



In 2010, the Blanc-Keller-Sanchez-Schmid parliamentary mission investigated cross-border issues. The proposals in the parliamentary report were subjected to close examination last autumn, a process to which the MOT contributed. The need for an effective tool for information, support, training and dissemination was noted in this context; it is important to adopt both an overall view of the cross-border situation and a pragmatic, differentiated approach in contact with partners in the field on each border, given the economic, sociological, historical and cultural diversity of the territories concerned.

For 2011, the aim is to confirm this role now undertaken by the Mission Opérationnelle Transfrontalière, and to acknowledge its function as “cross-border monitoring unit”, as recommended in the report. The MOT contributes to good knowledge of the situation on the borders and to the follow-up of decisions made at the various levels, in order to develop the most appropriate considerations and strategies.

This is the context for the intention of the MOT to turn itself into a *Groupement d'Intérêt Public* (GIP - public-interest grouping) in order to give itself a higher institutional profile, and also greater financial stability.

The departure of director general Hans-Günther Clev at the end of 2010 does not change any of the strategic choices initiated over the preceding two years, which consist in:

- ≡ pursuing the optimum match between the various activities of the MOT and the needs of its institutional partners and its members,
- ≡ adapting the scope of MOT activities to European developments (taking account of stakeholders at local, regional, national and European community levels), and in the area of provision of services (targeting of MOT interventions in fields with high technical added value).

Against this background, questionnaires circulated to the members as well as many interviews with internal and external partners will contribute to the definition of pertinent options for the future strategy of the MOT, a strategy reflected in the proposed objectives for 2011, set out below.

## A. With regard to anchoring the MOT in its role as mission of general interest

in order to contribute to a strategy of cross-border cooperation focused on the projects and the needs of the cross-border territories and their citizens.

### 1. In terms of aid for the definition of overall strategies

In general, this involves helping the States, the regions and any other level of local authority in France, in Europe and beyond to improve how the cross-border dimension is taken into account in their territorial and sectoral policies and how to incorporate it into a European framework.

The principal potential actions to this end are summarized below:

- ≡ As noted in the introduction to this memorandum, the context of recasting of the national strategy in support of a cross-border policy for France, and its repercussions on the introduction of multi-level systems of cross-border governance, call for strengthening of the role of the MOT as expert and advisor to the central administration and the deconcentrated departments of the French State (and the regional directorates of the Caisse des Dépôts) on cross-border questions.
- ≡ **Transform the MOT into a public interest grouping (“GIP”):** interministerial work following the parliamentary report on cross-border issues has confirmed the MOT in its role of support to the various stakeholders in cross-border cooperation, in particular with regard to monitoring of changes in cross-border territories and continuing education of civil service personnel. It also pointed out the necessity of transforming the MOT into a “GIP”, a form planned initially by the CIADT in March 1997 and for which provision is made in its present statutes (article 2). It does indeed appear difficult to consider implementing these recommendations while retaining the present legal form of the MOT. The major legislative reform of the “GIP”, due to be completed in 2011, aims to simplify and unify its legal framework (“Warsmann” bill on simplification and improvement of the quality of the law). It will enable the transformation of the MOT association into a “GIP”.

This transformation will have the advantages of:

- strengthening the capacity of the MOT to monitor and analyze cross-border policies and projects in order to contribute to better cross-border governance in France,
- clarifying the respective roles of ministries and the place of network members within the MOT, and raising its national and European profile, becoming the first organization of this type in Europe,
- changing to “GIP” status with constant human and financial resources, by taking over the technical team and its activities: expert appraisal on cross-border matters, information tools (website, publications, etc.), database of good cross-border practices, topic-based analyses, training seminars, map and legal collections.

- ≡ **Pursue (Foreign and European Affairs; Interior including Overseas...) or revive (Ecology, Sustainable Development, Transport and Housing) the signature of agreements with the principal ministries** concerned by the development of this role of the MOT, and develop the related actions.
- ≡ **Conduct strategic studies** corresponding to their interests, examples of which might include :
  - Pursuance of the production of a cross-border strand of the territories monitoring unit: construction of statistical indicators, maps for the cross-border conurbations, eurodistricts and metropolitan areas, extended to more sites (partnership with the FNAU (Fédération nationale des agences d'urbanisme – National federation of urban planning agencies) and all the border urban planning agencies concerned),
  - Proposal for a methodological framework intended to improve the linkage between European cohesion policy, cross-border governance and operational systems, and cross-border territorial approaches, contributing to the preparation of the upcoming post-2013 programming period,
  - Support for preparation and follow-up of a seminar on the EGTC regulation.
- ≡ **Open up new fields of investigation**, for example :
  - Within the framework of decentralized cooperation, the MOT will also be able to contribute methodological support on multi-level cross-border issues, including in North-South cooperation (signature of a partnership agreement with the African Union Border Programme, dialogue with Cités Unies France and its members on cross-border matters, etc.) and in cooperation between old and new Member States of the European Union (cooperation with Initiative France-Hongrie, etc.).

## **2. In terms of identification of needs and organization of exchanges, and to ensure their communication to ministerial/interministerial level**

- ≡ To this end, **questionnaires** to identify local needs are developed, and a **platform for exchanges between technicians** of network members is set up (with the aim of networking the stakeholders),
- ≡ If necessary, **dedicated MOT working groups** can examine topics of broad interest in depth, and a **seminar of exchanges** can be organized,
- ≡ Within the framework of the redefinition of a cross-border strategy for France, a **national committee of representatives of the various ministries concerned, coordinated by the DATAR and the Ministry of Foreign and European Affairs**, will be a preferred body for the MOT to play its role of cross-border monitoring unit on the French borders and beyond.

### 3. In terms of information and knowledge dissemination for the benefit of project sponsors

Develop information, communication and exchange actions on cross-border practices by:

- ≡ **Merging of the monthly newsletter and the six-monthly information letter** of the MOT into a 4-page monthly publication to provide better visibility of communication media and to summarize cross-border news, focus on local experiences and inform about the activities of the MOT in a single source,
- ≡ publication and circulation of a **MOT topical guide on “Civil society and cross-border cooperation”**,
- ≡ **definition of a new graphic charter** and a changed MOT logo impacting all the documents produced by the MOT,
- ≡ renewal of the various MOT presentation brochures,
- ≡ **preparation of an upgraded website with work starting on a completely new version**,
- ≡ placing an extranet service and a press review at the disposal of its members,
- ≡ organization of a **conference debate** on strategy for cross-border cooperation: national-level systems and multi-level territorial governance,
- ≡ preparation and production of other seminar(s) to be defined.

## B. With regard to opening up to Europe

- ≡ The fields of activity involved in opening up to Europe include the following priorities:
  - **Exchange of experiences and good practices and dissemination of information on cross-border cooperation**,
  - **Representation of the interests of stakeholders in cross-border cooperation and more frequent position statements at European level.**
- ≡ The **European activities are based on partnerships with cooperation stakeholders**:
  - **At local level**: the MOT is a founding member of the Conference of European Cross-border and Interregional City Networks (CECICN); partnership agreements with the Euro-Institut and Euro-Info-Consommateur,
  - **At regional level**: strategic alliance with the Association of European Border Regions (AEBR),

- **At national level:** support for structures similar to the MOT in other European countries (e.g. founding member of the Central European Service for Cross-border Initiatives - CESCO, Hungary); European platform of national cross-border cooperation support structures (Budapest declaration, December 2010),
- **At European level:** participation in the EGTC (European Grouping of Territorial Cooperation) platform of the Committee of the Regions (declaration of common interest, Committee of the Regions-MOT). Possible link with the Council of Europe ECGs (Euroregional Cooperation Groupings).

## C. With regard to expert appraisal and pre-operational assistance

In order to underline the difference between the MOT and private-sector consultancies, reduction of the volume of conventional studies in favour of work alongside project leaders, in particular on more targeted topics with higher cross-border technical added value. This role as advisor and facilitator will be expressed for example by:

- ≡ strategic and technical support for members within the framework of the setting-up this year of the system of “vouchers” for one day of work by the technical team for each MOT member (entities with legal personality on the French borders), in order to meet their expectations as closely as possible in the context of their MOT membership;
- ≡ advice on the choice of the most appropriate legal instrument for cooperation and consultation with the competent ministry departments;
- ≡ support for the conception and formation of European Groupings of Territorial Cooperation (EGTC);
- ≡ expert appraisal, in the form of pre-operational topical studies, for example on cross-border transport projects, and benchmarking at European level. Topics related to **cross-border mobility in all its forms will be subject to particular focus, for example with regard to:**
  - **public passenger transport** (development study on regional and transnational cross-border passenger services between Midi-Pyrénées and the Iberian peninsula, Midi-Pyrénées Regional Council; study on the project for high-speed rail services between England, Nord-Pas de Calais and Brussels, Nord-Pas de Calais Regional Council),
  - **mobility of border workers** (study on the mobility of border workers between the PACA Region and the Piedmont and Liguria Regions, Pôle emploi PACA),
  - **economic mobility:** guidance for businesses on cross-border business acquisitions, in partnership with the Caisse des Dépôts.
- ≡ assistance to main contractor.