



# Charter of the TEIN

## Transfrontier Euro-Institut Network

### Preamble

Covering 40% of the European Union (EU) territory, home to almost one third of its population and producing 30% of its GDP, border regions represent both a challenge and an opportunity for the future of European integration. Over recent decades, freedom of movement and the development of a continuously further integrated single market deeply transformed European internal borders. Border regions, where cross-border flows are part of citizens' everyday lives, developed from peripheral to key areas.

In order to reduce economic, social and territorial disparities in Europe, cross-border and territorial cooperation is essential and thus has been supported at various levels, either through the funding of projects or the inception of legal mechanisms of cooperation.

However, it has been apparent in recent years that despite numerous positive effects many obstacles of various natures remain<sup>1</sup>. Among them, obstacles related to culture, language, and the judicial-social-political system are prominent. There is thus a definite need for specialised training, counselling and methodologies for intercultural work to be adapted to the specific characteristics of each frontier.

It also became clear that if the difficulties appear at the local level, overcoming the obstacles often require actions at different levels.<sup>2</sup> Sharing knowledge and exchanging best practices between different borders in Europe are then crucial matters.

Bringing together universities and training institutes, the TEIN creates a dialogue between researchers and practitioners in order to develop a coordinated solution to this need for knowledge, competences, tools and support.

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<sup>1</sup> In particular the *Cross Border review* as an initiative of DG REGIO, European Commission

<sup>2</sup> Communication from the European Commission *Boosting growth and cohesion in EU border regions*, COM(2017) 534, 20.09.2017



## ARTICLE I: Objective and activities

According to the principles stated in the preamble, TEIN brings together training organisations and universities with the aim of facilitating cross-border cooperation and providing practical solutions to European transfrontier issues.

The TEIN is a strong network of excellence on transfrontier training, research, counselling and support.

**TEIN's objective is to build capacity in cross-border and transfrontier contexts to strengthen European integration.**

In order to achieve its objective, TEIN will undertake the following activities:

- Exchange best practices;
- Analyse the specificity of training and research on cross-border issues and in cross-border contexts;
- Capitalise on and draw synergies from the different local initiatives;
- Work on new products like
  - transferable training modules (e.g. training for cross-border project managers);
  - methods (e.g. need-analysis methods in cross-border regions);
  - tools (e.g. impact assessment toolkit for cross-border cooperation);
- Produce relevant research in this field whose results are disseminated to actors involved in transfrontier cooperation;
- Guarantee the quality of cross-border training throughout Europe by developing an accredited certification system for:
  - cross-border structures built on the model of the Euro-Institut;
  - cross-border training programmes;
  - cross-border research programmes;
- Contribute to the development of Bachelors and Masters modules in cross-border cooperation.

The TEIN will also:

- Enable bilateral projects in fields of common interest (exchange of learning units, expertise and lecturers, common research programmes, participation in conferences);
- Increase knowledge and awareness of cross-border issues (at local, regional, national and European level) by producing high quality work in this field.

## ARTICLE II: Organisation

### 1. The Lead Partner

#### Composition

The TEIN is led by the Euro-Institut, Institut für die grenzüberschreitende Zusammenarbeit based in Kehl, Germany.

#### Role

The Lead Partner will:

- Coordinate and support the members and the activities of the network;
- Coordinate the Steering Committee;
- Chair the General Assemblies;
- Assume the accounting activities for the network. This does not include the financial management of joint projects.
- Act as service provider for the other members if needed (for example, to help set up a Euro-Institut in another border region);
- Maintain contacts with other European border actors who might wish to join the TEIN;
- Represent the Network and contribute to lobbying activities;
- Coordinate the communication activities of the network.

### 2. The General Assembly

#### Composition

The General Assembly is composed by all full TEIN members.

Associated TEIN members can attend the General Assembly.

#### Meetings

The General Assembly takes place at least annually, at the same time as the annual TEIN conference. The full members take turns in organising the General Assemblies and related TEIN conferences.

The annual TEIN conference is a public event bringing together practitioners, researchers and other actors or stakeholders of cross-border cooperation from the local, regional or European level.

Aiming at adding to the visibility of the network, the size and format of the annual TEIN conference are to be decided by the organising TEIN member and can vary depending on resources available, context and target audience. It can also be organised in conjunction with or as part of other TEIN projects.



## Role

The General Assembly:

- Takes note of the balance sheet related to the ongoing year;
- Takes note of the overview of ongoing activities;
- Takes note of members' joint projects, project ideas and initiatives;
- Adopts the budget and the work plan for the coming year;
- Determines the annual membership fees;
- Elects the Steering Committee;
- Evaluates the members;
- Decides for the admission, suspension or exclusion of a member;
- Can modify the present Charter.

## Decision-making procedure.

All the decisions shall be taken by a two-thirds qualified majority vote of the present full members. The quorum required is half of the full members. Each full member has one vote. Any full member may give its written proxy to another full member. Any full member can accumulate up to two proxies. A model of the statement of proxy is set out in Annex VI.

Associated members have no vote but can express their opinions, which can be taken into account by the voting members.

Decision can be taken via a written procedure.

## **3. The Steering Committee**

### Composition

The TEIN Steering Committee is comprised of the Lead Partner and a representative of four other full members. Each full member may run for the Steering Committee election and if elected, appoint one representative. The Steering Committee is elected for three years by the General Assembly, preferably renewing its composition. The election follows the decision-making procedure of the General Assembly. If the representative of an elected member can no longer serve on the steering committee for any reason, the member may reappoint another representative.

### Meetings

Steering Committee meets at least once annually before the General Assembly, if necessary by videoconference.

## Role

The Steering Committee:

- Prepares the balance sheet related to the ongoing year;
- Prepares the overview of ongoing activities;

- Prepares the budget and working plan for the following year;
- Interviews applicant institutions wishing to join TEIN by taking into consideration questions put forward by TEIN partners.

#### Decision-making procedure

All the decisions shall be taken by an absolute majority vote. In exceptional cases, decisions can be made via a written procedure. Because of its financial engagement for TEIN, the Lead Partner has the right to veto the budget.

### **4. The project groups**

#### Composition

A project group will be set up for each project consisting of participating TEIN full and associated members.

Each member can choose in which project it wants to be involved. A full or associated member who joins a project group commits to fully contribute to its work.

The partners do not have to take part in all projects but it is recommended that they participate in at least one project per year.

#### Meetings

The project group can meet as often as required, if necessary by videoconference.

#### Role

A project group:

- Develops a project related to TEIN's objectives.
- Informs the Lead Partner and the General Assembly about the project and its evolutions.
- Is responsible for the financial management of the project.
- Contributes to TEIN's visibility by using the TEIN logo at all stages of the project.

#### Decision-making procedure

Each project group defines its decision-making procedure.

#### Outputs

The outputs of common projects (final reports, training tools etc.) are then at the disposal of all TEIN members: each member of the network can use and disseminate these if appropriate credit is given. The outputs must feature the TEIN logo along with the logos of participating members and funders.



## ARTICLE III: Membership

The TEIN members are organisations and universities brought together in order to facilitate cross-border cooperation and to provide practical solutions to the problems faced by the EU and border regions in Europe in building capacity on transfrontier issues.

The list of the full and associated members is set out in the Annex I.

### 1. Full members

#### Definition

The TEIN full members are institutions working in the field of cross-border training, counselling and research, facilitating cross-border processes and building capacity in cross-border cooperation.

#### Role

All full members are expected to

- Attend the TEIN General Assembly;
- Propose new projects and products for the TEIN;
- Work on joint projects which the TEIN agrees to undertake;
- Exchange best practices and share information with the other TEIN members;
- Abide by the relevant quality criteria in cross-border training and research;
- Update their identity and reference grids regularly;
- Contribute to the professionalization of actors in their own cross-border region (without competition with other members);
- Contribute to the communication of the TEIN (*confer Article V*);
- Represent the network and contribute to local and regional politics of the European institutions in fields of TEIN's competences;
- Pay an annual membership fee.

### 2. Associated members

#### Definition

Associated members are institutions working in the field of cross-border cooperation, lobbying, counselling, training or research who are willing to work together with TEIN for the achievement of the objectives listed above.

If an associated member decides to work with TEIN members on a joint product, it is subject to the same rules as a TEIN full member, including payment of an associated membership fee.

## Role

Associated members can:

- Attend the General Assembly and other meetings;
- Propose new projects and products for the TEIN;
- Work on TEIN joint projects and disseminate its results if appropriate credit is given;
- Exchange best practices and share information with the TEIN members;
- Abide by the relevant quality criteria agreed by TEIN in their cross-border training and research;
- Contribute to the communication of the TEIN (*confer Article IV*);
- Represent the network and contribute to local and regional politics of the European institutions in fields of TEIN's competences.

### **3. Individual members**

Individual members are external experts, researchers and other interested persons working in the field of cross-border cooperation, lobbying, counselling, training or research who are willing to work together with TEIN for the achievement of the objectives listed above.

If an individual member decides to work on a joint TEIN product it is subject to the same rules as a TEIN full member including payment of an individual membership fee

## Role

Individual members can:

- Attend the General Assembly and other meetings;
- Propose new projects and products for the TEIN;
- Work on TEIN joint projects and disseminate its results if appropriate credit is given;
- Exchange best practices and share information with the TEIN members;
- Abide by the relevant quality criteria agreed by TEIN in their cross-border training and research;
- Contribute to the communication of the TEIN (*confer Article IV*).

### **4. Applications for membership**

A training, counselling or research institution with a cross-border competence can apply to become part of the network. A member of the network can also propose another member or associated member, with the General Assembly taking the final decision.

In order to become a TEIN member, the applicant has to agree to and respect all articles of the Charter.



The applicant will be asked to fill in a membership application form and pass an interview with the Steering Committee. All full members receive the completed application form as well as a summary of the interview. They may also put questions forward they would like ask the applicant or request further information.

The membership application form is set out in the Annex II.

## **5. Evaluation of a member**

A full or associated member can be evaluated at any time by decision of the General Assembly, when it is deemed not to have respected one or more articles of the TEIN Charter and its quality criteria.

The quality criteria of the TEIN are set out in the Annex III.

## **6. Suspension or exclusion of a member**

If a full or associated member has not respected one or more articles of the present TEIN Charter, by decision of the General Assembly it could be suspended. The General Assembly considers on a case-by-case basis the terms and conditions of a member's suspension concerning for instance the length, voting rights, participation to assemblies, steering committees and project groups. At the end of the suspension period, the General Assembly will take the decision to:

- reintegrate the member
- extend the suspension
- exclude the member from the network.

In severe cases, the General Assembly could decide a member's exclusion without a prior suspension period.

In emergency cases, the Steering Committee can at any time propose the suspension or exclusion of a member. The General Assembly will then examine the case and vote on the suspension or exclusion of said member by written procedure.

## **7. Voluntary withdrawal of membership**

A full or associated member of the TEIN can voluntary decide the temporary or definitive withdrawal of its membership.

## ARTICLE IV: Communication

### 1. Internal communication

All the TEIN members will:

- Annually update contact details in members' list;
- Keep the Lead Partner informed about new products developed and projects undertaken in relation with TEIN activities;
- Inform the Lead Partner when they make use of the communication elements of the TEIN (such as the logo);
- Communicate any relevant information to the network (i.e. call for projects, invitation to conferences etc.).

### 2. External communication

All the TEIN members will:

- Promote the TEIN as “Ambassador” at local, regional, national, European and international level, with the support of the other partners in their countries and regions;
- Use the logo and communication tools of the TEIN;
- Help the Lead Partner maintain the TEIN Website by:
  - o Updating their identity and reference grids annually
  - o Writing articles for news section
  - o Providing descriptions of joint projects and initiatives.

## ARTICLE V: Financial management

### 1. Funding

All full, associated and individual members of TEIN have to pay annual membership fees, which are determined by the General Assembly. The fees regulations are set out in Annex IV.

The TEIN is also funded by its members' contribution in kind, for example working time and other resources.

The TEIN members will seek other funding possibilities.

The TEIN accepts donations.



## 2. Accounting

The accountings activities are realised by the Lead Partner. This does not include the financial management of joints projects.

The budget is prepared annually by the Steering Committee and voted by the General Assembly. In the budget:

- A specific percentage of the network's financial resources will be allocated annually to the Lead Partner. This will facilitate the Lead Partner in coordinating the network and developing the necessary promotion and communication tools.
- A specific amount will be given every year to the full member responsible for the organisation of the General Assembly and the annual conference.

A budget model is set out in the Annex V and will be adapted every year.

The balance sheet is prepared annually by the Steering Committee and presented at the General Assembly.

## **Annex I. List of full and associated TEIN members (state: 10/2025)**

### **Full TEIN members**

#### Austrian-Slovene-Italian Border

- Carinthia University of Applied Sciences (CUAS), School of Management
- University of Ljubljana, Faculty of Administration
- Universtà degli studi di Udine

#### Czech-Polish-Slovak Border

- Association of Development and Regional Co-operation "Olza"
- WSB University

#### Dutch-German-Belgian Border

- Institute for Transnational and Euregional cross border cooperation and Mobility (ITEM), Maastricht University

#### French-Spanish Border

- Université Perpignan via Domitia (UPVD)
- Universitat de Girona (UdG)
- Euro-Institut Pyrene

#### French-Belgian Border

- Institut des Frontières et Discontinuités (IFD)

#### French-Italian-Swiss Border

- Université Savoie Mont Blanc (USMB)

#### French-German-Swiss Border

- Hochschule für öffentliche Verwaltung Kehl
- Institut d'études politiques (IEP), Université de Strasbourg
- Euro-Institut, Institut für grenzüberschreitende Zusammenarbeit

#### Luxemburg-Belgien-German-French Border

- University of the Greater Region (UniGR)

#### Irish-Northern Irish Border

- Centre for Cross Border Cooperation (CCBC)

#### Hungarian Borders

- UPS-CESCI, Research Group of Cross-Border Cooperation

#### Dutch-German border

- Fontys International Business Studies, research chair Cross-Border Business Development

#### Slovak-Ukrainian Border:

- Research Institute of European Territorial Cooperation of State University "Uzhhorod National University"



### **Associated TEIN members**

- Association of European Border Regions (AEBR)
- Mission opérationnelle transfrontalière (MOT)









### Annex III. Quality criteria

In order to ensure the quality of cross-border training and research, the TEIN sets the following principles, particularly for the institutions wishing to be a Euro-Institut (since the Euro-Institut is a protected mark). Other institutions, which are not Euro-Instituts, will agree with these principles and try to move closer to them in their work.

#### 1. General principles

TEIN members should:

- Be located in a cross-border space;
- Have partners on both sides of the border (or across several borders);
- *Be a public or a private institution with a mission to enhance the 'public good'*;
- Aim to facilitate cross-border cooperation through training and/or research;
- Aim to work with public sector actors with a public interest mission. Private actors are not excluded but should not be the main target group.
- Have a bi-national or multinational team with a strong competence in the languages used at and across the relevant border(s) ;
- Respect the languages of all participating border actors and use these as much as possible in their activities;
- Develop the capacity to enable organisations with different cultural backgrounds to work together – *intercultural management is essential*;
- Develop methods and instruments for training on cross-border issues adapted to the different cultures of the relevant border.

Those members wishing to become Euro-Instituts (and use the Euro-Institut label) must meet all these criteria.

#### 2. Methodological principles

- To pay attention to the needs of the target group: to undertake regular needs analyses;
- To guarantee a neutral approach during all processes of training and research;
- To propose, as often as possible, bi-national or multinational (depending on the border) training rather than national training;
- To work to enhance the harmony and effectiveness of exchanges between participants at TEIN events and in TEIN projects at all times;
- To provide simultaneous translation (consecutive, if possible) as often as needed (for training sessions and, if needed, for meetings);
- To guarantee the accessibility to training documents for participants (and also, if possible, for TEIN members);
- To set up an evaluation process of the network's activities.

### **3. Quality criteria for training sessions on cross-border issues and in cross-border contexts**

TEIN members are keen to ensure the quality of their cross-border training. For this reasons, the following points will be respected by partners for cross-border training courses:

- To have bi-national or multinational groups;
- To invite speakers representing both/all sides of the border;
- To respect of the needs of each side;
- To respect the respective cultures (also pedagogical cultures);
- To ensure co-production of intercultural training from a design, content and pedagogy perspective;
- To have an intercultural moderator;
- To guarantee accessibility to the training documentation for the participants;
- To set up an evaluation process of the activities;
- To use the logo and communication tools of the TEIN;
- The network has agreed on the following levels of language integration in training:
  - 1st: Each language is used where everybody understands them;
  - 2nd: Each language is used and simultaneous translation is offered;
  - 3<sup>rd</sup>: Each language is used and consecutive translation is offered;
  - 4th: One of the border languages is used (which is also known by the participants from the other side of the border);
  - 5th: English or another third language is used;
  - 6th: Courses are delivered in separate languages if necessary.

TEIN members agree that one of its most important missions is to promote the learning of the language on the other side of the border.

In a longer-term perspective the TEIN will reflect on a curriculum for cross-border studies and a joint certification procedure.

### **4. Quality criteria for research programmes on cross-border issues and in cross-border contexts**

Members willing to work on TEIN research programmes on cross-border issues and/or in cross-border contexts will:

- Work in bi-national or multinational teams;
- Define the subject according to a specific need;
- Keep TEIN regularly informed of progress;
- Promote TEIN at conferences and other events;
- Publish the work of TEIN.



## **Annex IV. Fees regulations**

### ***As of November 2018***

The annual membership fee is 500€ for full members, 100€ for associated members and 40€ for individual members.

The membership fees for the calendar year must be paid by the 30<sup>th</sup> of June.

If a member withdraws from the TEIN, it can be exempted from the fees or have them refunded if it notifies its will to leave the network 6 months before the date at which the payment is due.

The membership fees are refunded if a member is excluded.

## Annex V. Budget model (example 2019)

### Incomes

	Amount	Quantity	Total
Membership fees of the full members	500,00€	13	6500,00€
Membership fees of the associated members	100,00€	2	200,00€
<b>TOTAL INCOMES</b>			<b>6700,00€</b>

### Outputs

	Amount	Quantity	Total
<b>Direct outputs</b>			
<b>Communication tools</b>			
Hosting of TEIN website	413,00€	1	413,00€
Hosting of PAT-TEIN website	407,00€	1	407,00€
<i>TOTAL direct outputs</i>			<b>820,00€</b>
<b>Indirect outputs</b>			
<b>Coordination of the network</b>			
<b>TEIN annual event (i.e. conference)</b>			
<b>Organisation of TEIN General Assembly</b>			
<i>TOTAL Indirect outputs</i>			
<b>TOTAL OUTPUTS (direct + indirect outputs)</b>			

<b>TOTAL INCOMES</b>	<b>6700,00€</b>
<b>TOTAL OUTPUTS</b>	
<b>BALANCE (TOTAL INCOMES – TOTAL OUTPUTS)</b>	



**Annex V. Model of the statement of proxy for the General Assembly**



# Statement of Proxy for the General Assembly

**From:**

Name of the representative	
Name of the Institution	

**To:**

Name of the representative	
Name of the Institution	

**For the following General Assembly:**

Date	
Place	

I, \_\_\_\_\_ [First Name, Last Name], representative of TEIN member \_\_\_\_\_, appoint \_\_\_\_\_ [First Name, Last Name], representative of TEIN member \_\_\_\_\_ to be my proxy at the General Assembly of the TEIN to be held on \_\_\_\_\_ [Date] in \_\_\_\_\_ [Place] and to vote on my behalf.

Date and place of signature:

Signature:

## Annex VI. Definition of Associated Members

As stated in article III associated TEIN members are institutions working in the field of cross-border cooperation who are willing to work together with TEIN for the achievement of the objectives listed in this Charter.

Institutions or networks that are primarily dealing with training and research on cross-border cooperation (i.e. Universities and training or research institutes) have to become full members. If such an institution is willing so, a test phase of one year as associated member can be foreseen.

If an institution or network that is primarily dealing with training and research on cross-border cooperation but is located outside Europe wishes, it can apply for an associated membership.

Institutions that:

- Provide counseling and assistance to different actors on cross-border issues
- Do lobbying on cross-border issues
- Are interested in cross-border issues

can become associated members of the TEIN.

In this respect, associated members can be:

- Networks (i.e. at one border with members from both sides or at a broader level gathering actors from different border regions)
- Civils society organizations
- Non-government organisation
- Regional or local authorities



## ***Annex VII. Individual members with special status***

It is important to note that individual members may have a special status. In addition to the cases mentioned in Article III.3, a person may become an honorary member of TEIN.

An honorary member is a person who:

- has made a significant contribution to the development of TEIN;
- has demonstrated a strong and ongoing commitment to the values of TEIN;
- is recognised by the members as having played an important role in TEIN's history;
- and is no longer professionally employed, or is professionally active in a field related to TEIN's objectives, within an organisation that cannot be a TEIN full member.

TEIN members may choose to assign this status to a person, who may or may not accept it.

Alternatively, a person may submit a written request to the TEIN members, along with a letter of motivation, in order to obtain this status.

In both cases, the members' decision is made as stipulated in Article 2.

Honorary members are exempt from membership fees.