



*Expertising Governance for Transfrontier Conurbations*

# **Cross-border conurbations: Empowering internal governance**

**« EGTC » URBACT Thematic seminar**

Chaves, 12 March 2009





*Expertising Governance for Transfrontier Conurbations*

# Opening session

**João Gonçalves BATISTA**

*Mayor of Chaves*

**Juan Manuel JIMENEZ**

*Mayor of Verín*

**Jose Luis BALTAR**

*President of Diputación Provincial de Ourense*

**Dr. Rui Nuno BALEIRAS**

*Portuguese Secretary of State for regional development*





*Expertising Governance for Transfrontier Conurbations*

# Introduction

**Dr. Hans-Günther CLEV**

*Deputy Director General, MOT*

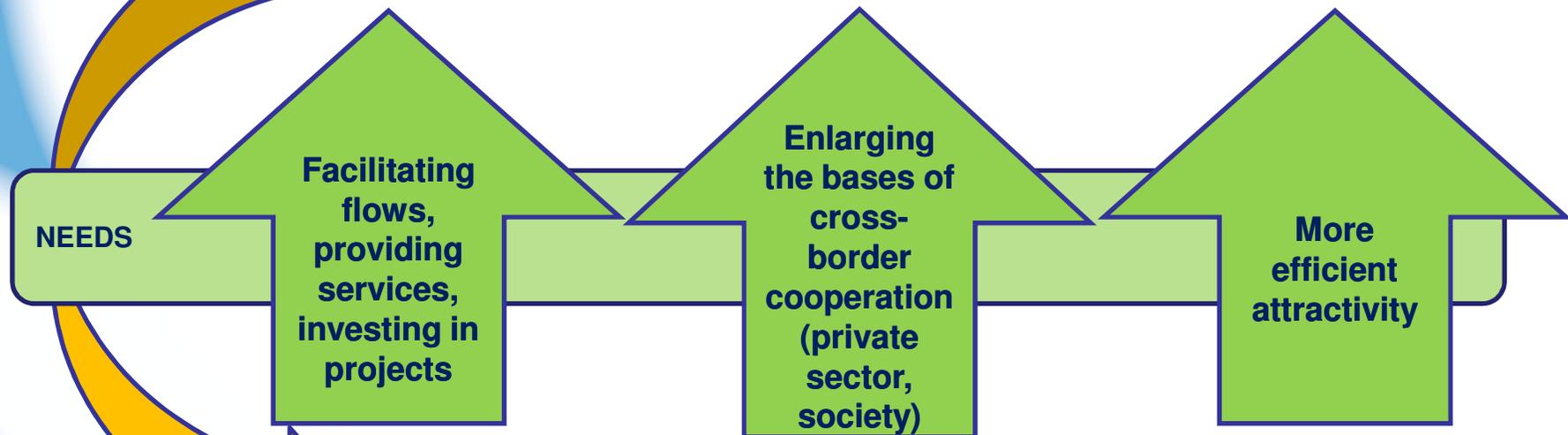
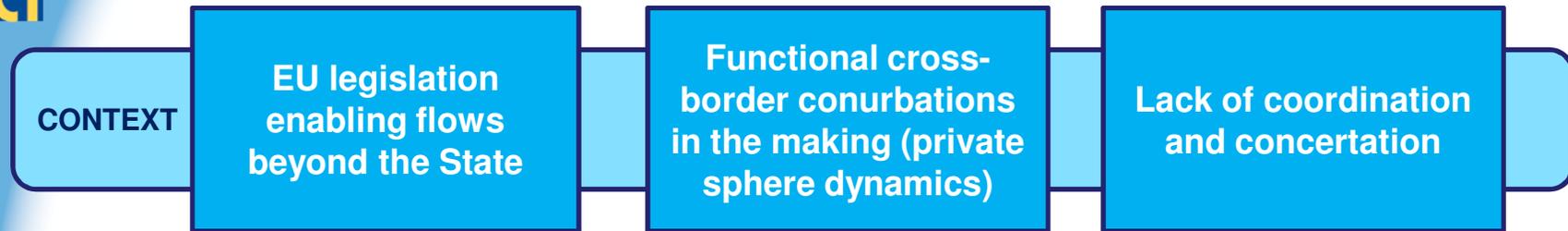
**Christian LAMOUR**

*CEPS/INSTEAD Research Centre (LU)*

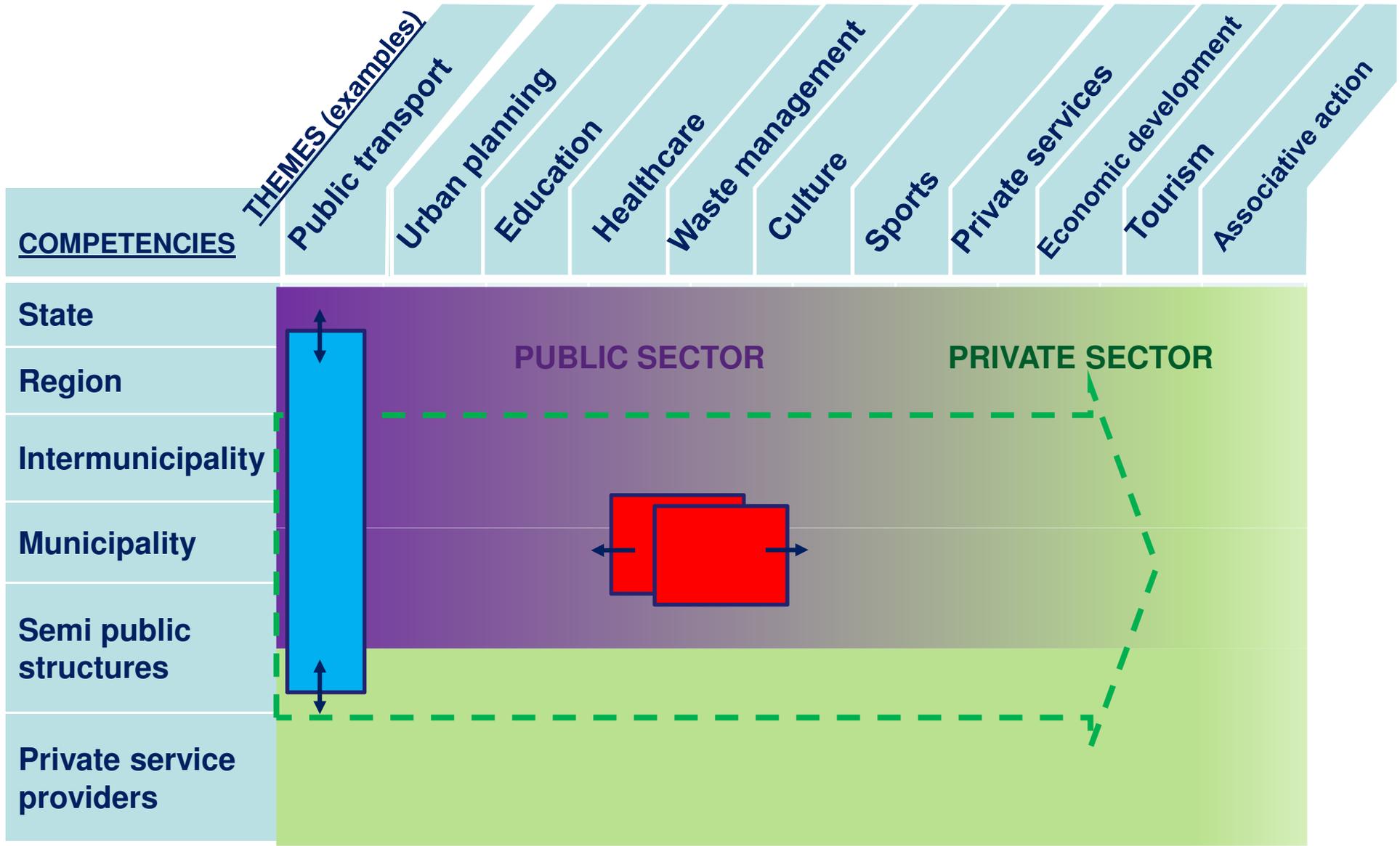
*Lead expert*



# Why addressing cross-border conurbation governance ?



**WHICH THEMES ?  
HOW ?  
WHO ?**



Multilevel thematic cooperation (example : EGTC)



Cooperation of authorities with similar competences on several fields of activities (example : EGTC, LGCC, ...)



Wide governance, without transfer of competencies, platform of dialogue and concertation



# Introduction

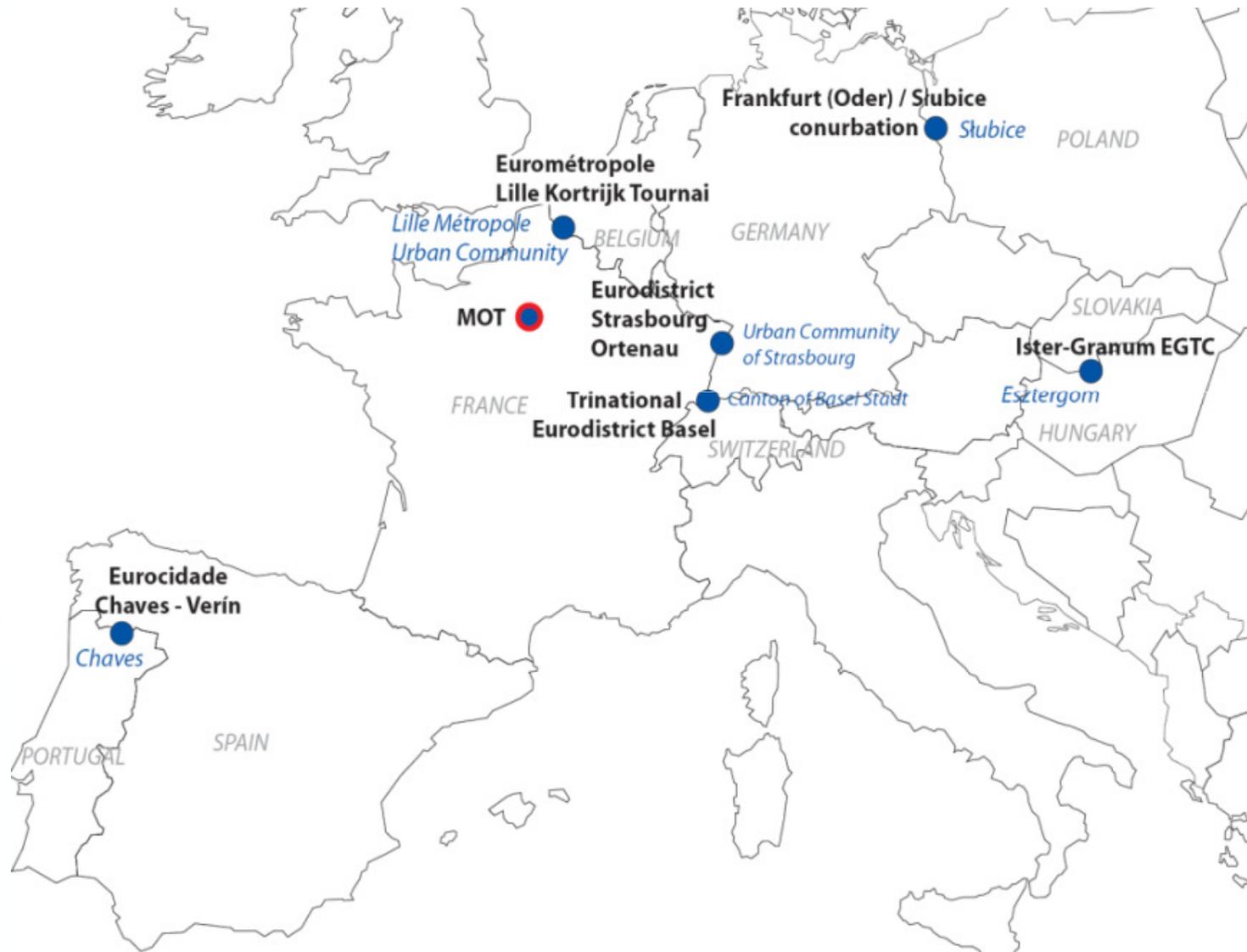
- **The URBACT II programme** aims to develop exchanges between cities on urban issues to improve urban policies in Europe
- **“EGTC” URBACT project:** a project enabling exchanges on cross-border governance methods between 6 cross-border conurbations eager to improve their system of transfrontier partnership
- **A global coordination** led by MOT



# Introduction

- The definition of **6 Local Action Plans** on CB urban governance
  - An improvement of the partnership based on the work of Local Support Groups
  
- A series of **opened dissemination conferences**
  - Strasbourg (*October 2008*) - Chaves (*March 2009*) - Lille (*November 2009*)
  - Final conference in Estzergom (*May 2010*)
  
- **A handbook**
  - Best practices of local CB actions
  - Multi-level recommendations
  - Methodology to set-up efficient CB governance

# Partnership of the « EGTC » URBACT project





*Expertising Governance for Transfrontier Conurbations*

## ***Workshop 1***

# **Mobilization of the people dedicated to cross-border cooperation**

**Christian LAMOUR**

*CEPS/INSTEAD Research Centre (LU),  
« EGTC » URBACT Lead expert*



## The CB urban regulation: the leadership issues

### 1. To be a leader in the urban network

- **Governance:** set of nodes at a specific scale
  - Importance of lateral connections and interdependencies
  
- **Still, some actors are more important than others**
  - In Europe, CB governance is organised around “soft power” and political leaders
  
- **Beyond the State, the power of leaders is getting even softer**
  - The arena of time-deepened negotiations, arrangements, advocacy coalition

## **The CB urban regulation: the leadership issues**

### **1. To be a leader in the urban network**

- **A return of the cultural factor in transnational policies**
  - Identity is part of the international economic competition
  
- **Becoming a leader in the CB urban governance**
  - Strong national visionary leaders eager to engage transfrontier horizontal relations

## **The CB urban regulation: the leadership issues**

### **2. Key professionals involved in the CB governance**

- **Key role to implement political decisions**

- Without technical support, the CB urban regulation is impossible

- **Key role to secure the transition between changing politicians**

- Memory of the CB co-operation and understanding of the networks

- **A set of individual competences**

- CB planning professionalism but also communication abilities

## **The CB urban regulation: the leadership issues**

### **2. Key professionals involved in the CB governance**

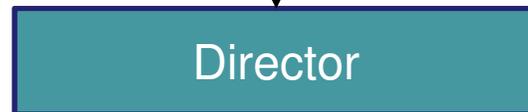
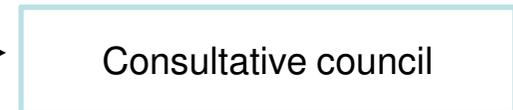
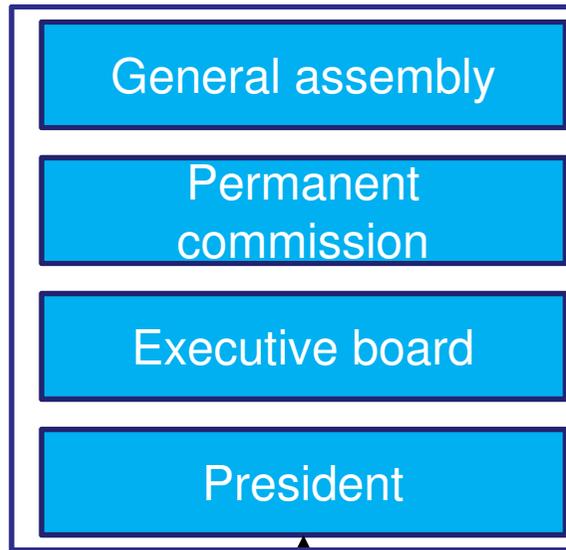
- **A CB network of professionals**
  - A CB working group whose efficiency requires time, trust and clear mandate
  
- **The proximity issue**
  - Face-to-face meetings and spatial proximity is central to CB governance



# IDEAL ORGANISATION

Political structure

Technical team



Observatory, survey and project definition

Information, formation, communication, networking and administration

Implementation of operational projects





*Expertising Governance for Transfrontier Conurbations*



# **Eurocidade Chaves-Verín**

## **An example of political commitment**

**João Gonçalves BATISTA**

*Mayor of Chaves*

Workshop 1 : Mobilization of the people  
dedicated to cross-border cooperation

« EGTC » URBACT Thematic seminar

*Chaves, 12 March 2009*

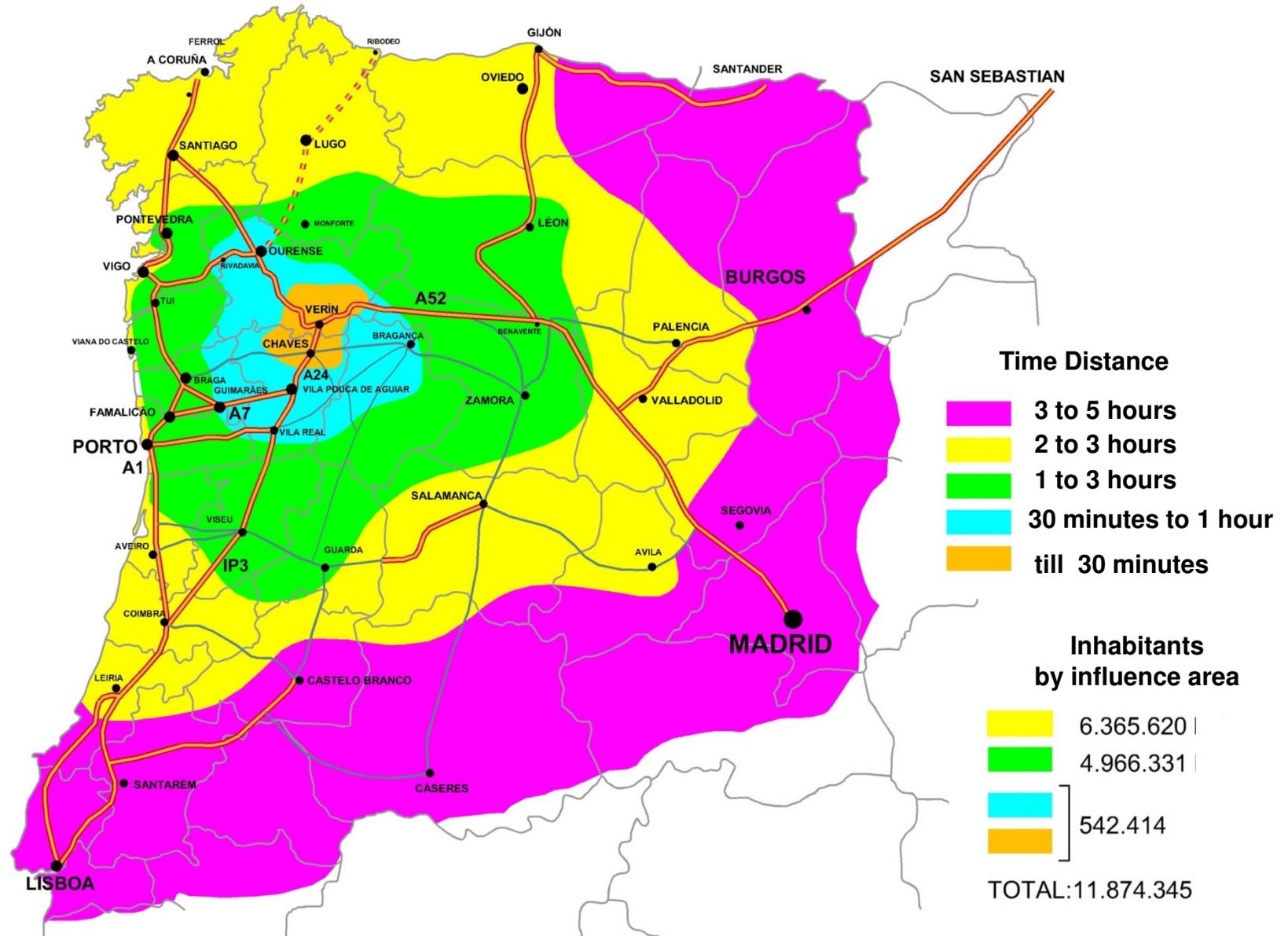




**PORTUGAL / SPAIN**



# Eurocidade Chaves-Verín



## **Assessment of the current functioning**

### **1. Achievements on cross-border cooperation**

- The Eurocity Chaves- Verín is a living-lab of cross-border cooperation in Galicia North of Portugal region  
The project is included in strategic plan of the working community
- The citizens have presented their own cross-border cooperation projects from the beginning  
e.g: joint painting expositions, joint sports activities, joint investigation projects

## **Assessment of the current functioning**

### **1. Achievements on cross-border cooperation**

- Chaves and Verín join together and participate as “Eurocity” in all CB projects despite no legal structure
- The project brings together other cross-border institutions in common projects  
e.g: the presence of the Eurocity in tourist publications of the Diputación de Ourense

## **Assessment of the current functioning**

### **2. Project background**

- People of Chaves and Verín communicate with each other in their own language
- They have a large history in trade relationship (commerce, restaurants, ...)
- The working flows in the border are not statistically treated but there are experiences of enterprises installed in the other side of the border

## **Assessment of the current functioning**

### **2. Project background**

- Cross-border training is one of the activities that Eurocity is developing  
e.g: Portuguese language courses in Verín, and Spanish students with scholarship in Chaves
- Nowadays, Eurocity is developing a comparative study about labour laws and labour conditions in both countries
- At the institutional level, both municipalities have agreed on common approaches  
e.g: meetings between civil servants

## **Assessment of the current functioning**

### **3. Political Facts**

- CB governance system is on development
- Working group, joint secretariat and technical office supported by occasional support groups in specific themes
- The joint secretariat is responsible for the daily development of the cross-border relationship
- This activity is under permanent supervision of both mayors which have weekly meeting

## Assessment of the current functioning

### 3. Political Facts

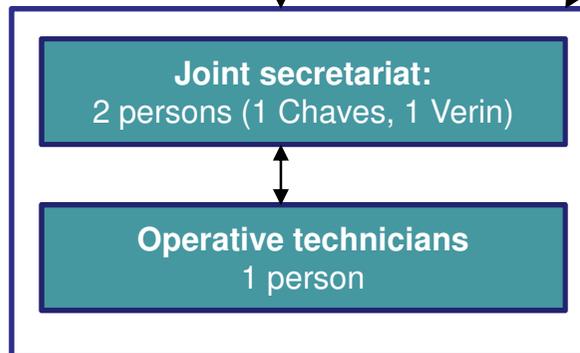
- Support of the Eurocity by upper-local levels:
  - At regional level: Xunta da Galiza, CCDR-N, Working Community and Eixo Atlântico
  - At national level: the Regional Development Secretary of State
- Relations with the councillors of border cities in the CTC context
- Involvement of all the other elected representatives in the support group related to their action areas in the local government

# Eurocidade Chaves-Verin Internal governance scheme

## Political structure



## Technical team



## Assessment of the current functioning

### 4. Personal background (Mayor of Chaves)

- Involvement in many cross-border cooperation projects:
  - NORLOGIS : Logistic Platform, considered as a best practice in Europe
  - COLABORA : exchange experiences between young people and to promotion of mutual knowledge
  - PRISMA/MILIARIA : social reintegration of excluded people, promotion of handicraft activities
  
- The Eurocity Chaves-Verín is the most demanding cross-border cooperation that I, personally, face  
A challenge for the strategic and political planning

## **Assessment of the current functioning**

### **5. Sources of motivations**

- Strong personal will of the two mayors
- A clear conscience of the advantages for the population of the cross-border cooperation
- The visibility and the territorial marketing/promotion  
At national and international level
- Development of structural projects:
  - School of arts
  - School for hot-springs and spas technicians
  - Common industrial soil (capacity to attract international investments)
  - Cross-border cycling and walking way trough the river

## **Assessment of the current functioning**

### **6. Relations between the political and the technical levels**

- The linkage with the technical team is developed by the Joint Secretariat – present in the meetings of the Working group and in the support groups meetings

# Synthesis

## 7. Good practices to be transferred to other cross-border conurbations

- The involvement of the different decision levels  
Especially local and national ones
- Strong will of the local political level
- Definition and implementation of a Strategic Agenda involving population
- Successful Interreg IVA project to support coordination and actions of the Eurocity

# Synthesis

## 8. What needs to be enhanced

- A legal feature that permits the management of common structures (such as transport for example)
- Strong involvement of opinion-makers

## 9. Solutions/recommendations

- Support commission for detecting and studying all the barriers faced by the project



*Thank you*

*eurocidadechavesverin@gmail.com*





*Expertising Governance for Transfrontier Conurbations*



## **Trinational Eurodistrict Basel (TEB)**

### **An example of technical commitment**

**Dr. Frédéric DUVINAGE**

*Director of the Trinational Eurodistrict Basel*

Workshop 1 : Mobilization of the people  
dedicated to cross-border cooperation

« EGTC » URBACT Thematic seminar

*Chaves, 12 March 2009*





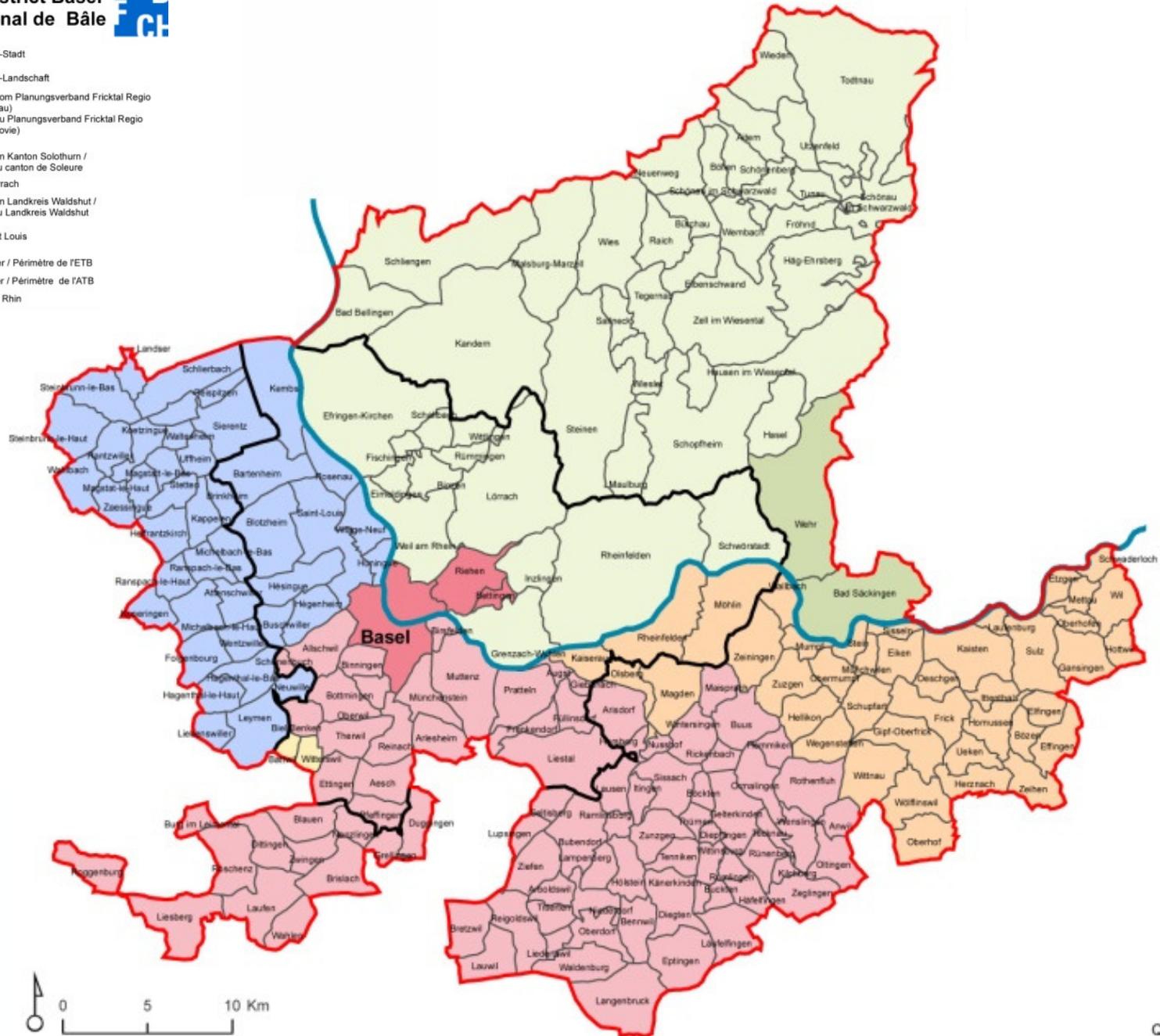
**SWITZERLAND / GERMANY /  
FRANCE**



# Trinationaler Eurodistrict Basel Eurodistrict Trinational de Bâle



- Kanton Basel-Stadt
- Kanton Basel-Landschaft
- Gemeinden vom Planungsverband Fricktal Regio  
(Kanton Aargau)  
Communes du Planungsverband Fricktal Regio  
(canton d'Argovie)
- Gemeinden im Kanton Solothurn /  
communes du canton de Soleure
- Landkreis Lörrach
- Gemeinden im Landkreis Waldshut /  
communes du Landkreis Waldshut
- Pays de Saint-Louis
- TEB Perimeter / Périmétre de l'ETB
- TAB Perimeter / Périmétre de l'ATB
- der Rhein / le Rhin



Quelle:

## **Assessment of the current functioning**

### **1. Composition of the technical team**

- **A team with four persons**

Dr. Frédéric DUVINAGE, Director

Petra FROMM, Direction's secretary

Florence PRUDENT, project manager

Dirk LOHAUS, project manager "IBA Basel 2020"

## Assessment of the current functioning

### 1. Composition of the technical team

- **Dr. Frédéric DUVINAGE** : Director

- Nationality : French
- Regional economist and city planner
- Languages : German and English fluent
- Studies : France (university of Lille and Nancy), Switzerland (University Neuchatel), England (London School of economics)
- Professional experience : Consultant for the company Prognos AG, head of development for the SCET (groupe Caisse des dépôts et consignation), ETB since 2002
- Competence in the fields of complex institutional situation, networking, transforming ideas in projects (for example the project IBA Basel 2020, International Architecture exhibition)

## Assessment of the current functioning

### 1. Composition of the technical team

- **Petra FROMM** : Direction's secretary
  - Nationality : French and German
  - Lawyer
  - Languages : German and French fluent
  - Studies : France (university of Strasbourg)
  - Professional experience : Worked for the ADIL (association which gives legal advices for the location right and the relationship between the renters and the owners), ETB since 2007
  - Competence in the fields of translation, legal advice

## Assessment of the current functioning

### 1. Composition of the technical team

- **Florence PRUDENT** : Project manager
  - Nationality : French and Swiss
  - Geographer
  - Languages : German fluent
  - Studies : France (Marseille) and Germany (University of Karlsruhe)
  - Professional experience : GIS specialist for PAMINA, TEB since 2002
  - Competence in the fields of transportation and GIS (geographical information system)

## Assessment of the current functioning

### 1. Composition of the technical team

- **Dirk LOHAUS** : Project manager
  - Nationality : German
  - Regional Town Planner
  - Languages : French fluent
  - Studies : Germany (university of Hamburg),  
France (University of Grenoble)
  - Professional experience : First job with TEB since 2007
  - Competence in the fields of City planning, computing and graphic design

## **Assessment of the current functioning**

### **2. Strengths' of the team**

- Specialists in different fields (geography, economy, town planning, law)
- Everybody speaks French and German
- Intercultural skills
- Strong commitment

## **Assessment of the current functioning**

### **3. The cross-border technical co-ordination**

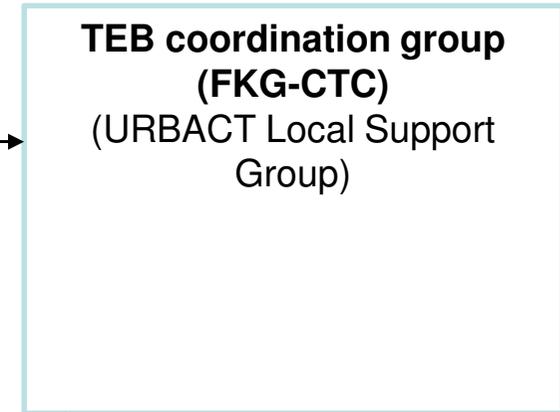
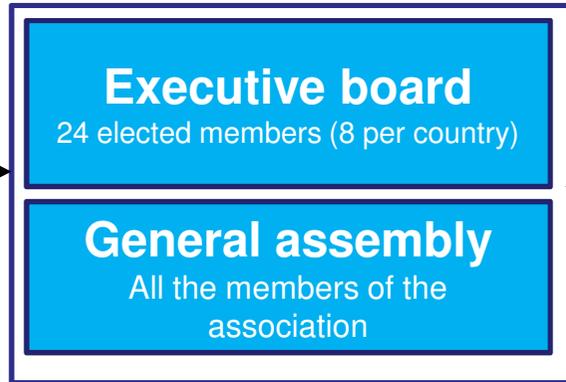
- Connecting with the staff in local administrations
- Through the Coordination group, which makes the relation with the different national administrations
- Through the working groups (transportation, planning, tourism, energy, environment, Geoportail, IBA)

### **4. Link with the political level**

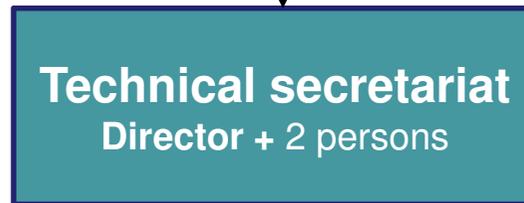
- Through the executive board, which meets every four months
- Through regularly contacts with the president and the two vice presidents of the association
- Through the organisation of a special meeting of the French and the German politicians

## Trinational Eurodistrict Basel Internal governance scheme

### Political structure



### Technical team



## **Assessment of the current functioning**

### **5. Challenges/difficulties encountered**

- The team does not work for a big structure / administration but for a small association, therefore there is no possibility of advancement in the structure
- The fact not to be in the administration makes the exchange of information difficult
- Far from the centre of power and political decision
- Difficulties to get Swiss team staff to work in a French association with French salary and social system

## Assessment of the current functioning

### 6. Need of technical competences ?

- The team can use the training, which is accessible in France for the associations and the small companies. The association pays an annual fee for this service
- Outsourcing : Computing, accounting, part of the studies in transportation and planning, GIS, translation

## Assessment of the current functioning

### 7. Solutions/recommendations to respond to the difficulties encountered (first ideas)

- **The stability and engagement of the team is assured because :**
  - Private long terms working contract (CDI),
  - Relatively competitive salaries (Swiss basis)
  - Statute of “cadre” and its social advantages (French system)
  - Flexibility for the working amount
  - Possibility offered by the Swiss cantons of Basel of a trainee programme for the team
  - Trainings as often as possible to be kept updated (computer skills, new software)

## **Assessment of the current functioning**

### **8. Good practices to be transferred to other cross-border conurbations**

- The politicians should not choose all the team (the director yes, but not the others – the director has the possibility to choose its team)
- The team should be chosen for their technical skills not for political or national reasons
- The team should have good working conditions (contract, salaries)
- A good balance between the nationality and the mother Tongue is needed
- Do everything to keep the people a long time, because the cross-border business needs committed people with experience and a large access to the politicians, which comes only with the years
- Career development