

Capitalising on TEN-T core network corridors
for prosperity, growth and cohesion



Best practice in committing stakeholders to corridor implementation

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Agenda

- Task objectives (1 slide)
- Sources of information (2 slides)
- 8 Lessons learned (10 slides)

Task objectives

General objective

Support the implementation practice in the CNCs by transferring experience in multi-level governance accumulated through bottom-up corridor projects in the BSR

Specific objectives

- Map the decision-making processes within selected corridor examples
 - ✓ assess specific management models applied
 - ✓ identify involvement/absence of relevant stakeholders
- Emphasise on the engagement of businesses and lighter-weight players
- Assess impact on national transport planning

Sources of information

- The CNC work plans and the EUSBSR action plan
- Literature search on corridor planning and governance
- Deliverables of bottom-up corridor projects and cooperation initiatives
- Survey among project managers and stakeholders
- Interviews with selected project managers and stakeholders
- Stakeholder workshop on multi-level corridor governance

Bottom-up corridor projects and initiatives



NLC/Midway
Alignment



Mid-Nordic Green
Transport Corridor



Rail Baltica Growth
Corridor



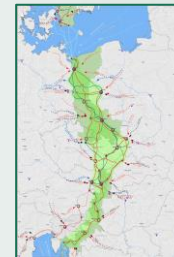
East-West Transport
Corridor Association



SCANDRIA



Baltic Link Association



CETC-ROUTE65



SWIFTLY Green



TransBaltic



BSR TransGovernance



SuperGreen



Oslo-Stockholm 2.55 AB

Lesson #1 (to EU Coordinators)

Different perspectives makes it happen

- The EU Coordinators have acknowledged the need for a strong cooperation of all relevant stakeholders
- They have a crucial role in exploiting the provisions of the TEN-T Guidelines and own initiatives to realise the vision of the CNCs by 2030



Photo by Marko Tancar/SŽ

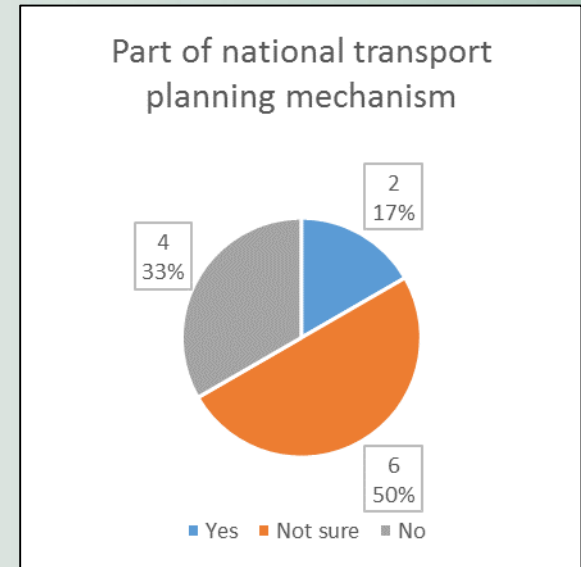
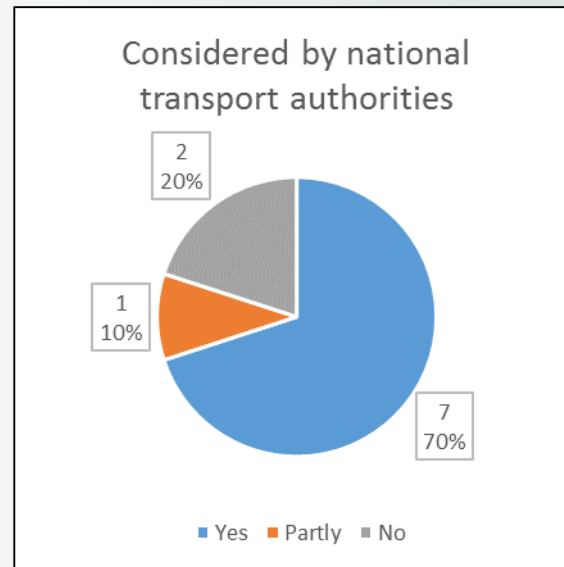
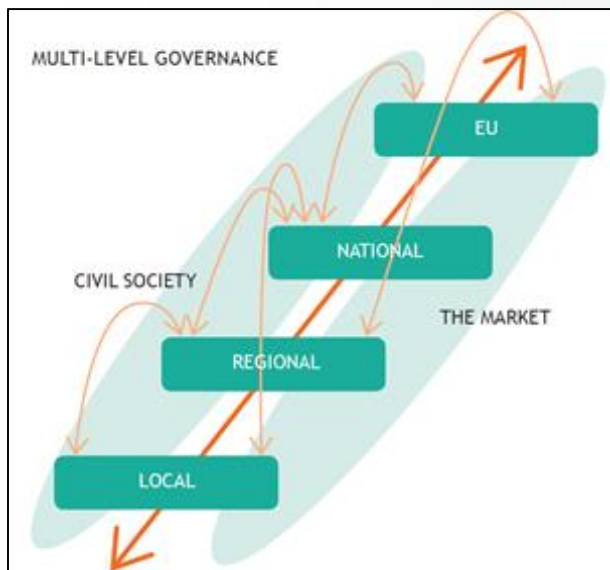
“My vision of the Baltic-Adriatic Corridor is that this corridor turns into a corridor of sustainable and socio-economic growth and that it becomes much more than the mere transport infrastructure ... In order to reach this ambitious goal, **a strong cooperation of all relevant stakeholders at all levels of intervention will be needed.**”

**Prof. Kurt Bodewig, European Coordinator,
Motorways of the Sea**

Lesson #2 (to national planning authorities)

Regional experiences can facilitate national planning

- Transport corridors are spatially and institutionally often too complex to be dealt with effectively only by command-and-control planning practices
- Multilevel governance (MLG) enables coordination across different levels of authority, across different sectors and across different countries



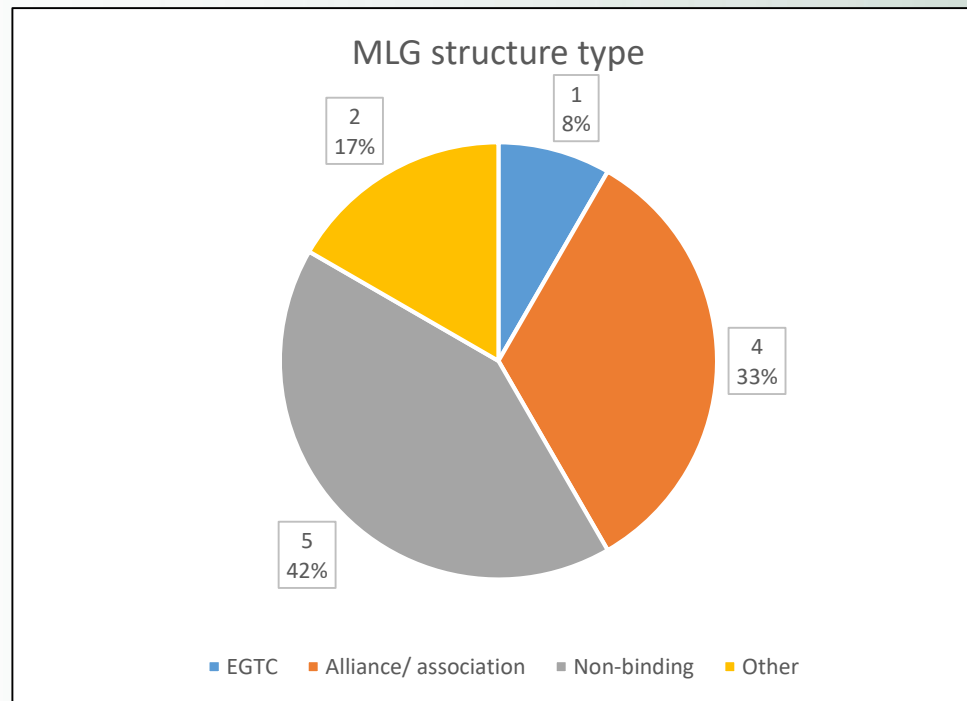
Lesson #3 (to project developers)

There is no such thing as one-size-fits-all

Type	Definition	Advantages	Disadvantages
Informal network, thematic groups	<ul style="list-style-type: none"> Nonbinding network of various stakeholders without written agreement Cooperation on demand One stakeholder leading the process voluntarily 	<ul style="list-style-type: none"> Low bureaucratic effort Fast formation and working process Flexibility in partnership Flexibility in setting the agenda 	<ul style="list-style-type: none"> Open regulations for cooperation Risk of low obligation/commitment of partners Insecure financing (depending on periodically renewed partner commitment or the acquisition of external funds)
Agreement based cooperation	<ul style="list-style-type: none"> Cooperation based on written internal agreement Fixed financial contributions Formal executive positions (e.g. board, secretary) Action plan 	<ul style="list-style-type: none"> Stronger commitment of partners Financial security Minimum staff 	<ul style="list-style-type: none"> Requires partner consensus Limited flexibility (e.g. additional tasks have to be negotiated at political level)
European Grouping of Territorial Cooperation (EGTC)	<ul style="list-style-type: none"> Based on Regulation (EC) No. 1082/2006, Regulation (EU) No 1302/2013 and national laws of head office country Own legal personality 	<ul style="list-style-type: none"> Legitimate negotiation position Enhanced visibility Eligible for EU funding Well defined decision making process, roles and functions Independence from political developments 	<ul style="list-style-type: none"> Considerable bureaucratic effort to set up Difficulties in the involvement of private entities as members
Private company	<ul style="list-style-type: none"> National laws of head office country Own legal personality 	<ul style="list-style-type: none"> All of the EGTC advantages (see above) Minimum effort to set up 	<ul style="list-style-type: none"> Only for cases of narrow scope and identical interests Non eligible for funding from EU territorial cooperation schemes

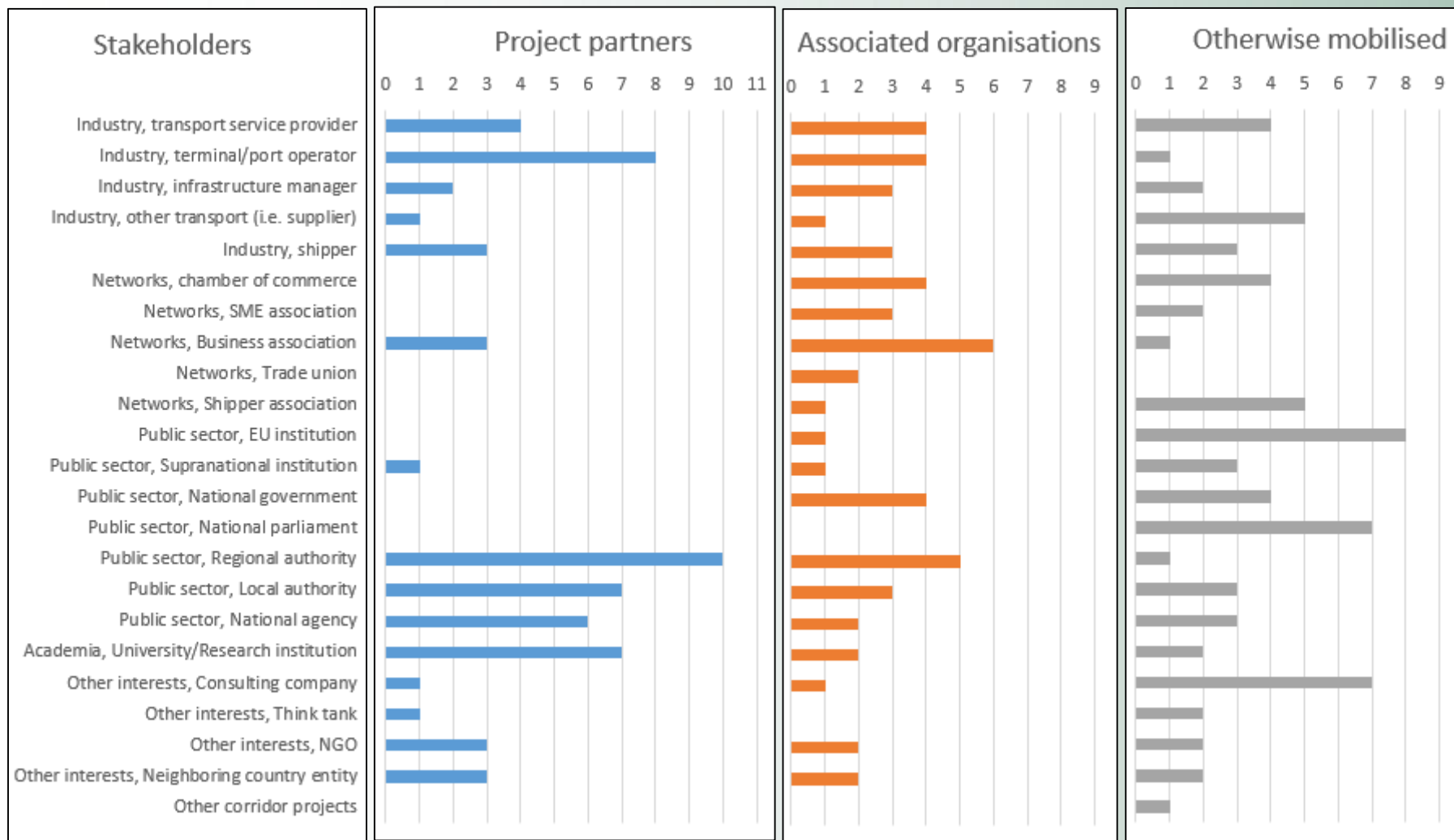
Lesson #3 (to project developers)

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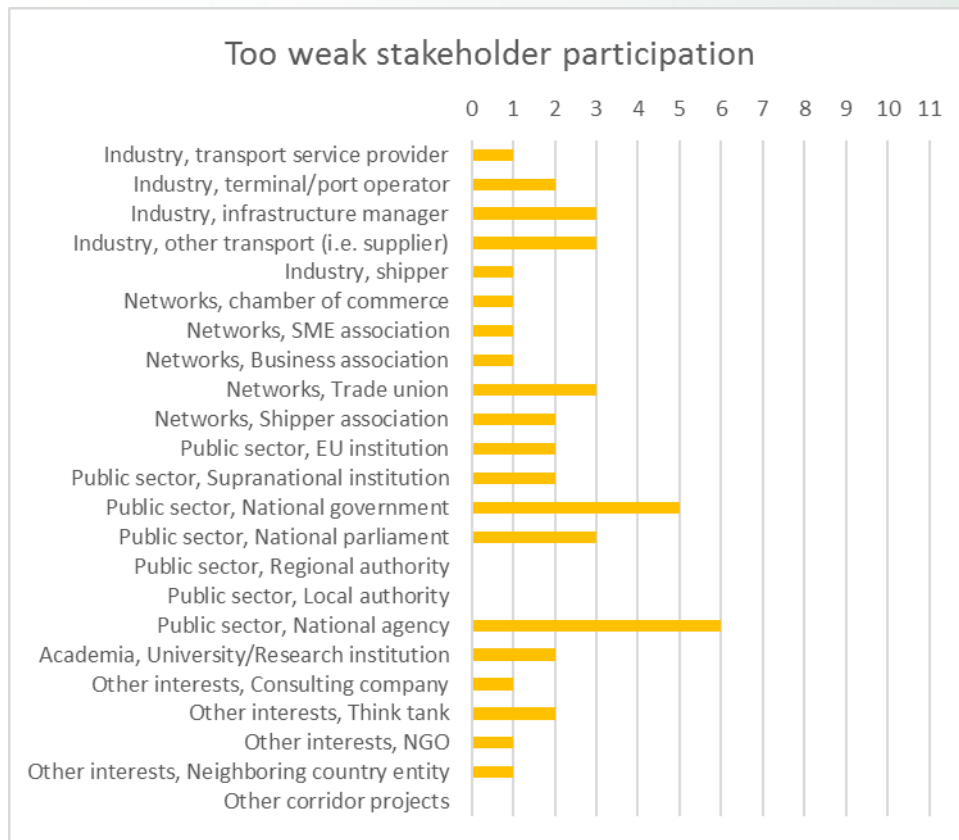
Lesson #4 (to project developers)

Design stakeholder specific communication



Lesson #4 (to project developers)

Design stakeholder specific communication

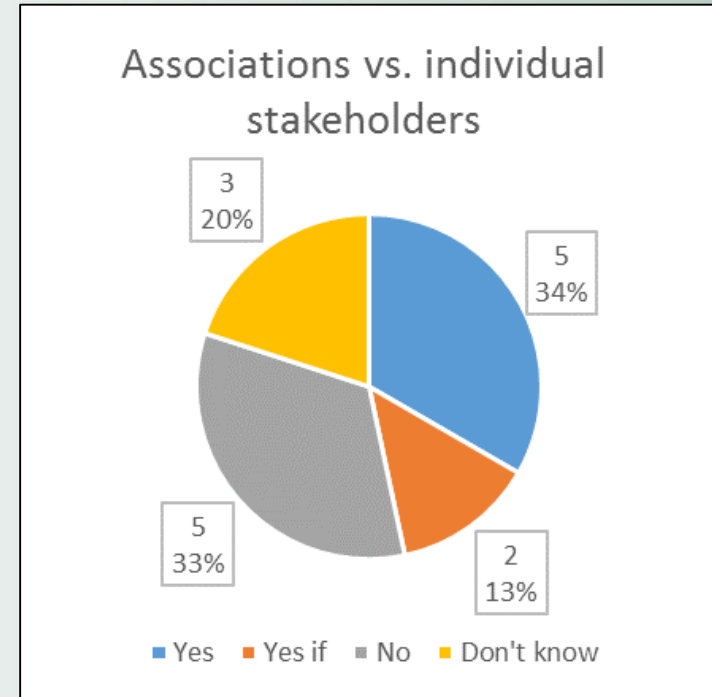


- Focus the dialogue with business players on their needs (what the corridor can do for them) rather than on general policy issues
- Pursue communication via networks and associations featuring business players
- Arrange narrow sectoral group meetings and round tables (max. 10-15 participants) rather than open events

Lesson #5 (to project developers)

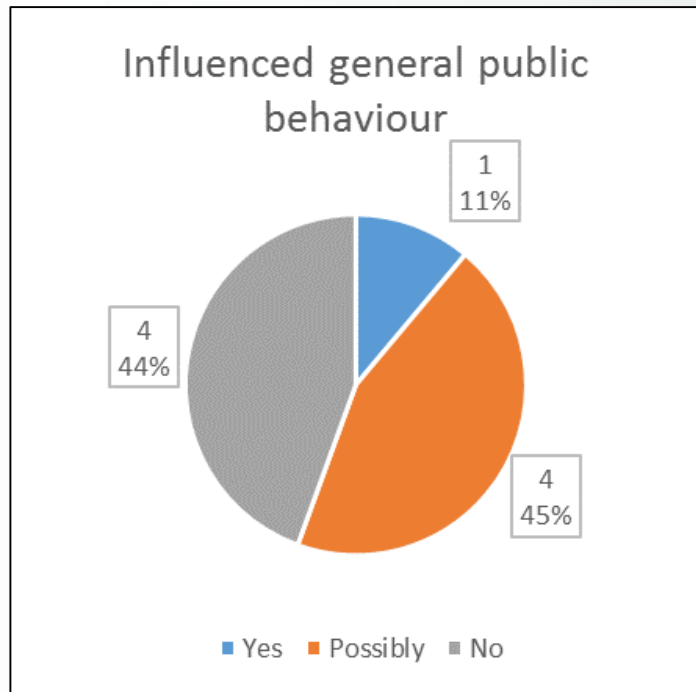
Consider the limited resources of lighter-weight players

- Define project objectives and expected benefits in a concise and explicit manner
- Involve them as early as possible, preferably in the project development phase
- Provide a detailed description of project activities in terms of both context and location
- Identify specific topics that they could handle with the available resources



Lesson #6 (to project developers)

Extend reach to include the general public



- Improve the participation of market and lighter-weight players
- Attract the attention of politicians
- Enhance the responsiveness of the national planning authorities

Openness and inclusiveness of the institutions of a nation is a key determinant of its general and long-term success

[Acemoglu and Robinson (2012). Why nations fail?]

Lesson #7 (to project developers)

Do not forget the low-hanging fruits



Lucas Cranach the Elder, Adam and Eve, 1526

- Broader objectives are always needed to show the directions
- Complex projects increase the risk of losing practical relevance
- Simple practical achievements often contribute to the visibility of the project

Lesson #8 (to project developers)

Get the right leader onboard

The leader:

- Sets project goals and objectives
- Develops plans, schedules and budgets
- Allocates available resources
- Authorises and controls the work
- Monitors progress, identifies deviations and takes corrective actions
- Liaises with the funding institutions and the outside world
- **Inspires others and develops a sense of commitment in all participating individuals**



Robin Williams (1951-2014)

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Thank you for being attentive!

