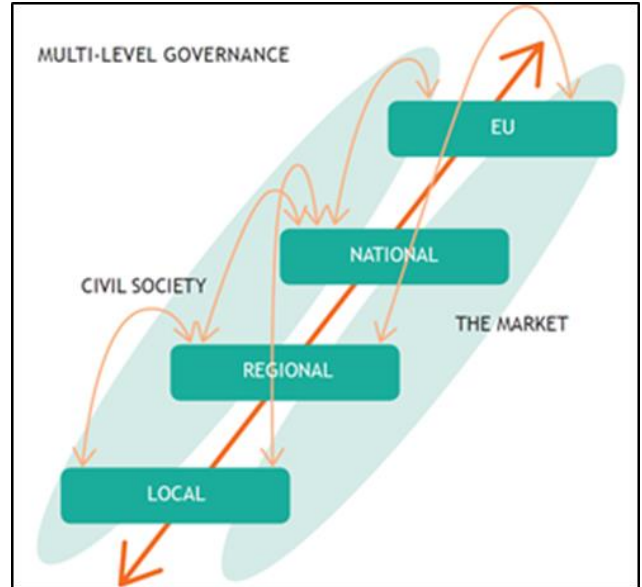


## What is it about?

Transport corridors are spatially and institutionally often too complex to be dealt with effectively by the traditional command-and-control planning. Multi-level governance (MLG) is an indispensable set of working practices that enables coordination across different levels of authority, across different sectors and across different countries.

A variety of MLG schemes have been deployed by past corridor projects in the Baltic Sea Region ranging from loose non-binding arrangements (e.g. informal networks and thematic groups) to agreement-based cooperation (e.g. associations and alliances) and to more rigid binding structures (European Groupings of Territorial Cooperation and private companies).



**The task aims at supporting the implementation of the TEN-T core network corridors by transferring experience in multi-level governance gained through past bottom-up corridor projects in the Baltic Sea Region**

More specifically, the task:

- Maps the decision-making processes within selected corridor examples by
  - ✓ assessing specific management models deployed, and
  - ✓ identifying the involvement/absence of relevant stakeholders
- Places emphasis on the engagement of businesses and lighter-weight players
- Assesses impact on national transport planning

## How is it done?

- Review the TEN-T core network corridor work plans and the EU Strategy for the Baltic Sea Region (EUSBSR) action plan
- Search literature on corridor planning and governance
- Review material produced by bottom-up corridor projects and cooperation initiatives
- Summarise experiences of selected project managers and stakeholders through a questionnaire and a series of interviews
- Validate findings through a stakeholder workshop on multi-level corridor governance
- Report and disseminate results

## Are there lessons to be learned?

### Lesson 1. There is no such thing as one-size-fits-all

No MLG scheme exists that would fit all situations. Its existence would actually contradict the very nature of the MLG concept, which is devised to reconcile a multiplicity of different interests each time. The selection among available options depends on factors like the objectives pursued, the time horizon, the flexibility requirements, the need for political support, etc.

### Lesson 2. Extend reach to include the general public

Past projects have identified the limited impact that the region's territorial cooperation projects have had on national transport planning. In addition to confirming this gap, TENTacle identified the limited impact that these projects have had towards affecting the behavior of the general public. It is conceivable that more effective public awareness campaigns would improve the participation of market and lighter-weight players, attract the attention of politicians, and eventually increase the responsiveness of the national planning authorities. After all, it is the openness and inclusiveness of the institutions of a nation that determine its success.

### Lesson 3. History is fading away

Difficulties were encountered in locating the deliverables of older projects. There is a need for a central, official, openly accessed depository of all documents produced by corridor projects in the Baltic Sea Region in order to ensure that their results remain available for future use.

For more lessons ... download the TENTacle report  
***Best practice in multi-level cooperation  
for transport and growth in the Baltic Sea Region***  
found at [www.tentacle.eu/downloads](http://www.tentacle.eu/downloads)

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## Investigating impacts of the TEN-T core network corridors

TENTacle investigates impacts of the TEN-T core network corridors (CNC) in the Baltic Sea Region, related to:


- public and private stakeholder views and expectations.
- geographical distribution, such as corridor node and transit areas, corridor catchment areas or corridor void areas, areas with functional infrastructure connections to CNCs, and urban and rural areas.
- stakeholder distribution between both public and private stakeholders, large and small organisations, national, regional and local stakeholders, and freight and passenger transport stakeholders.


Governance and policy measures to strengthen CNCs positive impacts and to mitigate negative impacts for diverse stakeholder groups and territories are discussed with stakeholders in the Baltic Sea region and the European Coordinators.

**TENTacle investigates impacts of the CNC to reveal benefits for stakeholders and to achieve a sustainable development.**

## First results from the interview study

Twenty-three stakeholders from the Baltic Sea Region were asked about their personal views of expected benefits of the CNCs. The interviewees were employed by public authorities, infrastructure organisations/companies, private companies or other organisations such as interest organisations. Positive as well as negative expectations were named:

- 
- Improved planning across borders
  - Regional economic growth
  - Better track of goods flows
  - Additional EU funding
  - Better transport capacity and quality
  - Enhanced environmentally low-impact transports, such as rail
  - Improved links between cities

- 
- Lack of attention outside the immediate corridor
  - Sea transportation ignored
  - Possible capacity problems in the focused CNCs

## Work process – Impacts of the CNCs

### Main activities

**Interviews** with public and private sector stakeholders in the Baltic Sea Region about expectations, interest in the CNCs, and governance.

**Discussion** with European Coordinators and the European Commission secretariat about how to exchange information and knowledge between European Coordinators and Baltic Sea Region stakeholders (together with other tasks).

**Impact analysis** of CNCs as a functional system and enabler of wider sustainable benefits on the basis of interviews, findings from pilot cases and workshops or dialogue.



### Communication with the involved public and private stakeholders

- Interviews.
- Discussion of intermediate results in open seminars and project meetings.
- Meetings with CNC coordinators and the European Commission secretariat.
- “Think tank” discussions to suggest practical measures with private stakeholders and regional & local stakeholders outside corridor areas.

### Reports

- Results from the interview study.
- Results from the impact analysis of CNCs as functional system and enabler of wider benefits.

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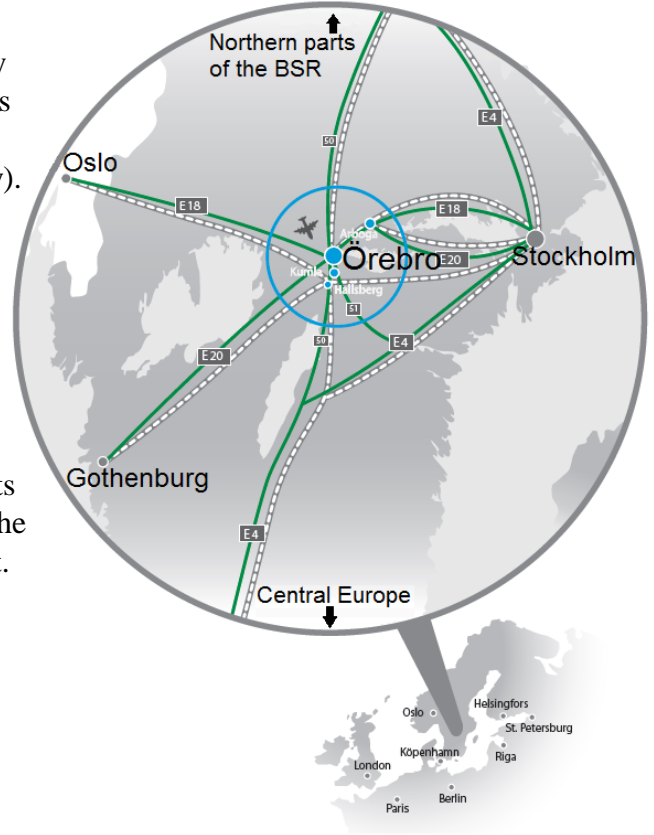
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# Catching the goods transport from the northern areas to the TEN-T core network corridors

## Region Örebro County

The Örebro area is one of the key gateways for supply chains between the TEN-T ScanMed Corridor towards Central Europe and the northernmost Baltic Sea Region areas (northern Sweden and northern Norway). Almost all goods transports to/from the north go through Örebro and Hallsberg.

Sweden's main exports come from the northern part of the country. For the supply of the main industries in Central Europe with raw material it is essential that the railways between Northern Scandinavia and Central Europe are of high quality. Effective transports foster a diversified industry, ensure delivery to/from the region, and reduce the negative environmental impact.



## TEN-T corridor freight hub in the Örebro region

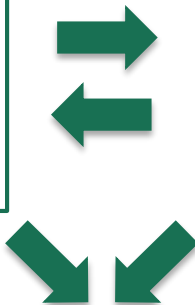
By collecting information through interviews with private and public actors, Region Örebro County will acquire an in-depth insight of the logistics situation, and create opportunities to:

**Change company behaviour and logistic practices**  
to  
**foster a modal shift**  
and to  
**optimise the performance of freight hubs on the corridor**

## Work Process

### Analyses and studies

- Identification of company behaviour
- Investigation of modal choice
- Hub potential analysis
- Setting a joint public-private framework
- Development of a cooperation strategy
- Presentation of practical solutions



### Communication with the involved public and private stakeholders

- Personal meetings
- Regional workshops and roundtable discussions
- B2B meetings
- Distribution of final results

### “Public-private cooperation strategy for intermodal supply chain transiting the Örebro area”

- Summary of results from the interviews with stakeholders
- Analysis showing the potential of the Örebro region serving as an entry/exit hub feeding the freight flows from the northern Baltic Sea Region areas to the TENT-T ScanMed Corridor
- Recommendations how to achieve a behavioural change enabling a modal shift from road to rail
- Proposals for cooperation between stakeholders from the Örebro region hub and the goods origin/destination areas in the northernmost Baltic Sea Region territories
- Solutions how to extend the operational/geographical range of a transport corridor by a strengthened freight hub performance

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## TENTacle and the Eastern Partnership

The **Eastern Partnership** is an EU initiative which coordinates the relationships of the EU with the Eastern neighbouring countries of: Armenia, Azerbaijan, Belarus, Georgia, Moldova, and Ukraine. This unique foreign policy tool:

- ❖ provides a long-term strategy for the Eastern Partnership countries of the EU to carry out sustainable reforms, and
- ❖ foresees possibilities how the EU can support the Eastern Partnership countries to accelerate these reforms.

**TENTacle** tackles two specific challenges of the TEN-T core network corridors implementation in the Baltic Sea Region:

- ❖ Geographical limitation of the TEN-T core network corridors to the EU borders and – consequently – lack of schemes how to connect them to the transport networks of the EU neighbouring countries, and
- ❖ Low uptake of the TEN-T core network corridor policy instrument among the business players due to missing knowledge about how to include supply chain management models with the TEN-T implementation approaches.

## Aims of the TENTacle Eastern Partnership activities

- ⇒ Identify **major public and private players** involved in transport and the management of supply chains between the Baltic Sea Region and the six EU Eastern Partnership countries.
- ⇒ Make inventory of **key bottlenecks** in the transport infrastructure linking the trade origin/destination areas in the Eastern Partnership countries to the Baltic Sea Region – via the TEN-T core network corridors.
- ⇒ Seek ideas how to provide **better convergence measures** to e.g. allow the companies from the Eastern Partnership countries to have full access to the EU transport market.

## Main output of the TENTacle Eastern Partnership activities

### „Closer transport/logistics market integration through interoperability between the CNC and the transport networks of the EU Eastern Partnership“

This thematic study includes:

- ❖ Results of the inventory-making and assessment on the quality and interoperability between the TEN-T core network corridors and the transport networks of the Eastern Partnership countries.
- ❖ Formulation of priority action areas to achieve a time and resource reduction for transport operations while opening up new businesses which stimulate trade exchange.
  - *Political interview:*  
Identification of priority action areas for the public and private stakeholders representing the Baltic Sea Region and the Eastern Partnership of the TEN-T core network corridors.
  - *Technical interview:*  
Investigation of assigned logistics areas in order to select corridor nodes & transit areas, corridor catchment areas, and corridor void areas for the preparation of possible synchronisation models.
- ❖ Recommendations on how to extend the operational and geographical range of TEN core network corridors by a strengthened interoperability of its nodes with the transport networks of the Eastern Partnership countries

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