



ESTABLISHING A STABLE POLITICAL AND LEGAL FRAMEWORK OF COLLABORATION

D.T2.4.1 and D.T2.4.2 Government
structures DE-PL (Saxony-Lower Silesia)

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1. Motivation

One of the tasks of the TRANS--BORDERS project was to establish a permanent information and decision-making body based on partnership relations between the Free State of Saxony and the Polish Lower Silesian Voivodeship, which would analyse and solve problems in passenger rail transport between the Free State of Saxony and the Lower Silesian Voivodeship on a sustainable and regular basis.

All areas should be involved, starting with infrastructure planning, planning, tendering, and contracting of transport services as well as operational areas. The background for this initiative, which was developed in 2016, was the unsatisfactory situation in long-distance and regional rail transport on the Dresden - Wroclaw line, on which no permanent solution had been found. In the meantime, improvements in travel time have been achieved, the line between Wroclaw and the DE/PL state border at the Görlitz GÜG (Görlitz congestion line) has been fully electrified, and planning on the Saxon side for the electrification of Dresden-Görlitz has begun. Also, the financing of the electrification has been secured, so that DB Netz AG will be able to complete the work by 2028.

From the partnership of the transnational project TRANS-BORDERS, the insight developed with the derived demand to strive for solutions not only between the Free State of Saxony and the Lower Silesian Voivodeship but to include the Liberecký Kraj region. This approach was favoured by all project partners involved, especially against the background of the infrastructure measures to be managed in the border triangle.

The TRANS-BORDERS project also examined financing possibilities for cross-border transport between the Free State of Saxony and the Lower Silesian Voivodeship. The study covered, on the one hand, the period until the complete electrification of the Dresden-Görlitz-Land border section and, on the other hand, the financing after completion of the line electrification to use direct trains.

There is an agreement to jointly address the deficits in rail infrastructure and, in this context, to operate regional planning on a cross-border basis. The overall objective is to improve the connection of the border triangle to the TEN-T nodes Dresden, Prague, Wroclaw, and Berlin. In order to achieve this goal, various measures are needed, which have to be solved jointly by the regions and countries. These include infrastructure measures in the existing rail network, the closing of gaps in the rail network, and the reopening and valorisation of existing but closed lines.



Secondly, it concerns the joint organisation and operation of international public transport, in particular regional passenger transport, involving joint invitations to tender for transport services and joint procurement of rolling stock.

In addition to town partnerships, joint ventures, cross-border associations of municipalities, Euroregions, or other forms of cooperation, which are mostly based on intergovernmental agreements, territorial cooperation between public authorities often takes place through the EU's INTERREG funding framework. This programme-based support system finances and co-finances numerous activities and projects across borders to help disadvantaged regions catch up.

The status and competencies of the various partner organisations often vary considerably. This can make cooperation difficult in practice. In addition to the different legal systems, administrative structures, and competencies, language or cultural barriers often have to be overcome for successful cooperation across borders. At the same time, it is important to ensure that a large number of stakeholders in local and regional development and the various levels of government have the opportunity to participate. To tackle these problems, the European Union decided in 2006 to create a new supranational legal form: the European Grouping of Territorial Cooperation (EGTC).

The EGTC aims to facilitate and promote cross-border territorial cooperation, particularly between its members, to strengthen economic and social cohesion in the EU. It can be set up by partners from at least two EU Member States or one Member State and one or more third countries. A wide range of partnership constellations is possible, as participation is open to EU Member States and public authorities, regional and local authorities, but also public undertakings, bodies governed by public law and undertakings providing services of general economic interest. This includes associations or bodies belonging to one or more of the above categories.

The most significant difference between an EGTC and other instruments of cross-border cooperation - informal, private, or public - is that an EGTC has a legal personality. It, therefore, exists with the legal capacity granted to legal persons under national law. This enables it to acquire and dispose of assets, recruit staff, or appear before the courts. It also gives them the right to draw up their budget.

As a supranational legal form, the EGTC can be used very flexibly for different contexts. As a result, the structure of each grouping is individual. The main source of funding for EGTCs is the contributions of their members. These include monetary contributions and contributions in kind, such as staff, premises, or equipment provided. The second most important source is "income" from the implementation of projects. These are largely co-



financed by the EU (through the European Structural and Investment Funds or other EU programmes).

At the end of 2019, there were 74 active EGTCs across Europe, with a focus along the borders of Hungary, Slovakia, France, Spain, and Portugal. There were 64 cross-border, four transnational, and six networks EGTCs. The 74 networks brought together well over 1000 members.

The specific characteristics, in particular the legal personality of the EGTC, offer promising potential for regional development. The removal of legal obstacles makes it possible to bridge differences in competence law and thus to deal with and solve local problems more efficiently.

Although the possibility of merging as a supranational company law form offered by the EGTC is currently well used, the still small number of active groupings also indicates that the full potential has not yet been realised. EGTCs are likely to become more important in the new funding period from 2021 to 2027 in terms of EU funding and cross-border projects.



2. General objectives of a common EGTC in the tri-border region

Concerning the possible objectives of a joint EGTC between the regions of Saxony, Liberec, and Lower Silesia, several aspects were taken into account during the project, which are listed below:

- Joint planning of cross-border public transport, including local public transport (route network, timing, operation)
- Joint infrastructure planning (on the Saxon side, this concerns the coordination of spatial planning, the State Transport Infrastructure Plan, and the Federal Transport Infrastructure Plan)
- Cooperation in the related spatial planning
- Joint tendering of cross-border public transport and procurement of vehicles and related equipment
- Regular contacts and coordination at the political level
- Coordination between planning associations, authorities, transport associations, and transport service providers

The pursuit of the above objectives offers various opportunities for a stable, long-term partnership commitment and thus for building strong and sustainable cooperation with the partner regions. At the same time, the complex structures of bilateral cooperation can be unbundled and re-bundled.

The decisive advantage of an EGTC in the trilateral region lies in its legal status, as it has its legal form in conformity with EU law. This means that calls for tenders, awards, and recruitment can be carried out independently across borders. **Besides**, regional strategies can be successfully implemented. **Also**, a joint EGTC opens up new opportunities for participation in EU programmes and the resulting funding.

In the project work of TRANS-BORDERS it was found out that there are different expectations on the part of the participating countries and institutions regarding the objectives. The mentioned objectives thus describe a broad portfolio from the point of view of the Saxon Ministry for Economy, Labour and Transport. One of the project results initiated by the Czech partner side is the Memorandum of Understanding on the joint approach to connect the tri-border region DE/PL/CZ to the European TEN-T network, which is about to be signed. The overall conclusion is that the region has insufficient cross-border connections available. A future common approach to the enforcement of the measures necessary to connect the border triangle to the European TEN-T network will be agreed upon to intensify the cross-border public transport



connections. The project aims to integrate the region into the TEN-T comprehensive network. The agreed measures should focus on the following points:

1. influencing national governments, governmental institutions so that the necessary steps are taken to fulfil the tasks of the Memorandum
2. joint integrating measures for the development of infrastructure into its strategic and spatial planning bases
3. financial support for projects and schemes designed to meet the objective of the Memorandum, e.g. in the form of financial contributions
4. supports the creation of a joint cross-border structure or working group to achieve the objectives.

The measure agreed in point 4, the creation of a joint cross-border structure or working group, lays the foundations for the establishment of a joint EGTC to implement the other measures agreed.



3. Possible options for an EGTC in the border triangle

In the course of the project work, two options for establishing an EGTC were examined:

- the establishment of a new EGTC and
- Accession to the Czech-Polish EGTC NOVUM

3.1. Accession to the Czech-Polish EGTC NOVUM

The project partners of TRANS-BORDERS, the Polish Marshal's Office of the Lower Silesian Voivodeship (UMWD), and the Czech region Liberecký Kraj with its transport planning company KORID LK are already members of the EGTC NOVUM.

The EGTC NOVUM is a Polish-Czech EGTC, which covers the common border between the Polish Lower Silesia Voivodeship and the neighbouring Czech districts, and has its registered office in Jelenia Góra, Poland. The geographical scope of the NOVUM EGTC covers the territories of the voivodship of Lower Silesia, Liberecký kraj, Královéhradecký kraj, Pardubický kraj and Olomoucký kraj are members of the EGTC NOVUM:

- Wojewodschaft Niederschlesien (UMWD)
- Liberecký kraj
- Královéhradecký kraj
- Pardubický kraj
- Olomoucký kraj
- The Polish office of the Neisse-Nisa-Nysa Euroregion
- The Euroregions Bohemia, Moravia and Kłodzko - Euroregion Glacensis
- The Czech office of the Neisse-Nisa-Nysa Euroregion

The EGTC consists of the general assembly, the supervisory board, and the management (2 managing directors with 3 employees).

The General Assembly consists of:

- Mr. Cezary Przybylski - President of the General Assembly of the Lower Silesia Voivodeship
- Mr. Martin Půta - hetman of Liberecký kraj
- Mr. Igor Wójcik - Lower Silesia Voivodeship



- Ms Agnieszka Zakęś - Lower Silesia Voivodship
- Mr. Piotr Roman - Association of Polish Municipalities of the Euroregion Nysa
- Czesław Kręcichwost - Association of Polish Municipalities of the Euroregion Glacensis
- Hr. Vít Příklad - Liberecký Kraj
- Hr. Jiří Rozbořil - Olomoucký Kraj
- Hr. Jiří Štěpán - Region Hradec Králové
- Hr. Zdeněk Křišťál - Pardubický Kraj
- Mr. Josef Horinka - Association of Czech Municipalities of the Nisa Euroregion
- Mr. Petr Hudousek - Association of the Euroregion between Bohemia, Moravia and Kłodzko - Euroregion Glacensis

The objectives of the EGTC NOVUM are defined as follows:

- The further development of cooperation, capacities and the pooling of human resources and infrastructure, in particular in the fields of tourism, culture, education, and health, research and technological development
- The preservation and improvement of the joint protection and management of natural and cultural resources and the prevention of natural and technological risks
- The improvement of the quality of life through improved availability of services and transport, information and communication networks, and cross-border water, waste and energy systems and facilities, and waste treatment
- The promotion of entrepreneurship, particularly the development of SMEs, tourism, culture, and cross-border trade
- The joint promotion of research, technological development, and innovation
- The joint promotion of effective and comprehensive cross-border cooperation, including legal and administrative cooperation
- Promoting the integration of cross-border labour markets
- Promoting local initiatives in the fields of employment, gender equality, education, and social inclusion
- Promoting links between urban and rural areas
- Ensuring and maintaining cooperation, dialogue, and conditions for political and social debate
- Enabling the development, design, and implementation of projects within the framework of a jointly devised development strategy



The EGTC is led by a Polish director and a Czech vice-director. The nationality of the director changes according to a rotation laid down in the statutes. There are also three staff members. The personnel expenses, the office, and other costs are financed by membership fees (120 TEUR p.a.) and by the acquisition of projects (CE, IR Va, etc.). The basic amount of the membership fees is used to finance the own contribution of projects. Topics of the projects so far include:

- Cross-border rescue services
- Teaching language skills
- Marketing of spa facilities
- Energy efficiency in public buildings (BOOST-CE, CE project)
- Teacher exchange
- Cross-border road links

Both project partners from TRANS-BORDERS, UMWD, and KORID LK had initially supported Saxon accession to the existing NOVUM EGTC. The reasons for this decision were, on the one hand, to speed up the implementation of a joint EGTC presence and, on the other hand, to avoid new application formalities, especially on the Polish side.

To this end, the Saxon representatives had to submit an official application for membership to the EGTC-NOVUM General Assembly. An application was expected with a detailed explanation of the reasons for membership and the expectations associated with it. At the same time, the financial contribution of the new partners would have had to be specified. The orientation of the tasks should be negotiated and agreed upon in prior consultation with KORID and UMWD. In the follow-up, it turns out that an amendment to the existing EGTC convention of the EGTC NOVUM would have had to be approved by all partner countries, as this process is mandatory. The conditional amendment of the statutes including registration and publication on the Saxon side would have had to be done by the Saxon Ministry of the Interior. As in the case of a new foundation, the limitation of liability requires appropriate insurance. The lead time would have been an estimated 16 months.

A first coordination meeting between representatives of the SMWA, the ZVON, and the management of the EGTC NOVUM took place in Jelenia Góra in January 2020. The different points of view were exchanged and ideas for future joint work were developed. The Saxon representatives were informed that a working group on transport already exists, which is chaired by Ms. Zakęś (UMWD). This working group usually meets twice a year.



The representatives of the Saxon State Ministry for Economy, Labour and Transport and the ZVON presented the concern of institutionalizing the tasks initiated in the TRANS-BORDERS project for international rail passenger transport. The EGTC was very open to intensive cooperation. Although the creation of a separate EGTC is conceivable, the EGTC points out the long lead time of probably several years. However, the same applies to the extension of the existing EGTC NOVUM to include German partners. Here too, the approval of all members, including amendments to the statutes, etc., is required, which may also take well over a year.

To deal with the tasks derived from the TRANS-BORDERS project in a results-oriented manner, the NOVUM EGTC, therefore, proposed either to integrate them into the existing Transport Working Group or to establish a new working group for this purpose (proposed title: Coordination of cross-border passenger rail transport). If at a later stage the (re-)establishment of a new EGTC proves to be more favourable or necessary (e.g. vehicle procurement), this can also be done.

Further dates were agreed upon, but these had to be postponed due to COVID_19. The Saxon State Ministry for Economy, Labour and Transport used the interim period to start talks with the Saxon management of the Neisse-Nisa-Nysa Euroregion. At an on-site meeting in Zittau, a possible accession was discussed. The management of the Neisse-Nisa-Nysa Euroregion asked numerous questions and expressed reservations about an EGTC solution.

The advantages of accession were noted during the project period, in that fixed structures already exist and the objectives of the EGTC are partly similar to those of the Saxon side. This makes it possible to avoid a lengthy process of formation. Furthermore, after a certain period of accession, it should be evaluated whether a spin-off of a tri-national EGTC seems useful or whether the NOVUM EGTC can perform the essential tasks.

The main disadvantages were seen in the broad scope of the tasks of the NOVUM EGTC and its territorial extension, as on the Czech side only the Liberecký Kraj and the Association of Czech Municipalities of the Nisa Euroregion can be considered as a support for tri-national issues. Another disadvantage compared to a new establishment is that the procurement of a fleet of vehicles for cross-border use or similar investment measures will probably not be possible within the framework of the existing EGTC. The scope of tasks would therefore be limited to the issue of detailed coordination. Also, the NOVUM EGTC has so far only dealt with the organisation of cross-border public transport to a limited extent.



The process of accession has come to a standstill for the moment, but is not yet formally completed. The Saxon side has to formulate and justify a decision to end the accession process and send it to the NOVUM EGTC. At the same time, it should indicate ways and means of organising cooperation to solve future problems, especially in the field of public transport and transport infrastructure.

3.2. Establishment of a new EGTC in the border triangle

Saxony's accession to the NOVUM EGTC is offset by the possibility of setting up its EGTC in the border triangle. The thematic focus of such an EGTC would be concerted action to solve the problems of public transport, especially rail public transport and the related infrastructure solutions. The Saxon side sees the necessity that with the completion of the electrification of the Dresden-Görlitz-Landesgrenze line in 2028, new vehicles or vehicle sets have to be put into cross-border operation. The time window until 2028 has to be used in this sense to find and bring about a joint Saxon-Lower Silesian solution.

Within the framework of TRANS-BORDERS, the joint procurement of vehicles and the operation was examined according to three models.

1.	ZVON procures the multiple units and, together with ZVOE, puts the service out to tender from Dresden to the border. UMWD will order from the same operator the power for the train (x train pairs per day) from the border to Wrocław (in addition to KD's existing regional trains).
2.	KD procures the multiple units and operates the trains from Wrocław to Dresden. Between Wrocław and Görlitz the trains are operated at KD's own expense. The services between Görlitz and Dresden are ordered by ZVON/ZVOE.
3.	A new company to be founded will procure the multiple units and put the traffic out to tender. The ordering and remuneration of the train services on the German and Polish sides will be carried out by ZVON/ZVOE and UMWD/KD respectively.

In all three models, the EGTC is responsible for coordinating the transport services for the cross-border line, as well as coordinating the vehicle specification and preparing the



admission process (taking into account the options for support). The monitoring or preparation of the actual procurement of the vehicle is an obvious task for an EGTC. Another task of the EGTC could be the acquisition of pure long-distance transport services (EC connections) that go beyond Dresden and Wrocław.

Besides, infrastructural solutions have to be found and decisions are taken which will significantly improve the interconnection of the border triangle and enable connections to the TEN-T nodes Liberec, Prague, Wrocław, Dresden, and Berlin. The railway lines concerned in the region are Seifhennersdorf-Rumburk, Liberec-Zittau-Görlitz, Liberec-Frýdlant-Zgorzelec. The tasks ahead require close coordination between authorities and institutions at the EU level, national and regional levels in the three interconnected regions and with the infrastructure managers and task forces

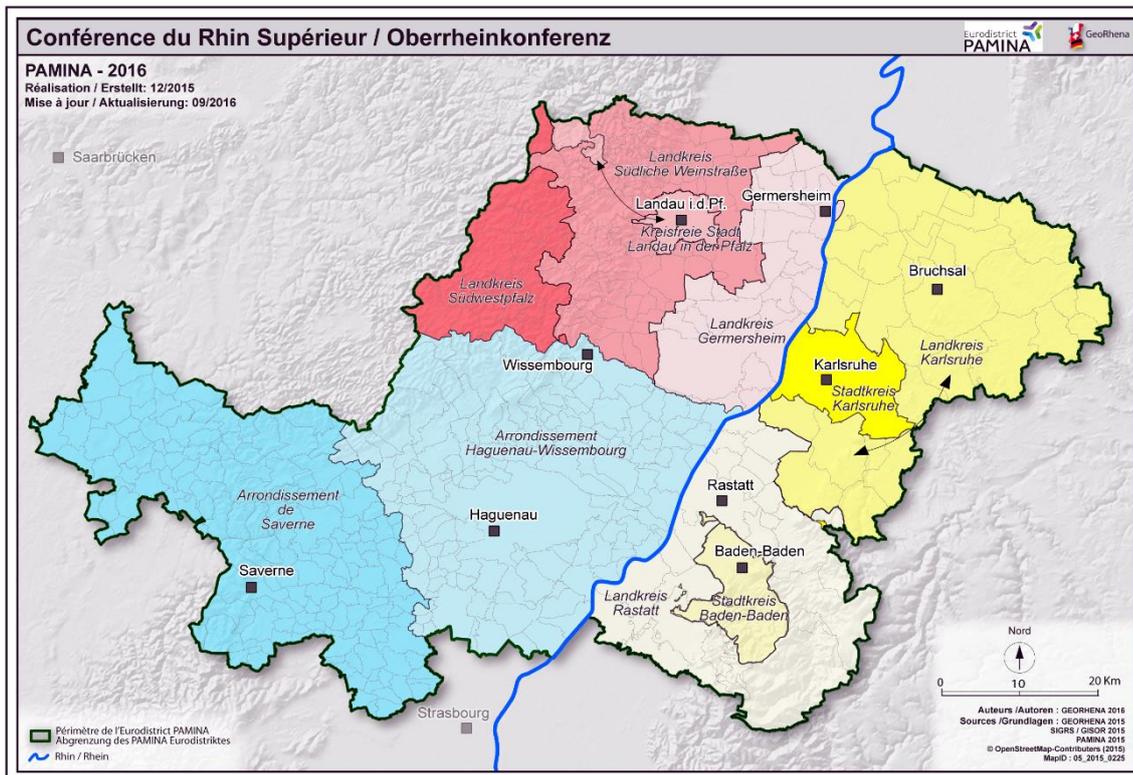
From today's perspective, the partners in a new EGTC, which is urgently needed, would be the Saxon State Ministry of Economics, Labour and Transport, the Landkreis Görlitz, the Landkreis Bautzen, the Liberecký Kraj voivodship, the Lower Silesia voivodship, and a Polish, German and Czech part of the Neisse-Nisa-Nysa Euroregion, as well as the task forces ZVON and KORID LK.

The definition of the tasks and the structure of the EGTC have to be precisely defined and specified. Best practice examples should be used for this purpose. Contact has already been made with the Franco-German EGTC PAMINA for this purpose. The EGTC PAMINA is generally willing to actively accompany and support such a process of formation.



Best practice EGTC PAMINA

The EGTC was created in 2017 by transforming a special-purpose association that had existed since 2003. Its predecessor was a cooperation agreement for the border region dating from 1988. The EGTC has a broad thematic scope and in principle deals with all questions of cross-border cooperation.



Picture 1: Geographical catchment area of the EGTC PAMINA

- The EGTC PAMINA has its seat in Lauterbourg (France - Département Bas-Rhin) and has the following members
- North Alsace sub-region :
 - Département du Bas-Rhin - Région Alsace - Champagne-Ardenne - Lorraine - Stadt Haguenau
- Baden subspace/ Middle Upper Rhine region :
 - Regionalverband Mittlerer Oberrhein - Landkreis Karlsruhe - Landkreis Rastatt - Stadtkreis Karlsruhe - Stadtkreis Baden-Baden - Stadt Rastatt
- Palatinate subspace :
 - Verband Region Rhein-Neckar - Landkreis Südliche Weinstraße - Landkreis Germersheim - kreisfreie Stadt Landau - Landkreis Südwestpfalz - Stadt Germersheim



The EGTC manages its support programmes (including small cross-border projects) and has its annual budget of around EUR 1 million (2019). Staffing needs are covered both by staff provided by participating local authorities and by its employees. Currently, the EGTC has a total of 13 employees, four of whom are directly employed by the EGTC.

The decision to set up the EGTC was already taken in 2014 (i.e. about 3 years of preparation). Here too, intensive discussions were held on the purpose and added value of the EGTC compared with the previous structures (special-purpose association/Euroregion). In the end, the following arguments were convincing:

- Improved binding nature of decisions taken across borders
- Better positioning of the border region in Brussels, as EGTCs themselves, are seen as a European institution, while Euroregions are mainly regional
- Greater assertiveness in cross-border (infrastructure) projects and direct acquisition of funding
- Possibility of operating under both French and German law
- EGTC can be self-financing

Although, unlike in the DE/PL/CZ border triangle, a joint institution with its legal personality and financial sovereignty already existed in the form of the so-called "Grenzüberschreitender Örtlicher Zweckverband" (GÖZ), according to the EGTC management, the EGTC gives the EGTC greater decision-making power and makes the decisions more binding. What is decided in the EGTC is already the common position of all partners involved and does not have to be subsequently agreed upon at the regional or national level.

The PAMINA EGTC is involved, inter alia, in the reactivation of the disused Saarbrücken-Haguenau-Rastatt-Karlsruhe railway line. To increase the visibility of missing cross-border rail links at the EU's internal borders and the challenges faced by these "missing links" when they are closed, the PAMINA EGTC, together with the European Committee of the Regions, organised a conference in Brussels in April 2019 entitled "Missing links - missing cross-border rail links as challenges for cohesion and growth in border regions". Various rail projects were presented and representatives of the European Commission commented on the problems and incomplete EU funding possibilities for those gaps in the European transport network.

Currently, the EGTC is the project promoter for an INTERREG project to develop a vehicle concept for electric multi-system multiple units.



The questions which have arisen in the course of the TRANS-BORDERS project must be addressed and appropriate solutions sought. The representatives of the districts of Bautzen and Görlitz have a positive attitude towards a solution by a separate tri-national EGTC. It is therefore considered necessary to restructure the process and to define and establish the overall objectives of the regions in the respective regions of the countries. The future tasks, as well as the partners or members of the EGTC necessary for this, will result from this definition. With this proposal, the Saxon side can enter into a discussion and decision-making process with the representatives of Lower Silesia and Liberecký Kraj.

It has to be communicated that the Neisse-Nisa-Nysa Euroregion in its present form is not to be disbanded, nor that it is to be transformed in its entirety into an EGTC. It has to be clear from the formulated objectives and tasks that European and cross-border solutions are at stake, which cannot be adopted by the Neisse-Nisa-Nysa Euroregion, as the structures are not suitable for this purpose. At the same time reference should be made to the current "Strategic recommendations for action of the Neisse-Nisa-Nysa Euroregion 2014-2020". The measures described here can only partly be achieved in the current organisational structure, as key decision-makers are not involved in the Euroregion's bodies and the financial means are not available.

These recommendations for action call for investment in new and modernisation of existing public transport links, regarding the specific objective:

- Initiating new connections and upgrading existing lines
- improving safety by modernising infrastructure and using modern rolling stock

Justification: The density of the transport network varies in all three countries. There is a need to modernise or electrify the existing connections and, if necessary, initiate new connections. The transport connections and their timing must be adapted to the needs of residents and tourists.

Appropriate activities for this purpose are following the recommendations for action:

- Joint coordination and planning of investments
- Investment in cross-border infrastructure
- Development of new and modernisation of existing connections
- Development of integrated, demand-driven cross-border public transport

The recommendations for action include a further measure, the simplification of the conditions for the admission of railway vehicles in international traffic, concerning the specific objective



- Improving safety by modernising infrastructure and using modern rolling stock
- Improving the framework conditions for the use and registration of vehicles

The reason for the planned measure is that the rules on the registration of vehicles for cross-border use differ, which affects the development of cross-border public transport. It is intended to change this framework, including through legislative action. For some of the planned connections, no registered vehicles exist (e.g. the direct connection Liberec - Zgorzelec - Görlitz, Liberec - Szklarska Poręba, Prague - Jelenia Góra). The requirements of national and European standards for the operation of the vehicles will be simplified. The funds for the equipment and the demanding approval procedure for a cross-border operation will be provided. The following activities are considered to be appropriate:

- Simplifications for derogations for the approval of vehicles on specific sections
- Infrastructure adaptations for the operation of further vehicle types

These measures from the current "Strategic recommendations for action 2014-2020", which are cited as examples, have hardly been implemented so far and will not be able to be implemented in this form in the future. It is therefore recommended that these objectives be revised and translated into the objectives of a future EGTC.

The new Dresden-Prague EGTC line can be taken as an example. The common objectives and joint action at the European and national level have made it possible to achieve the first common objectives for this cross-border infrastructure project. The experience gained from the founding process, the composition of the committee, and the work of the committee to date provide a basis for shaping the actions of a future EGTC.

To achieve and emphasise common ground in the approach to founding an EGTC between the German partners, a moderated workshop procedure in the first half of 2021 is recommended. In addition to reducing reservations on the part of individual decision-makers, the aim is to define objectives and tasks which can be passed on as an offer to those responsible in the partner countries. The following steps should be addressed in the following order:

1. What are the requirements/needs of cooperation?
2. Formulation of a political declaration of intent
3. What are the objectives of EGTC cooperation?
4. What tasks (and to what extent) should the EGTC perform?



5. Which partners are to become members of the EGTC or otherwise involved in the cooperation of the EGTC?
6. Where should the EGTC have its registered office?
7. What are the possibilities or limitations provided by the relevant national legal frameworks for the establishment of an EGTC?
8. How should the EGTC be financed?
9. Who is liable and to what extent?
10. What are the costs and benefits to be expected from an EGTC?

In Saxony, the registration and/or publication of the Statute and the Treaty is carried out by the Saxon Ministry of the Interior. The responsible state office is familiar with the regulations. Information on the agreement, registration, and publication of the statutes is sent by the members of the EGTC to all participating Member States and the Committee of the Regions. For the technical implementation, a bank account including the corresponding individual powers of attorney of the managing director and his deputy is required. The rules for financial management and related auditing have to be established by an independent party. An essential element is insurance cover (comprehensive insurance) with the limited liability of the EGTC. This applies in particular to the Polish partners. Here the rules have to be adapted accordingly. Finally, a uniform corporate design must be ensured. Once all the steps have been completed, the various organs of the EGTC can be set up. The estimated lead time to the formation of an EGTC is 20 months, of which up to six months is the period for approval.