Its mission is to coordinate the implementation of the activities organized by the Eurocity, implement the INTERREG IVA projects, as well as transfer new proposals to be validated by the Steering Committee.

The **Cabinet Support** is composed of two technicians and one administrative assistant. They organize the activities under the coordination of the Technical secretariat in collaboration with both municipalities. They have to elaborate new project proposals that will be validated by the Steering Committee. Providing information, through the cross-border information centre about the benefits of the Eurocity to locals, the activities organized, as well as to collect new initiatives and proposals coming from citizens.

3. The partners

The entities involved are: municipalities of Chaves and Verin, Diputación Provincial Ourense, Eixo Atlántico do Noroeste Peninsular, Dirección Xeral Xuventude- Xunta de Galicia and Comisión de Coordinación Desarrollo Regional del Norte or CCDR-N (Regional and development commission of Northern Portugal).

4. Implementation/calendar

The Eurocity is located in 2 regions, *Galicia and Northern Portugal*, which initiated a cross-border cooperation in terms of strategic planning in the 1980's with the creation of a "Working Community" in 1991, becoming the governance tool of the Euroregion "Galicia-Northern Portugal". In 1991, another cross-border governance initiative took place in the area. Its executive members are local public authorities, 34 Galician and Portuguese cities and medium size towns working in a registered association called "**Eixo Atlântico**". The main objective of the association is to stimulate connections between its members in terms of sustainable development in a European context, as well as to take advantages of common potentialities and grow together in several fields. Chaves and Verín have been associated to the work of both governance systems as local authorities involved in the same cross-border valley of Tamega (one of the 4 territorial commissions of the interregional Working Community) and as urban centers members of Eixo atlantico. Consequently, the working habits developed between both city councils in the two spatial ensembles and the geographical proximity between the two urban settlements contributed to the recent creation of the Eurocity, project that has been really driven and encouraged by that Institution.

It is expected that the Eurocity will be a European Grouping of Territorial Cooperation in the short run. This will improve strategies and management capacities within the Eurocity.

5. Obstacles encountered

Difficulties arose when we were trying to fit the work schedules of relevant personalities from different economic and social institutions in both Verin and Chaves.

Difficulties with languages and cross-border customs and habits as well (timetables, proceedings...)

6. Reasons of the success

The impulse received from the Spanish and Portuguese governments with regard to cross-border policies.

The active participation of the residents and civil society of Chaves and Verín has been openly regarded as a mean to ensure the legitimacy of such policies, leading to strong partnership models of cross-border cooperation.

7. Costs/sources of financing

European Funds financed by the ERDF (through the presentation of proposals to the cross-border and transnational Operational programmes -POCTEP, SUDOE-) as well as project proposals to other EU programmes. Regional and National funds.

8. Perspectives

Expectations regarding the involvement of superior levels of governance in the Eurocity:

1. It is for real that if those actions promoted by the Eurocity are fondly backed by these partners, political and economic support will be held and provided to those social, cultural, and economic proposals coming from the Eurocity, when demanding national and international funds- as it can nowadays be seen.
2. The strategy followed by the Eurocity will be established in accordance to those proposed by those entities at superior political levels (for example, the INTERREG IVA operational programme)
3. To create a cross-national border fund with contributions coming from the Galician Regional Government in Spain and the Portuguese Government principally, and other public and private relevant institutions from the Euroregion Galicia-Northern Portugal.
4. Those public authorities from both sides of the border will elaborate cross-border strategies and projects based on a shared diagnosis.
5. The Eurocidade can raise local challenges up to Portugal-Spain summit (give more precision) in fields such as health, education or welfare.

9. Contact

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ETB Eurodistrict Trinational de Bâle
TEB Trinationaler Eurodistrict Basel

3.5. Trinationaler Eurodistrict Basel

3.5.1. Identity card

Name:	Trinationaler Eurodistrikt Basel
Border:	Switzerland – France – Germany
Territory:	It comprises 226 towns and cities around the Basel area on the French, German and Swiss sides of the Rhine River. The territory accounts for a total of almost 830,000 inhabitants.
Governance structure:	<p>The Eurodistrict is an association of local law (French) with its own budget and own personnel.</p> <p>Organs: general assembly (general orientations, objectives and programme); steering committee (24 members elected by the assembly for two years); advisory council (50 members who are elected representatives in their own country); technical entities: technical committee for coordination, working groups, and administration of the association.</p>
Members:	<p>The local authorities brought together are:</p> <ul style="list-style-type: none">- For the Swiss side: the towns of

the canton of Basel-city and Basel-country, the Planungsverband Fricktal Regio of the canton of Argovia, the town of Witterswil of the canton of Soleure.

- **For the German side:** the towns of the Lörrach Landkreis, and the cities of Wehr and Bas Säckigen.
- **For the French side:** the three communities of cities of the Saint-Louis country.

Objectives of the cross-border cooperation:

To continue to strengthen the living area of the Eurodistrict as well as the common economic space and the European trinational Basel agglomeration.

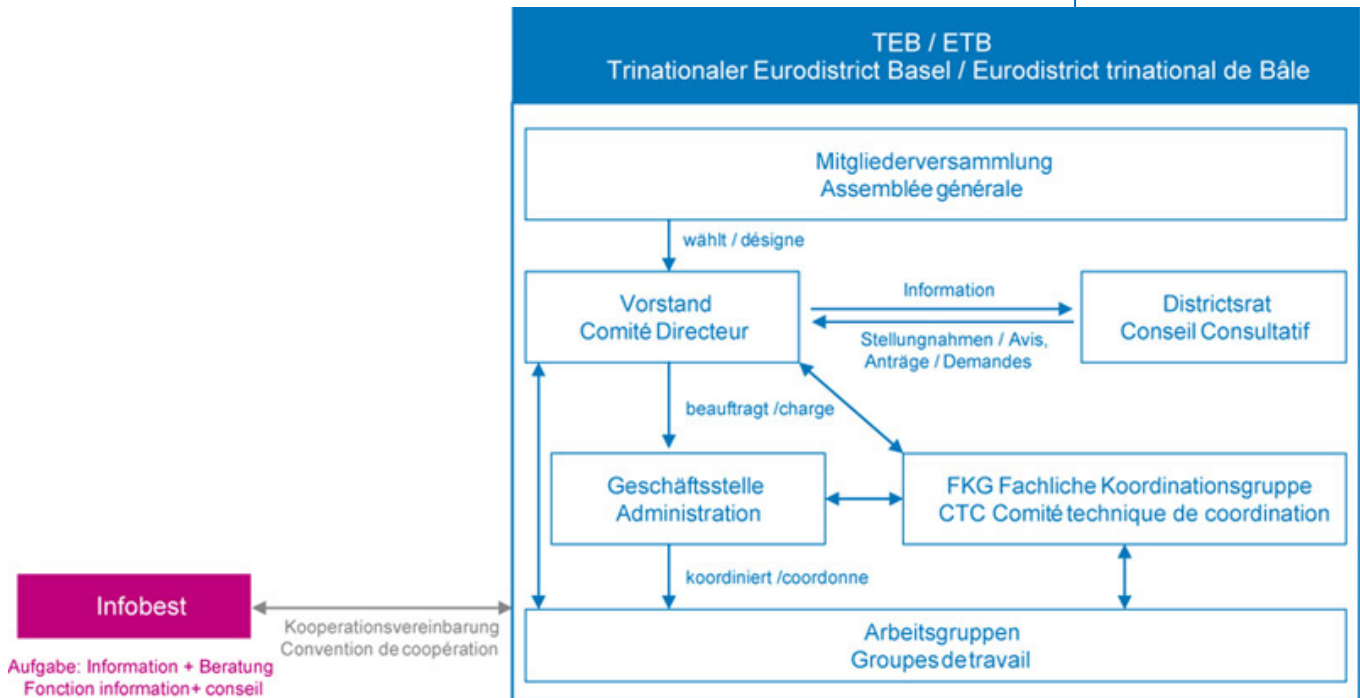
To promote the people's identification to the common territory

To favor the democratic cooperation of the citizens to the cross-border issues.

To improve and manage more efficiently the decade-lasting and fruitful cross-border cooperation.

Website: www.eurodistrictbasel.eu

Organization scheme of the Trinational Eurodistrict Basel:



Basel (Switzerland):

The city of Basel is the administrative centre of the Swiss canton of Basel-City. It is located at the centre of an economic space and a coherent cross-border living space. Its conurbation, with approximately 600,000 inhabitants, extends onto three countries (Switzerland, France, Germany). The historic development of the transfrontier cooperation was first proposed in 1963 in Basel by establishing the REGIO BASILIENSIS association with the initial participation of representatives from local government, science and industry. The institutional cross-border conurbation project dates from 1994, with the launching of the Trinational Agglomeration Basel (TAB) project. The TAB association was formed in 2002. In 2006, the political representatives of the conurbation decided to engage in the formation of the Trinational Eurodistrict Basel (TEB). Today there are 64 members

representing four Swiss cantons, two German Landkreise and three French intermunicipalities.

The essential aim of the cross-border conurbation project is to strengthen the role of the central city and of the Trinational Eurodistrict Basel in the network of major European cities while ensuring a genuine quality of life, the main objectives being expressed in terms of urban development and housing, transport, economic development, environmental protection and a political organization working to set up an effective cross-border territorial structure. Nowadays, the TEB has the form of a French association. In this perspective, the TEB has developed the 2020 Development strategy (multisectoral strategy).

At the beginning of the project, the Canton of Basel Stadt expected to exchange with the other Project Partners on the improvement of metropolitan governance. It included the articulation with the Upper Rhine level of cooperation.

The specific added value of the URBACT project derives from the fact that cross-border interregional co-operation always adds value to local measures. This added value results from cross-border networking and from the exchange of best practices and know-how. The Local Action Plan will constitute an important basis for the further strategic orientation of TEB. The TEB Overall Development Strategy 2020 contains unambiguous statements regarding targets in the areas of the economy, population, settlement development, transportation, financing and governance. In this respect, the Local Action Plan will provide support and identify possible ways of proceeding, especially in the areas of better communication, improved governance and project development.

3.5.2. Case study: IBA Basel 2020

1. Description of the action

IBA Basel 2020 (Internationale Bauausstellung: international Building Fair) combines creative and technical innovation, confronts science and arts with this objective, draws international attention to the region - and thus creates regional circular flows in terms of economy as well as new jobs. This is realized via secondary schools and universities, through competitions, conferences, workshops, excursions and exchange of experience. The focus of the project is the implementation of high quality projects, with the aim of sustainably growth in the region and to strengthen the international commitment as well as to increase the visibility of the region internally and externally too. The perimeter reached by the project is the cross-border and trinational territory of the Trinational Eurodistrict Basel (TEB).

2. Background

In Germany, international construction exhibition projects have been producing impulses in urban development for over one hundred years in the form of great constructional innovations. Traditionally, domestic architecture has been in the centre of attention. From 1989 to 1999 it was IBA Emscher Park which was dedicated to the restructuring of an entire region for the first time - the Emsch area in the Ruhr region. It has developed a new type of cultural landscape there. The IBA Basel 2020 is the first one to be cross-border.

3. The partners

Germany	France	Switzerland
<ul style="list-style-type: none"> - Stadt Lörrach - Landkreis Lörrach - Stadt Weil am Rhein - Stadt Rheinfeldern (Baden) 	<ul style="list-style-type: none"> - Communauté de Communes des Trois Frontières - Ville de Saint-Louis - Ville de Huningue - Ville de Sierentz - Communauté de Communes de la Port du Sundgau - Communauté de Communes du Pays de Sierentz - Conseil Général du Haut-Rhin 	<ul style="list-style-type: none"> - Schweizerische Eidgenossenschaft - Kanton Basel-Stadt - Kanton Aargau - Gemeinde Riehen

4. Implementation/calendar

2008-2009: Implementation of the idea of a trinational IBA in the agglomeration of Basel, development of a first memorandum and looking for financing partners

2010-2012: Conceptual phase

Official start of the IBA Basel 2020 at the weekend 15-17

October 2010

Built up of the IBA office with a team of 4 persons

Development of the first IBA ideas and their implementation in the trinational region

2013 Presentation of the first ideas and projects

2013-2020 Phase of implementation

2020 Year of presentation of IBA projects

5. Obstacles encountered

Less knowledge of the German IBA concept in France and Switzerland
A long process to determine the financial concept and to find all the trinational partners

6. Reasons of the success

The long time of preparation was important to inform and convince all partners of the use of trinational IBA. Meanwhile, all partners signed an IBA agreement.

7. Costs/sources of financing

The budget for the conceptual phase 2010-2012 amounts to 3.176.00 Euro (office, communication, organization of events).

8. Contact

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Contact person : Fritz Schumacher

Website : www.iba-basel-2020.eu

3.5.3 Case study: SlowUp Basel Dreiland, an outdoor activity to promote meetings and sharing

1. Description of the action

The slowUp recipe is as easy as pie: Take approximately 20 to 40 km of roads in a picturesque area, close off the streets to motorized traffic for one whole day and provide a fun and diverse program all along the route. It turns into the most incredible party that's always on the move: Young and the young at heart, groups and families, outdoor people, sporty types, leisurely walkers, handholding lovers and even lonely hearts enjoy this happy slowUp mood in a motor free area. Since its start in 2000 as a pre-event to Expo.02, slowUp has experienced a rapid growth. There are now 16 slowUp events per year all around Switzerland. The Basel-Dreiland slowUp project is the only one of all slowUps that takes place over three different countries (Switzerland, Germany, France). Three different 20-kilometer connected routes are offered to the participants. It involves five border crossings and seven river crossings and loops through Switzerland, Germany and France. All cross three countries from Basel and back. In 2009, around 45 000 participants took part in the Basel Dreiland slowUp project. The aim is to promote regional tourism and to encourage physical exercise. Also it is all about making people happy for the day. They can enter and leave when and where they like.

2. Background

SlowUp is a project of the Human Powered Mobility project, which was itself set up for the 2002 Swiss Exhibition Expo.02. The idea of a

national exhibition was launched in 1998 and was to be organized in the region of the three Swiss lakes of Bienne, Neuchatel and Morat.

3. The partners

SlowUp is a public-private partnership. Health Promotion Switzerland, the Foundation Veloland Switzerland and Swiss Tourism are slowUp's national supporters. SlowUp has regional sponsors and supporters for each individual slowUp event,

Regional partners of the Basel Dreiland slowUp are:

- Gemeinschaft für das Gute und Gemeinnützige Basel (society for a good and non-profit Basel)
- Lotteriefonds Basel Landschaft, Basel Stadt and Aargau (fund of the lottery)
- Werner Druck (printer)
- Procap (association for handicapped people)
- REGIO BASILIENSIS
- Trinational Eurodistrict Basel

4. Implementation/calendar

The first SlowUp project took place in 2000 around the Morat Lake within the framework of the “Human Powered Mobility” project. Within a few years, the project has become national. And today, more than 400 000 people take part in one of the sixteen slowUps organized nationally. The first Basel Dreiland slowUp was organized in 2007. The fourth edition will take place on 19 September 2010.

5. Obstacles encountered

Some obstacles have been identified:

- lack of financing,
- difficulties to get authorizations from public administrations,
- convincing French and German partners to join the Swiss slowUp-Idea.

6. Reasons of the success

SlowUp really is a success story. SlowUp gives them the opportunity to fill their lungs with oxygen and experience the high spirits and beautiful scenery along the green route. Vehicles have been banned from many roads around Basel on Sunday in a cross-border event intended to bring together the region's inhabitants. The theme of the Basel event portrays the region's multicultural and multilingual diversity: "gemeinsam en route – ensemble unterwegs" (travelling together).

7. Costs/sources of financing

Financing come from partners, sponsors, advertisers, and donors.

8. Perspectives

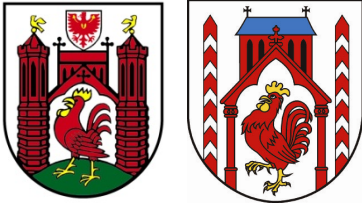
The perspectives of the slowUp project is for each of the fifteen slowUps to keep on being organized each year and for new slowUps to be organized regionally. Also, the objective is to attract more and more people year after year. For Basel it is an important goal to promote movement and contacts beyond our borders, within the Trinational Eurodistrict Basel. The ongoing aim is to underline living together in the three neighbouring countries Switzerland, France and Germany.

9. Contact

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3.6. Frankfurt(Oder)-Slubice

3.6.1. Identity card

Name:	Frankfurt (Oder) - Slubice Conurbation
Border:	Poland – Germany
Territory:	It comprises the territories of the municipalities of Frankfurt/Oder (DE) and Slubice (PL). Together they account for 80,000 inhabitants (75% on the German side and 25% on the Polish side)
Governance structure:	Cross-border cooperation lies on the common agreement signed between both municipalities in 1990. This document is the basis for the strengthening of an integrated and coherent area of cooperation. Organs: Leader team (Lord Mayor of Frankfurt, Mayor of Slubice, and councilors); steering group (Lord Mayor of

Frankfurt, Mayor of Slubice, and heads of departments); Joint city council assembly; Joint city council committee; working groups; coordination team.

Members: City of Frankfurt/Oder and city of Slubice

Objectives of the cross-border cooperation:
To create a coherent cooperation area
To implement projects that ease the lives of the inhabitants
To develop a common cultural area

Website: www.slubice.pl

Organization scheme of the Frankfurt (Oder)- Slubice conurbation:

City of Slubice (Poland)

The towns of Frankfurt (Oder) (Germany, 62,000 inhabitants) and Slubice (Poland, 19,000 inhabitants) originally formed a single city. These municipalities are located on the German-Polish border, marked by the river Oder. Together, they form a cross-border conurbation of about 81,000 inhabitants. Cross-border cooperation between Frankfurt (Oder) and Słubice began in the early 1990s following the German reunification and the relaxation of border controls. It has always relied on informal cooperation.

This cross-border agglomeration faces the challenge of enhancing the coordination of all players and policies, which may be made possible by establishing a local cross-border governance structure aimed at finding a common answer to urban challenges such as population decline, unemployment, social tensions, the “energy question”, and the citizens’ lack of identification with the cross-border urban area.

Becoming part of the “EGTC” URBACT project, Frankfurt (Oder) and Slubice were willing to learn from best practices and the experiences of other cross-border urban areas in Europe, particularly on how to establish and develop sustainable cross-border structures so as to formalize the cooperation, and on approaches in favor of a common urban development concept.

The “EGTC” URBACT project showed evidence of the importance of strong, elaborated cross-border governance structures in order to implement efficient, sustainable cross-border cooperation.

Some results of the LAP:

- Establishment of cross-border governance structures, including four different levels: administration, political, civil society and implementation.
- Design of a long-term strategic and operative planning document: Frankfurt-Słubice Action Plan 2010-2020 (joint development vision 2020, 24 strategic goals, 23 projects).
- Involvement of civil society: Future Conference in June 2009, from now on public forum on cross-border issues once a year.

For more information : www.slubice.pl

3.6.2. Case study: The Frankfurt (O)-Slubice “Future conference 2020”, involvement of civil society

1. Description of the action

On June 4-6, 2009, as part of the “EGTC” URBACT project, an open and interactive conference, called “Frankfurt-Slubice Future Conference 2020” took place at the Collegium Polonicum (the Polish part of the European University Viadrina located directly on the bank of the River Oder), with more than 200 participants, coming from nearly every part of the society from both cities. During several workshops and forums the participants worked out a common vision of joint city development up to 2020 as well as strategic and operative goals and project ideas for 2010-2020.

The main result of Future Conference, a joint vision of city development up to 2020, concerns five development areas: economic development, city marketing, city planning, culture and education, international cooperation.

2. Background

Cross-border cooperation between both cities started in the 1990’s, after the German reunification, with the implementation of Phare and Interreg projects. The first main realization was the creation, in 1991, of the European university Viadrina. Other projects were infrastructure projects such as bypasses and bridges, to allow the important amount of vehicles to cross the border every day (in 1996, 13,000 vehicles crossed the Frankfurt-Slubice bridge every day).

After 2004 and Poland’s entry into the European Union, and after 2007 and its entry into the Schengen area, cross-border cooperation between both cities was eased and increased. Since then, the border cities have worked toward a common integrated cross-border conurbation; they have understood the importance of involving the

civil society in these cross-border projects in order to move towards the level of integration they are looking for. The future conference aims at involving the civil society into the different cross-border projects that are being implemented.

3. The partners

The cities of Frankfurt (Oder) and Slubice organized the Future conference. The conference involved organizations of the civil society from both sides of the border. As a result of a stakeholder analysis of cross-border cooperation 500 institutions and single persons were identified to be invited to the Future Conference. More than 200 citizens answered positively.

4. Implementation/calendar

Thanks to the results and the dynamics of the Future Conference, politicians and administrations realized the necessity to work out a long term compulsory framework, based on the results of the Future Conference. On December 8, 2009 the heads of both administrations confirmed the Frankfurt-Slubice Action Plan 2010-2020. On January 20, 2010 the Joint City Council Commission did the same; now it is about to be discussed within the remaining City Council commissions in order to be voted by the Common City Council Assembly on 29.04.2010.

5. Obstacles encountered

The main obstacle was the lack of funding.

6. Reasons of the success

Strong political support, great involvement; good communication around the Future Conference, and high level of cooperation at the implementation level, and last but not least, both sides were ready for that approach. As a result the Frankfurt-Slubice Future Conference was

awarded by the Foundation of German-Polish Cooperation and the Polish Voivodship Lubuskie as “best cross border governance project of the year 2009”.

7. Costs/sources of financing

As there is no common budget yet, the costs of the future conference were taken in charge by both cities on their own budgets. Co-financing came from different European and national sources.

8. Perspectives

As a result of the Future Conference, involvement of civil society is working well in the field of city planning and international cooperation, and quite well in culture, sports and city marketing. In economic development and education we did not succeed yet. The next step is to **integrate these interest groups and stakeholders into the process, which means into the implementation of the Frankfurt-Slubice Action Plan 2010-2020**. The vehicle for that will be the “Joint City Marketing Strategy Project” which was established in 2009 by both cities and is managed by the urban economic development agency Investor Center since summer 2009. A stakeholder and marketing analysis began first only on the German side. Since the beginning of 2010 the approach has been enlarged to the Polish side.

The administration took over the responsibility **to organize once a year a public debating forum on local cross border issues** in order for Governance questions to remain a strong public subject, and in order to reduce the power of prejudices and “being like strangers” to each other.

9. Contact

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City of Frankfurt (Oder), Mr Klaus Baldauf, phone +49 335 552 1321, e-mail : klaus.baldauf@frankfurt-oder.de

3.6.3. Case study: Informal cooperation between the cities of Frankfurt (Oder) and Slubice

1. Description of the action

Following the URBACT programme requirements, the cities of Frankfurt (Oder) and Slubice adapted in 2009 their cross-border governance structures in order to follow the “EGTC” URBACT project. These cross-border governance structures will still exist after the end of the project.

Leading level - „Executive“

- Lord Mayor (LM) of Frankfurt (Oder) and Mayor (M) of Slubice, frequency of meetings: once a month
- Leader team (LM/M and councilors); frequency of meetings: six times a year
- Steering Group (LM/M, Heads of department); frequency of meetings: six times a year

Role of these organs: coordination of administrative actions according to goals and strategies.

Leading level - „Legislative“

- Joint City Council Assemblies (JCCA): validation of goals and strategies, control of their realization; frequency of meetings: once a year; composition: all City Council Members (46 in Frankfurt, 15 in Slubice)
- Joint City Council Committee (JCCC): Initialization of resolutions/decisions and their discussion; frequency of meetings: 4-6 times a year; composition: 5 City Council Members from each side

Implementation level

- Working groups (WG): Economic development, city planning, education and culture, city marketing, international cooperation: realization of goals, implementation of projects; Frequency: once a month
- Coordination team: project development and management, reporting, public relations, civil society dialogue, organization of meetings/workshops, mediation, services (translation, presentation)

Civil society

Citizens' Conference (once a year) and participation of citizens in the working groups; creating new ideas, joint realization of measures, public control

2. Background

Cross-border cooperation between both cities started in the 1990's, after the German reunification, with the implementation of Phare and Interreg projects. The first main realization was the creation, in 1991, of the European university Viadrina. Other projects were infrastructure projects such as bypasses and bridges, to allow the important amount of vehicles to cross the border every day (in 1996, 13,000 vehicles crossed the Frankfurt-Slubice bridge every day).

After 2004 and Poland's entry into the European Union, and after 2007 and its entry into the Schengen area, cross-border cooperation between both cities was eased and increased. Since then, the border cities have worked toward a common integrated cross-border conurbation through informal cooperation. In order to achieve this integration, the conurbation has got to empower itself with governance structures aiming at facilitating cross-border cooperation.

3. The partners

The cities of Frankfurt (Oder) and Slubice are the initiators of these governance structures. Governance structures involved are described in point 1: elected representatives, civil servants and socio-economic actors from both sides of the border.

4. Implementation/calendar

2008 onwards: adaptation of the cross-border governance structure to the ambitions of the Frankfurt(O)-Slubice conurbation

From summer 2010 on, the Frankfurt-Slubice Cooperation and Communication Center will work with four employees (two Germans and two Poles) only on cross-border issues, mainly on the sustainable realisation of our Action Plan. The project is financed for three years by Interreg IVA funding and by investing the administrations' personal costs as own contribution.

5. Obstacles encountered

Languages obstacles, weak budget situation of both cities.

6. Reasons of the success

-
Good relationships between the mayors.
Support to both cities from an external expert.

7. Costs/sources of financing

Cross-border projects are co-financed by European grants such as Interreg or Phare programmes. Cross-border governance structures

are implemented thanks to both cities' own budgets and to the participation in "EGTC" URBACT project (2008-2010).

8. Perspectives

Frankfurt and Slubice ought to maintain and develop further their cross-border governance structures. On the one hand this means there is a need to establish regular and project-independent funding of cross-border governance. On the other hand it means deciding until the end of 2010, **whether building an EGTC might be useful or not.**

Linked to the question of building an EGTC is also the matter of **involving regional levels** such as the Euroregion Viadrina, the neighbour counties Märkisch-Oderland, Oder-Spree and County of Slubice, the Land of Brandenburg and Voivodship of Lubuskie, and the national level such as the Federal Ministry of Foreign Affairs and the Polish Ministry of Regional Development into the cross-border governance structures. The objective ought to be that the specificity of cross-border territories and interests find an implementation at regional and national levels.

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Conclusions

The “EGTC” working group is the only URBACT II programme to address cross-border issues, in particular urban management across national boundaries. This process aims to find new ways of establishing public actors’ connections at the international level between diplomacy and functional regulation in order to develop sustainable and common policies to respond to citizens’ needs throughout the entire area. The six cross-border agglomerations involved in the “EGTC” URBACT project have developed cross-border cooperation during the past few years focusing on three main objectives: the first relates to the definition of a cross-border governance; the second is the generation of spatial strategies based on rational data and common political will; finally, concrete actions have been progressively implemented to connect national territories and their actors, such as the civil society.

Cross-border politically driven areas do not have rigid boundaries. They are not equivalent to the administrative territories generated within states. Cross-border urban governance is not a system leading to a new containment of space in Europe, but rather enables a series of public actors to create alliances benefiting the population at which their policies are directed by regulating and facilitating new flows of information, people, goods, services and capital in order to exploit the full potential.

The “EGTC” URBACT project handbook demonstrates that the management of cross-border urban areas has three cyclic dynamics: first, the governance system used at the cross-border level is still based on soft procedures such as negotiation and consensus, without a common legal structure; it then enters a phase of intensification of cross-border institutionalisation over the years. Secondly, there is a

constant renewal of integrated spatial visions nourishing strategic political debates but also trust and collective imaginaries among public leaders. Finally, concrete actions are increasingly designed to relate to the daily lives of the inhabitants of border areas.

The best practices developed in the handbook are innovative methods linked to public leadership and community building in cross-border urban areas. They show that bringing about changes in the cross-border urban sphere consists in the collective ability to address issues at different scales. This depends on a wide array of public institutions, which must constantly define the meaning and spatial scope of their partnerships but also the most efficient communication standards to facilitate exchanges between one another. At the same time, leadership makes sense if it is related to communities. Consequently, a series of actions have been taken by public leaders to connect them to the civil society. Firstly, operations aiming to encourage the involvement of citizens in a cross-border area have been defined (e.g. popular events). Secondly, certain sections of civil society have been integrated in the cross-border decision-making process (e.g. participative democracy events). Finally, a number of mass media communication policies and tools have been set up to connect the work of governance networks to the public (e.g. internet platforms).

Each cross-border area shapes its cooperation according to the specific regional context. However, a certain degree of Europeanisation of cross-border governance can also be observed. European standards encouraging the presence of private actors in the realm of public affairs have, for instance, been adopted in the six areas. It can also be seen that three cross-border areas (Eurometropole Lille-Kortrijk-Tournai, Eurodistrict Strasbourg-Ortenau and Ister-Granum Euroregion) have already integrated the EU top-down governing structure entitled European Grouping of Territorial Cooperation (EGTC) and the three others have shown an interest in this new institution, in particular the Eurocidade Chaves-Verin that is currently working on it. Finally, the partners involved in the EGTC URBACT II programme have been able to address collective recommendations made by European institutions in favour of Community level changes facilitating their

individual cooperation as well as European exchanges taking place with other cross-border areas.

How to promote the common conclusions and the recommendations at the appropriate levels after the end of the “EGTC” URBACT project?

The partners involved in the “EGTC” URBACT project, all of whom are committed to improving their cross-border governance, have clearly expressed a strong interest in capitalizing the results of the “EGTC” URBACT project : by pursuing their exchanges on the tools to build-up efficient and legitimate partnership systems at cross-border level (i.e. cross-border governance) and by promoting cross-border territories at national and European levels.

The sharing of experiences with other similar European cross-border territories that have a territorial strategy is a common action that could be launched in the near future: the methodology to set-up a governance structure (including a European Grouping of Territorial Cooperation), the development of financial solidarity mechanisms, of actions to mobilize and activate civil society or the elaboration of communication strategies... are some key-issues that could be subject to an exchange of experiences.

Common actions of lobbying at European level could also be launched in order to promote the recommendations that have been addressed to the European authorities. It concerns mainly the contribution to the revision of the EGTC Regulation (through the participation to the Committee of the Regions EGTC network) and to the debate on the future of the Cohesion Policy 2014-2020 (regarding the positioning of cross-border territories having a governance structure and a territorial strategy).

There is a shared interest of having a deeper discussion with European authorities about these recommendations.

Appendix

Appendix 1: Table of contents of the baseline study

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Appendix 4: Ideal organization scheme discussed with the “EGTC” URBACT project partners

Appendix 5: Roadmap for meetings with URBACT Local Support groups

Appendix 6: Table for comparing the project partners on “Leadership” and Community” issues

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Appendix 1 : Table of contents of the baseline study

INTRODUCTION

1. FOREWORD
2. EUROPEAN OVERVIEW
3. THE EUROPEAN PARTNERSHIP
 - 3.1 Partnership
 - 3.2 Definition of the theme and the sub-themes
 - 3.3 Main challenges
 - 3.4 Partnership's expectations

ANALYSIS OF THE CROSS-BORDER CONURBATIONS INVOLVED IN THE EUROPEAN EXCHANGE

NAME OF THE CROSS-BORDER CONURBATION

1. OVERALL SITUATION
 - 1.1. Geographical features of the cross-border territory
 - 1.2 History of the cross-border territory
 - 1.3 Political and institutional organisation on both sides of the border
2. CROSS BORDER COOPERATION
 - 2.1. History of the cross-border cooperation
 - 2.2 Existing and future cross-border actions in favour of territorial cohesion
 - 2.2.2 Cross-border urban strategy
 - 2.2.1 Cross-border projects
 - 2.3 Diagnosis of the cross-border governance
 - 2.3.1 Description and assessment of the cross-border organisation
 - 2.3.2 Overview of financial matters
 - 2.3.3 Communication on the cross-border conurbation
3. KEY ISSUES ON CROSS-BORDER GOVERNANCE TO BE DEEPENED

CONCLUSION

Appendix 2: Table of contents of the Local Action Plan

SUMMARY

- 1) Presentation of the theme of “cross-border governance”
- 2) Presentation of the “EGTC” URBACT project
- 3) Presentation of the methodology
- 4) The Local Support group and its involvement in the elaboration of the Local Action Plan
 - Composition of the Local Support Group
 - Involvement in the elaboration of the Local Action Plan
- 5) Expectations and achieved results
 - Starting situation: expectations regarding the « EGTC » URBACT project
 - Achieved results
- 6) Identity card of the cross-border conurbation
 - Map of the CB conurbation
 - Geographical, historical, cultural background, interdependencies, etc

1. CONTENT OF THE LOCAL ACTION PLAN

1.1. “LEADERSHIP” ISSUES

- a) Starting situation
- b) Good practices experimented by the cross-border conurbation
- c) Problems to be solved
- d) Solutions to be developed
- e) Recommendations addressed to national and European levels

1.2. “COMMUNITY” ISSUES

- a) Starting situation
- b) Good practices experimented by the cross-border conurbation
- c) Problems to be solved
- d) Solutions to be developed
- e) Recommendations addressed to national and European levels

2.THE ACTIVITIES PROGRAMME (SEE APPENDIX 5)

3.THE CROSS-BORDER GOVERNANCE ORGANISATION SCHEME

3.1. The starting situation

3.2. The targeted result

4.NETWORK AND COMMUNICATION ACTIVITIES

4.1. Contacts with regional, national and European administrations

4.2. Contacts with other cross-border conurbations

4.3. Description of activities and documents

PERSPECTIVES

Appendix 3: List of themes and sub-themes related to cross-border governance

Why and how to use the document?

The documents were elaborated to make sure that all the partners had the same understanding regarding the theme “cross-border urban governance”. The partners were required to present and discuss these sub-themes with their Local support group in order to define the key-challenges for them.

“Leadership” issues (internal governance):

THEME : LEADERSHIP	Main challenges (not exhaustive)	Potential changes/actions (not exhaustive)
1. Institutions	1.1 To improve the present cross-border legal institution if it exists	Clear objectives: studies, shared diagnosis, common strategy, concrete projects on specific issues (tourism...)
		The missions of the cross-border legal institution
		Transfer of competences from national public authorities or co-existing competences
		Territory of intervention of the cross-border legal structure, evolution of the geographical area, work with peripheral territories
		Members of the cross-border legal structure (who is represented in the deliberative body and finances the structure) - positioning of the supra-local levels (region/State)

1. Institutions	1.1 To improve the present cross-border legal institution if it exists	Bodies (general assembly, consultative body...): number, role, type of representatives (Multi-level Public - Multilevel Pub/Private), number of meetings per year and chorum
		The decision-making process
		Executive characteristics: recruitment - responsibility of the President, Director - Links with other bodies
		Entrance and departure conditions from the legal structure
		Type of structural funding for the legal structure / level of contributions (financial, staff...) per participating authority
		Communication process between the cross-border legal structure and the national deliberation arenas of the partners (Local councils...)
		Opening of the legal cross-border institution to the local politicians in the opposition to have a cross-border democratic debate and to facilitate continuity of policy in case of political changes
		RESULTS: modifying the statutes
	1.2 To create a cross-border legal Institution	To choose the most suitable legal structure available in the European toolbox after considering the objectives of the cooperation (not necessarily EGTC) (see 1.1)
		RESULTS: defining the statutes
	1.3 To improve the governance system without any legal institution	Clear objectives: studies, shared diagnosis, common strategy, concrete projects on specific themes (tourism...)
		Assessment of the current governance system in terms of territory, objectives, partnership (inclusion of new members?), involvement of representatives, staff...
		RESULTS: Signature of an improved convention leading to a more representative and efficient governance
2. Political and technical leadership	2.1 To get specific training for representatives	Definition of the precise training required (language - law issues - accountancy - cultural communication), type of training (one-shot / long standing) and participants (single/collective)
		To look at the possibility of fieldtrips for decision makers and

	and technicians	technicians on the other side of the border and in other cross-border conurbations
2. Political and technical leadership		Definition of the job profile and the procedure of recruitment
		Decision to have a common CB staff or to lie on a network of technicians from the public authorities directly involved in the cross-border cooperation
	2.2 To recruit new technicians/ To change the working conditions	Improvement of the dialogue between the cross-border staff if it exists, and the staff of local councils located in the cross-border conurbation (to formalize the relationships)
		Improvement of the communication between the staff dedicated to the cross-border cooperation with other public authorities departments
		Decision to put the common cross-border staff in the same building or to exchange national staff involved in the cross-border cooperation
		Setting-up of a legal minimum time involvement of political and technical leaders involved in the cross-border system (Director should be employed full-time...)
		Actions leading to an informal/formal invitation of political leader of one side of the border to the debate taking place on the other side (advisory role)
	2.3 To secure a stronger involvement of executive members	Invitation of political leaders of one side in political meetings taking place on the other side during political campaigns
		Definition of one or two long-term innovative project motivating political leaders
		Improvement of the professional statutes of politicians involved in CB cooperation (legal possibility to work full-time for the cross-border cooperation with a maintained salary...)

3. Budget	3.1 To secure the long-term stability of funding	Cross-border structural financial solidarity Potential to have a share of local taxes going directly to the cross-border legal institution
	3.2 To change the budget lines to succeed the cross-border governance	Staff cost - Politician cost (time - transportation) - Communication cost - Participative Democracy Cost (deliberative budget in the hand of cross-border civil society panel...)
	3.3 To target in a more efficient way the investments of ERDF on cross-border actions for cross-border conurbations	To allow cross-border governance structures with a cross-border strategy (criteria to be identified) to manage structural funds directly in order to respond to its challenges

“Community” issues (involvement of civil society):

THEME : COMMUNITY	Main challenges (not exhaustive)	Potential changes/actions (not exhaustive)
1. Cross-border civil society involvement	1.1. To put some emphasis on the development of cross-border actions having a popular meaning	<p>Improvement of the communication around the existing actions</p> <p>Bigger budget of the existing actions</p> <p>New actions (Leisure events, cross-border sportive competitions, photo competition...)</p>
	1.2. To improve the level of civil society involvement	<p>Definition of the objectives of the civil society involvement: improvement of cross-border governance management (resolved conflict, delegation to more competent stakeholders), community reconfiguration (new dynamic between politics and community), democratic control (accountability/transparency), European citizenship development (awareness of EU civic sense of belonging)</p> <p>Identification of the relevant stakeholders according to their role: experts, representatives of specific interest groups (sectoral/spatial - people directly concerned by the policies), representatives of the cross-border conurbation in general</p> <p>Levels of involvement: information - consultation - joint decision - power delegation - joint implementation of projects - implementation delegation of projects</p>
	1.3. To put in place the tools enabling the implementation of these changes	<p>Example of activities: open conference - Opinion polls – Cross-border Development Council - Thematic working groups - Referendum - Legal contracts if implementation delegation...</p>
	1.4. To overcome the barriers to cross-border participatory governance	<p>Translation services - Transport funding - Participative budget - Assessment of representativeness - Special training</p> <p>RESULT: Establishment of mechanisms enabling the civil society to take part to the development of the cross-border governance and giving a legitimacy to the cross-border conurbation</p>

2.Communication	2.1. Improving the building-up of a cross-border public opinion	Targets in terms of messages flows around cross-border cooperation (type of media - frequency of message)
		Strategies to improve the flow of cross-border communication (immediate translation - cross-border media - Diffusion of message in both national
		Targets in terms of public opinion building (Transfer of information - Debate and contradictive debate - Public interaction with a panel of auditors, opinion polls...)
	RESULTS: Improving communication activities on cross-border projects and on the cross-border territory	
	2.2. To disseminate cross-border visionary images (cross-border mapping for daily use)	Improvement of the graphic charter and naming of the cross-border conurbation
		Productions of maps/pictured documents for daily used (cross-border street map, cross-border annual calendar, street panel in both languages, inauguration of new naming of streets with cross-border meaning...)
2.3. Promoting a cross-border physically inclusive approach	Potential for a multifunctional cross-border building (cross-border staff offices - cross-border information centre and dialogue platform - cross-border Training and job centre - cross-border theater/school...)	

Appendix 4: Ideal organization scheme discussed with the “EGTC” URBACT project partners

Appendix 5: Roadmap for meetings with URBACT Local Support groups

Why and how to use the document?

This document provides guidelines to the project partners when assessing their needs and identifying expected solutions, recommendations, with their Local Support group. The partners are invited to send this document filled-in to the Lead expert and the Lead partner.

	ASSESSMENT OF THE CROSS-BORDER CONURBATION	RECOMMENDATIONS/SOLUTIONS TO BE ADDRESSED AT DIFFERENT LEVELS		
		Local	Regional / national	European
CROSS-BORDER STRATEGY AND PROJECTS				
Main changes since the beginning of the project				
Expected changes in a near future				
KEY-THEMES OF CROSS-BORDER GOVERNANCE				
1. LEADERSHIP/internal governance				
<i>Date of the meetings of the Local Support Group</i>				
1.1 Formalization	<i>For each aspect, following the debate with the Local Support Group, describe shortly:</i>			

	<i>Starting situation :</i> <i>Good practices :</i> <i>What needs to be improved :</i>			
1.2 Political and technical involvement				
1.3. Financial means				
2. COMMUNITY/involvement of civil society				
<i>Date of the meetings of the Local Support Group</i>				
2.1 Cross-border project building-up popular mobilization				
2.2 cross-border media				
2.3 Socio-economic actors in public debate				

Appendix 6: Table for comparing the project partners on “Leadership” and “Community” issues

THEME OF DISCUSSION	Partner X	
	« Provider » of good practice	« User » of good practice
1. « LEADERSHIP » /INTERNAL GOVERNANCE		
1.1 Formalization		
a) Process to elaborate the cross-border strategy		
b) An efficient governance without a structure with legal personality		
c) The setting-up of a cross-border structure with legal personality, e.g. the EGTC		
- The identification of the governance structure’s added value to cooperation		
- An efficient process to elaborate the convention and the statutes: involvement of the State level, call for experts, consultation of the population etc...		
- The definition of a consensual system of representativeness, financial sharing, etc		
1.2 Political and technical involvement		
a) An efficient technical work without a common team dedicated to the cross-border agglomeration cooperation		
b) A good collaborative work between all the departments from the local authorities partners, concerned by cross-border cooperation		
c) The setting-up of an efficient cross-border team (role, transnational, definition of competencies, etc)		
d) A good collaborative work between the governance structure and the employees from the local authorities		
e) The training of civil servants and decision-makers on cross-border and language issues		
f) The development of mechanisms to increase politicians' interest in cross-border cooperation		

1.3 Financial means

- a) The valuable use of structural funds to finance the governance of cross-border agglomeration
- b) The development of financial solidarity for the cross-border agglomeration

THEME OF DISCUSSION	Partner X	
2. « COMMUNITY » /Involvement of civil society	« Provider » of good practice	« User » of good practice
2.1. Cross-border projects building-up popular mobilization		
a) Popular events, leisure activities		
b) Cross-border services		
2.2. Cross-border media		
a) Communication tools/territorial marketing (logo, website)		
b) TV, radios, newspaper		
c) Cyber democracy/blog		
2.3. Socio-economic actors in public debate		
d) Cross-border development council		
e) Open public debate		

Appendix 7: Activities programme

This table was used by the “EGTC” URBACT project partners to present the future actions that they had planned in their Local Action Plan. It is an extract from the URBACT toolkit available on the URBACT website.

CHALLENGE 1:						
Type of action	Partnership (with the lead partner)	Description of the action	Intended outputs	Timescale (short, medium and long-term)	Financial sources and amount	Recommendations at regional, national and European levels (if needed)
Action 1:					
Action 2:					

Contacts of the partners of the "EGTC" URBACT project



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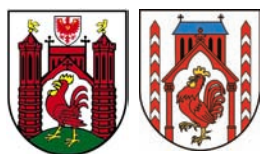
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City of Chaves (Portugal)

www.cm-chaves.pt



City of Esztergom (Hungary)

www.istergranum.hu



ETB Eurodistrict Trinational de Bâle
TEB Trinationaler Eurodistrict Basel

Kanton Basel-Stadt (Switzerland)

www.eurodistrictbasel.eu



Urban Community of Strasbourg (France)

www.eurodistrict.eu