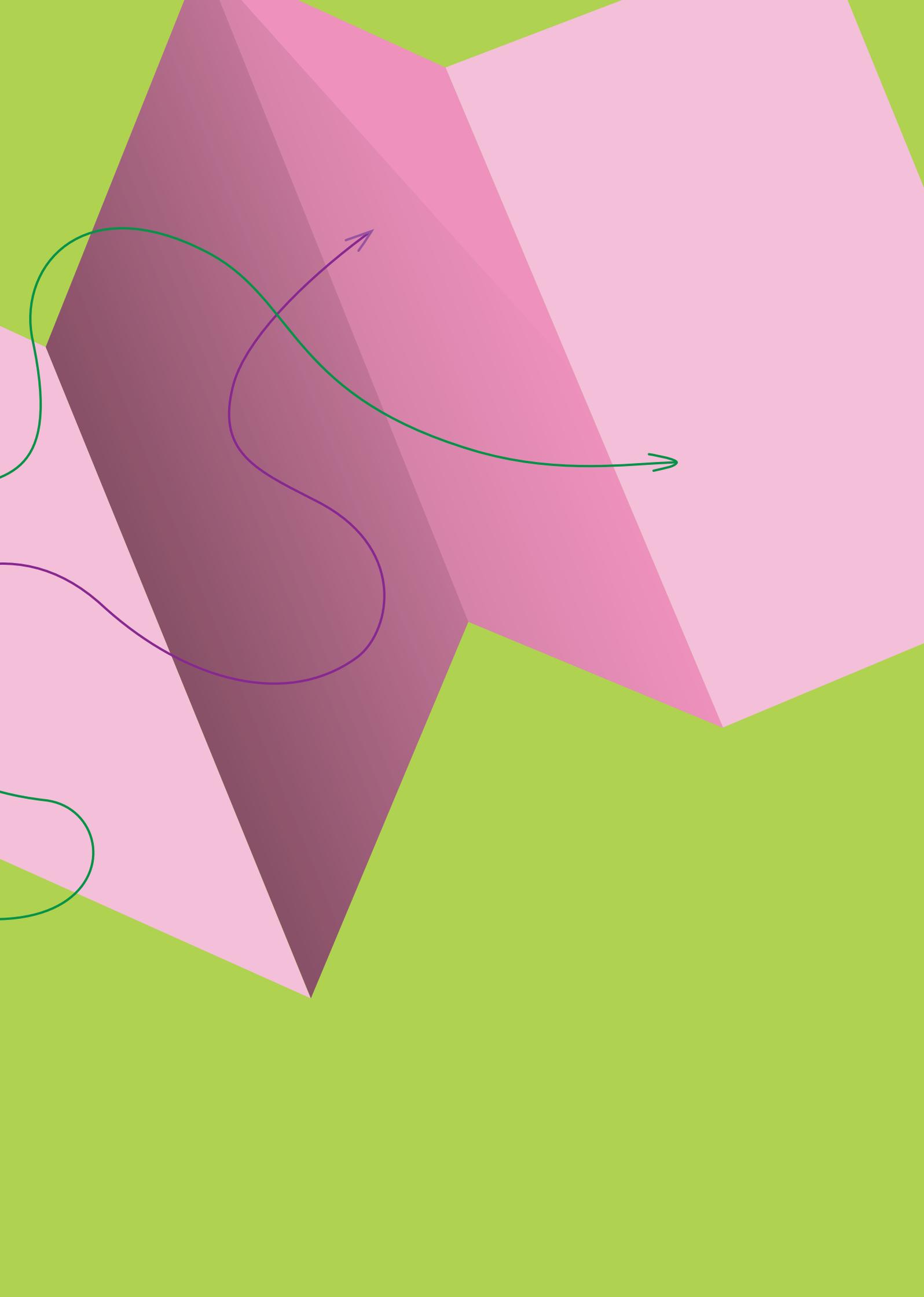


SUMMARY REPORT

Work Package 3 — Collection of existing
cooperation models for cross-border mobility



CROSS-BORDER MOBILITY IN THE ALPINE REGION

Co-financed by the European Union through
the Alpine Region Preparatory Action Fund (ARPAF)



Lead Partner: Swiss Center for Mountain Regions (BAG)

Project partners: Office of the Tyrolean Government, CIPRA International

Responsible partner for work package 3: CIPRA International

Project length: 24 months, January 2018 to December 2019

Authors: Marion Ebster and Corinna Schmidt, CIPRA International

More Information on the project:

www.alpine-region.eu/projects/arpaf-cross-border



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ABSTRACT

The main objective for WP3 was the collection and analysis of eleven existing co-operation models for cross-border commuter mobility in the Alpine region. In order to learn more from these high-potential co-operation models 17 qualitative interviews were carried out with key stakeholders on both sides of the respective borders – where possible. The focus of the interviews laid on how co-operation across borders works in practice. The goal was to find out about the predominant management and governance structures in order to make –these best practice examples transferable to other regions.

We have identified the following success factors for cross-border co-operation:

- Clear structures and responsibilities
- Clear legal status of the partners, Encouragement through politics
- Good relationships and common objectives of the partners
- Give and take – willingness to compromise
- Subsidiarity

Main challenges are:

- Legal aspects (taxes, building regulations),
- Personal/subjective aspects (cultural differences, working mentality, language, time and personal resources)
- Functional aspects (political systems, differences in decision making processes)
- Content related aspects (willing to find compromises, prioritization of public interest).

INTRODUCTION

The negative consequences of mobility like noise and air pollution, CO₂-emissions, or landscape fragmentation can be found in many Alpine countries. Traffic congestions due to overlapping peaks of freight transport, tourism mobility and commuter mobility lead to conflicts among the different stakeholders. Whilst freight transport and partly tourism mobility are on a high level on the agenda of the European Union and most Alpine countries, the role of sustainable commuter mobility to reduce negative impacts has played a less important role in most Alpine countries. The public discourse on sustainable commuter mobility is currently dominated by negative aspects like invasion of privacy and restrictions. However, there are important opportunities for positive connotations of sustainable commuter mobility that can be strengthened. In terms of the reduction of emissions commuter mobility offers a great chance to contribute to reaching ambitious climate targets and to increase quality of life at regional level.

Transport networks and services have for a long time been planned in a purely national context. These transport networks and services therefore are no longer in coherence with the ever-increasing passenger flows across borders. This holds particularly true for public transport systems. Commuting across borders is a reality, and most of the transport flows are by cars. Congested roads with a negative impact on economy, society and the environment are the consequence. EUSALP as a multilevel governance approach is a huge opportunity to address these problems and to find common solutions.

Project aims

- 1.** To establish an overview of cross-border mobility across the Alpine Region with a focus on daily commuting;
- 2.** To identify gaps of cross-border mobility with respect to infrastructure and soft factors;
- 3.** To identify solutions for facilitating daily cross-border passenger flows by sustainable transport modes through new opportunities offered by digitalisation;
- 4.** To provide a basis for future activities of AG4 and AG5 of EUSALP;
- 5.** To implement the findings in several hotspots for cross-border-commuting in the Alpine Region.

WP3 AND ACTION 3.4.

The aim for this work package concerned the collection and analysis of existing co-operation models for cross-border mobility in the Alpine region. In order to learn more from the collected high-potential co-operation models, qualitative interviews were carried out with key stakeholders on each side of the border. These interviews focused on how co-operation across borders works in practice. We intend to learn from these models: why are they successful and/or why not. The aim was to find out about the management and governance structures of the cooperation models in order to make them transferable into other regions.

METHODOLOGY

Description of Methodology

In a first step co-operation models have been collected by means of an online survey and respective research in order to gather more detailed information. Afterwards co-operation models have been categorized and analysed with focus on the respective country, the mode of transportation and main stakeholders (crossing borders). CIPRA intended to present a variety of examples concerning the listed aspects.

11 high-potential co-operation models were selected together with project partners and observers. Those were thoroughly looked at in a further step by way of qualitative interviews. Because it is about cross-border co-operation for each model two interviews were supposed to be conducted. The selected and analysed co-operation models represent a wide spectrum with respect to spatial aspects (urban, rural, intermediate etc.), to organization (project, loose network, train connection etc.), involved actors, mode of transportation (pedestrian, cycle traffic, public transport etc.) and purpose of the co-operation (network and exchange, infrastructure measures etc.).

5 out of 22 interviews couldn't be carried out due to difficulties in finding the respective contact person or due to missing answers in e-mail contact or poor availability. Two of those missing contacts are from Italy, two are from France and one is from Austria. The interviews were conducted by five different people, in five different languages: German (Austria, Germany and Switzerland), English (Switzerland), French (France and Switzerland), Italian (Switzerland) and Slovenian (Slovenia). The average duration of one interview was one hour and ten minutes, the pre-editing and finishing process per interview took around twenty hours.

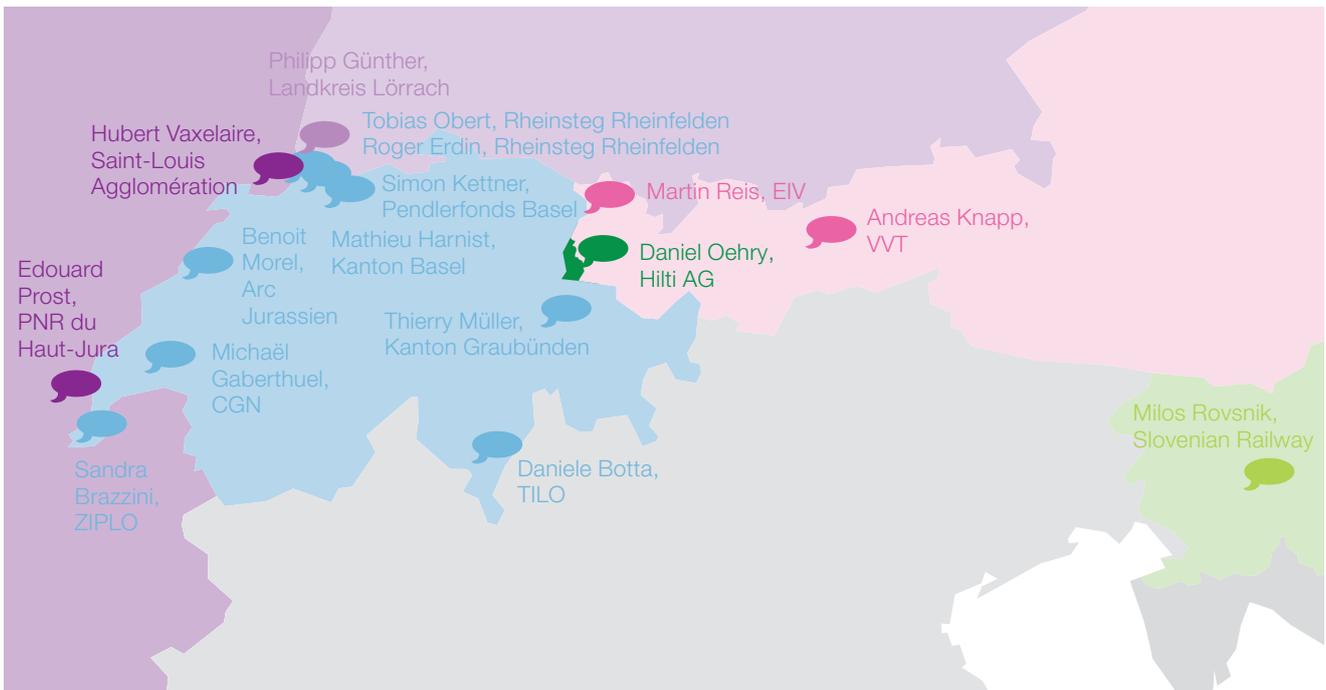


Figure 1: Mapping of interviewed stakeholder

Figure 1 shows interviewed stakeholder and their location.

- Swiss interview partners
- French interview partners
- Liechtenstein interview partner
- German interview partner
- Austrian interview partners
- Slovenian interview partner



METHODOLOGY

Co-operation models	Country	Contact person	Status
Rheinsteig: New construction of the Rheinsteig-Bridge for pedestrians and cyclists	D	Tobias Obert, Project Manager Rheinsteig	Interview conducted
	CH	Roger Erdin, Town clerk	Interview conducted
Tram 3: Extension of the tramline from Basel to St. Louis	CH	Mathieu Harnist, Project Manager Tram 3, Kanton Basel	Interview conducted
	F	Hubert Vaxelaire, Project Manager, St. Louis	Interview conducted
TILO: Cross-border suburban railway between Tessin and Lombardie. Binational train association.	CH	Daniele Botta, Marketing and Communication TILO	Interview conducted
	IT	Tilo IT; Region Lombardie	contacted – not available
BÜGA – Bündner Generalabonnement: Commuter connections in the border belt between Graubünden and Tyrol, South Tyrol and Lombardy	D	Thierry Müller, Project Manager ÖV, Amt für Energie und Verkehr Graubünden	Interview conducted
	AT	Andreas Knapp, former Project Manager Mobilitätsplanung & Bestellermarkt VVT	Interview conducted
Covoiturage Arc Jurassien: Carpooling platform in the french/suisse border region	CH	Benoit Morel, Chargé de Mission Arc Jurassien	Interview conducted
	F	Edouard Prost, Pôle Développement Aménagement Directeur Adjoint PNR du Haut-Jura	Interview conducted
Commuter ship Lake Geneva: Connections between Lausanne and Evian/Thonon	CH	Michaël Gaberthuel, Directeur financier CGN	Interview conducted
	F	Jean Denais, Mayor of Thonon-les-Bains	contacted – not available
ZIPLO, Mobility Center Plan-des-Ouates: Platform that centralizes information, advice and solutions for all aspects of travel	CH	Sandra Brazzini, Directrice adjointe ZIPLO	Interview conducted
	F	Mme Fucile, Espace Lémanique	contacted – not available
REGIO AS: Commuter connection / train from Maribor to Graz	SL	Milos Rovsnik, Directors assistant Slovenian Railway	Interview conducted
	AT	ÖBB Süd	contacted – not available
Revitalisation of the railway line between Trieste and Ljubljana	SL	Milos Rovsnik, Directors assistant Slovenian Railway	Interview conducted
	IT	?	contacted – not available
Commuter Fund Basel	CH	Simon Kettner, Project Manager Mobilitätsstrategie Bau- und Verkehrsdepartement Basel-Stadt	Interview conducted
	D	Philipp Günther, Project Manager Nahverkehrsplanung (ÖPNV), Landkreis Lörrach	Interview conducted
Netzwerk Wirtschaft Mobil: Mobility management in enterprises	AT	Martin Reis, Project leader Mobilität Energieinstitut Vorarlberg	Interview conducted
	FL	Daniel Oehry, Mobility manager Hilti AG	Interview conducted

According to the high diversity of the co-operation models there are a significant number of heterogeneous responses. Information that was quantifiable was illustrated in graphics and diagrams in order to make results clearly and easily visible and understandable. The rest was described and interpreted.

Categories of questions

The following nine categories of questions have been defined:

1. Basic Information

- What led to the creation of the example?
- Which actors are involved in the cooperation and which category can be assigned to them?
- In your opinion, who benefits the most from the example?

2. Leadership

- Who is the leading party within the partnership?
- Is the partnership regulated?

3. Organizations

- How is the example organized?
- Which rules/agreements (official or unofficial) regarding decision making and/or processes exist in the partnership and how do they work?
- Is there an organizational chart of the partnership, or if you had to create one, how would it look like?
- What common structures does the partnership have?

4. Costs and Funding

- How is the cooperation financed?
- How do you assess the financial situation of the cooperation with regard to personnel costs and other financial resources?
- How hard is it to find funding?
Why is it difficult/easy?

5. Cooperation

- Has any superior decision-making level (funding-, development- a/o agglomeration-programme on EU-, national or cantonal level) played a crucial role in establishing the cooperation?
- In your opinion, what are the drivers for cooperation in this partnership?
- In your opinion, what are the barriers to cooperation?
- Are there any legal obstacles to cooperate?
- Are there linguistic/cultural barriers that make cooperation difficult?
- To what extent has this partnership improved the effectiveness of cooperation in your subject area?

6. Transferability

- Can the example be transferred to other regions from your point of view? With regard to technology, applied methods, subsidies, administrative/political/legal framework etc. If so how? If not why?



METHODOLOGY

7. Internal Communication

- Which formats for internal communication are available? (E.g. regular partner meetings, joint online document storage, intranet etc.). Which formats support internal cooperation? What you think is missing?
- What unites the partnership in terms of content and strategy, what keeps it together? How has this connection changed over time?
- Who promotes internal communication (e.g. management etc.)?

8. External Communication

- Can players from outside the partnership contribute? If yes how and which are these?
- Is there exchange or cooperation with other examples and partnerships and if so, how does this work?
- Do you actively advertise the cooperation? Do you engage in public relations and if so, how?

9. Reflexion

- Does the cooperation lead to new projects and initiatives?
- In your opinion, what were the successes and highlights of the partnership besides the successful implementation?
- What were the hard times and difficult periods?
- What are the concrete outputs of the project/cooperation? (Facts & Figures available?)
- Have the original expectations of the cooperation/partnership been fulfilled?
- What are/were the main obstacles/barriers to the cooperation?
- Where lays the most urgent need for change?
- Did the cooperation/partnership win a prize?
- Are there quantitative data we are allowed to use? (Number of commuters changing trains, funding etc.)
- Why is this partnership a good practice example and should be included in our collection?

RESULTS

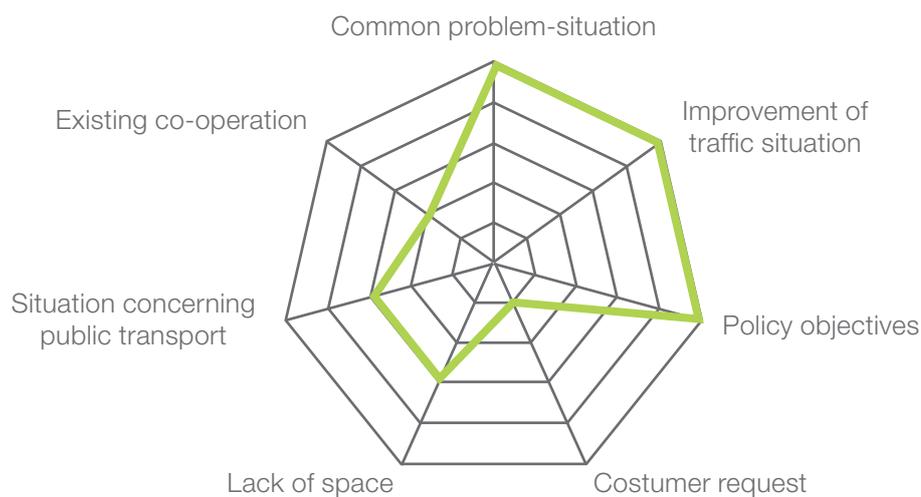
1. Basic Information

What led to the creation of the example?

The reasons for launching a cross-border co-operation were highly heterogeneous. In many cases the basis of the respective cooperation was the recognition of a common problem or the recognition that problematic local traffic conditions can only be solved across borders. Additionally interviewees pointed out their intention to improve the traffic situation as well as political decisions or policies that encouraged them to take measures.



In the beginning of the 90ies we realized that transport was rather more important for commuting than for touristic purposes. The roads were crowded. It was less investment to cross the lake with a boat than to build up any other infrastructure.”



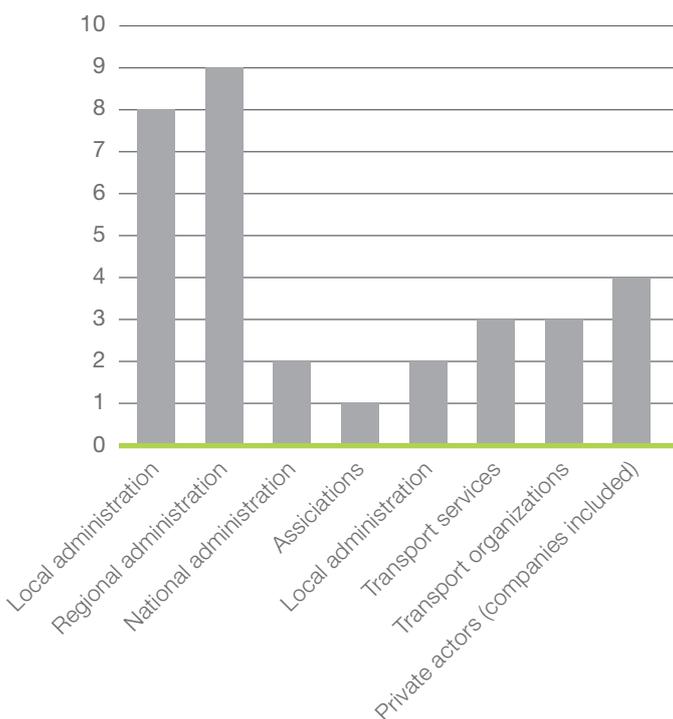
RESULTS

Which actors are involved in the cooperation and which category can be assigned to them?

Regional as well as local administration was mentioned in almost every analysed co-operation model as an important stakeholder. On the contrary stakeholders on a supranational level didn't play a role within the analysed examples of cross-border co-operation.



Furthermore, there are associated partners who have a supportive effect: The transport association, representatives of the state administration and politics, the Kairos Institute or other mobility experts regularly come to the network meetings as guests, if the member companies wish to provide appropriate input or exchange."



Local administration: Municipalities

Regional administration: Federal state and respective offices

National administration: National state and respective offices

Supranational Level: For example administration of the European Union or related offices and authorities

Associations: Municipality federations, tourism associations, associations concerning, associations of metropolitan areas

Transport services: For example ÖBB (Österreichische Bundesbahnen) or SBB (Schweizer Bundesbahnen)

Transport organisations: For example VVT (Verkehrsverbund Tirol)

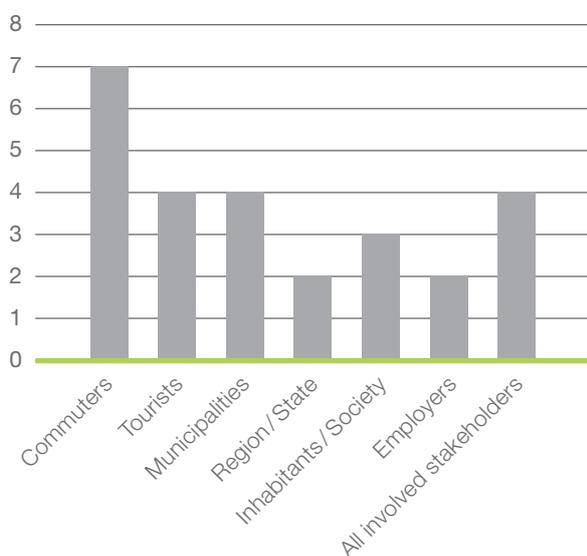
Private actors/stakeholders: Companies etc.

In your opinion, who benefits the most from the example?

Especially commuters benefit from the example/co-operation, as highlighted by the interviewees. Almost every stakeholder pointed out the added value of their cross-border co-operation. The selected projects and initiatives show a broad spectrum of beneficiaries. In some cases, tourists were also mentioned as profiteer as well as municipalities.



In fact, everyone who is involved benefits, because in cross-border cooperation it is always the case to a certain extent that bridges are built to create more solidarity.”



2. Leadership

Who is the leading party within the partnership?

Adding to the fact that the characteristics and architecture of the analysed examples are/is highly diverse responses concerning leadership are also very heterogeneous.

Analysed co-operations which intend the establishment of infrastructure, like Tram3 or Rheinweg Rheinfelden, have a common political steering committee but a separate technical project management. Some with a different interest have a common secretary or a secretary which finds itself integrated in a local or regional authority.

The Commuter fund of the City of Basel or BÜGA can be mentioned here. The commuter funds co-operation design corresponds in a way to the above described infrastructure projects. Within the fund sponsored projects have their own project committee. Co-operation models concerning public transport crossing a border, like TILO or Regio AS, often share the executive office with their partners across the border. The partners of Covoiturage Arc Jurassien also share an executive board. In one case an association was founded in order to satisfy the needs of the stakeholders involved.



The project was led by a political steering committee of the cantons of Basel-Stadt and Saint-Louis Agglomération. The project was implemented by a project manager on both sides of the border.”



RESULTS

Is the partnership regulated?

In the case of Rheinsteg Rheinfeldern and Tram3 (infrastructure projects) the partnership is regulated within an agreement in principle. Co-operation models that have an interest in public transport are regulated via funding. Furthermore interviewees (CGN and Covoiturage Arc Jurassien) pointed out that everyone who would like to participate in financing is welcome to join the co-operation. Some of the selected examples represent a company or an association which means that the partnership is automatically regulated. Netzwerk Wirtschaft Mobil, seeing itself as a loose network, has on the one hand a membership fee on the other hand a mission statement companies have to sign if they intend to join the network. Besides companies need to satisfy demands of a requirement profile. This brings us to the Commuter fund of the city of Basel which has special territorial criteria. Within the commuter funds' scope everyone can apply for funding.



Theoretically in terms of statutes, we are open to any member concerned by the territory, but to keep this flexibility we decided that the two members (common and associate representative of companies) are enough.”

3. Organizations

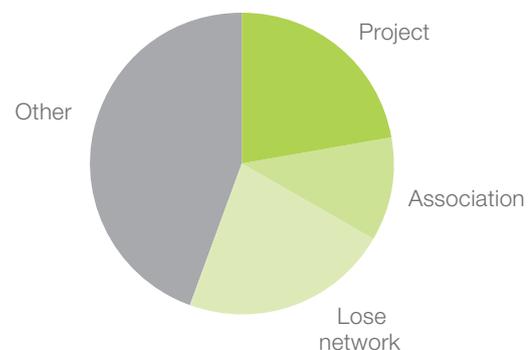
How is the example organized?

(association, project, loose network, other)

In advance we have defined categories to give the interviewee an idea about the intention of this question and to get concrete results concerning the organization and structure of the cross-border co-operation. Most of the interviewees assigned them to the category “other”, two interviewees designated themselves as “project” and two designated themselves as “loose network”.



It's a project. And only two colleagues on the Swiss side and two colleagues on the German side are working on it. Important decisions were made by the mayors.”



Which rules/agreements (official or unofficial) regarding decision making and/or processes exist in the partnership and how do they work?

The results show again the heterogeneity of the co-operation models. Most of the examples have agreements on how decisions are to be made, some have installed platforms where political issues can be discussed and decisions can be made.



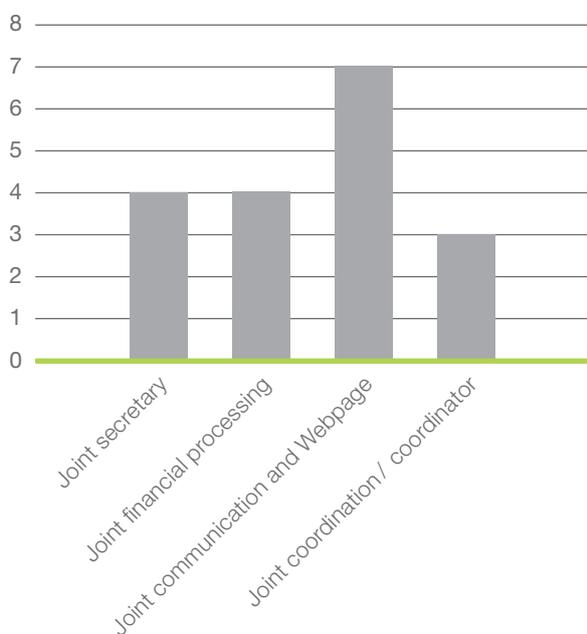
There are agreements between pre-existing structures, agreements between Switzerland and France, agreements with funders, agreements in the case of order groups: PNRPJ. Additionally we have different conventions related to the objectives.”

Is there an organizational chart of the partnership, or if you had to create one, how would it look like?)

In almost every partnership there can be found a chart, if not the interviewees were able to create one spontaneously. The roles and functions seemed to be clear for everyone. Within the investigation both rather hierarchical designed partnerships as well as partnerships with partners on equal levels can be found.



The association has made it possible to have a structure through which everyone can pool their technical, human and financial resources. The management serves as secretariat; we (mobildée) do the management. We also have a common website: centralemobilité.ch”



RESULTS

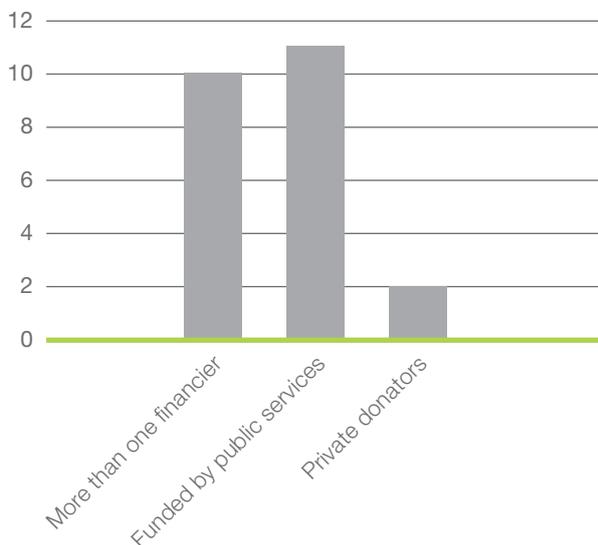
4. Costs and Funding

How is the cooperation financed?

Results show that the majority of the co-operation models receive their financial donations from more than one financier or program. Each model receives funding from the public sector and some have private donators, especially those who are connected to enterprises.

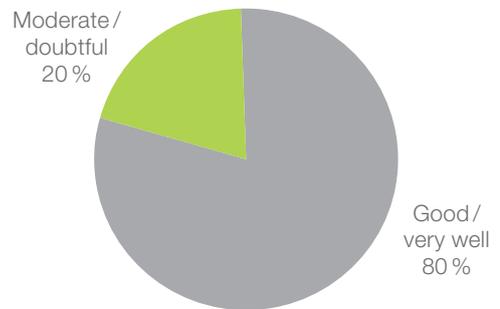


There are 3 support programmes from which we draw financial resources. The costs are shared equally between the two cities.”



How do you assess the financial situation of the cooperation with regard to personnel costs and other financial resources?

80% of the partners interpret their financial situation as positive; only 20% evaluate it as moderate or doubtful.



The task of the project is complex. Due to cross-border characteristics there is a large additional expenditure. Many specific questions arose in this project. The market situation for such infrastructure buildings plays an important role. Companies were afraid of the complexity and the associated financial costs and did not offer.”

How hard is it to find funding?

Why is it difficult/simple?

The responses were quite clear: For the majority of the co-operation models it was simple to get funding.



I'd say moderately difficult. Providing financial resources is less of a problem on the part of companies, providing human resources is rather difficult."

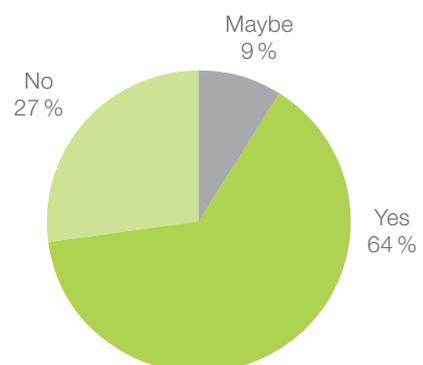
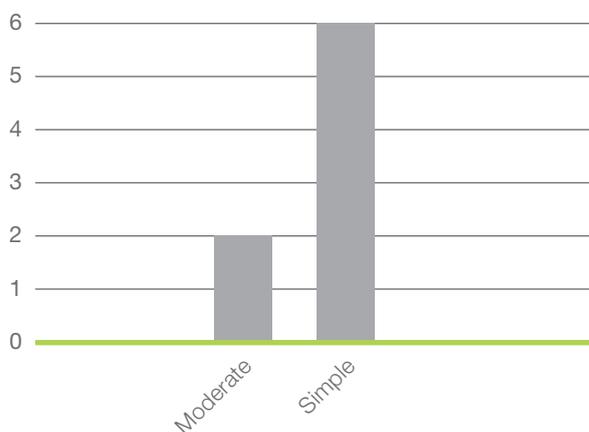
5. Cooperation

Has any superior decision-making level (funding-, development- a/o agglomeration-programme on EU-, national or cantonal level) played a crucial role in establishing the cooperation?

More than half of interviewees pointed out the importance of superior decision-making levels. Roger Erdin for example mentioned the importance of the Swiss agglomeration programme.



Yes. The subsidies were quite important, especially the agglomeration programme on the Swiss side and the subsidies of the Federal Republic and the Federal State on the German side."



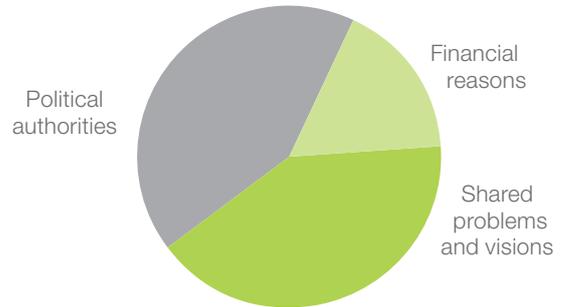
RESULTS

In your opinion, what are the drivers for cooperation in this partnership?

Shared problems and visions as well as political authorities (in most cases single persons) are the drivers for cross-border cooperation. Personal aspects and political willingness seem to play an important role within the establishment of co-operations. Financial aspects also played a crucial role in some cross-border co-operations.

In your opinion, what are the barriers to cooperation?

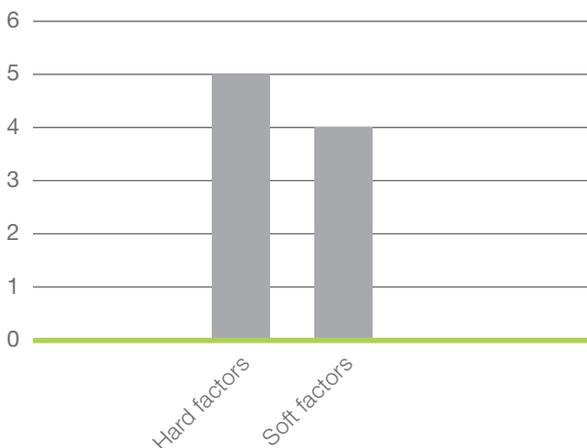
We considered financial, infrastructural and temporal aspects as hard factors. Different views, lack of communication and cooperation, language barriers as well as cultural barriers and different policies were considered as soft factors. Barriers to cooperation are mostly found when it comes to financial issues. Financial funding can be therefore seen as essential. Legal obstacles haven't been mentioned within this question, but played according to the results of the next question a crucial role.



For me, the driver has always been that you can benefit from exchange, you can contribute your knowledge, you can learn from others, also the ideal and interest are the drivers for cooperation, that you can push things together that you would not be able to do alone."

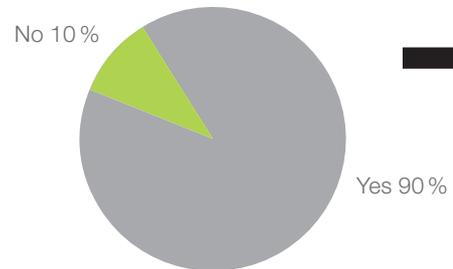


Concerning politics: Its legal, financial and political organization. It's about relationships. At the moment we have a government that is very open to cooperation, but if we switch to the extreme right, it can make a difference."



Are there any legal obstacles to cooperate?

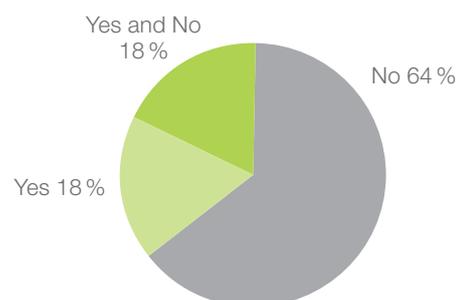
Almost all interviewees responded “yes” to this question. Sometimes they had to find juridical solutions for the intention and purpose of the co-operation, in some cases they found themselves in legal twilight zones and had to find a solution according to their needs. In projects with a focus on building infrastructure across a border building regulations were often seen as problematic.



Two different regulations, we have two different railway systems in Switzerland and Italy. We worked to develop trains that can travel between the two countries and move from one to another without problems. Also we have worked a lot on the jurisdiction to integrate the two legislations and meet the different expectations of the two countries.”

Were there differences in the conceptualization of the joint project? (Different ideas of preparation, execution, results in advance)

The majority of interviewees didn't see differences in the conceptualization of the project or partnership. Sometimes different political positions make it complicated to establish or follow a co-operation, other stakeholders referred to differences between the public and the private sector in temporality.



We had indeed some difference. The location of the bridge was one major point of discussion, both municipalities had long struggles with each other and had long discussions until agreement was reached.”



RESULTS

To what extent has this partnership improved the effectiveness of cooperation in your institution?

Interviewees almost exclusively laid emphasis on various learning effects within their institution, but also within the partnership. Within facing a new challenge through cross border co-operation, stakeholders were able to gain knowledge on thematic issues and experience in co-operation with a foreign countries institution. Additionally, knowledge gained through exchange within the co-operation could be applied in the own institution/ company, as for example Daniel Oehry pointed out.



Concerning politics: Its legal, financial and political organization. It's about relationships. At the moment we have a government that is very open to cooperation, but if we switch to the extreme right, it can make a difference."

6. Transferability

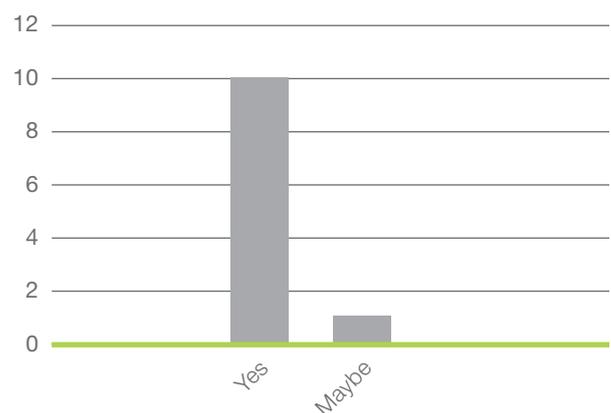
Can the example be transferred to other regions from your point of view?

With regard to technology, applied methods, subsidies, administrative/political/legal framework etc. If so, how? If not, why not?

Almost every interviewee was confident about a possible transfer of the co-operation model to other regions. Some pointed out that local or regional conditions might be different so that the co-operation model has to be adapted to respective conditions. Implementing projects with a spatial focus, means to take local and/or federal law into consideration, so co-operation models can differ from country, state and city, as Simon Kettner noted. Political willingness also seemed to be an important issue.



Absolutely. Primarily it depends on the responsibilities in the cities. The decisive factor is who is responsible for parking charges and whether there is a political will to "return" such funds to the surrounding area."



7. Internal Communication

Which formats for internal communication are available? (E.g. regular partner meetings, joint online document storage, intranet etc.).

Which formats support internal cooperation?

What you think is missing?

A format for internal communication within the partnership that has been used regularly, as well as ad-hoc, were partner meetings. As needed, stakeholders (technical, political, administration) are invited to the meetings. In some co-operations joint document storage and intranet is used by the person responsible. Location of document storage depends on the organizational form of the co-operation model.



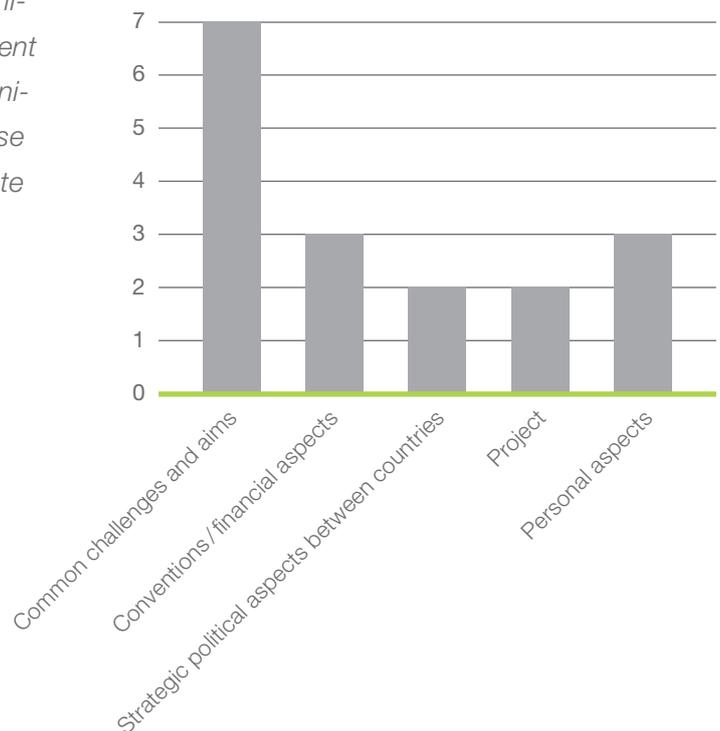
Regular meetings and their minutes provide a source of information for further communication. At the operational daily level is present a regular monitoring of trains. The communication channel is set in advance. In the case of problems (e.g. train failure) the immediate action (e.g. phone call) is taken.”

What unites the partnership in terms of content and strategy, what keeps it together? How has this connection changed over time?

The most important uniting factor in cross-border co-operation is the recognition of a common challenge and common objectives. This is followed personal relationships and financial aspects or contracts that bind projects partners together. For some partners there is more than one factor relevant concerning this question.



Cohesion will be strengthened by the financial resources available. And a common understanding of which projects should receive how much support.”

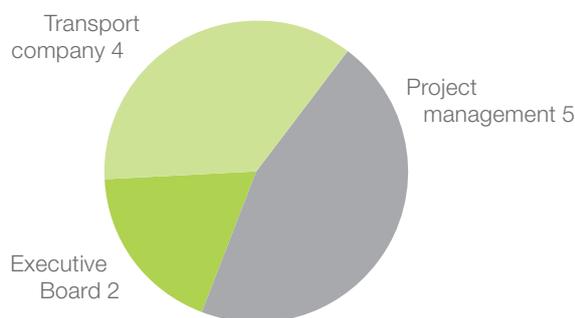


RESULTS

Who promotes internal communication (e.g. management etc.)?

Project management in most cases promotes internal communication. Depending on the partnerships structure it might also be transport companies who are responsible for the respective task. If the co-operation has its own executive board it finds itself integrated here. In one case communication was outsourced by the project management to an external office.

The Canton Vaude and CGN. Usually the one that is proposing new solutions its CGN, we are driver in terms of operations, then we go to the Canton and work together. That is why we have so many meetings. Permanent discussions.



8. External Communication

Might external stakeholders contribute to the partnership? If yes how and which are these?

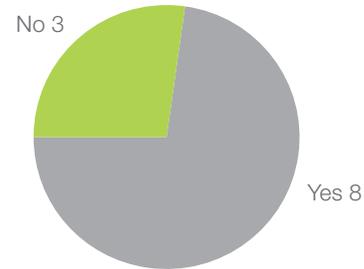
All interviewees underlined various possibilities for external stakeholders to contribute to the cross-border co-operation. In general co-operations are open to everyone as long as the person concerned does not expect any payment. Some partnerships invite different stakeholders if partners have a need for exchange. To others, like Netzwerk Wirtschaft Mobil, exchange and invitation of stakeholders from outside is essential to the development and integration of new ideas.



Different experts could be won for workshops or lectures, so that also different questions could be worked on, on which we had no expertise. On the one hand these experts were actively invited, on the other hand we were also asked if we could be present at a session and exchange ideas with us. For some, of course, this is great, because you have all the players from the big companies sitting at the same table.”

Is there exchange or cooperation with other examples and partnerships and if so, how does this work?

In a way the co-operation with other projects or initiatives is taking place within almost every selected example. But the majority would define it rather as exchange than as co-operation. This happens with organizations, institutions or stakeholders that vary in person and subject.



Blablacar contacted us to identify carpools in France. So yes, there is exchange, and if the stakeholders have the same goals as we have, we are motivated to work together!”

Do you actively advertise the cooperation? Do you engage in public relations and if so, how?

Every single interviewee highlighted the importance of public relations activities. Which is supposed to be coordinated and implemented by the executive board or a person or institution related to the project management after having consulted the project members.



We do promotional and marketing campaigns, press releases in collaboration with the two railway companies. The marketing campaigns are fully organized by our company”



RESULTS

9. Reflexion

Does the cooperation lead to new projects and initiatives?

In many cases the analysed co-operation models lead to new projects or initiatives. Some interviewees were unable to answer this question. In other cases two interviewees of the same co-operation model answered to the question in a different way, due to their role in the partnership. Some pointed out the relevance of co-operation to other projects or initiatives which are limited in time.



Yes, a lot of projects and tools came out of this cooperation or were developed in the framework of this network. Various platforms were initiated. In general, many small projects were developed out of the network. We always try to react to concrete interests and demands of the companies.”

In your opinion, what were the successes and highlights of the partnership besides the successful implementation?

Due to highly heterogeneous responses and a quite subjective approach of the way interviewees answered this question it is difficult to summarize the highlights of co-operation. Some interviewees highlighted the fruitful cooperative work together with the project partners, the ability to get along with each other. Others mentioned the successful implementation in time and from a financial point of view. Satisfied passengers and receiving awards were also mentioned. Most of the stakeholders were content about the common process and about the accomplished objectives.



The success has been that 150 companies, some of them internal predecessors, have been involved and mobility plans have been drawn up. We saw this at a symposium last year. Indirectly, car-pooling rates are increasing, and cooperation with companies has worked well!”

May you describe hard times and difficult periods?

Results are highly subjective and heterogeneous according to the partnerships architecture, focus and objective. The essential aspect in these co-operations is funding. Interviewees referred to numerous aspects that might have an impact on a partnerships/projects financial situation. Projects with the objective of building infrastructure may face technical issues as well as issues concerning environmental questions. Another important aspect was mentioned several times: Politics seem to be an unpredictable factor for some stakeholders, which might be able to change the framework of partnerships. One interviewee also mentioned the extreme right party in France as possible threat for cross-border co-operation. If elections, especially on a local level, are imminent political stakeholders tend to postpone important decisions. Cross-border co-operation is often exposed to superior decisions because they are often part of higher policy (regional or national level).

Besides technical and political issues cultural differences might conjure difficult times. At the end, according to an interviewee, it is essential to keep the overall objective of the project/ partnership in mind and to be open to pragmatic decisions and solutions. Legal/ juridical structures of partners' institutions were also mentioned as barrier. According to interviewees the basis of a good partnership is not just a clear structure and achievable objectives but also a good connection between project partners.



A difficult phase was the coordination of the three transport-nodes (Landeck, Ladina - here the connection to Scuol by rail and Nauders). Some partners were not always so cooperative, the coordination of the bus times was also a challenge."



RESULTS

What are the concrete outputs of the project/cooperation?

For some co-operation models quantitative results are not yet available. But interviewees mentioned the following aspects:

- Annual sales increase
- reduction of traffic on the road
- increase of car-pooling
- building a connection between two countries
- implementation of park&ride and bike&ride spots
- reduced vehicle kilometres and parking
- implementation of toolboxes for mobility management, Ecopoints, Mobility-Checks, E-bike campaigns



Impact on carpooling. Industrial zone with already 12–13 % of people carpooling at the beginning of the project. Today its 20% of a population that has more than doubled. Mobility plans implemented internally in companies has increased. 10% of 11,000 people use public transport.”

Have the original expectations of the cooperation/partnership been fulfilled?

All but two interviewees said that expectations have been fulfilled. Simon Kettner from commuter fund Basel for example mentioned that they are missing larger projects with a wider impact. Eduard Prost, from the partnership Covoiturage Arc Jurassien mentioned that the cooperation turned out to be good but some measures could not have been implemented due to various reasons.



The expectations have not yet been completely fulfilled, there are still some big projects missing from my point of view, currently we have too many small projects and fewer large projects that are supported.”

What are/were the main obstacles/barriers to the cooperation?

Following various aspects have been mentioned as obstacles/barriers to the cooperation:

- Legislation and building regulation, high complexity due to cross-border project
- Labour culture, language, differences in decision making process, differences in procedures characteristic for the country, lack of financial visibility
- Lack of focus on public interest (more focused on own company), differences in finding the right location of infrastructures/spots for infrastructure
- Too many partners
- Political will, priorities of territories
- Availability of personal and time resources



Personnel resources should be mentioned here. The question is always whether a company is prepared to provide personnel resources for such a project.”

Where lays the most urgent need for change?

Due to the heterogeneous design of the partnerships the responses to urgent need for change were also diverse.

Interviewees mentioned:

- For cross-border infrastructure projects: Problems in customs and taxes, Legislation and building regulation – there needs to be an easier solution for two municipalities that want to construct for example a bridge across a border
- Digitalization of the system, keeping up sale increase
- Legislation concerning embankment-infrastructure (who is responsible?)
- A better statistical follow-up and better communication
- Transfer of good practice for modernising infrastructure
- more good reasons for employers to invest in company mobility management (obligation, legal frameworks)



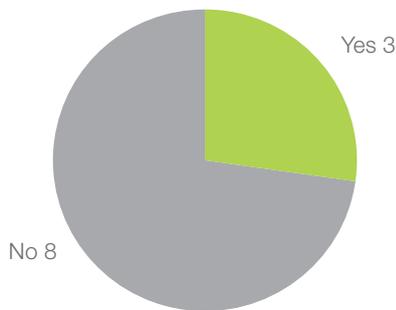
RESULTS

Did the cooperation/partnership win a prize?

Three out of eleven examples won a prize.



More good reasons for employers to invest in corporate mobility management are needed; above a certain company size it should be mandatory to have to deal with corporate mobility management.”



Why is this partnership a good practice example and should be included in our collection?

Tobias Obert and Roger Erdin, responsible actors from the Rheinsteg partnership in Germany and Switzerland, see the installation of the bridge across the Rhine as a cross-border project where all people living in the region can profit from. Especially commuters, citizens, tourists and the environment can profit. The basis of this infrastructure project is the joint urban development which stands for a long term co-operation across the border.

Mathieu Harnist and Hubert Vaxelaire highlight the extension of Basels' Tram 3 as a project that shows that even large projects across borders with greater differences between project partners and despite different cultures can be implemented. This infrastructural project is part of a long-term vision. It is a strong common vision that anticipates the development of the northwest corridor. It is a transport project that is consistent with urban development.

Mister Botta from the TILO Company stresses that the intention of their company is to contribute to climate protection and to serve public interest. They created a service that works relatively well.

Thierry Müller and Andreas Knapp, responsible for BÜGA, point out that the partnership is ideal for removing obstacles that stand in the way of using public transport. This also protects the environment and nature. With the increased use of public transport it becomes an alternative for other user groups too. So it is a positive spiral. It is an example of “best practice” because it should definitely be copied. Besides the co-operation is structured in a simple way which makes it easy to understand and to transfer it to other regions.

Benoit Morel and Eduard Prost highlight the Covotourage Arc Jurassien partnership with its simple but effective actions in terms of animation and awareness rising without technological tools or any special equipment. Additionally it is a good practice example because they were able to bring 16 French and Swiss partners together. Everyone involved is satisfied with the progress of the project. All partners are satisfied with the results of the implemented project.

According to Milos Rovsник the example of the revitalisation of the train line between Ljubljana and Trieste could be used in similar cases. The partnership represents a good example of a systematic approach in communication in a particular product. The foundation is the establishment of communication which must be supported by concrete solutions.

Simon Kettner and Philipp Günther see the relationship between cities and sub-urban areas as newly defined through their initiative. The successful support of Park&Ride and Bike&Ride facilities via the Commuter fund Basel shows new ways. The financing of such facilities is usually difficult as costs and benefits are incurred at different locations. The fund itself is easy to handle, it is unbureaucratic and it is therefore possible to implement smaller projects (of course also larger ones) that help to travel intermodal, reduce the MIV and make public transport a bit more sustainable.

Martin Reis and Daniel Oehry, members and initiators of the Netzwerk Wirtschaft Mobil, think that the network fulfils its purpose and its task as “innovation engine and spearhead” for the establishment of professionally operated mobility management in the Rhine valley. The figures regarding the mobility behaviour of the participating companies speak for themselves.

In addition, many good projects have been developed which have now also been successfully implemented by many other employers in Vorarlberg. Last but not least, it is a very good investment in terms of cost-benefit ratio, both for the respective company and for the province of Vorarlberg and the Energy Institute. The results of the network show that if you hold on to it and the right people sit at the table, you can change things.

SUMMARY

Success factors

Clear structures and responsibilities

Clear structures and clear and visible allocation of responsibilities are necessary in order to have an effective procedure within a co-operation. Decision making processes seemed to be clear and transparent to the interviewed stakeholders. Organisational charts do exist for some co-operation models, others were able to design one spontaneously, which shows that structures and operating principles as well as responsibilities are clear and transparent. Another success factor concerns internal communication and documentation. It must be clear to all involved partners who is responsible for what issue.

Clear legal status of the partners

Co-operation across borders can take place and come into action if partners are able to collaborate, taking into account their legal status. For some purpose it is easier for implementation if main stakeholders are private actors, as companies or associations are. Sometimes privatisation is supposed happen or service has to be outsourced to happen in order to bring the partnership or project forward. Companies often find themselves in a semi-private status. In other cases, especially in those where infrastructure is to be built, public institutions must have unconfined competence as we learned from our analysed examples.

Politics

At best politics support cross-border co-operation financially as well as in terms of content and attitude. European oriented politics help to co-operate across a border, the financial aspect can be highlighted within this context. Politics that have a nationalistic approach will not support projects and partnerships with another country according to the assumption of one interviewee. Ahead of elections decision making processes are often interrupted and situations often seem to be uncertain for stakeholders.

Relationships and common objectives

Personal relationships are an underestimated aspect within a partnership, whether cross-border or not. Sympathy, trust, mutual appreciation can be a guarantee for success as well as a guarantee for further collaboration. Common objectives and a common approach of estimating and evaluating situations are as important for collaboration. Some stakeholders found each other through an approach regarding content and personal approach and built up a project or partnership.

Give and take

Despite a common view of problems and visions discrepancies might come up. Some stakeholders might be used to a certain standard of technical aspects or a respective political procedure that others are not. The willingness to compromise is essential according to interviewees. The objective of the project or the co-operation must be more important than any other interest.

Subsidiarity

If decisions can be taken on a low level it is not just a democratic approach within a political system, but also a gain for a possible partnership. Decisions can be taken in a fast and uncomplicated way and do not have a long procedure to go through. Additionally it brings a better self-conception and independency to stakeholders. This can of course also be seen as a risk. A sustainable institutional memory can be seen as an essential factor for a successful partnership.

Main challenges

With respect to main challenges of cross-border co-operation we distinguish between four aspects: Legal, cultural/subjective, functional and aspects regarding content.

Legal aspects: For example taxes and building regulations. According to interviewees the framework conditions for municipalities to build something across a national border is highly complicated in terms of legalisation.

Personal/subjective aspects mean cultural differences in working time, working mentality etc. Language is also an important factor. Do we use the same words? Did he mean it that or this way? Co-operation is based on relationships between institutions and people. Time and resources are another aspect which is crucial to a partnership.

Functional aspects of politics: Obviously co-operation partners are embedded in a different political system. Decision making processes can be crucially different. Additionally the responsible persons often have different positions and competences within their institution/municipality/company etc.

Aspects regarding content are probably the most difficult ones to overcome. Interviewees highlighted the importance to be willing to find compromises in case of different approaches. Some also mentioned that not every partner has the same interest/intention within the partnership. Private interests and personal enrichment often stands in the way of public interest.



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