



*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*





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# Introduction

**Dr. Hans-Günther CLEV**

*Deputy Director General, MOT*

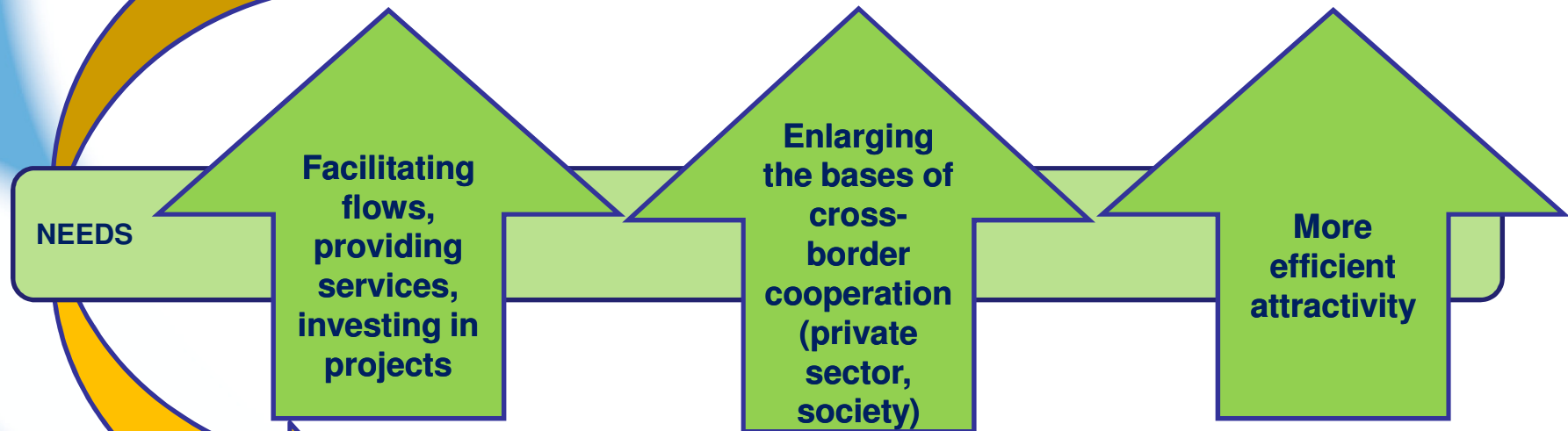
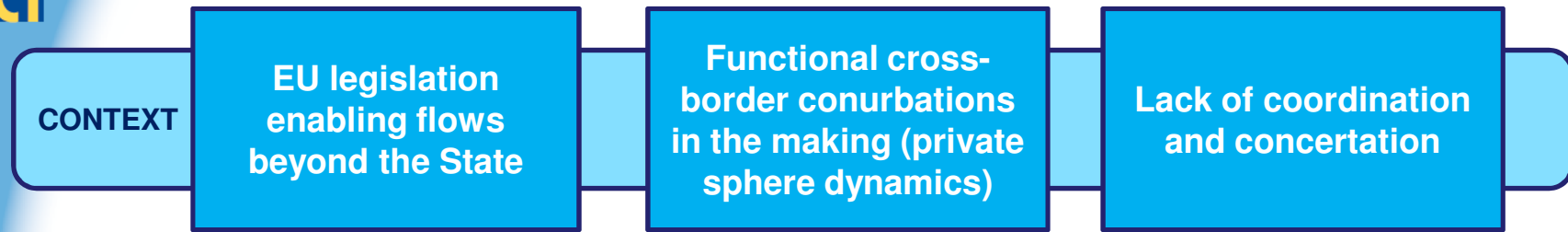
**Christian LAMOUR**

*CEPS/INSTEAD Research Centre (LU)*

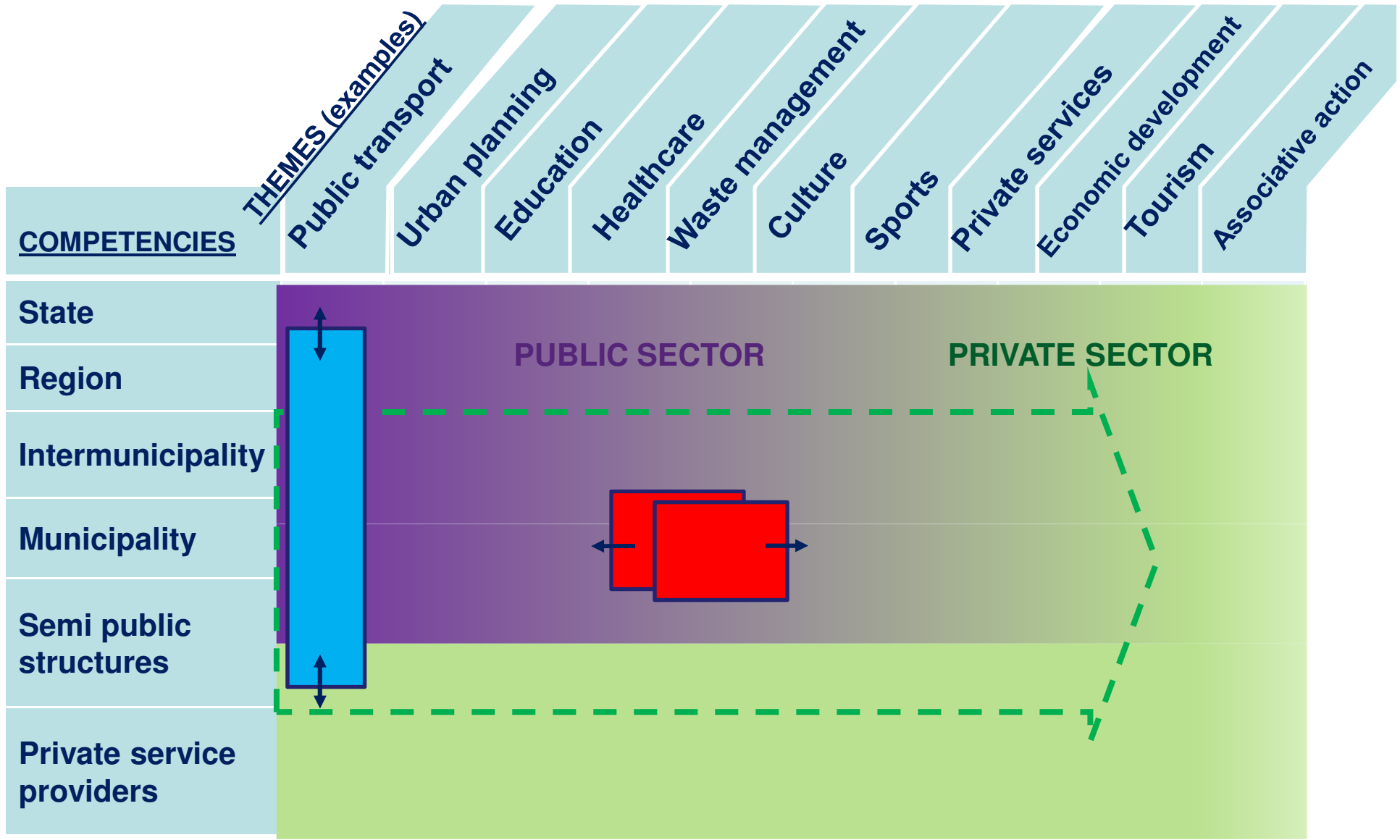
*Lead expert*



# 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

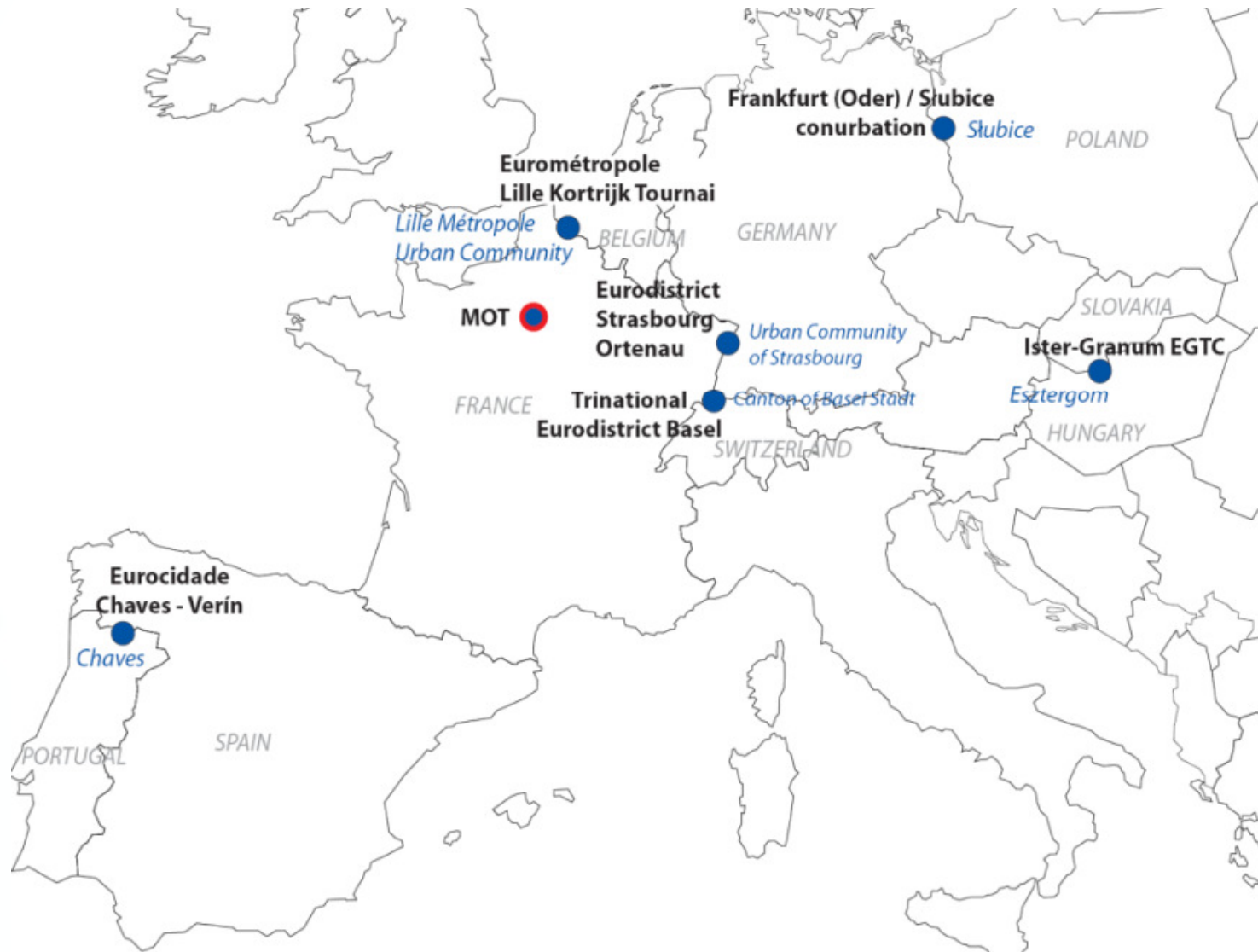
- **The URBACT II programme** aims to develop exchanges between cities on urban issues to improve urban policies in Europe
- **“EGTC” URBACT project:** a project enabling exchanges on cross-border governance methods between 6 cross-border conurbations eager to improve their system of transfrontier partnership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







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## ***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**

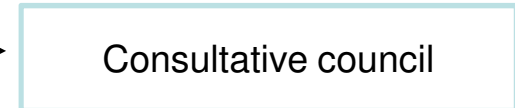
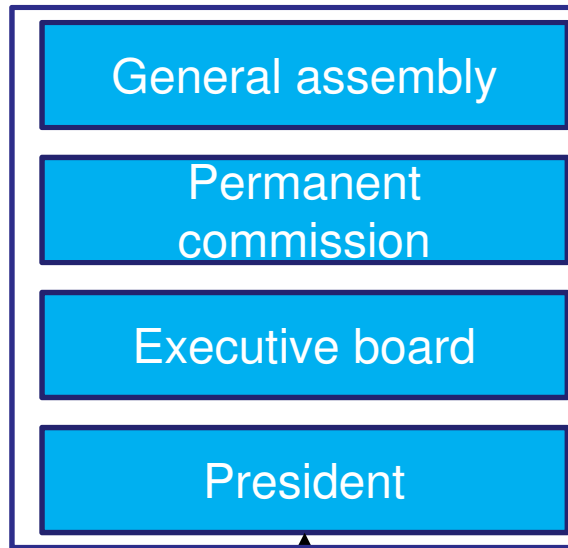
### **2. Key professionals involved in the CB governance**

- **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

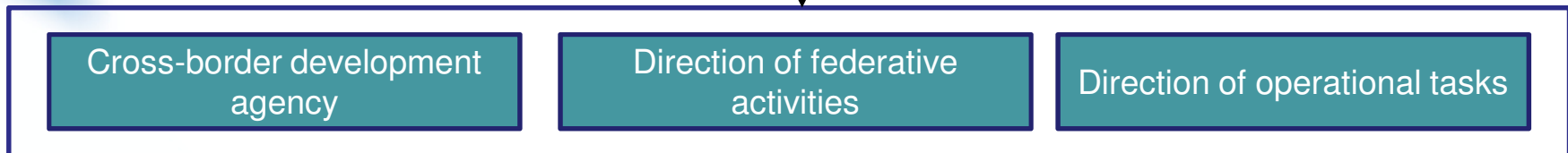


# IDEAL ORGANISATION

Political structure



Technical team



Observatory, survey and project definition

Information, formation, communication, networking and administration

Implementation of operational projects





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# **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*



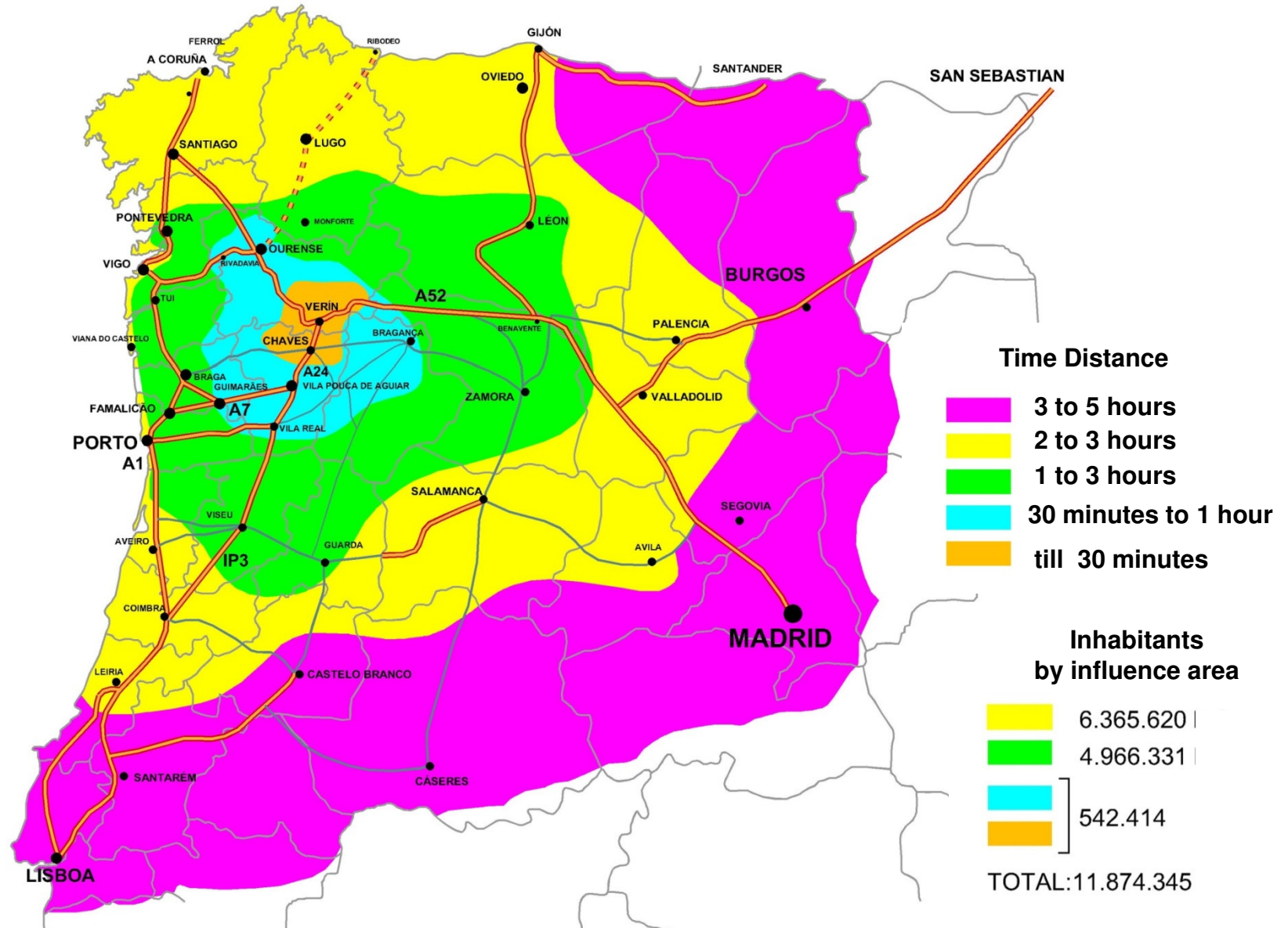


**PORTUGAL / SPAIN**





# 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**

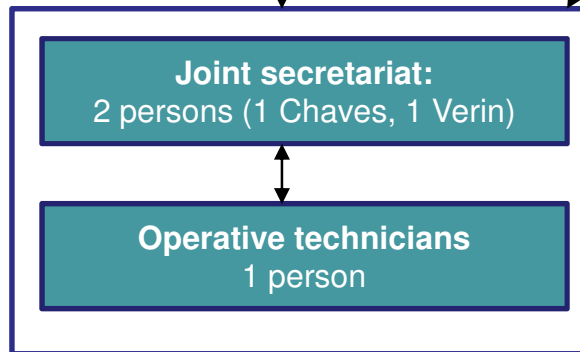
- Support of the Eurocity by upper-local levels:
  - At regional level: Xunta da Galiza, CCDR-N, Working Community and Eixo Atlântico
  - At national level: the Regional Development Secretary of State
- Relations with the councillors of border cities in the CTC context
- Involvement of all the other 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*





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## **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**

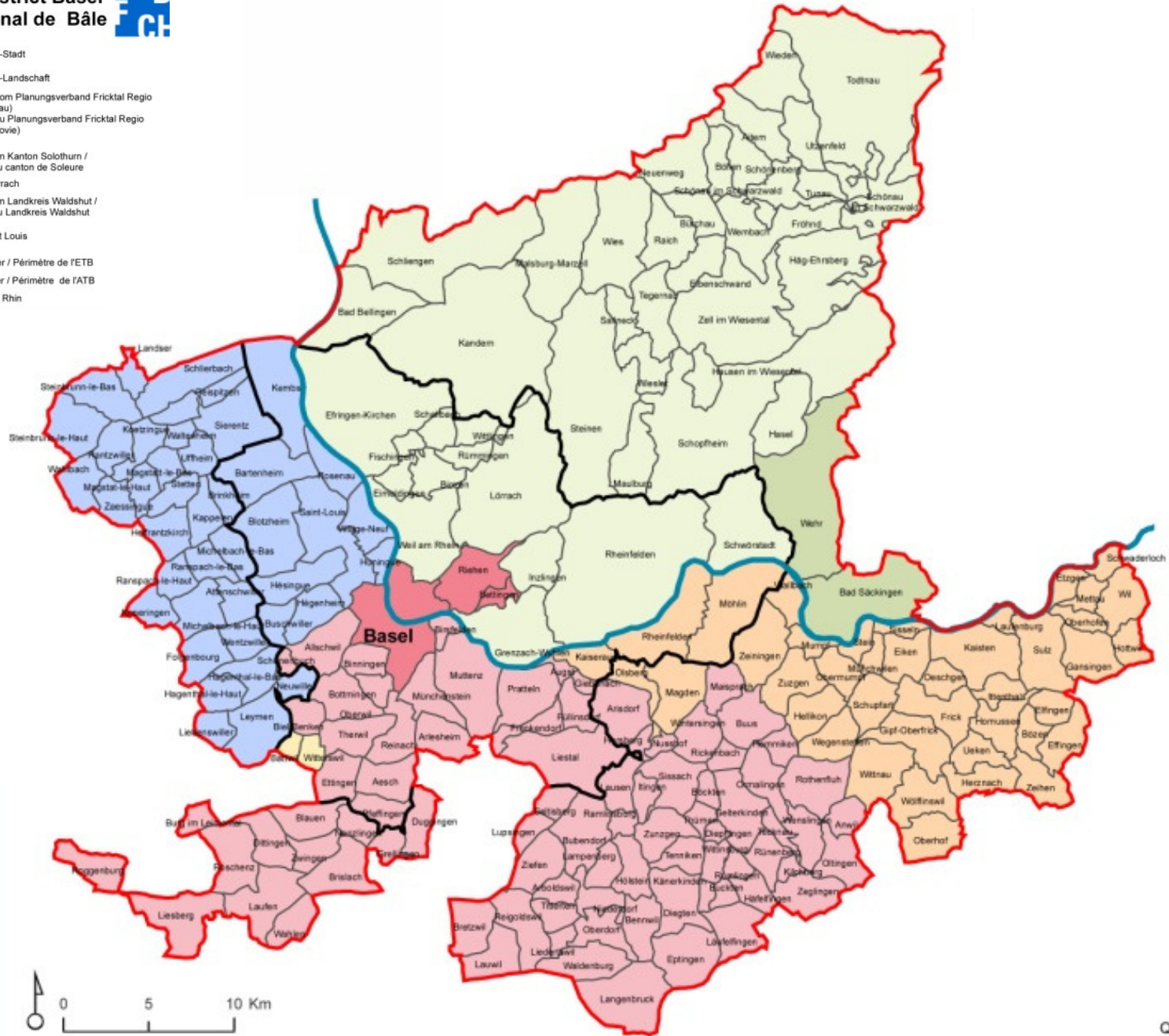




# Trinationaler Eurodistrict Basel Eurodistrict Trinational de Bâle



- 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 / Périimètre de l'ETB
- TAB Perimeter / Périimètre de l'ATB
- der Rhein / le Rhin



European Union  
Dreiländer-Eurodistrict Basel

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)

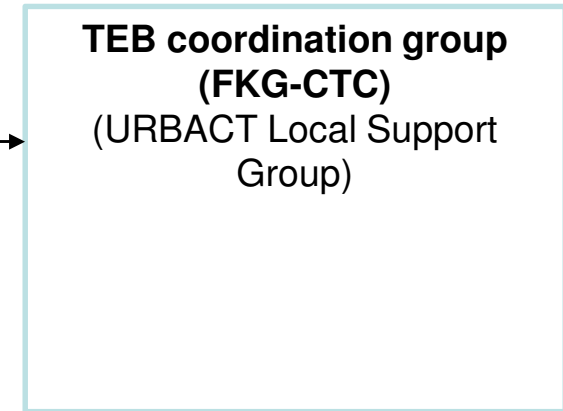
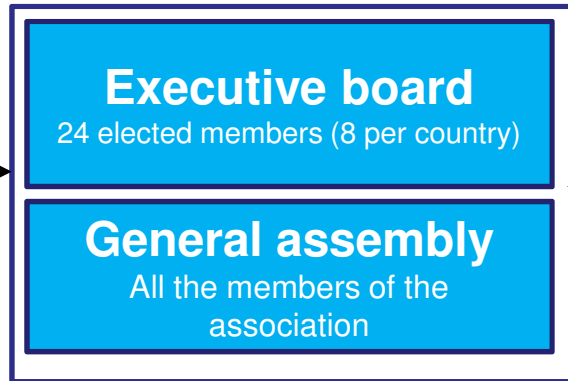
### **4. Link with the political level**

- 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

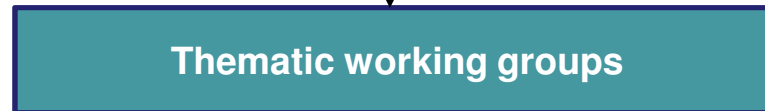
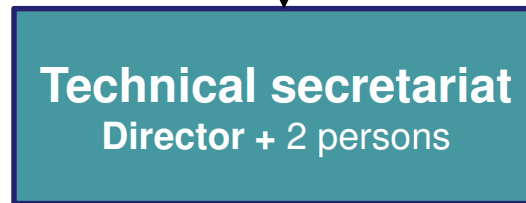


## Trinational Eurodistrict Basel Internal governance scheme

### 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

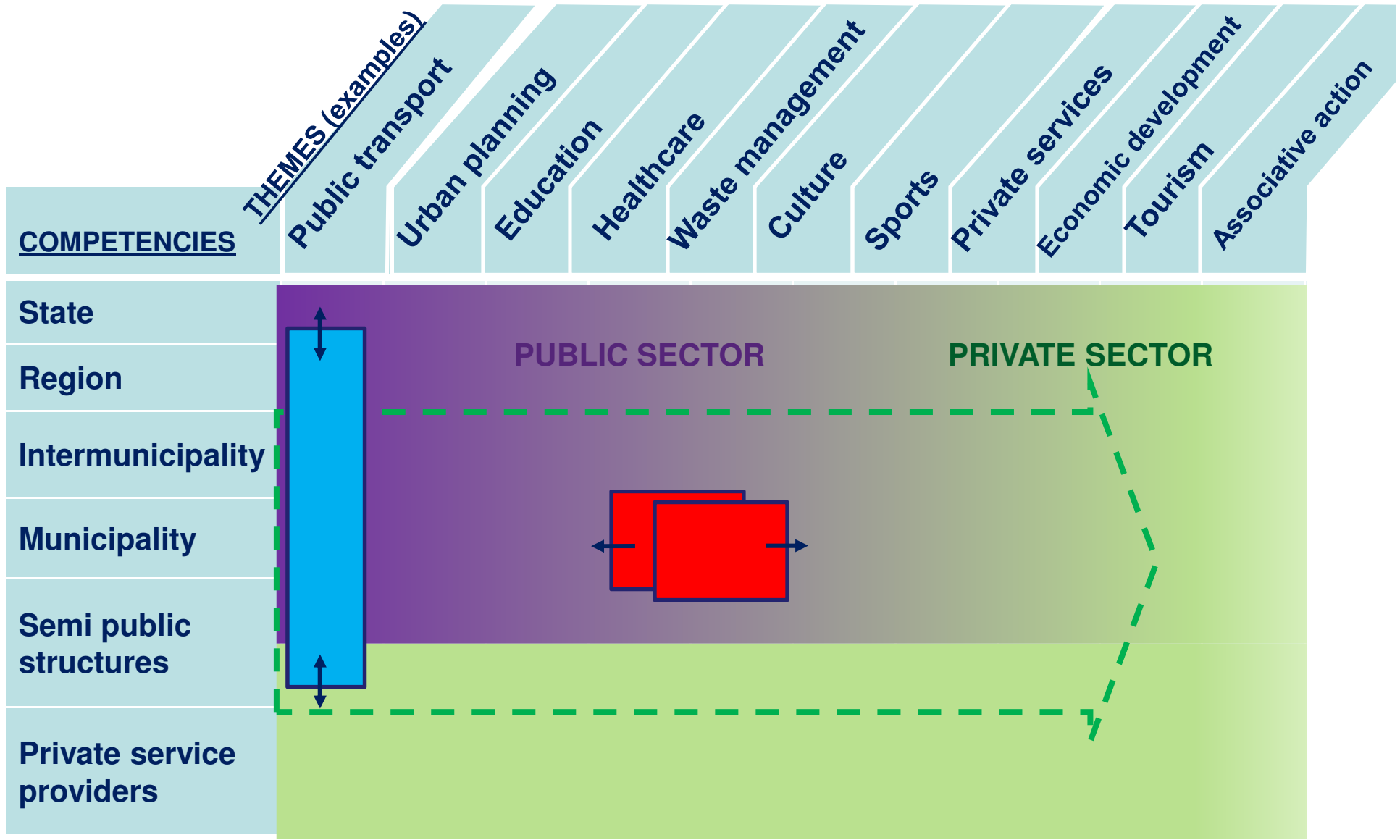


## ***Workshop 2***

# **Institutionalization of the cooperation within cross-border conurbations**

***Ludivine SALAMBO***

*Mission Opérationnelle Transfrontalière,  
Project coordinator*



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

# 1. Why to institutionalize the governance of cross-border conurbations?

**Context:** more and more institutionalized cross-border cooperation, because:

- Need for developing cross-border conurbations
- Need for securing cross-border cooperation (politically, financially, durability, etc)
- Need for more visibility of cross-border conurbations
- New opportunities with the European Grouping of Territorial Cooperation (EGTC)



## 2. The legal tool box for cross-border cooperation (non exhaustive)

<b>Legal basis</b>  <b>Type of tool</b>	<b>Community law</b>	<b>Domestic law</b>	<b>Inter-state cross-border cooperation agreements</b>
<b>Public-law structure</b>	<b>EGTC under public law</b>	<b>Consorcio (ES)</b> <b>European District (FR)</b>	<b>Local grouping for cross-border cooperation , LGCC</b> <b>(BE,DE,LU,FR,CH,...)</b>
<b>Public-private partnership</b>		<b>Cross-border SEML (local PPP) (FR)</b>	
<b>Cooperation agreement</b>		<b>Private-law agreement (IT)</b> <b>Public-law agreement</b>	<b>Cross-border cooperation agreement</b> <b>(BE,DE,LU,FR,CH,IT,ES, ...)</b>
<b>Non-profit private structure</b>	<b>European economic interest grouping</b> <b>EGTC under private law</b>	<b>Association</b> <b>(BE,LU,DE,FR,IT,...)</b>  <b>Foundation (NL, CH, ...)</b>	

## 2. The legal tool box for cross-border cooperation

### 2.1. Before (the creation) of the EGTC regulation

#### More restrictive possibilities for cross-border cooperation

- Madrid Convention, 1980: cooperation between local and regional authorities...

- ...implemented through inter-state agreements

Bayonne in 1995, Karlsruhe in 1996, Valencia in 2004, etc

- Absence of legal framework for cross-border cooperation between local and regional authorities on certain borders

## 2. The legal tool box for cross-border cooperation

### 2.2. With the creation of the EGTC : new opportunities (regulation n°1082/2006) [1]

- A common legal instrument for **all 27 EU Member States**
- To manage EU programmes and **projects** dedicated to territorial cooperation (cross-border, transnational, interregional) co-financed or not by EU funds, for example:
  - Sectoral projects
  - Cross-cutting strategies

## 2. The legal tool box for cross-border cooperation

### 2.2. With the creation of the EGTC : new opportunities (regulation n°1082/2006) [2]

- A structure with **legal personality**

It has its own budget, staff, capacity to conclude contracts, launch call for tenders, act in justice

- Intervenes within the **common** scope of competencies of its members

## 2. The legal tool box for cross-border cooperation

### 2.2. With the creation of the EGTC : new opportunities (regulation n°1082/2006) [3]

- **Large partnership:** opened to all “contracting authorities” (submitted to public procurement rules), including the States
- **Opened to third States** under conditions: at least 2 EU Member States
- Enables to set-up a **cross-border decision making-process** (assembly)

## 2. The legal tool box for cross-border cooperation

### 2.3. The implementation of the EGTC (regulation)<sup>[1]</sup>

- Requires, if necessary, the adoption of national provisions
  
- The functioning of the EGTC is ruled by the convention and the statutes
  
- The convention and the statutes must be consistent with:
  - the Community regulation n°1082/2006
  - the law of the location of the seat of the EGTC
  - the law of each member

## 2. The legal tool box for cross-border cooperation

### 2.3. The implementation of the EGTC (regulation) [2]

- There is no an European model to set-up an EGTC
- 4 EGTCs already created in European Union on CB cooperation

Including 2 EGTCs on the Spanish-Portuguese border

- About 11 EGTCs under creation, including 7 on cross-border cooperation

### 3. The questions raised in the “EGTC” URBACT project

#### Starting point: 2 different situations

Current situation	Perspectives
<p>1. Absence of CB structure</p> <p><i>Eurodistrict Strasbourg-Ortenau</i> <i>Eurocidade Chaves-Verin</i> <i>Frankfurt (O)-Slubice</i></p>	<p>Creation of a CB structure (EGTC, ...)</p>
<p>2. Existing CB structure</p> <p><i>TEB (association)</i> <i>Eurometropole Lille-Kortrijk-Tournai (EGTC)</i> <i>Ister-Granum EGTC</i></p>	<p>Deepening the CB governance</p>





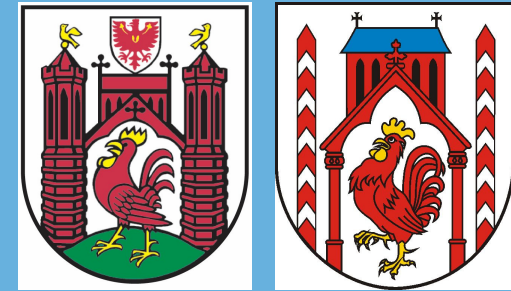
### 3. The questions raised in the “EGTC” URBACT project

#### Each cross-border conurbation :

- **Makes an assessment** of the functioning of its own governance, with the CB Local Support group
  - **Develops solutions** to improve the cross-border governance (legal structure, technical work, political involvement, financial means, etc)
  - **Elaborates recommendations addressed to regional, national and European levels** to adapt and enhance the framework for CB cooperation
- Described in the Local Action Plan



*Expertising Governance for Transfrontier Conurbations*



## **Frankfurt (Oder) & Slubice** **On the (long) way to an European City**

**Juliusz ZWIREK, Jörg GLEISENSTEIN**

*Chairmen of the Joint Committee of Frankfurt (Oder) - Slubice*

**Sören BOLLMANN**

*“EGTC” URBACT project manager*

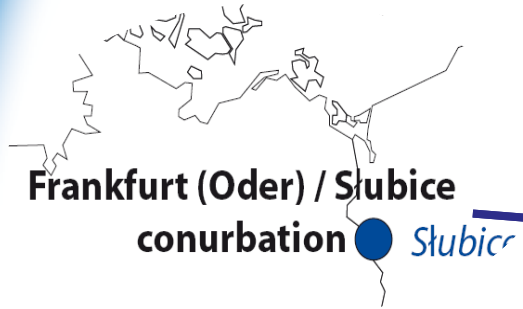
Workshop 2 : Institutionalization of the cross-border  
cooperation within cross-border conurbations

« EGTC » URBACT Thematic seminar

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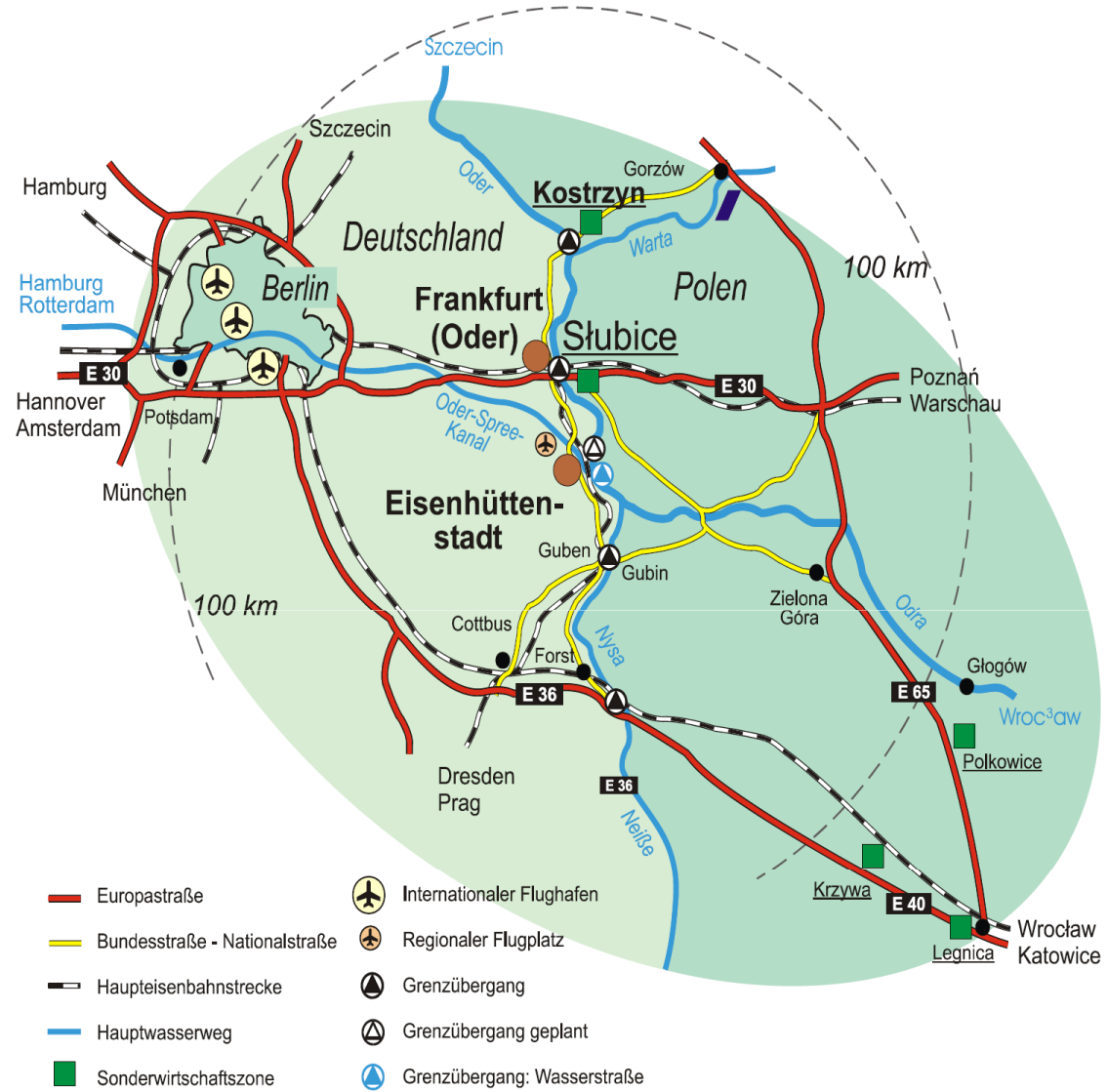


# That's where we come from:



**GERMANY / POLAND**





## 1. Several beginnings in our cross-border cooperation

- **1945:** Suddenly we became (for each other) new neighbours on two sides of the border
- **1945-1989:** Cooperation was mainly based on personal contacts or took place while working together in Frankfurt's micro chip factory
- **1990-1999:** euphoria of common Europe: (too) high expectations and lots of common projects and plans



## 1. Several beginnings in our cross-border cooperation

- **2000-2007:** Disappointment (f.e. after Frankfurt's „no to cross-border tramway“), plans disappeared into the drawer; „everybody just care for himself“ or „your cigarettes and petrol for our clothes, cheap food and high tech“
- **From 2008:** But maybe together we might be stronger ...



Chaves, 12.03.2009: „Frankfurt (Oder) & Slubice – On the (long) way to an European City“



## 2. The daily cooperation's « Pyramid »

**Joint strategy:** working on a „joint vision for Frankfurt & Słubice 2020” and on the „Local Action Plan 2010-2020” within EGTC project

**„high lights“:** common City's Party in July 2009,  
European Fire Brigade Meeting 2011

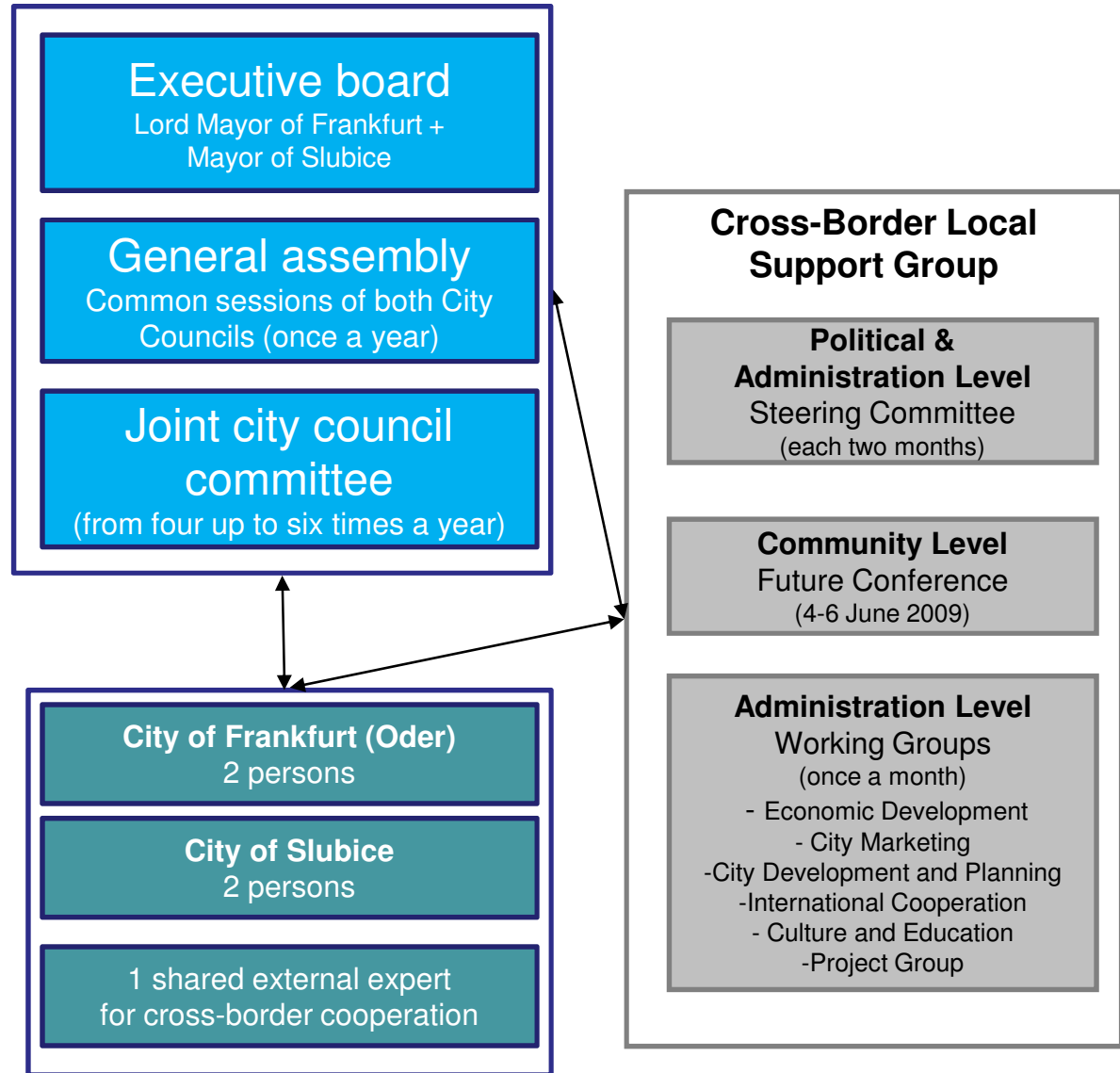
**Daily joint life:** Polish and German children together in the kindergarden or at the same classroom in school; „Polish-German Youth Orchestra“; students at European University Viadrina/ Collegium Polonicum

**Daily life:** about 1.000 Poles living in Frankfurt, about 100 Germans living in Słubice; lots of thousands of border crossings each day for going shopping, working, or spending one's spare time „on the other side“

**Frankfurt (Oder) & Slubice:  
Internal  
governance  
scheme**

**Political structure**

**Technical team**



Chaves, 12.03.2009: „Frankfurt (Oder) & Slubice – On the (long) way to an European City“



## 3. Assessment of the current functioning

### 3.1 Challenges/ difficulties encountered:

#### Is the current framework adapted to the ambitions of the CB conurbation? [1]

- The Joint Committee does not have the same legal status (on the German side) as other commissions
- No joint legal body or common office with joint human resources for a continuous cooperation
- A lack of human resources for daily cooperation at political and administrative levels

## 3. Assessment of the current functioning

### 3.1 Challenges/ difficulties encountered:

**Is the current framework adapted to the ambitions of the CB conurbation? [2]**

- Still a language barrier at technical level
- Regular meetings, open discussions and time to be spent to come to common agreements is often considered as something “additional” and “less important”

## 3. Assessment of the current functioning

### 3.2 Solutions/recommendations [1]

- Joint office and joint human resources within the project „Joint City Marketing 2009-2012“ (applied Interreg IVA project)
  - 11 bilingual persons as joint City Marketing Agency
  - Marketing of city, investment and tourism offers
  - Where? (Hopefully) on the City Bridge, in the former border clearance buildings

## 3. Assessment of the current functioning

### 3.2 Solutions/recommendations [1]

- Stronger mutual commitment, based on the „Local Action Plan 2010-2020”
- Stronger support from the community by the „Future Conference” (4-6 June 2009) and afterwards possibility to join the Local Working Groups
- Language training (German/ Polish or English) for 120 politicians and administration employees from January 2010 (Interreg IVA project)

## 3. Assessment of the current functioning

### 3.3 Good practices to be transferred to other cross-border conurbations?

- European University Viadrina/ Collegium Polonicum
- Children are learning together in the kindergarten or at school
- Common city development projects under the „Strategy 2003“
- ...



Chaves, 12.03.2009: „Frankfurt (Oder) & Slubice – On the (long) way to an European City“



# Welcome to Frankfurt (Oder) & Slubice !



**Thank you for your attention !**





*Expertising Governance for Transfrontier Conurbations*



# **The Ister-Granum EGTC**

## **Strengthening the cooperation**

**Gyula OCSKAY**

*“EGTC” URBACT project manager*

**Tamás LUNK**

*Expert for the Ister-Granum EGTC*

Workshop 2 : Institutionalization of the cross-border  
cooperation within cross-border conurbations

« EGTC » URBACT Thematic seminar

*Chaves, 12 March 2009*





**HUNGARY / SLOVAKIA**



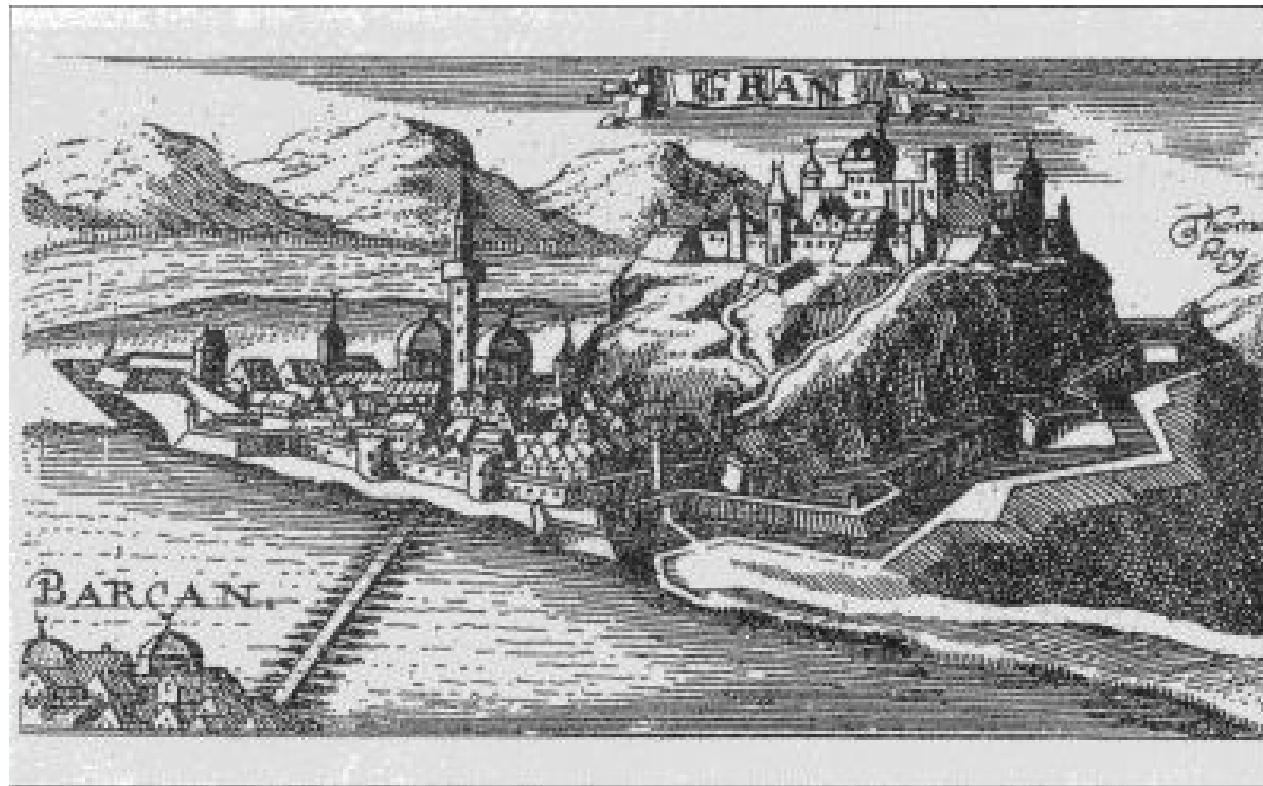




**ISTER-GRANUM  
EURORÉGIÓ**

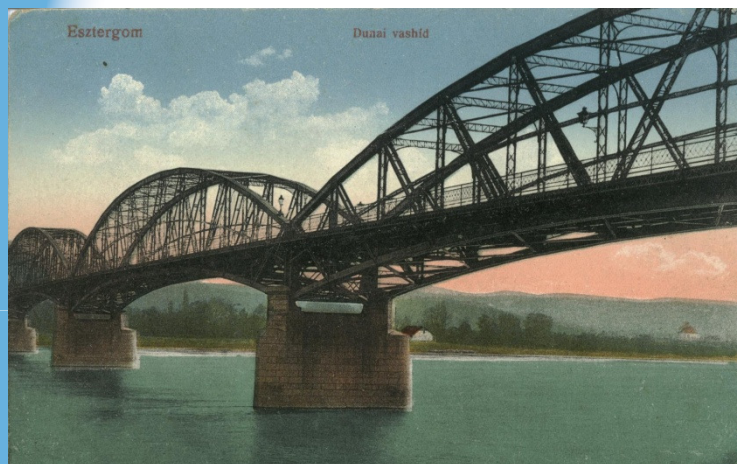
## Origins of the cross-border cooperation

### Strong historical contacts between Štúrovo and Esztergom



# Origins of the cross-border cooperation

## The Maria Valeria bridge



1895



1919



1995



2001

## Key dates of the formalization of the cross-border cooperation



15 May 2000, Letter of Intent

13 October 2000,  
Foundation Letter



17 November 2003, signing the Euroregion's  
Foundation Document



21 September 2005, presentation of the  
regional development plan in the European  
Parliament, Brussels

6 May 2008, foundation of the  
Ister-Granum EGTC





## The Ister-Granum EGTC

### Why an EGTC...

- Integrated Development Plan of the Euroregion (2005): planned own institutions
- Complementarity of facilities and services (eg. logistics and industrial parks, health care, tourism, economic advancement etc.)
- Strong will of stakeholders to cooperate over the long pull
- Participation in constituting process of the Hungarian EGTC-regulation
- The need of sustainability



## The Ister-Granum EGTC

### ...and how to make it?

- **06.05.2008**

Foundation ceremony in the royal palace of Esztergom  
Many problems during the registration process

- **16.06.2008**

Approval is done for the Slovakian municipalities **15.08.2008**  
Approval is done for the Hungarian municipalities

- **18.10.2008**

End of the registration process at the Capital Court in Budapest

- **12.11.2008**

Legal force of the declaration of the Court

- **13.11.2008**

General Assembly

- **29.11.2008**

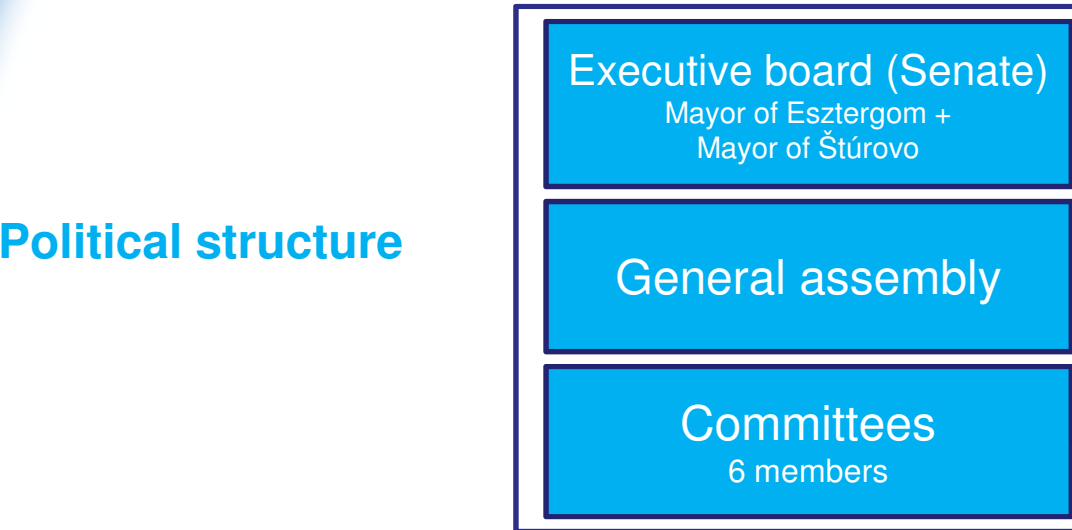
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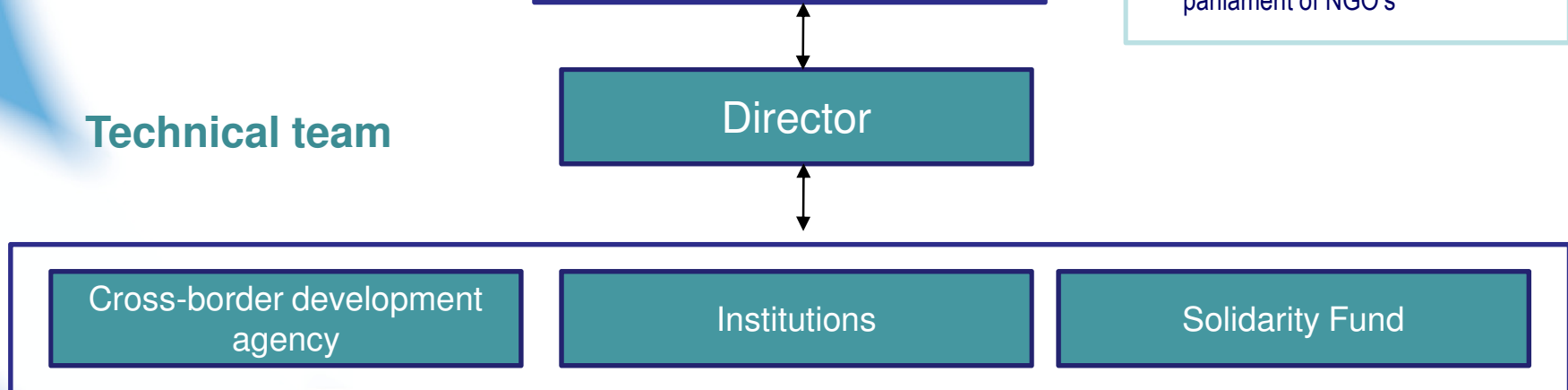


# Ister-Granum EGTC

Political structure



Technical team



# Assessment of the current functioning

## 1. Weaknesses

- Weak involvement of decision-makers at regional and national levels
- Lack of interest in participating to the work of the committees
- Low level of awareness concerning the benefits and responsibilities of the EGTC among the local stakeholders
- Dominant role of the municipality of Esztergom („inferiority complex” on behalf of other settlements)
- Lack of a development fund that can prefinance the projects



# Assessment of the current functioning

## 2. Solutions (proposals for the LAP)

- Creating a regional lobby club
- Transforming the committee system into a project workshop system
- Updating regional development strategy, including developing shared vision of the region, involving regional stakeholders
- Creating joint institutions and enterprises
- Creating a regional development fund

# Assessment of the current functioning

## 3. Joint institutions, enterprises

Field	Main projects
Cohesion	Solidarity Fund
Industry	Ister-Granum Enterprise-logistic Belt Ltd.
Tourism	Joint tourist destination management and thematic routes
Labour market	Consultant office network on starting SME's and flow of human resources; EXPO-office
Health Care	Regional health care system
Energy policy	Joint energy agency for using renewable resources
Public transport	Joint public transport management system
Communication	Joint broadcast and regional bilingual television (Ister-Granum News Agency)
Civil society	Regional service system supporting NGO's

Thank you  
for your honouring  
attention!

[www.istergranum.hu](http://www.istergranum.hu)



You are welcome!



*Expertising Governance for Transfrontier Conurbations*

## ***Workshop 3***

# **The Local Support Group of the Eurocidade Chaves-Verin**

**Christian LAMOUR**

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





*Expertising Governance for Transfrontier Conurbations*

# **URBACT Local Support Groups**

**Susana NETO**

*Portuguese representative  
in the URBACT Monitoring committee*

Workshop 3: The Local Support Group  
of the Eurocidade Chaves-Verin

« EGTC » URBACT Thematic seminar  
*Chaves, 12 March 2009*



Seminário Temático EGTC – *Conurbações transfronteiriças: potenciação da governança interna*  
Chaves - Portugal, 12 Março 2009

## OS GRUPOS LOCAIS DE ACÇÃO

Susana Neto



## ★ Strategy (2007-2013)

- To implement the EU Cohesion Policy and the Lisbon-Gothenburg Agenda, supporting competitive, socially-integrated and sustainable cities.

## ★ Objectives

- To provide a forum for exchange and learning for urban practitioners, decision-makers, and other actors involved in developing urban policies by creating Thematic Networks and Working Groups.
- To learn from the exchanges between URBACT partners that share experiences and good practices. Draw conclusions and build on them using a thematic approach and expertise.
- To disseminate good practices and lessons learned from these exchanges and ensure the transfer of know-how.
- To assist city policy-makers, practitioners and managers of Operational Programmes to define Action Plans.

## ★ Actors

- Cities, regional or national authorities, universities and research centres are eligible.
- The 27 EU Member States + 2 Partner States: Norway and Switzerland.

## ★ Greater impact on local practices and policies

URBACT II has introduced new innovations in practice in order to improve impact at the local level:

- Creation of URBACT Local Support Groups by each partner
- Co-production of a Local Action Plan by each Local Support Group and partner
- Involvement of the Managing Authorities of Operational Programmes.

## ★ The Fast Track Label

The EU Commission's "Regions for Economic Change" initiative fosters identification and dissemination of good practices in the sphere of economic modernisation, growth and job creation, as well as the inclusion of innovative policies into EU mainstream programmes. The Fast Track Label is granted to Thematic Networks addressing one of the seven priorities identified by the Commission, and which develop strong participation by Managing Authorities of Operational Programmes for all partners.

Seven URBACT Thematic Networks have been given the Fast Track Label and receive specific support from the Commission.



## URBACT and Local Support Groups

URBACT II emphasizes strengthening the impact of the results of transnational exchanges in partner cities, and specifically on encouraging buy-in, input and validation from the local level. Local Support Groups and the Action Plans, which will be co-produced by URBACT partners and the Local Support Groups, are very important innovations in the URBACT II Programme intended to do just that.



## What is a Local Support Group? (LSG)

A Local Support Group is a group of stakeholders (possibly elected representatives, city officers, members of an NGO economic actors, etc) brought together by each URBACT II partner in relation to the project theme and local circumstances. Primarily, these groups are given the task of co-producing with the partner a 'Local' Action Plan linked to the project topic.



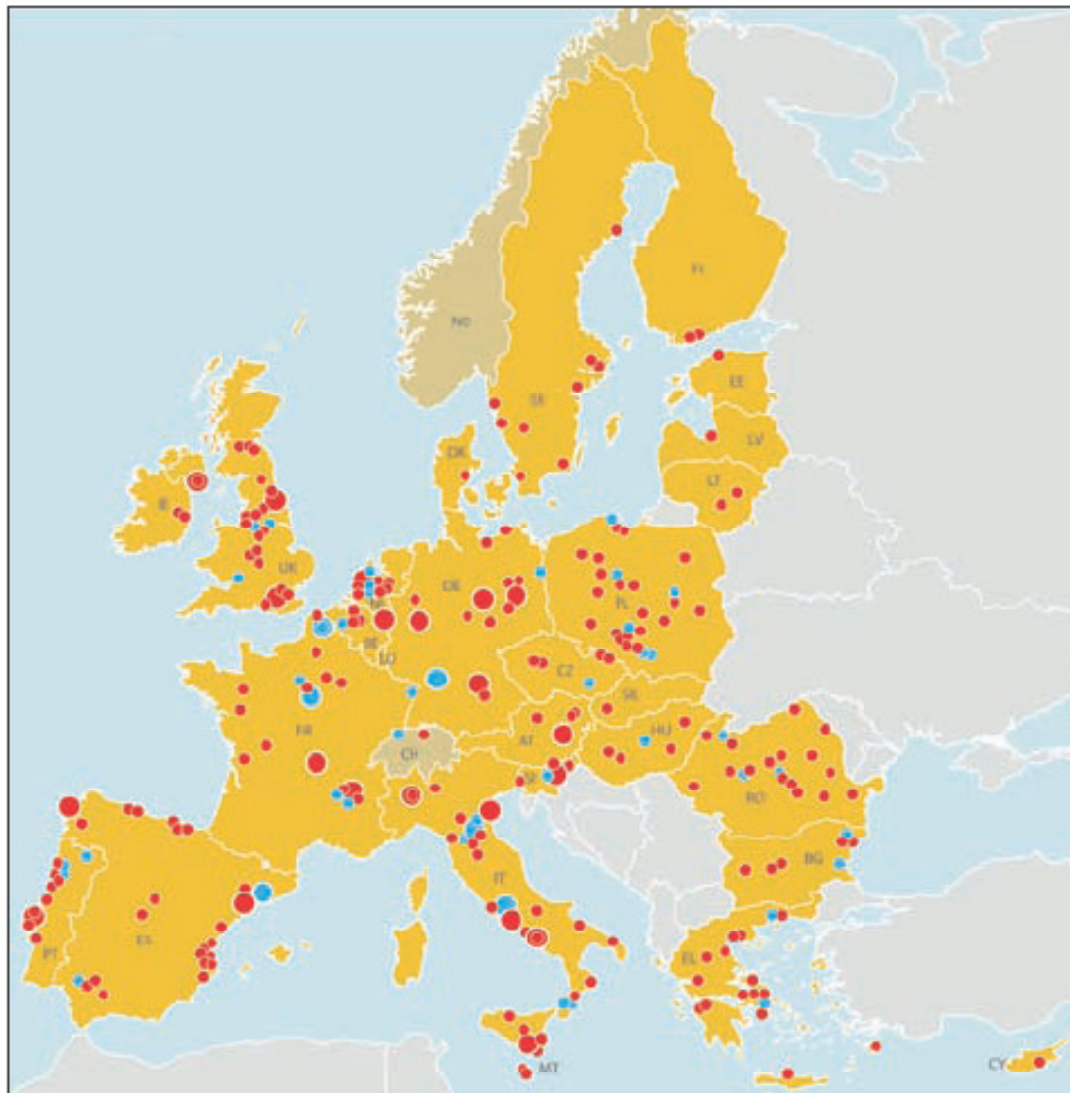
## The Local Support Group TOOLKIT - consultation version

A draft toolkit has been developed to guide LSG members and URBACT II partners in their collaboration. It outlines the potential added value of a Local Support Group, provides practical support in order that Local Support Groups may be as effective as possible, describes some of the opportunities and challenges of participating in a Local Support Group, and offers some concrete tools to help develop a sound Action Plan.

The toolkit will be translated into all national languages, and distributed to all URBACT II partners and members of their Local Support Groups in early 2009. So this is your opportunity to **let us know what you think!**\* Is it easy to use / understand? Do you have any other techniques or issues to suggest? Do you agree with the approach taken? Thanks for your input!

\*Hard copies of the toolkit are available for consultation at this kiosk, in the IT lab (room #), and in the LSG workshop rooms (please see Conference Programme for more details).





Parceiros do URBACT II - em Janeiro de 2009

Redes Temáticas:

- Parceiros chave
- Parceiros

Grupos de Trabalho:

- Parceiros chave
- Parceiros

## Parceiros das Redes Temáticas e Grupos de Trabalho

## Pontos-chave do URBACT II

(Actualizado a 20 de Janeiro de 2009)

(antes da aprovação das Redes Temáticas)

- 21 Redes Temáticas (duas das quais são Redes piloto de tramitação rápida *Fast Track*)
- 6 Grupos de trabalho

### Parcerias do projecto:

- 181 Cidades parceiras
- 18 Órgãos públicos equivalentes
- 7 Autoridades regionais
- 1 Autoridades nacionais
- 11 Universidades
- 1 ONG

Os projectos das Redes Temáticas têm um orçamento de 710.000,00€ ao longo de 36 meses. Os projectos dos Grupos de Trabalho têm um orçamento de 300.000,00€ ao longo de 24 meses.

## Temas do URBACT II

- Promover o empreendedorismo
- Melhorar a economia da inovação e conhecimento
- Emprego e capital humano
- Desenvolvimento integrado das áreas desfavorecidas e em risco de carência
- Inclusão
- Questões ambientais
- Controlo e planeamento urbano

## Pólos temáticos do URBACT II

1. Cidades, motores de crescimento e de criação de emprego
2. Cidades, inclusão social e controlo
3. Cidades e desenvolvimento sustentável e integrado

### Primeira solicitação de projectos do URBACT II

- Lançada (Dezembro de 2007)
- Envio das Declarações de Interesse (até Fevereiro de 2008)
- Aprovação do Comité de Acompanhamento (em Abril de 2008)

### Fase de desenvolvimento

(6 meses para as Redes Temáticas, 4 meses para os Grupos de Trabalho)

- Desenvolvimento de projectos
- Finalização de parcerias
- Produção de estudos de base
- Composição inicial dos Grupos Locais de Apoio (GLAs)
- Últimas candidaturas e preparação dos documentos contratuais (de Agosto a Outubro de 2008)
- Todos os projectos aprovados e atribuídos a um dos três pólos temáticos
- Apoio do Pólo Temático e da Secretaria do URBACT oferecido aos projectos

### Fase de implementação

- Aprovação final dos projectos para o início da fase de implementação (Setembro de 2008 para os Grupos de Trabalho e Novembro de 2008 e Janeiro de 2009 para as Redes Temáticas)
- Actividades de troca e aprendizagem
- Reuniões regulares dos GLAs
- Desenvolvimento e produção dos Planos Locais de Acção (PLAs)
- Pólos Temáticos coordenam a capitalização dos resultados dos projectos

## Cronograma do Programa URBACT II

## Grupos Locais de Apoio

O programa URBACT exige que cada parceiro estabeleça um grupo local de apoio (GLA). Esses grupos trabalham para aumentar ao máximo o impacto da troca transnacional de práticas entre as cidades. Os GLAs devem assegurar que as ideias resultantes do projecto sejam realistas, devendo testar a sua viabilidade ao nível local. Têm o potencial, como parte da “comunidade” europeia URBACT, de divulgar a um público abrangente mensagens chave sobre a gestão sustentável das cidades. São capazes de mobilizar as partes envolvidas, definir necessidades e co-produzir os Planos Locais de Acção (PLAs). Têm o potencial de se tornar num legado duradouro quando o projecto URBACT tiver terminado.

## Objectivos

Para os Grupos Locais de Apoio

- Ajudar a esclarecer as necessidades ou preocupações particulares do parceiro/ cidade em relação ao assunto da Rede Temática ou do Grupo de Trabalho.
- Ajudar a identificar (mobilizar e divulgar para as partes interessadas) aquilo que a cidade pode oferecer ao projecto em termos de boas práticas, ferramentas existentes, visitas aos locais, políticas e outras experiências. Ajudar a assegurar que esse conhecimento se vai reflectir no estudo de base e no Plano Local de Acção.
- Ajudar a difundir as conclusões do projecto a um público local mais abrangente e garantir que os utilizadores finais participem do processo de tomada de decisões.
- Agir como campeões do projecto e ajudar a mobilizar o apoio político e institucional necessário para assegurar que o Plano Local de Acção levará a uma verdadeira mudança.

## Tarefas

Para os Grupos Locais de Apoio

- Dar opiniões e/ou validar o estudo de base.
- Trabalhar para desenvolver o Plano Local de Acção.
- Identificar e/ou validar opiniões e resultados, tais como os estudos de caso.
- Participar de actividades de troca através de reuniões ou contactos on-line.
- Reuniões regulares específicas para facilitar a contribuição dos parceiros em seminários dos projectos e recolher o feedback dos seminários para assegurar a divulgação dos seus resultados e conclusões
- Comentar os resultados finais
- Examinar ou testar recomendações através do Plano Local de Acção
- Agir como campeões locais do projecto e exigir mudanças
- Organizar eventos locais de divulgação
- Obter cobertura dos meios de comunicação

## Trabalhar melhor separadamente

Manter um projecto a funcionar exige boa comunicação, tanto quando o grupo se encontra pessoalmente quanto nos períodos entre reuniões; portanto, recomenda-se que as actividades complementares sejam planeadas de uma forma muito cuidadosa. Os projectos URBACT tratam, pela sua natureza, da descoberta de formas através das quais as pessoas, muitas vezes provenientes de diferentes países e que falam línguas diferentes, trabalhem juntas de uma forma eficaz. Para a maioria dos Grupos Locais de Apoio, os membros irão estar na mesma cidade parceira, mas estas ferramentas serão úteis mesmo assim. Tire proveito do enorme potencial oferecido pelas inovações em termos de colaboração por Internet ou à distância.

## Trabalhar melhor em conjunto

Os benefícios do Programa URBACT e dos Grupos Locais de Apoio (GLAs) serão aproveitados ao máximo se todos os envolvidos trabalharem juntos da forma mais criativa possível. São necessários alguns procedimentos burocráticos, mas devem ser mínimos. Os GLAs devem ser incentivados a aproveitar ao máximo os novos e variados métodos disponíveis para um trabalho em colaboração.

## Métodos para o trabalho em grupo

Alguns exemplos

### **Eventos planeados pela comunidade**

Eventos colaborativos cuidadosamente estruturados nos quais todas as partes envolvidas, incluindo a comunidade local, trabalham em conjunto com especialistas de todas as disciplinas relevantes para elaborarem planos para o futuro dessa comunidade ou referentes a alguns aspectos específicos. Podem variar em termos de duração e formato.

### **Planeamento participativo**

Método de envolvimento da comunidade em que pequenos grupos fazem planos para o futuro usando mapas de papel ou maquetas de papelão flexíveis.

### **Exibições interactivas**

Formas de exibição visual que permitem que as pessoas participem fazendo adições ou alterações.

### **Eventos abertos**

Eventos desenvolvidos para permitir que aqueles que estão a promover iniciativas se apresentem a um público maior e obtenham reacções de maneira informal. Algo entre uma apresentação e um grupo de discussão.

### **Viagens de reconhecimento**

Inspecção directa de uma zona sob consideração por parte uma equipa mista de pessoas locais e especialistas técnicos. Pode ser feita a pé ou de autocarro. Também são conhecidas como visitas de campo ou passeios.

### **Feira de ambições/previsões**

Onde as pessoas votam nas suas ambições/previsões preferidas. São exibidas declarações ou imagens de ambições/previsões. As pessoas utilizam *adesivos* coloridos para indicar as ambições/previsões que gostariam de alcançar. Também podem fazer pedidos pessoais para levar acções a cabo.



## O Plano Local de Acção

Os Planos Locais de Acção (PLAs) devem proporcionar a cada um dos parceiros um guia completo e um conjunto de soluções para enfrentar as questões centrais identificadas no começo do projecto URBACT.

Recomenda-se o envolvimento das Autoridades de Gestão no caso de ser necessário um financiamento dos Fundos Estruturais. No entanto, não há uma definição rígida do que um PLA deve ser. Os parceiros do projecto e os membros dos GLAs são incentivados a serem criativos para determinar o melhor formato para os seus próprios planos.

## Alguns exemplos de possíveis Planos Locais de Acção do URBACT

### **Plano de Acção da Comunidade**

Um guia abrangente para enfrentar o problema identificado, dentro de uma zona geográfica definida.

### **Plano de Acção Temático Regional**

Um componente de pesquisa de um projecto de acção de pesquisa: oferta de conhecimentos metodológicos, desenvolvimento de um programa de pesquisa e melhorias ou recomendações em relação a um plano existente.

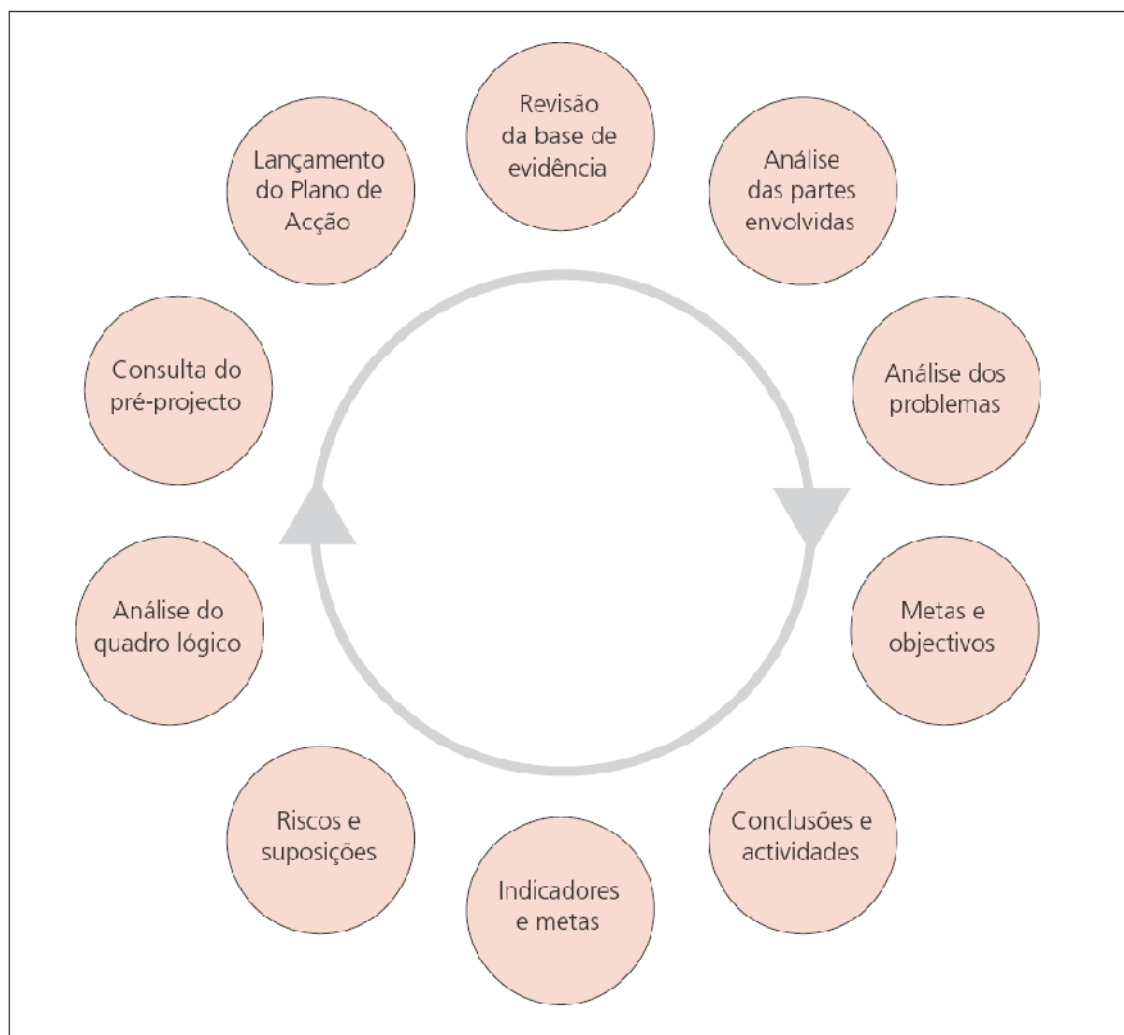
### **Plano de Acção Nacional**

Um quadro de políticas nacionais ou um plano estratégico para o desenvolvimento integrado nas cidades.

## O que é um plano de acção?

Para os fins do programa URBACT, um plano de acção é composto pelas acções necessárias para se concretizar uma estratégia, podendo incluir:

- acções referentes a um plano de acção local existente;
- acções para o trabalho conjunto de diferentes níveis governamentais;
- um conjunto de projectos financiados que enfatizam um determinado objectivo.



## Elaboração de um Plano de Acção

### Modelo de um ciclo de planeamento

*Representação do planeamento como um processo cíclico que não tem começo nem fim. Tal ciclo reúne todos os aspectos do planeamento num processo coerente e unificado, ajudando a assegurar que o seu plano será devidamente considerado, bem focado, resistente, prático e económico. Também pode ajudar a aprender com os erros cometidos, passando a nova aprendizagem para futuros planeamentos e tomadas de decisões.*

## Elaboração de um Plano de Acção

### Revisão da base de evidências

Encontrar e consultar as evidências que explicam o que está a acontecer em relação à questão do projecto irá ajudar a assegurar que o seu Plano Local de Acção (PLA) se baseie na realidade.

### Análise das partes interessadas (stakeholders)

A análise das partes interessadas é uma técnica simples que pode ser usada para verificar se as pessoas certas estão a participar do Grupo Local de Acção (GLA) e envolvidas no Plano Local de Acção (PLA). É provável que tal análise tenha sido incluída no estudo de base do projecto.

### Análise dos problemas

A análise dos problemas é utilizada para se entender a causa de problemas específicos e os efeitos dos mesmos. Funciona melhor quando realizada em sessões facilitadas envolvendo todas as partes interessadas primárias.

## Elaboração de um Plano de Acção (cont.)

### Metas das actividades

Metas, objectivos, resultados e actividades são os quatro elementos centrais de um plano de acção e estabelecer um acordo entre eles é parte crucial do processo de elaboração de um plano de acção. Geralmente é necessário passar-se por quatro etapas importantes, e a Tabela de Actividades (oposta) pode ser utilizada como referência:

### Análise do quadro lógico

A análise do quadro lógico é uma forma de se testar a lógica interna de um Plano de Acção. É largamente utilizada na União Europeia, por agências internacionais de financiamento e por agências nacionais, já que quaisquer inconsistências podem ser rapidamente identificadas.

## Elaboração de um Plano de Acção (cont.)

### Consulta do pré-projecto

A consulta do pré-projecto garante que as partes interessadas apoiam totalmente o seu conteúdo e têm a oportunidade de fazer ajustes finais antes que este seja publicado. Está disponível uma vasta gama de métodos.

### Lançamento

O lançamento público mostra ao mundo exterior que o plano de acção foi aceite pelo alto escalão e pelas partes interessadas. Ajudará a garantir a publicidade e o interesse público, e normalmente tem a forma de uma recepção oferecida às partes interessadas, aos políticos e aos meios de comunicação, sendo organizado pelo Grupo Local de Acção.

*Para mais informação*

**DGOTDU**

Campo Grande, 50

1099-019 LISBOA, Portugal

Telephone: +351 21 782 50 77

Fax: +351 21 782 50 03

e-mail: [dgotdu@dgotdu.pt](mailto:dgotdu@dgotdu.pt)



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## **Eurocidade Local Support Group**

**Luis DOMINGUEZ CASTRO**

*Director of the research department, Eixo Atlântico*

**Nuno ALMEIDA**

*Head of the Strategic Cooperation Unit, Norte de Portugal*

Workshop 3: The Local Support Group  
of the Eurocidade Chaves-Verin

« EGTC » URBACT Thematic seminar

*Chaves, 12 March 2009*







## Eurocidade Chaves-Verín: Expected Local Action Plan

- Previous existence of a Strategic Agenda
- Participation in the Strategic Agenda of some of the actual members of the LSG
- Local Action Plan will be done in the context of the URBACT programme

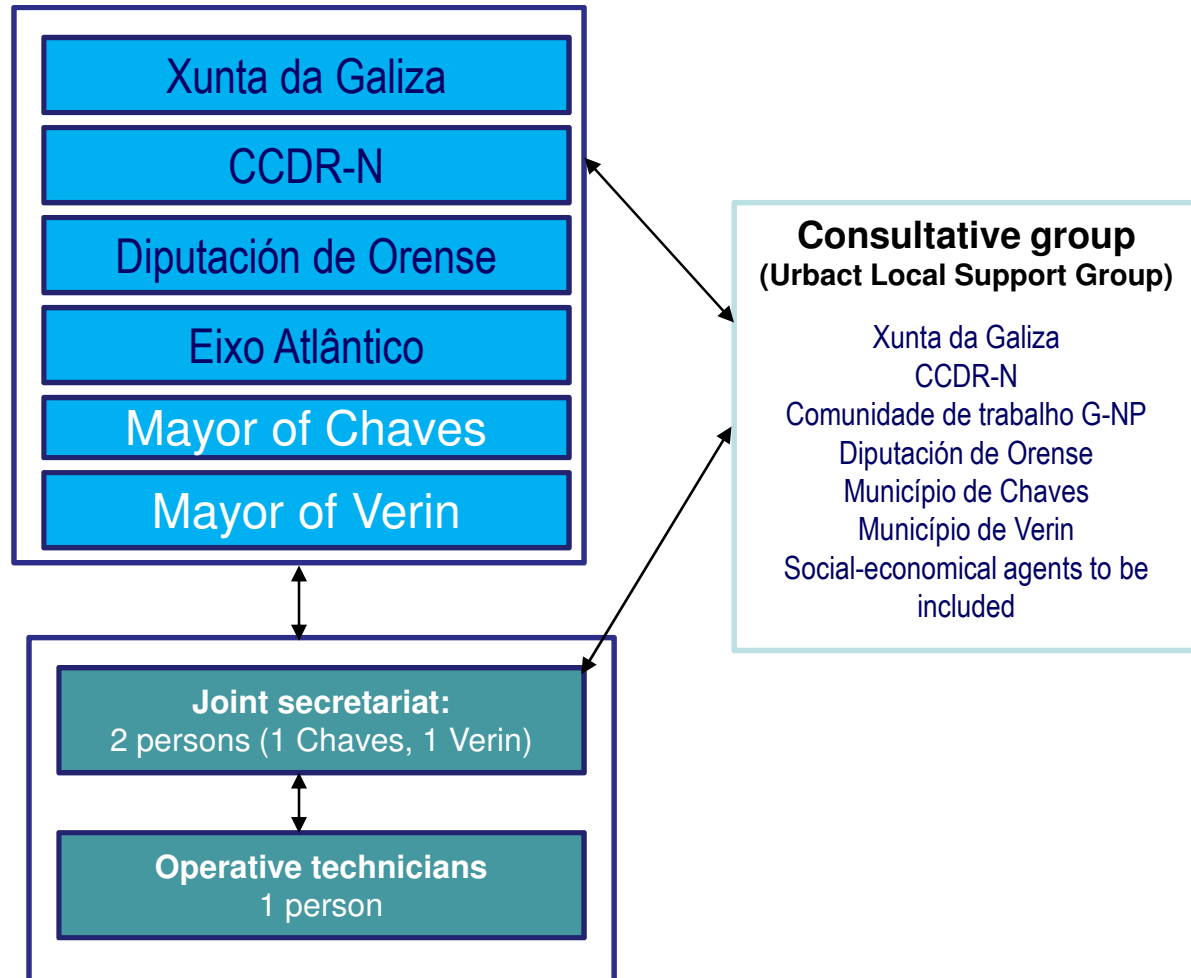
### **Expectations on Local Action Plan:**

- Deeper know-how & development of cooperation structures
- Good practices benchmarking
- Formalization of the CB cooperation (EGTC)
- Provide a specific legal framework to cooperation in the areas where it is needed (free social zone)
- Enlarge participation of socio-economical agents in the consultative level, not only in thematic working groups



# Composition of the LSG

## Political structure



## Technical team

# Composition of the LSG

- Xunta de Galicia (General Secretariat of External Relations)
- CCDR-N (technical in the department of European projects)
- Eixo Atlântico (responsible for Porto Office - technical level)
- Diputación Provincial de Ourense (technician in the department of European projects)
- Municipality of Chaves & Verin Vice-presidents
- Joint Technical Secretariat (2 persons)
- Support Cabinet (1 technician)
- Technician of both municipalities (urban planning, finance, quality, social dynamization)
  - ✓ ***Social economical agents to be included***



# First meeting of the LSG: INSTITUTIONS, LEADERSHIP & BUDGET

## MAIN CONCLUSIONS

- Institutional Leadership has to be reinforced with a consultative body :
  - a political one: including neighbour municipalities and
  - a community one : with representation of socio-economical agents
- There is no more room to give advantages in daily life to “eurocitizens” without:
  - Transfer of competence to municipalities for CB cooperation (with EGTC)
  - Elimination of legal and administrative barriers
- Civil servants from both municipalities have to plan and act in connection with Eurocity: need for sensibilization and commitment
- With the horizon 2013, specific funds have to be put at disposal for CB conurbations





# Involvement of the LSG in the elaboration of the Local Action Plan

- **Strategic level:** Local Action Plan in the context of the URBACT programme
- **Operational level:** implementation of the Strategic Agenda (specifically the axis “Eurocitizenship”) & the Local Action Plan.  
E.g: Eurocidade da agua – Social Free Zone





*Thank you*





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# **Round table with the members of the Local Support group**

**Animated by Christian LAMOUR**

Workshop 3: The Local Support Group  
of the Eurocidade Chaves-Verin

« EGTC » URBACT Thematic seminar  
*Chaves, 12 March 2009*





*Expertising Governance for Transfrontier Conurbations*

## **Speakers**

**Nuno ALMEIDA**

*Head of the Strategic Cooperation Unit, Norte de Portugal*

**Luis DOMINGUEZ CASTRO**

*Director of the research department, Eixo Atlântico*

**Ana LADEIRAS**

*JTS Eurocidade Chaves-Verín, City of Chaves*

**Carmen PARDO**

*JTS Eurocidade Chaves-Verín, City of Verín*







*Expertising Governance for Transfrontier Conurbations*

**Thank you**  
**Merci**  
**Gracias**  
**Obrigado**  
**Vielen dank**  
**Dziękuję**  
**Dank u wel**  
**Köszönöm**  
**Dakujem**

*More information on the website:*  
*<http://urbact.eu/egtc>*

