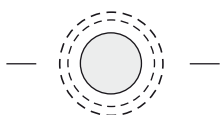


CLARIFYING AND RATIONALISING GOVERNANCE FOR ECONOMIC DEVELOPMENT

Configurations involving too many players may lead to inertia or inefficiency. Identifying several circles of partnership makes it possible to combine efficiency and the need to bring together all the relevant players.



Three circles may be identified: a “core group” of public authorities, associate partners and private-sector economic players.

- The “core group” is made up of public authorities that have competence in the area of economic development and a strategic vision of the priorities that need to be focused on. The task of this circle of players is to define policies to promote cross-border economic development, leadership, and even finance development strategies.¹

- Associate partners are structures such as development agencies, chambers of commerce and industry, employer and employee organisations, public employment services, etc. These actors have in-depth knowledge of the field and play a key role in supporting economic players. Associate partners should be consulted in the drawing-up of development strategies and policies and then involved in the implementation of actual work.

- Lastly, private-sector economic players, whose business is at the heart of the development of cross-border territories, are the ultimate beneficiaries of the strategies

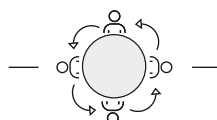
and policies. Consultation, dialogue and awareness-raising mechanisms for economic players must therefore be strengthened.

Configurations involving too many players may lead to inertia or inefficiency. Identifying several circles of partnership makes it possible to combine efficiency and the need to bring together all the relevant players.

EXAMPLE:

Players in the **Upper Rhine Trinational Metropolitan Region (TMR)** are grouped under four pillars (political, economic, scientific and civil society). Each pillar has its own coordinator and is charged with implementing one component of the TMR’s strategy. The aim of this set-up is to better coordinate players and create links between the four components. The political pillar brings together the public authorities in the four institutional cooperation bodies (the Upper Rhine Conference, the Upper Rhine Council, the four Eurodistricts, and the network of cities). The economic pillar is made up of the chambers of commerce of the three Upper Rhine areas: French, German and Swiss. The scientific pillar brings together higher education institutions, research organisations and players that promote innovation and technology transfer.

<http://www.rmtmo.eu>



Sharp lines of demarcation continue to exist between the different types of players and hamper a more integrated approach to cross-border economic development. Consequently, it is important to **strengthen the links between different types of partners**, especially when they play complementary roles. **Connections must be developed especially between territorial authorities and economic players, between the worlds of research and business, and between public employment services and businesses.**

EXAMPLES:

The cross-border PAMINA Business Club is made up of development agencies, territorial authorities and French and German chambers of commerce and industry. The aim of this business club is to improve its members’ cross-border advisory activities and relay information from economic players.

<http://www.pamina-business.com>

There are over 20 EURES cross-border partnerships in Europe. Their task is to address information and coordination needs in the area of cross-border professional mobility. EURES cross-border partnerships are valuable points of contact between employment administrations and the social partners. The scopes of partnerships vary depending on the territory, but generally encompass public employment services and professional development, employer organisations and trade unions and local authorities (municipalities or government departments).

EURES Cross-Border PED (FR-BE-LUX)

<http://www.eureslux.org>

EURES-T Upper Rhine (FR-DE-CH)

<http://www.eures-t-oberrhein.eu>

Eureschannel (FR-BE-UK)

<http://www.eureschannel.org>



It is essential to clarify the division of powers, comparable functions on either side of the border and interactions between players. This may be done for example through **dynamic mapping of players and their areas of competence.**

The aim is to identify which public, semi-public or private-sector players must consult one another, and on which topics.

¹ For a comprehensive analysis of the role of the various public and semi-public sector players involved in cross-border economic development, see the Introduction.