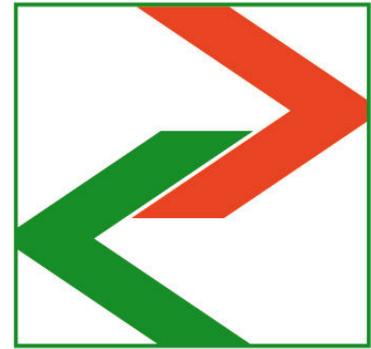


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# **GREEN BOOK ON TERRITORIAL COHESION**

## **STATEMENT OF THE ASSOCIATION OF EUROPEAN BORDER REGIONS (AEBR)**

**26 February 2009**

## Preface

The Association of European Border Regions (AEBR), founded in 1971, is the only international organisation dealing with regional cross-border cooperation on a European-wide basis. Our more than 100 members represent more than 200 border regions. This “Statement on the Green Book on Territorial Cohesion” has been elaborated on behalf of our members. Therefore the focus of this statement is on cross-border cooperation (some arguments had to be iterated under several headlines).

### 1. Definition

#### a) General remarks

- Cohesion policy is not only a simple mechanism of solidarity, but also a policy for the **whole territory of the EU**, in order to **use** the different endogenous development **potential** of all European **regions**. It is not only a shifting or concentration of financial measures. **All Regions** (even low developed and rural regions) can contribute in line with their possibilities to the objectives of the Lisbon Treaty.
- Cohesion policy should contribute to territorial cohesion and deal with the new challenges (globalisation, demographic change, climate change, etc.). But it is not the only instrument, not even the principal one, to address these challenges.<sup>1</sup>
- **Cross-border cooperation** has to remain an **essential part of cohesion policy** and a political objective by itself, which should be strengthened. It is one of the best examples for the creation of added value and territorial cohesion.
- It should be insisted **to include the border regions with their special problems** in the “Green Book on Territorial Cohesion”. While the border regions, as well as islands, mountain areas, etc. are named in the

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<sup>1</sup> Final declaration of the AEBR - Annual Conference 2006 in Pamplona “Territorial Agenda - A glance into the future of our EU –“

Commission Staff Working Document as areas with special problems, they are missing in the “Draft Green Paper”. This is even more astonishing, because all three types listed in this paper (mountain regions, island regions and sparsely populated regions) are pointing out that many of them are at the same time border regions. On the other hand this means that many **border regions** are **not only affected by one, but by several negative characteristics** (added e.g. by emigrations and national and sometimes even European periphery). Article 174 of the **Lisbon Treaty**, explicitly **lists border regions** together with islands, mountain areas, etc.

b) Appropriate definition

- Goals and priorities of the EU-cohesion policy play an important role in the construction of the European Union. Continuation of that policy is being supported; **renationalisation** has to be **rejected**. While introducing the new elements “**Territorial Cohesion**”, the Cohesion policy should **reduce** the economic and social **disparities** between the levels of development of European regions and contribute to a **harmonious development**.
- A balanced, harmonious and sustainable development of the European territory, especially at regional/local level, also with the help of EU policies and financial means, has to be safeguarded by:
  - A **polycentric development** of the EU territory with balanced development opportunities between agglomerations / metropolitan areas and rural areas.
  - A **revised rural policy**. The political and economic costs of a “bleeding” of rural areas are enormously high and cannot be compensated by an accelerated growth in metropolitan areas.
  - Cross-border cooperation as the **cornerstone** of the **cohesion policy**.
- It is in the political, economic and social interest of the EU and its Member States to foster the new principle of territorial cohesion.

- Territorial Cohesion is in the same way as territorial cooperation a **European priority** and **political objective** of the EU (both territorial cohesion and territorial cooperation are normally not a national priority).
- Territorial cohesion is closely **connected** to the configuration of spatial **development**. Ideally it should cause a reciprocal effect between spatial structure and sector policies.
- **Economic** and **social cohesion** are **sectoral issues** making reference to:
  - polycentric development,
  - sustainable development,
  - ESDP, etc.
- All these sectoral policies and others are an integrated part of the territorial cohesion.
- **Territorial Cohesion** as a **horizontal objective** (and challenge) goes beyond economic and social cohesion, because it affects not only the whole territory of the EU, but it also covers **all areas of life**.
- As a **horizontal objective territorial cohesion is a cross-cutting approach** which **requires coordination** between the different sectoral policies.
- If there is a need **to define** territorial cohesion we would prefer to say: It is the **“strategic political framework”** for all sectoral policies, which has to take into account the horizontal territorial cohesion policy.

c) *Additional elements to economic and social cohesion*

- Territorial cohesion confirms the necessity of bringing the **citizens** closer together on a **basis of shared values and principles**.
- The European Union must develop so as to become a community of values based on shared cultural, social, economic and political aims. Otherwise, there is a danger that the EU will define itself primarily in terms of economic growth and competition (not in line with the Territorial Agenda).
- The **added value of territorial cohesion** should be elaborated. There is a clear European political, institutional, economic, social and cultural added

value of territorial cohesion (as an example the AEBR- definition of the added value of cross-border cooperation could be used).

- An enlarged EU needs territorial cohesion and a consistent implementation of the **bottom-up principle** with due regard for subsidiarity and partnership.
- Territorial cohesion offers the **opportunity to strengthen** the role of **regional and local authorities** and **other actors** in the implementation of the EU-policies.
- Cross-border cooperation is mostly affected by territorial cohesion. If there is **no cohesion along the European borders** then it would be very **difficult** to realise European **integration** and **territorial cohesion as a whole**.

## 2. Scale and scope of territorial actions

- a) Promotion of territorial cohesion by the EU taking into account the principle of subsidiarity
- Territorial cohesion through a future European cohesion and regional policy can be **effectively improved** by the following measures:
    - A direct and accountable **involvement of the regional and/or local authorities** is required in the definition of objectives, the elaboration and management of EU programmes and funds as well as the monitoring of the results. This is necessary because of the **shortcomings** of the way in which the partnership and subsidiarity principle is currently implemented.
    - One European priority is to ensure that its cohesion and regional policy lay down **strategic guidelines** and secure the **strategic coherence of programmes**. All other important matters should be realised by the regional and/or local level in partnership with the national and European levels and the social partners.
    - Therefore in **future regulation** there should be defined **clear rules** to guarantee the role and responsibilities of the regional / local level in the implementation of EU-programmes (see also point 3 b)).
    - A clear **simplification** of administrative procedures and **increased efficiency** of organisational processes remains necessary (see EUREGIOs statement on the Green book on Territorial Cohesion from February 2009).
    - **In the future, the Neighbourhood Programme** and the **ENPI** should be brought back to the **responsibility of the GD Region again**, because up to now cross-border subsidiarity and partnership are rather weakly developed.
    - The EU legal instrument **EGTC** has to be **improved** by learning from lessons up to now and the practical experience of the AEBR with legal instruments for more than 35 years.

b) Territorial scale and scope of policy intervention according to the types of problems

- Considering the global challenges and effects (e.g. closing down or relocation of many production facilities, buyout or stake holding of European key companies by investors from non-EU member states, serious shortcomings in the energy transport networks) the **priorities** of the **territorial policies** seem to be **rather small-scale**. Thus, a **large-scale priority is necessary** considering **Europe as an integrated system**. As important aspect of the territorial cohesion the spatial fragmentation in the EU should be surmounted and incoherencies resulting from national differences should be eliminated with the aim of an integrated Europe (see also the ESPON long-term scenarios till 2030). This refers to:
  - Raw materials supply and processing (energy sector, steel) in the EU.
  - Mergers on European level, which are up to now not in accordance with national antitrust legislations.
  - National competition in globally important technological development fields.
  - The necessity of a large-scale risk management (e.g. as regards arid regions or floods that often hit regions across borders).
- **Territorial cooperation** in connection with **spatial planning** at European level **contributes to territorial cohesion** and **helps to solve the spatial fragmentation of the EU**, the inconsistencies and lack of coherence caused by national differences. Only then the **new challenges** of climate change, ageing of the society, coherence of renewable primary products for usage of energy and food (close connection between territorial policy and cohesion policy) **can be better faced**.
- The **new challenges** have direct **impact** on **border areas**, especially if they are rural ones. Without an adequate **territorial policy in favour of rural areas** a migration to metropolitan areas and urban agglomerations will continue to grow together with important emigration from border regions /

rural areas. Unfortunately **negative examples** can be found even today in **several border regions**.

- **Metropolitan areas / urban agglomeration and rural areas are mutually linked.** Metropolitan areas and urban agglomerations can not exist without a corresponding surrounding area. On the other side, rural areas can not develop without appropriate centrality in its nearby proximity. This again is supporting mobility, but does not necessarily cause migration from the border / rural areas (home / workplace).

c) Special measures for areas with geographic distinctions

- If the **diversity of the European regions is regarded as an asset**, the **focus should be on an equal treatment** of the different geographic areas of Europe rather than treat all of them in the same way. This **especially** applies to **border regions**.
- Particular consideration must be given to **regions with special problems**, e.g. border areas, maritime regions and mountain areas (see EU-Treaty).
- Cross-border co-operation as a **corner stone of European integration and territorial cohesion** is strongly related to the territorial, economic and social cohesion.
- The importance of border and cross-border regions in Europe has been growing: in border areas some **32% of the population** live in almost **40%** of the enlarged **EU territory**.
- Consequently, EU support programmes for cross-border cooperation must also be applied Europe-wide for **all border regions** and **solve all border problems** (not merely those of an economic nature) which exist now or in the future.
- In the long term, **cross-border cooperation** within the framework of territorial cohesion remains one of **the few European Union's instruments** that can reach citizens and regions in the enlarged Europe and **realise subsidiarity and partnership** in a manner close to the people.

- **Cross-border cooperation** creates demonstrable **added value**: European and political, as well as institutional (governance), economic, social and cultural added value.
- It concretely contributes to the implementation of the Lisbon Strategy, as **cross-border cooperation always adds value to national measures** due to:
  - Additionality of cross-border programmes and projects,
  - Synergies through cross-border co-operation,
  - Joint research and innovation,
  - Cross-border networking,
  - Exchange of best practice and know-how,
  - Spin-off effects by overcoming borders,
  - Efficient cross-border resource management.
- The **potential** of cross-border cooperation is **hardly exploited** (e.g. cooperation in public health, Research and Development, prevention of double-investments [critical mass], provision of infrastructure, environmental protection, services of common interest).
- Cross-border cooperation has proved that it is the type of cooperation which is in fact able to **absorb** even **increasing funds** by using their own co-financing.

### 3. Better cooperation

#### a) Role of the Commission in territorial cooperation (see also point 3 b))

- The evaluation of INTERREG programmes since 1990 have shown that the **regional / local level is most suitable** to implement EU cross-border programmes and projects. Accordingly, smaller region-specific INTERREG A programmes were the ones with the **best results**.
- This stands in opposition to the fact that, on the EU and the member states' side, long-lasting **larger program units** are tailored, **giving states more influence**.
- If there will be a **large scale programme** also in future, there should be one programme for each border with **independent sub-programmes per cross-border region**. This guarantees on the one hand region-specific and good cross-border projects, and enables on the other hand even larger projects, which are related to the whole border area.
- This model can also **ensure the decentralisation** in favour of the **regional / local level** (examples can be provided by the AEBR) only if the DG Regio set **clear guidelines** within the **next regulation** on how the missing **decentralisation** can be better realised in future. Otherwise the temptation of the **states** to enhance their **influence** in INTERREG A will **increase**.
- Also in future EU support programmes for cross-border cooperation **should remain separate from programmes for interregional and transnational cooperation**.
- Mixing them up would give the **national government** even **more influence** on the programmes and result in renationalisation of cross-border cooperation. Above that the **quality** of the cross-border projects will be seriously **affected** (numerous examples in states where INTERREG is implemented rather central).
- Higher **flexibility** is in **contradiction** to the **strategic approach** of the EU Structural Funds. A shift of main focuses due to current reasons weakens the

long-term objectives for regional development: the day-to-day politics are gaining great influence.

- Also, some considerations to change the present rule one programme = one funds have to be rejected. It has been demonstrated that financing of Operational Programmes with several EU funds will result in enormous bureaucratic and financial difficulties.
- The **Nuts III level is still the best one for cross-border cooperation**. It is not chosen in an incorrect way, but **the limitation of Nuts III level with direct border contact is not up to date**. Examples for this are well functioning Euroregions at the Upper Rhine, along the Dutch-German border or in Scandinavia. If the whole area of these Euroregions with the respective Nuts III levels will be included in the INTERREG programmes, considerably **improved effects** can be achieved in addition to up to now **very successful** (in relation smaller) **projects of genuine cross-border programmes**, as well through **large scale projects** (for example: common infrastructure, hospitals, waste disposal facilities, rescue operations, cooperation of universities, economic cooperation, labour market, etc.). For this type of cross-border projects a **substantial increase of funds** is necessary.
- The **Nuts II level would produce only national arbitrage effects**. At the same time, the influence of the national states would grow and the regional level loses ground. The **cross-border character** of projects, which in fact should be improved, would be endangered as well as very **difficult to realise**. Cross-border cooperation between Berlin and Amsterdam is not, as regards to contents and spirit, a cross-border but an inter-regional cooperation process.

b) Need for new forms of territorial cooperation

- Based on the experience gained with Interreg A and Phare CBC, it is recommend:
  - The multiannual strategic and programmatic approach should be kept for developing cross-border cooperation.

- The **implementation in multiannual “EU-programs”** with a concrete objective (like cross-border cooperation) has the great **advantage**, that only **for this single purpose EU-funds and for several years** are provided, which again **ties regional and national means for co-financing**.
- The experience revealed that without these EU-programs such a **targeted programmatic work** with assured co financing extending over several years **on national level is not possible**.
- Cross-border cooperation should be more decentralised in practice, since this has proven itself both inside and outside the EU (in line with the evaluation of Interreg) to deliver the best results.
- Multilateral and / or large programmes that cover several borders have not been proved to be efficient or successful while creating too much bureaucracy at the same time.
- Socio-cultural cooperation (including people-to-people activities) is just as important as economic and infrastructure development. Frequently, such cooperation is required as precondition for sustainable economic cooperation and development across borders;
- **Territorial Cooperation** should obtain **significant more funds** after 2013. As political objective, territorial cooperation is rather undervalued, even though it has comparatively being performed strongly.
- Within territorial cooperation, **cross-border cooperation** should obtain **first political priority further on**, the more it seems to be the only form of cooperation, which can absorb even increased funds.
- A substantial increase of the funds for transnational cooperation with the priority to realise a "lighthouse project" or large scale infrastructures is seen rather critically. Member states will not accept the influence of the EU on their national infrastructure, if this causes a shift of domestic priorities and a reinforced exertion of EU-influence on spatial planning procedures. Furthermore, even the allocation of 20 billion Euro for great infrastructure projects of transnational cooperation, can hardly be realised within the existing cooperation areas (that means each of them will get about 2,5 billion Euro). For example, in the Baltic dimension with 2,5 billion Euro, 300 millions

Euro will be at the disposal of each of the partners. Spread over seven years, this means for each partner ca. 43 million Euro per annum. In the best case (including the national co-financing), just two kilometres highway per annum can be put into practise.

- **Maritime cooperation should not be further enlarged**, because up to now the results of the expanded 150 kilometres zone very often do not reveal real cross-border projects (with some exceptions in the northern parts). Furthermore, maritime cooperation has been offered in the meantime **more possibilities for cooperation** (especially by the neighbourhood and partnership programme in the Mediterranean) **than to the land borders**. Varying intensive forms of cooperation (cross-border, interregional and transnational) have to be accepted even on the internal land borders and respectively to develop A, B and C projects.
- Since the **substantive criticism of Interreg A** has been fuelled by the fact that programmes and criteria may be good overall but in the past have had **substantial weaknesses** in their **implementation** (especially in the genuinely **cross-border nature of programmes, structures, funding and projects**), qualitative weighting (with multipliers) would be strongly advisable as well, for example for:
  - **Substantially better and real cross-border programmes** (much of the current programmes are too poor). The measures described in the programmes as common and possible results have to be comprehensible and not only written on paper.
  - The **genuinely cross-border nature of a programme** i.e. programmes that are in fact worked out jointly with common cost and funding plans.
  - The **quality of the multiyear integrated programme**, i.e. common strength and weakness analyses and common areas of action, criteria, etc.
  - The **regional level**, especially existing Euroregions with more **responsibility** as management body for the sub-programmes, having **own means**.
  - The **partnership between all regional and local, public and private actors** on both sides of a border (in the development of the programme

and projects, not in the Steering and Monitoring Committee, see also point 5 b).

- **Programme-specific cross-border criteria** and the **definition of a cross-border project**.
- **Common allocation of EU-funds** per programme and sub-programme.
- **A common bank-account for all funds** (EU and also national) as an obligation (there are adequate examples on how this can be arranged and that it functions).
- Definition of **common eligibility** criteria.

c) *New legislative and administrative instruments for better cooperation, also on the external borders*

- For cross-border cooperation, “Multi-level Governance” is nothing unusual. Since the beginning (in 1958) this was the only possibility to realise cross-border cooperation.
- As cross-border cooperation structures are not disposing of competences up to now (national, regional or local bodies will rather transfer competences, even to an EGTC), cross-border structures **were working together in networks, partnerships and subsidiarity**, despite of different competences and structures on both sides of the border.
- As long as “new governance” is dealing with outdated hierarchies and with national administration structures and competences, this will remain difficult to be realised: these differences between states can not be adapted. **The lowest common denominator** will apply as a common level, as everyone can only act within the framework of his own competences.
- The consequence out of it is: to develop and to use in practice **instruments for cooperation** (like the EGTC), at which the different **administration levels** and their **competences** are **not decisive**. In a

cross-border structure common decisions are taken, which are then going to be **implemented on both side of the border** by the partners in the respective states (**following the existing national administration structures and competences**). **It is about instruments, not administration levels of cooperation.**

- In “new governance” no comparison of competence or a cooperation of **equal levels of competence** are helpful, because they **do not exist** on the same level and with equal content **in different states**. Thus “New governance” **is about execution of important tasks with suitable instruments**, while the competences remain at the national, regional and local bodies. There can only be a **delegation of tasks** to an instrument.
- **The secret of successful cross-border cooperation** is to avoid the terms “administration level” and “competence”, to work with practicable instruments and execute tasks.
- **Specific to areas at the external borders:**
  - The same applies to external borders (even it will be more difficult). The **EGTC** should be **better used** also there (improvements necessary).
  - Regarding the **Technical Assistance** within single cross-border programmes, financing of **advice / consultation** (bi-and trilateral, Assistance of the AEBR possible) **by advanced Euroregions for less advanced** ones should be allowed in order to close knowledge and capacity gaps at least not let them grow further (e.g. in the field of Healthcare, Innovation, EGTC).
  - Returning the **programmes** for cross-border cooperation at the **external borders** from DG Relex to **DG Regio**.

#### 4. Better coordination

##### a) Coordination between territorial and sectoral policies

- The **Territorial Agenda** clearly **requests** that it is **necessary to coordinate** not only the **member states policies**, but also the **EU-policies and between both**.
- **New types of coordination** are necessary on every level. Urgently needed seems a better coordination between **cohesion policy, other Community policies, and national policies is urgently needed**.
- A stronger **strategic approach**, a **better allocation of responsibilities** (not competences) between the different institutional levels and further decentralisation are favoured.
- A coherent and long-term policy must include all essential areas of EU policies and guarantee a better coordination between them than in the past: territorial planning, cohesion, regional, agricultural and social policies, etc. Looking at the consequences of the European integration and globalisation, this policy must promote a polycentric development of the community territory (also through territorial cohesion and territorial cooperation) in a strengthened way.

##### b) Sectoral policies of special importance because of the territorial impacts and instruments

- Sectoral policies (European and national) have to be reviewed regarding their spatial effects (e.g. transport, agriculture and education). Therefore it is reasonable to develop long-term horizontal **strategies and programmes**, especially **cross-border, in which** in medium-term practical oriented **sector policies become integrated** (interdependency, because the results of the medium-term sectoral measures in turn have an impact on the actualisation of the long-term strategies / programmes).

- In addition to territorial cooperation, which is certainly important, there are **other European policies** which have an even **stronger macroeconomic and macro-territorial influence**, for example:
  - Strengthening **competitiveness**: the focus should be on growth and jobs, in particular research, innovation, education and support for SMEs.
  - **Labour market** policies: Strengthening employment, social cohesion and reduce the risk of poverty.
  - **Rural areas policies**: strengthening more on a regional development orientated approach.

c) *Enhancing the coherence of territorial policies*

- The regional policy and ESDP as territorial task should be given a **coordinating function**.
- The **consideration of the political aims** of Territorial Cohesion and Territorial Agenda in the sectoral policies at European and national / regional level must be **improved** in the future.
- Likewise it is necessary, that the **EU-policy** pays stronger attention to the **national / regional / local policies and vice-versa**.
- The **sectoral policy areas** of the EU have to be better synchronised, taking into account the **territorial dimension**.

d) *Better combination of European and national policies*

- At **national level** better conditions for better combination can be provided, e.g. through:
  - Consideration of **cross-border spatial development** concepts (that are already available in many cross-border regions) in **national spatial planning** with the aim of a genuine region-specific planning across borders.

- **Inclusion of cross-border co-operation structures** at regional / local level in this planning on a regular basis.
- **Transfer of tasks** to such cross-border co-operation structures (the responsible national bodies have the competence further on).
- Facilitation of **cross-border environment and risk management**, e.g. joint water supply, sewage disposal, waste disposal, joint water management along rivers, cross-border disaster prevention and cross-border rescue.
- The application of the **European Grouping for Territorial Cooperation** as soon as possible (EGTC).

## 5. New territorial partnership

a) Participation of new actors like social partners, local stakeholders, volunteers, NGOs

- Europe is a **political area**, in which the **citizens** traditionally **exercise democracy and participation at a local and regional level**. This understanding of democracy, in conjunction with activities which are close to citizens, are a **shared characteristic of European decision-making processes**, in which regions and local authorities together with their elected representatives have an outstanding role.
- **Regional and local authorities** today carry out a **large proportion of internal political tasks, close to the citizen**. The regional / local level has proved to be the most appropriate one to implement numerous EU programmes and projects with good results particularly in the European cohesion and regional policy as well as the cross-border cooperation.
- An enlarged EU needs territorial cohesion and a **consistent implementation of the bottom-up principle** with due regard to subsidiarity and partnership and **participation of all actors**.
- For this it is essential, that cross-border strategies / programmes are not only developed by consultants. But **from the very beginning on public authorities should involve all stakeholders, non-governmental organisations etc**. Based on their knowledge they provide **basic information** for the SWOT – analysis and priority measures, as during the implementation of a programme.
- Likewise it is essential to agree, **that all partners** – the regional and national level and the EU - **stay at table during the implementation procedure and abdicate responsibility for the realisation** of the respective programs and strategies through concrete projects.

b) How can this be achieved?

- Since territorial cooperation, especially cross-border, requires more and more stronger structures (decentralisation is connected with responsibility and liability), there is a need to establish a good and sustainable **partnership between public authorities and private actors**.
- **Legal structures**, based on interstate agreements, the EGTC or the Madrid Outline Convention, are (logically) **limited to public authorities** (mostly regional/local level).
- **Private actors do not need a legal basis on public law**.
- Legal structures for territorial cooperation, especially cross-border, take the **responsibility for the overall cooperation** (covering all aspects and sectors) as well as the **financial liability**.
- **Private partners act within the limit of the working territory**. They are willing to participate in this field and to finance these projects.
- **Private actors** will not and cannot take the **overall responsibility** for sectors outside their working territory or the overall financial responsibility / liability for a cross—border strategy / programme.
- So, in a legal structure for cooperation, only **those** who are able to take the **overall responsibility** can and **may vote**.
- It is **impossible to subject private actors**, associations or politicians **to the vote** of a legal structure.
- The urgently needed **participation** of private actors, NGOs, etc., above all in cross-border cooperation, has to be guaranteed through thematic working groups, where they have to play a decisive role: during the development and implementation of programmes as well as of projects.
- **All actors** of all sectors on both sides of the border have to be involved in this way in the cross-border cooperation.
- That is the best way to **use the existing knowledge** of all actors, to give them an **important role** while creating in this way a **sustainable platform** for cross-border cooperation and to **inform** and **mobilise the basic actors** for EU policies (EU closer to the citizens).

## 6. Improving understanding of territorial cohesion

### a) Qualitative / quantitative indicators at EU-level

- Even if the **present regulations** are the **best** submitted **so far**, they still contain too much single regulations (especially in management and finances). Up to now the **most important qualitative issues are not** or only rather weak **described** (for example the definition of a cross-border project).
  
- Examples for qualitative indicators:
  - Existing Euroregion or similar structure.
  - Cooperation structure based on a legal instrument.
  - Duration of the cooperation structure.
  - Participation of all social partners, NGOs etc.
  - Cross-border activities outside Interreg A.
  - Degree of responsibilities for the management of EU programmes.
  - Involvement / participation in cross-programmes outside Interreg A.
  - Way of implementation and management of cross-border activities.
  - Type of projects (cross-border, mirror or single projects).
  - Own cross-border financial resources.
  
- Examples for physical indicators:
  - Number of new border crossings.
  - Kilometres of cross-border infrastructure.
  - Additional working places.
  - Additional tourists.
  - Additional innovation and research facilities.