



Toolkit for the implementation of recommendations for the internationalisation and attractiveness strategies of French regions



Co-funded by the
European Union via the
Structural Reform Support
Programme



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This document builds upon the publication "The internationalisation and attractiveness of French regions" co-financed by the European Union through the Structural Reform Support Programme (REFORM/IM2020/004). This document was drawn up with the financial support of the European Union. The views expressed in this report do not reflect the official opinion of the European Union.

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Foreword

With the support of the Directorate General for Structural Reform Support (DG REFORM) of the European Commission, the OECD has been working on the internationalisation and attractiveness of French regions since 2020. Building on regional case studies with the involvement of three French pilot regions (Grand Est, La Réunion and Provence-Alpes-Côte-D'Azur), this study, carried out at the request of France¹ and in close partnership with *Régions de France*² and its partners, aims to analyse the determining factors and opportunities for the internationalisation of French Regions to support exports and the attractiveness of French regions, consistent with a sustainable and inclusive development in a global environment transformed by the pandemic. This study has benefited from the participation of many actors on the ground and at the national level, and notably its Steering Committee.³

The [report](#) presents the work carried out as part of this project and its results. It shows how internationalisation and attractiveness policies are the result of action taken by a wide range of stakeholders (at different levels of the government and in different sectors). The report offers innovative solutions and tools to improve the implementation of regional internationalisation and attractiveness strategies at multiple levels in France (see Box 1); as well as numerous examples of inspiring practices that can illustrate the suggested action plan.

This document is an operational summary of this work. It includes:

- A summary of the proposed recommendations and tools;
- An action plan for the implementation of these recommendations by the main actors involved, including specific recommendations for the three pilot regions.

¹ The National Agency for Territorial Cohesion (*ANCT*) was established on 1st January 2020 and is under the supervision of the Ministry for Territorial Cohesion and Relations with Local-Government. It is a national agency which has appointed a territorial representative in each French department, and participates in public policies implemented by local governments. It also supports local governments with finance and engineering in order to help them fulfil their responsibilities, including those concerning internationalisation and attractiveness.

² (Translator's Note): An institution representing French regions.

³ The Ministry for Territorial Cohesion and Relations with Local-Government (the Directorate-General for Local-Government Units (*DGCL*)), the Ministry of Culture, the Ministry of Economy, Finance and Recovery (the Directorate-General of the Treasury), the Ministry for Europe and Foreign Affairs, the Ministry for the Ecological Transition (the General Council of the Environment and Sustainable Development), the Interministerial Delegation for the Development of the Seine Valley, the General Secretariat for European Affairs (*SGAE*), French Customs, the French Development Agency (*AFD*), Atout France, Bpifrance, Business France, *Caisse des Dépôts*, the French Chamber for Commerce and Industry (*CCI*).

Box 1. Recommendations and Tools Suggested by the OECD to Support the Implementation of Internationalisation and Attractiveness Strategies of French Regions

1. Understand Better the Context of the Action

Recommendation 1: Adopt a regional approach, while taking into account: regional authorities' competences, the need to clarify the "who does what", and the implementation of relevant multi-level coordination mechanisms.

Recommendation 2: Consider attractiveness and internationalisation policies as tools for inclusive and sustainable regional development in the context of the pandemic, recovery and major climatic, technological, demographic and socio-economic transitions. The OECD recommends integrating indicators going beyond the strictly economic vision of attractiveness and to use information related to regional economic, sustainable and inclusive development to determine priorities, and to monitor and assess the impact of attractiveness and internationalisation policies (see suggested tools below)

2. Improve Knowledge on Existing Challenges and Promote Regions' Assets to Support the Internationalisation and Attractiveness of their Territories

Recommendation 3: Provide Regions with tools to establish a shared diagnosis among all relevant stakeholders

Tool 1: Dashboard for the diagnosis of regional internationalisation and representation of the international profile for each region

Tool 2: Dashboard for the diagnosis of regional attractiveness and representation of the attractiveness profile for each region

Tool 3: Word clouds of French and neighbouring regions' websites

3. Working Better Together by Building on Existing Measures

Recommendation 4: Identify the different stakeholders involved in the internationalisation and attractiveness strategies and their interactions in a multi-level context in order to determine the role of each; identify possible redundancies and gaps and suggest necessary clarifications

Tool 4: Institutional mapping of policies to support exports and attract investors, visitors and talent

Recommendation 5: Identify the main issues that may affect the ability of internationalisation and attractiveness stakeholders to coordinate effectively among themselves at multiple levels and in various sectors, in order to build upon relevant mechanisms to efficiently organise the action

Tool 5: Tool to clarify the main challenges affecting the ability of internationalisation and attractiveness policies' stakeholders to coordinate among themselves and to highlight best practices to address these challenges

Recommendation 6: Support information-sharing for the identification and alignment of objectives. The following actions would facilitate the implementation of this recommendation:

- Make better use of the data produced at a sub-national level by grouping this data on a shared regional platform, which will function as a "one-stop shop for territorial data"
- Integrate the suggested indicators into the new regional plans, and in particular into the generation of a new Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII).

Recommendation 7: Strengthen the presence and role of regional authorities in national discussions on internationalisation and attractiveness policies. The following actions would facilitate the implementation of this recommendation:

- Invite regional authorities to participate in national discussions on attractiveness and internationalisation strategies, in accordance with the responsibilities granted to them by law, in order to benefit from the experience of their territories to set objectives and select actions and coordinate their implementation
- Benefit from regions' support to strengthen existing internationalisation and attractiveness mechanisms and initiatives and promote coordination between the various strategic plans and contracts.

Recommendation 8: Make better use of the resources made available by the State to sub-national actors. The following actions would facilitate the implementation of this recommendation:

- Better integrate the Directorate of French Customs and Indirect Taxation into strategic regional attractiveness and internationalisation mechanisms to benefit from their business support actions, beyond their statistical production and production role only.
- Mobilise more effectively transversal actors in attractiveness and internationalisation policies and, in particular, land and logistics actors. This mobilisation could take place as part of the collaborative mechanisms suggested by Team France Invest (TFI) and Team France Export (TFE) (see, for example, Desk Invest in France) as well as in the consultation bodies preparing the Regional Economic Development, Innovation and Internationalisation Strategies (*SRDEII*).
- Include in the "one-stop shop for territorial data" information relating to programmes and policies supported by the State (in the context of recovery and future programming, in connection with European policies, and on specific policies - for example: tourism policies, support for reindustrialisation and relocation, support for responses to "jobs in high-demand", Team France Export, Team France Import and innovation support policies, etc.)

Recommendation 9: Encourage the participation of local actors, including private sector stakeholders and local residents, in the preparation and monitoring of regional internationalisation and attractiveness strategies. The following actions would facilitate the implementation of this recommendation:

- Pursue initiatives to encourage participation beyond citizen consultations for the development of regional strategic plans (in particular the Regional Economic Development, Innovation and Internationalisation Scheme (*SRDEII*) and The Regional Planning, Sustainable Development and Territorial Equality Scheme (*SRADDET*)). Citizen involvement could be encouraged through public surveys and round tables with the aim of contributing to the monitoring of the implemented regional attractiveness strategies.
- Support initiatives involving the private sector, such as the *Territoire d'Industrie*⁴ programme and Team France Export, which involves the Chambers of Commerce and Industry, including during the monitoring and evaluation phases
- Support the development of informal regional networks (arranging sponsorships, unofficial meetings for actors in internationalisation and attractiveness, discussions with associations, etc.)

⁴ (Translator's Note): Intermunicipality programme for industrial support in areas with a strong dependence on industry.

4. **Better Monitor Actions taken to Learn from Past Experiences and Adapt Actions to Contextual Developments**

Recommendation 10: Provide regions with the necessary tools to strengthen the monitoring of regional internationalisation and attractiveness strategies in order to better understand their effects and contribute to the development of future strategies. The following actions would facilitate the implementation of this recommendation:

- Select, monitor and integrate indicators suggested by the OECD in relation to future strategies that are to be developed, in particular in the new Regional Economic Development, Innovation and Internationalisation Schemes (*SRDEIs*).
- Integrate the economic, social and environmental impact indicators of these strategies to ensure that they contribute to local, inclusive and sustainable development of the territories

Tool 6: Operational tool to support public actors in monitoring key internationalisation and attractiveness policies

Acknowledgements

This report was drawn up by the OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE), led by Lamia Kamal-Chaoui, and is part of the working programme of the Regional Development Policy Committee (RDPC).

It was conducted at the request of France with the support of the European Union through the Structural Reform Support Programme and in cooperation with the European Commission's Directorate-General for Structural Reform Support (DG REFORM).

It presents the results of a study coordinated by Claire Charbit, Head of the Regional Attractiveness and Integration of Migrants Unit, under the direction of Dorothée Allain-Dupré, Head of the Regional Development and Multilevel Governance Division, with the support of Chloé Gatignol, Junior Analyst, and with input from Lucas Leblanc, Junior Analyst, in Chapter 2; Eric Gonnard, Statistician, Michael Flood, Junior Analyst, and Sébastien Pasquier, Intern, in Chapter 3, and Chloé Gatignol in Chapters 4 and 5.

The authors are grateful for the commitment, comments and suggestions of the members of the OECD Secretariat involved in the Regions in Globalisation programme. Inputs from a precedent report on *Regions in Globalisation - An original approach to the internationalisation of regions and its application to the case of France* conducted by the OECD with the support of the French National Agency for Territorial Cohesion (ANCT) in partnership with *Régions de France*.

The stakeholders showed a strong commitment to drawing up this report. It has led to some excellent discussions, which were further stimulated and supported by the OECD Secretariat:

- In connection with the *Strategic Committee*, the process was monitored by Martha Cambas (the Competitiveness Unit, DG REFORM, the European Commission), Ledri Hysenaj (the Governance and Public Administration Unit, DG REFORM, the European Commission), as well as Luc Faraldi (The Operational and Strategic Support Directorate of the ANCT, French representative to the OECD Regional Development Policy Committee and its Bureau) and Jamila Jaaïdane (the Territories and Rurality Directorate of the National Agency for Territorial Cohesion (ANCT))
- In connection with the *National Steering Committee*, which is co-chaired by the French National Agency for Territorial Cohesion (ANCT) and *Régions de France*. The process also benefited from the active participation of Jean-Baptiste Cazaubon (the International Affairs and Tourism Advisor) and Jeremy-Pierre Nadal (the Director of Studies and the Regional Policy Observatory). This committee was composed of ten ministerial departments, six operators and State agencies⁵, The

⁵ The General Secretariat for European Affairs, the Ministry of Territorial Cohesion and Relations with Local-Government (Directorate-General for Local-Government Units), the Ministry of Economy, Finance and Recovery (The Directorate-General of the Treasury, the Directorate-General for Customs and Indirect Taxation), the Ministry for Europe and Foreign Affairs (the Representative for Exterior Action of Local Authorities (DAECT), DE); the Ministry of Culture, the Ministry of Ecological Transition (The General Council of the Environment and Sustainable Development (CCGEDD)), the Ministry for Higher Education, Research and Innovation, the Interministerial Delegation for the

French Chamber for Commerce and Industry *France Logistique*. We sincerely thank their representatives for their indispensable contributions, their time and their services at all administrative levels.

- Finally, the project benefited from the survey and workshop work carried out thanks to the commitment of the services of three "pilot" French Regions and their ability to include their internationalisation and attractiveness actors in the process. The OECD Secretariat is grateful for their continued commitment to this project: Sophie Torloting (former Head of the Territorial Competitiveness Department), Marina Verronneau (Project Manager) and Cécile Brault (Business Financing Project Manager) for the Grand Est Region; Maryse-Doki-Thonon (Director of the *Maison de l'Export*⁶) for the Regional Council of La Réunion; Pauline Mouly-Camus (Head of International Outreach) and Geneviève Kalfon (Director of Attractiveness, International Outreach and Innovation), as well as Colin Cadier (Project Manager) for the Provence-Alpes-Côte-d'Azur Region.

The report was submitted to the representatives of the Regional Development Policy Committee for approval by written procedure as document CFE/RDPC(2021)25. Pilar Philip (CFE) prepared the manuscript for publication and François Iglesias designed the cover.

Development of the Seine Valley, the French Development Agency (AFD), Atout France, the French Territorial Bank (*Banque des Territoires*), Bpifrance, Business France, *Caisse des Dépôts*.

⁶ (Translator's Note): An organisation helping regional business wanting to expand their business to foreign markets.

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Suggested Tools

Diagnosis of regional internationalisation (Tool 1)

The OECD approach allows regions to be situated in their global environment by distinguishing four categories of international "connections"⁷:

- **Business connections:** consisting of international exchange of goods, services and capital. Business connections are often the most important among a set of international exchanges, and they are cited by actors as a priority for their internationalisation activities, in particular exports by local companies and the attraction of Foreign Direct Investment (FDI)
- **Human connections:** international flows of people. These are mainly visitors⁸ and migrants;
- **Knowledge connections:** the international relations developed by R&D actors: public and private research centres and universities. International collaboration in the field of research and innovation is a key element in the internationalisation and attractiveness of a territory (OECD, 2021^[1]). These connections are thus also embodied in the flow of foreign researchers and international students. These knowledge flows also include international cultural relations which are more difficult to capture statistically. Finally, these knowledge connections include the diplomatic action of the regions and in particular exchanges linked to decentralised cooperation.
- **Infrastructure connections:** the physical and digital networks that are provided by a region to national and international actors. They condition "the existence and intensity of the various flows – human, financial, goods or data flows – linking regions to their international partners" (OECD, 2021^[1]).

A total of 61 indicators (including those that are desirable but not yet available) have been⁹ selected on the basis of their geographical coverage and the diversity of issues they address. The analysis of these indicators makes it possible to establish an diagnosis of internationalisation and to draw up individual profiles of the French regions which can be represented graphically.

⁷ OECD (2021), Regions in Globalisation: an original approach to internationalisation and its application to the case of France , OECD Regional Development Papers, <https://doi.org/10.1787/5c76db6f-fr>

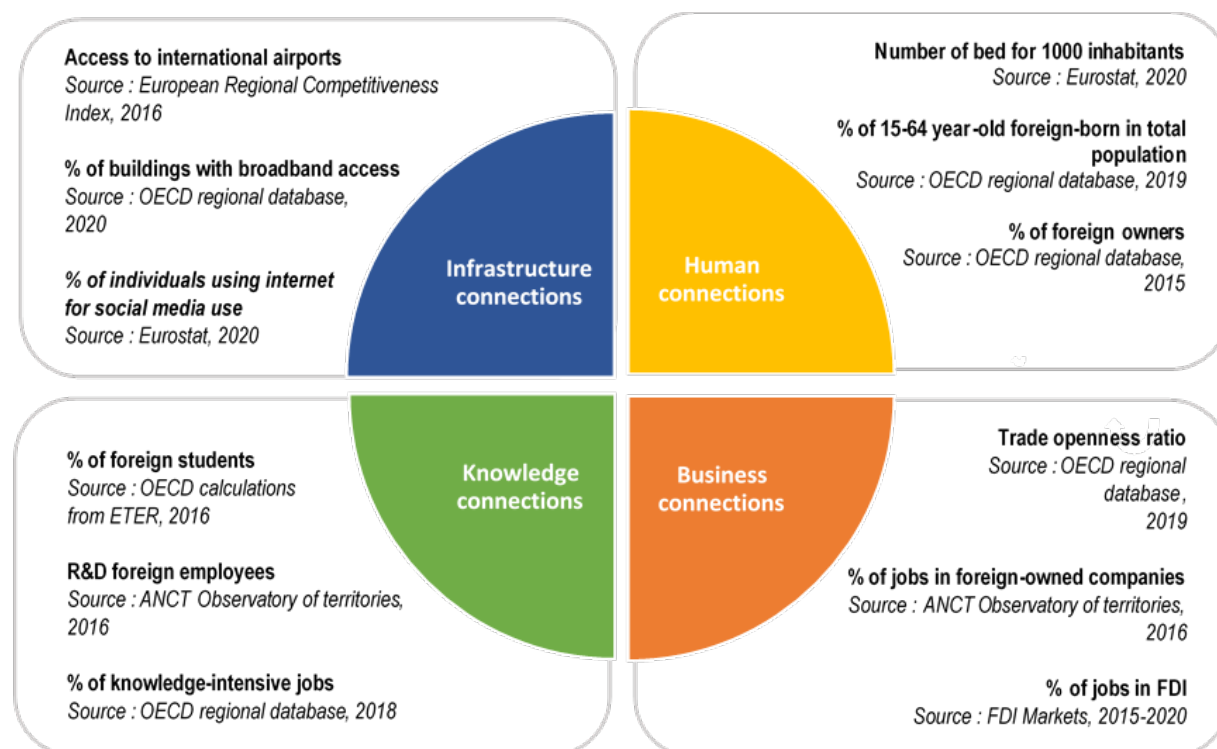
⁸ Visitors (domestic and international) include: tourists spending at least one night in a collective or private accommodation establishment in the place/country visited; and day-trippers not spending the night in a collective or private accommodation establishment in the place/country visited.

⁹ New indicators have been proposed to complement the work conducted in 2021

The full table of available indicators and international region profiles¹⁰ can be found in the full study. Reference indicators have been selected to facilitate the visualisation of the internationalisation of the regions (see Figure 1).

Figure 1. Analytical Framework for the Diagnosis of the Internationalisation of Regions (Tool 1)

Reference indicators



Source: (OCDE, 2022_[2])

Diagnosis of regional attractiveness (Tool 2)

The OECD suggests that the international attractiveness of regions be assessed on the basis of three principal targets: investors, talent and visitors while export flows are characteristic of the internationalisation of the regions mentioned above.

The regional attractiveness framework (*Tableau de Bord*) aims to offer a multidimensional reading that enables the priorities for public action to be identified in a detailed manner, rather than by means of composite indicators. The idea is not to provide rankings but rather to provide a varied set of information.

¹⁰ Regions Grand Est, La Réunion and South-Provence Alpes Côte d'Azur

Six main themes broken down into 14 dimensions (see Figure 2), grouping 52 indicators ¹¹ characterises the regional attractiveness framework. The full list of 52 indicators, their description, sources and targets, are detailed in the appendix to the full study.

Figure 2. Analytical Framework for the diagnosis of Regional Attractiveness based on Fourteen Dimensions



Source: (OCDE, 2022^[2])

Fourteen reference indicators, illustrating the fourteen dimensions identified, were selected from the information gathered to draw up the radar charts of regional attractiveness (see Figure 3). Each region is shown on two curves: one compares its performance to the average of French regions and the other compares it to the average of European regions. If these curves are above 100, it means that the Region's performance is above the average, compared to other French regions and compared to other European regions.

¹¹ OECD taxonomy at the TL2 scale, equivalent to NUTS 2 in the European taxonomy, i.e. regional entities in France (for example TL3 describes the departmental scale).

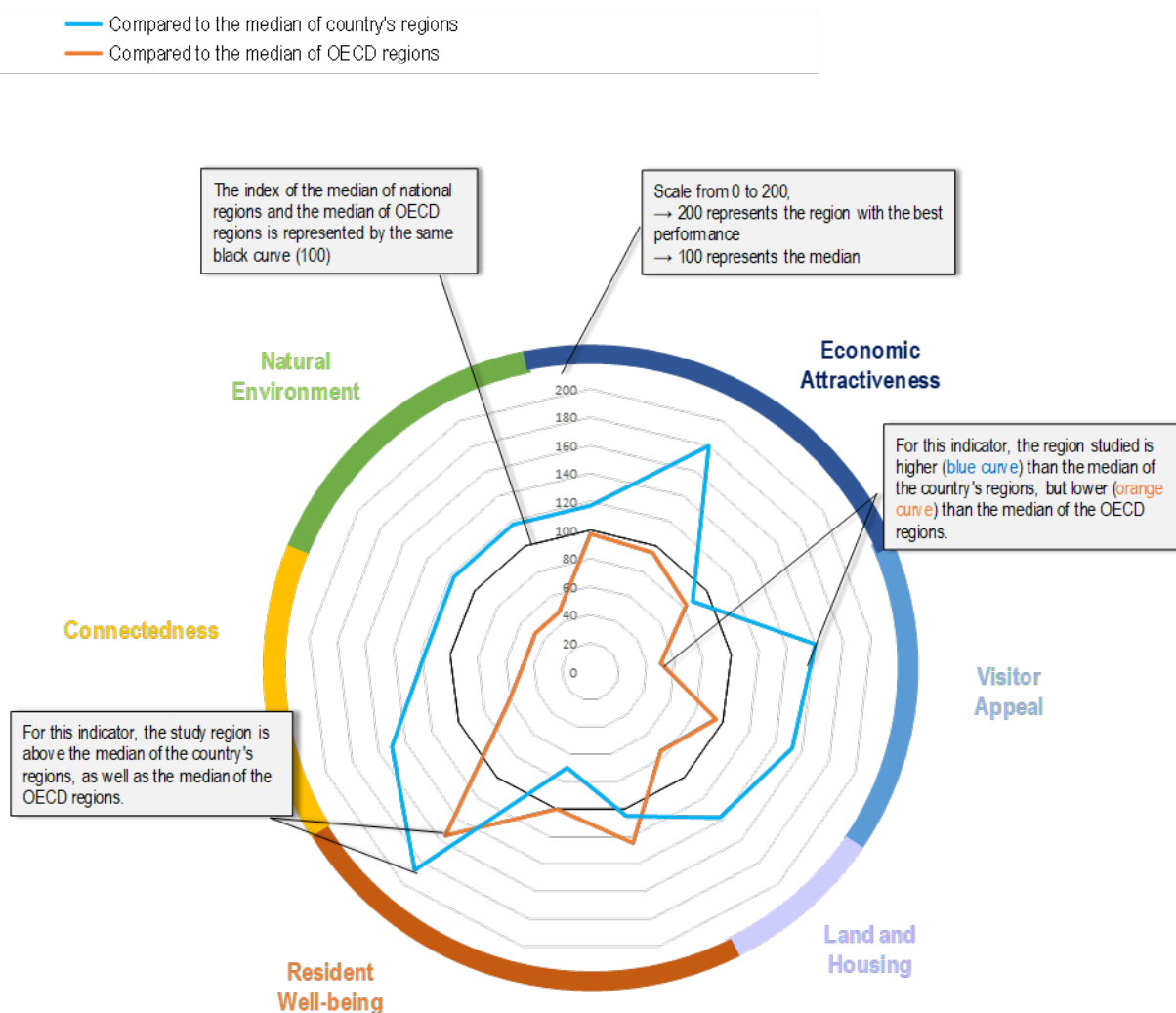
Figure 3. Regional Attractiveness dashboard



Source: (OCDE, 2022_[2])

Figure 4. Graphic Representation of Regional Attractiveness profiles

Interpretation of the radar chart



Source: (OCDE, 2022[2])

Digital Identity of Regions (Tool 3)

The analysis of the digital identity displayed by French regions on their website is **the third suggested tool**, revealing the way in which regions present themselves to external targets. The methodological approach adopted is shown below (see Box 2); as well as the word clouds developed for the three pilot Regions (Figure 5).

The analysis of the official websites of all French regions and their border regions reveals the following:

- The European dimension is one of the most visible international issues. Human and knowledge connections, in relation to employment, youth, culture, and innovation issues are frequently mentioned by all French regions and their border regions. Infrastructure issues are also mentioned,

but digital connectivity is a topic that is often missing. In general, the attractiveness of the private sector seems to be less present. This observation can probably be explained by the existence of regional websites dedicated to attractiveness towards investors and internationalisation of local firms (for example: website of regional agencies in charge of economic development, attractiveness and/or innovation; *Team France Export* regional websites; websites of regional Chambers of Commerce and Industry (CCI), etc.). Similarly, several regions (including all the overseas regions) have websites dedicated to attracting visitors. This last observation likely explains, in part, why only one third of the websites that were analysed display content aimed at investors, talent and visitors.

- While all metropolitan regions publish content likely to be of interest to at least two types of foreign targets, in the case of the Overseas Regions¹² the content published seems to be aimed primarily at visitors and local populations, with international issues often referring to the facilities available to residents rather than foreign targets. In La Réunion, the word "transport", for example, is used to refer to public transport networks and soft mobility, but rarely to refer to the physical and virtual infrastructure that connect the territory internationally.
- Only three French regions have websites translated into languages other than French - notably English and German for Grand Est and regional languages for Brittany and Corsica - suggesting that these platforms are primarily aimed at local and national targets. This contrasts with the selected border regions, which all have a website available in at least two foreign languages, with the exception of Liguria, Seychelles and Madagascar. However, the Corsica tourism agency's website is translated into eight languages - French, English, German, Italian, Dutch, Danish, Swedish and Norwegian.
- 16 of the 18 French regions have a logo, but only four of them have a slogan. The historical and geographical heritage of the territories is often highlighted on regions' logos, sometimes representing the former coat of arms of the territory (e.g. Normandy, New Aquitaine, Provence-Alpes-Côte d'Azur, Baden-Württemberg, Rhineland-Palatinate, Piedmont, Liguria, Seychelles and Mauritius regions), historical symbols (Brittany region), or illustrating the natural resources present in the territory (Auvergne-Rhône-Alpes, Centre-Val-de-Loire, Guadeloupe, La Réunion, Martinique and Pays-de-la-Loire regions). The Bourgogne-France-Comté, Grand Est, Hauts-de-France and Ile-de-France regions emphasise the social capital of their territory, highlighting the diversity of their territories and their social cohesion. It is interesting to note the particular examples of Grand Est, the only French region that includes Europe in its slogan, and Guyana, whose logo represents its sectoral specialisation in space activities.

Figure 5. Word Clouds of the French Pilot Regions



Source: (OCDE, 2022_[2])

¹² Guadeloupe, French Guiana, Martinique and La Réunion, as the department of Mayotte does not have a website.

Box 2. Methodological Framework for the Analysis of the Digital Identity Displayed by the Regions

The study of the digital identity of French Regions is based on the analysis of the official website of each region, taking into account three main factors:

Lexical semantics - the first step was to analyse the frequency at which a series of keywords¹³ - in relation with internationalisation and attractiveness - appear on each of the French regions. The frequency of each of the selected words is measured across all publicly available content, within a maximum of "two clicks" from the main home page of the website (beyond that, the information is considered as too inaccessible). Data is then represented in the form of "word clouds" with the size of the word varying according to its frequency. This information allows us to understand - at least partially - the importance given by the Region to international issues, as part of its communication policy towards (local and external) users.

Foreign language translation - the availability of foreign language content is indicative of the main targets of the regional attractiveness strategy. Indeed, access to information in a foreign language, and in particular English, is one of the main gateways to the territory for foreign targets (talent - including students; visitors and investors).

Visual identity (logo and slogans) - branding allows public actors to promote their territory on a national and international scale. The development of territorial brands also helps to create added value to locally produced goods and services. Secondly, the analysis considers the presence of visuals (logos) and slogans used in the digital communication of the Regions studied, and if applicable, the regional characteristics promoted through these media.

In order to introduce aspects of national and international comparison, this approach is applied to all French regions as well as to a selection of neighbouring foreign regions, chosen according to their geographical proximity to the three pilot regions of this study (Grand Est, La Réunion and South)¹⁴.

Source: (Messely, Dessein and Lauwers, 2010^[44]) (Morgana and Pupion, 2017^[45])

Institutional Mappings (Tool 4)

Once the profiles of the Regions in terms of internationalisation and attractiveness have been identified, it is necessary to examine the policies that will enable them to develop. These concern a wide range of stakeholders at different levels of government and in different policy sectors. Institutional mapping of attractiveness to investors, talent and visitors is a tool used by the OECD. Reading these maps makes it

¹³ The keywords selected for this task are: attractiveness, culture, employment, entrepreneurship, Europe, training, innovation, international, internet, investment, youth, migrants, mobility, globalisation, ports, roads, tourism, trains, transport, and entrepreneurship.

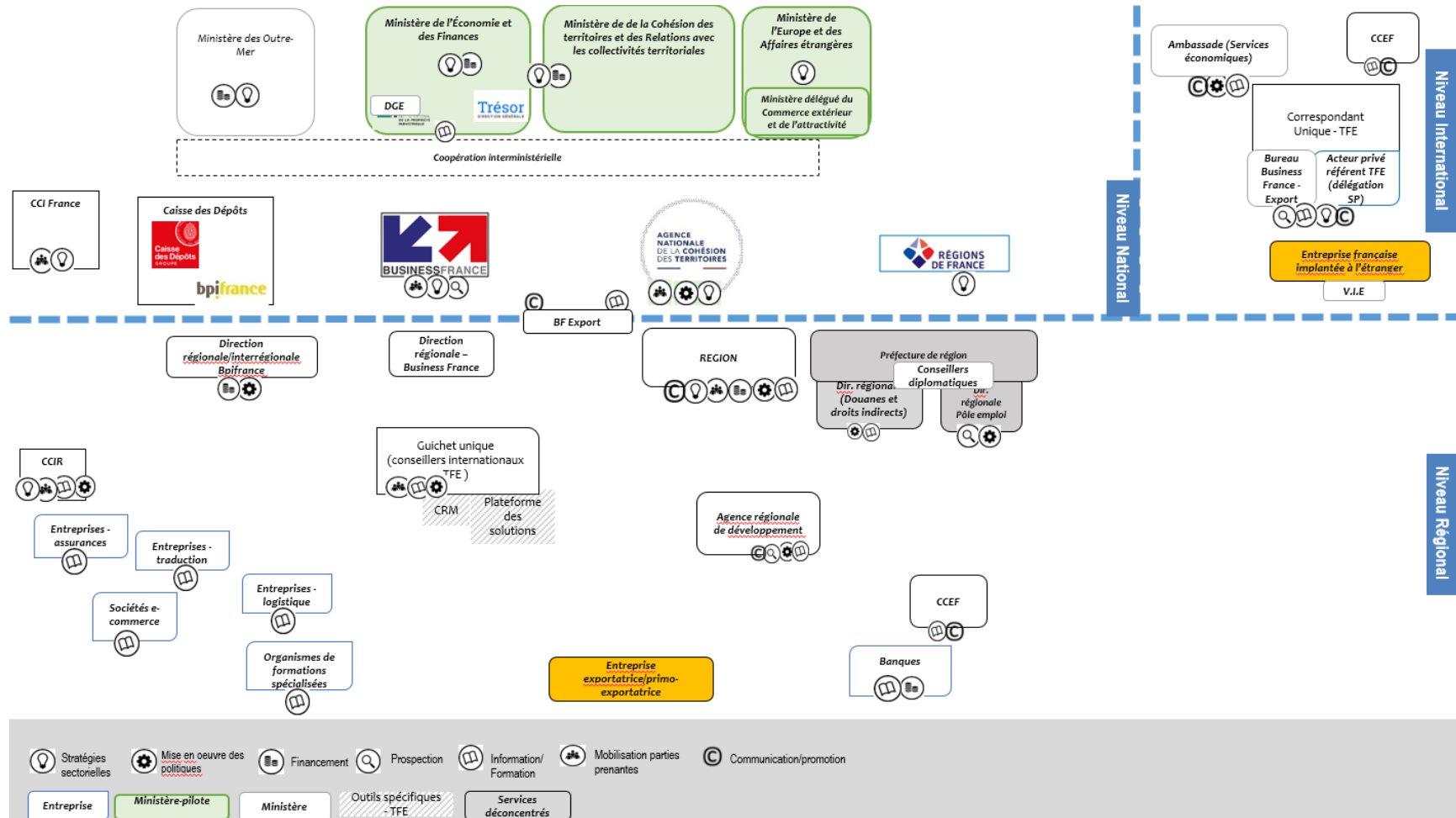
¹⁴ The foreign regions included in the analysis are Baden-Württemberg, Rhineland-Palatinate and Saarland (and Germany), Piedmont and Liguria (Italy), Espace Mittelland and Lemanie (Switzerland), Wallonia (Belgium), Luxembourg, Madagascar, Mauritius, and the Seychelles

possible to identify the international, national, regional and local ecosystem and the main stakeholders in internationalisation and attractiveness strategies.

This tool thereby builds understanding of the multi-level governance of regional attractiveness and internationalisation in order to support policy-makers in the development of strategies. This will have to evolve in line with future reforms, particularly decentralisation.

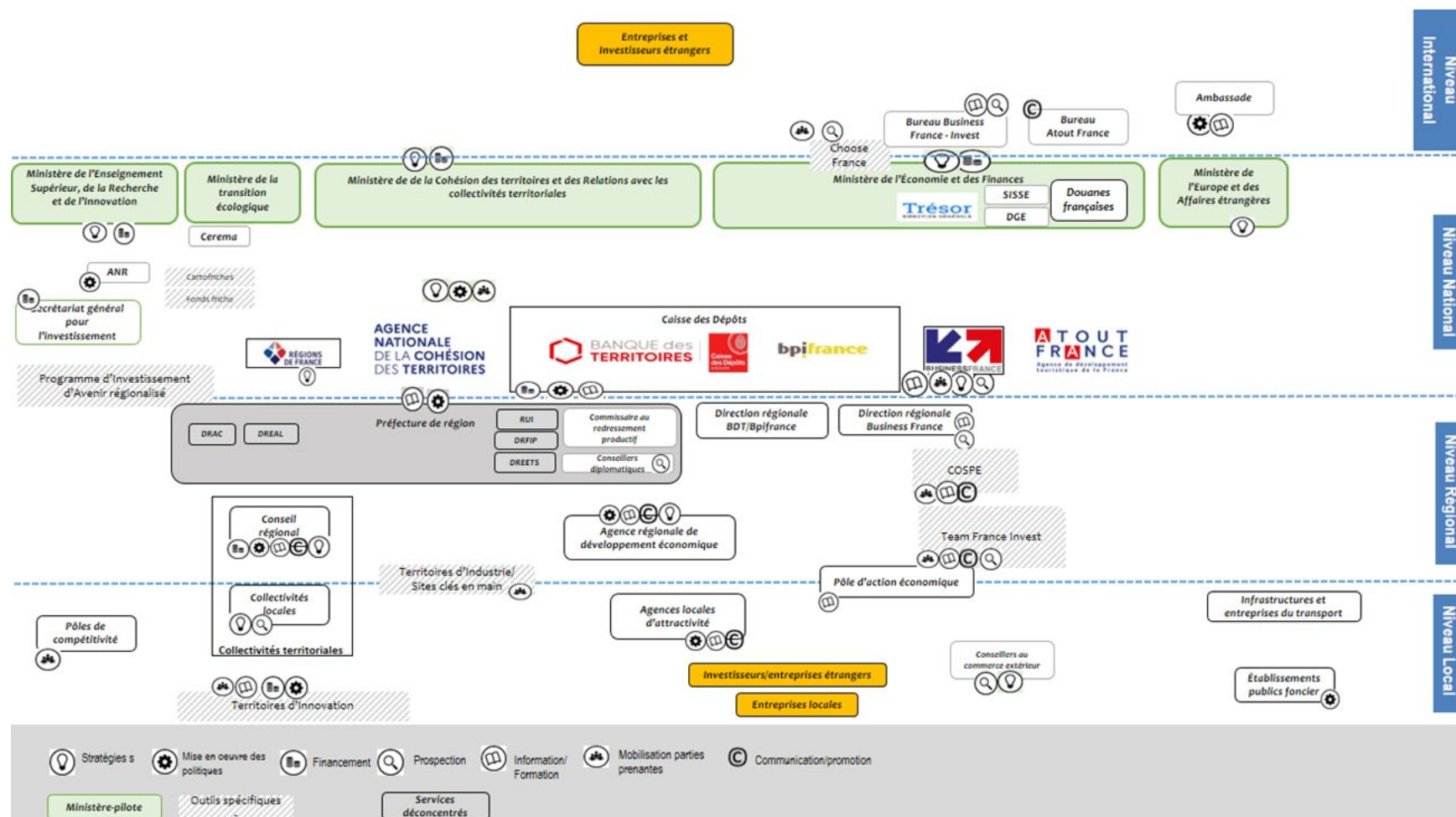
Maps are organised vertically by administrative level, the first (top of the graph) being the supranational level down to the sub-regional level (bottom of the graph). For each of the actors, icons indicate their fields of action (information/training, communication/promotion, prospecting, financing, sectoral strategy, mobilisation of stakeholders and policy implementation) in the relevant field of attractiveness (export, investors, talents, visitors). The maps shown here concern the ecosystem of investment attractiveness policies. Three other maps (export, talent, visitors) are presented in the full study.

Figure 6. Institutional Mapping of Export Support Policies (Including Team France Export)



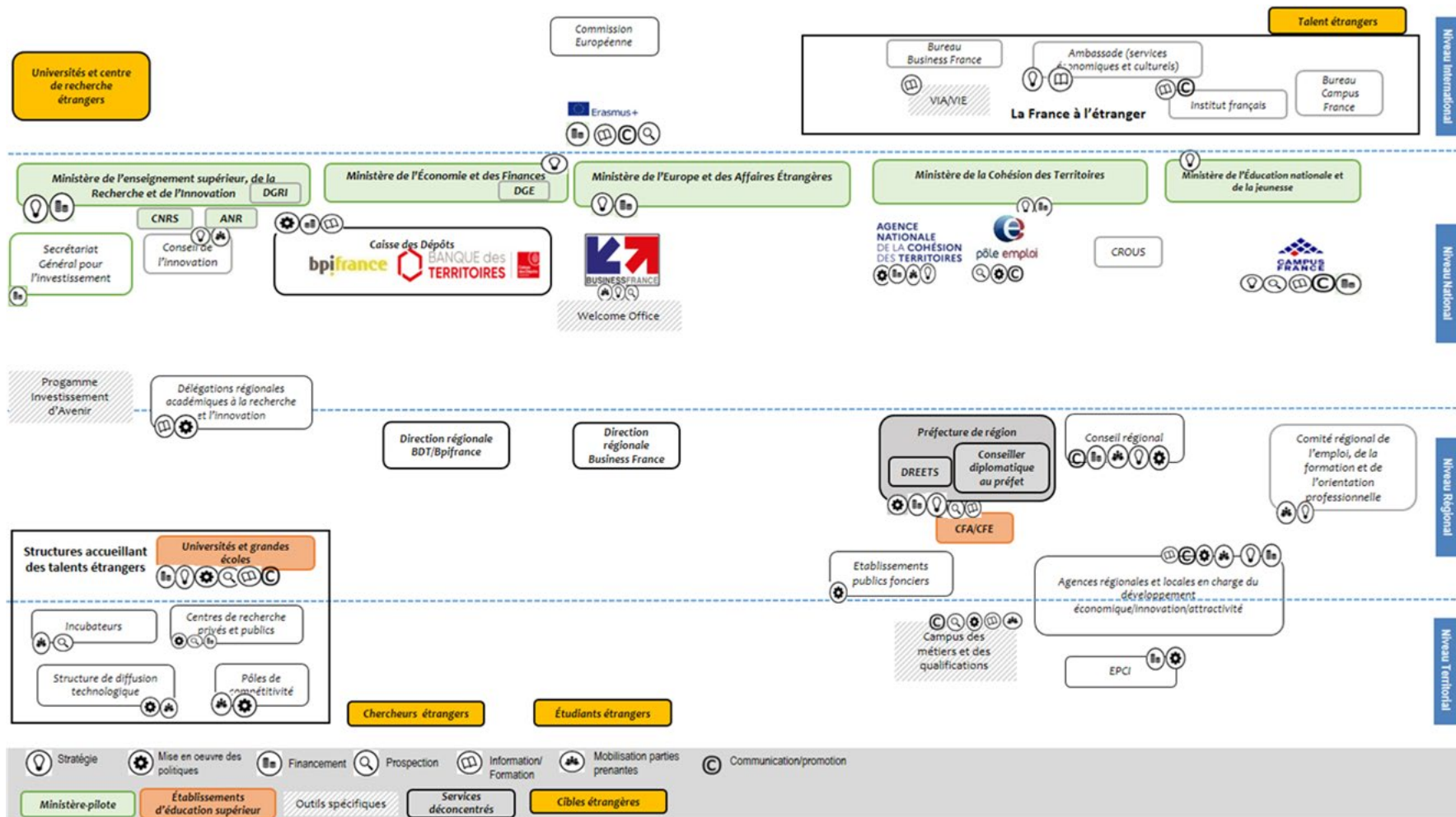
Source: Figure updated on the basis of work conducted for (OECD, 2021^[11])

Figure 7. Institutional Mapping of Investor Attractiveness Strategies (Including Team France Invest)



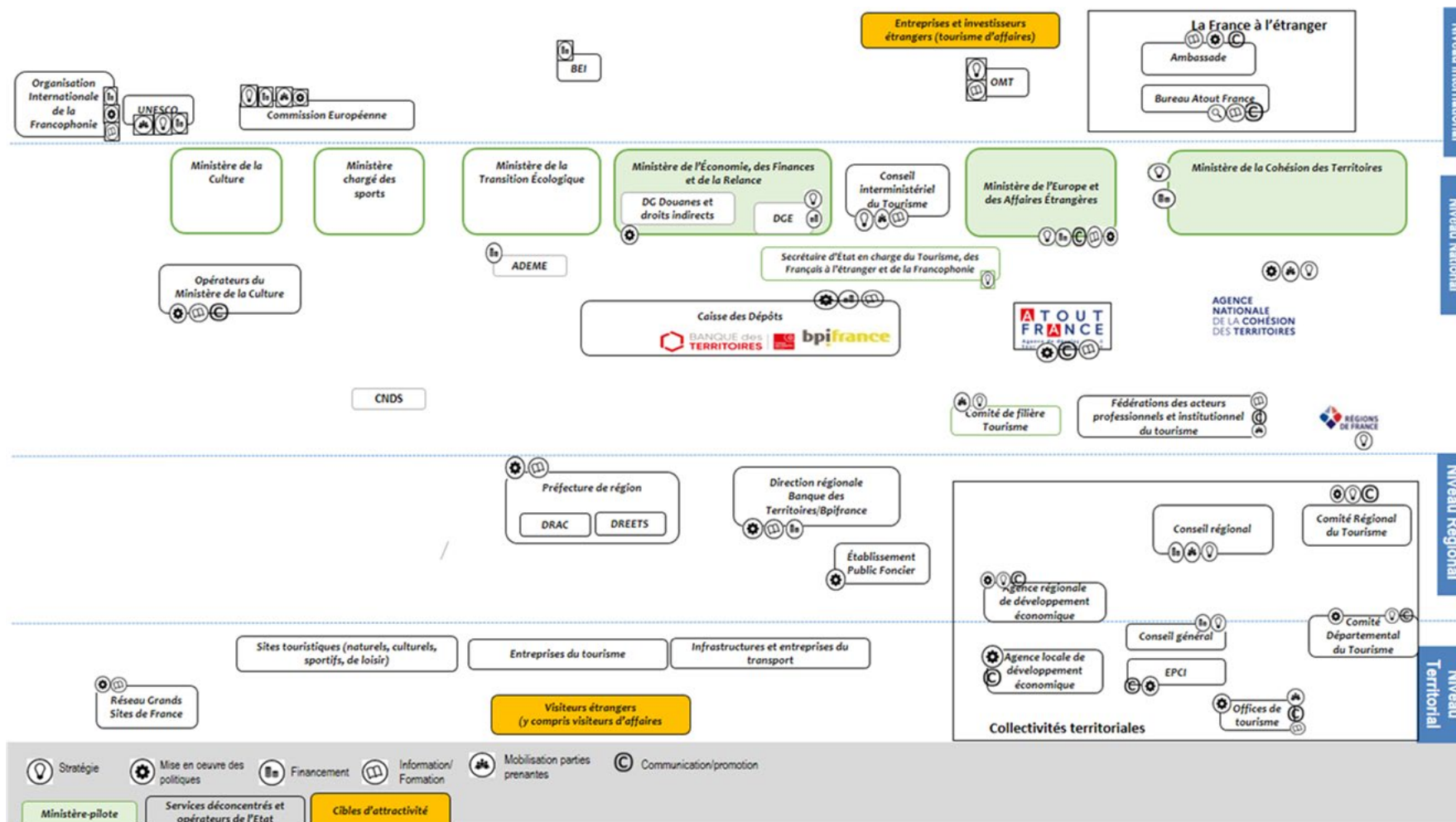
Source: (OCDE, 2022_[2])

Figure 8. Institutional Mapping of Talent Attractiveness Policies



Source: (OCDE, 2022^[2])

Figure 9. Institutional Mapping of Visitor Attractiveness Policies




Source: (OCDE, 2022^[2])

Checklist for Effective Multi-Level Governance of Attractiveness and Internationalisation Policies (Tool 5)

A tool is suggested in order to explain and address the main challenges relating to coordination. It is aimed at the different actors, at different levels of government, who are involved in the design and implementation of regional internationalisation and attractiveness policies. This checklist shows eight multi-level governance issues, as well as a series of suggestions and French and international examples for addressing these issues. It is, in effect, a **dialogue** tool to facilitate the coordination of regional internationalisation and attractiveness policies between stakeholders.

Challenge 1 - Adopting Convergence Objectives



Question for the self-assessment of the challenge by public actors

Is there a mechanism for converging the objectives of public decision-makers in terms of attractiveness and internationalisation?

Examples of issues related to this challenge

The adoption of convergence objectives in terms of land management: the aim is both to limit urban expansion while ensuring access to affordable housing and the development of new economic activities (including tourism)

Adopting convergence requires that strategies be developed over a long period of time to allow for the necessary time for consultation and negotiation between the different stakeholders.


Tools and methods available to address this challenge

- Strategic committees for the coherence of local, regional, national and European strategies, with sufficient time for the necessary exchanges to align objectives
- Contractual measures and conditionalities (e.g. green, social, etc.) regarding access to finance
- Tools to developed a shared diagnosis suggested by the OECD:
 - Attractiveness and internationalisation indicators
 - Institutional mapping

Examples of good practice

- [Smart Specialisation Strategy Platform - S3/S4](#)
- [Method agreement for the State-Regional Planning Contracts](#)
- Conditions for granting regional aid - Occitania Recovery Strategy¹⁵ (Conseil régional Occitanie, n.d.^[3])
- Informal and highly operational governance of The Mixed Trade Union of Sophia Antipolis (*SYMISA*) (Technopole Sophia Antipolis, n.d.^[4])
- Governance of the attractiveness of the Grand Enov+¹⁶ Regional Agency (*Conseil régional du Grand Est*, n.d.^[5])
- Mapping and Steering Committee for this OECD study

Challenge 2 - Addressing Information Asymmetries



Question for the self-assessment of the challenge by public actors

Are there common databases and tools for sharing information between different stakeholders?

Examples of issues related to this challenge

¹⁵ For example, anti-relocation criteria, aimed at protecting local employment and the environment are specified.

¹⁶ (Translator's Note): Innovation agency in the Grand Est region.

Limited knowledge and awareness of the procedures for, and specificities of, French customs interventions - beyond the sharing of information on customs duties - (e.g. simplification of procedures, identification of new markets, etc.) has been observed.

The integration of information relating to logistics and land issues is fundamental for devising appropriate internationalisation and attractiveness strategies.

Tools and methods available to address this challenge

Overview (*Tableau de Bord*) of indicators for priorities and monitoring of internationalisation and attractiveness policies suggested by the OECD

Setting up "one-stop shops" to gather useful information between levels of government and private actors at a regional level (e.g. between deconcentrated services, regional representation of state agencies and operators, consular chambers, representatives of civil society and local authorities).

Examples of good practice

- Regional data observatories:
 - Regional observatories (on employment, land, biodiversity, etc.)
 - [Regional Policy Observatories](#) of *Régions de France*
 - [The French National Agency for Territorial Cohesion's Territorial Observatory](#) and its [interactive mapping](#) site [GEOT](#) **Invalid source specified.**
 - *France Observation Tourisme* (to come - replacing Veille Info Tourisme) (DGE, 2021^[6])
- Dataviz tool of the *Banque des Territoires* (for example: for the [Territories of Industry](#), for the [Cœur de Ville](#) programme)
- [DATATourism](#) open database
- Information desks:
 - Team France [Export](#) regional platform
 - [Invest in France](#) website
 - Team France Invest collaborative space for sharing knowledge on attractiveness issues
 - [ERDF Welcome Desk](#) for the Indian Ocean Interreg project Indian Ocean Interreg Desk
 - [Beinvenue en France \(Welcome to France\)](#) desk for the reception of foreign talent
- [Cap Business Indian Ocean](#)

Challenge 3 - Strengthen the Coherence of Cross-Sectoral Policies



Question for the self-assessment of the challenge by public actors

What coordination mechanisms are in place to identify and take advantage of possible cross-sectoral synergies between several regional attractiveness and internationalisation policies?

Examples of issues related to this challenge

The synergies between investor attractiveness strategies and business tourism strategies are not well developed.

Tools and methods available to address this challenge

- Interministerial committees involving representatives of the responsible local authorities
- Contractual measures
- Overview (*Tableau de bord*) of indicators for monitoring and internationalisation and attractiveness proposed by the OECD

Examples of good practice

- [Interministerial Committee on Tourism](#) (which integrates the Regions)
- Regional and Local Attractiveness Agencies ([Federation of Attractiveness, Development and Innovation Agencies \(CNER\)](#), 2021)
- State-Regional Planning Contracts (Directorate-General for Local-Government Units (*DGCL*)), and Contracts for Recovery and the Ecological Transition ([National Agency for Territorial Cohesion \(ANCT\)](#), n.a.)
- Governance of *Atout France* organised into thematic internationalisation clusters allowing for the coherence of cross-sectoral policies (e.g. cultural policy, overseas territories and territorial cohesion strategies, etc.) (*Atout France*, n.d.)



Challenge 4 - Strengthen the Capacity of Regional and Local Actors

Question for the self-assessment of the challenge by public actors

What are the infrastructures and human and technical capacities available to the Regions for the implementation of internationalisation and attractiveness policies?

Examples of issues related to this challenge

The lack of public services offered in English to meet the needs of foreign talent and their families.

Tools and methods available to address this challenge

- Management and staff mobility
- Language training and engineering support
- Sharing experiences between regions
- Language exchanges with foreign partner regions

Examples of good practice

- Secondment system of the territorial civil service ([French Republic](#), n.d.)
- Engineering support role of the National Agency for Territorial Cohesion ([ANCT](#), n.d.), and in particular within the framework of The French Tourism Engineering Organisation (*France Tourisme Ingénierie*)
- Support from *Régions de France* to facilitate sharing experience between French Regions and from the OECD (and its Regional Development Policy Committee) for international peers
- Relocation of the French Directorate-General of Public Finances services ([Ministry of Economy, Finance and Recovery](#), n.d.)



Challenge 5 - Having the Necessary Financial Resources

Question for the self-assessment of the challenge by public actors

Are all the available funds mobilised by local authorities for the implementation of attractiveness and internationalisation policies at territorial level?
Do the regions have sufficient financial resources to carry out the policies that fall within their competence?

Examples of issues related to this challenge

The complexity and lack of administrative staff trained in the management of European funding programmes

Tools and methods available to address this challenge

- Contract schemes including commitments or even financial transfers
- Mutual financial commitments (creation of own funds and participation of financial institutions)

Examples of good practice

- New EU Territorial Cohesion Policy 2021-2027¹⁷ and making budgets more flexible (EC, n.d.).
- State-Regional Planning Contracts (Directorate-General for Local-Government Units), for Recovery and the Ecological Transition (the National Agency for Territorial Cohesion ([ANCT](#)))



Challenge 6 - Ensuring Transparency of Public Policy Roles and Practices

Question for the self-assessment of the challenge by public actors

Is there a mechanism for assessing and assigning responsibility for attractiveness and internationalisation policies (including to the public)?

Examples of issues related to this challenge

The Law on the New Territorial Organisation of the French Republic (*NOTRe*) does not clarify the allocation of responsibilities to local authorities in the field of tourism.

French citizens feel ill-informed about the new territorial organisation of the Republic ([Senate, 2020](#))

Tools and methods available to address this challenge

- OECD recommendations for the implementation of a rigorous procedure for public policy evaluation (Box 4.4)
- *Tool for Monitoring Key Internationalisation and Attractiveness Policies* (Section 4.2) and *institutional mapping* (Chapter 3)
- The OECD Recommendations on Open Government (OECD, [2016](#); [2017](#))

Examples of good practice

- [2021-2023 Action Plan to improve the efficiency and transparency of public action](#) of the Ministry of Public Sector Transformation and the Civil Service
- The OECD [Observatory of Public Sector Innovation](#) (*OPSI*)
- Strategic Committee (*COSTRAT*) for the attractiveness of the Grand Est Region by crossing sectoral and territorial dimensions through the involvement of all stakeholders
- Indicators for monitoring and evaluating OECD regional attractiveness and internationalisation policies

¹⁷ The new EU Cohesion Policy 2021-2027 foresees a change in the rules for the allocation of funding, which will now be common to all eight funds supported by the policy. For example, more flexibility in programming has been introduced to allow for easier adjustments in the event of changing challenges and economic situations ([European Commission](#), n.d.)

Challenge 7 - Involving Non-Governmental Stakeholders

Question for the self-assessment of the challenge by public actors

Who constitute the private actors= and civil society concerned by attractiveness and internationalisation policies? Have they been consulted and have their opinions been incorporated into the design, implementation and evaluation of internationalisation and attractiveness policies?

Examples of issues related to this challenge

Taking account of public opinion in the development of industrial sites and clarifying the possible trade-offs between the objectives of economic development, inclusion through employment and respect for the environment is important to ensure that projects are well received in the territories.

Tools and methods available to address this challenge

Consultations with citizens and public debate (including during the preparatory phase of contracts).

Examples of good practice

- The recovery strategy implemented by the Occitanie Region ([Occitanie Region, n.d.](#))
- The plan for the relocation and security of agri-food and health supplies ([Wallonia, n.d.](#))
- The Barcelona Tourism Participatory Process ([Barcelona Turisma, n.d.](#))



Challenge 8 - Adopting Policies at the Correct Territorial Scale by Going Beyond Administrative Boundaries

Question for the self-assessment of the challenge by public actors

Are there incentives to adopt policies at the right scale by involving those responsible for the various territories concerned in the definition and implementation of attractiveness and internationalisation policies and do they overcome rigid administrative boundaries?

Examples of issues related to this challenge

Limited dialogue with neighbouring territories can be an obstacle to attractiveness to industrialists (particularly for urban areas where land is in high demand).

The competitive nature of tourism attraction strategies between neighbouring territories.

Tools and methods available to address this challenge

- Localised mapping (who are the actors in the territory, how do they interact with each other?)
- Further work to be carried out to identify the relevant scale for the implementation of the strategies.
- Coordinated attractiveness strategies with neighbouring territories (territories of the same region, regions of the same country or border regions)

Examples of good practice

- *Territoire d'Industrie* ([The National Agency for Territorial Cohesion \(ANCT\), n.d.](#))
- State-Region Interregional Planning Contract (e.g. [Seine Valley](#))
- Interreg European cooperation programmes -([Interreg Europe, n.d.](#))
- The project for common tourism in the Vanilla Islands ([Association of the Vanilla Islands, n.d.](#))
- The attractiveness strategy of the Team Côte d'Azur agency implemented by coordinating projects affecting the Nice metropolis and the Sophia Antipolis CA (Team Côte d'Azur, n.d.)
- The French Tech Culture Provence label implemented in Avignon, Arles and Nîmes ([French Tech Grande Provence, n.d.](#))
- The Explore tourism marketing campaign (13 French regions mobilised in 2021) ([Atout France, n.a.](#))

Source: Tables created by the authors.

Operational Tool to Monitor Key Regional Attractiveness and Internationalisation Policies (Tool 6)

Finally, leading policies means not only identifying their main objectives but also monitoring and evaluating them. To this end, the final tool proposes regional indicators concerning the main multi-level policies of internationalisation and regional attractiveness, which are conducive to economic, inclusive and sustainable development. It is based on existing monitoring indicators identified during the field survey, feedback from stakeholders and additional research. Overall, this tool is an option menu, from which each of the actors in regional development through internationalisation and attractiveness can select the options that concern their field of action.

Relocation/Reindustrialisation Strategy

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ¹⁸
<p>Relocation support is a priority in regional strategies (The Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII), recovery agreement, etc.) (yes/no)</p> <p>If yes, do these recovery strategies include the identification of priority areas for relocation? (yes/no)</p> <p>Development of the budget dedicated to supporting relocation in regional strategies (recovery agreement, The Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII))</p> <p>Annual development of industrial employment in the region</p> <p>Evolution of the rate of company creation in the region, including industrial companies</p>	<p>An actor in charge of supporting relocation has been clearly identified (yes/no)</p> <p>Evolution of the area of land made available for new settlements</p> <p>Development of the number of business services available</p>	<p>Evolution of the number of projects supported by relocation support programmes</p> <p>Evolution of the number of industrial projects supported by relocation support programmes</p>	<p>Evolution of the total number of successful (re)location projects in the territory</p> <p>% of successful relocation projects carried out by French/foreign companies</p> <p>% of successful relocation projects of industrial production activities</p> <p>% of production/ R&D/ management activities of the total number of relocation projects</p> <p>% of relocation projects in sectors identified as priorities by the region</p>	<p>Number of jobs (re)located in the region, including</p> <ul style="list-style-type: none"> Number of industrial jobs (re)located in the region Number of R&D jobs (re)located in the region <p>Evolution of the regional GVA</p> <p>Evolution of the amount of industrial investment in the region</p>

¹⁸ These indicators reflect a change in the attractiveness profiles of the regions.

Foreign Talent Attractiveness Policy

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ¹⁹
<p>A welcome desk has been set up to welcome foreign talent (yes/no)</p> <p>Regional advisers dedicated to welcoming talent to the region have included in the regional strategy (yes/no)</p> <p>Evolution of the number of university residence beds available for foreign students in the region</p> <p>French as a foreign language (FLE) courses are available in the region (yes/no)</p> <p>or Evolution of the number of universities in the region offering FLE courses</p> <p>Availability of international schools and colleges in the region</p> <p>Availability of primary and secondary education in English in the region (yes/no)</p> <p>Evolution of the budget allocated by the Erasmus+ agency to the Region</p> <p>Evolution of the budget allocated by the European cohesion policy to the Region to support international mobility</p>	<p>Evolution of the number of talents accompanied by the reception desk/regional advisers</p> <p>Evolution of the number of students enrolled in FLE courses in the region</p> <p>Evolution of the number of foreign students enrolled in English language training in the region</p> <p>Evolution of the number of foreign student applications received through Erasmus+</p> <p>Number of new partnerships (over the year) established with foreign organisations</p> <p>Evolution of the number of applications for talent visas registered by the Prefecture (e.g. Talent Passport Visa)</p>	<p>Evolution of the number of administrative applications (visas/residence permits/applications for student aid) submitted via the support of the welcome desk</p> <p>Evolution of the number of students who have validated an FLE course</p> <p>Evolution of the number of foreign students who have completed a course in English</p> <p>Evolution of the number of mobility talents hosted through the Erasmus+ programme</p> <p>Evolution of the number of foreign talents hosted through a partnership with a foreign organisation</p> <p>Evolution of the number of mobility talents hosted in all programmes</p> <p>Evolution of the number of successful talent visa applications in the region (e.g. Talent Passport Visa)</p>	<p>Evolution of the number of successful administrative applications (visas/residence permits/student aid applications) that received support from the welcome desk</p> <p>Share (in % of working population) of foreign researchers/students/staff resident in the region</p> <p>Number of positions / students directly involved in research and development activities</p>	<p>Evolution of the number of patent applications by foreign inventors (OECD)</p> <p>Number of publications by foreign researchers</p> <p>Registration of the region's research centres in international networks (such as H2020)</p>

Talent Attractiveness Policy in High-Demand Sectors

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²⁰
<p>The policy provides for the identification of occupations that are in high demand (yes/no)</p> <p>The policy provides for a system of attracting foreign talent, with priority given to sectors with a high demand (yes/no)</p> <p>The policy includes recognition of diplomas or validation of prior learning or enhancement of migrants' skills in these sectors (yes/no)</p>	<p>Number (and evolution) of vocational and continuing training courses available in sectors with a high demand</p> <p>Specialised training programmes linking technical training centres and/or universities with the companies concerned (national or foreign investors) by the shortage of these skills</p>	<p>Participation rate in skills development programmes and % of foreign participants</p>	<p>Evolution of the number of jobs filled in sectors with a high demand (and share of foreign personnel)</p>	<p>(Downwards) evolution of the number of jobs in high demand in the region</p> <p>Evolution of the economic weight of sectors in tension in the regional GDP and/or in exports</p>

¹⁹ These indicators reflect a development in the attractiveness profiles of the regions.

²⁰ These indicators reflect a development in the attractiveness profiles of the regions.

Supporting the Development of Tourism in Less Frequented Areas

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²¹
<p>Explicit objective of identifying rarely visited sub-national sites/territories with tourism potential (yes/no)</p> <p>Explicit objective of labelling certain sites as World Heritage or the Region's involvement in international cultural networks (e.g. "European Capital of Culture") (yes/no)</p> <p>Existence of strategies targeting different forms of tourism (medical, professional, alternative forms of leisure (e.g. other uses of the mountains, etc.)), (yes/no)</p> <p>Evolution of the budget dedicated to the development of tourism in less frequented areas (out of the total tourist budget)</p>	<p>Number of tourist enterprises/sites supported in the development of tourism in less frequented areas</p> <p>Number of identified options for tourism including at least one rarely visited tourist site</p> <p>Visibility on the region's website of the tourism potential of these territories</p>	<p>Evolution of the number of visitors to the supported tourist sites and % of foreign visitors (/month)</p> <p>Evolution of the number of new tourism enterprises located in less frequented areas</p>	<p>Evolution of the number of overnight stays by tourists (including foreigners) in the less frequented territories</p> <p>Evolution of the number of photos posted on social networks and geo-located in territories with low tourism (see for example <i>the approach of Carlino and Saiz, 2019</i>)</p>	<p>Evolution of the tourism sector turnover in the region (especially in the less frequented territories) (OECD/Eurostat data)</p> <p>Evolution of tourism employment in low-traffic areas (OECD/Eurostat data)</p> <p>Diversity of tourist origin in the initially less frequented territories</p>

Supporting the Deseasonalisation of Tourism

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²²
<p>Explicit objective of developing off-season tourism (yes/no)</p> <p>Evolution of the budget allocated to the deseasonalisation/ temporal extension of tourism</p>	<p>Number of tourism enterprises receiving support for the development of an off-season option</p>	<p>Number of solutions identified for the development of "off-season" tourism</p>	<p>Evolution of the number of overnight tourist stays (including foreigners) in the "low season" months</p> <p>Visitor satisfaction rate</p> <p>Evolution of the number of photos posted on social networks and geo-located in the Region during the "low season" (see for example <i>the approach of Carlino and Saiz, 2019</i>)</p>	<p>Evolution of the turnover of the tourism sector in the "off-season" months compared to the previous year</p> <p>Evolution of tourist employment in the "low season" months</p> <p>Maintenance of shops, services and population in these areas</p> <p>Reduction of peak greenhouse gas emissions/destruction of biodiversity in the Region (per year)</p>

²¹ These indicators reflect a development in the attractiveness profiles of the regions.

²² These indicators reflect a development in the attractiveness profiles of the regions.

Policy for the Development of Sustainable Economic Land Use

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²³
<p>Evolution of the total budget allocated by the Brownfields Recycling Fund for land recycling/ remediation projects located in the region</p> <p>The Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII)/The Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET) include joint objectives to combat loss of greenfield sites (yes/no)</p> <p>The Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII)/The Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET) include joint objectives to develop the territory's economic land use (yes/no)</p>	<p>Evolution of the number of registered users on the Cartofriches platform</p> <p>Evolution of the number of local authorities in the Region registered for the brownfields conversion support services offered by Cerema</p> <p>Evolution of the number of applications received in the framework of the "Turnkey sites" call for proposals</p> <p>Evolution of the number of available business parks</p>	<p>Evolution of the number of available brownfield sites identified via the Cartofriches platform</p> <p>Evolution of the number of successful brownfield conversion projects in the Region supported by Cerema</p> <p>Evolution of the number of sites labelled "turnkey" in the region</p> <p>Evolution of the number of available business parks</p>	<p>Evolution of the number of companies setting up in rehabilitated brownfield sites</p> <p>Evolution of the number of companies setting up on labelled turnkey sites</p> <p>Evolution of the number of companies setting up in business parks</p> <p>Development of the number of companies setting up in rehabilitated brownfield sites</p>	<p>(Downwards) evolution of the rate of loss of greenfield sites in the region</p> <p>Evolution of the number of jobs created by the establishment of new economic activities on brownfields/turnkey sites/business parks</p>

Support for the Development of Logistics and Port Activities

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²⁴
<p>Explicit objective to densify transport activities to support rail and waterway transport and multi-modal freight transport (yes/no)</p> <p>Explicit objective to improve connections between seaports and the regional and then national hinterland (yes/no)</p> <p>Explicit objective to diversify port activities (transport of goods, people, leisure parks, cultural places, etc.) (yes/no)</p> <p>Explicit objective to strengthen the accessibility</p>	<p>Evolution of the number of partially automated warehouses</p> <p>Number of new or upgraded inter-transport terminals</p> <p>Length of railway lines equipped with the European Rail Traffic Management System in operation -(RTE-T)</p> <p>Connections of logistics network nodes with more remote territories</p>	<p>Evolution of the volume of goods transported by rail or waterways (ERDF indicator)</p> <p>Evolution of the average delivery time of goods</p> <p>Offering logistics solutions for producers and consumers in remote areas</p>	<p>Evolution of loading/unloading of goods from/to foreign countries (OECD)</p> <p>(Downward) evolution of delivery and transport times to and from remote areas</p> <p>Evolution of the quality of logistics in the region (including remote areas)</p>	<p>Evolution of the number of regional jobs in logistics and the economic weight of the sector in the regional GDP</p> <p>Evolution of regional imports/exports (intermediate and final goods)</p> <p>Evolution of the position of French sea and river ports in international competition</p>

²³ Idem.

²⁴ These indicators reflect a development in the attractiveness profiles of the regions.

of logistics activities in more remote areas (yes/no) If yes, budget allocated for the implementation of these objectives				
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Support for the Digitalisation of the Territory

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²⁵
Time (in hours/month) spent training on internet training Evolution of the budget dedicated to the development of digital infrastructures and uses territorial promotion policies based on the ability to work from home (yes/no)	Number of broadband internet lines installed in the area targeted by the policy	Number of additional homes/businesses with access to ultrafast broadband Number of public bodies supported to leverage ICT and digital innovation to improve their processes, uses and applications	Number of homes/businesses with broadband access via a very high-capacity network (ERDF indicator, 2020) Number of people using new or improved public digital services, applications or processes introduced or developed by public institutions as a result of support (ERDF Indicator) Number of companies achieving a high level of digitisation thanks to the suggested support (ERDF indicator) (see note) Number of households working from home in non-metropolitan areas of the region	Share of the total population with daily internet use (The French Regulation Authority for Electronic Communication, Postal Service and Distribution's (ARCEP) Digital Barometer, 2020) Number of companies achieving a high level of digitalisation ²⁶ thanks to the suggested support (ERDF indicator)

Note: High digital intensity is defined by DG Connect as the availability within the company of at least seven of the following twelve technologies: Internet for at least 50% of employees; Use of ICT specialists; Fast broadband (at least 30 Mbps); Mobile Internet devices for at least 20% of employees; A website; A website with sophisticated features; Company presence on social networks; Paid advertising on the Internet; Purchase of advanced cloud computing services; Sending of invoices; E-commerce turnover is at least 1% of total turnover; Web sales to businesses of more than 10% of total web sales (Commission Européenne, n.d.[17]).

Source: Tables 4.3-4.8 developed by the authors, based on the analysis of data identified during the field survey, and in particular the following sources: Database on the internationalisation and attractiveness of OECD regions, Reference indicators for the monitoring and evaluation of ERDF funds 2021-2027, OECD report on evaluation to improve the governance of public policies (2020), *Banque des Territoires'* DATAVIZ *Territoires d'Industrie* platform, Eurostat, Arcep's 2020 Digital Barometer, *Campus France* criteria used to award the *Bienvenue en France* label

²⁵ Idem.

²⁶ Idem.

Investor Attractiveness Policy (Team France Invest)

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²⁷
Evolution of the number of project specifications of foreign investors detected by Business France and transmitted to the Regions.	<p>The Team France Invest project is being implemented in the region (yes/no)</p> <p>Evolution of the number of promotional operations carried out with regional actors to promote the assets of their territories.</p>	Evolution of the number of successful FDI projects in the region and number of associated jobs (created or maintained)		

Note: The reflection on these indicators is indicative. It is based on information shared by Business France but does not prejudice the indicators set by Business France for its Export and Invest missions, and its ability to monitor the indicators suggested here.

Source: This table is developed by the authors, based on the agencies with the Business France agency, but without prejudging the indicators used by the agency in the context of its activity and relations with its supervisory bodies.

Export Support Strategy (Team France Export)

Input Indicators	Process Indicators	Output Indicators	Outcome Indicators	Long-Term Impact Indicator ²⁸
	<p>Team France Export is available in the region (yes/no)</p> <p>Development of the number of international Team France Export advisers deployed in the region.</p>	<p>Development of the number of SMEs in the region qualified in Team France Export's portfolio of International Advisers (via the customer relationship management tool shared by Business France and the French Chamber of Commerce and Industry)</p> <p>Development of the number of regional companies (SMEs and Intermediate-Sized Enterprises) benefiting from Team France Export's international support services (preparation and projection) in France and abroad.</p>		<p>Impact rate in terms of business flows of the international support provided by Team Export France in the region</p> <p>Evolution (towards lower concentration) of the diversity of export markets (Herfindahl-Hirschman Index (HHI) (see Internationalisation Mission to Colombia indicators, Box 4.6)</p>

Note: Note: The reflection on these indicators is indicative. It is based on information shared by Business France but does not prejudice the indicators set by Business France for its Export and Invest missions, and its ability to monitor the indicators suggested here.

Source: This table was created by the authors, based on feedback from the French authorities, in particular the Business France agency, without prejudging the indicators used by the agency in the context of its activity and relations with its supervisory bodies.

²⁷ These indicators reflect a development in the attractiveness profiles of the regions.

²⁸ Idem.

Action Plan

To support actors in adopting the suggested tools and ensuring their concerted use, the OECD proposes the following list of actions. These suggestions are addressed to all stakeholders in regional internationalisation and attractiveness: the State, its decentralised services and its relevant operators (Atout France, Business France, Bpifrance, *Banque des Territoires*, *Campus France*); and the Regions, including the association *Régions de France*.

These actions have been developed in a transversal way, based on recommendations suggested in the main report, but also considering the main issues it stresses. Proposed actions are therefore not necessarily shown in the order in which the recommendations were made. A distinction will be made:

- Actions recommended **to all stakeholders** in regional internationalisation and attractiveness to meet the challenges of coordination;
- Actions recommended **to State services and operators** in support of the implementation of the Regions' competences
- Actions recommended **to regions** (and their economic development, innovation, attractiveness and/or tourism agencies) in connection with the legal strategic documents

Actions Recommended to all Stakeholders in Regional Internationalisation and Attractiveness at Different Levels of Government to Address Coordination Issues

Better Understanding the Context of Public Action, 2. Improve Knowledge on Existing Challenges and Promote Regions' Assets to Support the Internationalisation and Attractiveness of their Territories

Recommendation 1: Adopt a regional approach, while taking into account: regional authorities' competences, the need to clarify the "who does what", and the implementation of relevant multi-level coordination mechanisms.

Recommendation 2: Consider attractiveness and internationalisation policies as tools for inclusive and sustainable regional development in the context of the pandemic, recovery and major climate, technological, demographic and socio-economic changes.

	Recommended actions	Actors involved
Action a	Integrate an "Internationalisation and Attractiveness" section(s) in all strategies concerning inclusive and sustainable regional development: <ul style="list-style-type: none"> • Multi-level stimulus actions (France relance recovery plan) • In the medium term: in multi-level strategic documents (e.g.,: the Contract for Recovery and the Ecological Transition (<i>CRTE</i>), the State-Regional Planning Contract (<i>CPER</i>) and European programmes). 	Regions The Directorate-General for Enterprise (<i>DGE</i>), the General Secretariat for European Affairs (<i>SGAE</i>), the Directorate-General for Local-Government (<i>DGCL</i>), the National Agency for

		<p>Territorial Cohesion (ANCT), the Ministry for Europe and Foreign Affairs (MEAE)</p> <p>Atout France Business France, Bpifrance, Banque des Territoires, Campus France</p>
Action b	<p>Reflect in these sections the plurality of dimensions of regional attractiveness, beyond the economic aspects alone, based on the dimensions suggested in the regional attractiveness diagnosis tool (No. 2).</p>	<p>Regions</p> <p>The National Agency for Territorial Cohesion (ANCT), the Directorate-General for Local-Government Units (DGCL), the General Secretariat for European Affairs (SGAE)</p> <p>Atout France Business France, Bpifrance, Banque des Territoires, Campus France</p>

Working Better Together

Recommendation 1: Adopt a regional approach taking into account the responsibilities of the regional authorities, make it clear "who does what" and mobilise relevant multi-level coordination mechanisms.

Recommendation 4: Identify the different stakeholders involved in the internationalisation and attractiveness strategies and their interactions in a multi-level context in order to determine the role of each, identify possible redundancies and gaps and suggest necessary clarifications

Recommendation 5: Identify the main issues that may affect the ability of internationalisation and attractiveness stakeholders to coordinate effectively among themselves at multiple levels and in various sectors, in order to build upon relevant mechanisms to efficiently organise the action.

Recommendation 6: Support information-sharing for the assessment and alignment of objectives..

Action c	<p>Share the indicators for assessing regional internationalisation and attractiveness (Tools 1 and 2) in order to serve as a common reference for drawing up and monitoring the various strategic documents involved in regional internationalisation and attractiveness.</p>	<p>Regions (The Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII), the Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET), the Regional Higher Education, Research and Innovation Scheme (SRESRI), the Regional Tourism Development Scheme (SRDT))</p>
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		<p>Directorate-General for Local-Government Units (DGCL) State-Regional Planning Contracts (<i>CPER</i>)</p> <p>The National Agency for Territorial Cohesion (ANCT) (Contract for Recovery and the Ecological Transition (<i>CRTE</i>) and support for the implementation of European programmes)</p> <p>Directorate-General of Enterprises (DGE)/ChooseFrance</p> <p>Roadmaps of Atout France, Business France, Bpifrance, <i>Banque des Territoires</i>, <i>Campus France</i>.</p>
Action d	<p>Mobilise institutional mapping (Tool 4) and the tool for explaining the main coordination challenges between stakeholders in attractiveness and internationalisation policies and suggestions for good practice to address these challenges (Tool 5) in order to identify the stakeholders in regional attractiveness and internationalisation and develop appropriate multi-level governance arrangements (dialogue, sharing of experience and information, co-financing, adoption of the relevant geographical scale, etc.)</p>	<p>Regions (the Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>), the Regional Planning, Sustainable Development and Territorial Equality Scheme (<i>SRADET</i>), the Regional Higher Education, Research and Innovation Scheme (<i>SRESRI</i>), the Regional Economic Development Scheme (<i>SRDT</i>))</p> <p>Directorate-General of Local-Government Units (DGCL) State-Regional Planning Contracts (<i>CPER</i>)</p> <p>The National Agency for Territorial Cohesion (ANCT) (Contract for Recovery and the Ecological Transition (<i>CRTE</i>) and support for the implementation of European programmes)</p> <p>Directorate-General of Enterprise (DGE)/ Choose France</p>

		Roadmaps provided by Atout France Business France, Bpifrance, Banque des Territoires, Campus France.
Action e	<p>Invite land/logistics/tourism/academic actors to participate in existing discussions and contribute to strategic decisions on regional attractiveness and internationalisation. In particular, these actors would benefit from being consulted on issues relating to:</p> <ul style="list-style-type: none"> • Land actors: sustainable management of land resources (e.g. rehabilitation of brownfield sites) and development of economic land, in particular in the framework of Team France Export / Team France Import (and the new Desk Invest in France tool) • Logistics actors: strengthening the attractiveness of regional industry, particularly in the framework of the Team France Export / Team France Invest (and the new Desk Invest in France tool) • Tourism actors: the attractiveness of the sector's investors and researchers (via business tourism), the sustainable management of tourist flows and the emergence of new, more sustainable forms of tourism. • Academic actors: the attractiveness of talent in relation to the regional innovation strategy and the development of new strategic global value chains. 	<p>Regions: as a priority in the Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII), the Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET), the Regional Tourism Development Scheme (SRDT).</p> <p>State and operators: in the State-Regional Planning Contract (CPER), Contract for Recovery and the Ecological Transition (CRTE), and in the roadmaps provided by the services and operators concerned (in particular: Ademe, Atout France, Business France, Bpifrance, Banque des Territoires, Cerema).</p> <p>Higher education institutions, Cultural institutions, Public land establishments, France logistics</p>
Action f	<p>Move the production of the various strategic documents relating to internationalisation and regional attractiveness towards greater temporal convergence, in particular by ensuring that the results of the Regional Schemes for the Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET)/ The Regional Planning Scheme (SAR) are aligned with the development of attractiveness strategies (SRDEII, SRDT, SRESRI, CPER, CRTE, etc.), and by taking account of European operational programmes.</p>	<p>Regions (the Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII), the Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET), the Regional Higher Education, Research and Innovation Scheme (SRESRI), the Regional Scheme Tourism Development Scheme (SRDT))</p>

		<p>Directorate-General of Local-Government Units (DGCL), State-Regional Planning Contracts (CPER)</p> <p>The National Agency for Territorial Cohesion (ANCT) (the Contract for Recovery and the Ecological Transition (CRTE) and European programmes)</p>
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Recommendation 9: Encourage the participation of local actors, including private sector stakeholders and local residents, in the preparation and monitoring of regional internationalisation and attractiveness strategies.

Action g	<p>Involve sub-regional territorial authorities and agencies in strategic discussions concerning attractiveness and internationalisation, as well as recovery actions, for example within the framework of the Contract for Recovery and the Ecological Transition (CRTE), by integrating objectives and actions that are compatible and, if possible, convergent with those identified in the Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII) and the Region's other strategic documents (Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET), the Regional Tourism Development Scheme (SRDT), the Regional Higher Education, Research and Innovation Scheme (SRESRI), etc.) Contribute to this dialogue through a common reference by sharing the regional indicators suggested by the OECD (tools for assessing the internationalisation and attractiveness of Regions)</p>	<p>Regions, municipalities, the Public Establishment of Intermunicipal Cooperation (EPCI)</p> <p>Local/regional agencies in charge of economic development, attractiveness, innovation and/or tourism</p> <p>The Directorate-General of Local-Government Units (DGCL), the National Agency for Territorial Cohesion (ANCT)</p>
Action h	<p>Integrate into strategic documents the results of citizen participation, beyond the citizen consultations implemented in the framework of the elaboration of regional strategic plans (Regional Economic Development, Innovation and Internationalisation Scheme (SRDEII) and Regional Planning, Sustainable Development and Territorial Equality Scheme (SRADDET) in particular). Citizen involvement could be encouraged through public surveys and round tables with the aim of contributing to the monitoring of the implemented regional attractiveness strategies. The monitoring of these projects could be based on the indicators suggested by the OECD (tool for monitoring key policies for the internationalisation and attractiveness of Regions - e.g. policy to support the development of a sustainable tourism options, support for student attractiveness, etc.)</p>	<p>Regions, municipalities, the Public Establishment of Intermunicipal Cooperation (EPCI)</p> <p>the Regional Economic, Social and Environmental Council (CESER)</p> <p>State and operators.</p> <p>Citizen associations, professional unions, consular chambers</p>
Action i	<p>Draw inspiration from the <i>Territoire d'Industrie</i> programme and Team France Export by involving the Chambers of Commerce and Industry, local companies and the relevant local authorities not only during the initial phases of the attractiveness and internationalisation projects but also in their monitoring and</p>	<p>Regions, municipalities, the Public Establishment of Intermunicipal Cooperation (EPCI)</p>

	evaluation. The monitoring of these projects could be based on the indicators suggested by the OECD (Tool 6)	The Regional Economic, Social and Environmental Council (<i>CESER</i>) State and operators. Professional unions, consular chambers.
Action j	Include in strategic documents actions to support the development and mobilisation of informal regional networks (arrangement of sponsorships, informal meetings for internationalisation and attractiveness actors; incentives for the development of multi-actor initiatives; etc.)	Regions, municipalities, the Public Establishment of Intermunicipal Cooperation (<i>EPCI</i>) The Regional Economic, Social and Environmental Council (<i>CESER</i>) State and operators. Citizen associations, professional unions, consular chambers.

Actions Recommended to State Services and Operators in Support of the Implementation of the Region's Responsibilities

Providing the Regions with the Necessary Tools to Carry out Their Internationalisation and Attractiveness Missions

Recommendation 3: Provide the Regions with tools to establish diagnosis shared across various stakeholders

Recommendation 10: Provide the Regions with the necessary tools to strengthen the monitoring of regional internationalisation and attractiveness strategies in order to better understand their effects and contribute the development of future strategies.

Action k	Provide the Regions and sub-regional actors (and their agencies) with common indicators for the concerted assessment of regional attractiveness and internationalisation (Tools 1 and 2).	The National Agency for Territorial Cohesion's (<i>ANCT</i>) Territorial Observatory Observatory of Regions (<i>Régions de France</i>) Regional Observatories The National Institute of Statistics and Economic Studies (<i>INSEE</i>)
Action l	Provide Regions and sub-regional actors (and their agencies) with common indicators to monitor the economic, social and environmental impact of these strategies, and to ensure that they contribute to the local, inclusive and sustainable development of their territories. These indicators could be based on Tool 6 for monitoring key policies for regional internationalisation and attractiveness.	Regions, State and operators.

Recommendation 7: Strengthen the presence and role of regional authorities in national discussions on internationalisation and attractiveness policies.

Action m	Invite regional authorities to participate in and contribute to national and inter-ministerial strategic discussions on attractiveness and internationalisation, in accordance with the competences granted to them by law, for example in the framework of national discussions on the revival of tourism or on reindustrialisation and relocation strategies.	The National Agency for Territorial Cohesion (ANCT), the Directorate-General for Local-Government Units (DGCL), the Secretary of State for Tourism Atout France Business France, Bpifrance, Banque des Territoires, Campus France.
Action n	Strengthen the active participation of land (e.g. via the Public Land Establishments (<i>Établissements Public Foncier</i>)) and logistics actors (e.g. via <i>France Logistique</i>) in national strategic discussions relating to internationalisation and attractiveness, and in particular within the framework of Team France Invest/ Team France Export	Business France, Bpifrance, Banque des Territoires

Recommendation 8: Make better use of the resources made available by the State to sub-national actors.

Action o	Better integrate the Directorate for Customs and Indirect Taxation into strategic regional attractiveness and internationalisation schemes, in order to benefit from their support for businesses beyond control and statistical production. The services offered to businesses by the Directorate for Customs and Indirect Taxation could be enhanced, particularly in the context of Team France Export, Team France Invest and the new Desk Invest France tool, as well as actions implemented in the Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>) and other regional strategic documents related to internationalisation and attractiveness.	Business France, Bpifrance, Banque des Territoires, regional Chambers of Commerce and Industry
Action p	Set up a "one-stop shop for territorial data" in the Regions, including information on the programmes and policies supported by the State, as well as on the tools made available (e.g.: Cartofriches, Dataviz, etc.)	The National Agency for Territorial Cohesion (ANCT)

Actions Recommended to the Regions (and their Economic Development, Innovation, Attractiveness and/or Tourism Agencies) in Connection with the Legal Strategic Documents

The Recommendations specifically addressed to the **pilot Regions** (Grand Est, La Réunion, South-Provence-Alpes-Côte-D'azur) are included in this table.

Better Understanding the Context of Action, Improve Knowledge on Existing Challenges and Promote Regions' Assets to Support the Internationalisation and Attractiveness of their Territories	
<p>Recommendation 1: Adopt a regional approach, while taking into account: regional authorities' competences, the need to clarify the "who does what", and the implementation of relevant multi-level coordination mechanisms.</p> <p>Recommendation 2: Consider attractiveness and internationalisation policies as tools for inclusive and sustainable regional development in the context of the pandemic, recovery and major climate, technological, demographic and socio-economic changes.</p>	
All Regions	<p>Integrate an "Internationalisation and Attractiveness" section(s) in all strategies concerning inclusive and sustainable regional development:</p> <ul style="list-style-type: none"> • Short-term: within the Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>) • In the medium term: in other regional strategic documents (the Regional Planning, Sustainable Development and Territorial Equality Scheme (<i>SRADDET</i>), the Regional Higher Education, Research and Innovation Scheme (<i>SRESRI</i>), the Regional Tourism Development Scheme (<i>SRDT</i>))
All Regions	<p>Reflect in these sections the plurality of dimensions of regional attractiveness, beyond the economic aspects alone, based on the dimensions suggested in the regional attractiveness assessment tool (No. 2).</p>
All Regions	<p>Ensure that the results of the Regional Planning, Sustainable Development and Territorial Equality Scheme (<i>SRADDET</i>) / Regional Planning Scheme (<i>SAR</i>) support the development of attractiveness strategies (tourism, exports, FDI, innovation) at all territorial levels</p>
Grand Est	<p>Promote the quality of life and the Region's support for its innovation ecosystem to retain qualified foreign students in private and public research and development structures</p>
Grand Est	<p>Resolve, through dialogue and planning between actors, possible tensions between the demand for large areas of land for reindustrialisation and the retention of green-field sites; make it consistent with the next Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>)</p>
La Réunion	<p>Promote the island's cultural diversity, its strong identity and the existing links with foreign diasporas (present in La Réunion) and the Reunionese diaspora abroad, in connection with strategies to attract talent and the international mobility of young people</p>
La Réunion	<p>To enhance the attractiveness of the Region beyond tourism alone, and in particular as a territory with various assets for the development of new economic activities, support for innovation in strategic sectors, etc.</p>
La Réunion	<p>Complement the physical infrastructure investments made with increased support for usage and skills development, including support for the acquisition of digital skills and computer material for example. These "soft" investments are important levers and could enable the Region to position itself as a "data hub" for the Indian Ocean, making it more attractive to talent.</p>

South-Provence-Alpes-Côte-d'Azur	Support the learning and use of foreign languages, and in particular English, in measures aimed at strengthening the region's attractiveness (websites, territorial marketing campaigns, measures to attract foreign talent).
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Working Better Together

Recommendation 4: Identify the different stakeholders involved in the internationalisation and attractiveness strategies and their interactions in a multi-level context in order to determine the role of each, identify possible redundancies and gaps and suggest necessary clarifications

Recommendation 5: Identify the main issues that may affect the ability of internationalisation and attractiveness stakeholders to coordinate effectively among themselves at multiple levels and in various sectors, in order to build upon relevant mechanisms to efficiently organise the action.

Recommendation 6: Support information sharing for the identification and alignment of objectives.

Recommendation 9: Encourage the participation of local actors, including private sector stakeholders and local residents, in the preparation and monitoring of regional internationalisation and attractiveness strategies.

All Regions	<p>Invite land/logistics/tourism/academic actors to participate in existing discussions and contribute to strategic decisions on regional attractiveness and internationalisation. In particular, these actors would benefit from being consulted on issues relating to:</p> <ul style="list-style-type: none"> • <i>Land actors:</i> sustainable management of land resources (e.g. rehabilitation of brownfield sites) and development of economic land, in particular in the framework of the Team France Export / Team France Import (and the new Desk Invest in France tool) • <i>Logistics actors:</i> strengthening the attractiveness of regional industry, particularly in the framework of the Team France Export / Team France Import (and the new Desk Invest in France tool) • <i>Tourism stakeholders:</i> the attractiveness of the sector's investors and researchers (via business tourism), the sustainable management of tourist flows and the emergence of new, more sustainable forms of tourism. • <i>Academic actors:</i> the attractiveness of talent in relation to the regional innovation strategy and the development of new strategic global value chains.
All Regions	Make better use of the national resources available to support regional internationalisation and attractiveness, and in particular the assistance mission of the French Customs, beyond its role of control and statistical production.
All Regions	Contribute to the preparation of the new Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>) with a dialogue between actors around a shared set of attractiveness indicators that includes existing tools and the OECD suggestions.
All Regions	<p>Develop a dialogue bringing together the operational actors of the various stakeholders in internationalisation and attractiveness on the regional level (local authorities, State services and agencies, established companies, university and research centres, associations, etc.) on a regular basis. This body could, for example, contribute to the development of a common territorial marketing strategy on the regional level (see Tool 3 for a comparison of the Region's online presence with neighbouring French and European regions).</p> <p>Support the discussions of this body: by providing common context indicators and their monitoring (Tools 1 and 2 for the diagnosis of regional internationalisation and attractiveness) (see suggestion for a "one-</p>

	stop shop for territorial data" above) and by adopting (depending on the policy areas discussed) the indicators suggested by the OECD for monitoring internationalisation and attractiveness policies (Tool 6 for monitoring key policies for regional internationalisation and attractiveness)
All Regions	Within the framework of this body, plan to strengthen links with neighbouring French Regions in order to benefit from complementarities to be used in joint attractiveness strategies and the sharing of experience and statistical tools (Tools 1 and 2 for assessing regional internationalisation and attractiveness and Tool 3 - keyword clouds of the Regions' websites) with territories presenting common challenges.
All Regions	Strengthen cross-border links with neighbouring European Regions (or further afield, as is possible under the European Interreg programmes), in order to benefit from the complementarities to be used in joint attractiveness strategies and from the sharing of experience and statistical tools (Tools 1, 2 and 3) with territories presenting common challenges This action could be included in the Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>).
All Regions	Identify the governance challenges that limit cooperation between neighbouring Regions in the framework of major European policies and, in particular, in the framework of the major corridors policy (which most often involves several European Regions), using the tool for clarifying the main governance issues (Tool 5). In particular, the authorities are invited to ensure the involvement of all actors concerned by these infrastructure policies (including local populations and businesses)
Grand Est	Include research and higher education actors in COSTRAT and COTECH committees in order to integrate an innovation and talent component in the policies implemented by the Region
Grand Est	Propose inter-territorial land offers to investors and thus strengthen inter-departmental cooperation in terms of attractiveness. Cooperation between the territories and departments of the Region and neighbouring regions could, for example, be encouraged in order to offer access to economic land in the vicinity when it is scarcer in the Regions that traditionally host foreign direct investment.
La Réunion	Strengthen the territorial marketing approach by including all regional priorities (export, youth employment, sustainable tourism, investment attractiveness) and stakeholders in internationalisation and attractiveness (including the academic and economic worlds). This could be one of the priorities of the Internationalisation and Attractiveness working group.
La Réunion	Adapt national support measures for attractiveness and internationalisation to the realities of the overseas territories. In particular, stakeholders are invited to streamline administrative procedures related to internationalisation and regional attractiveness by relying on the mechanisms put in place by the State, and, in particular, by enhancing the assistance role played by the Directorate-General of Customs and Indirect Taxation, beyond their mission of control and statistical production.
La Réunion	Select the indicators for assessing attractiveness and internationalisation suggested by the OECD to complement the economic indicators monitored by the Regional Economic Observatory of the NEXA regional agency
La Réunion	Strengthen the role of the Internationalisation and Attractiveness working group, by ensuring the active participation of all the public actors present in the Region (local authorities, State services and operators, university actors and research centres) to enable information to be shared and decisions to be made quickly, and by ensuring that a multi-dimensional approach to attractiveness that goes beyond strict economic issues is developed. This group could address the issues related to the complexity of institutional relationships between public actors at different levels of government.

La Réunion	Adapt national support measures for attractiveness and internationalisation to the realities of the overseas territories. In particular, actors are invited to streamline administrative procedures related to internationalisation and regional attractiveness by relying on the mechanisms put in place by the State, and, in particular, by enhancing the assistance role played by the Directorate-General of Customs and Indirect Taxation, beyond its mission of control and statistical production.
South-Provence-Alpes-Côte-d'Azur	Select the indicators for assessing attractiveness and internationalisation suggested by the OECD to complement the indicators monitored by the South Region, particularly within the framework of the DATASUD platform (an "Internationalisation and attractiveness" category could be added, for example).
South-Provence-Alpes-Côte-d'Azur	Strengthen the multi-level and multi-actor governance of projects aimed at the attractiveness and internationalisation of the territory, by combining the different dimensions of attractiveness and internationalisation (internationalisation of companies, attractiveness of talents, tourism, etc.) and by mobilising the operational actors of the different stakeholders: relevant local authorities (target territory and Region), State services and agencies, established companies, university and research centres, citizens' associations, etc. Regular dialogue between the Region and these different stakeholders would facilitate the adoption and monitoring of common objectives in terms of internationalisation and attractiveness.

Better Monitor the Actions taken to Learn from Past Experiences and Adapt Action to Contextual Changes

Recommendation 10: Provide the Regions with the necessary tools to strengthen the monitoring of regional internationalisation and attractiveness strategies in order to better understand their effects and contribute to the development of future strategies.

All Regions	Support the dissemination of the results and tools suggested in this study to all of the Region's departments involved in the fields of regional attractiveness and internationalisation (including in the context of cross-border cooperation), based on this summary document.
Grand Est	Agree (in the COSTRAT and COTECH committees) on a key group of internationalisation and attractiveness policies and suggest indicators that will enable them to be monitored and evaluated by the various stakeholders
Grand Est	Involve cross-border partners in this process to create a mutual dynamic of indicator exchange, data sharing and peer learning
La Réunion	Integrate indicators that will enable monitoring and evaluation between the various stakeholders of key policies for the internationalisation and attractiveness of La Réunion: international mobility of young people, exports (collaborative), support for digitalisation (uses), development of sustainable tourism.
La Réunion	Involve the partners in the Indian Ocean basin in this process to foster a dynamic two-way exchange of data and peer learning.
South-Provence-Alpes-Côte-d'Azur	Integrate indicators (including medium and long-term impact indicators) that enable the monitoring and evaluation of key policies for the internationalisation and attractiveness of the Region, and in particular: land management, support for the development of more environmentally friendly tourism and the strengthening of logistics in relation to port activities, etc.

Appendix A: Reminder of and Procedure for the Elaboration, Implementation and Follow-Up of the Main Strategic Documents Related to Regional Internationalisation and Attractiveness

Key steps	Development	Implementation	Follow-up
The Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>)	<p>Drawn up the year following the renewal of the regional executive with the metropolises and the Public Establishment of Intermunicipal Cooperation (<i>EPCI</i>) with its own tax status.</p> <p>Presented to the Territorial Conference on Public Action (<i>CTAP</i>)</p> <p>Adopted by the regional council before the end of the year following the renewal of the regional executive.</p> <p>The Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>) can be maintained within six months of the general renewal of the regional councils.</p>	<p>6 years (duration of the regional mandate). The implementation of the Regional Economic Development, Innovation and Internationalisation Scheme (<i>SRDEII</i>) may be the subject of two agreements between the Region and the regional Chamber of Commerce and Industry/Chamber of Trades and Crafts. It may be the subject of agreements with Public Establishments of Intermunicipal Cooperation with their own tax status.</p>	<p>Not provided for in the General Local Authorities Code (<i>CGCT</i>)</p>
The Regional Planning, Sustainable Development and Territorial Equality Scheme (<i>SRADEET</i>)	<p>Developed within three years of the renewal of the regional executive, according to the procedure set out by the Regional Council after a debate within the Territorial Conference on Public Action (<i>CTAP</i>).</p> <p>The targets are set by the Regional Council.</p> <p>The new regional executive may decide to maintain, amend, revise or repeal the current Regional Planning, Sustainable Development and Territorial Equality Scheme (<i>SRADEET</i>).</p>	<p>Targets formulated in the medium and long term (not specified by the law, depending on the region this may be 2030, 2040, 2050, etc.).</p> <p>Rules are identified to enable the achievement of these objectives.</p> <p>The Region may conclude agreements for its implementation with Public Establishments of Intermunicipal Cooperation (<i>EPCIs</i>) with their own tax status, a pole of territorial and</p>	<p>Report presented by the Region within six months of the renewal of the regional executive.</p>

		rural balance or a community with special status.	
The Regional Tourism Development Scheme (<i>SRDT</i>)	Drawn up by the regional tourism committee, then submitted for consultation to the Regional Economic, Social and Environmental Council (<i>CESER</i>), departmental tourism committees and similar bodies. Adopted by the Regional Council.	Medium-term objectives (not specified in the French Tourism Code). Implemented through agreements between local and regional authorities.	Not defined in the French Tourism Code.
The Regional Higher Education, Research and Innovation Scheme (<i>SRESRI</i>)	Drawn up by the Regional Council with the competent territorial authorities and groupings, in accordance with national priorities for higher education and research.	10 years	Not defined in the French Education Code
Regional plan contract for the development of vocational training and guidance	Developed by the Region in the year following the renewal of the regional executive and adopted by the Region, the State and the academic authorities.	Programming and funding are determined annually by annual application agreements.	Set by decree in the Council of State.
The State-Regions Contract (<i>CPER</i>)	Drawn up between the State and the Region, on the basis of a method agreement presented in advance.	A 2021-2022 component dedicated to the recovery (recovery agreement) and a component planned for 6 years.	Definition of an ad-hoc monitoring body and common evaluation criteria provided for in the method agreement.
The Contract for Recovery and the Ecological Transition (<i>CRTE</i>)	Developed between the State and local authorities via a steering committee.	6 years, implemented by the steering committee.	Targets per action are set and monitored on the basis of national indicators.
EU Cohesion Policy Operational Programmes	Programmes developed by the Member States with the European Commission in the framework of partnership agreements, based on the thematic objectives identified by the European Commission.	7 years. The budget of the policy and the rules for the use of the funds are set by the Council of the European Union and the European Parliament, upon a proposal from the European Commission. The implementation and management of the programmes is carried out by the Member States and their regions.	The Commission and the Member States are involved in the monitoring of each programme. In the framework of the ERDF/ESF funds, monitoring indicators are identified.

Source: (European Commission, n.d.) (French General Code of Territorial Cohesion, n.a.), (French Tourism Code, n.a.), (French Education Code, n.a.)

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