Cross-Sector Collaboration
in Cross-Border Areas

The Case of Röstånga

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Abstract

Some administrative border areas are recently defined as cross-border areas, and have become a key phenomenon that is challenged by disparities between urban and rural areas. In this setting, the cross-sector collaboration is presented as a type of organization to respond challenges generating from these disparities. Despite its complexity, the cross-sector collaboration is becoming a significant strategy in cross-border areas to instigate sustainable development issues through bringing new dynamics into the traditional settings. From a realist perspective, the researchers in this study explore the cross-sector collaboration and approaches to organizing cross-sector collaboration in cross-border areas. Each side of an administrative border in cross-border areas, there exists three main societal sectors - public, private and third sector having representation as collaboration stakeholders. In order to deal with sustainable development of cross-border areas through cross-sector collaboration, resource management and stakeholder management approaches are problematized as not adequate to address various dimensions of complexities regarded in cross-sector collaboration in cross-border areas. Moreover, the village of Röstånga has been studied in order to examine the practice of these approaches to cross-sector collaboration along the administrative border between Svalöv and Klippan municipalities in Skåne region. Fundamental factors in organizing cross-sector collaboration in cross-border areas have been identified throughout the case study. In order to organize cross-sector collaboration in such setting, the researchers also find out that there are 'other issues', commonly known by public and third sector as meeting points, local logic and social capital, that are not approached within neither resource management nor stakeholder management approach. These other issues need to be instantly addressed in cross-sector collaboration in cross-border rural areas in addition to the identified fundamental factors. At the end, the researchers develop 'Social Issue Management Approach' that integrates management-with-stakeholders approach, as having no focal organization but a common focal issue, and social issue approach as an ideal strategy suggested to organize cross-sector collaboration in cross-border areas.

Key Words: *Cross-Border Areas, Cross-Sector Collaboration; Third Sector, Public Sector; Resource Management Approach, Stakeholder Management Approach, Social Issues, Social Issue Management Approach.*

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1. Introduction

This chapter primarily introduces cross-border areas as the context of the research problem. The evolution of administrative borders to border areas, and then to cross-border areas is recent phenomenon that has been challenged by disparities between urban and rural areas. Following this setting, the cross-sector collaboration is presented as a type of organization to respond these challenges. Cross-sector collaborations, however, have confronted with diverse organizational complexities that impede sustainable collaboration processes.

1.1. From Administrative Borders to Cross-Border Areas

With the most common use in Oxford dictionary, *border* is defined as 'a line separating two countries, administrative divisions, or other areas'. In this research, the concept of *border* narrowly refers to the line of demarcation for administrative borders between two municipalities within a country. The figure 1.1 is clearly illustrating the evolution of *administrative border*s to *border areas*, then to *cross-border areas*. Below, there is a brief description of this process in terms of development issues.

The primary source of mark in dividing areas has been geographical borders that appear natural. In our constructed world, we are also having political borders. As a part of political administration, borders are commonly designed as human artefacts (Delanty, 2006). Since administrative borders have been set by national governments to divide national territory into regions and municipalities for the sake of governing conveniently, distinctive regional or municipal patterns within a country in terms of population, growth, investment and development have emerged around different sides of administrative borders (Nørgaard, 2011). This difference is likely to originate from different historical, social and cultural background in different sides of an administrative border. Nevertheless, these differences mostly evolve into disparities not only between each side of administrative border, but also within each side of an administrative border due to the centralized municipal administration. While the city becomes the central focus in a municipality, *border areas* that are outlying away from center and close to administrative borders are given less importance by municipal administration in terms of needs, services and investment related to development issues. Although only public authorities are found as representatives from main societal sectors in cross-border areas (Blatter, 2004), access to the public services such as schools, libraries and infrastructure development in border areas is not provided with equal standards compared to the central municipal areas. The economic structure and the development infrastructure are often weak in sparsely populated border areas. Border areas, being more rural, are suffering from the mobilization of people towards urban areas. In the meantime, procurement of these services in border areas is far costly for central governments than in the center (Leibenath, Korcelli-Olejniczak, & Knippschild, 2010). Moreover, having a population decline in these border areas as a result of staying at the external locus of control (Northouse, 2013) leads to a growing urbanization and thus to a centralized development policy (OECD Rural Development Program, 2006). Therefore, central municipal areas obtain more allocation of resources to meet the needs for a growing population. As a sequence of vicious cycle, centers become to have a higher potential to attract economic factors as companies, jobs and employees with a more developed infrastructure (Nørgaard, 2011). This development of central urbanization naturally occurs at the expense of rural border areas although border areas also encompass limited political, social, cultural and economic resources in its structure (Delanty, 2006).

The sustainable rural development is an important phenomenon for the resilience and the viability of nations' economic, social and economic sustainability. And, when it comes to governing sustainable development in rural areas, the 'Millennium Development Goals' established by the United Nations in 2000 occupies crucial standpoint to approach issues for sustainable development, and many goals are set related to issues encountered in rural areas. Investments for infrastructure, health and education are seen essential for sustainable rural development to develop opportunities for the areas in terms of productivity and income as well as to meet the basic needs (United Nations Department of Economic and Social

Affairs, 2014). Nevertheless, the demand for development in center areas can be seen as a threat for sustainable development of border areas (Boverket, 2013). Thus, each border areas located at both side of the administrative border strives for surviving from the consequences of ever-expanding unequal distribution between urban centers and rural peripheries nearby border areas. In this struggle, these border areas become characterized by homogenous features and functional interdependencies (Perkmann, 2003). That is how the phenomenon of *cross-border areas* have emerged and gain importance as spatial category (Schinderegger et al., 2005 in Leibenath et al., 2010). Interactions and initiatives taking place at cross-border areas between neighboring border areas are categorized as *cross-border collaboration* for the preservation, governance and development of common living space notwithstanding the administrative barriers drawn by central authorities and their consequences (Schmitt-Egner, 1998 in Perkmann, 2003).
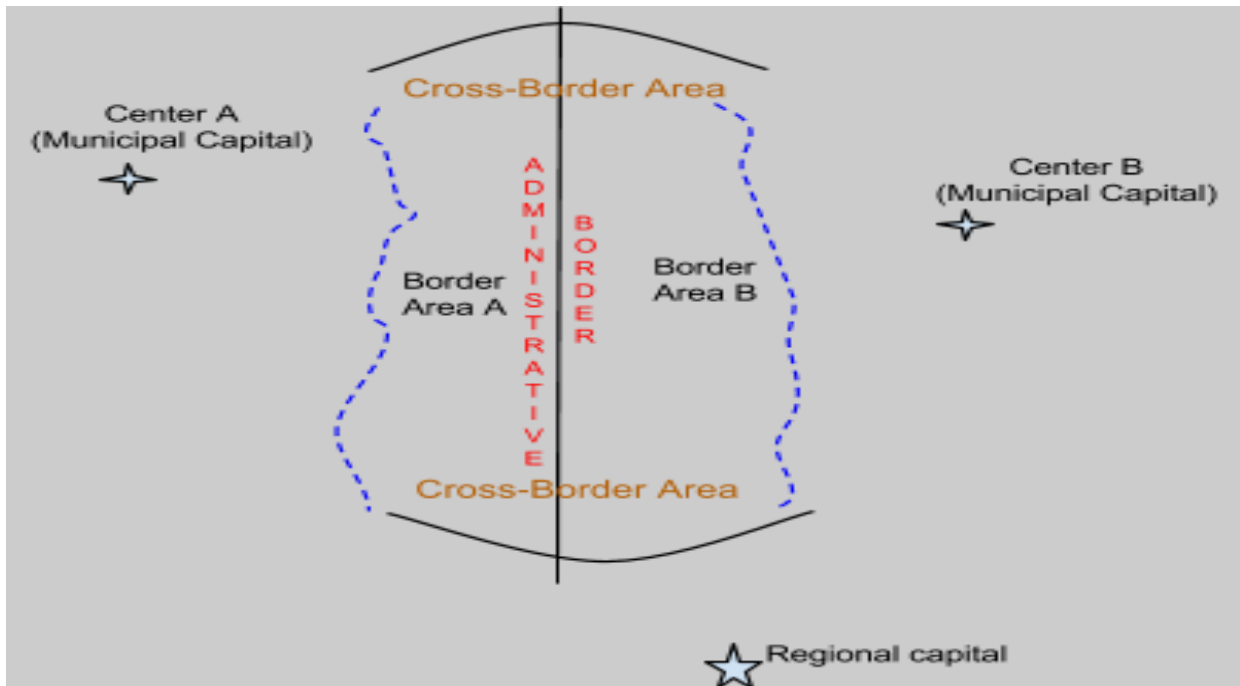
Figure 1.1. FROM ADMINISTRATIVE BORDERS TO CROSS-BORDER AREAS

1.2. From Cross-Border Collaboration to Cross-Sector Collaboration

The spatial setting of cross-border collaboration, as it is originated from the evolution illustrated in figure 1.1, just took place in the literature after 1950s, especially after the emergence of European Economic Union process. However, in the literature, the administrative borders that have been crossed over by these type of collaboration most commonly denote borders between nation states (Perkmann, 2003). This is, for instance, taking place in the case of Øresund region where there intensive collaborative activities over Copenhagen metropolitan of Denmark and Malmö metropolitan of Sweden (Øresund Regionen, 2014). Moreover, in the literature, there is a tendency to refer to cross-border collaboration as an initiative to emancipate local and regional communities from nation-state control (Cappellin, 1992; Murphy, 1993; Gonin, 1994 in Perkmann, 2003). Zadek (2007) also argues that collaborative organizations in cross-border areas have potentials to overcome legacies, inertias and inadequacies of traditional institutions. Instead, in this research, as it is mentioned above, administrative borders infer to the borders between two municipalities of a region within a country. There are two grounds for this delimitation: Firstly, there is a certain time limitation which makes conducting a field study on cross-border area over two states' national borders inapplicable; and secondly, researchers in this study choose to avoid giving fallacious inferences to different policy making of different national governments for rural development approaches. Therefore,

the cross-border collaboration is rather granted to both formal structures and informal interactions among various organizations and sectors that emerge in cross-border areas (Sullivan & Skelcher, 2002 in Sullivan, Barnes, & Matka, 2006). In other words, as Emerson, Nabatchi, & Balogh (2011) discuss, cross-border collaboration relies on processes and structures of public policy and management that aims to bring people from public agencies, government officials, public, private and civic spheres of life together. Then, *cross-border collaboration* can be redefined as a process in which various autonomous actors across administrative borders interact through formal and informal negotiations, jointly creating norms and structures to manage their relationships (Thomson & Perry, 2006; Tolbert & Hall, 2009) and ways to act on the issues that has brought them together (Thomson & Perry, 2006). This definition corresponds to a higher level of collective action than in cooperation or coordination. Thus, collaborative structures and partnerships among societal sectors - public sector, private sector and third sector - across borders are accounted as better tools to carry out strategies for eliminating disparities that also engender the unequal distribution in terms of development issues. That is why, in order to tackle economical, social and environmental challenges in cross-border areas through a sustainable process (Miller & Ahmad, 2000), this research hypothesizes that cross-border collaborations can be managed well through examining collaborative relations between main societal sectors, namely *cross-sector collaboration*.

Bryson, Crosby, and Stone (2006) define cross-sector collaboration as:

> *"... the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately"* (2006: p. 44).

Vurro, Dacin, and Perrini (2000) also explain cross-sector collaboration as "voluntary, collaborative efforts between organizations from two or more sectors that search for more effective organizational approaches to address complex social problems" (2000: p. 39).

Because of interactions along with cross-sector collaboration in cross-border areas, these areas are not anymore only spaces of functional interdependencies, but also accounted as socio-territorial units consisting of a joint collaborative organization among various authorities and sectors (Perkmann, 2003). Due to the recent characterization of cross-border areas as socio-territorial units, collaborating sectors of societal life in these cross-border areas and their interactions become key elements while addressing challenges related to development issues in these areas. As Fosler (2001) argues, cross-sector collaboration is required not only to tackle complex public problems that a single sector cannot handle alone, but also to better understand and redefine their relationships and strategies in regards to development issues (2001). Therefore, it is important to clarify stakeholders of cross-sector collaboration in cross-border areas and how these stakeholders are engaged within its specific structural forms of complexities.

1.2.1. Stakeholders of Cross-Sector Collaboration in Cross-Border Areas

As it is indicated that cross-sector collaboration is the key element of cross-border collaboration, stakeholders of cross-border collaborations are automatically accounted as various sectors that are credited as taking responsibility in societal life. Therefore, it is purposive in this research to directly investigate the stakeholders of cross-sector collaboration that occurs in cross-border areas. As it is illustrated in figure 1.2, each border area has primarily its own collaboration stakeholders that are clearly defined as belonging to three main societal sectors that take over the management of social life; *(1) public sector*, *(2) private sector* and *(3) third sector*. In the literature, public sector is also termed as government or state sector whereas private sector is also called as business or profit sector. Third sector, however, has more various definitions such as non-profit, civil society, non-governmental or volunteer sector as a result of the variety in its practice. Each sector as collaboration stakeholder has also its own responsibilities to their own sectoral stakeholders notwithstanding these sectoral stakeholders are involved in cross-border

collaboration or not. Furthermore, as O'Regan and Oster (2000) argue, the public sector has superiorities in the procurement of goods and services generating from its two crucial capacities of taxing and rule-setting. Private sector, on the other hand, has a critical advantage of raising capital that needs large-scale enterprises. Third sector, on the contrary, holds advantages of having trustworthiness and socially-driven ideology that attract a variety of constituencies in society (O´Reagan & Oster, 2000). In brief, cross-sector collaboration is occurring when more than one sector across different border areas interact each time in order to address any issue related to this specific area. Selsky and Parker (2005) assert hereby that cross-sector collaboration primarily is advantageous and occurs when more than one sector has interests to meet their organizational needs through interacting with each other, as each sector has particular advantages that each sector stand with in cross-sector collaboration (Selsky & Parker, 2005).

All of the public, private and third sector are somewhat present in central municipal areas. However, in sparsely populated border areas the private and the third sector is somewhat 'present' but the public sector is merely 'represented', limited to the extent to what the central administration of public sector can channel to these areas. From the view of private sector, the infrastructure with public services of the border areas are not developed to meet the need as a presumptive market (Steyaert & Hjorth, 2006). That is why, private sector is not attracted with investing into border areas that are outlying away from centers. Furthermore, the third sector in cross-border areas struggle against the impacts deriving from mismanagement of both public and private sector in terms of development in cross-border areas. Especially while constituencies of third sector are redefined as consumers by public and private sectors (Steyaert & Hjorth, 2006), cross-border areas, which usually have little number of constituencies, fall into out of this category for the realm of market and private enterprise. This intertwined relation of public and private sector has caused an intense flow of potential constituencies of third sector to the central municipal areas that also offer abundant opportunities of consumption, either positive or negative manner. Alternatively, the third sector is more likely to manage formal and informal issues with a non-market oriented approach (Moulaert & Ailenei, 2005).
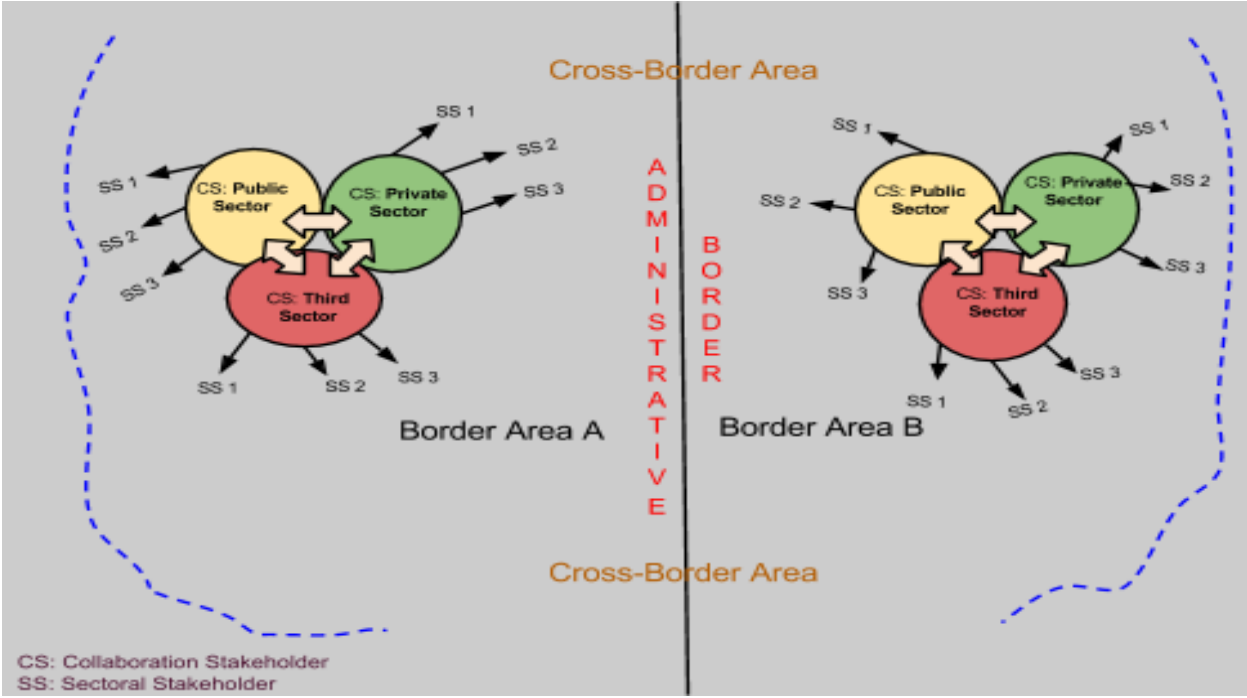

Figure 1.2. STAKEHOLDERS IN CROSS-BORDER COLLABORATION

1.2.2. Complexities in Cross-Sector Collaboration in Cross-Border Areas

Since the modern world is characterized as 'society of organizations', most of cross-sector collaboration occur among organizations from three main societal sectors and organizations collaborating in these sectors vary with a large scale in mission, size, capacity and complexity (Fosler, 2001). Furthermore, while each sector is relied on satisfying interests of their own sectoral stakeholders, which of some are indeed affiliated with organizations from other sectors, the organizational structure formed by collaboration agreement is not enough to bring all interests together, and more importantly to keep the collaboration going on for longer terms. Even though all sectors that are properly structured and accomplishing its main roles initially gather around collaboration to undertake collective action on the basis of a shared vision and mission, it is not automatically bringing out that the process of collaboration would follow up successfully. In fact, as Fosler (2001) asserts, in practice, roles and activities of each sector are peculiarly divided while these roles and activities consist of multiple tasks and capability of sectors in performing these tasks differ. Huxham argues hereby that the potential value of collaboration is not usually achieved since working with others is not inherent to the organizational structures, especially when the collaboration across organizations in three main sectors magnify the complexity of interactions (1996).

In order to consolidate the cross-sector collaboration as an important strategy to elevate sustainable development in border areas, also the complexity that is inherent in cross-sector collaboration needs special concern. With regards to the complex structure of collaborations among organizations in sectors across borders, three dimensions of complexity in formal structure of organizations discussed by Tolbert and Hall (2009) can be adapted to explore complexities of cross-sector collaboration in cross-border areas. These three dimensions are horizontal complexity, vertical complexity and spatial complexity.

- *Horizontal complexity* is associated with different skills and knowledge (Tolbert & Hall, 2009). In the context of cross-sector collaboration, horizontal complexity occurs since each collaborating sector has their own specialization deriving from their distinguished skills and knowledge as it has already been highlighted as sectoral advantages. In addition, horizontal complexity also largely occurs when the number of organizations taking part increases (Tolbert & Hall, 2009) in cross-sector collaboration. Especially in cross-border areas, where hierarchical legacies from administrative border arrangements are still setting barriers to new type of organizations such as cross-sector collaboration, the complexity among and within same sector collaborating is higher in horizontal dimension with diverse departments.

- *Vertical complexity* is normally corresponding to the depth of hierarchy and supervisory levels (Tolbert & Hall, 2009). Regarding the cross-sector collaboration in cross-border areas, vertical complexity is rather related to the concentration of power and centralization within sectors, especially public sector organizations representing municipal/local, regional and national levels for policy-making and decision-making processes.

- *Spatial complexity* occurs when organizations perform in different geographical locations and it may be in relation with horizontal complexity in different work activities and in relation with vertical complexity with different decision-making structures and authority groups in a spatially dispersed settings (Tolbert & Hall, 2009). In cross-border areas, spatial complexity in the organization of cross-sector collaboration has become an important concern since there are different authority groups in each border areas that are collaborating across borders. Moreover, in cross-border areas, spatial complexity in cross-sector collaboration also comprises impacts of horizontal and vertical complexities existing in each border areas.
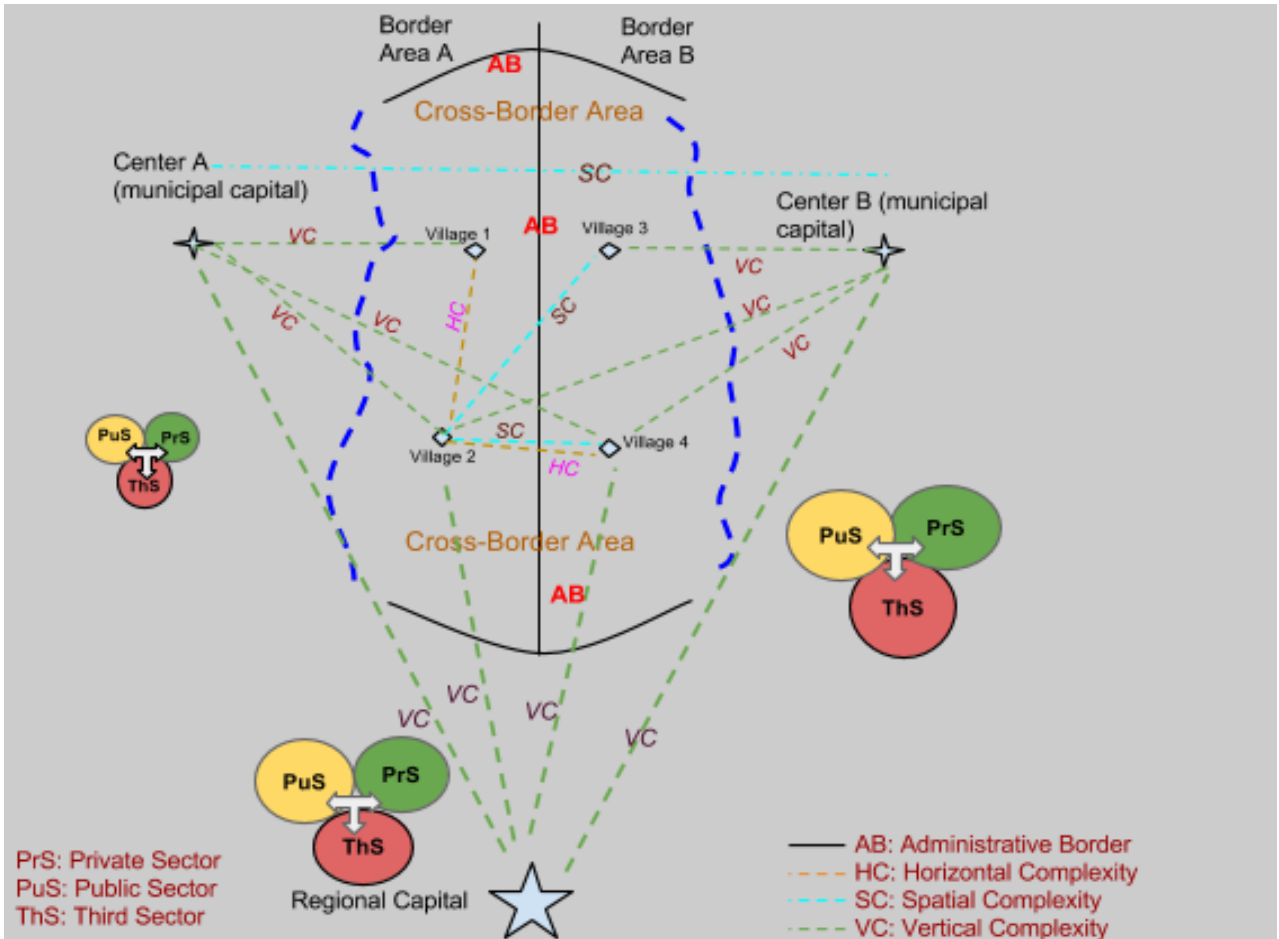
Figure 1.3. DIVERSE COMPLEXITIES OF CROSS-SECTOR COLLABORATION IN CROSS-BORDER AREAS

To clarify complex interactions among stakeholders of cross-sector collaboration, the illustration made in figure 1.3 is useful to set out these diverse dimensions of complexity in cross-border areas. The figure 1.3 is explained, but not mentioned due to the delimitation of this research in regards to the administrative border in one country as well as focusing complexities within cross-sector collaboration in cross-border areas. Other forms of complexities occurring as a result of interactions between or within sectors are only briefly described to set awareness about their presence.

Horizontal complexity hereby is illustrated between each sector collaborating both across administrative border and within administrative border. As the focus of this research is cross-sector collaboration, as it is already defined in cross-border areas, collaboration across administrative border is of interest. The interactions among same sectors from village 1-2 in border area A and from village 3-4 in border area B would only be defined as horizontal complexity in sectoral collaboration. Therefore, complexity among sectors collaborating only from village 1-3, 1-4, 2-3, and 2-4 stands for horizontal dimension in cross-sector collaboration in cross border areas. Within broader scope of territory further cross-border areas illustrated in figure 1.3, collaboration among center A and center B is still cross-sector collaboration, but is not accounted as cross-sector collaboration taking place in cross-border areas. However, these centers and sectors collaborating thereby are still indirectly taking part in cross-sector collaboration, not always being present, but represented in cross-border areas. That is why, these center-based sectors are also accounted as stakeholders of cross-sector collaboration in cross-border areas.

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In figure 1.3, vertical complexity is shown in different levels of concentration of power (Tolbert & Hall, 2009). Firstly, collaborations taking place on regional level, which also falls into broader scope of territory further cross-border areas, occur among sectors located at regional capital and center A or center B. Even though it happens rarely, collaborations might be realized among sectors from regional capital and villages from both border areas. However, these type of collaborative organizations are not accounted as cross-sector collaboration in cross-border areas unless the hierarchical interaction has been applied onto more than one border area from one regional capital under the same collaboration. Secondly, hierarchical relations between center A or B and villages in border areas show the characteristic of vertical complexity. This is also divided into two different forms. One of them is hierarchical relations shown between center A and villages 1 or 2 in border area A as well as shown between center B and villages 3 or 4 in border area B. These illustrated relations are still highly complex in vertical dimensions; however, they do not fall into the category of vertical complexity among sectors located in cross-border areas. These formations can only be exemplified as vertical complexities in sectoral collaborations. Second type of formation is, indeed, the type of vertical complexity that occurs in cross-sector collaboration in cross-border areas. In figure 1.3, it can be seen when hierarchical relations happen between center A and villages 3 or 4 in border area B as well as between center B and villages 1 or 2 in center A.

The dimension of spatial complexity is basically happening at each interaction among sectors that are located at different side of the administrative border. As seen in figure 1.3, interactions among sectors from center A and B clearly have spatial complexity; however, these complexities are not listed under the spatial complexity within cross-sector collaboration in cross-border areas unless any organizations in sectors from border areas involve themselves in this collaboration. On the other hand, interactions shown in figure 1.3 between center A and village 3 or 4, between center B and village 1 or 2, and between villages 1-3, 1-4, 2-3, and 2-4 may show substantial characteristics of spatial complexity among stakeholders of cross-sector collaboration in cross-border areas. In this setting, spatial complexity may also encompass horizontal and vertical complexity depending on organizations from which sectors are collaborating. Furthermore, in cross-border areas, horizontally policy coordination across sectors and vertical policy coordination across different spatial levels require particular effort because of the manifold institutional asymmetries still prevailing not only between but also within nation states (Leibenath et al., 2010).

With specific regards to sectors taking part in collaborations within sectors and between stakeholders as well as between sectors, public sector is known as having a high level of complexity in all three different dimensions of formal structure. The vertical complexity in public sector is due to the decision-making structure and hierarchy (Tolbert & Hall, 2009) within departments as well as between departments from local, regional to national and multinational level, as in the complexity of European Union. Horizontal complexities are also recognized in for instance European Union between public departments and other sectors which can include different project management structures of departments and sectors (Raffel, Leisink, Middlebrooks, 2009). Due to socially constructed borders in European society, spatial complexity is also a fact while there are public geographical disparities on local and municipal level, regional level as well as national or international level in cross-border areas (Tolbert & Hall, 2009; Leibenath et al., 2010). As a result, public sector conduct a hierarchical policy approach in these cross-border areas in order to create and define primary political institutions and communities bounded to central authority (Blatter, 2004). The structure of public sector is more formalized and centralized on national and municipal governments where there are various hierarchical levels of vertical complexity. While hierarchy provides a neat theoretical solution to enduring problems, the reality fails to match the theory. As problems in the society have become more com-plex and interrelated, responses from government have become more complex and complicated (Kettl, 2006). Therefore, within the public sector on the local level there is also a horizontal complexity in border areas between municipalities. When it comes to the private sector, the complexity is the concern that has impact on redesigning the territory of their presumptive market (Steyaert & Hjorth, 2006). In other words, the private sector usually contributes to the view of complexity in cross-sector collaboration in terms of '*intersectoral blurring*' which occurs when an organization from

one sector adopts or captures role or function that is traditionally affiliated with another sector (Selsky & Parker, 2005). Otherwise, the private sector is not much attracted with investing into border areas and thus not engaged in contributing to organizing cross-sector collaboration. The third sector, however, is accounted by researchers as the most vulnerable sector that is exposed to intersectoral blurring in cross-sector collaborations (Babiak & Thibault, 2009). This situation creates multi level complexities in the mission and size of the third sector as well as trustworthiness that third sector holds as an advantage over other sectors in cross-sector collaboration (O'Regan & Oster, 2000). However, as O'Regan and Oster (2000) also argue, the third sector is more inclined to manage the complexity of cross-sector collaborations through a large variety of constituencies.

In addition to bringing complexity issues from a rather general viewpoint of organizational structure as mentioned above, the more specific complexity approach for organizations of cross-sector collaboration can be adapted through considering the types of formations in cross-sector collaborations. While Selsky and Parker (2005) and Vurro et al. (2000) integrate public purposes and social issues to any kind of cross-sector collaboration and name them as 'cross-sector social partnerships', they divide them into four main arenas: (1) *business-nonprofit partnership*; (2) *government-business partnership*; (3) *government-nonprofit partnership;* and (4) *tri-sector partnership*. Firstly, business-nonprofit partnership brings private and third sector together to collaborate especially on environmental issues and economic development initiatives as well as health, equity, and education issues. Selsky and Parker (2005) and Vurro et al. (2000) argue that these partnerships strongly reflect various strives for resource management approaches of collaborating organizations. Secondly, government-business partnership is formed between public and private sector through collaborative initiatives especially on infrastructure development and public services such as water and electricity that have important social implications. Asserted as a covert form of privatization or distancing public sector from its responsibilities, government-business partnership is criticized for prioritizing efficiency over a rather inclusive strategic stakeholder management (Dixon et al. 2004 in Selsky and Parker, 2005). Thirdly, government-nonprofit partnership represents collaboration between public and third sector with a concentration on job development and welfare issues. Such collaboration encompasses 'third way' of public policy implementation and operates with direct focus on stakeholder management (Selsky & Parker, 2005). Lastly, tri-sector partnership embodies all three societal sectors that are likely to collaborate on large-scale projects related to economic and community development, social services, environmental concerns, and health issues. Besides within sector collaborations, these types of cross-sector collaborations are evidently expanding the variety of complexities in structural dimensions as well since an organization from one sector can take part in different arenas at the same time. That situation engenders the complexity, especially in terms of approaching various stakeholders, within the structure of one organization that takes part in the settings of several cross-sector collaborations.

In sum, cross-sector collaboration is both unique and multifaceted from the organizational perspective. It is quite unique given that it is still a recent phenomenon and unusual (Dart, 2004) because it is not common yet in cross-border areas. It is also multifaceted within its environment since cross-sector collaborations are likely to consist of organizations from different fields representing different logics and having liability to various and diverse stakeholders. In these circumstances of complexity, it is not very likely to gain organizational legitimacy easily (Stryker, 2000) which is in general bound up with common social norms and values (Pfeffer & Salancik, 2003). Therefore, complexities that engender such a lack of organizational legitimacy for cross-sector collaboration in cross-border areas should be taken into account in order to take advantage of its multifacetedness.

2. Approaches to the Cross-Sector Collaboration in Cross-Border Areas

Following abovementioned context, where the cross-sector collaboration takes place appears to be complex. Who takes part in cross-sector collaboration and how the organization of cross-sector collaboration is managed appear to become highly complex as well. However, despite such set of complexities, the cross-sector collaboration is becoming a significant strategy in cross-border areas to instigate sustainable development issues through bringing new dynamics into the traditional settings. Cross-border areas are characterized above as not only spaces of complex organizational and functional interdependencies, but also as socio-territorial units consisting of a joint collaborative organization among various authorities. The complex status quo entails to deal with sustainable development of cross-border areas through cross-sector collaboration with two approaches of managing complexities: (1) Resource Management Approach, (2) Stakeholder Management Approach. This section explores to what extent these two approaches may contribute to cross-sector collaboration in cross-border areas..

2.1. Resource Management Approach

One of the primary yields of successful cross-sector collaboration in cross-border areas is the shared access to resources to quickly mobilize in a joint production process and collectively invest through learning from each other to be competitive on the market and improve deliverance to end users (Wei-Skillern, Austin, Leonard, & Stevenson, 2007). Moreover, cross-sector collaboration in cross-border areas can also facilitate for each sector to recognize potential partnering opportunities with externals to their own organization, through even reaching further their border areas that are demarcated by the administrative border. This benefit creates more potential for sharing and leveraging scarce resources over cross-border areas (Thomson & Perry, 2006 in Emerson et al., 2011).

When it is used as resources that are crucial for both cross-sector collaboration and cross-border areas, this concept of resources is most likely to include budget support, time, technical and logistical, administrative and organizational support, skills and expertise needed for analysis and implementation (Emerson et al., 2011). Access to these resources can bestow an organization or a sector with power, and this access can be possessed within both low and high levels of hierarchically complex organization. Eventually, these resources are seen as sources of power (Pfeffer & Salancik, 2003). The organizational legitimacy of collaborative initiatives among sectors in cross-border areas thus depend on how differences in resources of each sector, organization or border areas collaborating are managed (Emerson et al., 2011).

Resource management oriented collaborations occur in 'pooling of resources' within same sector or in cross-sector, and 'trading of resources' within same sector or in cross-sector (Montgomery, Dacin, & Dacin, 2012). Pooling of resources and trading of resources across diverse sectors are the forms that fall into the settings of cross-sector collaboration in cross-border areas. Pooling of resources gives sectors the opportunity to sectors to share similar resources and increase the capability of each sector through common use under the collaborative organization. Pooling of resources through cross-sector collaboration may also facilitate mobilization across border areas and bring the benefit of a multitude of viewpoints that would increase the credibility of collaborative organization and would deal better with its complexity (Montgomery et al., 2012). On the other hand, trading of resources corresponds to the sharing and exchange of complementary resources of sectors among each other where each sector offers different resources and increases their capability through individual use (Montgomery et al., 2012). In sum, all kinds of cross-sector collaborations have characteristics in common, providing resources from multiple sectors through a number of activities with strategies to share ideas, mobilize supporters, bring together diverse viewpoints, and collaborate to drive change across borders.

In successful cross-sector collaborations, resources are not only shared as a need to meet the competition on the market where resources are scarce. Organizations can also ensure a stable flow of resources to

maximize their autonomy in decision-making, giving more freedom to take whatever actions (Tolbert & Hall, 2009). This may lead to that organizations end up being more effective, with more efficient resource management (Shaefer, DeLand, & Jones, 2011). With more effective and efficient resource management this will also potentially give the cross-collaboration power (Tolbert & Hall, 2009) when it is applied to cross-border areas which are able to pool different resources into the collaboration. Sectors, which are constrained in cross-border areas and affected by their surrounding administrative borders, are involved in setting up different forms of collaboration arrangements to manage these resource dependencies (Pfeffer & Salancik, 2003). Strategies to minimize dependence on central municipal areas and reduce power imbalances between center areas and cross-border areas are therefore of great importance to elaborate on when looking at to see benefits of cross-sector collaborations in cross-border areas.

Drees and Heugens (2013) also assert that cross-sector collaborations normally facilitate reliable and long-term access to knowledge and resources of organizations as well as manage power imbalances and stabilize supply of critical resources. Furthermore, in such context, the emergence of focal organization is also argued to increase opportunities for each organization to enhance capabilities (Drees & Heugens, 2013). Emerson et al. (2011) point out that resource management oriented collaboration among sectors often invites the involvement of public agencies as a focal organization. Besides managing resources and capabilities, it is also essential to manage relations with key stakeholders, developing towards sustainability with strategic planning in a medium-term or long-term perspective (Werther & Chandler, 2011).

2.2. Stakeholder Management Approach

Freeman (2004) sets a definition that *"[the inclusive stakeholder are] those groups who can affect or are affected by the achievement of the organization's purpose"* (2004, p.49). Organizations from different sectors as collaboration stakeholders could not manage to survive if they do not respond to demands from sectoral stakeholders surrounding their environment or if they attempt to do completely respond to demands from every sectoral stakeholders (Pfeffer and Salancik, 2003). As it is illustrated in figure 1.2, sectors are mentioned as collaboration stakeholders of cross-sector collaborations in cross-border areas while stakeholders of each sector are seen as sectoral stakeholders. Therefore, collaboration stakeholders are expected to meet demands from the sectoral stakeholders; and in any interaction for the sake of collaborative initiative, it is important to witness which demands collaboration stakeholders prioritize to address among all. This dilemma is also the distinguishing drive for each sector to decide with whom to collaborate in order to choose which demands of sectoral stakeholders to be addressed through. This is the primary rationale to get into collaborative actions. Porter and Kramer (2006) further develop the definition of stakeholders and management of stakeholders; and argue that it has become important in organizations to control agendas to external stakeholders as well. Overall, it is argued that the stakeholder management is theoretically about prioritizing different stakeholders of organizational, economic and societal dimensions within a context of globalization and technology (Roloff, 2008; Werther & Chandler, 2011).

When it comes to the importance of '*relationships'* in stakeholder management, Freeman (2004) points out that relationships with stakeholders develop the understanding of organizations to find balance between their values and stakeholders' values. As Freeman posits, values are essential component of stakeholder management. Therefore, organizational concern for their stakeholders is important and a ´stakeholder mindset' is needed to add value to the stakeholder approach (Freeman, 2004). In order to manage different stakeholders, there are two main approaches pointing on the scale for inclusiveness of stakeholders. These are '*management-of-stakeholders'* and '*management-for-stakeholders'* approaches (Eskerod & Huemann, 2013). In regard to management-of-stakeholders approach, stakeholders are seen mainly as providers of resources and should be prioritized on the basis of scale they do support or harm in relation to other stakeholders. Stakeholders are hereby considered as means to fulfill gaps in organizations, where these gaps are rather seen as to be solved by resources. This approach is recognized as having no ethical criteria in the selection of what stakeholder to prioritize and not. When it comes to

management-for-stakeholders, this point of view is reflected equally to all stakeholders who are not only seen as means to fulfill gaps with resources in an organization. Management-for-stakeholders approach renders value to the stakeholders' own rights, identified by interests in the organization (Eskerod & Huemann, 2013). Freeman (2004) argues that it is more urgent to have a stakeholder mindset and inclusiveness of values of stakeholders in a management-for-stakeholder approach. Furthermore, organizations should not only give responsive actions supported by basic arguments as globalization, technology and ethical related scandals (Freeman, 2004). From a sustainable development perspective, management-for-stakeholders approach seems to be a more inclusive stakeholder management than management-of-stakeholders approach (Eskerod & Huemann, 2013). Such collaboration encompassing all societal sectors may not only result in empowering joint concurrence of all partnering stakeholders due to its inclusiveness, but may also turn out to be counterproductive as a result of drives of each partner to maximize its decision-making power in resource management (Selsky & Parker, 2005). Eskerod and Huemann (2013) also recognize that the management-for-stakeholders approach, which triggers win-win relations, may end up in conflict-free solutions that might not be productive to sustain further drives for change.

3. Problem Formulation

Through the process that evolve from administratively divided border areas to cross-border areas, and from intra-sector collaborations to cross-sector collaborations, the dimensions of structural arrangements emerging out of this process have become more complex. While it sometimes bring opportunities for collaborating sectors to reach sustainable development in cross-border areas, it definitely challenges the existing organizational structure of each collaborating sector. Thereby, resource management and stakeholder management approaches that is practiced by each collaborating sector are likely to address how to maximize benefits and minimize complications of cross-sector collaboration. In this section, the research problem is set up through the formulation of problem on inadequacy of currently implemented forms of resource management and stakeholder management approaches. Research questions and how to address these questions are further clarified within the methodological considerations of researchers of this study.

3.1. Adequacy of the Resource Management and Stakeholder Management Approaches

Cross-sector collaboration simply rests on exchange of resources in consideration with three main forces striving to ensure (i) a sustainable and stable flow or (ii) maximized autonomy (Tolbert & Hall, 2009; Drees & Heugen, 2013) or (iii) increased organizational legitimacy throughout each organization´s resource management approach (Drees & Heugen, 2013). Without interdependencies on these diverse resources and homogeneity among stakeholders' features, there would be no drive and thus need for cross-border collaboration (Leibenath et al., 2010). On the other hand, there might occur tension between three forces whilst each organization pursue their interest to guarantee a stable flow of resources. It may also minimize the decision-making power of an organization and the ability to find partners among potential stakeholders providing a better offer, while each sector concurrently strive for increased organizational legitimacy (Pfeffer & Salancik, 2003). Asymmetric power relations and conflict of interests may result in the overtaking of a collaboration operation by objectives of one of the collaborating sector. It thus may lead to increase in benefits of this sector that overtakes the collaboration operation ´de facto´ at the expense of general welfare in cross-sector collaboration (McQuaid, 2000). That is why; "… the relations among sectors are inevitably tense, due to the inherent dilemmas of reconciling market, society and state in a capitalist economy" (O'Riain, 2000 in Selsky & Parker, 2005: p. 853).

Within the complexity of cross-sector collaboration (see figure 1.3), consisting of top-down policy-making upon diverse societal sectors that operate at different territorial units in cross-border areas, the resource management for satisfying sectoral stakeholders' organizational needs engenders more problematic concerns than its management (Raffel et al., 2009; Leibenath, 2010). This dilemma occurs due to high complexity in horizontal, vertical and spatial dimensions (Tolbert & Hall, 2009). In these circumstances, although both resource management and stakeholder management recognize the interdependence of organizations on external and internal contingencies in the form of resources or stakeholders, either resource management or stakeholder management approach does not seem to solely perform enough to respond demands and needs in terms of resources and stakeholders (Hillman, Withers, & Collins 2009). Therefore, Hillman et al. (2009) propose to combine resource management approach with stakeholder management approach to get a broader view over the multiple dependencies with multiple stakeholders involved.

3.2. Realist Perspective on the Cross-Sector Collaboration

This study is mainly developed and approached from a realist perspective to explore the phenomena of cross-sector collaboration that is taking place in cross-border areas. This is carried out through researchers' point of philosophical view as realists to generate descriptive inferences from interpretative

inferences by analyzing empirical data and secondary data through an interaction of both inductive and deductive inferences.

The epistemological view of the researchers is in line with the realist perspective of knowledge achieved by observations or by claims based on good reasoning and inferences (6 & Bellamy, 2012). By analyzing underlying local structures of the phenomenon that is not directly observable, the researchers were aware of the fact that the knowledge can only be approximate to truth, and thus there is no full access to truth (6 & Bellamy, 2012). This phenomenon in this study is primarily cross-sector collaboration [in cross-border areas]. The ontology of this research also appeared in making claims of the cross-sector collaboration as a phenomenon not directly observable in the context of cross-border organization. Since a realist research attempts to establish knowledge about the external reality, the researchers chose to take a realist perspective looking for real and deep structures, but only imperfectly. The researchers also agreed Sobh and Perry (2005) who argue that perceptions of social actors and their interpretations are windows of this external reality. With a realist perspective, the researchers used a triangulation of data emerging in this retroductive research in order to connect such ontological approach to epistemology of a realist perspective (Sobh & Perry, 2006). Towards the end of the research process, in the analysis phase, the realist perspective of the researchers were inspired by 'grounded approach', which supports the generative retroductive interaction between inductive and deductive epistemology (Blaikie, 2003; Ragin & Amoroso, 2011).

3.3. Exploratory Approach to the Cross-Sector Collaboration

The researchers' aim was to explore cross-sector collaboration in cross-border areas by examining the organizational structure of such setting and by testing if resource management and stakeholder management approaches are enough to organize cross-sector collaboration in cross-border areas. Thus, the methodology of this research was mainly based on a generative view that requires knowledge from different sources to predict relevant relationship, to correlate and critical look for patterns as well as discovering relationships that may not always be possible to observe (Blaikie, 2003). The researchers found analyses of underlying structures that produces and nests those relationships between defined societal sectors and cross-border areas very interesting. In order to address the researchers' choice of purpose and analysis, the research is mainly designed as exploratory with empirical findings to establish relationships between cross-border areas, cross-sector collaboration, resource management and stakeholder management. As explorers, researchers were aware of entering a reality not largely studied, to construct and develop social phenomena as cross-sector collaboration for cross-border management of resources and stakeholders concurrently that was also not previously studied often. Thus, this study was initially designed with the philosophical view to hold the readers interest in the story of exploration (Brown, 2006), and was explorative based on how it was generated within the system, using internal sources and methods most relevant to explore underlying structures of such cross-sector collaborations complexity in cross-border areas.

3.4. Research Purpose and Research Questions

In line with above problematized approaches to cross-sector collaboration in given settings as cross-border areas, the researchers are rather interested in how cross-sector collaborations have evolved and to what extent cross-sector collaborations have become key element in cross-border organization of resource and stakeholder management approaches. Therefore, the *purpose* of this research is set up as to explore the cross-sector collaboration and the approaches to cross-sector collaboration in cross-border areas.

From all abovementioned problem discussion, there are two main *research questions* to be addressed respectively with inductive and deductive inferences:

> 1. What are fundamental factors in cross-sector collaboration in cross-border areas?
>
> 2. Is either resource management or stakeholder management approach enough to respond to complexities in organizing cross-sector collaborations in cross-border areas?

4. Research Design and Methods

In this chapter, the researchers explain their choice of research design in line with their realist perspective and exploratory approach. In addition, in order to explore the cross-sector collaboration and approaches to cross-sector collaboration in cross-border areas, the realist researchers used a retroductive design with different methods explained in this chapter to collect and analyze different types of data and structures.

4.1. Research Design

4.1.1. Retroductive Logic

The researchers chose to approach the problem to develop a deep understanding with underlying structures in a situation where cross-sector collaboration is occurring close to cross-border areas. In a retroductive logic, abovementioned inductive and deductive inferences to research questions were used in different phases of the research in an interplay between induction and deduction (Ragin & Amoroso, 2011). With inductive inferences in the introduction, this is a valid design for the researchers as realists, while researchers explore the pre-understanding for the problem formulation in parallel with the purpose of this research (Blaikie, 2003; Ragin & Amoroso, 2011). The purpose is further built on inductive and deductive logic in respective research question. The first research question is inductively supported and developed in the research with inferences supported in interaction between inductive and deductive inferences to explore and confirm respectively fundamental factors in cross-sector collaboration in cross-border areas. The second research question is based on deductive inferences searching through empirical data to test if approaches to cross-sector collaboration in cross-border areas are empirically and theoretically supported. The two results of the two questions are then in an interaction discussed to further explore fundamental factors inductively inspired by a grounded theory (Silverman, 2011), and to explore possible new approaches in the empirical data collected in order to organize complexities of cross-sector collaboration in cross-border areas. This design is developed from an interpretative model by Ragin and Amoroso (2011) that supports a retroductive scientific design. This model is developed, adapted for this research, and visualized in figure 4.1.

4.1.2. A Qualitative Research

A qualitative research at its extreme is depending on several factors such as the point of view of participants in the research and in the evaluation for the reader (Silverman, 2011). In this research, the researchers needed to be close to the field of study, independent of tradition chosen. Furthermore, the researchers had to qualitatively dig in depths of the research data by doing an ethnography designed to create data from within the case in order to gain reliability in the research. The design also allowed the researchers to manage shifts between theories through the retroductive research process. The researchers sought for meaning of the social context of the situation. At the extreme the setting for conducting the ethnography was natural and not artificial (Silverman, 2011), aiming to a relaxed environment for the interview. As Silverman (2011) argues, this qualitative research was also about managing complexity, where the researcher carried out a process of induction and deduction, of coding and constructing themes, in a retroductive logic, and at the same time being aware of and avoiding stereotyping and biasing (Silverman, 2011; Ragin & Amoroso, 2011).

4.1.3. Case-Based Research

Both to accommodate particular changes in the research frame in rather flexible process and to approach the underlying structures of cross-sector collaboration in cross-border areas, a single case-based design is appropriate with a realist approach, designed as a within-case observational research to get a real view of the case (6 & Bellamy, 2012). Moreover, logical generalizations are to be drawn from the weight of evidence produced in single case-based study (Patton, 2002). Therefore, the main unit of analysis in this research is the case itself (6 & Bellamy, 2012) and the researchers did not aim to generalize findings but to

explore the deep structures in an ethnographic research as a single case (Silverman, 2011). As 6 & Bellamy (2012) suggests that researchers chose the design due to "a strength of case-based research is its ability to capture the full significance of a complex data set" (6 & Bellamy, 2012: p. 104), generative in line with a realist view of the researchers. Thus, a case-based research design was chosen in order to answer the purpose and understand meaning and relationships between themes and main findings of the research in focus for the analysis of organizing cross-sector collaboration in cross-border areas.

Selection of a case in case-based research is a central issue to develop rich causal theories (6 & Bellamy, 2012). The researchers chose the case-based research as best fit to explore the underlying problem in a single-case being in the situation of cross-sector collaboration in areas close to administrative borders. Röstånga is a rural village in Sweden and Skåne region, administratively bound to the municipality of Svalöv, and is located close to administrative border between municipalities of Svalöv and Klippan. The village of Röstånga is chosen because it is well representing of adequate diversity of some contextual factors in which researchers are interested in, recognized in the problem discussion. Factors recognized, supporting the selection of case with this cross-border area are mainly i) the existence of all societal sectors operating in this cross-border area, ii) the emergence of Röstånga Tillsammans as a very prominent and well known third sector organization in the region, and iii) a rather large-scaled flow of resources and stakeholders in this cross-border area that is located around a national park also surrounding the geographical border.

Table 4.1. Data Collection and Analysis Methods in Qualitative Research			
←		RETRODUCTIVE LOGIC	→
		4.2. Data Collection	4.3. Data Analysis
Research Question 1	4.1.2. Qualitative Research	4.2.1.Text-Based Review 4.2.2. Active Interview 4.2.3. Participatory Observation	4.3.1. Grounded Analysis
Research Question 2			4.3.2. Analytic Induction

4.2. Data Collection Methods

As it is seen in table 4.1., research questions in this research are addressed with both qualitative data and qualitative analysis methods. Inferences to research questions are either inductive, deductive, while the contribution to the purpose has been explored designed with inductive and deductive inferences, or even retroductive exploring on inductive and deductive inferences in interaction (Ragin & Amoroso, 2011).

In this research, while pre-understanding has been established, some preliminary concepts are also introduced to formulate research problem (See table 4.1). These preliminary concepts are Cross-Border Areas, Cross-Sector Collaboration, Resource Management and Stakeholder Management. To study on this research problem, the empirical and theoretical data were collected interchangeably, further resulting in a retroductive organization of collected data in interaction between preliminary concepts and main empirical findings in order to be able to make all collected data accessible and approximate to truth. Primary qualitative data was collected through ethnographic methods including primary data from unstructured active interviews, participatory observation and secondary data from reviewed text-based literature, scientific articles and policy documents (Holstein & Gubrium, 1995; Silverman, 2011). This set of data

collection was developed simultaneously for the researchers to retroductive develop an understanding to result in themes of interest, by capturing underlying factors and essential information during the data collection, searching for the complexity of the cross-sector collaboration in the context of cross-border area of case.

4.2.1. Text-based review

Data from relevant literature and documents found on cross-sector collaborations as well as data from cases about cross-sector and cross-border collaboration were collected and explored to be inter-textually examined to ensure the reliability of the phenomena for case studied to approximate truth, with proper coding and thematization (6 & Bellamy. 2012; Blaikie, 2003). The researchers were developing this understanding retroductively since it was necessary to complement primary data with secondary data, as well as it was needed to support secondary data and theories with explored primary data of case.

4.2.2. Active Interview

An active interview allows the social interaction between the researcher, as ethnographer with a realistic view, and the respondent. Conversations in active interview led by realist researchers are expected to generate data as findings and knowledge not possible to directly observe (Holstein & Gubrium, 1995). The researchers chose active interviewing as most appropriate while the researchers were interested in subjective interpretation by chosen respondent of the reality observed of chosen case. The conducted active interviews captured mainly 'what' was said but also 'how' things were said, valuable for the researchers to interpret the reality as ongoing constructed between researchers and the respondents (Holstein & Gubrium, 1995).

Sampling in case

The respondents attending were selected through best fitting of snowball sampling or purposive sampling to specific settings (Silverman, 2011) with a chosen ´champion' to allow researchers to gain access to the population and investigate through the purpose (Streeton, Cooke, & Campbell, 2004). This is a good fit with this explorative research to get a deeper understanding of the social structure of each stakeholder in focus of the cross-sector collaboration occurring in case studied (Biernacki & Waldorf, 1981; Silverman, 2011). As the case of Röstånga includes all three beforementioned societal sectors: public, private and third sector, the sample is assumed to reflect a perfect representation to give opportunities to make accurate statements about the chosen cross-border area and its population (Blaikie, 2003). Sample size was not pre-decided with certain numbers since the researchers had decided to carry out active interviews until they would reach up to enough information from within-case observation related to their purpose and due to time limitation of empirical data collection.

Following the snowball sampling, the purposive sampling was used to reinforce the quality of knowledge within respondents in accordance with the research purpose. In this stage, respondents from different sectors were selected by the judgment of researchers (Higginbottom, 2004) who were looking for how to organize the cross-sector collaboration in cross-border areas.

The firstly chosen respondent as 'champion' was **Nils Phillips**, representing Centrum för Publikt Entreprenörskap and representing the organization Röstånga Tillsammans as project leader. The researchers´ choice of champion was due to the support of the recognized problem related to the cross-sector collaboration in cross-border areas, presented by Phillips in a seminar March 26, 2014. Further in an active interview, Phillips provided a more deep introduction and background of the case for the researchers, and also in a snowballing technique contributed to the researchers for further exploration of case in accordance with problem formulation and purpose. The respondents in this research were chosen to cover cross-sector collaboration in cross-border area of Röstånga to represent public sector, private sector, and third sector.

The sampling of respondents (See Table 4.2) resulted in active interviews with following representatives from public and third sector, respectively:

> **1) Anna Haraldson-Jensen,** representing the *third sector*, Röstånga Tillsammans and known as having a great network with a meta-perspective and as well as involved in capacity building, collaborative financing and micro-financing projects. Haraldson-Jensen has been working in the private sector as well as with public sector in a lot of local development processes that are often at the border of tourism development.

> **2) Thomas Arnström,** representing the *public sector* as chief development officer in Municipality of Svalöv. Arnström is known with his deep knowledge in local development and always standing on the side of third sector. Thomas was recommended while he was a crucial help in the making of the bike-lane connecting the municipalities Svalöv and Klippan through Röstånga.

> **3) Ann-Charlotte Thörnblad,** representing the *public sector* as senior officer in Municipality of Klippan with responsibility for cross-sector collaboration with third sector organizations. Thörnblad is known as having large network with a lot of experience. In addition to working as Vice Chairman of the Leader program in Municipality of Klippan, Thörnblad also attended in several rural development projects. Thörnblad has been a great side-kick for Röstånga Tillsammans from the first day.

Table 4.2. Description of Respondents			
TYPE of CONDUCT	**TIME of CONDUCT**	**NAME**	**CHARACTER**
Active Interview	08 April 2014, 10.00-11.30	Nils Phillips	'Champion' & Third sector
	28 April 2014, 8.30-09.30	Ann-Charlotte Thörnblad	Public sector
	28 April 2014, 10.00-11.30	Anna H. Jensen	Third sector
	28 April 2014, 15.00-16.15	Thomas Arnström	Public sector
Participatory Observation	28 April 2014, 12.00-13.30	No-Name Private actor	Private sector

The interview setting

The researchers chose the setting interpreted to be convenient for the respondents individually. Two separate active interviews took place in a cafeteria at the destination where case takes place and one active interview took place in a conference hall of the center municipality. This was chosen for the active interviews to allow a relaxed, open and undistorted atmosphere, for an eased conversation to emerge between the researchers as interviewers and the different respondents. This was also chosen by the researchers to activate and stimulate the respondents' interpretive capabilities (Holstein and Gubrium, 1995).

Conducting interviews

The researchers were entering the interview, having some background information of problem, as well as theoretical knowledge of the case to further explore preliminary concepts introduced in chapters 1 and 2, such as Cross-Border Areas, Cross-Sector Collaboration, Resource Management and Stakeholder management approaches. Researchers as active interviewers were more advantageous, productive and indigenous of knowledge and views of reality, understanding the respondents easier (Holstein & Gubrium, 1995), and resulted in a knowledgeable active interview. With the help of interviewers, different discussions were initiated to activate the respondents´ stock of knowledge and views of reality that are not always directly accessible. The choice of conducting an active interview allowed the interviewer to motivate the respondents to tell their story related to the concepts in focus to systematically gather data simultaneously with coding, constructing knowledge and develop concepts in the process of interviewing (Holstein & Gubrium, 1995). Different respondents were asked same or similar questions related to initial and preliminary concepts identified by the researchers to see if perceptions were the same in order to prepare for a triangulation of data in analysis. This was done to compare perceptions of respondents´ reality from different sectors, but also for the researchers to get an understanding of reasons for a possible differing realities observed (Sobh & Perry, 2006). The researchers were also taking process notes as well as recording the conducted active interviews, later in research used for transcription, coding, conceptualization of the primary data collected to be organized into findings.

The researchers' judgment was mainly focused through respondents´ depth of knowledge (Holstein & Gubrium, 1995), and the abundance of information was actively developed to support the research purpose of this case study. Few questions derived from preliminary concepts in focus, emerging from underlying structures, were only partly predetermined to be used to engage the respondents, as well as the researchers, to be developed within the preliminary concepts in focus. Therefore, these were mainly used as a conversational agenda, rather than being directive, to let collected data emerge during the interview allowing a development of both the subject and the responses to collaboratively construct a deeper meaning in interview (Holstein & Gubrium, 1995). The interviews were conducted by the researchers to challenge and inspire the respondents by elaborating questions about emerging and constructed concepts and themes of interest during the interview. The active interview was constructed to allow storytelling through being collaborative between participants in a dynamic interaction to produce meaningful stories of case. Partly taking preliminary concepts into account, participants' contribution needed to be interpretive, in the development of findings and in coming up with themes recognized during the interview. This was central to the researchers while data were not always transferable into theories, tangible and possible to observe in order to be described.

4.2.3. Participatory observation

Silverman (2011) defines the participatory observation with following characteristics of researchers:

- "established a direct relationship with the social actors,
- staying in observed natural environment,
- with purpose of observing and describing social actions,
- interacting with them and participating in settings everyday ceremonials/rituals,
- learning the code or part of the code in order to understand the meaning of their actions" (2011, p. 17).

In this research, additional empirical data were obtained from the participatory observation through having an unstructured conversation with a social actor representing the *private secto*r related to case in Röstånga. This social private actor inherited a great knowledge in the area, also as a *civil* person. The actor had alternative insight in the local development as well as local issues, and was chosen by occasion, appearing in a study visit by the researchers in Röstånga, being part of the cross-border area of the case. This person

gained the researchers' trust and was perceived as a knowledgeable and reliable actor adding to trustworthiness for the researchers to gaining a good field relationship value to the case study (Silverman, 2011).

This social actor, representing the private sector as well, guided the researchers to present the border area of Röstånga. Along with the guided presentation of issues related to natural, social or economic values, the conversation provided the researchers in this study with an insight in the collaboration between third sector, private sector and public sector. This conversation was also confirming the interesting findings recognized and supported in the first two active interviews that had been conducted during the study visit. The researchers further used this additional empirical data to develop contextual meanings from all collected empirical data (Silverman & Marvasti, 2008), and the participatory observation was also useful to make logical inferences supporting descriptions of findings to be researched on with theories (Silverman, 2011).

4.3. Data Analysis Methods

Following the problem discussion and relevant findings from empirical data that were collected through active interviews and participatory observation categorized as empirical '*Main Findings*', as it is seen in the Figure 4.1. This framework, adapted from Interpretative model of Ragin and Amoroso (2011), is visualizing the preliminary *Concepts* developed from theories, *Evidence* from empirical data and *Main Findings* developed in a realist perspective inspired by grounded approach with inductive and deductive logic respectively. It further shows the interaction between these logics in a retroduction between preliminary *Concepts* from introduction and *Main Finding*s, which are interpreted and developed into new themes in *Analytic Frames*. This framework brings two important contributions in the research process: Firstly, the researchers' interest of theories in introduction purposively affected the choice of analytic frames and problem formulation, as well as the choice of empirical data already explained. Secondly, the process of coding the empirical data was derived from the weight of the data in the research. Then, data were retroductively re-coded in interaction between Main Findings and Analytic Frames to come up with representations of social life (Ragin & Amoroso, 2011) within cross-sector collaborations of cross-border areas.

Main Findings from empirical data were retroductively analyzed in interaction with the preliminary *concepts* from introduction to retroductively support and develop themes in *Analytic Frames*, related to answer the inductive and deductive research questions in interaction. These themes developed from the empirical *Main Findings,* were designed to allow possible emerging factors or approaches to inductively develop a problem discussion, supporting the purpose. All categorized Main Findings, derived from empirical evidence, were interpreted and developed with initially constructed preliminary *concepts* in line with a retroductive logic (Ragin & Amoroso, 2011). Main three themes as a result of such process are determined as following: (1) Complexity of Cross-Sector Collaboration in Cross-Corder Areas, (2) Resource Management and Stakeholder Management, and (3) Other Issues.

The first research question on fundamental factors related to complexities in cross-sector collaboration was explored partially under section 6.1 with inductive inferences inspired by grounded approach, to be developed through the chosen case-based study in interaction between scientific supported theories and empirical main findings. Then in section 6.2, the second research question, however, was analyzed through analytic induction in a deductive logic to deal with second research question, on whether resource management or stakeholder management is adequately implemented in the organization of cross-sector collaboration in cross-border areas. The retroductive design was from the result of the deduction allowing the researchers to further inductively explore in interaction with preliminary concepts and main findings in section 6.3 to contribute with and develop new findings of this research. The data analysis was, in this design, organized with logical generalizations, rather than empirical generalizations (Patton, 2002), warranting this retroductive design in this case study.

All data was analyzed with qualitative methods to reveal underlying structures analyzed with different approaches to triangulate empirical and theoretical findings. Reviewed text in literature and policy documents were analyzed qualitatively to establish contextual knowledge with codes and concepts to further develop themes in an retroductive and ongoing process in order to start analyzing the collected data (6 & Bellamy, 2012; Silverman, 2011).
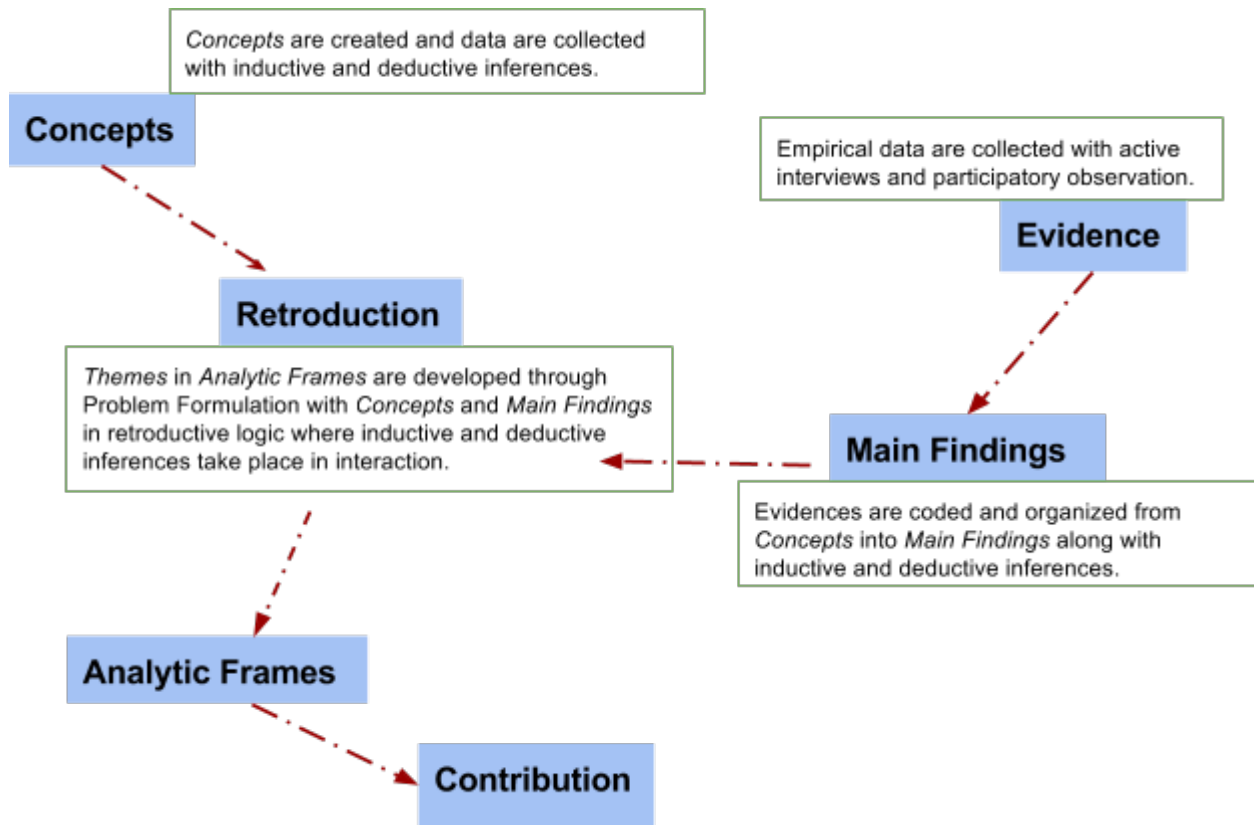
Figure 4.1. DATA ANALYSIS FRAMEWORK: ADAPTED FROM THE INTERPRETITIVE MODEL BY RAGIN AND AMOROSO (2011)

4.3.1. Grounded Analysis

The researchers considered that the reality to study is to be approximate to truth, and not the full truth. This resulted in that all data mainly was interpreted qualitatively as the researchers were interpretivist with a generative view (Brown, 2006; Blaikie, 2003). This choice of researchers contributed to the research in order to add contextual meanings of cross-sector collaboration as well as local objectives of issues around such cross-sector collaborations. In analyzing methods, the researchers organized data to reflect and develop ideas retroductively inspired by a grounded theory to add value the research.

The data analysis in this research was inspired from grounded theory using preliminary concepts from theories, developed in interaction with Main Findings to be analyzed for further triangulation with additional text-based review related with findings of empirical data. This logic was conducted to develop theoretical analysis inductively from the collected data and also to subsequently gather further data to check the analysis retroductively (Ragin & Amoroso, 2011). The combination of realist perspective of researchers and exploratory approach for a grounded theory is a good fit to explain underlying processes and social processes (Kempster & Parry, 2011) of organizing cross-sector collaboration in cross-border

areas. While grounded analysis is based on analysis and additional data collection simultaneously in a process (Silverman, 2011), the researchers found this important with their contextual and generative view to develop, and to predict direct, underlying or deep understandings, perceptions and meanings (Kempster & Parry, 2011), of different sectors within cross-sector collaboration in the context of cross-border areas. This grounded approach was extended into a retroductive design to develop themes and problem with theory and empirical data in interaction (Ragin & Amoroso, 2011; Sobh & Perry, 2006).

4.3.2. Analytic Induction

Analytic induction is a type of qualitative research design to guide data collection, data analysis, and organize the collected data (Katz, 2001) as well as to thematize the findings in accordance with the research question. While exploring the extent of already problematized inadequacy in this qualitative research, analytic induction is preferred instead of statistical analysis as the analytic induction is primarily "a way to develop explanations of the interactional processes through which people develop homogenously experienced, distinctive forms of social action" (Katz, 2001, p. 480). In this research, analytic induction is used to refer to second research question on the inadequacy of resource management and stakeholder management approaches in organizing cross-sector collaboration in cross-border areas.

4.4. Quality and Ethics

The researchers were thriving for approximating truth to withhold the quality in research as well as thriving to triangulate relevant data for this research to ontologically make the reality of the unobservable problem in research questions and purpose possible to draw conclusions (6 & Bellamy, 2012). The researchers conducted the research with ethical considerations to assure anonymity and confidentiality as credibility, to avoid biases.

4.4.1. Trustworthiness of Research

The assessment of this qualitative research is inspired by Guba´s model of trustworthiness. The trustworthiness of this research is explaining truth value as credibility, the applicability as transferability, and the consistency as dependability, and neutrality as conformability (Krefting, 1991).

Following 'Guba´s model of Trustworthiness' (Krefting, 1991), in order to draw conclusions to approximate truth value, the researcher developed a pre-understanding from reliable data in the introduction as well as in the theoretical analysis. Theories used in this research are transferable, but the result may vary while the researchers' intention was to develop a deep understanding of chosen specific case. For the dependability of the research the researchers were consistent in chosen concepts developed from introduction to further organize the data into themes (6 & Bellamy, 2012) to be able to follow theoretical analysis throughout the paper. The researchers avoided of pre-judging upon the review of data before making analysis in line with the explorative and generative view. Thus the neutrality of the collected data were not biased before doing the theoretical analysis of the organized data.

Methods have been described transparently in how the research has been conducted and researchers' using triangulation to approximate the same truth was confirming the researchers' conclusions. Data analyzed in the case-based research has been created, collected, constructed and coded in concepts and themes systematically and retroductively supported to add to the reliability and standard of the research design (6 & Bellamy, 2012). By retroductively comparing and developing *Main Findings* with previously studied literature, the inter-textual robustness partly supports the external validity in argumentation of the theoretical analysis of the secondary data (Booth, Papaioannou, & Sutton, 2012). Thus the aim of the researchers was to increase quality and credibility with triangulation of empirical and theoretical sources to approximate truth and claim what is not directly possible to observe (6 & Bellamy, 2012; Sobh & Perry, 2006) as chosen phenomena in focus, by developing the themes valid for answering the purpose and research questions. As triangulation is relying on different methods of collection on a single reality, it is

appropriate in this research while triangulations supports the reality to approximate truth, and "triangulation provides a family of answers that covers its reality´s several contingent contexts, to capture a single, external, and complex reality" (Sobh & Perry, 2006: p. 1203)

The researchers were designing this case-based research design to gain internal validity, but not contextual external validity, while the case is unique. By using the constant concepts and themes the aim was to construct validity supported in the set of collected data as well as theories from this research (6 & Bellamy, 2012). Some findings were developed into citations from active interviewing, and grammatically corrected to be understandable for the reader, as the active interview were conducted in English as a non-native language for all participants. The findings in the research are generalizable and transferable in similar contexts while compilation of reviewed articles also has been collected from valid findings and representative of their relevant topics.

Although, case context is unique and the transferability need to be controlled. This is argued to be difficult while it involves leadership or indirect leadership processes based on social influence, and findings may be relative (Kempster & Parry, 2011). Thus, the researchers did not aim to make empirical generalization into larger population (Patton, 2002), while chosen case with sampling is unique.

4.4.2. Ethical Considerations

The intention of the researchers was to do a value-free research and not biased by previous knowledge nor interest, even though the researchers are aware of that being entirely objective and impartial was difficult, when a pre-understanding and emerging research interest were affecting the research process (Brown, 2006).

The researchers intended to preserve the rights and interests of the respondents in this study. If the respondent desired so, they are assured that anonymity and confidentiality are prioritized in this research. The researchers´ motive was shared as informed consent and the researchers has informed the research subjects that they had right to know what was being studied, how the study was performed and why the study is relevant to the subject (Silverman, 2011). The respondents gave the researchers freedom to use their reference to the empirical material, which the researchers chose to make visible as a strength in this research. There was only one exception whose real identity has not been disclosed since respondent has a private investment in the area studied as case, and even if this participant was aware of the researchers' roles, this private actor was not assured informed consent. As last issue of the three main ethical issues, stated by Silverman (2011), trust was treated with a balance by the researchers, not to reveal findings not necessary too early in the research process between the researchers and the participants, not to spoil the problem, but enough to gain good field relationship and effective research process (Silverman, 2011).

The researchers of the case are aware of that there may be claims arguing that the they are exposed to the biases of first respondent as *champion*, while giving references for determining further respondents. In spite of this the snowball sampling was used to seize the deep knowledge of social situation that is investigated in accordance with credibility (Streeton et al., 2004). In that point, to develop relevant understanding of context and problem, purposive sampling was also introduced and applied by researchers to minimize such risks of external biases.

5. The Case of Röstånga
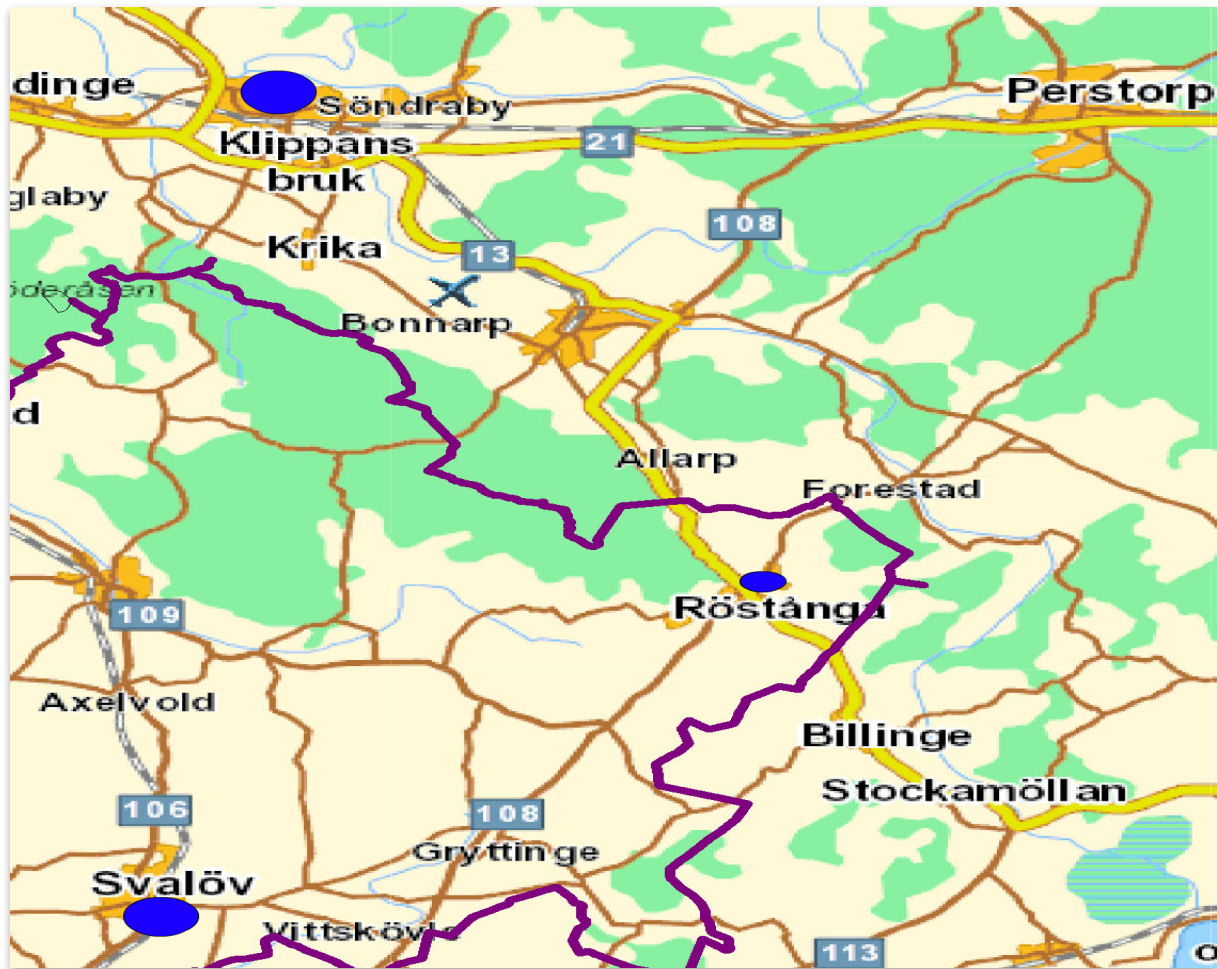
Figure 5.1. THE CASE OF RÖSTÅNGA

Looking at the administrative borders inside European Union, there has been an increased length of internal land borders by 174 % since the last EU enlargement. Thus, these border areas across European continent have increasingly become important field of interest (Leibenath, 2010). Areas around borders are considered by the European Union important to integrate Europe to function as interface between people with different cultures and past experiences but living close by. For this sake, the European Union has initiated LEADER program to "allow actors to develop an area by using its endogenous [internal] development potential" (European Commission, 2007).

As part of Europe and the European Union, Sweden is a country that is socially constructed with internal administrative land borders, comprising both regional and municipal level. Administrative borders significantly fall into peripheral rural areas, and thus there are significant disparities between central urban areas and peripheral rural areas likewise in all other centralized administrations of nation states of the European Union. In Sweden, the number of inhabitants in urban areas has been growing 70 % in the last 40 years while rural areas has faced with 20 % decline. Moreover, there is seemingly a growing leave from rural areas that eventually ends up as urbanization in Sweden. It is also anticipated that population in urban areas is going to keep on decreasing another 10 % until the year of 2040 (Boverket, 2013). This

threat makes it indispensable to focus on the sustainable rural development even in one of the most developed and wealthy countries in the world as well.

The case of Röstånga came to the researchers' interest as they recognized a situation of cross-sector collaboration in the border area between the municipality of Klippan and the municipality of Svalöv in Sweden. Between the years of 2009-2013, a LEADER program has been ongoing in the north-west of Skåne in Southern Sweden where one part of the program concerns the cross-border management between two municipalities to transform a national park more accessible. Exploring the cross-sector collaboration in the context of cross-border areas, this case study was carried out in Röstånga. Röstånga is a rural village in the outskirts of the municipality of Svalöv, adjacent to an administrative border connecting to the municipality of Klippan. The municipality of Svalöv has also been an important element in LEADER program to develop cross-border collaboration between two different municipalities representing the public sector. (Helsingborgs Dagblad, 2012; Tourism in Skåne, 2014).

In this study, the researchers were focusing on the cross-sector collaborations operating around Röstånga in between the municipality of Svalöv and the municipality of Klippan. In each side of the administrative border, three main sectors are represented; public, private and third sector. Public sectors are namely Svalöv and Klippan municipalities located at both sides of administrative border. Private sectors are usually medium-budget profit making firms run by local people. As a third sector, Röstånga Tillsammans is a non-governmental organization from the third sector located in Röstånga. Although there are other third sector organizations at Klippan side, their activities and organizations are not as wide and known as of Röstånga Tillsammans. Furthermore, Röstånga Tillsammans welcomes these organizations when there is a shared social concern, even if it is happening at the side of Klippan municipality.

The case context has intensified from the situation where there was a construction of a bike-lane connecting the two municipalities to make the area around and in the National Park of Skäralid more safe and accessible for people coming through Röstånga. The bike-lane was a construction materialized in collaboration with mainly the public sector of Svalöv and Klippan, other national and regional authorities, and the third sector in order to connect the National Park and Skäralid with Röstånga through Allarp, following an old railroad. This process of bike-lane construction has revealed out that while there was a noticeable potential for cross-sector collaboration between public, private and third sector across an administrative border (N. Phillips, personal communication, April 08, 2014). Researchers, in this study, preferred to focus on underlying structures of this cross-sector collaboration in accordance with the research purpose and their realist view instead of only examining the specific process of bike-lane construction.

6. Comprehensive Analysis

In the analysis part, the researchers are going to be in attempt to explore relevant responses for research problem and questions. Analytic frames that have determined the research path throughout the paper are hereby in developed into different *'themes'*. These themes are basically (1) complexity of cross-sector collaboration in cross-border areas, (2) resource management and stakeholder management approaches (3) other issues as social issues.

As a reminder, the researchers find it important to express their rationale in the choice of terminology in the analysis process. Although it is mentioned above that the case is unique and the researchers do not intend to make empirical generalization for the name of larger population or other areas, the researchers chose to refer to general terms of sectors for the one each respondent represents. The researchers aimed to keep the reader on the track and to avoid confusion in names and their sectors along the comprehensive analysis process.

Table 6.1. Thematization of Concepts					
			RETRODUCTIVE LOGIC		
	Preliminary Concepts			**Main Findings**	**Themes**	
PRE- UNDERSTANDING	Cross-Border Areas	PROBLEM FORMULATION	EMPIRICAL DATA	6.1.1. Decision Making Process	6.1. Complexity of Cross-Sector Collaboration in Cross-Border Areas	7. SOCIAL ISSUE MANAGEMENT APPROACH
				6.1.2 Intersectoral Blurring		
	Cross-Sector Collaboration			6.1.3. Tendency and Demand for Change		
				6.2.1. Power Struggle on Resources	6.2. Resource Management and Stakeholder Management	
	Resource Management			6.2.2. Pooling and Trading of Resources		
				6.2.3. Inclusiveness of Stakeholders		
	Stakeholder Management			6.3.1. Meeting Points	6.3. Other Issues (Social Issues)	
				6.3.2. Local Logic		
				6.3.3. Social Capital		

6.1. Theme 1: Complexity of Cross-Sector Collaboration in Cross-Border Areas

This section is dedicated to fundamental factors of complexities in organizing cross-sector collaboration in cross-border areas. In the case of Röstånga, as a pattern of cross-border area in this research, there are three main factors drawn inductively from empirical data that are retroductively examined and referring to three Main Findings related to organizational complexity: (i) *Decision making process,* (ii) *Intersectoral blurring*, and (iii) *Tendency and demand for change.*

6.1.1. Decision Making Process

One of the main factors about the organizational complexity of cross-sector collaboration in cross-border areas is vertical fallacies in decision-making. A the first hand, the public sector refers to their policy initiatives as crucial drivers for cross-sector collaborations, and public sector representatives describe these collaborations as a tool that enables them fulfill their duties to other sectors as well as to get closer to them. However, the private sector is critical of public sector in its practices for the tendency of not using existing resources of specific areas within municipal areas because of the top-down approach executed from central areas onto border areas. As a response to such complaint, municipalities, representing public sector, claim that they tend to give importance in governing with an equality-based manner to give the impression of equal treatment among different sectors as well as among different villages within the municipality. On the other side, third sector acknowledges this dilemma and gives right to public sector:

> *"It is guarded by law that you cannot do something for Röstånga that is not equally an opportunity for Teckomatorp [another village in Svalöv municipality]. Besides, they [municipalities] have to think of the entire municipality ... so that it is even, no one is left out everyone is in"* (A. Haraldson-Jensen, personal communication, April 28, 2014).

In regards to equality, the public sector further asserts that:

> *"... there is always the question on equality if it happens to be in a village as Röstånga where enough people have the courage to do something and then, the municipality has to say that [the municipality] also needs to consider Billeberga and Teckomatorp [other villages in Svalöv municipality]. We can't put all the money in Röstånga and in what Röstånga is already organizing. Still ... [it is] a matter of equality"* (A-C. Thörnblad, personal communication, April 28, 2014).

This may, in turn, lead to horizontal and structural complexities in the municipality with central policy-making process. Governing such balance of equality is time-demanding in practice, as the public sector itself states *"... everything that emerges out of traditional budgeting in municipality takes 1,5 year from the phase of idea to coming true"* (T. Arnström, personal communication, April 28, 2014).

For the municipalities, decision-making processes in cross-sector collaboration needs to be efficient, to rapidly meet the need of the third sector since the third sector is, agreed by all sectors, a sector that moves and mobilizes faster. This fact has to be balanced while the public sector is supposed to be slow, which is also recognized by the third sector as following:

> *"Municipalities are supposed to be slow. Slower than us [third sector]... Because it´is run in concerning to political matters as well. It is easier to be mobile and flexible [in third sector] and find a broad engagement that you need in order to make changes long term.* (A. Haraldson-Jensen, personal communication, April 28, 2014)

Public sector is supposed by all sectors to manage for long term; however, there are political complexities with elections and budgets. Each election period nests various political interests and witnesses complexities emerging from the ruling of municipalities by different political parties. Therefore, different realities of each sector become noticeable. The public sector argues that *"development issues are complex processes. For instance, if external financing from Swedish 'Trafikverket' [administration of Traffic] is to be involved in the project, initiating such projects takes time, particularly while the decision-making process needs to be aligned with budget forecasts"* (T. Arnström, personal communication, April 28, 20144). Such a slow process that demands more interactions with different stakeholders can be interpreted as leading to complexities in decision-making process, with a democratic deficit of whom to prioritize in different issues. Such kind of democratic deficit in decision-making process is recognized and supported

by Cross and Brodt (2001) who explain that organizations need to interpret situations both internally and externally with intuitive and personal assessments that are complementary to analytic tools and valid researches. This combination have benefits in decision-making processes, but may also negative consequences if the process becomes too inclusive with irrelevant factors that have no, or even have counter-productive effect on decision-making (Cross & Brodt, 2001). Public sector, in this point, claims that *"... there are sometimes too many factors, which of some are simply disregarded in line with our agenda and capabilities"* (A-C. Thörnblad, personal communication, April 28, 2014).

As an alternative view regarding the equal treatment by public sector, the third sector claims that the local development needs to be decentralized in order to pursue sustainability by saying that *"When it comes to ... sustainability, for me sustainability is [...] part of everything. And [...] for me the local development is the decentralized aspect of sustainability"* (A. Haraldson-Jensen, personal communication, April 28, 2014). The third sector also feels that through governing with top-down hierarchical approach, distributing resources equally with a rational decision is divided into inhabitants and not onto issues. This is a matter of vertical complexity, where the third sector suggests a shift in the decision-making from centralized to decentralized (Tolbert & Hall, 2009), likely expressed as *"I think that a part of what we [third sector] are doing here needs hands-off from the municipality and politicians"* (A. Haraldson-Jensen, personal communication, April 28, 2014). Top-down approach of governing in public sector may lead to a non-inclusive structure where the bottom of the hierarchy is likely to feel distant throughout the decision-making process, and grassroots perspectives are not involved. Major issues in the political culture are based on a clear-cut distinction between involved stakeholders with a general and common political view of process, putting citizens as grassroots initiatives in a reactive or passive position instead of an active or even proactive process to overcome these issues. Such tension was also evident in Röstånga case when the public sector claims that grassroots movements are highly counterproductive unless they come up with a consensus among different stakeholders and they become aware of organizational complexities. In the literature, Leadbeater (2009) supports the bottom-up decentralized structure where people representing third sector ask for a more conversational political process rather than being spun messages or broadcast from higher levels in the hierarchy. Upon the demand for decentralization, the researchers of this study argue that a shift from centralized to decentralized structure is important, but not a sufficient solution to the vertical complexity among sectors. While such shift would only change the direction of vertical complexity, it is less likely to diminish the magnitude of vertical complexity, which in fact needs to be taken into account.

Even though the public sector perceives that on local development issues the private sector is likely to follow after the public sector and public policies pretty much as it is the fact in the municipality of Svalöv (T. Arnström, personal communication, April 28, 2014), it is important to be aware of some risks. These risks can emerge when expert views from central areas may be misperceived by overestimating the consensus between public sector and private sector in rural areas, and when assessment and ideas from various sectors in such settings are undervalued. Likely it is observed in the relationship between Röstånga village and Svalöv municipality, because border areas are tied to a center administratively, working together with center naturally occurs in administrative issues. Third sector retrospectively reflects its argument as following:

> *"When it comes to development of municipalities since 60s and 70s, they have one larger and stronger town, and everything is naturally is coalesced around this larger town or city"* (A. Haraldson-Jensen, personal communication, April 28, 2014).

The public sector perceives that they are expected to do everything which, according to them, inflicts why they get all complaints in terms of resource and stakeholder management in cross-border areas. Public sector talks about it as following:

"If I go back to 10 years, we [public sector] would talk to them [third sector], but we wouldn't do anything together and would do everything on our own. This was, not to have control was sort of scary; and it is still." (T. Arnström, personal communication, April 28, 2014)

However, as Arnström continues and accepts as representative of the public sector:

"[…] the period that the municipality does everything, is over, and it will never exist anymore. So, if they [third sector] want to have issues about their needs done in their home range, it is important for them to participate. We [public sector] can start processes, but we can't do everything" (T. Arnström, personal communication, April 28, 2014).

6.1.2. Intersectoral Blurring

In and around the case studied, there are recognized multi-level tensions on duties and responsibilities not only within the public sector but also between public, private, and third sectors in cross-sector collaboration in the form of *intersectoral blurring*. The recognized complexity of intersectoral blurring is supported in literature as decisions of organizations involve multiple stakeholders and affect individuals, organizations, other political communities as well as their wider environment and the society (Tolbert & Hall, 2009). Within the public sector this tension appears as a result of horizontal complexity, where a lot of departments have different responsibilities such as dealing with schools, health care, development and other infrastructural responsibilities etc. Public sector itself argues that "[..] we *don't create life for the people. We provide them school, health care, but not life"* (T. Arnström, personal communication, April 28, 2014). In order to avoid these tensions of complexities, the municipal authorities claim a new trend in public sector as following:

"We [municipalities] feel very confident in doing things, exactly things we have done before. In spite of changing surrounding, we are doing exactly the same. We haven't got very narrow departments. We are working with social care, school, development and so on. We have combined them in one big organization comprising all departments, just to make it easy to have discussions between each other. We have to find how we should work together again; because this way was what people did before. I think this is the only solution; efficiency and focus on your area and your duty. These factors give you reliability." (T. Arnström, personal communication, April 28, 2014).

Not only within municipalities is there a horizontal complexity, but also between different municipalities when there are pairwise interactions between two or more municipalities in different network based cooperation or joint projects to approach commonly concerned issues. The public sector perceives that it is easier to work in a bigger municipality where you have access to more specialists, or if you can collaborate in different networks of municipalities. Furthermore, it is more challenging in smaller municipalities due to limited access to resources, and with less spatial complexity. Additionally, there is usually a regional public administration responsible for infrastructure, planning and health care, and according to Arnström *"... the municipalities are supposed to take care of "the rest"* (T. Arnström, personal communication, April 28, 2014). These issues may, in turn, be interpreted and approached differently by each municipality while each local municipality is governed by different elected parties every four years in Sweden. This is also a fundamental factor contributing to the horizontal complexity in organizations across municipal borders.

Lastly, according to the actor from the private sector, there is an obvious lack of collaboration between public sector and private sector. The same actor also states that there is a lack of collaboration between private sector and third sector in and around Röstånga as well. On the other hand, although there is yet tension between sectors due to different dimensions of complexities and intersectoral blurring, the collective action for shared understanding appears to be very crucial to undertake the complexity of the cross-border collaboration along with numerous levels to be dealt with (Sandberg & Targama, 2007). In

this setting, a single societal sector is less likely to succeed. Therefore, public, private sector and third sector, from a complexity point of view, would definitely benefit from cross-sector collaboration across borders in a cross-border area in terms of alleviating these complexities.

6.1.3. Tendency and Demand for change

There is a tendency for a paradigm change or culture change towards a more collaborative approach. Public sector is finding new combinations of collaboration and engaging in a growing number of such collaborations, at least more than ever. Public sector also perceives that it is easier to obtain relationships in smaller collaborations than in larger sizes.

From the central municipality perspective, the third sector is good at organizing and identifying around issues for change in Röstånga through the non-governmental organization, Röstånga Tillsammans, and they are confident in that they deliver good results in comparison to other areas. The public sector wants to see the initiative from the ground and wish to feel confident that these third sector organizations are representing this community, so then public sector organizations can come up with their sectoral advantages (A-C. Thörnblad, personal communication, April 28, 2014). However, public sector also contradictorily argues that the initiative always come from the public sector as 'process starters'. Then, the third sector or the grassroots movements become 'process inhibitors' (A-C. Thörnblad, personal communication, April 28, 2014). On the other hand, the third sector acknowledges that municipalities are slower as they are supposed to be in order to keep politically correctness which regards consensus and democratic nature for the sake of the entire population within the municipality (A. Haraldson-Jensen, personal communication, April 28, 2014). This perception supports the ground initiative of the development of Röstånga, while issues on infrastructure were not a priority of Svalöv. It engenders a sort of structural complexity while issues on infrastructure were concerned by the public sector on a regional level.

In contrast to the mission and strategy of public sector organizations, the third sector perceives themselves as more flexible and more fast-moving than municipalities to instigate changes for long-term. With a more self-organizing approach, third sector deals with their local stakeholders of issues through a rather trust-based relationship. This self-perception makes third sector think that there is no or less interaction or communication between departments even if combined in one organization. Nevertheless, public sector explains that with the ambiguity in whom to contact in society unless there is a well-represented organization. Instead of dealing with structural barriers, third sector prefers to be in contact with individuals:

> "We [third sector] think [about intersectoral communication] more personally oriented. We know a person in the municipality, and then we talk to these people as we don′t think that when we want to speak with Svalöv kommun [municipality]. We rather tend to think more like that we need to check it up with a person directly in charge; so it is more personally oriented. We don′t think of the contact with Svalövs kommun, we think of this specific person we got to know" (A. Haraldson-Jensen, personal communication, April 28, 2014).

Obviously the third sector finds the municipal structure, surrounded by small municipalities, easy for cross-sector collaboration and useful for finding the right persons in charge for each public issue. In the beginning of collaboration process, there is a tendency to firstly approach trusted persons in the public sector whom with they have collaborated beforehand. This factor is further elaborated in the section of other issues while the researchers recognized in this study that trust in such collaborations is based on a shared understanding on local logic and on existing social capital.

Concerning interactions and social connections, administrative borders do not mean much for local people. There seems to have a tendency for a border-free area as long as mobility of people increases and their creativity goes across borders. Even public sector representatives recognize the tendency to shift to

border-free social life. About the people living in Ljungbyhed [village in Klippan municipality], Röstånga, and Billinge [village in Eslöv Municipality], public sector thinks that they have more in common than they have with the people living in center areas of Svalöv and Klippan. Because they all live in smaller villages that are located close by and thus their social life depends on where exactly in the municipality they live rather than in which municipality they live (A-C. Thörnblad, personal communication, April 28, 2014). Third sector has more to say on this shift to border-free social life and services since it has more trust-based and personal approach for their stakeholders. Rather than a structure-based, the third sector argues that there is no border when it comes to view of private or third sector. This led them not to handle collaborations around or among sector-oriented view; but more around ideas and issues. Third sector makes the importance of ideas and change clear by saying that:

> *"When we [third sector] are working with different issues, we are not rejecting someone who is from outside the administrative border, We are very inclusive in that sense; however, we surely prioritize to stay focused on our main area or issue that we want or expect changes… We are thinking with the idea driven"* (A. Haraldson-Jensen, personal communication, April 28, 2014).

Furthermore, the third sector thinks there is a demand for change, while there are limitations in organizational structure of the society where there is a feeling of competition on resources because of how the society is governed and administratively divided.

Within the framework of analysis in this paper, as the nature of cross-sector collaboration recognizes the emergence of complexities from the view and execution of public sector, the role of private and third sector need to be focused as well in their exercise of resource management and stakeholder management approaches which aims to shift away the collaboration environment from the formalities of politics. Durose and Rummery (2006) argue that such shift satisfies concerns about the organizational legitimacy of collaboration which depends on how complexities are dealt with through some approaches such as resource management or stakeholder management.

6.2. Theme 2: Resource Management and Stakeholder Management

There are three main factors drawn inductively from empirical data that are that are retroductively examined and found related to resource and stakeholder management: (i) *Power struggle on resources*, (ii) *pooling and trading of resources*, (iii) *inclusiveness of stakeholders*. The main findings in the case of Röstånga are going to be analyzed deductively under these three factors in order to eventually address the second research question on whether resource management or stakeholder management approach is enough to organize cross-sector collaboration in cross-border areas.

6.2.1. Power Struggle on Resources

Organizations are set up as hierarchies based on power and knowledge to make decisions (Tolbert & Hall, 2009). Through top-down exercise of authority, the aim in organizations is to define what people need or want and then deliver them in consideration with existing resources and stakeholders.

When it comes to power struggle on resources in cross-border areas there appears strategies to minimize dependence on central municipal areas and reduce power imbalances between center areas and cross-border areas. While public resources such as schools and libraries are financed by the municipality, in rural areas close to cross-border areas these schools are not normally shared across these borders. Even if they might have more in common than with the central municipality public resources in border areas are likely to be organized from the center of municipality where these resources are financed through tax collection.

Without interdependencies on these diverse resources and homogeneity among stakeholders' features, the decision-making process may fall into the control of one organization which usually happens with the takeover of collaborative initiatives by public policy agenda. In the case of Röstånga, it is found that the public sector in the unit of municipality is taking over the ownership in some issues. On the contrary, it is also recognized that there is a need for empowering third sector that can be considered as leading to loss of control in resources as well. In this dilemma, power imbalance may occur and tensions may lead to a rather top-down approach from that the public sector decides on local issues of Röstånga, normally more commonly known by the local people. Public sector interprets this institutional reflex as following:

"It [top-down approach] has been scary, as long as you [don´t] interact. When you start collaborating with each other and when you become intertwined with each other, approaches are changing in favor of people [third sector]. Then, it [governance by public sector] becomes less scary." (T. Arnström, personal communication, April 28, 2014).

Even though Hillman & Keim (2001) means that managing taxation is not an advantage to be relied on as a competitive advantage across borders, since it is easily duplicated (Hillman & Keim), this power struggle within the public sector occurs between municipalities. The competition for income that the public sector gets from tax collection is crucial, while municipalities are dependent on tax divided by population. Therefore, population is what the municipalities within public sector are competing for. Public sector recognizes that as following:

"[…] the only income that municipality has is generating from tax collection, that is what we compete for each other. For the rest, we are more likely to cooperate. That is why, it is important to have people living in our own municipality." (T. Arnström, personal communication, April 28, 2014)

This is recognized in the case while the municipality of Svalöv perceives that not having Röstånga village as population in their municipality does mean double loss of resources. First domain of losses relies on the number of people living there and secondly, the quality of population in Röstånga is significant in terms of collaborative skills, organization, and initiative-taking as a community. Such perception of public sector indeed creates a barrier for the third sector in Röstånga represented by Röstånga Tillsammans in terms of administrative issues with the center of Svalöv municipality. Meanwhile, the third sector contrarily is in attempt to pursue a border-free mobilization of resources and stakeholders between municipalities. Seen that Röstånga is a valuable resource of Svalöv municipality, the public sector feels the need to emphasize the existence of a border within the municipality from time to time as well. Furthermore, resource management from central municipality is perceived as being divided per capita. It causes that most of resources end up in development of urban areas and not in areas with less capacity for development, as rural areas may face.

As the access to resources is mostly controlled by public sector, this access is less likely to bring hierarchical complexity in the organization of any cross-sector collaboration. Furthermore, another type of struggle takes place between an actor representing private sector and the third sector organization in the studied case of Röstånga. The control of financial capital and real estates by a large private actor inhibits collaborative actions for the rural development in this cross-border area. While belongings of this single private actor are potential for local development according to third sector, there is an ongoing tension recognized in the process of initiative-takings in terms of development issues.

6.2.2. Pooling and Trading of Resources

As seen in the case of Röstånga, border areas usually tend to make use of geographical proximity to the other side of administrative border rather than central municipal areas that border areas are legislatively bounded to. Thus, each border area seeks for benefiting from origins of differences that come from long lasting historical, social, economic and cultural bonds notwithstanding the administrative border that

legislatively takes them apart when it comes to organizing their administration policies. Such interest of border areas naturally engenders intensity of interactions in pooling and sharing of their different resources across administrative border.

From the public sector perspective, the aim of cross-sector collaboration in pooling or trading of resources is mostly considered as efficient resource management, while efficiency is primary aim to gain cost savings by sharing resources, administrative costs and/or personnel among or within sectors. However, the public sector also recognizes that the more powerful organization in the struggle on resources may ensure an effective resource management based on decision-making capacity upon flow of resources (Shaefer et al., 2011). At this point, the public sector accounts itself potentially holding collaboration power more than other stakeholders. The third sector in Röstånga argues that there is an equal treatment between villages of the municipality by public sector, but with a feeling of equal treatment based on non-distribution of resources notwithstanding diverse potentials. The public sector, in this point, confirms that the equal distribution of public service over municipal areas is indispensable. This situation means that the public sector prefers to deliver efficient resource management, but still remain distant to the effective resource management. It is believed by the public sector that it might create tensions that would bring political consequences although gaining effectiveness where efficiency is a mean to reduce costs (Tolbert & Hall, 2009) seems to be the optimum strategy in pooling and trading resources from the public sector perspective.

Municipalities collaborate with each other very well in a within-sector collaboration within different networks which are formed through sharing of resources and capabilities across administrative borders. Such way of pooling resources is especially important in smaller municipalities where resources are scarce, and which are not effective to manage resources efficiently. The researchers observed that there is not yet phase of effective resource management since efficiency is also seen as first priority among other sectors. While municipalities receive less money from tax revenue, they need to adopt more efficient resource management. The researchers recognized that municipalities also have a resource management of co-financing from the European Union to expand the resources and stakeholders in projects for cross-border areas in exchange with municipal resources as capital and time for development issues. The private sector in Röstånga agreed on that public sector is not using existing resources efficiently. At the same time, the public sector is also perceived by the private actor as not having enough money for development issues in Röstånga. In these circumstances, it is not even likely to anticipate effective resource management.

Cairns and Harris (2011) argue that even though it is usually thought that external factors are main drives and determinants for collaborations due to nature of open-system approach, sectors are also motivated to work cross-sectoral by internal organizational factors. It is thought that each sector could bring specific skills and expertise from which the others could learn and benefit (Cairns & Harris, 2011). As it is seen in Röstånga case, there are expected problems of insufficient resources. Moreover, the resources that are most lacking are expressed as time, skill, and expertise rather than specifically money itself. Reasons for not engaging or avoiding cross-sector collaboration seem to revolve around internally lack of staff resources and time. In order to deal with that, public sector representative in Svalöv talk about their initiative, as following:

> "Together as 3 municipalities, we have common human resources, information system, and fire brigade. This is sort of idea that is based on being more efficient in managing resources, and also to get more skilled personnel" (T. Arnström, personal communication, April 28, 2014).

Third sector perceives that they never have all the resources that they wish for and there is a tendency for third sector to organize resources through channels of pooling available. As Leadbeater (2009) argues that the development is mostly realized from already available modules, it is important for Röstånga to align with the local logic. For the third sector, the capacity of 'making your own money' is important in the

sense of not being administratively dependent on public sector. As there is a demand from the third sector that the public sector should take its hands off from what the third sector does, this change is believed to lead the third sector not only to feel easier while approaching own issues, but also to have a relief in finding and using resources that are only available by trading with money in exchange. Third sector expresses it in this way:

> *"there is also a great and very important symbolic aspect of having money of your own; because then it is not only on what we want to do, but also we can invest in certain things and then it is going to be easier to find other sources"* (A. Haraldson-Jensen, personal communication, April 28, 2014).

The belief to deal with resources easier in this way can be seen as diversification of their methods for resource management. Thus, third sector could then get into cross-sector collaborations more willingly and with more opportunities. Also, they would claim for a more equal power balance through this way.

While pooling of resources instigates mobilization, trading of resources bring opportunities to advance potentials in existing resources, comprising both efficiency and effectiveness in that regard. That is why, besides bringing more people through mobilization in order to receive greater tax revenues, another reason for collaborating is to advance organizational learning from general knowledge to specialist and precise knowledge. This is effective for approaching a local issue with a greater network of capabilities. Leadbeater (2009) anticipates that it is highly crucial in such setting to have a flow of knowledge and learning from experts to group of people who are dependent or in need. A third reason seems to be agreed on that the basic idea of 'the bigger you are, the better is the deliverance' is crucial. By collaborating it is likely to be more efficient in pooling resources such as information systems, human resources, fire brigade and so on, but also to effectively collaborate through a diversity of skilled personnel. For successful cross-sector collaborations between third sector and public sector, it is recognized that the inter-organizational knowledge and resource sharing in cross-border collaboration are critical in order to enhance the understanding on the organizational structure of the different sectors, and to recognize the transfer of knowledge and resources needed within the context of cross-border settings. Enhancing the knowledge and resource sharing in terms of both efficiency and effectiveness requires a prudent understanding of the management by participation which is yet rather rare while the very nature of organizations requires some form of hierarchy (Tolbert & Hall, 2009) and thus there is complexity with more participation in numbers and quality.

In the case of Röstånga, between the municipalities of Svalöv and Klippan, there is a recognized cooperative mindset, at least in the case of the bike-lane. Within the third sector, different resources as human, social, financial, environmental, physical and cultural capital are captured and pooled that resulted in a high learning within the sector. On the other hand, there is a tendency in the public sector that they work more with things that they can provide good. This view is recognized in Leibenath et al. (2010) where European Commission stated "sustainable development seeks to promote a dynamic economy of [...] social and territorial cohesion and environmental protection" (Leibenath et al., 2010, p.6) to develop regions and their competitiveness. Territorial cohesion, hereby, covers the social and economic cohesion avoiding spatial imbalances and also disparities between areas in order to coordinate sectoral policies having a spatial impact (Leibenath et al., 2010). Furthermore, in the settings of cross-border areas, partners from diverse sectors in a collaboration claim that they are alerted when potential partners see the collaboration settings competing with their ability to secure resources. It is found that the third sector is more likely than public sector to feel such discouragement. However, both public and third sector still confirm that their experiences of partnership on collaboration somewhat alleviates such concerns.

6.2.3. Inclusiveness of Stakeholders

The inclusiveness of stakeholders is a concept recognized that has several dimensions in the settings of a cross-sector collaboration in cross-border areas. Just like various dimensions of complexities in organizational structure, the scale for inclusiveness of stakeholders shows a number of varieties. For instance, the choice of researchers to identify stakeholders in cross-border collaboration in this research as three main societal sectors and dividing stakeholders as collaboration or sectoral stakeholders demonstrates the magnitude of complexity in stakeholder management. In an open system approach in which organizations are exposed to external environment (Tolbert & Hall, 2009), the engagement of public officials and their motivation is important. As it is recognized in the case studied, the engagement in public sector is driven by personal factors and depends on a person as internal resource in public sector. In such situation, dependence on just a few committed individuals can endanger the sustainability of collaborations or can affect the way in which the pressure or drivers establish cross-sector collaborations. These two observations are likely to leave no space for the development of mutual trust and collaborative capacity. The stakeholder management is complex in Röstånga, or even in the municipality of Svalöv and Klippan, while most of public officials working for the municipality might not feel the ownership or even not have much possibility to meet with local people. Public sector representative in Svalöv is aware of that handicap in their approach of stakeholder management as following:

> *"We have new employees as every business has; young and skilled persons that start working here. But they don't live here, they live in more populated areas so to say, in Malmo or Helsingborg. We, who live within this municipality, are comparingly very few. So, around 4pm., the people in this municipal house finish their work, go and take the bus to train station and leave Svalöv. Then, the inhabitants living in this municipality and working at more populated central areas are coming back with same train/line and same bus number, but in other direction. They never meet. And, how is it possible to collaborate in such a situation?"* (T. Arnström, personal communication, April 28, 2014)

This self-observation adds to that public officials are perceived by the third sector being more in distant with the local people. Since the municipality has resources to rent place and pay for officials to organize meetings with all stakeholders in the community or municipality, even public sector affirms how personal engagement is important in their positions by expressing that *"... public officials ought to remember who [citizens] are paying their salary"* (T. Arnström, personal communication, April 28, 2014). The researchers recognized in this study that the bigger sector, or even network, in which the act is done, the more public sector personnel is likely to forget whom they actually work for, as official. This may lead to less, instead of more, inclusive management for involved stakeholders. It was also recognized that the public sector tend to work with stakeholders, but only after passing a certain phase in a collaboration process. At first stages, in relation to drives for collaboration, public sector is likely to adopt the approach of management-of-stakeholders, especially in their general scope of resource management in line with their own agenda. Within this process, the approach of management-for-stakeholder is more benefited through personal engagements or joint initiatives. The third sector thinks that public sector prefers management-of-stakeholders and even perceives that management-for-stakeholders doesn't suit to manage collaborations from the standpoint of public sector. On the other hand, the third sector sets their preference as the approach of managing with their stakeholders which is even more inclusive approach that posits the issue concerned in central focus of managing the stakeholders.

The public sector is aware of the fact that local people close to the administrative borders, such as in Röstånga, interact with other stakeholders and move across the border even if there is an administrative border. That mobilization gives a way to the third sector to become more inclusive both within sector and across sectors. However, third sector organizations still tend to feel the ownership and develop pride of the issue collaborated around. In this point, public sector also appreciated how well the third sector in

Röstånga has been organized around commonly concerned issues and further public sector promotes this case as a successful pattern of cross-sector collaboration.

Instead of evaluating the inclusiveness of stakeholders in numbers, as it is mostly the case from the viewpoint of public sector, the third sector thinks that stakeholders' involvement is important in terms of quality. By qualified local engagement in rural areas, sustainable development objectives may be enhanced through empowering local communities based on a bottom-up approach to social, economic and environmental issues (United Nations Department of Economic and Social Affairs, 2014). With economic integration to meet disparities between rural and urban areas, the local community may allow opportunities to rural development and retention of skilled people in rural areas.

6.2.4. Inadequacy of the Resource Management and Stakeholder Management approaches

The second research question in this study was built on exploring the adequacy of research management and stakeholder management approaches in organizing cross-sector collaborations. Resource dependence based on power struggle brings a setting of interorganizational network where there is a core need of focal organization and where resources are normally meeting organizational needs of each stakeholder involved in such pooling or trading resources. However, getting people involved in these pooling or trading resources is not always easy. As Leadbeater (2009) utters, most of collaborations builds around a core that has been posited by a small number of people who have done most of heavy lifting along with collaboration process. This action puts them into the position of being focal organization. In the case of Röstånga, the municipality of Svalöv considers itself as the focal organization. Nevertheless, the third sector contradicts this view in line with Sakarya, Bodur, Yildirim-Öktem, and Selekler-Göksen (2012) who claim that in a setting of inter-organizational network such in a cross-sector collaboration, having a focal organization is not the key point. The 'issue' that is concerned and approached within such collaborations is what really matters. In such environment where there is clash of interest among sectors, both resource management and stakeholder management approaches have advantages or drawbacks. As Hillman et al. (2009) confirms, resource management is sometimes unable to specify which dependencies have priorities over others since multiple dependencies usually coexist for an organization taking part in collaborations. In the case of Röstånga, the third sector argues that the public sector, as self-claiming of being focal organization in collaborations, is used to prioritize dependencies in line with their own resources and resource management approach, notwithstanding the nature of issue approached (A. Haraldson-Jensen, personal communication, April 28, 2014). That is why there seems to be focused more on inclusiveness of stakeholders, and as Zadek (2007) states that the stakeholder management is useful to seize which stakeholders take priorities while taking collaborative initiatives. However, stakeholder management is also sometimes deprived of recognizing complexities in multiple dependencies (Zadek, 2007) which is well addressed by resource management approach mostly by a rather top-down approach of a focal organization.

While Brown (1991) argues that development issues depend on institutional factors such as how effective local organizations, such as Röstanga Tillsammans, organize in cross-border areas in terms of power struggle on resources, and also how horizontal linkages are enabled by cross-sector collaboration as well as vertical linkages are becoming more inclusive where local grassroots movements with local ownership feel invited to participate in municipal decisions. As a solution to build these horizontal and vertical linkages on complexities, Brown (1991) recommended to empower cross-sector collaborations that bridge different sectors to reach mutual gains to inspire such grassroots influence on policy making especially in favor of third sector.

The researchers in this study recognized that stakeholder management in hierarchical organization such in the public sector as a focal organization takes place in line with Leadbeater (2009) that in the form of doing things traditionally *to* people which literally corresponds to the management-of-stakeholder

approach. For the approach of management-for-stakeholder, public sector perceives that doing things *for* people is quite inclusive that the institutional structure of public sector can allow. On the contrary, third sector approaches issues of collaboration with rather a scope of managing and working *with* people from public or private sector. It is recognized that in the organizational setting of cross-sector collaboration that has public sector as focal organization with vertical complexity, these initiatives instead end up doing things to people. As researchers says in the case of Röstånga, and as Leadbeater (2009) confirms, the public sector in their municipal departments perceive their services as doing things for people. However, it is perceived from the bottom-up standpoint of third sector that receiving these services are generally *done to* by an administrative manner, not *for* as it was meant.

In a cross-sector collaboration, as the third sector argues, there is no one better way of managing rural areas in cross-border areas, for instance only with resource management. It is also related to managing with the local belonging and local issues (A. Haraldson-Jensen, personal communication, April 28, 2014), which always needs to be put in contrast to power struggle on resources and who should pay for resources. Therefore, stakeholders as sectors in cross-border areas are not only bound to in terms of resource flows, nor in terms of management of, or for, stakeholders, but also deeper in terms of social construction and issue management around cross-border collaboration with stakeholders (Leibenath et al., 2010). That is why, researchers in this study conclude that either resource management or stakeholder management in consideration with having a focal organization and interpretation of resource management and stakeholder management, in practice by this organization, do not seem to be adequate enough to address these multi-level complexities in cross-sector collaboration in cross-border area of Röstånga case.

6.3. Theme 3: Other issues

As it is recognized above, both resource and stakeholder management approaches practiced in the case of Röstånga demonstrate that organizing cross-sector collaboration in cross-border areas is hardly managed within the frameworks of these two traditional approaches, either combined or single. There are inadequacies acknowledged by the researchers in addressing organizational complexities for all sectors and demands from all sectors. Furthermore, the practice of resource management and stakeholder management approaches are partly referring to fundamental factors of cross-sector collaboration in cross-border areas. These practices usually leave *other issues* aside while dealing with resources and stakeholders. The term of *other issues* is kept as it is commonly expressed by all sectors in the case. Therefore, three main factor are referred under the theme of 'other issues'. These factors are; (i) *meeting points*, (ii) *local logic*, (iii) *social capital*. These were inductively interpreted by the researchers in this study after these social factors had been recognized in empirical data collected through active interviews and participatory observation in order to enhance the understanding of resource and stakeholder management approaches towards having more successful organizations of cross-sector collaboration in cross-border areas.

6.3.1. Meeting points

In the case of Röstånga, it is accounted as important by all sectors to develop mutual understanding through open processes in order to meet people easier within sectors or among sectors. Particularly, the public sector and third sector mention about the need for '*meeting points*' for more effective management of resources and more inclusive participation from stakeholders in this cross-border area. Public sector representative from Klippan municipality thinks that *"If we [public sector] want to have open processes of what we are doing, or listening to people even if we can't do everything, we need meeting points"* (A-C. Thörnblad, personal communication, April 28, 2014). The other public representative from Svalöv municipality supports that argument, by exemplifying it from the case of Röstånga and concluding that *"... Röstånga is extremely good at organizing with very active dialogue within the community that is habitually meeting and discussing local issues. It is a very special community"* (T. Arnström, personal

communication, April 28, 2014). These meeting points or meeting opportunities are supported by the third sector with reserving the condition whether the structure for the meetings are organized by the third sector. In this matter, the third sector brings its complain as following:

"It is politically correct to say that you [public sector] have got citizen dialogue, and that you want the political processes to be based on participation from people. However, this is often realized with a new structure of meetings set by them [even if] there is already a structure, often initiated by the third sector, which you would already have got access to all these meetings as it is open to everyone" (A. Haraldson-Jensen, personal communication, April 28, 2014).

Although public sector thinks that the open process of dialogue through meeting points has a participative and inclusive outcome to also deliver information to citizens, the third sector argues that in these meeting points and meeting opportunities the flow of information and communication is usually one-way, and taking place as top-down approach from the public sector. Third sector claims that there is a feeling within local community that the municipality offers structures and arenas for sectors to meet and collaborate, but in a way that is not really aiming inclusiveness. Third sector expresses their perception as: *"They [public sector] could come up to any meeting but they want a structure on their own, and often they set up separate structures instead of going on already existing meetings, and showing interest in processes that are already there"*(A. Haraldson-Jensen, personal communication, April 28, 2014). That is why, initiatives for meetings should better be organized together with third sector as to build trust-based relationship. Indeed, one of public sector representative also personally thinks that *"... I think this group [meaning third sector organizations identified with local culture] is good at creating meeting points; and I don't think neither we [public sector] are, nor private sector"* (T. Arnström, personal communication, April 28, 2014).

Third sector also perceives that there occur limitations for the issue discussed when the meeting point is designated and bounded by public sector and its political correctness. It is thought that these traditional meetings of public sector is outdated, and it should be more inclusive by scheduling the meeting time not only suitable for public sector but also for the third sector organizations. Third sector complains that while municipalities normally invite their stakeholders to meetings within office hours, these times are not suitable for third sector that is more likely to gather around and engage in voluntary work within non-office hours. This is a structural complexity needs a wider scope, however also can be explained here as other issue, meaning as mentioned above that officials in public sector are usually not recruited locally and able to understand the local logic.

In addition to time issue, there is also a conflict between collaborating sectors. There also occur differences in efficiency of the meetings due to the size of the collaboration. For instance, large collaborations which also usually consist of cross-sector collaborations demand more meetings than the pairwise stakeholder meeting between only two stakeholders. On the other hand, organizing meetings designed to be efficient might be counterproductive for the effectiveness and inclusiveness. Additionally, the public sector representative in Svalöv perceives that there is likely to have a better collaboration within the smaller municipalities with less inefficiency due to capacity of organizing extra pre-meetings and after-meetings. For larger cross-sector collaborations in which public sector is involved as well, this capacity of increasing the number of meetings is not obtained fairly.

Given that Perkmann (2003) defines cross-border areas as territorial units with historical, socioeconomic and cultural commonalities, all these commonalities are captured into a common identity in cross-sector collaborations through arranging efficient and effective meeting points. With this decentralized, flexible and informal way of engaging diverse sectors, it may thus lead to collaborations linking local issues with more global and developmental issues and norms through wider network across sectors (Bäckstrand, 2006). Therefore, the tension between efficiency, effectiveness and inclusiveness is obvious factor to consider while designing meeting points. Organizing cross-sector collaborations needs not only

considering resources and stakeholders but also the capacity to bring people together through culture in the form well defined by public sector as following:

> *" Culture [...] provides meeting places. They give people opportunity to meet regardless what you have as interest. They are sort of catalysts in the system"* (T. Arnström, personal communication, April 28, 2014.

6.3.2. Local logic

As of being a local community, Röstånga Tillsammans sets its own logic, the 'local logic' that is based on not only resources as surrounding nature and belongings, but also local culture and meanings. The third sector finds the local logic important to align with their development issues on local level. The third sector representative states that, *"... the specific area that belongs to the local community gives opportunity to set its own logic. This local logic is set through culture, traditions, natural resources, physical buildings and other issues such as social capital that have been going on this specific area"* (A. Haraldson-Jensen, personal communication, April 28, 2014).

The features of local logic may not be generalized and thus guarantee the same way of working in other cross-border areas; however, the awareness of such local logic may occur. Third sector, in this point, claims that *"what works here [Röstånga] is not certainly meant to work in Teckomatorp or in Tågarp because there is another logic set by different dynamics of that specific area"* (A. Haraldson-Jensen, personal communication, April 28, 2014). That is why, the third sector especially finds it essential for the public sector while governing in rural areas near cross-border areas that public sector should understand the existence of differences between the logics as well as between resources. Therefore, third sector also expects from the public sector to avoid applying single type of development method on all over its territory notwithstanding the different capacity of these cross-border areas in terms of local logic as well.

Through this local logic, local community and third sector organizations are attached to this social issue recognized through own interest. As Leadbeater (2009) confirms, participation from third sector occurs where there are motivations and satisfaction to solve a common issue that is not always to be evaluated in money, but in recognition and feeling ownership. One of the public representative thinks that the strong ownership in community based on their own will and this communal interest is needed to go through with issues in cross-border areas (A-C. Thörnblad, personal communication, April 28, 2014). In the case of Röstånga, it is recognized by both public and third sector that as citizens of Röstånga village the local ownership is only related to Röstånga community, and neither to Svalöv nor Klippan municipalities. It is observed that there is a border-free logic in ownership. The local people in the cross-border area that encircle Röstånga as well do not feel this administrative border, except for when they have to confront administrative issues or developing for infrastructure in the area. Third sector representative from Röstånga Tillsammans confirms that as following:

> *"We [third sector] feel the border because we have to get some certain permissions, [...] but when we think of issues in this area, we think more border-free"* (A. Haraldson-Jensen, personal communication, April 28, 20144).

Local ownership of this logic is recognized as positive response from local citizens to the initiatives by public sector to empower third sector in engaging with issues. Public sector governing in Röstånga finds it a good way of giving ownership to the local community by putting labor in issues to go through smoothly with top-down issues (T. Arnström, personal communication, April 28, 2014). For instance, when there was a cross-sector collaboration around the bike-lane in the cross-border area, the perception of local ownership led citizens feel more eager to keep a local issue, being the "bike-lane" - in shape and ongoing. With local empowerment, the initiative to construct the bike-lane between Röstånga and Skäralid was successfully constructed in collaboration between Röstånga Tillsammans, the two municipalities of Svalöv and Klippan and other third sector grassroots movements or stakeholders (N. Phillips, personal

communication, April 08, 2014). Such successful collaboration around a local issue is supported by Mohan and Stokke (2000) who highlight that there is a multiplicity of connections between different actors within the state institutions and in the society. While the state has lately focused on engagement and empowerment, social communities are increasingly organized with the idea of localism, such as local logic, to promote local areas with a more intense grassroots mobilization (Mohan & Stokke, 2000).

6.3.3. Social Capital

The third sector was the only sector specifically referring the term of 'social capital'. Social capital, according to the third sector, is much stronger in the third sector than the public sector since from the viewpoint of third sector there are no recognized social barriers between the sectors, but the public sector is perceived to feel social barrier (A. Haraldson-Jensen, personal communication, April 28, 2014). Furthermore, the social capital is mostly measured by the *trust* in the settings. While there is a general perception of hierarchy between sectors even in the cross-sector collaboration settings, citizens and third sector organizations specially feel that the public sector is governing above them through not being present, but only represented in the area. Additionally, it is recognized in the case that there is lack of trust between public and third sector where the third sector is also able to gain trust easier among locals at the time of approaching the concerned local issue such as constructing and maintaining a bike-lane, an issue normally approached by the regional public sector. The outcome of such initiative based on trust was observed as it was more effectively managed from a bottom-up approach with participation of the third sector organization, Röstånga Tillsammans, and private landowners commonly perceiving a social issue to further engage the municipalities of Svalöv and Klippan in the concerned issue. Researchers in this study conclude that when these sorts of initiatives inspired by bottom-up approach result in success stories, the trust among sectors increases and consolidates which also elevates the social capital in the area.

From the viewpoint of public sector, trust in third sector seems to be crucial for sustaining the cross-sector collaboration; however, as one of public sector representative asserts, there is always reservation from public sector side not to base relations with other sectors too much on trust and ownership (T. Arnström, personal communication, April 28, 2014). There is a fear that something unknown to traditional structure might happen, which somewhat describes the internal tension in public sector between giving ownership with trust versus losing control with anxiety. In Röstånga, there is yet recognized tension between public sector and third sector since the public sector is sometimes willing to give ownership to third sector organizations and local communities but also sometimes not want to lose the control for keeping the existing structure (T. Arnström, personal communication, April 28, 2014; A-C. Thörnblad, personal communication, April 28, 2014). In this regard, the third sector also perceives that the feeling of trust to them, by the public sector, is low. The internal tension in public sector might be the reason for the low trust felt by public sector in third sector and local community due to the dual management of giving ownership versus losing control. Moreover, there is an articulated unrest between public sector and third sector in Röstånga in terms of the integration of third sector into the policy-making and decision-making processes. This unrest, according to the researchers in this study, is occurring due to the third sector's success in dealing with issues with local support, apparently more than what public sector succeeds. The researchers witnessed in the case studied that the municipalities were trying to convince the landowners for a minimum of ten years to gain trust in order to construct the bike-lane, but could not manage. The value set by landowners for the land on the projected bike line noticeably differed from the public sector to the third sector organization, Röstånga Tillsammans. Landowners rated the value of land for the public sector much higher than rated for the Röstånga Tillsammans (N. Phillips, personal communication, April 08, 2014). Both public sector and third sector explain this behavior of landowners with the strong presence of local ownership and local logic around this cross-border area. That is why, both sectors agreed on that the landowners were more likely to adopt an approach of '*profit for the people, not just profit for myself*' (A. Haraldson-Jensen, personal communication, April 28, 2014; A-C. Thörnblad, personal communication, April 28, 2014). This perception shows the importance of promoting the shared

understanding as well as shared value around the issues concerned to elevate social capital on local level when it comes to collaborations occurred among sectors thereby.

In the literature, the fundamental determining cause for these tensions between public sector and third sector indeed lays behind the legacies from traditional public administration. Fosler (2001) argues that the public sector tends to be motivated to meet demands of the electorate and implement regulatory and social policies in accordance with consensus reached upon these demands whereas private sector is motivated to primarily generate profitable returns on investment by attracting customers for its goods and services. However, the third sector, as it took place in Röstånga case, is motivated to provide services to people who are not supposed to be, but not properly served by the public or private sector, and thus structured to build social capital through altruistic and voluntary based actions (Fosler, 2001). When a specific issue is approached by different sectors as collaboration stakeholders, the perception of each stakeholder on the issue is different due to diverse complexities and different motivations shaped through legacies as well as different leadership and organizational goals to organize around and approach the same issue or challenge. These structural or institutional conditions are undesirable for the cross-sector collaboration in cross-border areas, argued by Leibenath et al. (2010) to be due to lack of trust and social capital as shared value. Such lack of trust in cross-border areas persists against central government and public sector, while these cross-border areas has also disfavored in receiving development funds and resources, mainly allocated for central municipal areas with a greater population. While the meaning of issues varies across sectors in collaboration, developing a shared value in such a competitive context with a social capital may also lead to a change in the way different sectors think about each other in collaborative environments and increase trust thereby (Sandberg & Targama, 2007). In this respect, Selsky and Parker point out that *"... new learnings may emerge from considering different approaches to the same challenge, and it may be addressed more effectively as a result"* (Selsky & Parker, 2010, p. 21).

While cross-sector collaborations are involved in a key social issue, the definition of sustainability then becomes significant in regards to handle the specific issue within new and more inclusive organizational setting of cross-sector collaboration. In this regard, this definition of sustainability in terms of cross-sector collaboration is rephrased by all sectors with the integration of *shared value* and shared understanding (A. Haraldson-Jensen, personal communication, April 28, 2014). Thus, when it comes to how to promote shared value and understanding, Sandberg and Targama (2007) conclude that developing a shared value primarily needs shared understanding of issue as the basis for a collective competence between individuals or organizations within cross-sector collaboration in cross-border areas. Such collective competence allows a group of individuals or organizations to complement each other with specific competence to perform a specific task together, not possible for a single entity to carry out alone. This fact makes shared value and collective understanding indispensable at the settings of cross-sector collaboration that also has emerged on claiming to respond to accomplish tasks not possibly done by a single entity. That is why, Wenger, McDermott, and Snyder (2002) redefined all activities in collaborations as '*community of practice*' where a group of individuals from different organizations, are participating around a common issue with a shared understanding of task. In the case of Röstånga, this sort of community of practice is quite evident in the participation around maintaining a bike-lane. It is observed by the researchers in Röstånga that their substantial community of practice has turned the core knowledge, interests and motivations of their community into specific focus for development of the cross-sector collaboration and the cross-border area. In this process of maintaining community of practice, Röstånga Tillsammans as a third sector organization in this cross-border area plays a very crucial role. In the meantime, public sector representative feels the risk in this community of practice if the community interests are too concentrated on core persons as Nils Phillips being the initiative taker for various projects within Röstånga Tillsammans in the cross-border area of Röstånga. Contrarily, for the public sector it is important to see collaborations from a bigger perspective, while collaborations start and end, and people move in and out from communities or municipalities. Although public sector is also encouraged by core persons that have skills as important judge of, for instance allocating timing of different projects, public sector indeed fears

that if these core persons would leave the community of practice or overrule, the long-term perspective for supporting development initiatives in such form of community of practice would be harmed (T. Arnström, personal communication, April 28, 2014). This fear is another reason to why full trust from public sector on grassroots movements is not sustained. Wenger et al. (2002) support that reservation from public sector by concluding that the community of practice exists as long as all local members feel ownership and contribute to, or gain from this practice.

Overall, while third sector in Röstånga argued that social capital is undoubtedly reign over business capital in terms of allowing returns back to social issues in their cross-border area, third sector representative was highly concerned with the investment return to a focal organization (A. Haraldson-Jensen, personal communication, April 28, 2014) that constrains social benefits to merely ameliorating defined social needs, according to Selsky and Parker (2010). Third sector, instead, promotes in their organization a participative and social capital to go beyond the ownership structure, to change power relations, to set up a give-take framework in collaboration settings (Thekaekaran in Gunn & Durkin, 2010), as well to eliminate the risk of negative unexpectancy from core persons, as public sector perceives in the case.

7. Conclusive Discussion: Social Issue Management Approach

As analyzed through the case of Röstånga, researchers identified fundamental factors of cross-sector collaboration in cross-border areas and concluded that the approaches of resource management and stakeholder management are not adequate for organizing of cross-sector collaboration in cross-border areas. While the resource management approach in its traditional form merely prioritize a major concern of efficiency in resources, resource-driven collaboration usually fails to address disparities on cross-border areas since it has no fundamental impact on organizational structure within a scale to bring change with effective use of resources. The stakeholder management approaches traditionally practiced in cross-sector collaborations have also not been able to respond demands from all collaborating organizations from any societal sectors which are most likely to further look for mutual benefit from the cross-sector collaboration based on a shared understanding on any specific issue. Furthermore, stakeholders in cross-border areas, as it is assigned as sectors in this research, are not only bound to in terms of resource flows, but also in terms of social construction and issue management around cross-border collaboration (Leibenath et al., 2010). The public sector in the cross-border area of Röstånga admit the demand of the third sector, saying that *"... people ask for life and issues related to social life besides basic needs of resources."* (T. Arnström, personal communication, April 28, 2014).

Due to having a concern of a focal organization, any cross-sector collaboration in cross-border areas applying these traditional approaches have not been able to tackle organizational issues and other issues as social issues. In the case of Röstånga, a single focal organization in a cross-sector collaboration is accepted by neither the third sector nor the private sector. Third sector also thinks that public sector feels the obligation, and also is eager to be this focal organization due to the legacies of traditional administration system. In addition, the public sector does not deny that role in any cross-sector collaboration. Third sector instead argues that there shall not be a focal *organization* but an *issue* as focal in cross-sector collaborations within cross-border areas:

> *"There are always issues emerging in our community that can be indeed resolved easily through participation from all individuals and groups concerned; however, most of these are hindered by administrative procedures from public sector due to performing the role of being in charge."* (A. Haraldson-Jensen, personal communication, April 28, 2014)

Moreover the public sector confirm abovementioned that issues as social issues are important to approach, but reliant on a basis of good resource management and stakeholder management in more of a top down approach on social issues:

> *"Manage resources well and engage people, then you will have proper environment to deal with social issues."* (T. Arnström, personal communication, April 28, 2014)

Third sector in the case of Röstånga says that public sector are bound to prioritize in consideration with resource management and stakeholder management approach, as well as they are inflexible due to their organizational structure. However, third sector argues that they themselves go for the issue that needs to be addressed in a decentralized approach, to include relevant stakeholder to participate in order to pool or trade resources needed to approach this issue (A. Haraldson-Jensen, personal communication, April 28, 2014)

Considering the comprehensive analysis of the Röstånga case, researchers in this study decided to examine further on more appropriate approaches in managing complexities related to resources and stakeholders to sustain cross-sector collaborations in cross-border areas within long-term perspective. For this sake, researchers come up with a new management approach termed by the researchers of this study as '*Social Issue Management Approach*' to better organize cross-sector collaboration in cross-border areas. Social issue management approach combines two different approaches, namely (i) social issue approach and (ii) management-with-stakeholders approach.
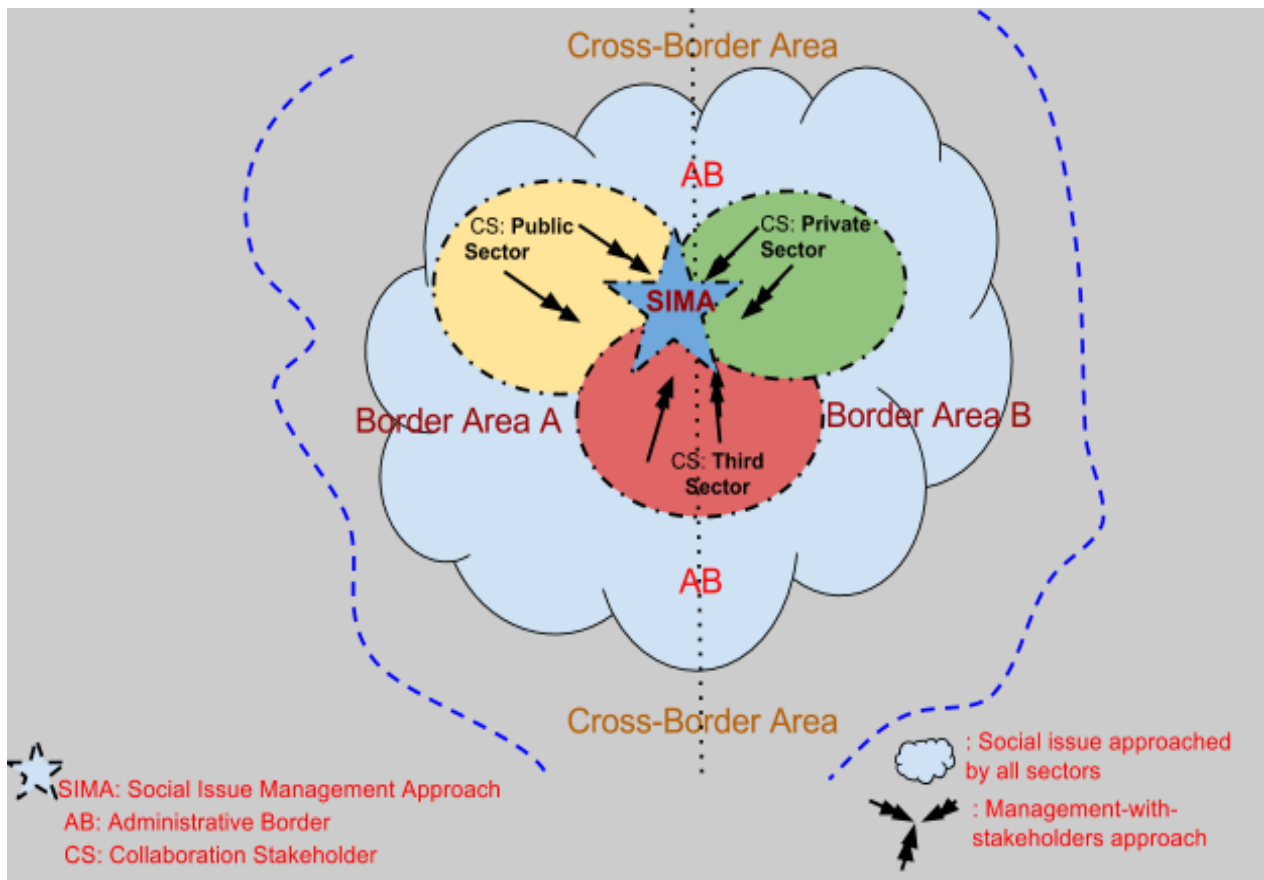
Figure 7.1. SOCIAL ISSUE MANAGEMENT APPROACH IN CROSS-SECTOR COLLABORATION IN CROSS-BORDER AREAS

As it is illustrated in figure 7.1, a concerned social issue is encompassing collaborating stakeholders from all sectors located at a cross-border area. Each sector is approaching the social issue with border-free feeling as well as with no intention to be the focal organization of this specific issue to be collaborated. While each sector decides to collaborate across borders in these circumstances, this concerned social issue has become to be redefined as a common social issue that awaits all stakeholders in a management-with-stakeholders approach, notwithstanding who is more or less concerned. At the end, when collaboration has been ideally carried out through social issue management approach, this cross-border area has recently become to have more potential than before the collaboration process in enriching the local perspective of social issues.

(i) Social Issue Approach

As it is confirmed in the case of Röstånga that the cross-sector collaboration does not only revolve around organizational needs, but also around other issues, which the researchers interpreted as being social issues while they are issues built on a personal experiences, joint values and local actions. Each stakeholder in cross-border areas may not be described as of focal organizations or sectors, but of social issues (Hillman & Keim, 2001; Selsky & Parker, 2005). According to the social issue approach, stakeholders are seen mainly as complements and not as competitors, and collaboration stakeholders may contribute to an evolving common issue in an integrative and participative logic, as it was recognized in the studied case as local logic. In this point, complexities related to administrative issues or top-down decision-making processes are less likely to emerge. Given the importance of the meeting points, instead of approaching the issue of collaboration being internal to a single focal organization, this issue should be approached

more outward by collaboration stakeholder (Selsky & Parker, 2010) through more effective meeting points to enhance public space for the concerned issue.

Instead of rigid setting of traditional resource and stakeholder management, the social issue approach defends that an issue has life-cycles and its dynamics may change over time due to internal or external changes (Selsky & Parker, 2010). These changes were recognized in the case of Röstånga and accounted as threat by the public sector representative (T. Arnström, personal communication, April 28, 2014) which were indeed increasing organizational complexities. In this point, the third sector claims that grassroots movements demanding change on social issues were perceived by public sector as only temporary social concerns mostly due to personal initiatives (A. Haraldson-Jensen, personal communication, April 28, 2014). To deal with that complexity in building social capital and trust, a more inclusive and participative approach of stakeholder management is a must.

(ii) Management-with-Stakeholders Approach

In the case of Röstånga, similar to the literature, researchers in this study recognized different perspectives from societal sectors on management of cross-sector collaborations in cross-border areas. While the public sector prefers using management-of-stakeholders and management-for-stakeholders, varying from a more to less top-down hierarchy, the third sector is mainly using terms as managing and working *with* stakeholders, approaching to common issues together *with* the public or the private sector in line with their view of decentralized management and common ownership. However, while only the perspectives of management-of-stakeholders or management-for-stakeholders are largely yet suggested as alternatives for organizing cross-sector collaboration through stakeholder management, the demand for change from third sector has not been widely considered in the literature. The researchers of this study found the importance of working and managing 'with', apart from ' of' and ' for' , according to the third sector´s viewpoint. Thus, the researchers propose a more interactive and inclusive stakeholder approach for organizing cross-sector collaboration in cross-border areas around social issues with no focal organization. This approach is corresponding to a new way of Stakeholder Management Approach, developed in this research with findings into 'management-with-stakeholders' inspired by Leadbeater's concept of 'Art of With' (2009). Leadbeater (2009) means that organizations approaching and identify problems or issues *with* people and the physical environment, and design the solutions *with* people and existing resources to build capacities for people to sustain themselves effectively, as well as being efficient and to maximize recycling of resources. In the case of Röstånga, there is an obvious need for meeting points by all sectors to allow this as a domain (Wenger et al., 2002) or design for the sectors to meet in this commonly designed domain, being able to build further capacities. These capacities can, then, be commonly used to manage resources, stakeholders and other issues as social issues in a cross-sector collaboration.

Overall, the researchers find Eskerod and Huemann's (2013) argument valuable that the cross-sector collaboration is a new type of organization that does not only structurally bringing collaborating sectors in more participative manner, but also make use of interactions among these sectors in order to address social issues and exchanges to meet organizational needs in a cross-sector collaboration (Eskerod & Huemann, 2013). Thus, the researchers integrate the management-with-stakeholders in the social issue approach, as a complementary approach to traditional approaches of resource management and management-of-stakeholders or management-for-stakeholders in order to organize cross-sector collaboration in cross-border areas. From this integration, the social issue management approach has been concluded.

Unlike the social issue management approach, Hillman and Keim (2001) also argues that traditional resource management and stakeholder management approaches do not provide direct ties between stakeholders. Instead, the social issue approach allows collaborating stakeholders take a more responsible role, tied with a shared and common issue beyond primary stakeholder and resource exchange with a more focus on social responsibility. Moreover, while traditional resource and stakeholder management may be used for channeling shareholder wealth creation due to serving for a focal organization, the social issue management approach with shared social issues does not aim so (Hillman & Keim, 2001). Social issue

management approach can serve for cross-sector collaboration by integrating the objectives to improve social welfare as an external issue as there is no more a focal organization in such collaboration. Sakarya et al. (2012) also argue that distinct from other approaches to cross-sector collaboration, managing social issues is performed with a non-economic objective caring for improved social welfare. Thus, taking also into account that any organization from public, private and third sector alone are likely to find difficult to cope with these complex social problems (Selsky & Parker, 2010), the cross-sector collaboration in cross border areas are recommended to adopt social issue management approach in order to address externally emerging social issues to improve the chances of approaching the issues more successfully.

8. Concluding Remarks

Findings of this research is primarily concluded in this chapter to include answers to the problem and research questions in order to answer the purpose of this case study of Röstånga. Contributions to research, theory and to practice as well as recommendations for further studies on organizing cross-sector collaboration in cross-border areas are also given below.

(i) Answers to research questions and purpose

With the purpose of exploring the cross-sector collaboration in cross-border areas, researchers have come up with some fundamental factors related to cross-sector collaboration in cross-border areas as it is asked in the first research question. These fundamental factors were previously seen as only related to complexity of organizing cross-sector collaboration in cross-border areas. However, there are some other issues emerged within the empirical data that make researchers define them as well. Fundamental factors related to vertical and spatial complexities are slow decision-making process, factors related to horizontal and spatial complexities are ever-growing intersectoral blurring, and the researchers realize a high tendency and demand for change, especially from the third sector standpoint. Other issues such as meeting points, local logic and social capital are recognized as social issues that are fundamental factors as well, but not well examined in the literature so far to deal with in cross-sector collaboration in cross-border areas.

The researchers confirm whether resource management or stakeholder management were enough to respond to complexities in organizing cross-sector collaboration in cross-border area with the pre-understanding from the complexities in an analyzed case of Röstånga. The researchers recognize that multi-level power struggle on resources, different needs and drives in pooling or trading of resources as well as the intensity of inclusiveness of diverse stakeholders are important to be able to manage resources as stakeholders.

After analyzing the case, with the purpose to explore the cross-sector collaboration and the approaches to cross-sector collaboration, the researchers come up with the argument that the traditional stakeholder management approach should be developed with an additional way, with a higher level inclusion of stakeholders. This new approach is called as Social Issue Management Approach in this study. There are more than only resources and stakeholders to manage, in cross-sector collaboration while other issues in such setting needs to be approached and managed when there is no focal organization but instead social issues to be approached from different sectors jointly. These issues are recognized in the case as meeting points, local logic and social capital. Therefore, the researchers suggests that organizing cross-sector collaboration in cross-border areas needs alternative way of management, with a focal issue to be approached with stakeholders of the cross-border.

(ii) Contributions to research and practice and theory

According to literature and scientific articles, most research on borders are from a positivist perspective, not concerned about the underlying structures of a cross-sector collaboration in such settings, which is the gap that has been filled in research approached with *a realist perspective inspired by a grounded approach* in this case study regarding administrative cross-border borders.

Researchers discuss in this study the cross-sector collaboration as a key issue for the sustainable development in cross-border areas. In addition to two main approaches of management-of-stakeholders and management-for-stakeholders, the researchers have found in the case study that there is an additional perception by the third sector which is based on management and working with other sectors. Supported in the empirical research part, this perception is developed as to extend the stakeholder management approach in theory with a *'management-with-stakeholders'* approach.

There is also noticed a need for change by the third sector in the organizational structure of cross-sector collaboration from a institutional perspective, meaning that in order to develop for sustainability in rural

cross-border areas there is a need for a more decentralized cross-sector collaboration when dealing with issues across sectors.

By analyzing the approaches of resource management and stakeholder management in the case, there were other issues identified, having correspondence in the literature to social issues. After comprehensive analysis and discussion on social issues, the researchers recognized that a *lot of the social issues are indirect related to both resource management approach and stakeholder management approach*, and concludes that resource management and stakeholder management approaches are both dependent on social issues within a long-term projection. Thus, in this case study a *Social Issue Approach* is explained and developed in integration with an alternative stakeholder management approach, *management-with-stakeholders*. As a result, the *Social Issue Management Approach* has emerged as a contribution and alternative way of managing cross-sector collaboration with complexities as of in cross-border areas.

(iii) Further Research

The complex setting of cross-sector collaboration in cross-border areas with a rural and urban tension needs additional studies in other cases to be generalized among different organizational settings and complexities in rural cross-border areas. While the researchers of this study did not focus in combining the different resource management approach, stakeholder management approach and social issue management approach into a conceptual framework, this is suggested to be developed in further studies and tested in a deductive logic, whether it is enough to organize cross-sector collaboration in cross-border areas.

As this research contributes with a Social Issue Management Approach for organizing cross-sector collaboration in cross-border areas of a single case, this can further be researched in similar cross-border areas to increase transferability of the approach to organize cross-sector collaboration. Thus, the researchers suggests this approach to be tested in multiple cases with a case-oriented research.

Organizational learning is likely to occur differently in the settings of cross-sector collaboration in cross-border areas; and there is lack of research on cross-sector collaboration and the organizational learning, especially regarding multi-level dimensions. Further research on that matter would be valuable and contribute to cross-sector collaboration, especially in cross-border areas where different administrative structures, competition as well as local culture and different meanings can be recognized. The researchers suggests that in such complex arrangements further research on these matters would add value in not only how to identify domains, communities and practice as elements of community of practice, and also how to capture meaning, organizational learning and created knowledge in complex cross-sector collaboration in cross-border areas forming around a social issue.

The contribution of management-with-stakeholders emerging from the empirical data, inspired from the work by Leadbeater (2009), is suggested by the researchers to be developed in further studies and connected with the stakeholder management approach as an additional approach to support bottom-up governance, and to be supported not only in cross-sector collaboration in cross-border areas.

Main Findings as Social capital and Trust, Power Struggle and Complexities as hierarchy are important dynamics, recognized in this research to approach in cross-border areas. The relevance of economic, social as the societal *impact* of such dynamics would add value to further research on to see how to prioritize issues to be approached from different approaches to organize cross-sector collaboration in cross-border areas.

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